

Operational Plan

Directorate	Due Date	Q1	Q2	Q3	Q4	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						
1.3 Tourism destination development						
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.						
1.3.1.1 - Cultural tourism opportunities mapped and included in regional economic development initiatives	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div> <div>Arts & Culture Officer is working with RADF Committee to identify opportunities for growth in Cultural attractions & activities</div> <div>Tourism strategy processes expected to commence early Q3 which will incorporate arts and culture opportunities</div>
1.3.1.2 - >2 museum/gallery upgrades or programming enhancements completed	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div> <div>Council approved budget amendment to support the upgrades to the Cobb and Co Store museum displays, implementation to begin in Q2</div> <div>Queensland Museum Development Officer onsite early Q3 to advice on enhancements. Roma gallery due to be painted in Q4</div>
1.3.1.3 - Artist and visitor engagement data reported	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div> <div>10 exhibitions have been held across the region in 5 gallery spaces. Strong positive feedback, qualitative data to be included in next round in Q2.</div> <div>6 exhibitions have been held across the region in 5 gallery spaces.</div>
1.3.2 - Support development of strategic tourism infrastructure						
Facilitate planning and funding for priority tourism infrastructure and experience enhancements.						
1.3.2.1 - Develop a pipeline of suitable existing projects, for business case or funding submission	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div> <div>Team is working on a register that records the status of tourism projects in terms of design stage, consultation, and shovel-ready status. Partially in response to destination 2045 funding announcements.</div> <div>Incorporate as part of the development of the Regional Tourism Strategy due for completion in Q4</div>
1.3.2.2 - Regular meetings and engagements conducted with local, state, federal partners and/or industry bodies and are reported quarterly	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div> <div>Awaiting regional Tourism Coordinator , however, meetings have been held with IDTA, Callico Cottage, BAG and other local entities in Q1</div> <div>Individual meetings have been held with IDTA, Callico Cottage, BAG, OQTA and RCAT in Q2. Two regional round table meetings will be conducted Q3 and Q4</div>
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.						
1.3.3.1 - Adopt a tourism strategy and action plan	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div> <div>Newly appointed Manager - Tourism and Community Services will commence a desktop review of current plans in Q2</div> <div>Council endorsed strategy framework and processes with stakeholder engagement commencing early Q3</div>
1.3.3.2 - Develop a marketing campaign promoting short stay opportunities and a “taste of the outback”	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div> <div>Ongoing social media campaigns promote the Roma region's proximity to Southeast Queensland, as well as upcoming local events such as Roma Cup and Music Festival (hosted in Q2). Overarching strategy Development is ongoing.</div> <div>Will be reviewed in conjunction with the development of the regional tourism strategy</div>
1.3.3.3 - Quarterly meetings are undertaken across the region with tourism operators and Local Tourism Organisations	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div> <div>A framework for the meetings is in place, with sessions starting in Q2.</div> <div>Expect at least two before end of Q4</div>
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.						
1.3.4.1 - Information networking event on agritourism, partnering with Department of Primary Industries	Regional Development	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div> <div>Disussion with DPI has commenced to host 1 - 2 forums to develop Ag Tourirsm and Ec dev initiatives. Meeting in October held with Timber industry to discuss Ec Dev and Tourism opportunities. Timber Qld coming to Roma in Nov for industry forum.</div> <div>December 2025 - Planning Team had a workshop with DPI Policy Team re. alignment with planning scheme.</div>
1.3.4.2 - Coordinate “trade ready” and “best of Queensland” workshops	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div> <div>Discussions have commenced with RCAT tourism sub-committee on incorporating these topics into the Business Excellence Program, as one option being considered..</div> <div>Trade ready workshop conducted in Q2. Best of Queensland Initiative most likely incorporated in the development of regional tourism strategy</div>

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1.3 Tourism destination development							
1.3.4 - Coordinate capability and capacity building in our tourism sector <i>To increase the capabilities of our regional tourism providers to grow our tourism product.</i>							
1.3.4.3 - Implements an initiative that promotes the value of volunteering at our visitor information centres and at Council's tourism assets	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Meetings held in Q1 to initiate review of Council's Support structures for Tourism Volunteers at IDTA and Big Rig. to continue in Q2, including redraft of MOU with IDTA. Expect initiative to be included in the development of the regional tourism strategy
1.3.5 - Big Rig Master Plan & Sculpture Park Integration <i>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.</i>							
1.3.5.1 - Revised Big Rig Master Plan endorsed by Council	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Manager will commence in Oct, and conduct a desktop review of all Tourism Assets and Plans in Q2. Expect review as part of develop of regional tourism strategy
1.3.5.2 - Sculpture Park incorporated as a recognised precinct element	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Expect development of a Priority investment plan in accordance with resolution OM/06.2025/05 in Q4. Tourism Icons Investment Fund application submitted requesting \$250k. Application unsuccessful.
1.3.5.3 - Master Plan actions scoped for inclusion in tourism and capital planning	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Roma LDO, Overseer, and Tourism Team working collaboratively to identify funding opportunities. Actions will be developed as part of the development of the tourism strategy
1.4 Connectivity and digital infrastructure							
1.4.1 - Improve digital connectivity through advocacy and partnerships <i>Identify regional blackspots and pursue partnerships or grant opportunities to improve broadband, mobile and satellite coverage.</i>							
1.4.1.1 - Regional connectivity priorities documented and mapped	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Have initiated internal engagement with IT department, as well as external discussions with NBN to identify black spots. Ongoing discussions with NBN and Telstra
1.4.1.2 - At least one application or advocacy supported (e.g. Mobile Black Spot Program)	Regional Development	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Monitoring for grant opportunities and continue to work with Telstra/ NBN and other relevant providers, however no new opportunities identified at this time. Advocacy ongoing through DDSW CoM and local meetings (NBN). Attended digital connectivity report findings meeting with LGAQ and the Regulator.
1.5 Sustainable urban and industrial development							
1.5.1 - Leverage Council-owned land to increase residential and economic development opportunities <i>Leverage Council-owned land to increase residential and economic development opportunities including finalising planning and progressing delivery of the Police Paddock residential subdivision</i>							
1.5.1.1 - Deliver Stage 1A of the Police Paddock development	Strategic Roads, Airports & Major Projects	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Multi-year project with delivery continuing beyond Q4 2025/26. Stage 1A planning application approved; water main construction underway with access works to follow. Accelerated design of Stage 1B sewerage main progressing. Operational works for Stage 1A in progress. Ergon application approved, connection expected early Q4. Second valuation complete; Council report on disposal and reserve due February. Stage 1B planning and design ongoing, with construction targeted Q2.
1.6 Industry collaboration							
1.6.1 - Deliver Roma Saleyards Master Plan 2035 <i>Prepare a new masterplan that outlines the strategic direction and opportunities for the Roma Saleyards over the next 5-10 years.</i>							
1.6.1.1 - Master Plan is adopted by Council	Chief Executive Officer	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Masterplan scope development is underway. Masterplan scope is now complete with quotations pending.

