

Maranoa Regional Council

Budget

2026 - 2027



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Statement of Comprehensive Income

	2025/26 Estimate \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Budget \$'000
Income				
Revenue				
Operating revenue				
Rates, levies and charges	55,608	58,891	63,300	68,087
Fees and charges	4,879	5,324	5,591	5,870
Rental income	732	757	795	834
Interest revenue	5,210	5,584	5,744	5,909
Sales revenue	19,970	20,966	21,826	22,721
Other income	6,874	4,281	4,457	4,639
Grants, subsidies, contributions and donations	49,641	60,018	28,679	21,399
Total operating revenue	142,913	155,821	130,391	129,460
Capital revenue				
Grants, subsidies, contributions and donations	54,274	11,112	11,527	15,172
Total revenue	197,188	166,933	141,918	144,632
Capital income				
Total Capital Income	533	2,484	638	1,000
Total income	197,721	169,417	142,556	145,632
Expenses				
Operating expenses				
Employee benefits	35,212	36,981	38,360	39,698
Materials and services	80,612	87,807	58,670	53,788
Finance costs	1,917	2,116	2,065	2,252
Depreciation and amortisation	26,542	28,302	29,179	30,994
Total operating expenses	144,283	155,206	128,274	126,732
Capital expenses				
Total Capital expenses	10,000	1,000	1,830	823
Total expenses	154,283	156,206	130,104	127,554
Total comprehensive income for the year	43,438	13,211	12,452	18,077
Operating result				
Operating revenue	142,913	155,821	130,391	129,460
Operating expenses	144,283	155,206	128,274	126,732
Operating result	(1,369)	616	2,117	2,728

Statement of Financial Position

	2025/26 Estimate \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Budget \$'000
Assets				
Current assets				
Cash and cash equivalents	84,188	64,703	70,150	86,608
Trade and other receivables	10,512	12,348	10,217	10,155
Inventories	2,447	2,447	2,447	2,447
Contract Assets	-	-	-	-
Other current assets	851	851	851	851
Total current assets	97,997	80,349	83,664	100,060
Non-current assets				
Property, plant & equipment	1,174,636	1,204,932	1,216,973	1,222,729
Total non-current assets	1,174,636	1,204,932	1,216,973	1,222,729
Total assets	1,272,633	1,285,280	1,300,637	1,322,789
Liabilities				
Current liabilities				
Trade and other payables	8,124	8,933	6,580	6,255
Contract Liabilities	-	-	-	-
Borrowings	1,075	1,541	2,004	2,377
Provisions	3,979	3,979	3,979	3,979
Other current liabilities	513	523	534	544
Total current liabilities	13,691	14,976	13,096	13,155
Non-current liabilities				
Trade and other payables	529	529	529	529
Borrowings	17,476	15,520	18,607	20,610
Provisions	54,197	54,304	54,411	54,519
Total non-current liabilities	72,201	70,352	73,547	75,658
Total liabilities	85,892	85,328	86,643	88,813
Net community assets	1,186,741	1,199,952	1,213,994	1,233,976
Community equity				
Asset revaluation surplus	523,567	523,567	525,157	527,062
Retained surplus	663,174	676,385	688,837	706,914
Total community equity	1,186,741	1,199,952	1,213,994	1,233,976

Statement of Cash Flows

	2025/26 Estimate \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Budget \$'000
Cash flows from operating activities				
Receipts from customers	85,197	87,010	94,726	100,791
Payments to suppliers and employees	(128,131)	(125,266)	(100,669)	(95,096)
Payments for land held as inventory	2,249	-	-	-
Interest received	5,223	5,584	5,744	5,909
Rental income	727	764	792	831
Non-capital grants and contributions	41,402	60,626	31,261	21,991
Borrowing costs	(464)	(722)	(673)	(859)
Net cash inflow from operating activities	6,203	27,997	31,182	33,567
Cash flows from investing activities				
Payments for property, plant and equipment	(75,962)	(58,597)	(39,630)	(34,845)
Proceeds from sale of property, plant and equipment	553	2,484	638	1,000
Grants, subsidies, contributions and donations	52,620	11,112	11,527	15,172
Other cash flows from investing activities	(9,995)	(990)	(1,820)	(812)
Net cash inflow from investing activities	(32,784)	(45,991)	(29,285)	(19,485)
Cash flows from financing activities				
Proceeds from borrowings	-	-	5,090	4,380
Repayment of borrowings	(1,392)	(1,491)	(1,540)	(2,003)
Net cash inflow from financing activities	(1,392)	(1,491)	3,550	2,377
Total cash flows				
Net increase in cash and cash equivalent held	(27,973)	(19,485)	5,447	16,458
Opening cash and cash equivalents	112,161	84,188	64,703	70,149
Closing cash and cash equivalents	84,188	64,703	70,149	86,607

Statement of Changes in Equity

	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Budget \$'000
Asset revaluation surplus			
Opening balance	523,567	523,567	525,157
Increase in asset revaluation surplus	-	1,590	1,904
Closing balance	523,567	525,157	527,062
Retained surplus			
Opening balance	663,174	676,385	688,837
Net result	13,211	12,452	18,077
Closing balance	676,385	688,837	706,914
Total			
Opening balance	1,186,741	1,199,952	1,213,994
Net result	13,211	12,452	18,077
Increase in asset revaluation surplus	-	1,590	1,904
Closing balance	1,199,952	1,213,994	1,233,976

Statement of Capital Works

	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Budget \$'000
Capital expenditure			
Property			
Land	-	-	-
Land improvements	4,470	-	-
Total land	4,470	-	-
Buildings	4,204	6,242	4,358
Total buildings	4,204	6,242	4,358
Total property	8,674	6,242	4,358
Plant and equipment			
Plant, machinery and equipment	7,253	7,471	7,695
Audio visual, Computers and telecommunications	-	-	-
Total plant and equipment	7,253	7,471	7,695
Infrastructure			
Roads, drainage & bridges	18,604	11,001	15,512
Water	2,414	9,906	3,500
Sewer	700	759	3,650
Gas	115	-	-
Other infrastructure	19,203	4,251	130
Total infrastructure	41,036	25,917	22,792
Total capital works expenditure	56,962	39,630	34,845
Represented by:			
Asset renewal expenditure	25,152	39,225	31,030
Asset upgrade expenditure	8,284	405	3,815
Asset expansion expenditure	14,470	-	-
New asset expenditure	9,055	-	-
Total capital works expenditure	56,962	39,630	34,845
Funding sources represented by:			
Grants	8,185	11,527	14,736
Contributions	2,827	-	436
Council cash	45,950	23,013	15,293
Borrowings	-	5,090	4,380
Total capital works expenditure	56,962	39,630	34,845

Long Term Financial Plan - Statement of Comprehensive Income

	2025/26 Estimate \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Budget \$'000	2029/30 Forecast \$'000	2030/31 Forecast \$'000	20231/32 Forecast \$'000	2032/33 Forecast \$'000	2033/34 Forecast \$'000	2034/35 Forecast \$'000	2035/36 Forecast \$'000
Income											
Revenue											
Operating revenue											
Rates, levies and charges	55,608	58,891	63,300	68,087	71,486	75,064	78,914	82,884	87,065	91,467	96,105
Fees and charges	4,879	5,324	5,591	5,870	6,164	6,472	6,795	7,135	7,492	7,866	8,260
Rental income	732	757	795	834	876	920	966	1,014	1,065	1,118	1,174
Interest revenue	5,210	5,584	5,744	5,909	6,079	6,254	6,434	6,619	6,810	7,007	7,210
Sales revenue	19,970	20,966	21,826	22,721	23,652	24,622	25,632	26,682	27,776	28,915	30,101
Other income	6,874	4,281	4,457	4,639	4,830	5,028	5,234	5,448	5,672	5,904	6,146
Grants, subsidies, contributions and donations	49,641	60,018	28,679	21,399	20,122	20,378	20,639	20,904	21,173	21,447	21,725
Total operating revenue	142,913	155,821	130,391	129,460	133,208	138,737	144,614	150,688	157,053	163,726	170,722
Capital revenue											
Grants, subsidies, contributions and donations	54,274	11,112	11,527	15,172	15,078	15,988	16,582	15,412	15,784	15,535	15,696
Total revenue	197,188	166,933	141,918	144,632	148,287	154,726	161,196	166,099	172,837	179,261	186,417
Capital income											
Total Capital Income	533	2,484	638	1,000	459	1,171	1,448	959	1,000	900	900
Total income	197,721	169,417	142,556	145,632	148,746	155,897	162,644	167,058	173,837	180,161	187,317
Expenses											
Operating expenses											
Employee benefits	35,212	36,981	38,360	39,698	41,082	42,514	43,997	45,531	47,119	48,762	50,462
Materials and services	80,612	87,807	58,670	53,788	55,994	58,289	60,679	63,167	65,757	68,453	71,260
Finance costs	1,917	2,116	2,065	2,252	2,381	2,308	2,238	2,171	2,104	2,033	1,941
Depreciation and amortisation	26,542	28,302	29,179	30,994	32,658	34,300	36,872	38,276	37,782	40,534	43,646
Total operating expenses	144,283	155,206	128,274	126,732	132,115	137,412	143,785	149,144	152,762	159,782	167,309
Capital expenses											
Total Capital expenses	10,000	1,000	1,830	823	1,671	3,772	5,400	7,329	6,847	2,215	433
Total expenses	154,283	156,206	130,104	127,554	133,785	141,184	149,185	156,474	159,609	161,997	167,742
Total comprehensive income for the year	43,438	13,211	12,452	18,077	14,960	14,712	13,459	10,585	14,228	18,164	19,575
Operating result											
Operating revenue	142,913	155,821	130,391	129,460	133,208	138,737	144,614	150,688	157,053	163,726	170,722
Operating expenses	144,283	155,206	128,274	126,732	132,115	137,412	143,785	149,144	152,762	159,782	167,309
Operating result	(1,369)	616	2,117	2,728	1,094	1,326	828	1,543	4,291	3,944	3,413

