

MARANOA REGIONAL COUNCIL OPERATIONAL PLAN

2024/2025

QUARTER 3
UPDATE



ROMA, QLD
BRONZE
Australia's Top
Tourism Town Award

2024 WINNER









Operational Plan

Id	Operational Plan Initiative	Function	Responsible Officer	Q1	Q2	Q3	Q4	Measure of Success	Quarterly Outcomes to meet Measure of Success
	GOAL 1: Prosperity - SUSTAINABLE, GROWING & PROSPEROUS ECONOMY								
Our goal: To lead as a prosperous, innovative economy in regional Queensland									
13	Active involvement with industry partners to position Council as "open for business" and ready to support and capitalise on future economic development opportunities.	Economic Development and Local Business	Manager - Regional Economic & Community Development	<div></div>	<div></div>	<div></div>	<div></div>	Host at least one symposium per annum on industry diversification, collaborate with industry advocates such as RCAT, Local Groups, Toowoomba and Surat Basin Enterprise (TSBE) and Outback Tourism. Present Council with concise information on emerging trends, opportunities, risks and threats. Strategy meeting with TSBE for Council and staff to gain a further understanding as to how Council can maximise TSBE membership and their other offerings.	Several meetings held with TSBE executives. Working to have Maranoa Transport companies attend a hydrogen fuel expo. Three Black Friday events held to encourage Indigenous businesses in the region. The Small Business Friendly membership was maintained, and the annual report completed. A Renew Energy Forum Roma is planned for April 2025. TSBE events continue, with Cr Hancock and Davis attended TSBE event in December and TSBE strategy session 10Dec Small Business Friendly will be issuing a new letter of commitment to Council in April with the new processes to follow. QLD Community Renewable Forum held in Roma on 1.04.25 with over 100 in attendance
70	Advocate and promote industry diversification with ongoing focus on long term sustainable agriculture.	Economic Development and Local Business	Manager - Regional Economic & Community Development	<div></div>	<div></div>	<div></div>	<div></div>	Partner to deliver diversified agricultural forums across the region during the next 12 months. Identify and unlock new industry opportunities for the Maranoa region.	Officers have organised presentations to Council on a number of new developments being considered for the region including a Bioenergy production plant near Yuleba and a new wind farm north of Jackson. Discussions held in Q2 with Southern Qld Landscapes regarding supporting their next Maranoa Ag Innovation Expo (Inaugural held in April 2024) or similar events such as Agri Tourism. QLD Community Renewable Forum held 01 April with over 100 attendees. Spoke to Lornida from Southern QLD Landscapes 04 April and the Ag Innovation expo is postponed to later in the year.
90	Development of a Maranoa Region Investment Prospectus.	Economic Development and Local Business	Manager - Regional Economic & Community Development	<div></div>	<div></div>	<div></div>	<div></div>	Inception meeting with Council held to ensure priorities are aligned before commencing with the development works. Investment Prospectus is informed by a broad range of stakeholders from across the region and broader industry. Prospectus is finalised and endorsed by Council.	Development of the Maranoa Region Investment Prospectus has progressed with two Councillor briefing sessions conducted and consultants have furnished feedback from over 90% of the list of agreed stakeholders. The 3rd briefing session was held on 26th November to ensure that the identified interested parties in the Investment Prospectus were correct. The document is to be presented at a further briefing in Q3 for review. Briefing sessions held in Q3 to review the wording and content of the investment prospectus. Q4 will see the final product with imaging and design completed and adopted by Council
4	Refine criteria to enable local supplier spend where possible, however within the value for money philosophy.	Procurement	Manager - Procurement	<div></div>	<div></div>	<div></div>	<div></div>	Procurement Policy reviewed and adopted by Council. Complete a priority review (outside of annual review) of the financial and legislative delegations regarding procurement under the Local Government Act 2009 and Local Government Regulations 2012.	Review of the Strategic Procurement Policy is in progress with Councillors, and scheduled briefing sessions have been established through the Procurement portfolio. A revised procurement policy is now at preliminary draft stage. Further review of the local spend approach is required to balance value for money. Legislative delegations have been reviewed and financial delegations are expected to be reviewed in Q3. Revised Procurement Policy has had a final review by Council and is ready for presentation at Council meeting.
72	Identify procurement opportunities that facilitate the development of local business, both new and existing.	Procurement	Manager - Procurement	<div></div>	<div></div>	<div></div>	<div></div>	Completion of a detailed review of supplier expenditure for the last two years to identify potential local business opportunities that are currently being sourced from outside the Maranoa Region. Briefing presentation summarising the key findings to Council.	Analysis has begun on supplier expenditure to identify opportunities that are being sourced from outside the Maranoa Region. Once complete, the plan is to investigate what opportunities are viable under the Procurement Principles. Analysis is continuing on supplier expenditure to identify opportunities that are being sourced from outside the Maranoa Region. Once complete the plan is to investigate what opportunities are viable under the Procurement Principles. Analysis has been undertaken, with the outcome expected to be provided to Council during May.
86	Investigate and identify opportunities that simplify doing business with Council.	Procurement	Manager - Procurement	<div></div>	<div></div>	<div></div>	<div></div>	Develop and conduct a community survey that helps identify barriers for local suppliers wanting to work for Council. Analysis of survey results and action plan developed and presented to Council.	Strategic discussions commenced into establishing the best process to conduct the survey. The most efficient and affordable solution will be to enlist an expert consultant to engage with local business and obtain truly useful and candid feedback. No further progress in Q2 other than developing the following staged approach. Engage previous supplier to perform survey, develop and then present an action plan to Council (Q3) with implementation commencing in Q4. Community Survey final draft complete. Dates have been set for release of survey. Procurement will be developing a communications plan with Manager - Corporate Communications.
9	Strategic planning and effective management of the Roma Saleyards to ensure compliance with relevant regulations and considers the current and future needs of users.	Saleyards	General Manager - Saleyards	<div></div>	<div></div>	<div></div>	<div></div>	Completion and adoption of a strategic plan for Roma Saleyards (by Council) - including a review and update to the master plan. Monthly Business Unit Reports presented to Council. Completion of Primaries Road and Ramp Upgrade Projects.	Planning commenced for review of masterplan and monthly reporting. Primaries Road project has commenced, with Suffcon mobilisation due Q2. Draft report format has been completed and to be presented at a February briefing session for Council review and approval (in conjunction with Airports and Quarry). Saleyards Masterplan consultation to commence Q3. Primaries Road under construction. Monthly Reports template complete & produced each month





























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GOAL 1: Prosperity - SUSTAINABLE, GROWING & PROSPEROUS ECONOMY Our goal: To lead as a prosperous, innovative economy in regional Queensland									
10	Proactive management of critical contractors operating at the Roma Saleyards.	Saleyards	General Manager - Saleyards	●	●	●	○	Complete review of critical contractors in accordance with contractual arrangements.	Weekly contract review meeting conducted with Saleyards service contractor. Weekly contract review meeting conducted with Saleyards service contractor to ensure compliance with contractual arrangements.
89	Optimise Roma Saleyards Marketing Strategy.	Saleyards	General Manager - Saleyards	●	●	●	○	Increased following and engagement of users on Roma Saleyards social media platforms. Develop Roma Saleyard website.	Communications officer working with Roma Saleyards, actively producing social media content and market reports. Publications have increased engagement and been republished across local and nation media. Website platform confirmed & planning commenced. Communications officer ongoing support to actively produce social media content and market reports. Dedicated Roma Saleyards website development to commence Q3 in alignment with broader Maranoa Regional Council website migration.
7	Commence works to ensure Council's Maranoa Tourism Strategy 2017 focuses of delivering on the key strategic priorities.	Tourism	Manager - Regional Economic & Community Development	●	●	●	○	Inception meeting with Council held to ensure review aligns and focuses on the strategic priorities of Council. Updated Economic Development Strategy adopted by Council. A brief including recommendations from desktop review of the Maranoa Tourism Strategy presented to Council for further consideration.	Desktop review of the Maranoa Tourism Strategy and brief prepared for presentation to Council. Desktop review of the tourism strategy has been undertaken and a resulting brief is to be presented in February 2025. Council briefing took place 05 March 2025 with a new strategy to be commenced with funding in 25 26
91	Partner with Outback Tourism to continue to develop the Maranoa as a tourism destination.	Tourism	Manager - Regional Economic & Community Development	●	●	●	○	Tourism numbers increase through VIC's. Increase in exposure and awareness of Maranoa Tourism options and attractions through exhibit presentations at least two (2) conferences / industry gatherings throughout the year. Develop and implement an action plan, in consultation with Council, to update tourism literature and further leverage the recent Top Towns win. Ensure that all Tourism collateral features our awards. Continue to develop our social media which has a following that has now increased by 24%	Development in progress for a new advertisement and creative content for a revised brochure. Presented the updated new look Roma Revealed tourism brochure at the 26 Nov briefing. Continued to develop our social media which has a following that has now increased by 24% on the prior year. A desktop review of tourism strategy is underway. Promoted Roma at Feb 2025 Moreton Bay Expo. Townsville Expo planned for May. Traveller's Guide in final edits. Entering Roma, Injune, and Surat in 2025 Tourism Awards.