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1.8 Build local business capability (micro & macro opportunities)							
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.							
1.8.1.1 - Commence the Regional Economic Development Strategy and Action Plan	Regional Development	Quarter 1	●	●	○	○	Regional Economic Development Strategy and Action Plan desktop review commenced in Q1. Recruitment of both Economic Development Specialist and Manager Ec Dev, Building & Planning is currently being finalised. Regional Economic Development Specialist has now commenced with Council. Discussions have been had and an RFQ will be sent out in Q3 for a consultant to conduct works.
1.8.1.2 - Regional Economic Development Strategy and Action Plan adopted by Council	Regional Development	Quarter 2	●	●	○	○	Regional Economic Development Strategy and Action Plan desktop review commenced in Q1. Recruitment of both Economic Development Specialist and Manager Ec Dev, Building & Planning is currently being finalised. Regional Economic Development Specialist has now commenced with Council. Discussions have been had and an RFQ will be sent out in Q3 for a consultant to conduct works in the strategy and action plan.
1.8.1.3 - Priority actions from Regional Economic Development Strategy and Action Plan commenced	Regional Development	Quarter 3	●	●	○	○	Regional Economic Development Strategy and Action Plan desktop review commenced in Q1. Recruitment of both Economic Development Specialist and Manager Ec Dev, Building & Planning is currently being finalised. Regional Economic Development Specialist has now commenced with Council. Discussions have been had and an RFQ will be sent out in Q3 for a consultant to create the strategy and action plan.
1.8.1.4 - >3 partnerships secured to co-deliver economic development initiatives	Regional Development	Quarter 4	●	●	○	○	Collaborative discussions underway with RCAT, and TSBE to continue joint initiatives, and renew memberships. MRC staff met with Austrade and DSD officers regarding upcoming funding opportunities (July). QLD Timber, DPI & Council hosted a forum, sparking economic opportunities. Council is in talks with DSD & investors on local manufacturing & private acquisition of a non-operational plant using regional waste.
1.8.1.5 - Annual Regional Economic Development Strategy progress report presented to Council	Regional Development	Quarter 4	●	●	○	○	Regional Economic Development Strategy and Action Plan desktop review commenced in Q1. Recruitment of both Economic Development Specialist and Manager Ec Dev, Building & Planning is currently being finalised. Manager Ec Dev, Building & Planning is still vacant. Discussions have been had and an RFQ will be sent out in Q3 for a consultant to create the strategy and action plan.
1.8.1.6 - Maranoa Regional Investment Prospectus is finalised and endorsed by Council.	Regional Development	Quarter 2	●	●	○	○	Briefings held with Councillors during Q2, briefing scheduled for start of Q3 to go through findings with Councillors.

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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							
2.1 Sustainable rural land management							
2.1.1 - Improve landholder engagement and biosecurity governance on Council-managed lands <i>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.</i>							
2.1.1.1 - Stock Route Compliance Priority Policy reviewed and adopted	Regional Development	Quarter 1	✓	✓	○	○	Stock Route Compliance Policy has been adopted by Council and uploaded to the MRC website. Completed in Q1 Council is working with the Biosecurity Advisory Committee to review policies, including the recently adopted Wild Dog Scalp Bounty Policy and associated procedures.
2.1.1.2 - Biosecurity governance and engagement mechanisms reviewed	Regional Development	Quarter 2	●	●	○	○	Council delivered community engagement and education on changes to the Wild Dog Scalp Bounty Policy, fire ants, and locusts, while continuing to work with the Biosecurity Advisory Committee on governance and engagement mechanisms.
2.1.1.3 - Education program delivered to support landholder awareness of stock route policy	Regional Development	Quarter 3	●	●	○	○	Education program not yet developed as Policy has just been adopted. To be developed Q2 and rolled out in Q3 & Q4. Development of the education program to support landholder awareness of the Stock Route Policy has been impacted by staff capacity, with work now planned to start in Q3.
2.1.1.4 - Outcomes reported to Council for strategy alignment	Regional Development	Quarter 3	●	●	○	○	Update of biosecurity actions and strategies to be provided to Council in Q3, including achievements of Biosecurity Advisory Committee. Work commenced on collating biosecurity actions, outcomes, and Biosecurity Advisory Committee achievements, with reporting to Council on track for delivery in Q3.
2.1.2 - Control declared pest plants and animals on Council-managed land <i>Enhance delivery of pest management activities targeting invasive species, in line with legislative and local expectations.</i>							
2.1.2.1 - Increased participation in the annual pest control schedule (baiting & weeds)	Regional Development	Quarter 4	●	●	○	○	Conducted landholder survey to understand limits to participation rates in Coordinated Baiting Program. Provided information to residents to reduce barriers to participation. Changes to be implemented to 2026 program. A further survey of landholders and neighbouring councils on bait size has been distributed to help reduce participation barriers, with results expected by the end of January 2026.
2.1.2.2 - >80% of planned treatment areas completed	Regional Development	Quarter 4	●	●	○	○	High priorities were Mother of Millions and Harrisia cactus. Contracted portion of DTMR RMPC funding on controlling these weeds surrounding Mitchell, Wallumbilla and Jackson. Active inspections and spraying for parthenium commenced. Over 85% of planned treatment areas have been completed, including work by contractors funded through DTMR RMPC. Local Rural Lands Officers continue a multi-pronged approach, coordinating resources and methods to complete remaining areas.
2.1.2.3 - All feedback from landholders or partners received and captured	Regional Development	Quarter 4	●	●	○	○	Conducted landholder survey to understand limits to participation rates in Coordinated Baiting Program. Provided information to residents to reduce barriers to participation. Changes to be implemented to 2026 program. Open communication has been maintained with landholders and partners, including Biosecurity Advisory Committee members and their networks, with ongoing opportunities to provide feedback to inform future program improvements.
2.1.3 - Implement the 2025-2027 Parthenium Management Plan <i>Deliver targeted control activities for Parthenium weed in priority locations in accordance with the adopted management plan.</i>							
2.1.3.1 - Priority areas treated and mapped	Regional Development	Quarter 4	●	●	○	○	DTMR RMPC funding allocated to Carnarvon Highway (Roma - northern boundary), Mitchell St George Rd, Forest Vale Rd. Rural Lands Staff recording infestations and treatments in high priority areas in Civica Reflect (Weeds) app. Priority areas continue to be treated and mapped, with Rural Lands Officers recording infestations and treatments in high-priority areas via the Civica Reflect (Weeds) app. DTMR RMPC funding supports contractor spraying.
2.1.3.2 - Annual Parthenium action plan implemented	Regional Development	Quarter 4	●	●	○	○	Parthenium Management Plan endorsed in Q1. Annual action plan to be developed in Q2 including, purchase of boom spray equipment, high priority treatment areas, mapping. Initial steps toward implementing the Annual Parthenium Action Plan were undertaken, including the purchase of additional spray equipment and ongoing mapping through the Reflect App. A stronger implementation focus is planned for Q3.

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2.1 Sustainable rural land management							
2.1.3 - Implement the 2025-2027 Parthenium Management Plan <i>Deliver targeted control activities for Parthenium weed in priority locations in accordance with the adopted management plan.</i>							
2.1.3.3 - Collaboration with landholders and regional biosecurity partners maintained through the provision of ≥ 2 workshops per year	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Held Invasive Grass ID & Management Workshop for landholders with guest speakers from DPI. Parthenium and weed spraying techniques sessions to be planned in Q2 and held in Q3. Timeframes for Parthenium and weed management workshops have been revised due to staff capacity. Planning and delivery are now scheduled for Q3 and Q4, with a broader biosecurity education session to follow.
2.2 Sustainable urban & regional planning							
2.2.1 - Review land use readiness and sustainable development opportunities <i>Audit land supply, zoning and infrastructure readiness to align with future business precincts, residential growth and regional planning.</i>							
2.2.1.1 - Planning scheme review completed	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Review in progress. Areas requiring zoning changes identified via community feedback and modelling. Review continuing, awaiting flood modelling prior to finalising zoning recommendations. Officers have commenced the review and identified areas where zoning changes are required. Engineering services will be required to identify the infrastructure constraints before the review and recommendations can be completed.
2.2.1.2 - Priority growth areas identified with infrastructure constraints mapped	Regional Development	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Review is still underway, awaiting flood modelling before engaging with engineering services.
2.3 Renewable energy transition							
2.3.1 - Track energy transition and emerging project impacts <i>Monitor renewable energy and carbon transition projects, with annual updates on impacts, risks and benefits to the region.</i>							
2.3.1.1 - Regional energy project map and tracker updated	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Energy projects involving wind and solar that are in progress, are now mapped and publicly available via Qld Globe. Early engagement has commenced with Council in relation to other prospective developments in the Maranoa (West Wind and North Jackson) All renewable energy projects are now assessed under state guidelines. Therefore, mapping and tracking of these developments is undertaken through QLD Globe accessible to Council and the general public. Engagement with the local community and other interested stakeholders to be undertaken by the applicant and assessed by the State accordance with the State Development Assessment process.
2.3.1.2 - Community Impacts, benefits and key risks identified and shared with relevant stakeholders	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Council officers are engaging with three renewable energy stakeholders in conducting their social impact and community benefits assessments in accordance with the State Development Assessment process.
2.4 Waste management strategy and infrastructure							
2.4.1 - Review the Maranoa Waste Management Strategy to strengthen sustainability and explore circular economy opportunities <i>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.</i>							
2.4.1.1 - Review of current strategy completed, and findings endorsed by Council	Regional Development	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Draft scope and key milestones developed, RFQ in development. Onsite meetings with Waste Consultant have been undertaken and detailed scoping and project definition undertaken. First round consultation methodology developed and to be delivered in January. Plan will be developed as follow on action from Strategy, which is in development
2.4.1.2 - Revised action plan developed for implementation	Regional Development	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Met with Waste Consultant 12 November 2025. Scope is being finalised. Plan to be developed from strategy
2.4.2 - Put to market and award Council's new domestic waste contract <i>Plan, procure and commence the new domestic waste collection contract, ensuring continuity and value for money.</i>							
2.4.2.1 - Develop a domestic collection strategy for the region	Regional Development	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	Draft strategy has been produced and being reviewed by internal stakeholders prior to Councillor briefing. Met with Waste Consultant, who is reviewing tender documents.