Long Term Financial Plan - Statement of Financial Position

	2025/26 Estimate \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Budget \$'000	2029/30 Forecast \$'000	2030/31 Forecast \$'000	2031/32 Forecast \$'000	2032/33 Forecast \$'000	2033/34 Forecast \$'000	2034/35 Forecast \$'000	2035/36 Forecast \$'000
Assets											
Current assets											
Cash and cash equivalents	84,188	64,703	70,150	86,608	102,042	101,330	110,305	124,086	137,814	151,507	177,924
Trade and other receivables	10,512	12,348	10,217	10,155	10,449	10,889	11,326	11,841	12,349	12,881	13,403
Inventories	2,447	2,447	2,447	2,447	2,447	2,447	2,447	2,447	2,447	2,447	2,447
Other current assets	851	851	851	851	851	851	851	851	851	851	851
Total current assets	97,997	80,349	83,664	100,060	115,788	115,516	124,929	139,225	153,460	167,685	194,624
Non-current assets											
Property, plant & equipment	1,174,636	1,204,932	1,216,973	1,222,729	1,222,512	1,238,461	1,243,931	1,242,071	1,244,027	1,249,892	1,244,676
Total non-current assets	1,174,636	1,204,932	1,216,973	1,222,729	1,222,512	1,238,461	1,243,931	1,242,071	1,244,027	1,249,892	1,244,676
Total assets	1,272,633	1,285,280	1,300,637	1,322,789	1,338,301	1,353,977	1,368,859	1,381,296	1,397,486	1,417,577	1,439,300
Liabilities											
Current liabilities											
Trade and other payables	8,124	8,933	6,580	6,255	6,496	6,747	6,989	7,279	7,561	7,853	8,136
Borrowings	1,075	1,541	2,004	2,377	2,191	2,109	2,029	2,147	2,057	2,149	2,248
Provisions	3,979	3,979	3,979	3,979	3,979	3,979	3,979	3,979	3,979	3,979	3,979
Other current liabilities	513	523	534	544	555	566	578	589	601	613	625
Total current liabilities	13,691	14,976	13,096	13,155	13,221	13,401	13,575	13,994	14,197	14,594	14,988
Non-current liabilities											
Trade and other payables	529	529	529	529	529	529	529	529	529	529	529
Borrowings	17,476	15,520	18,607	20,610	18,819	17,110	15,481	13,734	12,078	9,929	7,681
Provisions	54,197	54,304	54,411	54,519	54,627	54,735	54,844	54,952	55,061	55,170	55,279
Total non-current liabilities	72,201	70,352	73,547	75,658	73,975	72,374	70,853	69,215	67,667	65,628	63,489
Total liabilities	85,892	85,328	86,643	88,813	87,196	85,775	84,428	83,209	81,864	80,221	78,476
Net community assets	1,186,741	1,199,952	1,213,994	1,233,976	1,251,105	1,268,202	1,284,432	1,298,087	1,315,622	1,337,356	1,360,823
Community equity											
Asset revaluation surplus	523,567	523,567	525,157	527,062	529,230	531,615	534,386	537,457	540,764	544,334	548,226
Retained surplus	663,174	676,385	688,837	706,914	721,874	736,587	750,046	760,630	774,859	793,022	812,598
Total community equity	1,186,741	1,199,952	1,213,994	1,233,976	1,251,105	1,268,202	1,284,432	1,298,087	1,315,622	1,337,356	1,360,823

Long Term Financial Plan - Statement of Cash Flows

	2025/26 Estimate \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Budget \$'000	2029/30 Forecast \$'000	2030/31 Forecast \$'000	2031/32 Forecast \$'000	2032/33 Forecast \$'000	2033/34 Forecast \$'000	2034/35 Forecast \$'000	2035/36 Forecast \$'000
Cash flows from operating activities											
Receipts from customers	85,197	87,010	94,726	100,791	105,736	110,770	116,158	121,666	127,523	133,648	140,113
Payments to suppliers and employees	(128,131)	(125,266)	(100,669)	(95,096)	(98,119)	(101,838)	(105,720)	(109,693)	(113,879)	(118,207)	(122,724)
Payments for land held as inventory	2,249	-	-	-	-	-	-	-	-	-	-
Interest received	5,223	5,584	5,744	5,909	6,079	6,254	6,434	6,619	6,810	7,007	7,210
Rental income	727	764	792	831	873	916	962	1,010	1,061	1,114	1,170
Non-capital grants and contributions	41,402	60,626	31,261	21,991	20,227	20,357	20,622	20,877	21,151	21,425	21,707
Borrowing costs	(464)	(722)	(673)	(859)	(988)	(915)	(844)	(777)	(710)	(639)	(547)
Net cash inflow from operating activities	6,203	27,997	31,182	33,567	33,807	35,544	37,613	39,703	41,957	44,348	46,929
Cash flows from investing activities											
Payments for property, plant & equipment	(75,962)	(58,597)	(39,630)	(34,845)	(30,273)	(47,864)	(39,570)	(33,345)	(36,431)	(42,830)	(34,537)
Proceeds from sale of property, plant & equipment	553	2,484	638	1,000	459	1,171	1,448	959	1,000	900	900
Grants, subsidies, contributions & donations	52,620	11,112	11,527	15,172	15,078	15,988	16,582	15,412	15,784	15,535	15,696
Other cash flows from investing activities	(9,995)	(990)	(1,820)	(812)	(1,660)	(3,761)	(5,388)	(7,318)	(6,835)	(2,203)	(421)
Net cash inflow from investing activities	(32,784)	(45,991)	(29,285)	(19,485)	(16,395)	(34,466)	(26,929)	(24,292)	(26,482)	(28,598)	(18,362)
Cash flows from financing activities											
Proceeds from borrowings	-	-	5,090	4,380	400	400	400	400	400	-	-
Repayment of borrowings	(1,392)	(1,491)	(1,540)	(2,003)	(2,377)	(2,190)	(2,109)	(2,029)	(2,147)	(2,057)	(2,149)
Net cash inflow from financing activities	(1,392)	(1,491)	3,550	2,377	(1,977)	(1,790)	(1,709)	(1,629)	(1,747)	(2,057)	(2,149)
Total cash flows											
Net increase in cash and cash equivalent held	(27,973)	(19,485)	5,447	16,458	15,434	(712)	8,975	13,781	13,727	13,693	26,418
Opening cash and cash equivalents	112,161	84,188	64,703	70,149	86,607	102,041	101,329	110,305	124,086	137,813	151,507
Closing cash and cash equivalents	84,188	64,703	70,149	86,607	102,041	101,329	110,305	124,086	137,813	151,507	177,924

Long Term Financial Plan - Statement of Changes in Equity

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	Budget	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Asset revaluation surplus										
Opening balance	523,567	523,567	525,157	527,062	529,230	531,615	534,386	537,457	540,764	544,334
Increase in asset revaluation surplus	-	1,590	1,904	2,169	2,385	2,771	3,071	3,307	3,570	3,892
Closing balance	523,567	525,157	527,062	529,230	531,615	534,386	537,457	540,764	544,334	548,226
Retained surplus										
Opening balance	663,174	676,385	688,837	706,914	721,874	736,587	750,046	760,630	774,859	793,022
Net result	13,211	12,452	18,077	14,960	14,712	13,459	10,585	14,228	18,164	19,575
Closing balance	676,385	688,837	706,914	721,874	736,587	750,046	760,630	774,859	793,022	812,598
Total										
Opening balance	1,186,741	1,199,952	1,213,994	1,233,976	1,251,105	1,268,202	1,284,432	1,298,087	1,315,622	1,337,356
Net result	13,211	12,452	18,077	14,960	14,712	13,459	10,585	14,228	18,164	19,575
Increase in asset revaluation surplus	-	1,590	1,904	2,169	2,385	2,771	3,071	3,307	3,570	3,892
Closing balance	1,199,952	1,213,994	1,233,976	1,251,105	1,268,202	1,284,432	1,298,087	1,315,622	1,337,356	1,360,823