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GOAL 2: Environment - ATTRACTIVE, HEALTHY, BALANCED NATURAL & BUILT ENVIRONMENT Our goal: Preserve our natural assets whilst enabling a growing and sustainable built environment for our community									
11	Long term asset management planning for Council's facilities infrastructure to inform future operational and capital investment and budgets.	Facilities	Manager - Regional Facilities Management	●	→	→	○	Asset Management Plan reviewed and presented to Council before 30 October 2024. Improved budgeting accuracy from 2025/26 onwards, with long term business unit forecast updated to reflect Asset Management Plan prior to 2025/26 budget deliberations.	Strategic Asset Management Plan has been drafted for Councillor workshop in October 2024 The draft strategic asset management plan for facilities was presented to a council briefing in November. Outcomes of the initial review will require further budgetary allocation to complete the project. Q2 Budget review allowed for allocation to progress the SAMP. Workshops scheduled with key stakeholders to group Asset Classes into strategic categories that support more effective planning, resource allocation and decision-making.
16	Ensure safe and function facilities, with asset management plans for all facilities, buildings and structures aligned to Council's strategic direction.	Facilities	Manager - Regional Facilities Management	●	●	●	○	Priority assets for disposal identified and presented to Council for consideration. Reduction in insurance premiums and depreciation.	Strategic Asset Management Plan prepared for Council review. The Plan prioritises assets to inform decision making for acquisitions and disposals In December 2024, Council resolved to exit the social housing system and transfer 20 properties to the Department of Housing resulting a reduction of Council's community housing stock. In December 2024, Council resolved to exit the social housing system and transfer 20 properties to the Department of Housing resulting a reduction of Council's community housing stock.
84	Support and deliver activities that build the capacity and promote the value and contribution of volunteers.	Local Development and Events	Manager - Regional Economic & Community Development	●	●	●	○	Increased volunteer engagement across the Maranoa. Participation in one event/exhibition at each major town during Volunteers Week.	National Volunteer week is in May 2025 - events will be held across the region. National Volunteer week is in May 2025 - events will be held across the region. National Volunteer Week is in May 2025. Local development officers will host events across the region with RECD support if needed. Activities include breakfasts, teas & dinners. Roma will host a Big Rig long table breakfast during the week.
21	Our Parks and Open Spaces meet the needs of our community.	Parks and Open Spaces	Overseer - Roma	●	●	●	○	An established classification system and service level for key parks and open spaces across council operational areas - including the concept of assigning "champions/leaders" to our high priority parks, open spaces and cemeteries.	Classification system and service level established for parks and open spaces in Roma. Assigned areas are allocated to specific work crews in Roma which fosters empowerment and accountability for those specific areas. Spreadsheet to be shared with all other areas to establish consistency in the current management process of classification, service level and accountabilities. Whole of Council parks and open space teams have met and agreed on outcomes. Commenced portfolio chair and we continue to work towards having consistency across region.
79	Plan to maximise the opportunities and sustainably improve our Parks and Open Spaces.	Parks and Open Spaces	Overseer - Roma	●	●	●	○	Developed plans to manage the upgrade of Council-managed parks and recreational spaces - including master planning of Surat Recreation Grounds and Gwydir Laycock Park (Injune). A review (and presentation to Council) of Placemaking Strategy Plans to understand key achievements as well as reestablish the priorities for the future.	Works for Queensland application submitted for master planning of Surat Rec Grounds and Gwydir Laycock Park. RFQ for initial Surat Rec Grounds has been issued and due to close on 11 October. Community survey proposed to gather raw data. RFQ sent out for Irrigation to Lions Park - report to be taken to Council to request capital consideration. Master plan Surat rec grounds commenced Prelim documentation underway. Engagement of landscape architect scheduled for May-June 2025
17	Implement Maranoa Regional Council's Biosecurity Plan 2023 - 2027.	Rural Lands	Manager - Regulatory, Rural Lands & Env Health Services	●	●	●	○	Develop and implement an annual "Action Plan" for weed management in line with the Biosecurity Plan 2023-2027. Deliver weed control as per RMPC funding obligations - with 100% expenditure by 30 June. Deliver Queensland Feral Pest Initiative program as per funding obligations by December 2024.	A Parthenium Management Plan and annual action plan are in development. Weed control is expected to improve significantly with the use of the Reflect App to pinpoint weed locations and control areas. Parthenium Plan is 75% complete, draft due early 2025. Biosecurity Plan is developed. Reflect app is mapping/treating infestations. RMPC works ongoing. QFPI project extended to Dec 2025. The Parthenium Management Plan is complete and out for comment with senior leaders and relevant departments. The Biosecurity Plan is developed, and the Reflect app is mapping and treating infestations. A bid has been submitted for RMPC funding.
18	Develop and Implement Regional Stock Route Management Plan.	Rural Lands	Manager - Regulatory, Rural Lands & Env Health Services	●	●	●	○	Finalise Stock Route Management Plan 2024-2029 and present to Council for endorsement. Develop and implement an annual "Action Plan" for stock route management following the finalisation of the Stock Route Management Plan 2024-2029. Deliver capital works program for stock route water facilities as per funding obligations. Audit water facilities and offtake agreements.	Council endorsed the Stock Route Management Plan on 22 July. The water facilities review is complete, with several improvements set for implementation by the end of 2024. Water facility upgrades include solar-powered systems for efficiency. The stock route management plan is developed. Capital works are on track. Community bore audits and water facility agreement reviews are underway. Stock Route Management Plan completed. 2024/25 Capital Works projects are progressing on schedule. EOIs for 2025/26 have been submitted for consideration. Water facility inspections and a water agreement audit are currently underway.

























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GOAL 2: Environment - ATTRACTIVE, HEALTHY, BALANCED NATURAL & BUILT ENVIRONMENT Our goal: Preserve our natural assets whilst enabling a growing and sustainable built environment for our community									
20	Sustainable Rural Land Management.	Rural Lands	Manager - Regulatory, Rural Lands & Env Health Services	●	●	●	○	In consultation with landowners and Council, undertake a review of the animal baiting program to deliver better outcomes for the region and improve coordination for rural landholders. Twice yearly wild dog baiting program with greater coordination with landowners. Review current wild dog scalp initiative with recommendations to Council on historic trends, the current process, reintroduction of the Golden Dogger Award and current scalps payment.	Community consultation completed, and recommendations used to develop an improved baiting program for October delivery. Work is underway to establish a Biosecurity Committee. October baiting program was undertaken with the use of size-based allocation. Council endorsed the Biosecurity Advisory Committee in Q2 and first meeting is scheduled for Q3. Scalp procedure drafted and will be presented to the committee for review. The baiting program is on track for May; order forms sent to landholders. The Wild Dog Scalp Policy is drafted (pending ELT for approval). The claim form requires photo evidence from authorised collectors. Biosecurity Advisory Committee finalising reps.
74	Proactively manage our Rural Lands as responsible land managers.	Rural Lands	Manager - Regulatory, Rural Lands & Env Health Services	●	●	●	○	A developed suite of rural lands internal processes and procedures, including a compliance framework to make it easier for staff and customers. Staff have relevant authorisations and training up to date.	The department will focus on developing internal processes and procedures after completing the October baiting program to ensure all landowners have been contacted to increase participation. The Stock Route Compliance Priority Policy and agistment advertising process drafts are with ELT for endorsement. Staff training continues. The following policies/processes are with ELT for endorsement: Wild Dog Scalp Payment Policy, Stock Route Compliance Priority Policy, and the Advertising Areas of Stock Route Network for Agistment Process. Staff training is current and up to date.
75	Engage with our Rural Lands stakeholders to improve engagement and education.	Rural Lands	Manager - Regulatory, Rural Lands & Env Health Services	●	●	●	○	Participate in, and facilitate, industry seminars, field days and training across the region.	One staff member attended the Australasian Weeds Conference in August, returning with actionable ideas. The team plans to participate in industry seminars, field days, and training, with 2025 options being explored. Team members attended a seminar on pasture dieback. One member represents the department on the LGAQ Stock Routes Working Group. Another team member collaborated with a neighbouring regional council on a project to prevent the spread of invasive weeds. Rural Lands hosted a successful Biosecurity Information Session in February, receiving positive feedback. The team attended the SRLOG meeting in Quilpie. In May, the department will host the LGAQ NRM Forum; planning for this is underway.
19	A non-statutory review of the Local Government Infrastructure Plan (LGIP) to ensure it accurately informs Council's infrastructure charges regime.	Town Planning	Manager - Regional Planning & Building Development	●	●	●	○	Council's LGIP remains current and adopted by Council. An infrastructure charges regime that is reviewed and adopted by Council that is relevant and ensure cost recovery is aligned with adopted LGIP.	Schedule of works finalised and preparing maps for Local Government Infrastructure Plan completion. Request for quotes have been finalised, awaiting upgrade in Council's mapping system that is due to occur in the next four months. Once the mapping system is upgraded the works will be awarded for LGIP mapping overlay to be implemented to the system. Request for quotes have been finalised, awaiting upgrade in Council's mapping system that is due to occur in the next four months. Once the mapping system is upgraded the works will be awarded for LGIP mapping overlay to be implemented to the system.
14	Finalise and implement waste management strategy and regional operational plans for Council's waste management facilities across the region.	Waste	Manager - Waste	●	●	●	○	Maranoa Waste Management Strategy 2024 to 2029 endorsed by Council. Site Based Management Plans submitted to Department of Environment, Science and Innovation for review and approvals as required.	Draft site based management plans have been submitted to the Department and currently under review. Onsite training and implementation of Plans has commenced. Draft site management plans are under review by the Department. Onsite training and plan implementation have begun. The Maranoa Waste Management Strategy will be reviewed after resolving compliance issues. Draft site management plans are under review. Training and implementation have begun. Compliance is delayed due to construction and data issues. The Maranoa Waste Strategy will be reviewed once compliance matters are resolved.
15	Regional waste contracts in place for domestic waste collection (i.e kerbside collection), bulk haulage and waste operations.	Waste	Manager - Waste	●	●	●	○	Procurement process undertaken and contracts awarded for efficient and compliant regional waste management. Planning commenced on renewal of kerbside collection contracts to ensure sufficient time is allowed to develop documentation to suit our waste collection and management operations. Undertake and review of the previously completed kerbside recycling feasibility study with results presented to Council for consideration.	Waste financial modelling has been reviewed by subject matter experts. Briefing with Councillors has been organised for end of November to discuss the financial modelling, future waste collection and management of regional waste facilities. The financial modelling was undertaken in Q1 and portfolio chair presentation provided during Q2. Final draft to be presented to briefing in Q3. Regional waste contract was awarded in December for a six month period. Regional waste haulage tender is currently out and will be awarded soon. Kerbside collection tenders to follow ahead of contract expiry. Councillor and Portfolio Chair briefing scheduled for Q4.
76	Waste management and operations compliant with relevant State legislation and reporting obligations.	Waste	Manager - Waste	●	●	➔	○	Ensure facilities meet compliance requirements of regulator - 0 Non-Compliances. Compliance with Environmental Protection Order (EPO) and close out, including completion of one-off initiatives in 2024/25 - approximately \$4.710M.	Staff & consultants are working with the Department of Science and Innovations on compliance notices and the EPO. An inspection of the waste facilities is scheduled for the end of September, with regular briefings for Councillors. Existing Environmental Protection Order continues to be addressed with site based management plans under review by DES. Waste transfer station construction has commenced during Q2. Agreed timeframe for remaining matters has been extended until March 2025. Minor EPO amendments made in Q3 and addressed via site management plans. Contractor delays impacted compliance deadline. Extension granted for unmet Q3 requirements due to Transfer Station construction delays.
				On Track	Not Started	Needs Attention	Completed	Not Achieved	Extended

































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GOAL 2: Environment - ATTRACTIVE, HEALTHY, BALANCED NATURAL & BUILT ENVIRONMENT Our goal: Preserve our natural assets whilst enabling a growing and sustainable built environment for our community									
77	Deliver 'Levy Ready' co-funded Project.	Waste	Director - Regional Development		→	→		An informed community through the establishment of varies means of proactive communication as the facility and waste operations transition. Upgraded facilities at Surat, Injune, Mitchell, Wallumbilla, Yuleba and Jackson by 31 December 2024 to ensure operations are inline with regulatory compliance.	Plans drafted for the transfer stations with signage and updated website information. Security cameras have been purchased and installed onsite. Temporary transfer stations have been set up for the interim. Procurement for construction stage has begun. Contracts were awarded in October 2024 for regional transfer stations with construction commenced. Agreed project funding timeframe extended to allow for completion in Q3. Website information updated. Construction at Wallumbilla, Jackson, and Yuleba is complete. Delays at Mitchell, Injune, and Surat due to weather and contractor issues. DCS installs now mid-late April. RFQ for fencing out. Funding timeframe extended to Q4. Website updated.
78	Commitment to the Keep Maranoa Beautiful Program.	Waste	Manager - Waste					Initial public communication released at least 8 weeks prior to the program - with reminders issued closer to the date. Delivery coordinated in a manner that ensures completion of program in first quarter of 2025, consideration wet weather risk and conflicts with Easter in the Country in mid-April.	Keep Maranoa Beautiful kerbside program due to occur at the end of March/early April 2025. Tender for works to go out start of next year. Tender document with scope and schedule prepared for release in Q3 with the Keep Maranoa Beautiful kerbside program due to be undertaken at the end of March/early April 2025. Keep Maranoa Beautiful commenced on March 24th and was completed on April 10th. A post event briefing will be held with Councillors in Q4 regarding the success/feedback/issues. From this a date will be set for 2026.





























