

MARANOA REGIONAL COUNCIL OPERATIONAL PLAN 2025/2026





COVER IMAGES

Campbell Park redevelopment

April 2025 saw the unveiling of Stages 1 and 2 of the Campbell Park redevelopment with a school holiday movie night.

Delivering on the long term vision of successive Councils to restore this much-loved community facility.

A concept masterplan for the park was developed in mid-2023.

The Campbell Park upgrades were funded in partnership with the Australian Government through the Local Roads and Community Infrastructure Program contributing \$613,206 to phase 1 of the project, and Maranoa Regional Council allocating \$232,617 for phase 2.

Campbell Park has a rich history. It was first opened as a rest area and community park on 15 July 1968, named after former District Main Roads Engineer Robert Campbell - who was instrumental in constructing the Warrego Highway between Roma and Wallumbilla.

Through these Operational Plans we will continue to deliver future stages of the master plan and actively seek funding opportunities from government programs and other sources.

Denise Spencer Aquatic Centre work commences

Work has started on the redevelopment of the Denise Spencer Memorial Pool, that will see the new Aquatic Centre opening in Summer 2026.

This project commenced in 2019 when more than 900 residents took part in the consultation process, making it one of the most significant community engagement efforts.

After five years of planning and further consultation, Council committed to spend \$15+ million in its 2024/25 Budget and set about attracting the additional funding required to deliver this generational project.

Our planning and lobbying efforts were rewarded in early 2025 with the State and Federal announcing funding of \$5-million and \$9.5-million respectively.

The commencement of work on this project after years of planning highlights the importance of Council's strategic planning through these Corporate and Operational plans.

Yuleba CBD Liveability Upgrade project

Council has continued to deliver on its long-term vision for the liveability of Yuleba with the opening of the newly redeveloped Yuleba Playground, Skatepark and work starting on the water play area (pictured).

The work was guided by the Yuleba Beautification and Liveability Master Plan.

The investment in liveability is part of \$2.25 million planned to be invested in the town under the community investment funding under the Maranoa Regional Council and APLNG Worker Transition Agreement.

The Yuleba Beautification and Liveability Master Plan was developed in 2022 following extensive community consultation. Planned works include upgrades to the skate park and pump track, construction of a new zero depth water splash pad and improvements to the facilities at Judd's Lagoon.

UNDERSTANDING THE OPERATIONAL PLAN

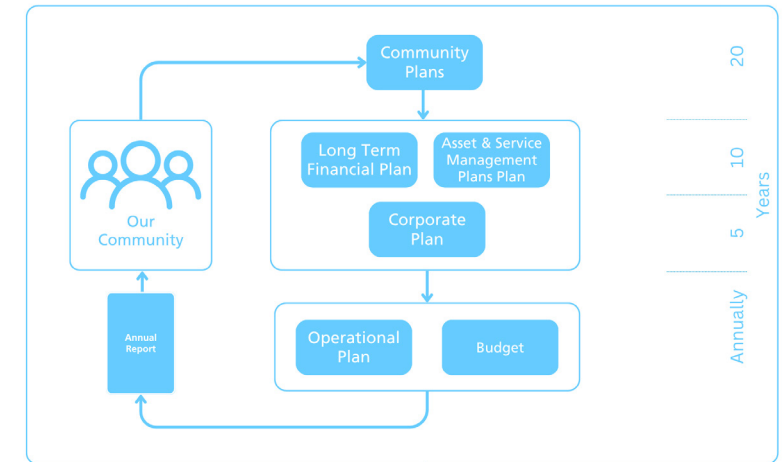
OPERATIONAL PLAN 2025/26

This annual Operational Plan is the roadmap for what your Council plans to deliver for the Maranoa community in the coming year.

It is guided by the 2023 - 2028 Corporate Plan, our five year strategic roadmap designed to align our efforts with the aspirations and priorities of our community.

We report our progress towards our the Operational Plan every three months, culminating in our Annual Report.

Together these documents form part of our Planning and Reporting Framework, through which our community can view our strategy for building our region, measure our achievements and understand our challenges.



HOW TO READ THE OPERATIONAL PLAN

This is the Action title, broadly outlining the strategic activity that Council is planning.

This describes the specific action that we will be taking.

These are the activities to be undertaken during the financial year that, when completed, ensure the successful completion of the action.

The quarter of the Financial Year that the success measure will be completed by.

This links the Action to the guiding Key Project item contained in the Corporate Plan.

The action identifier in this plan.