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Our goal: Preserve our natural assets whilst enabling a growing and sustainable built environment for our community						
2.4 Waste management strategy and infrastructure						
2.4.2 - Put to market and award Council's new domestic waste contract						
<i>Plan, procure and commence the new domestic waste collection contract, ensuring continuity and value for money.</i>						
2.4.2.2 - Tender process completed and contract awarded	Regional Development	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div> <p>Two briefings have been presented to Council, and subsequent feedback incorporated into Tender program. Documents currently be drafted by staff with support of consultants</p>
2.4.2.3 - Transition planning completed and contract mobilised smoothly	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div> <p>Consultant is reviewing tender documents. Tender to be issued in Q3. Will be completed after tender process is finalised.</p>
2.4.2.4 - Procurement documentation finalised and advertised	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div> <p>Tender documents and awarding of tender to occur in Q3. This will occur after tender processed is finalised. Two briefings held in Q1 regarding procurement of the tender. Tender documents are being revised to be sent out in Q2.</p> <p>Consultant is reviewing contract tender documents. Tender to be advertised in Q3.</p>
2.5 Environmental protection and conservation						
2.5.1 - Manage environmental risk and ensure compliance with environmental regulations						
<i>Ensure Council's activities meet environmental obligations under relevant legislation and licensing requirements.</i>						
2.5.1.1 - All high-risk staff and contractors complete site based management training	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div> <p>SPMP have been updated and are in final draft - supervisory staff have received training</p>
2.5.1.2 - Quarterly report provided on the progress of actions addressing the environmental protection order	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div> <p>Training is ongoing with staff as operational requirements change</p> <p>Appropriately Qualified Person (AQP) has been appointed per Legislative requirements. AQP liaises with Council and provides updates to DETSI on a monthly basis.</p>
2.5.1.3 - Environmental compliance calendar monitored and maintained	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div> <p>Report sent to DETSI November 2025. Consultation with Councillors ongoing</p> <p>Staff maintain calendar with upcoming inspections and regulatory requirements.</p>
2.5.1.4 - Incidents/non-compliances resolved within regulatory target timeframes	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div> <p>Staff have been using and monitoring calendar. Development work with ICT is ongoing to ensure functionality</p> <p>Incidents are reported to Statutory bodies immediately and acted upon in accordance with timeframes .1 minor incident reported - Skip Bin fire @ Injune</p> <p>Incidents are investigated and resolved. Staff have responded to two reported incidents (from QLD Health) in Q2</p>

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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							
3.3 Safe and reliable transport network							
3.3.2 - Improve Community Communication on Roadworks Delivery <i>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.</i>							
3.3.2.2 - Trial engagement undertaken on at least 4 occasions prior to policy finalisation	Strategic Roads, Airports & Major Projects	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Two trial engagements completed with residents at Donnybrook and Arcadia Valley, with works now underway. Planning underway for resident engagement visits to Thomby Rd and Mt Moffatt Rd. Completion by Q2 may be at slight risk due to resident availability A second policy development briefing was conducted with Council on 9 Dec 2025. Outcomes were that officers would select a suite of trial sites, for trials to begin in Feb 2026. Internal meeting planned for 20 Jan 2026 to select the trial sites and discuss Currently on schedule for adoption by end of Q3, following initial policy briefing and workshop.
3.3.2.3 - Policy adopted by Council	Strategic Roads, Airports & Major Projects	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Policy intent statement completed. Trial to be undertaken, with findings used to refine and finalise the policy to ensure it is practical, sustainable and achievable.
3.3.2.4 - Launch of road safety video campaign in conjunction with the Department of Transport and Main Roads, and QLD Police.	Strategic Roads, Airports & Major Projects	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Discussions with TMR and QLD Police have occurred, and the launch is set to occur during QLD Road Safety Week 2026. This is expected to occur in May 2026
3.3.3 - Delivery of the Flood Damage Reconstruction Program with a focus on Enhancing Road Network Resilience <i>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.</i>							
3.3.3.1 - Formal commitment secured from Government to review Flood Damage Guidelines, following Council advocacy efforts	Strategic Roads, Airports & Major Projects	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Council's Deputy CEO is contributing to the IPWEAQ working group developing the Resilient Road Infrastructure Guideline, with the first edition published in Q1. Initiative also assigned to lead under the Darling Downs and South West Council of Mayors. Advocacy paper finalised and provided to DDSWCOM. Actions outlined in advocacy paper to be progressed in coming months.
3.3.3.2 - 100% of flood damage funding delivered within contractual arrangement timeframes	Strategic Roads, Airports & Major Projects	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	This initiative remains on track. Officers confirm 100% of flood damage funding is progressing within contractual timeframes, with no current risks identified. Approved flood damage recovery works are progressing well. A small number of roads (<10) where there is chance of not completing on time. Officers are investigating alternate delivery methods to achieve completion and are confident of completion on time.
3.3.3.3 - At least 5 project sites incorporated strategic resilience enhancements	Strategic Roads, Airports & Major Projects	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Dedicated planning for resilience enhancements will commence in Quarter 2. At least five project sites are identified to incorporate strategic improvements into delivery Dedicated planning for resilience enhancements will continue in Quarter 3. On track for delivery by Operational Plan deadline.
3.3.3.4 - All final acquittal claims submitted within 3 months of completion	Strategic Roads, Airports & Major Projects	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	This initiative remains on track. Officers confirm all final acquittal claims are scheduled for submission within three months of completion, with no risks currently identified. This initiative remains on track. Officers confirm all final acquittal claims are scheduled for submission within three months of completion, with no risks currently identified.
3.3.4 - Deliver Council's Strategic Road Programs <i>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.</i>							
3.3.4.1 - 100% of Transport Infrastructure Development Scheme (TIDS), Roads To Recoery (R2R) and Reseal Program expended and acquitted by 30 June 2026	Strategic Roads, Airports & Major Projects	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	TIDS and R2R Programs well underway. Two of three TIDS projects started in Q1. R2R is part of the 24/25 (in progress) and 25/26 (tender awarded) Rehabilitation Programs, as well as the 25/26 Reseal Program. TIDS claimed 63% at Dec 25 - one project remaining outstanding. R2R. Five projects completed with three projects to be completed. These are Glenearn Road Crest Widening, Hodgson Lane North/Bindango Intersection and 2025/26 Reseal (partly funded via R2R)
3.3.5 - Enhance Transport Asset Management through Strategic Data Improvements <i>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.</i>							
3.3.5.1 - Sealed Roads Rehabilitation Model developed to inform 2026-27 budget	Strategic Roads, Airports & Major Projects	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Work yet to commence due to competing Capital Works Program priorities in Q1. Works scheduled to commence in Q2, though at moderate risk of not finalising within the quarter. Delivery by Q3 would still enable the model to inform 26/27 Budget deliberations Detailed condition assessment of the 1,200 km sealed road network completed. Development of the rehabilitation model has commenced and is on track to inform the 2026/27 budget proposals.
As at : 21 January 2026 23:19			<div>On Track</div> <div>Not Started</div> <div>Needs Attention</div> <div>Completed</div> <div>Not Achieved</div> <div>Extended</div>				