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GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services									
3	Finalise long term asset management plan for airports and aerodromes to inform future operational and capital investment into Council's airport and aerodrome business unit.	Airports	Manager - Airports	●	→	●	○	Asset Management Plan finalised and presented to Council before 30 December 2024. Improved budgeting accuracy from 2025/26 onwards, with long term business unit forecasts updated prior to 2025/26 budget deliberations. Reduction in the number of unplanned instances where the level of service to users of the airport and aerodrome facilities is impacted.	The Asset Management Plan report has been completed and is to be presented to council by end of 2024. The Asset Management Plan has been prepared and will be presented to Council in Q3. The AMP is in the process of being briefed to council. Long term financial forecasts have been produced and are being presented to Council. Service levels are being maintained.
80	Seek opportunities to improve on Council's communication services.	Communication and Consultation	Manager - Corporate Communications	●	●	●	○	Increased engagement through undertaking a community wide survey to gauge how residents across the Maranoa would like to best engage with, and receive communication, from Council. Summarise survey results, develop action plan and present to Council.	Briefing being scheduled with Council to plan the initiative and establish consensus on questions to be presented to the community. A survey is being rolled out incrementally across the current main communication channels (Bottle Tree Bulletin, Maranoa Today and Facebook). This is being done to gain data on the practical response through each channel, as well as stated preference. Year on year engagement on social media has increased by over 40%. Communication strategy almost ready for COuncil briefing.
36	Planned renewal and upgrades of Council facilities to meet user requirements and/or expectations.	Facilities	Manager - Regional Facilities Management	●	●	●	○	Consultation undertaken to ensure new builds and upgrades meet the current and anticipated needs of the organisation and community, with input sought from relevant parties and user groups. Facilities projects delivered that meet users/ customer requirements and expectations.	Delivery of key projects and stakeholder consultation are ongoing. Calico Cottage and other major projects are in progress. Delivery of key projects to meet the organisation and community needs are ongoing, with consultation with key stakeholders to identify any issues. Calico Cottage and McDowall Carpark construction continued during Q2. key projects to meet the organisation and community needs are ongoing, with consultation with key stakeholders to identify any issues. Calico Cottage (near complete) and McDowall Carpark construction completed during Q3.
37	Manage the development and renewal of fit-for-purpose leases and agreements for use of Council facilities.	Facilities	Manager - Regional Facilities Management	●	●	●	○	Continue program to ensure all tenants and long-term users of Council facilities and land have a formal tenancy agreement. Renewal of leases and agreements completed prior to expiry date.	Leases and Agreements have been renewed as required. The Leases and Agreements register is actively monitored, with renewal discussions conducted as needed. 4 leases and agreements completed, 6 in progression for signing and 8 in negotiation stages. 1 Trustee Permit and 7 Trustee Leases in progress. Leases and Agreements have been renewed as required. The Leases and Agreements register is actively monitored, with renewal discussions conducted as needed. 4 leases and 12 agreements, 3 grazing EOIs, completed. trustee lease pending
31	Capitalisation and Work in Progress (WIP) Management including timely close out of projects, and reduction in outstanding value of WIP.	Financial Reporting	Chief Financial Officer	●	●	●	○	Timely Works in Progress (WIP) Management - 100% of projects in current financial year finalised within two (2) months of practical completion. - Total number of outstanding WIP reduced by 85% this financial year.	Project planning completed with milestones attributed for each project. Finalisations backlog is being reduced. Staffing is slowing progress (particularly with Council housing capital projects). \$14m outstanding finalisations completed in Q2. The balance to be completed by Q4. Staff prioritising the reduction of outstanding finalisations impacts the completing of current project finalisations within the 2 month of practical completion goal. Significant reduction in the stale WIP backlog, with the current year projects being finalised generally within timeframes.
33	Long term asset management planning for Council's gas infrastructure to inform future operational and capital investment and budgets.	Gas	Manager - Water, Sewerage & Gas	●	●	●	○	Asset Management Plan reviewed and presented to Council before March 2025. Improved budgeting accuracy from 2025/26 onwards, with long term business unit forecast updated to reflect Asset Management Plan prior to 2025/26 budget deliberations. Undertake actions to reduce unaccounted gas loss by 15%.	Software package has been purchased. Process established with ICT. Gas assets converted to shapefile format & operator gathering data. The Gas AMP is on track to be completed and presented to Council in Q3. Valuations are in progress now for updates to plan.
34	Gas infrastructure telemetry (SCADA) and routine maintenance procedures are simple and understood by operational staff.	Gas	Manager - Water, Sewerage & Gas	●	●	●	○	Training program established within first quarter of FY24/25. Training of operators - with training conducted at 1 site per/local area per month (on average). SCADA diagrams documented/updated for at least 75% of sites.	Gas network mapping update has commenced. 4 operators trained in gas SCADA. 1 telemetry sensor requirement identified for Hospital area. Funding options being considered. The project will be considered as part of 25/26 budget deliberations.
35	Annual regulator audit of Council's Gas Network.	Gas	Manager - Water, Sewerage & Gas	●	●	●	○	Successful annual regulator audit with no major non-conformances. Proactively address any issues raised from the audit within required timeframes.	Petroleum and Gas regulator conducts audits (approximately biannually). The last audit passed with one requirement for further information regarding setting of over-pressure protection valve. Coordinator - Water, Sewerage & Gas / Projects provided the gas regulator the required information regarding the over pressure protection valve.

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GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services									
81	Gas tariff incentive scheme review.	Gas	Manager - Water, Sewerage & Gas					A review of the current gas tariff scheme to ensure the initiative is achieving value-for-money for Council and the broader community. Review to include consultation with key gas users to establish the benefits of the scheme. Results of review to be presented to Council for consideration.	A process for the review has been identified (compare 22/23 revenue with 23/24 revenue) review customer satisfaction at the three largest users being the Hospital, Laundromat and Pool as well as the next top 10 customers eg. Bakery.
									Analysis of the Gas Tariff review to be to be presented to Council in March, for consideration as part of 2025/26 budget deliberations.
									Currently ongoing
2	Continued refinement of Cybersecurity Framework Policy and enhanced security management to protect Council information assets.	Information and Communications Technology	Manager - Information and Communications Technology					Creation of Internal Cyber Security Working Group - meet Quarterly.	Council has fully implemented 39 of the 55 cybersecurity controls (70%), with several in audit mode or partially implemented, as part of the ongoing refinement of the cybersecurity framework and the enhancement of security to protect information assets.
								Implementation of 80% of Essential 8 controls outlined by Microsoft guidelines.	Council has now implemented 42 of the 55 cybersecurity controls (76%), with 10 partially implemented and 3 in audit mode. This continues the ongoing refinement of the cybersecurity framework and the phased deployment of the Microsoft Defender platform.
								Implementation of Microsoft enhance security management services.	Council has now implemented 49 of the 55 cybersecurity controls (89%), with remaining controls in partial or audit mode. This continues the phased implementation approach aligned with the cybersecurity framework and Defender platform rollout.
38	Increased digitisation across Council business and processes.	Information and Communications Technology	Manager - Information and Communications Technology					Identify digitisation opportunities across Council functions.	Training and expansion of the Civica Reflect mobile application, relaunch of the Civica Actus CRM mobile application to improve field access and data collection, enhancing digitisation across council operations.
								Increase in implementation of digital processes and checklists.	Further training on Civica Reflect and Actus CRM has enhanced field access and data collection, increasing digitisation across Council processes. Additional rollout efforts continue to streamline operations and improve digital service delivery.
									Development of frontline worker tablets underway to deliver a sustainable, cost-effective solution for improved access to information. Trial planned to commence with the Roma team in Q4 to support further digitisation of field operations.
39	Limit exposure to cybercrime and other cybersecurity risks ensuring data safety and integrity.	Information and Communications Technology	Manager - Information and Communications Technology					Continued investment in ICT and training including Authority Altitude and cloud based technology.	Cybersecurity awareness training implemented for all staff, simulated attack conducted. ICT policies under review and in draft. Security response development completed. Cyber insurance coverage reviewed.
								Staff awareness program delivered on Cybersecurity.	Cybersecurity internal audit completed, identifying key areas for improvement and action. ICT policies under review and drafting. Security response plan finalised. Cyber insurance review and cover to be presented to the Audit Committee in Q3.
								Cybersecurity report on cyber resilience and posture presented to at least two audit committee meetings per year.	Cyber insurance review completed and JLT report presented to the Audit Committee. Q3 simulated attack fully implemented. External penetration test conducted in line with the cybersecurity calendar to validate security posture and controls.
								Cybersecurity Insurance coverage reviewed and presented to Audit Committee and Council.	
55	Ongoing investment in Plant Replacement Program to ensure plant is modern, fit-for-use and reliable.	Plant, Feet, Workshops and Depots	Manager - Fleet					Establish a plant replacement program and present to Council for endorsement.	Currently, there are no unexpected delays in vehicle or plant delivery times, and all established targets have been met for the plant replacement program.
								Expend plant replacement program with >85% plant purchases operationalised by 30 June.	The Plant Replacement Program is being delivered in accordance with Council's Fleet, Plant, and Heavy Vehicle Replacement Policy. As at Q2 end, \$0.824M has been expended, with \$2.321M committed, representing 63% of the 2024/25 plant replacement budget.
								Users consulted as part of each specification development.	Awaiting ordered Plant, some slight delays with minor Plant expected delivery in August 2025
85	Workshop planning to ensure Council's fleet is able to be serviced in a proactive and timely manner.	Plant, Feet, Workshops and Depots	Manager - Fleet					Development of a Regional Workshop Plan that considers the strategic delivery of all workshop services across the region.	While overarching guidance is available from the Fleet team, the manner in which Council's workshops are delivering support to Council's fleet, plant and machinery is under review.
									While overarching guidance is available from the Fleet team, the manner in which Council's workshops are delivering support to Council's fleet, plant and machinery is under review.
40	Operation of Council quarry and quarry pits in accordance with the relevant safety legislation.	Quarry and Quarry Pits	Operations Manager - Quarry & Quarry Pits					Compliance with legislation - with 0 major non-compliances used by the regulator.	Continued compliance with legislation, with 0 major non-compliance issued by the regulator. Periodic safety auditing completed with QMHS Act.
								Auditing schedule adhered to with any non-conformances identified and rectified within established policy timeframes.	Maintained compliance with legislation, with zero major non-compliances issued by the regulator. Periodic safety audits were completed in accordance with the QMHS Act.
									Maintained compliance with legislation, with zero major non-compliances issued by the regulator. Periodic safety audits were completed in accordance with the QMHS Act.