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
1.3.1	Support cultural industries as regional tourism and economic drivers.	Utilise cultural infrastructure and enhance local galleries and museums to strengthen the creative economy and promote Maranoa's cultural identity.	1	Cultural tourism opportunities mapped and included in regional economic development initiatives.		•		
			2	>2 museum/gallery upgrades or programming enhancements completed.				•
			3	Artist and visitor engagement data reported.				•
1.3.2	Support development of strategic tourism infrastructure.	Facilitate planning and funding for priority tourism infrastructure and experience enhancements.	4	Develop a pipeline of suitable existing projects, for business case or funding submission.		•		
			5	Regular meetings and engagements conducted with local, state, federal partners and/or industry bodies and are reported quarterly.				•



1. Prosperity Sustainable, Growing and Prosperous Economy



Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
1.3.1	Support cultural industries as regional tourism and economic drivers.	Utilise cultural infrastructure and enhance local galleries and museums to strengthen the creative economy and promote Maranoa's cultural identity.	1	Cultural tourism opportunities mapped and included in regional economic development initiatives.		•		
			2	>2 museum/gallery upgrades or programming enhancements completed.				•
			3	Artist and visitor engagement data reported.				•
1.3.2	Support development of strategic tourism infrastructure.	Facilitate planning and funding for priority tourism infrastructure and experience enhancements.	4	Develop a pipeline of suitable existing projects, for business case or funding submission.		•		
			5	Regular meetings and engagements conducted with local, state, federal partners and/or industry bodies and are reported quarterly.				•
1.3.3	Develop and promote the "Roma Revealed" region as a destination.	Advance key tourism initiatives, marketing campaigns and visitor experience improvements across the Roma region.	6	Adopt a tourism strategy and action plan.		•		
			7	Develop a marketing campaign promoting short stay opportunities and a "taste of the outback".		•		
			8	Quarterly meetings are undertaken across the region with tourism operators and Local Tourism Organisations.				•
1.3.4	Coordinate capability and capacity building in our tourism sector.	To increase the capabilities of our regional tourism providers to grow our tourism product.	9	Information networking event on agritourism, partnering with Department of Primary Industries.			•	
			10	Coordinate "trade ready" and "best of Queensland" workshops.				•
			11	Implements an initiative that promotes the value of volunteering at our visitor information centres and at Council's tourism assets.				•
1.3.5	Big Rig Master Plan & Sculpture Park Integration.	Revise the Big Rig Master Plan to include the adjacent Sculpture Park and recognise the regional significance of the Sculptures Out Back initiative, positioning the site for future tourism and cultural development.	12	Revised Big Rig Master Plan endorsed by Council.				•
			13	Sculpture Park incorporated as a recognised precinct element.				•
			14	Master Plan actions scoped for inclusion in tourism and capital planning.				•



1. Prosperity Sustainable, Growing and Prosperous Economy



Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
1.4.1	Improve digital connectivity through advocacy and partnerships.	Identify regional blackspots and pursue partnerships or grant opportunities to improve broadband, mobile and satellite coverage.	15	Regional connectivity priorities documented and mapped.		•		
			16	At least one application or advocacy supported (e.g. Mobile Black Spot Program).			•	
1.5.1	Leverage Council-owned land to increase residential and economic development opportunities.	Leverage Council-owned land to increase residential and economic development opportunities including finalising planning and progressing delivery of the Police Paddock residential subdivision.	17	Deliver Stage 1A of the Police Paddock development.				•
1.6.1	Deliver Roma Saleyards Master Plan 2035.	Prepare a new masterplan that outlines the strategic direction and opportunities for the Roma Saleyards over the next 5-10 years.	18	Master Plan is adopted by Council.				•
1.8.1	Review and update the Regional Economic Development Strategy and Action Plan.	Review, update, and plan for the implementation of the revised Economic Development Strategy and activate priority actions.	19	Commence the Regional Economic Development Strategy and Action Plan.	•			
			20	Regional Economic Development Strategy and Action Plan adopted by Council.		•		
			21	Priority actions from Regional Economic Development Strategy and Action Plan commenced.			•	
			22	>3 partnerships secured to co-deliver economic development initiatives.				•
			23	Annual Regional Economic Development Strategy progress report presented to Council				•