Directorate	Due Date	Q1	Q2	Q3	Q4	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						
3.3 Safe and reliable transport network						
3.3.5 - Enhance Transport Asset Management through Strategic Data Improvements <i>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.</i>						
3.3.5.2 - Kerb, Channel and Footpath Strategies reviewed and re-presented to Council	Strategic Roads, Airports & Major Projects	Quarter 3	<div></div>	<div></div>	<div></div>	Officer's Report is scheduled and remains on track to be presented to Council in late November / early December. Officers Report delayed due to other priorities (Capital Works Program). Completion in Quarter 3 is likely. Strategic Roads team is currently drafting the request for quote (RFQ) for this work, while simultaneously confirming the data attributes required from the data collection. The RFQ is slated for release in Quarter 2.
3.3.5.3 - Stormwater asset condition and location finalised for Wallumbilla, Yuleba and Surat	Strategic Roads, Airports & Major Projects	Quarter 3	<div></div>	<div></div>	<div></div>	The RFQ has now been completed and will be released in Jan 2026. It is likely the completion of the item will be in Quarter 4 instead of Quarter 3 due to procurement and resource availability.
3.3.6 - Improve Floodway Resilience Through Innovation						
<i>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.</i>						
3.3.6.1 - Floodway performance trial delivered with at least three treatment options implemented and evaluated	Strategic Roads, Airports & Major Projects	Quarter 4	<div></div>	<div></div>	<div></div>	Site selection for the floodway performance trials is scheduled for Quarter 2. Trials will then commence progressively from Quarter 2 through to Quarters 3 and 4, enabling at least three non-traditional treatment options to be implemented and evaluated. Blue Hills Rd was selected as the trial site; however, rain and site conditions prevented delivery. Alternative sites will be selected in Q3, with a small delivery risk due to limited availability of specialised stabilisation resources.
3.4 Safe and reliable Water Sewerage Gas (WSG) networks						
3.4.1 - Strengthen monitoring, compliance and planning for Council's water infrastructure <i>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.</i>						
3.4.1.1 - Review implementation plan for the boiled water alerts to achieve regional standardisation	Engineering Services	Quarter 2	<div></div>	<div></div>	<div></div>	MRC proposed updates to the boil water alert process in April 2025. The updated process was accepted by the Drinking Water Regulator on 22 May 2025. Council's process is now compliant with requirements. MRC proposed updates to the boil water alert process in April 2025. The updated process was accepted by the Drinking Water Regulator on 22 May 2025. Council's process is now compliant with requirements. Updated DWQMPs were approved by the Regulator in May 2025. Council is compliant with conditions of the approval. Council met the 30 July 2025 deadline for improvements and is on track to meet the 30 November deadline.
3.4.1.2 - Drinking Water Quality Management Plan updated and accepted by regulator	Engineering Services	Quarter 3	<div></div>	<div></div>	<div></div>	The second stage of reviews as per the conditions of acceptance were completed and submitted by 30th November as required. Notification of receival was obtained on December 2nd from the regulatory office.. Council's SCADA provider has been contacted regarding upgrades. An indication of price has been provided but further details are required at this time to finalise quotations.
3.4.1.3 - Supervisory Control and Data Acquisition (SCADA) systems updated for improved site monitoring and real-time visibility	Engineering Services	Quarter 4	<div></div>	<div></div>	<div></div>	During the first week of December SAFEgroup's Stephen Brisotto (lead engineer) conducted a blanket visit to all Council's WSG sites to obtain a condition assessment. The complete overview of this review has yet to be competed.
3.4.1.4 - Water Asset Management Plan updated to reflect condition and renewal priorities.	Engineering Services	Quarter 2	<div></div>	<div></div>	<div></div>	Condition assessments have begun. We are working through this on a town-by-town basis in order to bring them individually to Council. The aim for this will be to identify the age, lengths and build of our Council assets and develop a ten year plan.
3.4.2 - Strengthen sewer asset planning through condition and renewal analysis						
<i>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.</i>						
3.4.2.1 - Sewerage Asset Management Plan updated to reflect condition and renewal priorities	Engineering Services	Quarter 3	<div></div>	<div></div>	<div></div>	WSG Manager has commenced a review of sewer condition assessments (30 November to complete). Critical sewers have already been identified (Miscamble St). Reviewed categorisations will be input into the updated asset management plan. Whilst this register is underway, progress has fallen behind and we did not achieve the November 30 date we had set. We will be aiming to have this completed by Mid January 2026.

Directorate	Due Date	Q1	Q2	Q3	Q4	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						
3.4 Safe and reliable Water Sewerage Gas (WSG) networks						
3.4.3 - Maintain compliance and performance across Council’s water and sewerage networks						
<i>Deliver safe, reliable water and wastewater services in compliance with regulatory standards and asset performance expectations.</i>						
3.4.3.1 - 100% compliance with drinking water and wastewater testing regimes	Engineering Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div> <p>Council has been reporting incidents when required and within required timeframes. Council is currently 100% compliant with our monitoring and testing requirements. Regulators have noted Councils improvements in official correspondence.</p> <p>Council continues to remain compliant with all samples being conducted and processed within the relevant timeframes. In this quarter, our laboratory conducted 586 samples for our region.</p>

Directorate		Due Date	Q1	Q2	Q3	Q4	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							
4.1 Customer-centric business model							
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.							
4.1.1.1 - Internal communications and staff engagement strategy delivered	Chief Executive Officer	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	Internal communication has been provided via CEO Connect with individual notifications to be finalised in October. MRC Connect staff platform is ready and will be launched in January 2026. The mechanism will allow employees to ask questions, leave feedback or provide improvement suggestions. All feedback will be acknowledged and reviewed by ELT.
4.1.1.2 - New leadership model established to reflect corporate strategy	Chief Executive Officer	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	New ELT established and functioning.
4.1.1.3 - Organisational restructure, including the realignment of systems and resources, implemented	Chief Executive Officer	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Cross-functional team established with preliminary work assigned to different team members. Waiting for final Directorate approval of naming conventions and reporting relationships. Council followed the change management plan, sought legal advice on scripts, dialogue and draft communication to employees. Letters were issued to all staff. Integration with ICT, payroll and HR records is now completed successfully.
4.1.1.4 - Organisational Health Index survey undertaken to set the benchmark	Chief Executive Officer	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Not yet commenced
4.1.1.5 - Organisational Health Index survey undertaken to review the impact of the change with a 70% satisfaction rating	Chief Executive Officer	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Initial research into suppliers that can assist in the preparation of a survey. Quotes being sought in early January 2026. Not yet commenced. To be completed following the completion of the above initiative.
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.							
4.1.2.1 - Customer Service Charter is reviewed	Corporate Services	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	Recruitment for the Manager Customer Experience & Library Services undertaken in Q1 with the review to commence in Q2.
4.1.2.2 - Customer experience principles and framework endorsed by Executive	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Working Group has been formed with inception meeting scheduled in January 2026 Not yet commenced - expected to commence in Q2
4.1.2.3 - Community satisfaction channels established or improved	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	The Customer Experience Framework and strategy is being developed in conjunction with the charter. Working group scheduled to now meet in January 2026. Not yet commenced - expected to commence in Q2
4.1.2.4 - 100% of Customer Requests are addressed within the Customer Service Charter expectations	Corporate Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Planning for mechanisms to improve community interactions (on-line forms) has commenced but further development of channels will occur through the Customer Experience framework and charter. Review of approach to reporting is underway to enable improved visibility for management Identified key criteria for reporting. Agreed measures will be incorporated in the Services Framework
4.2 Effective communication strategy							
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.							
4.2.1.1 - New Council Communications Strategy adopted, including updated media and digital policies	Chief Executive Officer	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	A new Communications Strategy was shared for councillor feedback. The Manager Corporate Communications commenced at quarter end, with staged implementation to follow. Updated media and digital policies are in draft and under internal review. A revised 12-month Communications Strategy was presented to Council at a briefing in Nov 2025. Implementation of this strategy began in Q2 2025. Updated media and digital policies are in draft form and under internal review.
4.2.1.2 - Council Meeting summaries published and recordings shared within 24 hours of meetings	Chief Executive Officer	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Council meeting summaries and recordings are shared within three days, as noted on Council's website. With the new Manager Corporate Communications in place, the team is working to reduce publishing timeframes to the target of 24 hours. Council meeting summaries and recording continue to be shared within three days. Council have been briefed (Dec 25) on updated communications strategies for meeting summaries and recordings promotion, to be implemented from early Q3.