Id	Operational Plan Initiative	Function	Responsible Officer	Q1	Q2	Q3	Q4	Measure of Success	Quarterly Outcomes to meet Measure of Success
	GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE								
Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services									
41	Sound financial business management and reporting for Council's Quarry assets.	Quarry and Quarry Pits	Operations Manager - Quarry & Quarry Pits	<div></div>	<div></div>	<div></div>	<div></div>	Monthly Business Unit Reports prepared and presented to Council. Quarterly stocktake undertaken to reduce write-off values.	Monthly reports to be presented following briefing with Councillors, format ready to proceed. First quarter stocktake completed. Monthly report format to be presented to Council in Q3 (in conjunction with Saleyards and Airport). Quarterly Portfolio Meetings held. Second Quarter stocktake has been scheduled, yet to be completed. Monthly report format to be presented to Council in Q3 (in conjunction with Saleyards and Airport). Quarterly Portfolio Meetings held. Third Quarter Stocktake Complete.
87	Secure strategic quarry resources to meet the needs of future infrastructure projects.	Quarry and Quarry Pits	Operations Manager - Quarry & Quarry Pits	<div></div>	<div></div>	<div></div>	<div></div>	Development of clear understanding of rehabilitation liability to enable preparation of plans and funding for completion of rehabilitation. Presentation of Headache Hill business case to Council for consideration and adoption.	Ongoing development of rehabilitation liability and progressive rehabilitation in accordance with EA's. The business case for Headache Hill has been presented and accepted by Council, a revised detailed budget will be submitted for approval in early Q2. Ongoing development of rehabilitation liability and progressive rehabilitation in accordance with EA's. Headache Hill has been approved for operation. Operations expected to commence in Q3. Ongoing development of rehabilitation liability and progressive rehabilitation in accordance with EA's. Headache Hill has been approved for operation. Operations expected to commence in Q4.
27	Long term asset management planning for Council's road and drainage infrastructure to inform future operational and capital investment and budgets.	Roads and Drainage	Deputy Director / Strategic Road Management	<div></div>	<div></div>	<div></div>	<div></div>	Asset Management Plan reviewed and presented to Council. Improved budgeting accuracy from 2025/26 onwards, with long term business unit forecast updated to reflect Asset Management Plan prior to 2025/26 budget deliberations.	Strategic Road Management Group scheduled to meet in Q2 to develop a plan for this task. Initial estimate obtained to undertake condition assessment for sealed road network (1200km). Planning for delivery to commence in Q3. Council's significant road construction program has impacted delivery by February with June 2025 now more realistic. The initial review of the AMP identified the need for updates in condition data, especially the sealed road network. Data collection begins in April. Full review unlikely by 30 June, with Q4 briefing planned to provide an update on the AMP.
28	Timely and efficient delivery of approved Flood Damage Program(s). - Reconstruction of Essential Public Assets.	Roads and Drainage	Deputy Director / Strategic Road Management	<div></div>	<div></div>	<div></div>	<div></div>	Project Completion - Target: % works complete vs % time on a per local area basis - with all approved works completed within timeframes set out in DFRA funding agreement. Timely Reporting and Cashflow Management - Target: % of reports submitted within required timeframe - with all reports and program acquittals submitted by due dates to ensure claim and cashflow management throughout the delivery of the program. Maximise opportunities to self-perform flood damage works with existing employees and plant.	Event 13 completed 30/9/2024. Estimated final costs (EFC) \$76.1 m. Betterment works Maranoa and Roma Southern Road completed. Event 15 & 16 Emergent Works completed - EFC \$2.0 m. Restoration works EFC \$56m. \$24m approved and \$32.5m under assessment. Event 13 acquittal process in progress. Event 15/16 estimate = \$79.8m with \$47.7m approved, \$16.0m under assessment \$16.1m in development. Delivery by Council crews with approx. \$2.4m spent to date. Event 17 activated estimated eligible expenditure \$5.0m Event 13 acquittal in progress. Event 15/16 estimate = \$73.2m with \$60.6m approved, \$11.4m under assessment \$1.2m in development. Delivery by Council crews with approx. \$9.6m spent YTD. Event 17 activated estimated eligible expenditure \$5.0m (TBC)
29	Deliver Major Rural Road Upgrade and Renewal Programs: Bitumen Upgrades, Resealing, Rehabilitation, Kerb and Channel, Footpaths, and Other Projects.	Roads and Drainage	Deputy Director / Strategic Road Management	<div></div>	<div></div>	<div></div>	<div></div>	Project Completion Target: % works complete vs % time - with the aim to have: - 90% of works physically completed by 30 June 2025; and - 100% pre-planned and ready to deliver no later than end of Q1 FY25/26.	Various projects approved in the 24/25 Capital Budget are underway. Approx 20% of rural road program expended at 31/12/24. The Q2 Budget Review will provide recommendation to phase a number of large multi-year projects into 25/26 based on more realistic program size and based on forecast delivery timeframes. Rural Capital Expenditure is at 37%. Delays on Bollon Road, Redford, and the Stabilising Program have impacted spend. The reseal program, contributing 8%, is underway. Multi-year projects are most impacted, with Q3 expenditure forecasts to be adjusted.
30	Deliver Major Urban Street Upgrade and Renewal Programs: Gravel Resheeting, Bitumen Upgrades, Resealing, Rehabilitation, and Other Projects	Roads and Drainage	Deputy Director / Strategic Road Management	<div></div>	<div></div>	<div></div>	<div></div>	Project Completion: Target: % works complete vs % time - with the aim to have: - 90% of works physically completed by 30 June 2025; and - 100% pre-planned and ready to deliver no later than end of Q1 FY25/26.	Planning has commenced for various urban projects in the 24/25 Capital Budget. 30% of the urban roads program has been expended as at 31 December 2024. A number of significant projects being delivered in Q3 and Q4 including Primaries Road, Urban Reseals and Vehicle Rest Area Roma. Urban Street expenditure is 59%. Kerb, channel, and asphalt works are due by 30 June. Reseals are underway, with completion expected by early May. Tiffin Street Drainage and Surat Kerb widening face budget shortfalls, with reports planned for Q4.
32	Delivery of Road Maintenance Performance Contract (RMPC) as maintenance manager for the Department of Transport and Main Roads.	Roads and Drainage	Deputy Director / Strategic Road Management	<div></div>	<div></div>	<div></div>	<div></div>	Works Delivery Target: % value of contract claims vs % time - with the aim to have: - 65% of contract value claimed by 30 December 2023; and - 100% of contract value completed by 30 June 2024. Claim and Cashflow Management Target: Timely submission of progress claims - with the submission of 12 progress claims throughout the financial year.	RMPC obligations are underway throughout the region. Staff are working with TMR to reduce a backlog of claims for the last two months. Approximately 40% of 24/25 Contract Value claimed at 31 December. December works to be claimed in in January 25. Although the target for 31 December was not met, the RMPC program includes a large stabilisation program to be delivered in Q3/Q4. RMPC continues to be delivered throughout Q3. Two stabilising contractors were engaged, with works set to start in early Q4. Although the 60% expenditure target by December was not met, the contract is on track for 100% expenditure by 30 June 2025.

























Id	Operational Plan Initiative	Function	Responsible Officer	Q1	Q2	Q3	Q4	Measure of Success	Quarterly Outcomes to meet Measure of Success
GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services									
42	Annual Service - delivery of annual road maintenance program under TIDS and R2R programs.	Roads and Drainage	Deputy Director / Strategic Road Management					Project completion - Target: % works complete vs % on time - with the aim to have: - 100% of works physically completed by 30 May 2025.	<p>Yuleba Surat and Redford Road bitumen extension projects funded TIDS - tenders for construction to be called October/November 2024. TIDS expenditure on track to be expended by 31 May 2025 Programmed R2R funded projects are on track for delivery.</p> <p>37% R2R & 2% TIDS has been spent. Redford Road Bitumen extension is designed & tenders received. The deferred tender award for Redford has presented a program risk of not meeting 30 May target but 100% expenditure expected by 30 June.</p> <p>65% of R2R expenditure and 9% of TIDS expenditure has been achieved. Redford Road expenditure has slowed due to wet weather. To reduce risk, a gravel resheet on Yuleba Surat Road was brought forward. R2R reseal projects are on track for May completion.</p>
25	Long term asset management planning for Council's sewerage infrastructure to inform future operational and capital investment and budgets.	Sewerage	Manager - Water, Sewerage & Gas					<p>Asset Management Plan reviewed and presented to Council before 30 December 2024.</p> <p>Improved budgeting accuracy from 2025/26 onwards, with long term business unit forecast updated to reflect Asset Management Plan prior to 2025/26 budget deliberations.</p>	<p>Software package has been purchased. Process established with ICT. Progress of AMPs delayed due to DWQMP review.</p> <p>Staff are currently reviewing the last AMP's (2021/2022) and seeking input from local areas. AMP will be presented in Q3.</p> <p>Valuation currently under way on all sites - this will impact asset management plan</p>
26	Sewerage infrastructure telemetry (SCADA) and routine maintenance procedures are simple and understood by operational staff.	Sewerage	Manager - Water, Sewerage & Gas					<p>Training program established within first quarter of FY24/25.</p> <p>Training of operators - with training conducted at 1 site per/local area per month (on average).</p> <p>SCADA diagrams documented/updated for at least 75% of sites.</p>	<p>Monthly WSG meetings have been re-started. Interim training plan has been developed (and ready for action). WSG team members have commenced monthly site visits and training.</p> <p>10 officers undertaking formal training (8 Certificate 3, 2 Diploma). Telemetry is a critical component of the training.</p> <p>Continuing on as per quarter 2.</p>
22	Long term asset management planning for Council's water infrastructure to inform future operational and capital investment and budgets.	Water	Manager - Water, Sewerage & Gas					<p>Asset Management Plan reviewed and presented to Council before 30 December 2024.</p> <p>Improved budgeting accuracy from 2025/26 onwards, with long term business unit forecast updated to reflect Asset Management Plan prior to 2025/26 budget deliberations.</p>	<p>Software package has been purchased. Process established with ICT. Progress of AMPs delayed due to DWQMP review.</p> <p>Staff are currently reviewing the last AMP's (2021/2022) and seeking input from local areas. AMP will be presented in Q3.</p> <p>Valuation of all WSG sites under way - this will have a direct impact on the asset management register.</p>
23	Update of Maranoa Regional Council's Drinking Water Quality Management Plan.	Water	Manager - Water, Sewerage & Gas					Review and update completed and submitted to regulator before 30 October deadline.	<p>Drafts and template completed. Now with McMurtrie Consulting Engineers for review.</p> <p>Updated drafts submitted to Water Directorate. Some further amendments requested following a site visit by officers. These will be completed by end January.</p> <p>Drafts are still under review. Audit also commences in April on our sites.</p>
24	Water infrastructure telemetry (SCADA) and routine maintenance procedures are simple and understood by operational staff.	Water	Manager - Water, Sewerage & Gas					<p>Training program established within first quarter of FY24/25.</p> <p>Training of operators - with training conducted at 1 site per/local area per month (on average).</p> <p>SCADA diagrams documented/updated for at least 75% of sites.</p>	<p>Monthly WSG meetings have been re-started. Interim training plan has been developed (and ready for action). Final plan is contingent on requirements to be identified in the DWQMP. SCADA diagrams being updated through the DWQMP process.</p> <p>In addition to Q1 commentary, 10 officers undertaking formal training (8 Cert 3, 2 Diploma). Telemetry is a critical component of the training.</p> <p>Continuing as per Q2 register</p>