Financial Sustainability Measures

Type	Measure (as per Guideline)	Target (Tier 5)	2025/26 Estimate	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Forecast	2030/31 Forecast	2031/32 Forecast	2032/33 Forecast	2033/34 Forecast	2034/35 Forecast	2035/36 Forecast
Financial	Council-Controlled Revenue	na	42.32%	41.21%	52.83%	57.13%	58.29%	58.77%	59.27%	59.74%	60.21%	60.67%	61.13%
Capacity	Population Growth	na	0.88%	0.88%	0.88%	0.88%	0.88%	0.88%	0.88%	0.88%	0.88%	0.88%	0.88%
Operating	Operating Surplus Ratio	Greater than -2%	-0.96%	0.40%	1.62%	2.11%	0.82%	0.96%	0.57%	1.02%	2.73%	2.41%	2.00%
Performance	Operating Cash Ratio	Greater than 0%	17.94%	19.02%	24.52%	26.71%	26.08%	26.34%	26.65%	26.94%	27.24%	27.56%	27.89%
Liquidity	Unrestricted Cash Expense Cover Ratio	4 months or greater	8.1 months	na	na	na	na	na	na	na	na	na	na
Asset Management	Asset Sustainability Ratio	Greater than 90%	99.28%	108.43%	136.06%	95.37%	80.44%	149.97%	110.99%	82.38%	86.55%	99.56%	69.74%
	Asset Consumption Ratio	Greater than 60%	68.73%	65.03%	59.91%	55.12%	50.47%	46.88%	43.17%	39.47%	36.13%	33.19%	30.20%
	Asset Renewal Funding Ratio	N/A	121.90%	na	na	na	na	na	na	na	na	na	na
Debt Servicing Capacity	Leverage Ratio	Less than 3 times	0.7 times	0.6 times	0.6 times	0.7 times	0.6 times	0.5 times	0.5 times	0.4 times	0.3 times	0.3 times	0.2 times

Project Works Plan

Budget
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Buildings

Housing renewal / upgrade program	500,000
Housing Solutions (construction) in Roma for the Maranoa	992,500
Bassett Park - Betting Area Columns	300,000
Exclusive bird netting to protect critical infrastructure and reduce biohazards	126,000
Injune Hall Restumping	1,500,000
Injune Museum Design - Stage 2	65,000
Injune Pool Entry Building Design	120,000
Mitchell Museum floor upgrade	25,000
Review design - Mitchell Multi-Purpose Facility - Hobson Place	70,000
Roma Auditorium Lighting & Lighting Control Upgrade	165,000
Senior Citizens Building Airconditioning Upgrade	150,000
Wallumbilla Showgrounds Upgrades	60,000
Yuleba Community Gym	130,000

Buildings Total	4,203,500
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Land & Site Improvements

Roma Police Paddocks Subdivision (Dargal Road and Richardsons Lane) - Stage 1	3,000,000
Bassett Park - Poultry Pavillion upgrades	285,000
Gwydir Laycock Park Recreation Redevelopment	700,000
Muckadilla park and ablution facility improvements	60,000
Roma Netball Court resurface	125,000
Sculptures Out Back Precinct - Irrigation & Seating	300,000

Land & Site Improvements Total	4,470,000
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Other Infrastructure

Renew and update tourism signage	20,000
Roma Denise Spencer Pool Aquatic Centre (continuation)	14,470,000
Big Rig 25 th Anniversary Upgrades	1,000,000
Big Rig Playground fencing	22,000
CCTV Surat Entrances	25,000
Evacuation Centre Backup Power Upgrade - PCYC Roma	35,000
Evacuation Centre Backup Power Upgrade - Regional	13,500
Festoon Mounting Pole Upgrades - McDowall St, Roma	95,000
Host Server Replacement	90,000

Project Works Plan		Budget (\$)
Mitchell War Memorial Swimming Pool - Kiosk & Change Room		180,000
Mitchell waste facility Leachate control plan		100,000
Regional Playground Upgrades - Muckadilla & Wallumbilla		300,000
Regional Playground Upgrades - Nason Park / Surat Recreation Ground		500,000
Roma Dog Park Enhancement - Agility Equipment		17,807
Roma Flood Levee Enkamat Replacement		550,500
Roma Waste Facility - Stage 2 Leachate control		600,000
Surat SES Storage Facility & Marshalling Area		72,500
Wallumbilla Landfill capping and closure initial works		1,000,000
Workstation Replacement Program		112,000
Other Infrastructure Total		19,203,307
Road, Drainage and Bridge Network		
Alexander Avenue, Roma - extension and sealing		60,000
Alexander St (Surat) - Widen bitumen to kerb (both sides), Cordelia St to Charlotte St		245,000
Blue Hills Rd Rehabilitation, Ch 14.26 - 16.26		450,000
Bollon Road Bitumen Rehabilitation / Stabilisation - Ch 26.35 to Ch 30.65		1,161,000
Browns Lane, Roma - Upgrade Bitumen Seal, McDowall - Russell Street		160,000
Clanela Road Gravel Resheet - ch 0 - 4.38km		363,277
Crossing Construction (renewal) - Mt Owen Rd, Maranoa River Crossing		600,000
Design - Big Rig to Lake Neverfill Shared Pathway		100,000
Design - Bungil Street (Roma) - Shared Pathway from Adungadoo Pathway to Roma Touch Ovals		80,000
Donnybrook Rd Rehabilitation and widen, Ch 12.5 - 13.6		370,000
Dunkeld Road gravel resheet ch 13.60 - 26.20 km		1,071,000
Footpath - Annual Renewal Program - 2026/27		100,000
Footpath (Shared Pathway) - Miscamble Street, Roma - (southern side) Carnarvon Hwy to Arthur Street		585,000
Footpath construction - Surat, Hospital to School		350,000
Gravel Resheet Complimentary works - QRA Event 17 & 18		1,500,000
Hoganthulla/Mitchell Forestvale Road Intersection construction		1,125,000
Kerb and Channel Renewal Program - 2026/27		250,000
Overstone Road Gravel Resheet - ch 0 - 27.9km		2,314,026
Pedestrian Safety repairs - Dublin St, Mitchell (near Post Office)		35,905
Review design for the Big Rig Carpark Upgrade		25,000
Richardsons Rd - Upgrade to bitumen seal - end of seal to Bourne Dr		192,000
Rural Reseal Program 2026/27		3,286,214
Teelba Road gravel resheet ch 87.50- 96.00		867,500

Project Works Plan		Budget (\$)
Urban Reseal Program 2026/27		847,000
Westgrove Rd Rehabilitation and widening, Ch 7.52 - 8.80km		346,000
Westgrove Rd Rehabilitation, Ch 25.48 - 28.15		601,000
Womblebank Gap Road bitumen widening and rehabilitation ch 2.10 - 6.51 km		1,518,626
Road, Drainage and Bridge Network Total		18,603,548
Plant and Equipment		
Plant Replacement Program 2026/27		6,453,000
Replacement Loader - Roma Quarry		800,000
Plant and Equipment Total		7,253,000
Gas		
Gas - Pressure Transmitter Installation Project		80,000
Gas Valve Replacement Program		35,000
Gas Total		115,000
Sewerage		
Roma Airport Wastewater Treatment System Upgrade		400,000
Roma STP - Imhoff Tank 3 Platform Replacement		250,000
Wallumbilla Sewerage System - Design		50,000
Sewerage Total		700,000
Water		
Amby Water Treatment Plant Upgrades		568,418
Chlorine Gas Safety Scale Replacement Program		220,800
Mitchell Bore 1 Refurbishment Project		100,000
Mungallala Bore and reservoir Interconnection		403,000
Roma Water Tower Compound Security Upgrade		30,000
Surat Clarifier Upgrades Stage 2		500,000
Surat Water Treatment Plant Power Backup		130,000
Warrego Highway East Main Replacement		150,000
Water main renewal Timbury Street Roma Augmentation (Cottell Street to Duke Street)		185,000
Water Main Upgrade - Feather Street Roma		126,500
Water Total		2,413,718
Operational Project		
Authority Reflect Platform (field inspection and defect collection and management)		18,110
Corporate Communications Strategy		20,000

Project Works Plan	Budget (\$)
Teelba Stock Route Water Tank	50,000
Data capture and condition assessment - unsealed roads network	93,000
Maranoa Planning Scheme Property Report refresh	120,000
Mitchell Spa Masterplan	100,000
Software Implementation - PAYBLE Platform	50,000
Regulatory Compliance Officers - 2026 SIP	40,000
Roma History Lodge - Rectification Works	26,200
Software Capability and Utilisation Review	40,000
General Ledger Chart of Account Restructure	25,000
Waste closure sites	25,000
Waste Compliance Advisory Services	50,000
Workplace Health and Safety - Operating Initiatives	100,000
Operational Project Total	757,310
Total	57,719,383

Assessment of Significant Business Activities

An assessment of business activities in the financial year ending immediately before the current financial year, against the threshold for significant business activities for 2025-26 indicates that there is no business activity that meets the criteria for being a significant business activity.

Change in Rates and Charges

Pursuant to sections 169 (6) and 169 (7) of *Local Government Regulation 2012*, the total value of the change, expressed as a percentage, in the rates and charges budgeted to be levied for the 2026/27 financial year compared with the rates and charges budgeted to be levied in the 2025/26 financial year is 5.82%.

For the purpose of this calculation, any discounts and rebates are excluded.

Document Control	
Policy Title	Revenue Policy
Policy Number	P26/2
Function	Rates and Utilities
Responsible Position	Coordinator Rates & Utility Billing Services
Supersedes	P25/4
Review Date	March 2027

Version	Date Endorsed by ELT	Council Meeting Date (Date of Adoption / Review)	Resolution Number
1		24 May 2023	OM/05.2023/49
2		26 June 2024	SMB/06.2024/02
3		19 June 2025	SMB/06.2025/02
4	26 March 2026		

1. Purpose

In accordance with section 104(5)(c) of the *Local Government Act 2009* and section 193 of the *Local Government Regulation 2012*, Council has prepared this policy to state:

- a) The principles that Council intends to apply during the 2026/27 financial year for:
 - Levying rates and charges
 - Granting concessions for rates and charges
 - Recovering overdue rates and charges
 - Cost recovery fees and methods
- b) The purpose of the concessions; and
- c) The extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development.

2. Scope

This policy applies to all aspects of levying rates and charges, granting concessions for rates and charges, recovering overdue rates and charges and cost recovery methods.