	Directorate	Due Date	Q1	Q2	Q3	Q4	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							
4.3 Leadership development program							
4.3.1 - Develop a workforce plan to support service and budget alignment <i>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.</i>							
4.3.1.1 - Induction process reviewed and includes a “how can I help” focus	Chief Executive Officer	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	Induction process currently being reviewed. Onboarding via LMS system prior to commencement, including medical and police record check. In person Meet & Greet established and 2 sessions held in Q1, with HR, Safety, ICT and Governance participation. Review of online induction undertaken with updates being implemented to reflect new structure. Working group established to review face-to-face component, meeting scheduled for January 2026. Quotation process to be undertaken in Q2.
4.3.1.2 - A 5-10 year Workforce Plan adopted by Council	Chief Executive Officer	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	A Request for Quote in progress through MRC procurement process, inviting suppliers to submit proposals for the development of a Workforce Plan.
4.5 Good governance framework							
4.5.1 - Deliver Council’s Corporate Governance Reform Program <i>Implement key recommendations from the Governance Review to uplift integrity, assurance, and compliance practices across the organisation.</i>							
4.5.1.1 - Governance Improvement Plan endorsed and in implementation	Corporate Services	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	Governance Improvement Plan prepared and has commenced implementation initially with support from LGMA Governance Advisor
4.5.1.2 - Corporate compliance checklist developed and operational	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Works continue in implementing suggestions made within the plan. Draft Compliance Checklist prepared and currently under review
4.5.1.3 - All statutory reporting obligations met on time	Corporate Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Works continue in implementing items required under the compliance checklist. Statutory returns have been provided in accordance with requirements, such as Annual PID and OIC returns. Annual report was adopted on 13 November 2025.
4.5.2 - Establish a corporate compliance checklist and assurance framework <i>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.</i>							
4.5.2.1 - Checklist developed in consultation with key departments	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	While recruitment for the role to facilitate this process is underway, initial assessment of current checklist has been undertaken by LGMA Governance Advisor Annual checklist was reviewed during the quarter and provided to the Audit & Risk Committee at the meeting held 9 December 2025. The Policy is in draft form for discussion with the Audit & Risk Committee Chairperson.
4.5.2.2 - Internal assurance model adopted for review by the Audit & Risk Committee	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Internal Audit Policy and Charter still in draft form. Expected to be tabled at an Ordinary Council Meeting within the Q3 period.
4.5.2.3 - Compliance maturity baseline established for future benchmarking	Corporate Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	No action planned for Q1 Works are planned to commence during Q3.
4.5.3 - Deliver Phase 1 of the Risk Management Strategy and prepare for implementation <i>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.</i>							
4.5.3.1 - Gap analysis completed and implementation roadmap adopted	Corporate Services	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	Gap Analysis is in draft form at the end of Q1 with further workshops planned in Q2. Gap Analysis and Implementation Roadmap was provided to Council during Q2 Councillor Risk Workshop held on 15th of October.
4.5.3.2 - Risk Management Policy, Risk Appetite Statement, and Corporate Risk Register endorsed by Council	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Drafts have been prepared in conjunction with support from QTC Draft Risk Management Policy prepared ready for presentation during Q3. Corporate Risk Registers completed. Risk Appetite Statement still requires finalisation and endorsement. Drafts have been prepared in conjunction with support from QTC
4.5.3.3 - Risk Matrix and reporting templates finalised	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Risk Matrix completed. Reporting templates prepared and has been provided during the Risk Workshop held 15 October.

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							
4.5 Good governance framework							
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.							
4.5.4.1 - Policy framework reviewed and updated	Corporate Services	Quarter 1	<div></div>	<div>✓</div>	<div></div>	<div></div>	Policy framework has been reviewed, endorsed by ELT and adopted by CEO.
4.5.4.2 - Policy register categorised by risk and impact	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Activity has yet to commence
4.5.4.3 - Quarterly reporting to Executive and Audit & Risk Committee established	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Discussions have commenced with determining risk profiles of policies. Further works to continue within Q3 period. Two Audit Committee Meetings are scheduled in Q2. Updates will be provided at the meeting held 13 October.
4.5.4.4 - Minimum 25% of high-priority policies reviewed or updated	Corporate Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Governance review findings were provided to the Audit Committee at the meeting held 13 October. Reporting cycle has been established within the Audit & Risk Committee Workplan. The policy review program has yet to be developed, however statutory policies are being reviewed in accordance with required timeframes until such time as the program is established. High priority statutory policies continue to be reviewed in accordance with required timeframes, such as the Councillor Acceptable Requests Guidelines, Entertainment and Hospitality Policy..
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.							
4.5.5.1 - The records governance framework is reviewed and updated	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Engaged consultants to review our business classifications to start the first step in applying Retentions and Disposal schedules
4.5.5.2 - Self-assessment and internal compliance monitoring tools implemented	Corporate Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Classification design is scheduled for completion at the start of Quarter 3. Data dependencies requiring rectification have been identified, with final implementation planned for Quarter 4. Policy Review - Information Management Policy sent to ELT for review and adoption Following ELT review, the Information Management Policy was endorsed and signed by the CEO. The security framework has been updated to align with the endorsed policy.
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.							
4.5.6.1 - Review the use of procurement panel arrangements	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	The review has commenced with the data currently being analysed.
4.5.6.2 - Procurement training program incorporating all aspects of Council’s Procurement Policy	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	The review is complete and is with the CFO for review. Procurement Policy training has been delivered to 46% of staff with a financial delegation, further training sessions will be held for the remaining staff. Other Procurement training will occur as it is developed over the remainder of the year.
4.5.6.3 - Compliance review shows improved adherence to thresholds and documentation	Corporate Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Procurement Policy training was delivered in October and November 2025. Further training sessions are scheduled for February 2026, with additional procurement training to be rolled out as it is developed over the remainder of the year. This will commence once 4.5.6.1 (the review of purchasing panels) is completed.
4.5.6.4 - Provide Council with survey results and action plan in relation to the opportunities identified that simplify doing business with Council.	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Preparation is underway for purchasing compliance reviews, with training and reporting tools being finalised. Reviews will commence in Q3 to support improved adherence to procurement requirements by Q4. The survey has been completed, with a report, presentation and action plan finalised in 2024–25. The findings and recommended actions are scheduled to be presented to Council in Q3.