Id	Operational Plan Initiative	Function	Responsible Officer	Q1	Q2	Q3	Q4	Measure of Success	Quarterly Outcomes to meet Measure of Success
GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance									
5	Sound financial business management and reporting for Council's Airport assets.	Airports	Manager - Airports					Monthly Business unit Reports prepared and presented to Council. Master plan for airport reviewed, updated and adopted by Council.	Monthly reports are to be presented following a briefing with councillors. The format and data is ready to proceed. The Master Plan has been awarded and expected completion is by February 2025. Draft report format has been completed and will presented at a February briefing session for Council review and approval of format (in conjunction with Saleyards and Quarry). The precinct plan is in development and will be presented to council in late Q3. Monthly business unit reports are being presented to Council as of March 2025. The precinct plan has been updated and will the final plan will be presented to council for adoption in April/May.
12	Advocate to DTMR to ensure the next Regular Passenger Transport (RTP) contract is reviewed and issued to the market in a timely manner.	Airports	Manager - Airports					Regulated route status maintained. Elected member(s) to undertake representation regarding the renewal of the Regular Passenger Transport (RPT) contract within 30 days of the State forming government (after 2024 State Election).	Airport officers will assist Elected members post State Election on 26 October 2024. Representations on the topic planned at LGAQ in late October. Correspondence to Transport Minister sent in mid-November to raise concerns about outstanding debt owed to Council and the RPT service to the community. The Mayor and Deputy Mayor met with the Premier in December 2024 to discuss the current RPT service. No changes from Q2.
54	Effective communication across internal and external stakeholders.	Communication and Consultation	Manager - Corporate Communications					Corporate Communication Strategy developed and adopted by Council. Simple internal communication framework developed and implemented to inform internal teams around council business. Undertake a review of Council sponsored media to ensure delivery of effective and value-for-money communication.	Initial works on communication strategy development and media review is underway however contingent on execution of community survey. External engagement survey commenced during Q2. Review and pilot of communication tools and migration of the LGAQ website platform is underway. Contract signed on new website, content review progressing. Proposal for Bottle Tree Bulletin in consultation.
57	Increased community awareness of Council Meeting actions and activity.	Communication and Consultation	Manager - Corporate Communications					Commitment to the recording of Council Meeting videos and upload to YouTube and website. Publication of Council Meeting snapshot within 24 hours of meeting being held.	Draft snapshots are being developed in advance of meeting. Approval processes and contingent communications prevent meeting the current 24 hour deadline at this stage. The implementation of the council meeting communication is ongoing. Improvements in Q2 include hyperlinking agenda items to footage and councillor audio snapshots of meetings. Meeting target of publishing within 24 hours, subject to approvals being given. Working on a new process to refine this further.
6	Commence a review of community & local plans by each town.	Economic Development and Local Business	Manager - Regional Economic & Community Development					Conduct a desktop review, including a summary of works completed to date, of all plans in consultation with the Local Development Officers. The review is to be completed in Q1. Present a report to Council in Q2.	Several meetings with Local Development Officers (LDOs) to review plans and prepare a briefing report to Council by end of October 2024. After LDOs have received Councillor feedback a report will be brought to Council in November 2024. A briefing was presented to Council on 6 November 2024, resulting in the reformatting of local plans to emphasize regional and local area-specific objectives. The updated plans will be presented to Council in a briefing in February 2025. Updated format of Local Community Plans presented in February 2025. Council requested that the plans be fully redesigned and undergo community consultation to 'refresh' the objectives and ensure they still align with community needs.
8	Regional Advocacy - Collaboration with key groups to ensure Council's advocacy efforts are aligned and recognise the best forum to progress these.	Economic Development and Local Business	Manager - Regional Economic & Community Development					Maintain active membership in South-West Queensland Regional Organisation of Councils (SWQROC), Darling Downs and South West Council of Mayors (DD&SW), Outback Queensland Tourism Association (OQTA), Local Government Association of Queensland (LGAQ), and other regional working groups.	July: ALGA & ACLG, Canberra; Outdoor Adventure Expo, Toowoomba. August: TSBE & Surat Basin Energy Summit, Dalby; SWROC with SWRRTG & SWQWSA, Thargomindah. September: TEQ Strategic Update, Brisbane; WQAC 2024 Assembly, Mt Isa; Top Tourism Awards, Canberra Oct: SWQ Tourism Meeting, Small Business Friendly Council meeting, SWQROC Economic Development meeting, Indigenous Business Expo, Black Coffee Friday meeting, Nov: Q Shelter Housing and Homelessness Information Session Roma, LGMA Tourism. Attended SWHHS engagement, Small Business Friendly Council, Great Inland Way, Welcoming Cities, DDSW EDO, First Nations Tourism (Roma), and Murri Cuy meetings.
48	Develop leadership capability, skills and knowledge.	Elected Members	Lead Officer Elected Members & Community Engagement					100% completion of the 3 mandatory LG Leaders Training modules within six (6) months of Declaration of Office. Delivery of Elected Member Updates (EMU's).	The Mayor and All Councillors have completed the mandatory LG Leaders Training modules within the required timeframes. The Elected Member Update is scheduled for 16/10/24. Elected Member Update was delivered by LGAQ in October and QTC Financial Induction for Councillors was provided in November.
83	Our elected members enter the 2024 - 2028 term in office with confidence and understanding of the ethical and legislative obligation of their role.	Elected Members	Lead Officer Elected Members & Community Engagement					Development and implementation of training calendar - including financial literacy, conflict of interest and media.	Draft training calendar developed. Currently looking at scheduling media training (Peak Services) and financial literacy training from QTC. Conflict of Interest training was provided in Q1 by DWLGV. QTC Financial Induction for Councillors and Media training was provided in November. Developing and maintaining emotional intelligence for Leaders undertaken by Cr Hancock 13/02/25 and Budget Rating Strategy session undertaken on 20 march 2025.

Id	Operational Plan Initiative	Function	Responsible Officer	Q1	Q2	Q3	Q4	Measure of Success	Quarterly Outcomes to meet Measure of Success
GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance									
43	Update of long-term financial forecast adopted with the annual budget and consistent with the long-term asset management plans.	Financial Planning	Chief Financial Officer					Operational Plan updated to reflect Council's priorities and Corporate goals. Preparation and adoption of Annual Budget and Operational Plan by 30 June. Planned Asset Management Plans reviewed and adopted throughout the year to inform Capital Works Program and Long Term Forecast for 2025/26 Budget.	Governance should start the Op Plan by Feb 2025. Finance will start the Annual Budget process in Feb 2025. Refer individual updates on AMP's in the relevant functional area reports. Planning is underway for the preparation of the 2025/2026 Operational Plan and Annual Budget with a briefing scheduled for February. Asset Management Plans, for specific asset types will inform the Long Term Financial Forecast once completed. Operational Plan preparation and Budget development is underway, with several asset management plans under review.
44	Financial sustainability through efficient and effective use of Council's resources and assets.	Financial Planning	Chief Financial Officer					Measure and track indicators of financial sustainability on long term forecasts. Flag outliers financial stability indicators to Audit Committee and Council for review and recommendations for potential intervention. A detailed review of Council's material and services expenditure to achieve a reduction target between 2.5% and 5.0%. Undertake and complete organisational review. One page business case developed (at a minimum) for 100% of new capital works projects proposed as part of budget amendments and the draft 25/26 Budget.	Sustainability framework successfully added to financial statements. M&S review underway by Directors due 11th Oct. Organisational review is with the CEO. Business Case training/testing is currently being rolled out across council by CFO in small stages. Materials and Services review has been undertaken with identified savings included in the Q2 Budget Review process. Organisational review activities continue with further workshops and consultation in Q3. Refinement of the 1 page business case continues. Q2 Budget review was finalised during the quarter, with the materials and services review outcomes being incorporated into the amended budget that was adopted by Council.
47	Effective internal audit function.	Financial Reporting	Director - Corporate Services					Create and adopt an Internal Audit Plan. Minimum of 2 Internal Audit Meetings held during FY24/25 with: - agenda issued minimum of 7 days prior to meeting. - minutes issued minimum of 7 days after meeting. 100% of committee recommendations tabled to Council within 4 weeks of Audit meeting for Council's consideration.	The Strategic Internal Audit Plan schedule extends through the 2026/27 financial year. The first Audit Committee meeting is scheduled to align with the receipt and review of the financial statements. The first Audit Committee meeting for FY24/25 was held 14 October 2024 with details tabled at the 13 November Council meeting, including the Strategic 3 year Internal Audit Plan. The next Audit Committee meeting is scheduled for 21 January 2025. The Audit Committee held its next meeting on 24th March 2025, with committee recommendation tabled for the Council Meeting on the 24th April 2025.
49	Open, effective and transparent hazard reporting and closeout.	Health, Safety, Environment & Quality	Manager - Health, Safety, Environment and Quality (HSEQ)					Risk management, hazard identification and hazard reporting training delivered to all staff. All (immediate) unresolved hazards are reported, actioned and closed out within timeframes. >75% of Workplace Inspection Calendar completed to schedule. HSR/Worker participation in Hazard Inspections of at least 25% in 2024.	July to August HSEQ Workplace Inspections averaged 92% with 31% HSR participation. HSEQ Visible Safety Leadership presentation at SMT 25th July & HSR Meeting 7th August to assist Hazard Identification and Risk Management Leadership. Incident Safety Shares distributed to all Staff Dec. Additional focus and timely action needed to close HSEQ CR's. Sep to Nov HSEQ Workplace Inspections averaged 164% with 24% HSR participation. Risk management and Hazard identification on-track and reported within timeframes. 38/74 = 51.4% HSEQ Workplace Inspections completed, 2 HSEQ Vacancies affecting completion rate. 26/38 = 68.4% Worker/HSR participation.
50	Integrated Maranoa Management System reviewed to ensure accreditation is maintained.	Health, Safety, Environment & Quality	Manager - Health, Safety, Environment and Quality (HSEQ)					Accreditation to ISO standards maintained. 100% incidents are reported inline with established process, including Notifiable Incident notification to the regulator.	ISO Accreditation with CACS has been maintained in Quarter 1, 2024/2024. Review and update Policy & process HS.01, E.01, Q.01, I.03, I.04, I.06, I.09, I.10 and I.11. No Safety Notifiable Incidents occurred in Quarter 1, 2024/2024. ISO Accreditation maintained. Internal HSEQ Audit November 24. Notifiable Incident Mitchell Spa 17/10/24 completed 18/10/24. Notifiable Incident Warroo Roads 15/11/24 completed 22/11/24. ISO Accreditation maintained and preparation for next audit 14-17th April 2025. Feddersen report received 9/1/25 for Internal 2nd party HSEQ Audit 11-14th Nov 2024. Notifiable Incident completed 25/02/25 for Mitchell Road-crew reported injury 11-12/02/25
51	Maintain a skilled and competent workforce to meet the needs of Council.	Human Resources and Leadership	Manager - Organisational Development and Human Resources					All new employees complete inductions prior to commencement. Code of Conduct, COI and Bullying and Harassment training developed and delivered to all staff. Development of a training catalogue for staff (refer Toowoomba Regional Council example). Desktop skills gap analysis completed to inform annual training plan and implementation.	All new employees are inducted prior to commencement via Council's on-boarding system (Pulse). Code of Conduct and other information is provided. On-site inductions are performed by supervisor. Inductions continue for all staff. Relevant training available via online and face-to-face training. Q3&4 training catalogue in design stage and available to be published in Feb. Induction program continues as a BAU function and is operating both efficiently and effectively..
52	Develop pathways for employment through traineeship and apprenticeship programs.	Human Resources and Leadership	Manager - Organisational Development and Human Resources					Program offering traineeships and apprenticeships in place for key areas of Council. Number of placements offered >5.	Apprenticeships and traineeships are supported and encouraged. Council currently have 7 apprentices and 3 trainees New cohort of traineeships about to be advertised and recruited into a range of positions across the Maranoa region.