3. Statement

This policy sets out Council's principles for relating to the levying of rates and charges, granting concessions for rates and charges, recovering overdue rates and charges and cost recovery methods.

3.1 Principles used generally

Council intends to apply the following general principles in the 2026/27 financial year for levying of rates and charges, recovering overdue rates and charges and cost recovery methods.

- Council's legislative obligations
- The needs and expectations of the general community
- The cost of maintaining existing facilities and necessary services
- The need for additional facilities and services
- Equity by ensuring the fair and consistent application of lawful rating and charging principles, without bias, taking account of all relevant considerations, and disregarding irrelevancies such as the perceived personal wealth of individual ratepayers or ratepayer classes.

Council will also have regard to the principles of:

- Transparency of process
- Simplicity and efficient administration
- Flexibility to take account of changes in the local economy

3.2 Levying rates and charges

In levying rates and charges in the 2026/27 financial year Council intends to apply the following principles:

- Making clear the respective responsibilities of Council's and ratepayers in relation to the rating system
- Making the levying process, and the granting of any discount and any refund of rates and charges as simple and efficient to administer as possible
- Timing the issue of rates notices to consider the financial cycle to which the ratepayers are accustomed or may adapt to.

3.3 Granting concessions for rates and charges and the purpose for the concessions

In granting of concessions for rates and charges during the 2026/27 financial year Council intends to apply and be guided by the principles of:

- The same treatment for ratepayers with similar circumstances
- Transparency by making clear the requirements necessary to receive concessions
- Flexibility to allow Council to respond to local economic issues

Consideration may be given by Council to granting a class concession in the event all or part of the Council area is declared a natural disaster area by the State Government or impacted by a state of emergency called by the Australian Government.

3.3.1 Pensioner rate concession

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, Council may grant concessions for rates and charges to eligible landowner pensioners as per Council's Rates and Charges Rebate and Concessions Policy.

3.3.2 Water charges concession (Unapparent plumbing failure)

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, Council may grant a part rebate of water consumption charges to landowners who incur water consumption charges because of an unapparent plumbing failure and who satisfy the criteria set down in Council's Water Meter Policy. The policy sets out the eligibility criteria to be satisfied and the manner of calculation of the rebate.

3.3.3 Water charges concession (Home Haemodialysis)

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, Council may grant a part rebate of water consumption charges to landowners where the occupier is receiving home haemodialysis and who satisfies the criteria set down in Council's Rates and Charges Rebate and Concessions Policy. The policy sets out the eligibility criteria to be satisfied and the manner of calculation of the rebate.

3.3.4 Rates and charges hardship concession

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, Council may grant a part rebate of interest on overdue rates to landowners who incur interest on overdue rates because of serious financial hardship and who satisfy the criteria set down in Council's Rates and Utilities Financial Hardship Policy. The policy sets out the eligibility criteria to be satisfied and the manner of calculation of the rebate.

3.4 Recovering overdue rates and charges

In recovering overdue rates and charges, Council will be guided by the principles of:

- Transparency by making clear the obligations of ratepayers and the processes used by Council in assisting them to meet their financial obligations
- Making the processes used to recover overdue rates and charges well defined and cost effective
- Consistency by having regard to providing the same treatment for ratepayers in similar circumstances
- Flexibility by responding where necessary to changes in the local economy

Council requires payment of rates and charges within a specified time period and will pursue the collection of overdue rates and charges diligently. The non-payment of rates and charges by the due date by some ratepayers places an unfair burden on other ratepayers who meet their legal obligations in full. However, when pursuing the collection of overdue rates and charges Council will have due concern for any financial hardship faced by ratepayers. Council's Debtor Management Policy guides the administration process that will be used in the collection of overdue rates and charges. This may include payment arrangements and/or the selection of various recovery actions, including the sale of land in accordance with legislative requirements.

3.5 Cost recovery methods

Section 97 of the *Local Government Act 2009* allows Council to set cost recovery fees.

Council recognises the validity of fully imposing the user pays principle for its cost recovery fees unless the imposition of the fee is contrary to its express social, economic, environmental and other corporate goals. This is to be considered the most equitable and effective revenue approach and is founded on the basis that the Region's rating base cannot subsidise the specific users or clients of Council's regulatory products and services.

Cost recovery fees set by Council must not be more than the cost to Council of providing the service or taking the action to which the fee applies.

3.6 The purpose of concessions

Statutory provision exists for the Council to grant concessions of the type specified in section 121 of the *Local Government Regulation 2012*. The concessions that Council intends to

grant, and their purpose, are as identified in section 3.3 above. Further, in considering the application of concessions, Council will be guided by the principles set out in section 3.3 above.

3.7 The extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development

Council intends to fund the provision of local government trunk infrastructure for new development by the levying of infrastructure charges on new development in accordance with the *Planning Act 2016*.

Council intends for new development to meet Council's additional costs of bringing forward development infrastructure and other physical and social infrastructure costs for a new development which is of sufficient level so that the availability of facilities is not adversely affected and existing ratepayers are not burdened with the cost of providing the additional infrastructure.

4. Definitions

Council	Maranoa Regional Council
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All other definitions are as per the *Local Government Act 2009* and *Local Government Regulation 2012*.

5. Related Policies and Legislation

- Local Government Act 2009 (Qld)
- Local Government Regulation 2012 (Qld)
- Land Valuation Act 2010 (Qld)
- Planning Act 2016 (Qld)
- Revenue Statement 2026/2027
- Fees and Charges Schedule 2026/2027
- Water Meter Policy
- Debtor Management Policy
- Rates and Charges Rebate and Concessions Policy

REVENUE STATEMENT

2026/27

Revenue Statement 2026/27

Pursuant to Section 169(2)(b) of the *Local Government Regulation 2012*, a local government's budget for each financial year must include a Revenue Statement.

REVENUE STATEMENT 2026/27

PART 1 INTRODUCTION

1.1 PURPOSE

In accordance with Section 104(5)(a)(iv) of the *Local Government Act 2009*, and Sections 169(2)(b) and Section 172 of the *Local Government Regulation 2012*, this Revenue Statement inclusive of Attachment 1 (Land Use Codes), has been developed to outline for the 2026/27 financial year and includes:

- (1) the rating categories for rateable land in Council's local government area;
- (2) a description of each rating category;
- (3) the criteria used to decide the amount of cost-recovery fees;
- (4) the criteria used to determine the amount of the charges for business activities that Council conducts on a commercial basis;
- (5) the measures Council has adopted for raising revenue, including:
 - (a) an outline and explanation of the rates and charges to be levied; and
 - (b) the concessions for rates and charges to be granted;
- (6) whether Council has made a resolution limiting an increase of rates and charges.

Council will apply the principles set out in the Revenue Policy for levying rates and charges, granting concessions for rates and charges, recovering overdue rates and charges and cost-recovery methods.

1.2 OTHER ASSOCIATED DOCUMENTS

- (1) Revenue Policy 2026/27
- (2) Rates and Charges Rebate and Concessions Policy (as amended from time to time)
- (3) Debtor Management Policy (as amended from time to time)
- (4) Water Meter Policy (as amended from time to time)

PART 2 ADMINISTRATION

2.1 ISSUE OF RATES

Rates and charges will be levied half yearly by a rate notice generally issued in August or September and February or March each financial year.

2.2 PAYMENT PERIOD

All rates and charges referred to in this Revenue Statement shall be levied and payable within thirty (30) clear calendar days after the rate notice has been issued, except where otherwise determined by Council.

2.3 PROMPT PAYMENT DISCOUNT

The general rates levied for the 2026/27 financial year shall be subject to a discount of 5% if paid within the discount period of not less than 30 days after the date of issue of the rate notice, provided that:

- (1) all of the aforementioned rates and charges are paid on or before the due date appearing on the rate notice;
- (2) all other rates and charges appearing on the rate notice (that are not subject to a discount) are paid on or before the due date appearing on the rate notice; and
- (3) all other overdue rates and charges relating to the rateable assessment (including interest thereon to the date of payment) are paid on or before the due date appearing on the rate notice.

2.4 INTEREST ON OVERDUE RATES OR CHARGES

- (1) All rates and charges become overdue if they remain unpaid on the day after the due date for payment which is not less than 30 clear days from the date of issue of the rate notice.
- (2) Rates and charges which remain unpaid after the due date will incur interest at the maximum rate prescribed within section 133 of the *Local Government Regulation 2012* at a rate of 12.19% per annum compounding on daily balances.
- (3) Interest will similarly apply to all overdue rates where a concession for rates or charges has been granted pursuant to any other Council Policy or provision of the *Local Government Act 2009* or the *Local Government Regulation 2012*, except where otherwise provided.

2.5 PAYMENTS IN ADVANCE (LUMP SUM OR BY SEPARATE AMOUNTS)

Council offers ratepayers the opportunity to pre-pay rates either as a lump sum or through regular pre-payments. The latter has the effect of breaking up an estimate of the annual rates amount into smaller, more manageable amounts. The aim is to pay all of the rates and charges off before the end of the discount period which is the due date appearing on the rate notice.

Interest is not paid by Council to ratepayers on any credit balances.

2.6 RECOVERY OF OVERDUE RATES & CHARGES

Council requires payment of all rates and charges to be made by the due date appearing on the relevant rate notice and has an obligation to diligently recover overdue rates and charges. In exercising its recovery powers, Council will be guided by the principles as set out in the Revenue Policy and shall apply the rates and charges recovery process as outlined in Council's Debtor Management Policy.