Directorate		Due Date	Q1	Q2	Q3	Q4	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									
4.6 Local Government Sustainability Program									
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.									
4.6.1.1 - Asset Management Plan updated with initial service level alignment and scheduled maintenance needs	Corporate Services	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	Review of Maintenance and renewals, FMP, ACP updates and preparation. Site visits conducted - Progression towards 2026.		
4.6.1.2 - Gaps identified for progressive improvement in future years	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Updates continued to the FMP and ACP documents. Progress continues towards the 2026 objectives. Gap analysis of existing Facility Asset Management plans have yet to commence.		
4.6.1.3 - Priority projects scoped for integration into the Long Term Financial Plan	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Initial preparation to identify gaps in the FMP has begun, with groundwork completed in Q2 to support an upcoming gap analysis. Existing priority projects continue to be incorporated into the centralised projects register, with this activity expected to be an ongoing activity		
							Existing priority projects continue to be incorporated into the centralised projects register, with this activity expected to be an ongoing activity.		
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.									
4.6.10.1 - Priority projects identified and planning completed before budget adoption	Strategic Roads, Airports & Major Projects	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	On track. Early budget adoption in 2025/26 has enabled an additional two weeks of project planning and preparation, providing a solid foundation for delivery in 2025/26. Review of TIDS projects underway to ensure pre-planning progresses through Q3 and Q4. Identified as a Councillor "Top 5" priority at the Annual Councillor Strategy Session. Specific actions are being finalised to address this for the 2026/27 Budget and forward years.		
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									
4.6.11.1 - Develop a strategy for Council's commercial business units	Chief Executive Officer	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Not yet commenced - scheduled to commence in Q2 Initial scoping has commenced to define Council's commercial business units, confirm scope, and gather baseline financial and operational information to inform a draft strategy to improve sustainability and performance.		
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.									
4.6.12.1 - Infrastructure and network upgrades aligned to restructure completed	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Planning and design commenced, with procurement process scheduled to begin in Quarter 2. Approximately 50% of infrastructure and network upgrades have been completed. Remaining works are progressing as planned, with delivery on track for completion in Quarter 3.		
4.6.12.2 - Azure migration core services transitioned	Corporate Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Planning and design underway, with specialist engagement to commence in Quarter 2 as per approved project. Specialist engagement commenced, with network discovery and design completed. Migration activities are scheduled to commence in Quarter 3, with the project remaining on track for Quarter 4 completion.		
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.									
4.6.2.1 - Needs analysis completed with ELT and service units	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	This is scheduled to start in Q2. After ELT and service unit reporting lines identified, the needs analysis can begin. The needs analysis of responsible budget managers has been impacted by the delay in the finalisation of the organisational structure, however will be completed early in Q3.		
4.6.2.2 - Concept model and implementation roadmap approved	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Dependent on first step being completed (Needs Analysis completed with ELT and service units) which is scheduled for Q2. This task has not yet commenced. Development of a concept model and implementation roadmap will follow completion of the needs analysis, scheduled for early Q3, to guide future redesign of the General Ledger and reporting structure.		
As at : 21 January 2026 23:19			<div>On Track</div>	<div>Not Started</div>	<div>Needs Attention</div>	<div>Completed</div>	<div>Not Achieved</div>	<div>Extended</div>	Page: 14 of 23

Directorate		Due Date	Q1	Q2	Q3	Q4	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							
4.6 Local Government Sustainability Program							
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.							
4.6.2.3 - Redesign implemented in time to commence the 2026-2027 budget	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Dependent on first step being completed (Needs Analysis completed with ELT and service units) which is scheduled for Q2. Work on the redesign has not yet commenced. The redesign will follow completion of the needs analysis, which is scheduled for early Q3, to support implementation aligned with the 2026–2027 budget. A prototype monthly financial report has been developed. CFO and ICT are now working together to automate the report into a dashboard, shifting focus from data collection to analysis and advice.
4.6.2.4 - At least one reporting dashboard or prototype developed	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Automation of the monthly financial report is progressing, with development of a reporting dashboard underway. This will enable more timely insights and allow greater focus on financial analysis and advice.
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.							
4.6.3.1 - Draft Service Delivery Statement developed for each service, including description, staffing, funding, projects, and success measures	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	CFO is working with QTC and other councils to develop a Service Delivery catalogue template and process. Collation of service unit information is expected to commence next quarter. Draft Service Catalogue has been prepared. Each 1-page service plan to be distributed and finalised by service areas during January and February.
4.6.3.2 - Budget inputs structured according to Project Works Plan and investment prioritisation framework	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	A draft Budget Policy has been prepared, which includes an investment prioritisation framework. The policy will formalise how budget inputs are structured and will be reviewed for endorsement in the coming quarter. Budget Policy including Investment prioritisation framework scheduled to be taken to ELT in January. Progress has been made on Year 1 milestones of the Budgeting the Maranoa Way strategy, with closer monitoring of carry over projects in the Q1 budget review and stronger procurement compliance, with forecasting improvements being developed.
4.6.3.3 - Progress reported against Year 1 milestones in the Budgeting the Maranoa Way strategy	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Progress report being developed by CFO - on track for presentation by Q3.
4.6.3.4 - Long term rates strategy is incorporated into councils long term financial plan.	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	
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.							
4.6.4.1 - Asset Management Plans updated within 90 days of capitalisation	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	This task has not yet commenced. Work is focused on embedding a new process to ensure Asset Management Plans are updated within 90 days of capitalisation, with the first updates expected next quarter. Defining the requirements around this new process will form part of the overall Strategic Asset Management Framework.
4.6.4.2 - Strategic Asset Management Framework adopted	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Work on the Strategic Asset Management Framework has not yet commenced, however existing work undertaken as part of the Facility Asset Planning has been identified that should enable this to be complete on schedule. Strategic Asset Management Framework has been drafted, and requires further work and cross-team collaboration to refine.
4.6.4.3 - 10-year works program integrated into Long Term Financial Plan and annual budget	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	A budget guideline is being developed to train asset managers on requirements for creating a 10-year capital works program. This is the first time undertaken, so training will be provided during the information gathering exercise next quarter. The new budget guideline has been drafted - this will require 10-year works program be identified and provided for inclusion into the LTFP. Presentation to ELT for this guideline is scheduled in January.
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.							
4.6.5.1 - Corporate Asset Management Framework developed and adopted	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Corporate Asset Management policy and framework has been drafted. This will be reviewed, improved and endorsed by ELT in Q2. Similar to the Strategic Asset Management Framework, this corporate asset management plan will be consolidated and included as part of one framework.

Directorate		Due Date	Q1	Q2	Q3	Q4	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							
4.6 Local Government Sustainability Program							
4.6.5 - Develop a corporate framework to align and strengthen asset management planning							
<i>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.</i>							
4.6.5.2 - Priority alignment requirements identified for future Asset Management Plan updates	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Work is scheduled for Q2.
							Priority alignment requirements to be refined and updated in the draft framework in January. Dependent on new Framework being endorsed/adopted, which is scheduled for Q2.
4.6.5.3 - Capital planning and long-term budgeting informed by new framework structure	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	New framework scheduled for presentation to ELT in January.
4.6.6 - Establish a business improvement program to drive efficiency and alignment							
<i>Develop and operationalise a business improvement function to identify and implement process enhancements across Council.</i>							
4.6.6.1 - Business improvement framework and project pipeline developed	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Manager Governance & Risk recruitment undertaken in Q1 with commencement expected in early Q3.
							External support is currently being sought to assist with developing the business framework and to undertake process reviews as a support package.
4.6.6.2 - >2 priority process reviews completed	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Manager Governance & Risk recruitment undertaken in Q1 with commencement expected in early Q3.
							External support is currently being sought to assist with undertaking process reviews.
4.6.6.3 - Recommendations implemented and outcomes reported	Corporate Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Manager Governance & Risk recruitment undertaken in Q1 with commencement expected in early Q3.
							Recommendations will be developed once external support has completed their reviews.
4.6.7 - Refresh the Corporate Plan to align with Council's strategic direction							
<i>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.</i>							
4.6.7.1 - Commence the update of the Corporate Plan	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Approach to market has been undertaken with activities to undertake the review commencing in Q2.
							Contractor has been engaged with planning well underway for the delivery of the updated Quarter Plan during Q4.
4.6.7.2 - Refreshed Corporate Plan adopted by Council	Corporate Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	No activity expected on this item at this point in the year.
							Given the project was started later than intended, the Corporate Plan is expected to be adopted by Council by early Q4.
4.6.8 - Strengthen plant and fleet management through regional coordination							
<i>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.</i>							
4.6.8.1 - Regional Workshop Plan and Plant & Equipment Plan developed to support coordinated service delivery	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Workshops and Fleet Services are now operating under a regional model, with the Coordinator Workshops in place, replacement program underway and planning being undertaken on coordination of regional plant.
							Workshops and Fleet Services are now operating under a regional model, with the Coordinator Workshops in place. Recruitment of Vacant Mechanic and Apprentice positions advertised and onboarding comenced
4.6.9 - Design a centralised stores and logistics model to support procurement reform							
<i>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.</i>							
4.6.9.1 - Options developed for centralised or alternative logistics models	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	This task has not yet commenced. The Coordinator Stores & Logistics will lead development of options for a centralised or alternative logistics model to support procurement reform once they commence in Q2.
							Management of the stores function has been centralised, with information being collected on usage and demand of existing inventory, alongside high volume low value items being purchased directly. Final model is not likely to be finalised until Q4.