Id	Operational Plan Initiative	Function	Responsible Officer	Q1	Q2	Q3	Q4	Measure of Success	Quarterly Outcomes to meet Measure of Success
GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance									
53	Internal reward and recognition program to promote the services of staff to Council's service delivery.	Human Resources and Leadership	Manager - Organisational Development and Human Resources					One function held in each local area as formal recognition of service milestones.	LADs to organise over next 3 operational quarters Service awards conducted and finalised Dec 2024 Service awards conducted and finalised in Q2.
46	Effective and timely statutory reporting of Council operations.	Information Management and Governance	Governance Officer					Operational Plan adopted quarterly reports presented to Council at the second Council Meeting of the month after the end of quarter in which the report applies. Annual report developed, approved by Council and presented in accordance with legislative timeframes.	Operational plan output has been reinvented this quarter to a more reader friendly version. Guidelines have been developed to issue to staff to assist with wording quarterly updates. Q1 update was adopted on schedule at the Council meeting held 30 October 2024. Q2 on track to be delivered at the meeting 29 January 2025. The 2023/2024 Annual Report was adopted by Council within legislative timeframes on 13 Nov 2024. Q3 Operational Plan on schedule to be delivered at the Council Meeting held 24 April 2025.
56	Review Risk Management Framework to ensure adequacy and suitability.	Information Management and Governance	Governance Officer					Establishment of risk appetite framework - including inception discussion with Council, review by Audit Committee and adoption by Council. Review of Risk Register completed at each Audit Committee Meeting. Risk Register reviewed and discussed with ELT on a quarterly basis.	An external agency was engaged to develop the proposed scope for the establishment of a risk appetite framework, building on the existing work undertaken in 2023/24. Risk Management Framework and Corporate Risk Register are being developed with external support and progress is being monitored by the Audit Committee. Next update will be provided to the Audit Committee Jan 2025. The Risk Management strategy to improve organisational maturity has been presented to the Audit Committee in March with a further presentation with Council scheduled for April.
45	Long term rates modelling to ensure long term financial sustainability.	Revenue Collection	Chief Financial Officer					A Council endorsed long term rates strategy in place that allows for accurate rates and charges modelling. Options analysis to address risks and based on the current composition/distribution of rates revenue.	Delays in starting this goal are due to limited resourcing in the Financial Planning team. Engaging external materials and services consultants is not cost-effective. An organisational structure review is underway to address resourcing needs. No action has occurred as the project plan commences in early Q3, initiating with an internal working group including Mead Perry Group, Rates team, and Finance team. This will be part of the annual budget development and completed prior to 30 June. Rating Strategy Review for the FY2025/2026 annual budget has been prepared and presented to council briefing. Ready for inclusion into the annual budget development, and for adoption in June 2025.
88	Revenue collection opportunities are maximised to ensure Council establishes a strong financial position in both the short and long term.	Revenue Collection	Chief Financial Officer					Minimum 10% increase in value of operational grants secured during the financial year. Identify and address areas of "revenue leakage".	New initiative for 2024/25 – during the quarter, collation of historical operational grants received was undertaken. This will allow reporting (historic vs actual) against success measure moving forward from Q2. With changes to debtor related policies and active debtor management, rates and related debtor balances at the end of Dec 2025 are at their lowest since prior to 2013. The focus in Q3 and Q4 will be on waste collection and water based charges. Waste collection and water based charges have been under review, with a number of supplementary levies issued to maximise revenue. The team will continue this work into Q4.

Id	Operational Plan Initiative	Function	Responsible Officer	Q1	Q2	Q3	Q4	Measure of Success	Quarterly Outcomes to meet Measure of Success
GOAL 5: Inclusivity - CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES Our goal: Our community is liveable, progressive, safe, connected and resilient									
58	Collaborate with community members, local organisation and rescue groups to deliver Councils Adoption/Rehoming program.	Animal Control and Community Safety	Manager - Regulatory, Rural Lands & Env Health Services	●	●	●	○	Continue to monitor data - year on year trend showing an increasing number of animals being rehomed through this initiative.	At this time last year, 22 dogs and cats were rehomed or adopted. For the same period this year, the number is 11 Monitoring continues, with 54 animals returned to owners, leading to fewer rehoming. However, euthanasia increased, with 36 animals euthanised YTD due to dumping and inability to locate owners. Partnering with vets and pet shops to promote adoptions, with potential adoption days at Pets Domain. This quarter: 90 animals impounded, 5 dog attacks, 36 returned, 44 euthanised (incl. ferals), and 14 adopted.
59	Public awareness and information campaigns to educate toward cooperative compliance.	Animal Control and Community Safety	Manager - Regulatory, Rural Lands & Env Health Services	●	●	●	○	Develop and deliver an animal management education campaign to our community, focussing on responsible pet ownership and what annual animal registration fees cover. Host minimum of one educational event in each local area per year.	Planning has commenced to undertake school based and community programs in early 2025 Council staff had a stall at the Christmas Street Party to provide education on animal management and are scheduled to participate in a mini career expo in late January to further engage with the community. Signage is being planned for Roma Bush Gardens and Adungadoo Walkway to inform the community these are not off-leash areas. This initiative aims to support community education and promote responsible pet ownership.
60	After Hours Patrols and Wandering Dogs Management	Animal Control and Community Safety	Manager - Regulatory, Rural Lands & Env Health Services	●	●	●	○	Investigate potential options to improve the delivery of ad hoc and after hours patrols (wandering dogs) in towns across the region.	Since July, early morning patrols have resulted in 40 wandering animals identified, 8 impoundments, and 16 advisory notices issued Morning patrols in October and November resulted to 19 wandering animals and 9 impoundments. Patrols were paused in December due to staffing shortages within the department. Early patrols commence at 6am, 2–3 times per week depending on staff availability and service demands. Late patrols, finishing at 6pm, have been introduced twice weekly to support safety by targeting wandering dogs and off-leash walkers
64	Foster an active Regional Arts Development Fund (RADF) Grant Program.	Arts and Culture	Manager - Regional Economic & Community Development	●	●	●	○	Encourage Regional Arts Development Funds grants to be 100% expended - support a diverse range of cultural events and encourage participation through access to community grants and other opportunities. Continue to recognise the importance of Sculptures Out Back and finalise Master Plan to help manage further development of the Warrego Highway site.	The RADF program had a positive start for 2024-2025 with two applications being successful. These applications were for the Bymount Creative Circle's Garden Glass Workshop and Roma on Bungil Gallery Committee's abstract landscape painting workshop. No applications for RADF funding were received this Quarter. RADF Committee met to discuss council strategic projects for 24/25 with three projects being identified. Four applications have been received through RADF in Quater 3 with funding of \$10,127 being awarded. The Resin Jewellery workshops were held in Wallumbilla, Surat and Mitchell with 29 tickets sold for the event.
82	Provide opportunities with fit-for-purpose facilities to enable artists to showcase their work to the Maranoa and broader community.	Arts and Culture	Manager - Regional Economic & Community Development	●	●	●	○	% increase in the number of art exhibitions held within our facilities across the region. 100% delivery of art facility projects listed on the 24/25 Capital Works Program.	Capital works underway with consultation with Injune Arts regarding the replacement of the carpet in Injune's Art Gallery. Four successful art exhibitions were held across the Maranoa which included the Roma C & K Community Kindergarten annual art show. Quote has been accepted for the replacement of the carpet in the Injune Creek gallery. Works to commence early 2025. Four successful art exhibitions were held across the region. The repainting and recarpeting of the Injune Creek Gallery was completed this quarter with minimal issues arising from the project. Five Art exhibitions were held across the region within our gallery spaces
65	Increase community capability through delivery of grant writing workshops with community groups.	Economic Development and Local Business	Manager - Regional Economic & Community Development	●	●	●	○	Increase in total value of external funding obtained by local organisations. Workshops are attended and well received throughout the region.	Program development scheduled from Q2. Consult with RCAT and State Government to develop and implement a community grant writing program to be delivered in Q3 (consult) and Q4 (deliver). Business Excellence Program organised 3 grant writing workshops. First workshop held 25 March with 12 attendees with a mix of businesses and organisations. Second workshop will be held 8 April with 4 booked in and another 29 April with 10 booked in
61	Disaster Management Plan and sub plans are current and reflect current disaster management arrangement.	Emergency Management and Flood Mitigation	Deputy Director / Strategic Road Management	●	●	●	○	An annual review of the Disaster Management Plan (including subplans), with the review will examine the effectiveness of the plan based on activation, exercise or recommendations from interested parties. Increased community awareness and response during a disaster event in particular one that requires evacuation. Plan developed in consultation with LECC, adopted and published on Council's public website.	Annual Review of the Disaster Management Plan and subplans are currently under review. Local Emergency Coordination Committee Meetings underway. Annual Review of the Disaster Management Plan completed in December 2024. The plan was adopted at the Council Meeting held on the 12 December 2024. Major Review of the Local Disaster Management and Sub plans will be completed in Q4.
62	Ensure our community is informed via meaningful communications during disaster response and recovery.	Emergency Management and Flood Mitigation	Deputy Director / Strategic Road Management	●	→	●	○	Embed the Australian Warning System, where practical, into Council's disaster management communications operations by 30 November 2024.	Currently working with the Communications Team on a communications plan on the distribution of information. AWS integration completed for Flooding. Additional works completed for Severe Storm due to risk of communication saturation. Met with AWS during the quarter to discuss the challenges. Integration to be finalised in Q3. Community messaging was quite prominent and successful in March 2025 due to a couple of rain/flooding events.
				On Track	Not Started	Needs Attention	Completed	Not Achieved	Extended

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GOAL 5: Inclusivity - CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES Our goal: Our community is liveable, progressive, safe, connected and resilient									
68	Develop partnerships with authors and publishers to promote literature and library services.	Libraries	Cobb & Co Changing Station / Regional Lead Librarian					% increase in membership & circulation numbers. % increase in number of book launches held at Council's library facilities.	Established contacts with authors to explore collaborations. Partnered with Qld Ballet to deliver F5F Storytime featuring "Feeling Hopeful" by local author Laura Wippell. Boosted community engagement and highlighted local literature. Established author contacts for collaborations. Partnered with CUC for Q3 launch of "I Dream of Being". Provided initial support to Queensland Writers Group workshops in the Maranoa, fostering literature and writing opportunities in the community. In Q3, library partnerships with authors and publishers supported programs and promotions, contributing to 22,643 circulations, 103 new members, and 8,699 visitors. Opportunities for future book launches and author events are being explored.
69	Deliver regular programs and services that caters to different age groups and interests, such as story times for young children, book clubs for adults, and technology classes for seniors.	Libraries	Cobb & Co Changing Station / Regional Lead Librarian					Increase in library program attendance numbers - year on year. Publication of monthly library newsletter for distribution amongst staff, Council and the broader community.	Delivered programs like Storytime for children, book club, and developed Seniors Month tech classes with a Get Online Week grant. Partnered with NBN to deliver future tech programs, hosted ROMACON at Roma Library, and established a LEGO Club in Surat. Over 100 programs delivered across Maranoa Libraries in Q2, including "Libraries Up Late" events, story times for children, book clubs for adults, and tech classes for seniors, fostering community engagement and lifelong learning. In Q3, a diverse range of programs continued across library branches, supporting all ages and interests. Monthly library newsletters were published and distributed to staff, Council, and the community.
67	Development of Regional Events Attraction Strategy and marketing collateral.	Local Development and Events	Manager - Regional Economic & Community Development					Delivery of improved Maranoa Events and Conferences Calendar that is accurate, easy to access and inclusive of all events across the region. Events Attraction Strategy briefing held with Council prior to detailed review and development.	Improvement to promotion of Maranoa Events & Conferences through website, social media, and direct contact with operators and accommodation providers. Event Attraction Strategy development will commence after Tourism Strategy review is completed. The updated Events and Conferences in the Roma Region: A Planner's Guide, will be provided to a Council briefing in March. The RECD team is working on an event calendar, with an Event Attraction Strategy to align with the Tourism Strategy review. "Events and Conferences in the Roma Region: A Planner's Guide going to Council Briefing for endorsement in April. RECD team working with Corporate Communications, as part of their update to the Council website, to create a fit-for-purpose event calendar."
71	Improved communications in relation to Council's overall management of the third longest road networks in Queensland.	Roads and Drainage	Deputy Director / Strategic Road Management					Launch of the road safety videos - including industry involvement with Department of Transport and Main Roads and Queensland Police Service. Videos shared on large social media platforms such as QPS. Undertake a review of current road maintenance policy to improve community engagement prior to the commencement of works.	Council has finalised the road safety video campaign and this will be launched in 2024/2025. This campaign will educate visitors to our region regarding driving conditions and risks they may not encounter in urban areas. Invitation to be sent to new Transport Minister with the view of launching campaign around Easter 2025. Campaign material finalised and communication materials to be delivered and finalised in Q3. Timeframes for launch couldn't align with all parties' availability. Discussions are ongoing to set a revised date. A Notice of Motion on a new policy for communication before roadworks was tabled, with an initial draft and briefing planned for Q4.
66	Collaborate with community and sporting groups to support facility upgrades and attract sporting events to the region.	Sport, Recreation and Community Wellbeing	Manager - Regional Economic & Community Development					Focus on the attraction and delivery of more regional, state and national level competitions being held in the Maranoa. Commitment of \$250,000 of seed funding for Roma Squash Courts Facility.	Facilitated Wallumbilla Showgrounds User Groups collaboration to draft a facility master plan that was presented to Council. The Groups are seeking external funding for upgrades that will better support current and future events. Have supported the Wallumbilla Show Society with funding to develop visual concept plans to enable the group to secure funding for their master plan Continued working with the Wallumbilla Showgrounds Group with their grant application. Developing a budget bid to do an audit of our sporting fields in MRC, not only for the lead up to the Olympics & bid for intra and interstate sporting events.
73	Promote Community Health and Wellbeing	Sport, Recreation and Community Wellbeing	Manager - Regional Economic & Community Development					In collaboration with Council, investigate joining Queensland Government Program "Being a Wellbeing Community". Seek opportunity to partner with other stakeholders to deliver health and wellbeing initiatives across our regional community.	JULY: PCYC Community Day Wellbeing Program; Injune Kindy Support; Amby Christmas in July; Regional Line Dancing, Multicultural Meet & Greet. AUGUST: Multicultural Qld Gala Night; Regional Zumba. SEPTEMBER: Blue Edge Program; Uniting Care Grief & Loss. Roma Music and Arts Festival- 9 oct 2024 Dec Christmas Street party supported needy families with food vouchers, Handed out 220 food hampers and 250 kids presets. Had 130 community members to a Christmas lunch IWD events, Harmony Week (hundreds attended), Taste of Harmony, Community Kitchen (volunteers needed), PCYC (40 kids/session), CSO supports Interagency, Nepali NY, planning for Families Week (12–18 May).

