2.7 ADMINISTRATION

(1) Discount for prompt payment

For the purpose of determining eligibility for the prompt payment discount, payment is deemed to be received on or before the due date if receipted at a Council Service Centre, an approved agency; or paid by electronic means, if the payment is recorded in Council's accounts on or before the due date.

(2) Payments made after the due date

It is acknowledged that there are occasions when payment by the due date is not achieved through circumstances beyond the control of the ratepayer. Section 130 (10) of the *Local Government Regulation 2012* provides Council with a discretionary power to still allow the discount for prompt payment of rates or charges in such circumstances.

(3) What will be considered by Council to be beyond a ratepayer's control -

- (a) Illness involving hospitalisation and/or incapacitation of the ratepayer at or around the time of the rates being due for discount;
- (b) The death or major trauma (accident/ life threatening illness/ emergency operation) of the ratepayer and/or associated persons (i.e. spouse, children or parents) at or around the time of the rates being due for discount;
- (c) The loss of records resulting from factors beyond the ratepayer's control (e.g. fire, flood etc.);
- (d) An administrative error at the Department of Natural Resources and Mines which resulted in the rates notice being incorrectly addressed by Council;
- (e) The return of the rate notice to Council although correctly addressed through no fault or instigation of the ratepayer and beyond the ratepayer's reasonable control; or
- (f) An administrative error on the part of Council - in this case a discount equivalent to other ratepayers will be provided.

(4) What won't be considered by Council to be beyond a ratepayer's control -

- (a) Failure of the ratepayer to ensure that Council was given correct notification of the service address for the service of rate notices prior to the issue of the relevant rate notices;
- (b) The ratepayer has not received the relevant rate notice via post and the rate notice has not been returned to Council as 'return to sender'. Council can facilitate the delivery of rate notices through electronic means.
- (c) Payments made by electronic means (BPay) on the due date but after the designated, published cut-off time of the ratepayer's financial institution and therefore processed by that financial institution after the due date unless evidence can be provided that an external factor has prevented the payment by this due date (for example multiple days of power failure/ disconnection to power supply) and the ratepayer has a history of timely payments and signs a statutory declaration outlining reasons; or
- (d) Payment delays due to the post. Council now provides a number of payment methods including payment at any Post Office or by phone.

PART 3 GENERAL RATES

3.1 GENERAL RATES

General rates are levied on all rateable properties in the local government area and are calculated on the basis of the value of land, except where a minimum general rate, as fixed by Council, applies.

The rateable value of land is decided by the Valuer-General appointed under the *Land Valuation Act 2010* according to:

- in the case of rural land, its unimproved capital value; or
- in all other cases, its site value.

Council will make and levy differential general rates for the financial year ending 30 June 2027, on all rateable land in Council's area.

Where Council is deciding that a parcel of land is intended to be used for a particular purpose or has the potential to be used for such a purpose, it will have regard to, amongst other things, any improvements to, or activities being undertaken on, the land.

Further, Council delegates to the Chief Executive Officer the power (contained in sections 81(4) and (5) of the *Local Government Regulation 2012*) to identify the rating category to which each parcel of rateable land in Council's area belongs.

Table 1 – Rating Categories

Category	Rating Category/Description	Identification (land to which the Primary Land Use Codes apply)	Rate in the Dollar	Min General Rate
1	Residential A (\$1 to \$40,000) - Land used or capable of being used for residential purposes which has a rateable value equal to or greater than \$1 but less than or equal to \$40,000	01,02,03,06,08,09,72	0.018527	\$538
2	Residential B (\$40,001 to \$70,000) - Land used or capable of being used for residential purposes which has a rateable value of more than \$40,000 but less than or equal to \$70,000	01,02,03,06,08,09,72	0.017839	\$786
3	Residential C >\$70,000 - Land used or capable of being used for residential purposes which has a rateable value of more than \$70,000	01,02,03,06,08,09,72	0.012352	\$1,252
4	Intentionally Left Blank			
5	Lge Housesite or Sml Rural & Rural Res- A (<=\$40,000) - Land used or capable of being used for rural residential or rural purposes which has an area of more than 1 hectare but less than 20 hectares and a rateable value of less than or equal to \$40,000, which is not otherwise categorised	03,04,05,06,60-87,89,93,94	0.026734	\$718
6	Lge Housesite or Sml Rural & Rural Res- B (\$40,001-\$70,000) - Land used or capable of being used for rural residential or rural purposes, which has an area of more than 1 hectare, but less than 20 hectares and a rateable value of more than \$40,000 and less than or equal to \$70,000, which is not otherwise categorised	03,04,05,06,60-87,89,93,94	0.017717	\$1,126

Category	Rating Category/Description	Identification (land to which the Primary Land Use Codes apply)	Rate in the Dollar	Min General Rate
7	Lge Housesite or Sml Rural & Rural Res- C (\$70,001-\$200,000) - Land used or capable of being used for rural residential or rural purposes which has an area of more than 1 hectare but less than 20 hectares and a rateable value of more than \$70,000 and less than or equal to \$200,000, which is not otherwise categorised	03,04,05,06,60-87,89,93,94	0.009926	\$1,356
8	Lge Housesite or Sml Rural & Rural Res-D (>\$200,000) - Land used or capable of being used for rural residential or rural purposes, which has an area of more than 1 hectare but less than 20 hectares and a rateable value of greater than \$200,000, other than land included in categories 81 or 82, which is not otherwise categorised	03,04,05,06,60-87,89,93,94	0.009104	\$2,149
9	Rural >=20ha - <80ha - Land used or capable of being used for rural purposes which has an area equal to or greater than 20 hectares but less than 80 hectares, other than land included in categories 81 or 82, which is not otherwise categorised	04,05,06,60-89,93,94	0.004463	\$727
10	Rural 80 to <1,000ha - Land used or capable of being used for rural purposes which has an area equal to or greater than 80 hectares but less than 1,000 hectares, other than land included in categories 81 or 82, which is not otherwise categorised	04,05,06,60-89,93,94	0.002172	\$880
11	Rural 1,000 to < 5,000ha - Land used or capable of being used for rural purposes, which has an area equal to or greater than 1,000 hectares but less than 5,000 hectares, other than land included in categories 81 or 82, which is not otherwise categorised	04,05,06,60-89,93,94	0.001790	\$880
12	Rural 5,000 to < 15,000ha - Land used or capable of being used for rural purposes which has an area equal to or greater than 5,000 hectares but less than 15,000 hectares, other than land included in categories 81 or 82, which is not otherwise categorised	04,05,06,60-89,93,94	0.001534	\$1,060
13	Rural 15,000 to < 25,000ha- Land used or capable of being used for rural purposes which has an area equal to or greater than 15,000 hectares but less than 25,000 hectares, other than land included in categories 81 or 82, which is not otherwise categorised	04,05,06,60-89,93,94	0.001353	\$4,214
14	Rural 25,000 to 50,000ha - Land used or capable of being used for rural purposes which has an area equal to or greater than 25,000 hectares but less than or equal to 50,000 hectares, other than land included in categories 81 or 82, which is not otherwise categorised	04,05,06,60-89,93,94	0.001449	\$5,556

Category	Rating Category/Description	Identification (land to which the Primary Land Use Codes apply)	Rate in the Dollar	Min General Rate
15	Rural >50,000ha - Land used or capable of being used for rural purposes which has an area greater than 50,000 hectares, other than land included in categories 81 or 82, which is not otherwise categorised	04,05,06,60-89,93,94	0.001289	\$10,943
16	Pump Sites and Bores - Land owned by one or more persons for the purpose of stock water or bore supplies used to water stock or supply domestic premises	95	0.015017	\$380
17	Intensive Animal Ind (1,000-1,999 SCU) - Land used or intended for use, in whole or in part, for the purposes of Intensive Animal Industry requiring approval by Council or requiring licensing as an Environmentally Relevant Activity and having an approved capacity of more than or equal to 1,000 and less than or equal to 1,999 standard cattle units (SCU)	65 or 66 or has an alternative land use with an intensive animal industry approval	0.002072	\$1,973
18	Intensive Animal Ind (2,000-2,999 SCU) - Land used or intended for use, in whole or in part, for the purposes of Intensive Animal Industry requiring approval by Council or requiring licensing as an Environmentally Relevant Activity and having an approved capacity of more than or equal to 2,000 and less than or equal to 2,999 standard cattle units (SCU)	65 or 66 or has an alternative land use with an intensive animal industry approval	0.002072	\$3,944
19	Intensive Animal Ind (3,000-3,999 SCU) - Land used or intended for use, in whole or in part, for the purposes of Intensive Animal Industry requiring approval by Council or requiring licensing as an Environmentally Relevant Activity and having an approved capacity of more than or equal to 3,000 and less than or equal to 3,999 standard cattle units (SCU)	65 or 66 or has an alternative land use with an intensive animal industry approval	0.002072	\$5,916
20	Intensive Animal Ind (4,000-4,999 SCU) - Land used or intended for use, in whole or in part, for the purposes of Intensive Animal Industry requiring approval by Council or requiring licensing as an Environmentally Relevant Activity and having an approved capacity of more than or equal to 4,000 and less than or equal to 4,999 standard cattle units (SCU)	65 or 66 or has an alternative land use with an intensive animal industry approval	0.002072	\$7,900
21	Intensive Animal Ind (5,000-7,499 SCU) - Land used or intended for use, in whole or in part, for the purposes of Intensive Animal Industry requiring approval by Council or requiring licensing as an Environmentally Relevant Activity and having an approved capacity of more than or equal to 5,000 and less than or equal to 7,499 standard cattle units (SCU)	65 or 66 or has an alternative land use with an intensive animal industry approval	0.002072	\$9,878
22	Intensive Animal Ind (7,500-9,999 SCU) - Land used or intended for use, in whole or in part, for the purposes of Intensive Animal Industry requiring approval by Council or requiring licensing as an Environmentally Relevant Activity and having an approved capacity of more than or equal to 7,500 and less than or equal to 9,999 standard cattle units (SCU)	65 or 66 or has an alternative land use with an intensive animal industry approval	0.002072	\$14,784