2. Environment

Attractive, Health, Balanced Natural & Built Environment



Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
2.1.1	Improve landholder engagement and biosecurity governance on Council-managed lands.	Strengthen Council's approach to managing biosecurity and landholder relationships across road reserves, stock routes, and other Council-managed lands. This includes reviewing key policies, supporting governance structures, and improving communication with landholders to ensure compliance and cooperative land stewardship.	24	Stock Route Compliance Priority Policy reviewed and adopted.	•			
			25	Biosecurity governance and engagement mechanisms reviewed.		•		
			26	Education program delivered to support landholder awareness of stock route policy.			•	
2.1.2	Control declared pest plants and animals on Council-managed land.	Enhance delivery of pest management activities targeting invasive species, in line with legislative and local expectations.	27	Increased participation in the annual pest control schedule (baiting & weeds).				•
			28	>80% of planned treatment areas completed.				•
			29	All feedback from landholders or partners received and captured.				•
2.1.3	Implement the 2025-2027 Parthenium Management Plan.	Deliver targeted control activities for Parthenium weed in priority locations in accordance with the adopted management plan.	30	Annual Parthenium action plan implemented.				•
			31	Priority areas treated and mapped.				•
			32	Collaboration with landholders and regional biosecurity partners maintained through the provision of ≥ 2 workshops per year.				•
2.2.1	Review land use readiness and sustainable development opportunities.	Audit land supply, zoning and infrastructure readiness to align with future business precincts, residential growth and regional planning.	33	Planning scheme review completed.		•		
			34	Priority growth areas identified with infrastructure constraints mapped.			•	
			35	Outcomes reported to Council for strategy alignment.			•	



2. Environment

Attractive, Health, Balanced Natural & Built Environment



Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
2.3.1	Track energy transition and emerging project impacts.	Monitor renewable energy and carbon transition projects, with annual updates on impacts, risks and benefits to the region.	36	Regional energy project map and tracker updated		•		
			37	Community Impacts, benefits and key risks identified and shared with relevant stakeholders				•
2.4.1	Review the Maranoa Waste Management Strategy to strengthen sustainability and explore circular economy opportunities.	Undertake a review of the Maranoa Waste Management Strategy 2024-2029 to assess performance, identify improvement opportunities, and explore how circular economy principles could be embedded into Council's waste operations, education programs, and partnerships.	38	Review of current strategy completed, and findings endorsed by Council.			•	
			39	Revised action plan developed for implementation.			•	
2.4.2	Put to market and award Council's new domestic waste contract.	Plan, procure and commence the new domestic waste collection contract, ensuring continuity and value for money.	40	Develop a domestic collection strategy for the region.	•			
			41	Procurement documentation finalised and advertised.	•			
			42	Tender process completed and contract awarded.			•	
			43	Transition planning completed and contract mobilised smoothly.				•
2.5.1	Manage environmental risk and ensure compliance with environmental regulations.	Ensure Council's activities meet environmental obligations under relevant legislation and licensing requirements.	44	All high-risk staff and contractors complete site based management training.		•		
			45	Quarterly report provided on the progress of actions addressing the environmental protection order.				•
			46	Environmental compliance calendar monitored and maintained.				•
			47	Incidents/non-compliances resolved within regulatory target timeframes.				•



3. Connectivity Quality, Accessible Services & Infrastructure



Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
3.1.1	Deliver reliable airport services, advance regional aviation infrastructure and enhance the commerciality of the Roma Airport.	Enhance the delivery, compliance, and commercial performance of Council's airports, with a focus on maximising asset life, meeting safety and regulatory standards, and progressing planning for future precinct development.	48	Roma Airport Precinct Plan reaches detailed design milestone.		•		
			49	Commercial advertising policy in place and implementation at the Roma Airport.		•		
			50	Civil Aviation Safety Authority (CASA) compliance maintained across all sites.				•
			51	100% operational availability for scheduled passenger services.				•
3.1.2	Review the service standards of the regions cemeteries.	Review and or develop cemetery masterplans and services standards to establish expectations for the delivery of cemetery services across the region.	52	Cemetery Masterplans and service standards for each area adopted by Council.			•	
3.3.1	Enhance Council's spatial data for critical infrastructure and property location.	Improve the accuracy and accessibility of GIS data for critical infrastructure (e.g. gas and water networks), while supporting ad-hoc rural addressing updates and enabling integration of spatial systems with core platforms such as ERP and asset management.	53	Geographic Information System (GIS) data improvement priorities for 2025–26 are documented and endorsed in a structured update plan.	•			
			54	Critical infrastructure Geographic Information System (GIS) layers (e.g. gas and water networks) are reviewed and updated for accuracy with validation completed in collaboration with relevant asset owners.			•	
			55	Improved Integration between Council's spatial platform and core enterprise systems is enhanced, with key integration use cases identified and an implementation roadmap developed.			•	
3.3.2	Improve Community Communication on Roadworks Delivery.	Develop and implement a policy framework that strengthens communication and engagement with residents prior to roadworks commencing. This initiative will improve community awareness and trust while embedding lessons from engagement trials across capital and maintenance projects.	56	Policy development discussions commenced.	•			
			57	Trial engagement undertaken on at least 4 occasions prior to policy finalisation.		•		
			58	Policy adopted by Council.			•	