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GOAL 5: Inclusivity - CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES									
Our goal: Our community is liveable, progressive, safe, connected and resilient									
63	Ongoing refinement of Planning Scheme development controls.	Town Planning	Manager - Regional Planning & Building Development	<div></div>	<div></div>	<div></div>	<div></div>	<div>Development controls are reviewed, updated and adopted by Council to respond to changing community needs as required. A developed action plan, and commence work to ensure Council is able to meet the timelines and requirements for the statutory review of the Maranoa Planning Scheme in 2025. Update Planning Scheme Zone Maps for all council urban centres.</div>	<div>Scheme and flood model review project prepared, and Request for Quote will be issued in Q2. Finalising Request for Quotation documentation and terms of reference. Liaising with QRA for data release to accompany RFQ documentation. Request for extension sent to QRA for funding due to delay in state data availability. Once response is received a RFQ will be sent out.</div>

Annual Services

Id	Operational Plan Initiative	Function	Responsible Officer	Q1	Q2	Q3	Q4	Measure of Success	Quarterly Outcomes to meet Measure of Success
GOAL 1: Prosperity - SUSTAINABLE, GROWING & PROSPEROUS ECONOMY									
Our goal: To lead as a prosperous, innovative economy in regional Queensland									
97	Provide ongoing support of annual Special Initiatives that celebrate and promote economic development and local business across our region.	Economic Development and Local Business	Manager - Regional Economic & Community Development	<div></div>	<div></div>	<div></div>	<div></div>	Commitment to annual sponsorship of key regional initiatives including - Business Excellence Program, Maranoa Business Awards, Country University Centre, Easter in the Country, Roma Cup, Injune Retirement Village Support etc.	3 Business Excellence Program workshops conducted. Supported delivery of a Major Festival (Cobb and Co Centenary) in August 2024. Sponsored and supported the delivery of the inaugural Roma Country Music Festival held in November 2024. Finalise the increase of financial assistance to Pinaroo Injune Retirement Village for 2024/2025. Organising " Small Business Spotlight' series of local events to celebrate Small Business Month in May 2025
112	Provision of advice and assessments for development services	Town Planning	Manager - Regional Planning & Building Development	<div></div>	<div></div>	<div></div>	<div></div>	Provision of timely and responsive service under customer service charter associated with planning, building & plumbing enquiries and properly made applications. 100% compliance in meeting statutory planning timeframes.	Despite significant resource issues, all planning and building applications have been decided within statutory timeframes. All planning and building applications have been determined within the relevant statutory timeframes. All determined planning and building applications have been determined within the relevant statutory timeframes.
GOAL 2: Environment - ATTRACTIVE, HEALTHY, BALANCED NATURAL & BUILT ENVIRONMENT									
Our goal: Preserve our natural assets whilst enabling a growing and sustainable built environment for our community									
111	Proactive regulatory compliance.	Town Planning	Manager - Regional Planning & Building Development	<div></div>	<div></div>	<div></div>	<div></div>	Audit trade waste generation, back flow prevention and on-site wastewater systems in the region to ensure compliance with relevant regulations.	Liaising with and engaging suitably qualified person to review trade waste policy and prepare trade waste management plan prior to commencing audit. A qualified person is reviewing the trade waste policy and preparing a management plan before the audit. Meetings with Council departments have started to define trade waste requirements for the policy. The draft Trade Waste Policy has been circulated to internal stakeholders for consultation. Feedback from this consultation process will be provided to the qualified person, who will incorporate the input into the next version of the policy.
115	Substantial waste management and operations are compliant with legislation.	Waste	Manager - Waste	<div></div>	<div></div>	<div></div>	<div></div>	Kerbside waste bins are collected as scheduled under contract. Ensure licensing conditions are being complied with across all waste operations. Workplace Health & Safety compliance achieved. Identified non-compliances are rectified in an agreed and timely manner.	Kerbside waste bin collection has continued throughout the quarter as per contract agreements. All conditions and workplace health and safety compliance measures are being met. Contractors are promptly addressing any non-compliances, such as missed bins. Kerbside waste bin collection has continued as per contract agreements. Illegal dumping and all environmental issues reported to authorities as required. All contractors and staff have participated in regular safe work meetings. Kerbside waste collection was consistently delivered this quarter under current contracts, which expire in June 2026. Procurement will begin in Q2 of the 2025/26 financial year.
GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE									
Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services									
92	Ensure Roma Airport and Mitchell, Surat and Injune ALA's maintain compliance as required under the Civil Aviation Safety Regulations and Civil Aviation Advisory Publication 92-1(1).	Airports	Manager - Airports	<div></div>	<div></div>	<div></div>	<div></div>	0 Non-compliances outstanding beyond deadlines. 100% of airside safety incidents investigated and findings made within 30 days of report. No increase to strike rate / 10,000 movements year on year. 0 FOD related incidents on runway. Annual exercise completed to test readiness and effectiveness of incident response procedures.	All Q1 measures are being met: 0 non-compliances beyond deadlines, 100% of airside safety incidents investigated within 30 days, no increase in strike rate per 10,000 movements, and 0 FOD incidents on the runway. Most Q2 measures are being met: 0 non-compliances beyond deadlines, 100% of airside safety incidents investigated within 30 days, and 0 FOD incidents on the runway. 2024 bird strike rate of 4.6/10,000 movements is greater than the 2023 rate. No changes from Q2.
101	Maintenance, sustainability, safety and environmental compliance for customer faced facilities.	Facilities	Manager - Regional Facilities Management	<div></div>	<div></div>	<div></div>	<div></div>	Reduction in user complaints - year on year comparison. 75% user satisfied for quality from customer survey. 0 incidents 100% compliance with service obligations for fire safety, electrical safety, lighting and security systems.	Statutory services maintenance has been completed as required for facilities. Compliance maintenance requirements undertaken in Q2, Fire retardant for stage curtains in Halls. Firefighting equipment servicing. Internal pool inspections. Gutter cleaning of all Council facilities. Statutory services maintenance has been completed as required for facilities. Compliance maintenance requirements undertaken in Q3, Fire retardant for stage curtains in Halls. Firefighting equipment servicing. Internal pool inspections.
106	Fit-for-purpose, reliable and secure ICT systems.	Information and Communications Technology	Manager - Information and Communications Technology	<div></div>	<div></div>	<div></div>	<div></div>	Core services remain 99% available to staff during business hours.	No unplanned outages during Q1, ensuring system reliability and supporting operational efficiency. Minimal unplanned outages during Q2, with system availability maintained above 99%, ensuring reliable, secure ICT services that support operational efficiency and business continuity. System availability for core and critical services remained above 99% during Q3, maintaining reliable and secure ICT operations that support ongoing business continuity and service delivery.
				On Track	Not Started	Needs Attention	Completed	Not Achieved	Extended

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GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services									
113	Delivery of Annual Road Maintenance Program	Roads and Drainage	Deputy Director / Strategic Road Management	●	●	●	○	Works delivery in conjunction with flood damage program and within approved budget allocations.	Works underway in all regions. Delivery continuing through the quarter with local area resources. Delivery continuing through the quarter with local area resources. This includes the delivery of planned and reactive maintenance, as well as flood damage.
116	Operation of Council's Water Network	Water	Manager - Water, Sewerage & Gas	●	●	●	○	Provide professional advice on development applications and issues within the specified timeframes. Dosing equipment serviced in the first quarter. Measure pressure in the network using data loggers on hydrants regularly. Programmed maintenance of relevant zones in each town achieved across the year.	Advice provided to Planning as required. Pressure testing is being completed. Council have had problems with pressure and are working on cost-effective solutions. Dosing equipment serviced by Trility in first quarter. Council is working through pressure problems. Low staffing levels are affecting provision of advice to planning. Dosing equipment has continued to improve through increased visits from Trility and staff training. Continuing to identify trouble areas and upgrade where possible.
117	Completion of Annual Statewide Water Information Management Return.	Water	Manager - Water, Sewerage & Gas	●	✓	●	○	Submitted before deadline of 30 November.	Due date is 01/10/24 and staff have completed this report. Since report was completed in Q1, staff are working on a monthly report to make this an easier job for future years. Data collection is underway for the next report. Awaiting 4 monthly health check request.
GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance									
100	Maintain healthy communities under legislation.	Environmental and Public Health	Manager - Regulatory, Rural Lands & Env Health Services	●	●	●	○	100% food safety inspections are completed as scheduled.	Food safety inspections and re-inspections are ongoing, all food license renewal notices have been issued (170 in total). 175 food businesses relicensed & inspected for 2024/25; 15% required re-inspections. 4 improvement notices. 10 new licences processed. Unlicensed stalls addressed. 3 high-risk appearance businesses licensed. Not for Profits were reviewed. This quarter: 2 new business inspections, 29 annual, 8 reinspections, 3 complaint-related, 2 health search. Compliance: 3 notices issued, 2 unlicensed businesses found. 3 new licence applications processed and approved.
102	Compilation of monthly Financial Reports for submission at Council meetings.	Financial Reporting	Chief Financial Officer	●	●	●	○	Presentation of the monthly financial report to the second Council Meeting of each month.	Presentation of the monthly financial report is not achieved in the first quarter due to the ERP system rollover timing and the annual External Audit during this period. Software migration issues from Q1 have been resolved. Presentation of the monthly financial report to the second Council Meeting of each month is back on track. The monthly financial report has been presented at the second council meeting each month in this quarter.
103	Preparation of annual financial statements - in accordance with legislation and prescribed accounting standards.	Financial Reporting	Chief Financial Officer	●	✓	✓	○	Statements submitted before deadline of 31 October. Achieve results of unqualified financial statements.	The External Audit is ongoing as of end of Quarter 1. Additional information from other departments being followed up to finalise audit to finalise audit. The annual audit of Council's financial statements is complete with an Unmodified Opinion issued and the statements submitted to the Auditor General within the statutory deadlines. This action is complete.
93	Effective management of Council's Integrated Maranoa Management System.	Health, Safety, Environment & Quality	Manager - Health, Safety, Environment and Quality (HSEQ)	●	●	●	○	Resolving matters within the local area, including: >95% of incidents are reported within timeframes >95% of audits completed >100% testing and tagging compliance.	HSEQ assisting Local Areas with HSEQ matters with assistance in addressing open CR's resulting from hazard inspections. >95% of incidents reported within timeframes, 100% of HSEQ audits have been completed and 100% test & tag compliance. Local Area assistance with HSEQ matters continues, including addressing open CR's resulting from workplace inspections. >95% of incidents reported within timeframes, 100% HSEQ audits have been completed. est. 95% test & tag compliance on HSEQ assessment. HSEQ continue to assist Local Areas with HSEQ matters to address open CR's raised during workplace inspections. >95% of incidents reported within timeframes, All HSEQ audits have been completed. 100% test & tag compliance is noted.
94	Internally audit our processes, procedures, facilities and activities.	Health, Safety, Environment & Quality	Manager - Health, Safety, Environment and Quality (HSEQ)	●	●	●	○	Annual HSEQ Audit plan developed, with audits completed in accordance with plan. Internal Audit findings are reported, actioned and closed out within established timeframes.	HSEQ Audit plan is complete for 2024/2025 and all Internal Audit findings are actioned. An Internal audit was conducted 11-14 November 2024, with Internal Audit Plan for 2025 calendar year in draft form. Findings and resulting actions from the 2024 program continue to be addressed. HSEQ Audit plan is complete for 2025 and all Internal Audit findings are actioned.
				On Track 	Not Started 	Needs Attention 	Completed 	Not Achieved 	Extended