Category	Rating Category/Description	Identification (land to which the Primary Land Use Codes apply)	Rate in the Dollar	Min General Rate
23	Intensive Animal Ind (10,000-14,999 SCU) - Land used or intended for use, in whole or in part, for the purposes of Intensive Animal Industry requiring approval by Council or requiring licensing as an Environmentally Relevant Activity and having an approved capacity of more than or equal to 10,000 and less than or equal to 14,999 standard cattle units (SCU)	65 or 66 or has an alternative land use with an intensive animal industry approval	0.002072	\$19,710
24	Intensive Animal Ind (15,000-19,999 SCU) - Land used or intended for use, in whole or in part, for the purposes of Intensive Animal Industry requiring approval by Council or requiring licensing as an Environmentally Relevant Activity and having an approved capacity of more than or equal to 15,000 and less than or equal to 19,999 standard cattle units (SCU)	65 or 66 or has an alternative land use with an intensive animal industry approval	0.002072	\$29,564
25	Intensive Animal Ind (>=20,000 SCU) Land used or intended for use, in whole or in part, for the purposes of Intensive Animal Industry requiring approval by Council or requiring licensing as an Environmentally Relevant Activity and having an approved capacity of greater than or equal to 20,000 standard cattle units (SCU)	65 or 66 or has an alternative land use with an intensive animal industry approval	0.002072	\$39,416
26	Caravan parks, Hotels and Motels Land used or intended for use, in whole or in part, for the purpose of caravan parks, hotels and motels other than land included in categories 59-65	42,43,47,48 and 49	0.010061	\$1,052
27	Commercial - Land used or capable of being used in whole or in part for commercial purposes other than land is included in categories 26, 28 to 30, 37 to 42 and 59 to 65	01-39,41- 48,72,92,96,97 or 99	0.009975	\$1,052
28	Commercial/Industrial (Community Titles Scheme/Building Unit/Group Title) - Land used or capable of being used in whole or in part for commercial or industrial purposes (Community Title Schemes/ Building Unit/Group Title) other than land is included in categories 26,27, 29,30,37-42 and 59-65	01-39,41-48,72,92,96,97 or 99	0.014787	\$1,052
29	Commercial/ Industrial >10Ha - Land used or capable of being used in whole or in part for commercial or industrial purposes which has an area greater than 10 hectares, other than land is included in categories 26 to 28, 30, 37 to 42 and 59 to 65	01,04,05,06-39,41-48,72,92,96,97 or 99	0.008383	\$1,052
30	Shopping Centre - Land being used for the purpose of a shopping centre with a gross floor area exceeding 2500m2, where the land is tenanted by either a department store or large supermarket with onsite parking facilities and/or a number of specialty shops or offices with onsite parking facilities	12-16	0.053884	\$105,076

Category	Rating Category/Description	Identification (land to which the Primary Land Use Codes apply)	Rate in the Dollar	Min General Rate
31	Community Purposes - Land used for community purposes where the land is operated on a not-for-profit basis and including land used for the purposes of sporting clubs, religious facilities, educational facilities, libraries, parks, showgrounds, racecourses, and cemeteries except where exempt under Section 93 (3) (i) of the <i>Local Government Act 2009</i>	48, 50 -59	0.003976	\$770
32	Industry - Land used or capable of being used in whole or in part for industrial purposes other than where land is included in categories 17 to 30 or where land is included in categories 59 - 65	01,04,06- 39,41-48,72,92,96,97 or 99	0.012557	\$1,052
33	Intentionally left blank			
34	Abattoir< 75,000 kills - Land used in whole or in part as an abattoir with less than 75,000 kills annually	Intentionally left blank	0.010358	\$885
35	Abattoir>= 75,000 kills - Land used in whole or in part as an abattoir with greater than or equal to 75,000 kills annually	Intentionally left blank	0.010358	\$1,070
36	Refinery - Land used in whole or part for the purpose of a gas refinery or separation plant	31	13.676629	\$382,343
37	Transformers< 1MVA- Land used in whole or in part for a transformer with less than 1 MVA	91	0.103681	\$2,952
38	Transformers 1 - 10MVA - Land used in whole or in part for a transformer with 1 or more MVA or less than or equal to 10 MVA	91	0.376635	\$29,489
39	Transformers >10MVA- Land used in whole or in part for a transformer with greater than 10 MVA	91	0.249193	\$88,465
40	Renewable Energy Generation Facility - Land used in whole or in part for: (a) the generation of energy from renewable resources that is connected to the main power grid; or (b) for any purpose ancillary to or associated with (a) Note: Generation of energy for landowner's use is not included in this definition	Intentionally left blank	0.075537	\$33,207
41	Multi-Use Renewable Energy Facility - Land used in whole or in part for generation of energy: (a) from at least one renewable resource that is connected to the main power grid and has capacity to store renewable energy on the same parcel of land; or (b) from more than one renewable resource that are connected to the main power grid Note: Generation of energy for landowner's use is not included in this definition	Intentionally left blank	0.110926	\$41,050

Category	Rating Category/Description	Identification (land to which the Primary Land Use Codes apply)	Rate in the Dollar	Min General Rate
42	Battery Storage Facility - Land used or intended to be used, in whole or in part, to store energy by means of one (1) or more battery energy storage systems that; (a) is/are connected to the main power grid; and (b) has/have the capacity to store at least one (1) megawatt of power; and (c) is not co-located on land being used as a Renewable Energy Generation Facility (40)	Intentionally left blank	0.987722	\$39,510
50	Extractive/Waste A (<=5,000tpa) - Land used in whole or in part for the purposes of extractive industry and/or waste processing recycling or disposal activities, where the permitted tonnage of extractive material production and/or waste volumes per annum is less than or equal to 5,000tpa	40 or has an alternative land use with an extractive and/or waste receipt approval	0.003433	\$1,791
51	Extractive/Waste B (5,001-20,000tpa) - Land used in whole or in part for the purposes of extractive industry and/or waste processing recycling or disposal activities, where the permitted tonnage of extractive material production and/or waste volumes per annum is greater than 5,000tpa and less than or equal to 20,000 tpa.	40 or has an alternative land use with an extractive and/or waste receipt approval	0.003433	\$2,239
52	Extractive/Waste C (20,001- 50,000tpa) - Land used in whole or in part for the purposes of extractive industry and/or waste processing recycling or disposal activities, where the permitted tonnage of extractive material production and/or waste volumes per annum is greater than 20,000tpa and less than or equal to 50,000 toa.	40 or has an alternative land use with an extractive and/or waste receipt approval	0.003433	\$8,942
53	Extractive/Waste D (50,001-100,000tpa)- Land used in whole or in part for the purposes of extractive industry and/or waste processing recycling or disposal activities, where the permitted tonnage of extractive material production and/or waste volumes per annum is greater than 50,000tpa and less than or equal to 100,000 tpa	40 or has an alternative land use with an extractive and/or waste receipt approval	0.003433	\$17,883
54	Extractive/Waste E (100,001-200,000tpa) - Land used in whole or in part for the purposes of extractive industry and/or waste processing recycling or disposal activities, where the permitted tonnage of extractive material production and/or waste volumes per annum is greater than 100,000tpa and less than or equal to 200,000 tpa	40 or has an alternative land use with an extractive and/or waste receipt approval	0.003433	\$35,765
55	Extractive/Waste F (200,001-500,000tpa) - Land used in whole or in part for the purposes of extractive industry and/or waste processing recycling or disposal activities, where the permitted tonnage of extractive material production and/or waste volumes per annum is greater than 200,000tpa and less than or equal to 500,000 tpa	40 or has an alternative land use with an extractive and/or waste receipt approval	0.003433	\$53,644