3. Connectivity Quality, Accessible Services & Infrastructure



Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
3.3.3	Delivery of the Flood Damage Reconstruction Program with a focus on Enhancing Road Network Resilience.	Coordinate the delivery and acquittal of Council's Flood Damage Reconstruction Program to support timely asset recovery while proactively identifying and implementing opportunities to strengthen the resilience of Council's road network. This includes embedding learnings from recent flood events and advocating for improved future funding arrangements that support resilient infrastructure outcomes.	59	Formal commitment secured from Government to review Flood Damage Guidelines, following Council advocacy efforts.			•	
			60	100% of flood damage funding delivered within contractual arrangement timeframes.				•
			61	At least 5 project sites incorporated strategic resilience enhancements.				•
			62	All final acquittal claims submitted within 3 months of completion.				•
3.3.4	Deliver Council's Strategic Road Programs.	Execute and acquit Council's Transport Infrastructure Development Scheme (TIDS), Roads to Recovery (R2R) and Road Maintenance Performance Contract (RMPC) programs in accordance with funding agreements. The focus is on maximising use of external funds, ensuring compliance, and delivering measurable improvements to the regional network.	63	100% of Transport Infrastructure Development Scheme (TIDS), Roads To Recoery (R2R) and Reseal Program expended and acquitted by 30 June 2026.				•
3.3.5	Enhance Transport Asset Management through Strategic Data Improvements.	Strengthen Council's road asset management capabilities by investing in strategic data and prioritisation tools. This includes building a sealed roads rehabilitation model, improving stormwater asset records, and advancing kerb, channel and footpath strategies.	64	Sealed Roads Rehabilitation Model developed to inform 2026-27 budget.		•		
			65	Kerb, Channel and Footpath Strategies reviewed and re-presented to Council.		•		
			66	Stormwater asset condition and location finalised for Wallumbilla, Yuleba and Surat.			•	



3. Connectivity Quality, Accessible Services & Infrastructure



Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
3.3.6	Improve Floodway Resilience Through Innovation.	Improve the flood resilience of regional transport links by piloting alternative floodway construction approaches. This project will test the performance of at least three non-traditional treatments, contributing to better life-cycle outcomes and reduced damage from future events.	67	Floodway performance trial delivered with at least three treatment options implemented and evaluated.				•
3.4.1	Strengthen monitoring, compliance and planning for Council's water infrastructure.	Deliver improvements in how Council monitors, plans, and manages its water infrastructure, with a focus on regulatory compliance, operational accuracy, and long-term sustainability. This includes updating the Drinking Water Quality Management Plan, improving Supervisory Control and Data Acquisition (SCADA) system visibility, maintaining dosing and pressure systems, and completing all required state reporting.	68	Review implementation plan for the boiled water alerts to achieve regional standardisation.		•		
			69	Drinking Water Quality Management Plan updated and accepted by regulator.			•	
			70	Supervisory Control and Data Acquisition (SCADA) systems updated for improved site monitoring and real-time visibility.				•
3.4.2	Strengthen sewer asset planning through condition and renewal analysis.	Support long-term investment and risk management by strengthening asset planning for Council's sewer network. This includes updating condition and risk profiles, identifying renewal priorities, and integrating these insights into the Sewerage Asset Management Plan.	71	Sewerage Asset Management Plan updated to reflect condition and renewal priorities.			•	
3.4.3	Maintain compliance and performance across Council's water and sewerage networks.	Deliver safe, reliable water and wastewater services in compliance with regulatory standards and asset performance expectations.	72	100% compliance with drinking water and wastewater testing regimes.				•