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GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance									
95	ISO Certification for Management Oversight as per IMMS Framework.	Health, Safety, Environment & Quality	Manager - Health, Safety, Environment and Quality (HSEQ)	●	●	●	○	Management Review Workplan and Agenda conducted bi-annually - including evidence of HSEQ promotion. 100% of critical issues raised at HSR meetings and unable to be resolved - escalated to Executive for review. Wellbeing Initiatives are regionally focused and reported quarterly to ELT and SMT. Return to Work Plans in-place for all injured workers when required.	Formal Management Review is to be scheduled by HSEQ for Q2, 2024. All issues raised at HSR Meetings are resolved. R U OK Day held 12th September across Council. All Injured workers have RRTW Plans in-place. Ongoing Management Review completed by HSEQ. All issues raised at HSR Meetings are resolved. All Injured workers have RRTW Plans in-place. Management Review with ELT and HSEQ is completed at least monthly with process review as needed. All issues raised at HSR Meetings are resolved. All Injured workers have RRTW Plans in-place.
96	Effective communication of IMMS workflow and performance across Council functions.	Health, Safety, Environment & Quality	Manager - Health, Safety, Environment and Quality (HSEQ)	●	●	●	○	Monthly HSEQ Report produced for Council Leaders - TRIFR and LTIFR tracking. Newsletter and safety alerts for critical incidents developed and produced. Incidents are reported, investigated, actioned and closed out within established timeframes. Compliance to Mandatory Training requirements for all Council employees.	Monthly Statistic reports available 04/07, 13/08 and 11/09. Newsletters and Safety Shares delivered 19/08 and 10/09. Visible Safety Leadership presentation to SMT 25/07. 24% compliance (88/365) to Mandatory Occupancy Training. Monthly Statistical reports provided to ELT/SMT. Quarterly Newsletter produced (28/10) and 8 x Safety Alerts/Shares prepared. Mandatory Compliance training rate of 65% (232/358) for Occupancy (Emergency) Training. Monthly HSEQ statistic reports provided to ELT/SMT 7/1/25, 6/2/25 & 4/3/25. Bi-monthly SOTS Newsletter produced (20/01). 2 x Safety Alerts/Shares prepared 29/1 & 26/3. Mandatory Compliance training at 87.3% (309/354) for Occupancy (Emergency) Training.
104	Ongoing leadership development.	Human Resources and Leadership	Manager - Organisational Development and Human Resources	●	●	✓	○	Continue to invest in our current and future leaders team with access to training and development programs.	LGMA Rural Management Challenge being held in Roma. 2 teams from Maranoa Regional Council are participating. LGMA Rural Management Challenge hosted in October 2024. Maranoa team achieved first place. LGMA Rural Management Challenge completed.
105	Human resource policies are current and reflect practice.	Human Resources and Leadership	Manager - Organisational Development and Human Resources	●	●	●	○	Develop policy review plan and timetable, with reviews completed in accordance with established timeframes. 100% of policies reviewed with the required level of consultation with relevant parties including ECC, ELT and HSR's. Identify current policies for renewal and identify opportunities for consolidation and development.	Policy review underway and will continue on an on-going basis. Nine policies are currently under review and a further 20 policies have been identified for consolidation. Schedule of Policies can be distributed upon request. Policies continue to be reviewed.
107	Annual review of key governance documents including policy register, statutory policies and delegations register.	Information Management and Governance	Governance Officer	●	●	●	○	Annual policy review calendar developed and review timelines adhered to. Annual review of delegations to ensure they are compliant, up to date and endorsed by Council.	Annual policy calendar under review. Annual review of delegations to the CEO have been completed and are scheduled for endorsement at the 29 Jan 2025 Council Meeting. Delegations register was adopted at Council 29 January and published externally. New internal policy register will be rolled out over coming months to assist review schedule.
110	Statutory internal quarter reporting to National Heavy Vehicle Regulator.	Plant, Feet, Workshops and Depots	Manager - Fleet	●	●	●	○	NHVR Accreditation maintained. 100% audit findings closed out within timeframes established by the regulator.	The Fleet team remained on track with NHVR compliance and successfully completed quarterly reporting to auditors, meeting and documenting all required standards as identified by regulators. The Fleet Team remain on track with NHVR compliance and accreditation and have rolled out NHVR Compliant Vehicle Mounted Tablets in Councils Heavy Fleet to improve the efficiency and timeliness of reporting and also reduces paperwork and delays. The Fleet Team remain on track with NHVR Compliance.
GOAL 5: Inclusivity - CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES Our goal: Our community is liveable, progressive, safe, connected and resilient									
118	Ensure compliance with State & Local Laws through investigation and resolution of requests, proactive/reactive inspections, data collection, animal registration, and issuing permits, approvals, and compliance notices as per statutory obligations.	Animal Control and Community Safety	Manager - Community Safety & Compliance	●	●	●	○	95% of animal registrations (dogs & cats) renewed each year (only 5% unregistered at end of renewal program) Zero reports of non conformance by officers to Council procedures, local laws and state legislation year by year. Inspection and Compliance Programs delivered on time with a reduction in the levels of enforcement action required year by year. Collaborate with other departments to review Local Laws for endorsement by Council. Compliance officers training and authorisations updated in accordance with regulatory requirements.	Dog and cat registrations increased by 104 compared to last year. Compliance programs are on track, though officers face challenges due to occasional community non-compliance Currently a Selective Inspection Program is proposed for Q4. Animal registrations are progressing as expected, with a current total of 2,995 registered animals. Currently 3,137 animals are registered. A mini-SIP identified 21 properties; 16 are now compliant, 1 has a notice, 4 pending owner contact. New registration year tags ordered, and a campaign is planned via radio, socials, and signage.

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GOAL 5: Inclusivity - CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES Our goal: Our community is liveable, progressive, safe, connected and resilient									
98	Maintain healthy communities through programs including disaster management officer assessing QFES (RFB) applications for mitigation burns.	Emergency Management and Flood Mitigation	Deputy Director / Strategic Road Management					Burns planned in consultation with local QFES. 100% of burns and other fire mitigation completed.	<p>Continuously working with the Queensland Fire Department to develop burn plans with our town communities. Local Emergency Coordination Committees have completed the graded and slashed fire breaks around their townships.</p> <p>Fire mitigation measures completed across the region. Grading/Slashing completed in Dunkeld, Teelba & Surat. Hazard reduction burns completed at Injune, Muckadilla, Mungallala & Mitchell.</p> <p>Fire mitigation preparations have commenced in March 2025, with planned hazard reduction burns to commence in May/June/July.</p>
99	Roma Levee - maintain operational readiness through ongoing inspection and maintenance.	Emergency Management and Flood Mitigation	Deputy Director / Strategic Road Management					<p>Pre-season training and awareness session completed with key disaster maintenance response staff.</p> <p>100% completion of operational & maintenance checks of the levee throughout the year.</p> <p>Annual inspection of the Roma levee provided by an external supplier. Develop action plan to mitigate and/or rectify any findings from the inspection.</p>	<p>Annual levee inspection was completed in July 2024 by an external contractor. Any defects identified in the report will be rectify in September & October by Council Staff.</p> <p>Disaster management training completed with key staff in October 2024. Warroo LECC desktop exercise completed in November 2024. Levee maintenance commenced in December 2024.</p> <p>Quarterly penstock and maintenance checks conducted in February 2025.</p>
108	Provision of high quality library services.	Libraries	Cobb & Co Changing Station / Regional Lead Librarian					Meet Queensland State Libraries - Rural Libraries Queensland (RLQ) Partnership Guidelines to meet Service Delivery Subsidy (SDS) requirements, Finalise Regional Libraries Forward Plan, and meet First Five Forever expenditure criteria.	<p>Provided high-quality library services across all branches. Explored opportunities for a strategic plan for Maranoa Libraries and began developing a library services survey to gather community feedback. Ongoing discussions with key stakeholders.</p> <p>MRC Libraries met RLQ Partnership Guidelines and SDS requirements in Q2. Rolled out the Regional Libraries Forward Plan and are on track for First 5 Forever expenditure, ensuring high-quality service delivery and alignment with goals.</p> <p>MRC Libraries met RLQ Partnership Guidelines and SDS requirements. Funding and First 5 Forever expenditure on track. Continued RLQ Forward Plan implementation. Discussions held on development of a Maranoa Libraries Strategic Plan.</p>
109	Encourage and build connection and participation through the delivery of events and programs across the region.	Local Development and Events	Manager - Regional Economic & Community Development					<p>Deliver and/or support the delivery of critical community events including Australia Day, ANZAC Day, Youth and Seniors weeks, Cobb and Co festival etc. in our places and spaces.</p> <p>Provide opportunities for youth to be active and engaged through the delivery of School Holiday Programs across the Maranoa Region.</p>	<p>Council teams supported successful delivery of Cobb and Co Centenary Festival. Future planning underway for major and minor events in the Maranoa including Senior's Week and Australia Day Awards.</p> <p>Council teams supported the first "Roma Country Music Festival" in November and successfully held the annual Christmas Street Party in December. Planning for Australia Day events was finalised with the events to be delivered in Q3.</p> <p>Officers report going to the 10th of April OM council to provide feedback on the overall outcome of our first Country Music Festival and seeking support to sponsor this event in Nov 2025</p>