Category	Rating Category/Description	Identification (land to which the Primary Land Use Codes apply)	Rate in the Dollar	Min General Rate
56	Extractive/Waste G (>500,000tpa) - Land used in whole or in part for the purposes of extractive industry and/or waste processing recycling or disposal activities, where the permitted tonnage of extractive material production and/or waste volumes per annum is greater than 500,000tpa	40 or has an alternative land use with an extractive and/or waste receipt approval	0.003433	\$107,287
57	Extractive/Waste H (1ha-50ha, tpa unknown)- Land used in whole or in part for the purposes of extractive industry and/or waste processing recycling or disposal activities, where the permitted tonnage of extractive material production and/or waste volumes per annum is unknown and the area is equal to or greater than 1 hectare but less than or equal to 50 hectares	40 or has an alternative land use with an extractive and/or waste receipt approval	0.003433	\$8,942
58	Extractive/Waste I (>50ha, tpa unknown) - Land used in whole or in part for the purposes of extractive industry and/or waste processing recycling or disposal activities, where the permitted tonnage of extractive material production and/or waste volumes per annum is unknown and the area is greater than 50 hectares	40 or has an alternative land use with an extractive and/or waste receipt approval	0.003433	\$35,765
59	Accommodation Work Camps - D (1-20) - Land used or available for use in whole or in part for the purpose of an accommodation work camp with greater than or equal to 1 accommodation unit but less than or equal to 20 accommodation units, rooms, suites or similar structures	Intentionally left blank	0.162987	\$4,729
60	Accommodation Work Camps - E (21- 50) - Land used or available for use in whole or in part for the purpose of an accommodation work camp with greater than or equal to 21 accommodation units but less than or equal to 50 accommodation units, rooms, suites or similar structures	Intentionally left blank	0.722846	\$49,626
61	Accommodation Work Camps - F (51- 150) - Land used or available for use in whole or in part for the purpose of an accommodation work camp with greater than or equal to 51 accommodation unit but less than or equal to 150 accommodation units, rooms, suites or similar structures	Intentionally left blank	0.132746	\$120,518
62	Accommodation Work Camps - G (151- 250) - Land used or available for use in whole or in part for the purpose of an accommodation work camp with greater than or equal to 151 accommodation units but less than or equal to 250 accommodation units, rooms, suites or similar structures	Intentionally left blank	0.491380	\$356,808
63	Accommodation Work Camps - A (251-500) - Land used or available for use in whole or in part for the purpose of a large accommodation work camp with greater than 250 accommodation units but less than or equal to 500 accommodation units, rooms, suites or similar structures	Intentionally left blank	0.499769	\$593,103
64	Accommodation Work Camps - B (501-750) - Land used or available for use in whole or in part for the purpose of a large accommodation work camp with greater than 500 accommodation units but less than or equal to 750 accommodation units, rooms, suites or similar structures	Intentionally left blank	0.499771	\$1,183,844

Category	Rating Category/Description	Identification (land to which the Primary Land Use Codes apply)	Rate in the Dollar	Min General Rate
65	Accommodation Work Camps - C (>750) - Land used or available for use in whole or in part for the purpose of a large accommodation work camp with greater than 750 accommodation units, rooms, suites or similar structures	Intentionally left blank	0.499771	\$1,774,580
66-68	Intentionally left blank			
69	Other Gas & Oil - A (<=6ha) - Land used in whole or part for or in association or connection with, the extraction, processing, storage or transportation of petroleum or natural gas pursuant to a lease, where the leased area is less than or equal to 6 hectares other than land included in category 36 or 59-65	31,35 or 36	1.244630	\$37,982
70	Other Gas & Oil - B (>6ha-1,000ha) - Land used in whole or part for or in association or connection with, the extraction, processing, storage or transportation of petroleum or natural gas pursuant to a lease, where the leased area is greater than 6 hectares and less than or equal to 1,000 hectares other than land included in category 36 or 59 - 65	31,35 or 37	1.689244	\$60,583
71	Other Gas & Oil - C (>1,000ha) - Land used in whole or in part for or in association or connection with, the extraction, processing, storage or transportation of petroleum or natural gas pursuant to a lease, where the leased area is greater than 1,000 hectares other than land included in category 36 or 59 - 65	31,35 or 37	1.689244	\$149,122
72	Petroleum Leases - A (<=30,000ha) - Petroleum leases issued within the Region with an area equal to or less than 30,000 hectares.	40	2.382909	\$164,533
73	Petroleum Lease - B Conventional gas >10,000ha - Petroleum leases - conventional gas - issued within the Region with an area greater than 10,000 hectares	40	2.382909	\$298,716
74	Petroleum Leases - C (>30,000ha) - Petroleum leases issued within the Region with an area greater than 30,000 hectares	40	2.382909	\$641,358
75-79	Intentionally left blank			
80	Other Land (not categorised elsewhere) - Land not included in any of the other categories	Intentionally left blank	0.002499	\$864
81	Rural >=\$11M & <\$16.5M - Land used or capable of being used for rural purposes which has a rateable value equal to or greater than \$11,000,000 but less than \$16,500,000	04,05,06,60-89,93,94,95	0.001664	\$22,111
82	Rural >=\$16.5M - Land used or capable of being used for rural purposes which has a rateable value equal to or greater than \$16,500,000	04,05,06,60-89,93,94,95	0.001817	\$33,931

Category	Rating Category/Description	Identification (land to which the Primary Land Use Codes apply)	Rate in the Dollar	Min General Rate
83	Carbon Farming =>100,000 ACCU's - Land used or capable of being used for rural purposes that has been issued with 100,000 or more Australian Carbon Credit Units (ACCU's) which is not otherwise categorised	04,05,06,60-89,93,94	0.001892	\$4,214

In accordance with sections 88 and 90 of the *Local Government Regulation 2012*, owners of rateable land will be informed of the general rating category on their rate notice in which their land has been included and that they have the right of objection to the category to which their land is allocated. All objections must be submitted to Council's Chief Executive Officer within 30 days after the day when the rate notice was issued, and the only ground for objecting is that the owner considers the land should belong to a different rating category, having regard to the descriptions adopted by Council.

Where the rate category of any land is changed during the year, an adjustment to the differential general rate will be made from the date such changes become effective.

3.2 MINIMUM GENERAL RATES

Within each differential rating category, a minimum general rate has been fixed by Council pursuant to Section 77 of the *Local Government Regulation 2012* to ensure all ratepayers contribute a minimum equitable amount towards Council's general revenue requirements. **Table 1- Rating Categories** details the minimum general rate fixed by Council for each differential rating category.

3.3 DISCOUNTED VALUATION PERIOD

The value of the relevant parcel held for development will be discounted by 40% for rating purposes in accordance with section 50(2) of the *Land Valuation Act 2010*.

The discounted valuation period, for the relevant parcel held for development, will end in accordance with section 50(3) the *Land Valuation Act 2010*.

Any parcels of land held for development under this legislation will be placed into the general rating category in which they would normally be situated.

3.4 LIMITATION OF INCREASE IN THE DIFFERENTIAL GENERAL RATE

In the 2026/27 financial year, Council will not, pursuant to section 116 of the *Local Government Regulation 2012*, be limiting any increases to a differential rating category as identified in **Table 1 – Rating Categories**.

3.5 MISCELLANEOUS

- (1) If there is doubt about the rating category into which a parcel of rateable land is to be categorised, an appropriately authorised officer appointed by the Chief Executive Officer may carry out an inspection of the land pursuant to Section 85 of the *Local Government Regulation 2012* and make a recommendation for the Chief Executive Officer's consideration.
- (2) The Maranoa Planning Scheme may be referred to in determining the applicable rating category for land, unless the context of the rating category description, or this Revenue Statement, otherwise requires.
- (3) As noted above, for sections 81(4) and 81(5) of the *Local Government Regulation 2012*, Council shall delegate to the Chief Executive Officer (CEO) the power to identify the rating category into which each parcel of rateable land in the local government area belongs.
- (4) Where a utility service (water, sewerage or waste collection) is requested to commence or found to have commenced (and not currently being charged) during the financial year the rate adjustment may be effective from the start of the current rating period of request or commencement of said service. A supplementary rate notice may be issued to the ratepayer as required.
- (5) Where a utility service (water, sewerage or waste collection) is requested to be removed or the service has been discontinued without prior notification from the ratepayer, a rate adjustment may

be effective from the first day of the next rating period. A supplementary rate notice may be issued to the ratepayer as required.

3.5.1 DEFINITIONS

- (a) **Rateable Land** is defined by section 93 (2) of the *Local Government Act 2009* as any land or building unit, in the local government area, that is not exempted from rates.
- (b) **Use:** Reference to the 'use' of land in terms of the rating category descriptions, includes use of the land by any party, irrespective of whether:
 - (a) that use is carried out, controlled, authorised, or otherwise permitted by the landowner; or
 - (b) the landowner derives any income or benefit from that use of the land.
- (c) **Petroleum Lease:** includes a petroleum lease under the *Petroleum Act 1923*, or the *Petroleum and Gas (Production and Safety) Act 2004*.
- (d) **Renewable Energy Generation Facility:** Renewable resources are naturally occurring resources that cannot be depleted and are constantly naturally replenished. This includes but not limited to solar and wind.

Renewable resources do not include fossil fuels such as gas or coal and facilities extracting or producing energy from these resources are subject to separate rating categories outlined in this statement.

For **categories 59 - 65** the following definitions apply:

- (e) **Available for use:** will be taken to be effective from the date upon which the final plumbing inspection has been passed.
- (f) **Accommodation Work Camp:** is non-resident worker accommodation and refers to the use of premises for:
 - i. accommodation for non-resident workers; or
 - ii. recreation and entertainment facilities for persons residing at the premises and their visitors, if the use is ancillary to the use in paragraph (i).²

Examples include: contractor's camp, construction camp, single person's quarters and temporary workers' accommodation.

² *Draws on the definition of 'Non-resident workforce accommodation' included in Schedule 1 - Definitions of the Maranoa Planning Scheme.*

An Accommodation Work Camp will be considered to be not operational when all infrastructure (buildings, water and sewerage lines etc.) are removed from the site, or if the site has been abandoned by a third party.