4. Accountability

Transparent & Accountable Leadership & Governance

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
4.1.1	Deliver an organisational realignment to support strategic service delivery.	Ensure Council's organisational structure better reflects strategic priorities, improves integration across departments, and supports effective service delivery. This action will align leadership roles and internal teams with Council's long-term goals and the Corporate Plan, ensuring a structure built for performance, accountability, and clarity of purpose.	73	Internal communications and staff engagement strategy delivered.	•			
			74	New leadership model established to reflect corporate strategy.	•			
			75	Organisational restructure, including the realignment of systems and resources, implemented.		•		
			76	Organisational Health Index survey undertaken to set the benchmark.		•		
			77	Organisational Health Index survey undertaken to review the impact of the change with a 70% satisfaction rating.				•
4.1.2	Develop a customer experience framework for service access and satisfaction.	Design and implement a framework that strengthens customer-facing services across the organisation by improving accessibility, setting clear service standards, and capturing actionable feedback from the community.	78	Customer Service Charter is reviewed.	•			
			79	Customer experience principles and framework endorsed by Executive.			•	
			80	Community satisfaction channels established or improved.			•	
			81	100% of Customer Requests are addressed within the Customer Service Charter expectations.				•
4.2.1	Improve external communications and digital engagement.	Deliver improvements to Council's external communications by updating key policies, enhancing the quality and timeliness of public information, and transitioning to a more effective digital platform. This action will strengthen community trust in Council's communications and ensure accurate, timely, and accessible information is consistently shared across the region.	82	New Council Communications Strategy adopted, including updated media and digital policies.		•		
			83	Council Meeting summaries published and recordings shared within 24 hours of meetings.				•
4.3.1	Develop a workforce plan to support service and budget alignment.	Design a strategic workforce planning framework to better align Council's workforce structure with service delivery expectations and long-term financial sustainability. This includes identifying future capability needs and addressing workforce pressure points to support more informed staffing and resourcing decisions.	84	Induction process reviewed and includes a "how can I help" focus.	•			
			85	A 5-10 year Workforce Plan adopted by Council.		•		



4. Accountability

Transparent & Accountable Leadership & Governance

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
4.5.1	Deliver Council's Corporate Governance Reform Program.	Implement key recommendations from the Governance Review to uplift integrity, assurance, and compliance practices across the organisation.	86	Governance Improvement Plan endorsed and in implementation.	•			
			87	Corporate compliance checklist developed and operational.		•		
			88	All statutory reporting obligations met on time.				•
4.5.2	Establish a corporate compliance checklist and assurance framework.	Develop and implement an internal checklist and assurance system to improve oversight of Council's regulatory and legislative responsibilities. This framework will enhance governance by enabling structured self-assessment, early risk identification, and more transparent reporting to Executive and Council.	89	Checklist developed in consultation with key departments.		•		
			90	Internal assurance model adopted for review by the Audit & Risk Committee.		•		
			91	Compliance maturity baseline established for future benchmarking.				•
4.5.3	Deliver Phase 1 of the Risk Management Strategy and prepare for implementation.	Design the foundations of Council's new risk management strategy by completing the Phase 1 deliverables, including governance structures, risk documents, and stakeholder engagement. Lay the groundwork for integration of risk into operations and decision-making in Phase 2.	92	Gap analysis completed and implementation roadmap adopted.	•			
			93	Risk Management Policy, Risk Appetite Statement, and Corporate Risk Register endorsed by Council.		•		
			94	Risk Matrix and reporting templates finalised.		•		
4.5.4	Review and implement Council's policy governance framework to strengthen accountability.	Review and modernise Council's existing Policy Framework Policy and implement structured processes for ongoing policy governance. This includes categorising policies by risk and impact, clarifying responsibilities, and establishing review cycles and reporting to improve transparency and accountability across the organisation.	95	Policy framework reviewed and updated.	•			
			96	Policy register categorised by risk and impact.		•		
			97	Quarterly reporting to Executive and Audit & Risk Committee established.		•		
			98	Minimum 25% of high-priority policies reviewed or updated.				•



4. Accountability

Transparent & Accountable Leadership & Governance

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
4.5.5	Enhance Records Governance and Compliance through systems led practices.	Improve Council's records governance by advancing beyond minimum compliance and embedding consistent, system-driven practices across the organisation. This includes reviewing and modernising policy frameworks, delivering capability-building initiatives targeted to risk and function, and introducing proactive monitoring tools. The initiative supports Council's compliance with the Public Records Act 2002 while lifting organisational maturity and embedding recordkeeping as a core component of information management.	99	The records governance framework is reviewed and updated.		•		
			100	Self-assessment and internal compliance monitoring tools implemented.				•
4.5.6	Improve procurement governance and reduce risk exposure.	Strengthen Council's procurement and contract management practices to enhance transparency, reduce risk, and ensure compliance with legislative and policy requirements. This action will modernise procurement documentation, clarify roles and responsibilities, and improve reporting to Council and the community. It also includes targeted improvements to better support local business participation in Council procurement activities.	101	Review the use of procurement panel arrangements.		•		
			102	Procurement training program incorporating all aspects of Council's Procurement Policy.			•	
			103	Compliance review shows improved adherence to thresholds and documentation.				•
4.6.1	Initiate enhancement of the Facility Asset Management Plan to support service and financial planning.	Commence improvements to the Facility Asset Management Plan by incorporating Council-endorsed service levels, scheduled maintenance needs, and clearer renewal forecasting, laying the foundation for more robust investment planning in future years.	104	Asset Management Plan updated with initial service level alignment and scheduled maintenance needs.	•			
			105	Gaps identified for progressive improvement in future years.		•		
			106	Priority projects scoped for integration into the Long Term Financial Plan.			•	
4.6.2.	Redesign the General Ledger and financial reporting structure.	Undertake a review of Council's general ledger, cost centres and reporting systems to improve strategic alignment and decision-making capability.	107	Needs analysis completed with ELT and service units.		•		
			108	Concept model and implementation roadmap approved.		•		
			109	Redesign implemented in time to commence the 2026-2027 budget.		•		
			110	At least one reporting dashboard or prototype developed.			•	