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

4.7 Transparent government

4.7.1 - Strengthen Council’s Strategic Projects Register and Investment Decision FrameworkStrengthen 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.

4.7.1.1 - Strategic Projects Register formalised, with structure for both live and pipeline projects	Corporate Services	Quarter 2	✓	✓	○	○	The proposed Projects Register has been improved through the Q1 budget review. The SharePoint register now allows all managers to input future projects, capturing both live and pipeline initiatives.
4.7.1.2 - Prioritisation framework refined and adopted for investment decisions	Corporate Services	Quarter 2	●	●	○	○	A draft prioritisation framework has been prepared aligning risk management and budget policies. The policy will be finalised for ELT review before progressing to Council for adoption, strengthening project prioritisation and investment decisions.
4.7.1.3 - Integration into Executive briefings and annual budget decision processes	Corporate Services	Quarter 3	●	●	○	○	Presentation of prioritisation framework is scheduled for January. This task has not yet commenced, as integration into Executive briefings and the annual budget process is dependent on finalisation and adoption of the Budget Policy and prioritisation framework.
							Policy and framework schedule for presentation to ELT in January.

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.

4.7.2.1 - Needs assessment conducted with Councillors and Executive	Chief Executive Officer	Quarter 2	●	●	○	○	Review undertaken by LGMA Governance support which identified priorities.
4.7.2.2 - Standardised templates introduced for Council and public-facing reports	Chief Executive Officer	Quarter 3	●	●	○	○	Initial assessment highlighted outstanding actions as priority with further investigation required for other reporting needs. Review to be undertaken during Q2, on current templates.
							Standardised outstanding actions report has been developed and finalised. Further templates to be reviewed after needs assessment conducted.

Directorate		Due Date	Q1	Q2	Q3	Q4	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							
5.10 Integrated recreation plan							
5.10.1 - Activate community and recreation spaces							
Facilitate programs and partnerships that increase use of sport, recreation and community facilities across the region.							
5.10.1.1 - >2 region-wide events or active recreation programs supported	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	No region wide events conducted in Q1
5.10.1.2 - Active pursuit of grants to support improved Council owned sporting grounds	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Supported Queensland Schools State Touch Football Trials in August with in kind assistances. Have hosted several active recreation water play activities across the region since the closure of the Roma pool. Provided support to the Roma Union rugby club to apply for federal grant funding to upgrade the fields and club house. Assisted a number of community sporting groups to apply to the Community Gambling fund super round.
5.10.1.3 - Increased use of community and recreation facilities with participation data tracked and reported	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Supporting Roma Cricket Association, Injune Rail Trail, Little Athletics, Echidnas and Mitchell RSL combined sports club in grant funding applications. Council has re-established a Sport & Rec Officer position in Q1, review of Strategy to commence in Q2, Support is currently being provided to several local Sports clubs for precinct upgrades.
5.10.1.4 - Review and update the Maranoa Sport and Recreation Strategy.	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	With the establishment of a Regional Sports and Recreational Officer this project can progress Due to commence stakeholder engagement in Q3
5.11 Maranoa Local Housing Action Plan							
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.							
5.11.1.1 - Update and adopt the Maranoa Local Housing Action Plan	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Briefing session scheduled for the 5th of November, to commence work and gauge councils thinking
5.11.1.2 - Undertake a detailed assessment of residential land that is potentially available	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	This will be part of the review o fo operational council land. As well as disciussions with CHL to ascertain how they can assist. Initial assessment has been conducted in Surat and Roma, needs to be expanded to include all towns in the MRC area Held briefing session on the 26th of November to review current council owned land, what is available for potential sale and get copuncillors appetite / feedback what we must retain for operational or future opportunities
5.13 Infrastructure accessibility							
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.							
5.13.1.1 - Communication campaign delivered that emphasis “how we can help” at a local level	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Recruitment for the role to facilitate this process is underway and campaign expected to commence during Q2.
5.13.1.2 - Community satisfaction with local services is monitored and reported	Corporate Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Working group established within Q2. Inception meeting in early January 26 Not yet commenced. Will commence ELT discussions within Q3
5.13.2 - Support equitable access to Council facilities							
Identify the accessibility to community sport and recreation facilities across the region.							
5.13.2.1 - Accessibility audit completed for community sport and recreation facilities	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Audit to be conducted in Q2.
5.13.2.2 - Action plan to address the accessibility audit has been prepared	Regional Development	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Audit to be conducted in Q3 To be prepared in Q3
5.13.2.3 - Community feedback collected and analysed for continuous improvement	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	To be completed in Q3 Information to be provided in Q4. Sport and Rec Coordinator to commence development of register in Q3.

GOAL 5: Inclusivity - CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES

Our goal: Our community is liveable, progressive, safe, connected and resilient

5.13 Infrastructure accessibility

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.

5.13.3.1 - Coordinated service model implemented for libraries and customer service	Corporate Services	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Library services have commenced operating in a coordinated fashion during Q1, with the model to be further reviewed in Q2. Customer Experience Team have commenced operating in a coordinated manner. A new member for Roma Team was recruited in Q2. The addition will fill the gap and enabled the CX Team to further build cohesion.
5.13.3.2 - Two (2) whole of team meetings conducted annually	Corporate Services	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Whole of team meetings to be conducted in Q2 and Q4. First whole of team meeting was undertaken on the 12th of December.

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

5.13.4.1 - Action plan and service standards adopted by Council	Engineering Services	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	The review of parks, open spaces, and pathway asset needs and service standards has begun initially with GIS mapping of all parks and open spaces, along with understanding current standards in place to inform future discussions. Series of briefings will commence in Q3, bringing back data to compare the service standards from 2017. Works to be completed in-house at this stage.
5.13.4.2 - Develop Master Plans for Surat recreation grounds and Gwydir Laycock Park (Injune)	Strategic Roads, Airports & Major Projects	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	Draft Gwydir Laycock Park and Surat Recreation Grounds Master Plans for community consultation endorsed in December 2025 with next step to progress to community consultation delivered in conjunction with broader strategic planning documents.

5.14 Disaster resilience and preparedness

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.

5.14.1.1 - Disaster Management Group structure and terms of reference reviewed	Strategic Roads, Airports & Major Projects	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	Structure reviewed following recent organisational changes. No major amendments required, other than appointments to LECC roles to align with current structure. Training program for new appointees is being finalised with QPS for rollout in coming quarters LECC role appointments implemented following the structure review. Coordination with QPS to progress training for the newly appointed members. Key personnel attended the QPS Doctrine Guidelines workshop. Major review of LDMP and Risk Assessment underway. IGEM review completed in July, with findings feeding into updates. LRAP being finalised for QRA submission by Oct. Mitchell exercise held with 15 participants tested inter-agency coordination and response
5.14.1.2 - Readiness exercise delivered to test governance and coordination arrangements	Strategic Roads, Airports & Major Projects	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	LDMP and Risk Assessment review is progressing with completion and adoption by the LDMG is planned for Q3/Q4. Planning commenced with QPS for a LECC evacuation exercise in the new year.