4. Accountability

Transparent & Accountable Leadership & Governance

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
4.6.3	Advance budget maturity through improved service understanding and alignment.	Strengthen long-term financial sustainability by advancing Council's budgeting maturity, including clearer understanding of what services are delivered, how they are resourced, and how investments align with community outcomes.	111	Draft Service Delivery Statement developed for each service, including description, staffing, funding, projects, and success measures.			•	
			112	Budget inputs structured according to Project Works Plan and investment prioritisation framework.			•	
			113	Progress reported against Year 1 milestones in the Budgeting the Maranoa Way strategy.			•	
4.6.4	Maintain and integrate strategic asset management planning.	Update and integrate asset management plans annually, ensuring alignment with capitalisation, service levels, asset condition, and long-term financial forecasts.	114	Asset Management Plans updated within 90 days of capitalisation.		•		
			115	Strategic Asset Management Framework adopted.		•		
			116	10-year works program integrated into Long Term Financial Plan and annual budget.			•	
4.6.5	Develop a corporate framework to align and strengthen asset management planning.	Design the foundation for a unified Corporate Asset Management Framework that links asset condition, service levels, and financial planning. Begin aligning asset management plans to the new structure to support informed long-term investment decisions.	117	Corporate Asset Management Framework developed and adopted.		•		
			118	Priority alignment requirements identified for future Asset Management Plan updates.		•		
			119	Capital planning and long-term budgeting informed by new framework structure.			•	
4.6.6	Establish a business improvement program to drive efficiency and alignment.	Develop and operationalise a business improvement function to identify and implement process enhancements across Council.	120	Business improvement framework and project pipeline developed.		•		
			121	>2 priority process reviews completed.			•	
			122	Recommendations implemented and outcomes reported.				•



4. Accountability

Transparent & Accountable Leadership & Governance

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
4.6.7	Refresh the Corporate Plan to align with Council's strategic direction.	Develop a new five-year Corporate Plan that reflects the current Council's vision, priorities, and strategic direction. The refreshed plan will guide operational delivery, investment, and performance across the organisation.	123	Commence the update of the Corporate Plan.		•		
			124	Refreshed Corporate Plan adopted by Council.			•	
4.6.8	Strengthen plant and fleet management through regional coordination.	Transition plant and workshop management from locality-based models to a regionally coordinated approach. By progressing Regional Workshop and Plant & Equipment Plans, and delivering on the annual Plant Replacement Program, Council will enhance consistency, asset utilisation, and equipment reliability across the organisation.	125	Regional Workshop Plan and Plant & Equipment Plan developed to support coordinated service delivery.		•		
4.6.9	Design a centralised stores and logistics model to support procurement reform.	As part of Council's broader procurement and organisational reform, design a region-wide stores and logistics model to improve stock management, reduce inefficiencies, and support consistent service delivery. This includes reviewing the current inventory footprint, exploring delivery models, and clarifying the future role of physical stores within the organisation.	126	Options developed for centralised or alternative logistics models.		•		
4.6.10	Improve capital project delivery through early planning and pre-construction readiness.	Strengthen Council's capital works delivery by initiating project planning, design, and approval processes earlier in the financial year. This action aims to improve cost certainty, reduce delivery delays, and ensure more capital projects are shovel-ready for timely commencement after budget adoption.	127	Priority projects identified and planning completed before budget adoption.			•	
4.6.11	Capitalise on the potential of our commercial business units.	Capitalise on the potential of our commercial business units to provide for ongoing sustainability.	128	Develop a strategy for Council's commercial business units.			•	



4. Accountability Transparent & Accountable Leadership & Governance

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
4.6.12	Modernise Council's Enterprise ICT Infrastructure and Cloud Environment.	Implement the new greenfields Azure design, upgrade core infrastructure, and enhance Identity and Access Management using Role Based Access Controls (RBAC) to support scalable and secure ICT operations.	129	Infrastructure and network upgrades aligned to restructure completed.			•	
			130	Azure migration core services transitioned.				•
4.7.1	Strengthen Council's Strategic Projects Register and Investment Decision Framework.	Build on the Strategic Projects Register established during the 2025-2026 budget process by formalising its governance and strengthening the use of project assessment tools. This action will support more transparent prioritisation, improve decision-making, and enable Council to clearly track and manage its strategic project pipeline and investments.	131	Strategic Projects Register formalised, with structure for both live and pipeline projects.		•		
			132	Prioritisation framework refined and adopted for investment decisions.		•		
			133	Integration into Executive briefings and annual budget decision processes.			•	
4.7.2	Improve the quality of reporting to Council to enable informed decision-making and community transparency.	Enhance the structure, content and accessibility of Council reporting to support more informed decision-making, increase transparency, and strengthen public confidence in Council decisions and services.	134	Needs assessment conducted with Councillors and Executive.		•		
			135	Standardised templates introduced for Council and public-facing reports.			•	





5. Inclusivity Connected, Resilient, Safe & Diverse Communities

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
4.1.1	Deliver an organisational realignment to support strategic service delivery.	Ensure Council's organisational structure better reflects strategic priorities, improves integration across departments, and supports effective service delivery. This action will align leadership roles and internal teams with Council's long-term goals and the Corporate Plan, ensuring a structure built for performance, accountability, and clarity of purpose.	73	Internal communications and staff engagement strategy delivered.				•
			74	New leadership model established to reflect corporate strategy.				•
			75	Organisational restructure, including the realignment of systems and resources, implemented.				•
5.11.1	Address priorities on housing availability identified in the Local Housing Action Plan.	Council's current Local Housing Action Plan is nearing end of life and as a key document to guide and understand housing requirements for the region there is a need to ensure its currency and current housing needs.	139	Update and adopt the Maranoa Local Housing Action Plan.		•		
			140	Undertake a detailed assessment of residential land that is potentially available.		•		
5.13.1	Support improved service delivery at the local level, focusing on a "how can we help" approach.	Continue to improve the role of local customer service, libraries, and local area staff in connecting residents to services, feedback channels and decision-making.	141	Communication campaign delivered that emphasis "how we can help" at a local level.		•		
			142	Community satisfaction with local services is monitored and reported.				•
5.13.2	Support equitable access to Council facilities.	Identify the accessibility to community sport and recreation facilities across the region.	143	Accessibility audit completed for community sport and recreation facilities.		•		
			144	Action plan to address the accessibility audit has been prepared.			•	
			145	Community feedback collected and analysed for continuous improvement.				•
5.13.3	Coordinate regionally managed, locally-delivered customer and library services.	Transition to a corporate coordination model for customer service and library functions, while maintaining strong local presence and access.	146	Coordinated service model implemented for libraries and customer service.		•		
			147	Two (2) whole of team meetings conducted annually.				•
5.13.4	Review our parks, open spaces and pathway (including footpaths) needs and service standards.	Review of parks, open spaces and pathway asset needs and service standards.	148	Action plan and service standards adopted by Council.			•	



5. Inclusivity Connected, Resilient, Safe & Diverse Communities

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
5.14.1	Review Council's disaster management governance and coordination arrangements.	Improve Council's disaster readiness by reviewing the governance structures, roles, and coordination mechanisms that guide disaster response and recovery. This includes clarifying responsibilities, updating protocols, and testing readiness through an internal disaster scenario or simulation.	149	Disaster Management Group structure and terms of reference reviewed.	•			
			150	Readiness exercise delivered to test governance and coordination arrangements.		•		
5.2.1	Establish a Sister City relationship with the Philippines.	Forge enduring international ties through a Sister City partnership with a community in the Philippines.	151	Progress the implementation of a formal Sister City agreement.				•
5.3.1	Promote wellbeing and resilience through community partnerships.	Support safety, mental health, and resilience through partnerships and capacity building with local networks and co-funded projects.	152	>2 wellbeing-focused initiatives supported or delivered (e.g. suicide prevention, domestic violence awareness).				•
			153	Attendance at and interaction with wellbeing networks, events and meetings.				•
			154	Co-funded projects or joint grant submissions pursued.				•
5.3.2	Review the Community Grants Program to improve transparency and strategic alignment.	Review and enhance Council's Community Grants Program to ensure funding decisions are transparent, fair, and strategically aligned. This includes updating policies and processes to better reflect Council's priorities and support strong outcomes for community groups.	155	Implement the Community Grants Policy.	•			
			156	Assessment and acquittal processes updated.	•			
			157	>80% of the community grants allocation is expended.				•
			158	Biannual report prepared on the outcomes of the community grants program.				•
5.4.1	Support regional events that celebrate Maranoa's identity.	Coordinate, support and promote regional events that build civic pride and reflect the shared identity, diversity and community spirit of the Maranoa region.	159	Regional Events Calendar published monthly.				•
			160	Council updated quarterly on event activities and outcomes.				•
			161	Council-supported major events promoted through coordinated campaigns and media coverage.				•
			162	Event programming and support reflects the cultural, geographical and community diversity of the Maranoa.				•
5.4.2	Develop a Volunteer Strategy to support local delivery and community wellbeing.	Recognising the vital contribution of volunteers to local services and civic life, Council will develop a Volunteer Strategy to better support, coordinate and sustain volunteer involvement.	163	A local and regional Volunteer Strategy linked to outcomes of the Inquiry into Volunteering in Queensland, is developed and adopted by Council with input from stakeholders and the community.			•	
			164	Deliver at least 5 volunteer week initiatives during Volunteer Week.				•