5.2 Cultural diversity and social inclusion

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.

5.2.1.1 - Progress the implementation of a formal Sister City agreement	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Work to commence in Q2. Initial deputation held with Maranoa Regional Council and Philippine Consulate. Feedback from meeting to reshape next steps for this initiative. Action plan to be developed in Q3 to progress initiative.
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Directorate		Due Date	Q1	Q2	Q3	Q4	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							
5.3 Wellbeing Community Program							
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.							
5.3.1.1 - >2 wellbeing-focused initiatives supported or delivered (e.g. suicide prevention, domestic violence awareness)	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Partnered with the "Bloke with the beard" to deliver the Multicultural awards. Community support has partnered with PHN, Anglicare and STRIDE to deliver a number of Mental health week activities in October.
5.3.1.2 - Attendance at and interaction with wellbeing networks, events and meetings	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Conducted the Christmas Hamper appeal with over 300 hampers delivered to community members in need. Community Christmas Luncheon with 150 RSVP for the event plus other initiatives. Community support has attended several events and meetings in Q1
5.3.1.3 - Co-funded projects or joint grant submissions pursued	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Community support has attended several events and meetings such as interagency in Q2 Received funding from PHN in Q1 to deliver Mental Health week activities
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.							
5.3.2.1 - Implement the Community Grants Policy	Regional Development	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	The Community Grants and events assistance Policy was adopted and promoted to the region.
5.3.2.2 - Assessment and acquittal processes updated	Regional Development	Quarter 1	<div></div>	<div></div>	<div></div>	<div></div>	Continue to promote and implement the policy. Obtaining feedback to review the policy after 12 months. All new forms and guidelines created and approved by Council have been uploaded to the Website with the first round of funding open to the community. Further update on the process will be given in Q2
5.3.2.3 - >80% of the community grants allocation is expended	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Completed in Q1 Round one of the community grants currently open, which is due to close 31 October 2025
5.3.2.4 - Biannual report prepared on the outcomes of the community grants program	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	On budget No update in this quarter - further update will be provided in Q3
5.4 Community pride							
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.							
5.4.1.1 - Regional Events Calendar published monthly	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Work is underway to incorporate the different event types into a single calendar that will be publicly available on Council's website.. This will be followed by other distribution approaches informed by Council's Communications Strategy.
5.4.1.2 - Council updated quarterly on event activities and outcomes	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Events calendar will be incorporated into online initiatives including the replacement of My Community Directory and the Bottle Tree Bulletin Update will be given in Q2
5.4.1.3 - Council-supported major events promoted through coordinated campaigns and media coverage	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Regular weekly updates provided to the CEO, with the view to develop a quarterly report via Councillor Briefings A social media campaign is promoting the Roma Country Music Festival, with plans underway to promote Roma's Easter in the Country 50th Anniversary in 2026.
5.4.1.4 - Event programming and support reflects the cultural, geographical and community diversity of the Maranoa	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	A social media campaign is promoting the Roma Country Music Festival, with plans underway to promote Roma's Easter in the Country 50th Anniversary in 2026. Not yet commenced
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.							
5.4.2.1 - 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	Regional Development	Quarter 3	<div></div>	<div></div>	<div></div>	<div></div>	Volunteer Strategy to be developed in conjunction with the final report of the Inquiry into Volunteering in Qld. Commencement due in Q3.
As at : 21 January 2026 23:19			<div></div>	<div></div>	<div></div>	<div></div>	
			On Track	Not Started	Needs Attention	Completed	Not Achieved
							Extended

Directorate	Due Date	Q1	Q2	Q3	Q4	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						
5.4 Community pride						
5.4.2 - Develop a Volunteer Strategy to support local delivery and community wellbeing <i>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.</i>						
5.4.2.2 - Deliver at least 5 volunteer week initiatives during Volunteer Week	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	Volunteer week planning will commence in Q2 Volunteer week planning has commenced and will continue in Q3
5.4.3 - Deliver the “Keep Maranoa Beautiful” program <i>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.</i>						
5.4.3.1 - Public communication and promotional materials released >6 weeks before the event	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	Briefing held with Councillors and date organised for end of Q3. Communications and tender will be developed in Q2. Communication plan has been drafted and sitting with Communications. Media campaign will begin in Q3. Review of last year's program was taken to Council brief in Q1, feedback incorporated into planning for 2025/26 program.
5.4.3.2 - Kerbside clean-up campaign delivered across all participating communities with a report provided on the campaign’s effectiveness	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	Request for quote documents have been drafted and reviewed. Will be sent out at the start of January. Communication plan has been drafted and sitting with Communications. Advertisement of the campaign will be released at the start of Q3.
5.4.4 - Update the Community and Local Area Plans <i>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)</i>						
5.4.4.1 - ≥5 Local Area Plans completed and endorsed	Regional Development	Quarter 3	<div></div>	<div></div>	<div></div>	Internal review of existing plans is underway and Council briefing sessions to be held in Q2. Council endorsed strategy framework and processes with stakeholder engagement commencing early Q3
5.5 Cultural heritage and arts promotion						
5.5.1 - Promote local arts, heritage and cultural experiences <i>Support participation in cultural programs and ensure community museums, collections and spaces are actively maintained and promoted.</i>						
5.5.1.1 - Identify and pursue external funding partners to implement the Injune Museum in consultation with stakeholders	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	Revised scope of the Injune Museum completed in Q1 in line with the budget allocation. Tourism Icons Investment Fund to open in Q2. Preliminary discussion held with Deputy DG Fisheries and Forestry’s at DPI regarding potential funding support for future fit out stages of museum. Report presented in Q2 identifying the Injune Museum fit out for a potential funding program.
5.5.1.2 - Community heritage sites or museums operational in >5 outlying townships and Roma	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	Arts and culture officer working with Cobb and Co store museum to update the display known as the Wealth of Warroo. Roma Big Rig, Cobb and Co Store Museum, Wallumbilla Heritage centre, Booringa Heritage Museum, Roma Butter factory, Kennif courthouse, Roma and District Family Historical Lodge.
5.5.2 - Support a vibrant regional identity through a coordinated arts and culture program <i>Foster connection, creativity and a shared sense of place through a coordinated arts and culture program(such as Regional Atrs 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.</i>						
5.5.2.1 - Review Regional Arts Development Fund (RADF) terms of reference and application process	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	Review of Terms of Reference and application process undertaken in Q1 with council review scheduled for Q2. Application process completed and endorsed by Council. Terms of Reference working progress
5.5.2.2 - Annual arts and culture program developed and delivered	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	This Quarter Arts and Culture have delivered 5 events including the millinery workshop which was funded through RADF Continue to deliver planned programs
5.5.2.3 - Regional Arts Development Fund (RADF) program is promoted in non-traditional artist fields	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	Currently updating the guidelines and aim to promote RADF in quarter two. Updated guidelines to be presented to Council in Q3 for adoption.

GOAL 5: Inclusivity - CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES

Our goal: Our community is liveable, progressive, safe, connected and resilient

5.9 Community safety enhancements

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.

				Selective Inspection Program commenced in priority areas: 551 properties visited (contractors completing reminder visits, finishing 3 Oct 2025), 108 advisory notices issued.			
5.9.2.3 - Regional selective inspections commenced in priority areas	Regional Development	Quarter 2	<div></div>	<div></div>	<div></div>	<div></div>	The Selective Inspection Program concluded on 28 Nov, with 551 properties visited and 108 advisory notices issued. Registration numbers are now at a record high, totalling 3,186 animals (2,807 dogs, 379 cats).
5.9.2.4 - Patrols scheduled and delivered in high-risk areas across all towns	Regional Development	Quarter 4	<div></div>	<div></div>	<div></div>	<div></div>	Patrols scheduled and delivered in high-risk areas across all towns, with staff conducting early and late shifts to ensure coverage from 6 am to 6 pm. Patrols continued in high-risk areas across all towns, with a full team of officers covering early and late shifts. Consistent scheduling ensures strong regional presence, visibility, and rapid response.