5. Inclusivity Connected, Resilient, Safe & Diverse Communities

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
5.4.3	Deliver the “Keep Maranoa Beautiful” program.	Deliver the annual Keep Maranoa Beautiful kerbside clean-up program to support safe and convenient waste disposal across towns and communities. The program promotes civic pride and improves the visual amenity of the Maranoa by offering a coordinated, region-wide kerbside collection service, supported by proactive community communication.	165	Public communication and promotional materials released >6 weeks before the event.		•		
			166	Kerbside clean-up campaign delivered across all participating communities with a report provided on the campaign's effectiveness.			•	
5.4.4	Update the Community and Local Area Plans.	Refresh Maranoa's overarching community plan and local area plans (identity or place setting) to guide the development and aspirations of the Maranoa community (including defining what liveability means in the Maranoa).	167	≥5 Local Area Plans completed and endorsed.			•	
5.5.1	Promote local arts, heritage and cultural experiences.	Support participation in cultural programs and ensure community museums, collections and spaces are actively maintained and promoted.	168	Identify and pursue external funding partners to implement the Injune Museum in consultation with stakeholders.				•
			169	Community heritage sites or museums operational in >5 outlying townships and Roma.				•
5.5.2	Support a vibrant regional identity through a coordinated arts and culture program.	Foster connection, creativity and a shared sense of place through a coordinated arts and culture program(such as Regional Arts Development Fund) that reflects the unique identity of the Maranoa region. This action will support regional storytelling, creative expression, and inclusive access to cultural experiences across communities.	170	Review Regional Arts Development Fund (RADF) terms of reference and application process.		•		
			171	Annual arts and culture program developed and delivered.				•
			172	Regional Arts Development Fund (RADF) program is promoted in non-traditional artist fields.				•
			173	Regional Arts Development Fund (RADF) delivered with >80% acquittal of allocated funds.				•
5.6.1	Engage with youth to inform youth voices are captured in Council planning.	Use targeted engagement to ensure youth voices are reflected in Council planning, programs and priorities.	174	Youth Council is established.			•	
			175	Establish 2 initiatives that target an increase in the number of youth volunteering across the region.			•	
5.9.1	Promote responsible pet ownership and community safety.	Deliver animal management services that support safety, amenity, and responsible pet ownership through education and enforcement.	176	“Bark in the Park” education campaign is delivered and the outcome includes an understanding of dog infrastructure needs.	•			
			177	>90% of animal-related customer requests responded to within 5 working days.				•
			178	>2 community education campaigns delivered.				•
			179	Decline in repeat offences or impounded animals over 12 months.				•



5. Inclusivity Connected, Resilient, Safe & Diverse Communities

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
5.9.2	Expand proactive animal compliance and education to improve community safety.	Enhance liveability and safety in the Maranoa by increasing proactive animal management efforts, with a strong focus on wandering dogs and aggressive behaviour. This includes expanded early-morning and after-hours patrols, equitable deployment of compliance staff across all towns, and targeted public education to reduce the risk of dog attacks. The action supports consistent, region-wide service and builds public confidence in Council's animal management approach.	180	Rostered officer coverage model in place to support regional response equity.	•			
			181	Targeted regional education campaign on aggressive dogs delivered.		•		
			182	Regional selective inspections commenced in priority areas.		•		
			183	Patrols scheduled and delivered in high-risk areas across all towns.				•