PART 4 WASTE MANAGEMENT UTILITY CHARGES

- 4.1** Pursuant to Section 94 of the *Local Government Act 2009*, and Section 99 of the *Local Government Regulation 2012*, Council will make and levy waste management utility charges for the provision of waste collection services (including the collection, removal, storage and disposal of general waste) as detailed below in **Table 2 - Waste Management Utility Charges**.
- 4.2** Waste management utility charges are to be levied in the 2026/27 financial year on all properties, irrespective of the level of service used, within Council's declared waste collection service area.
- (1) The declared waste collection service area will be adjusted as the properties receiving or capable of receiving the service change throughout the 2026/27 financial year.
 - (2) A minimum of one (1) service will be charged to each premises or structure that appears to be in use as a premises or structure that appears to be in use as a dwelling, lived in or occupied or able to be lived in.
 - (3) Where there is more than one residential structure on land capable of separate occupation, a charge will be applied to each individual structure. e.g. A waste collection charge will be levied to each house, strata titled unit, granny flat, flat secondary dwelling, dual occupancy or other dwelling designed for separate occupation, regardless of whether it is occupied or not.
 - (4) Where there is a structure/s on a non-residential property capable of separate occupation, a charge will be applied to each individual structure. e.g. a waste collection charge will be levied on each shop, office, warehouse, workshop, or other commercial premises designed for separate occupation, regardless of whether it is occupied or not.

Opt-Out Provision for Non-Residential Properties

Non-residential properties (e.g. commercial or industrial premises) within Council's declared waste collection service area may opt out of the waste collection service, provided they meet Council's eligibility criteria for exemption. Property owners wishing to opt out must submit in writing to Council, demonstrating that they have an alternative waste management arrangement in place that complies with relevant regulations. Approval of opt-out requests is at Council's discretion.

The Waste Management Utility Charge shall fund the cost of providing a general waste kerbside collection service. This charge will be levied and recovered irrespective of whether a refuse collection service is actually provided, whether the occupier avails themselves of the service and irrespective of the premises being unoccupied for any period during the year.

Table 2 - Waste Management Utility Charges

Service Level	2026/27 Annual Charge
Residential Wheelie Bin Service	
240 Litre wheelie bin (each)	\$320
Non-Residential Wheelie Bin Service	
240 Litre wheelie bin (each)	\$320

PART 5 SEWERAGE UTILITY CHARGES

5.1 Pursuant to Section 94 of the *Local Government Act 2009*, and Section 99 of the *Local Government Regulation 2012*, Council will make and levy sewerage utility charges for the supply of sewerage services by Council, as detailed below in **Table 3 - Sewerage Utility Charges**.

5.2 Sewerage utility charges are to be levied in the 2026/27 financial year on all properties, connected and/or not-connected, within Council's declared sewerage service areas.

- (1) An annual sewerage utility charge will be levied on each individual land parcel (whether connected, not-connected or vacant) within Council's defined sewerage service areas in accordance with the following:
 - a) Single residential properties are levied for the first pedestal only. No additional charges apply for extra pedestals.
 - b) Flats, units and residential strata title properties are levied per flat, unit or strata title unit for the first pedestal only. No additional charges apply for extra pedestals.
 - c) Non-residential / Non-strata properties are levied per sewerage pedestal. Example – commercial premises with three (3) pedestals will attract a charge for each pedestal.
 - d) Non-residential / Strata properties are levied a minimum of one sewerage charge for each strata unit, regardless of whether or not they have an individual sewer connection. Where units have more than one pedestal, a sewerage charge will be levied for each pedestal serving the unit. Each unit owner is levied separately for sewerage charges.
 - e) Where multiple lots are included on one Rate Assessment, a sewerage charge will apply for each lot. Example – a house and vacant lot together, two (2) sewerage utility charges will be levied, unless the ratepayer is an eligible pensioner as per Council's Rates and Charges Rebate and Concessions Policy.
 - f) Where a single dwelling is situated across two or more adjoining lots and are included on one Rate Assessment, Council will treat those lots on which the footprint of the building sits as if they were a single lot and will levy one (1) sewerage utility charge.
 - g) A separate charge for trade waste shall be applied to those properties with a Trade Waste Approval.
- (2) Council may elect to not levy sewerage utility charges against vacant land that is effectively incapable of further development or improvement. The landowner shall be responsible for demonstrating to Council an entitlement to exemption from the commencement of the rating period in which the application is made and approved by Council.

Table 3 - Sewerage Utility Charges

Service Level	2026/27 Annual Charge
Sewerage Charge per property	
Vacant Land	\$263
Urinal (600mm) (1)	\$525
1st Pedestal	\$525
2nd Pedestal	\$453
Additional Pedestals (per pedestal)	\$402
Government Pedestals	\$716
Trade Waste (2)	
Category 0	Nil
Category 1	\$358
Category 2	\$477
Category 3	\$716

(1) - 1 Urinal (600mm) or part thereof = 1 pedestal. Each additional 600mm will be levied as per pedestal charge rates.

(2) - Trade Waste is liquid waste produced by industry, business, trade or manufacturing premises, other than domestic sewage, illegal substances and stormwater. Definitions are in accordance with Council's Trade Waste Policy.

PART 6 WATER UTILITY CHARGES

Pursuant to Section 94 of the *Local Government Act 2009*, and Sections 99 and 101 of the *Local Government Regulation 2012*, Council will make and levy water utility charges, for the supply of water services by Council as follows:

6.1 METERED POTABLE WATER UTILITY CHARGES

- (1) In the 2026/27 financial year, Council will levy Metered Potable Water Utility Charges on all properties, whether connected and/or not connected, within Council's defined water reticulation service areas.
- (2) For the period 1 July 2026 to 30 June 2027, Metered Potable Water Utility Charges to be levied on properties within Council's defined water reticulation service areas will comprise:
 - (a) a fixed water access infrastructure charge (the **Metered Potable Water Access Infrastructure Charge**); and
 - (b) a variable charge for each kilolitre of water used/consumed (the **Metered Potable Water Usage Charge**).
- (3) Metered potable water access and usage charges will be levied twice yearly. Council reserves the right to read and levy water usage at intervals other than half yearly for connections as required.
- (4) The Metered Potable Water Access Infrastructure Charge will be levied on the following criteria:
 - (a) Vacant and not connected properties situated in a potable water area and not serviced with a potable water connection are levied a Metered Potable Water Access Infrastructure Charge equal to 50% of the 20mm meter connection charge.
 - (b) Single residential properties are charged a Metered Potable Water Access Infrastructure Charge based on the size of the water meter servicing the property, as the meter size reflects the infrastructure needed to accommodate the potential water usage of the property.
 - (c) Where multiple lots are included on one assessment a Metered Potable Water Access Infrastructure Charge will apply for each lot. Example – a house and vacant lot together two (2) potable water access infrastructure charges will apply, unless the ratepayer is an eligible pensioner as per Council's Rates and Charges Rebate and Concessions Policy.
 - (d) Where a single dwelling is situated across two or more adjoining lots and are included on one Rate Assessment, Council will treat those lots on which the footprint of the building sits as if they were a single lot and will levy one Metered Potable Water Access Infrastructure Charge.
 - (e) Non strata units / flats are levied one metered potable water access infrastructure charge for each parcel based on the size of the meter/s servicing the block of flats.
 - (f) Properties with multiple connections (including non-strata units/flats with more than one metered potable water meter connected) are levied a Metered Potable Water Access Infrastructure Charge for each connection. Where an assessment comprises a Body Corporate situation, Council will charge as per the provisions of the *Body Corporate and Community Management Act 1997*.
 - (g) Strata title properties are levied a minimum Metered Potable Water Access Infrastructure Charge per strata title lot equivalent to the 20mm meter connection.
- (5) Council may elect to not levy Metered Potable Water Access Infrastructure Charges against vacant land that is effectively incapable of further development or improvement.
- (6) The owner of the land shall be responsible for demonstrating to Council an entitlement to an exemption from the Metered Potable Water Access Infrastructure Charge.

Metered Potable Water Access Infrastructure Charge

The Metered Potable Water Access Infrastructure Charge levied is to be determined according to the water meter size(s) servicing the property as detailed below in **Table 4-Metered Potable Water Access Infrastructure Charge**.

Table 4 - Metered Potable Water Access Infrastructure Charge

Description	2026/27 Annual Charge
Vacant and not connected	\$297
20mm meter connection	\$593
25mm meter connection	\$924
30mm meter connection	\$1,333
40mm meter connection	\$2,369
50mm meter connection	\$3,702
80mm meter connection	\$9,478
100mm meter connection	\$14,809
150mm meter connection	\$18,511

New water connections will be charged in accordance with fees set out in Council's Register of Regulatory Fees and Commercial Charges.

Metered Potable Water Usage Charge

- (1) Charge: the per kilolitre usage charge for all users connected to the potable water supply will be \$1.08 cents per kilolitre (1,000 litres).
- (2) Reading Periods:
 - (a) readings for the purpose of calculating Metered Potable Water Usage Charges are to be conducted twice yearly. Metered Potable Water Usage Charges will be levied during each half-yearly period based on the amount of water usage since the previous billing period. Council reserves the right to read and levy Metered Potable Water Usage Charges at intervals other than half yearly for specific connections as required.
 - (b) water consumption is levied half yearly for the readings undertaken prior to 31 December 2026 and prior to 30 June 2027

Water from registered dedicated fire services is for fire emergencies and testing purposes only and no charge will be levied for the first 10 kilolitres in each six (6) month reading period. However, to prevent misuse of these services, Council will impose a penalty charge per kilolitre for consumption greater than ten (10) kilolitres in each six (6) month reading period of 10 times the applicable charge per kilolitre, unless evidence is provided, proving that the water was used in a fire emergency, in which case charges will be at the normal rate.

6.2 WATER USAGE CHARGE – METER REGISTERING INACCURATELY

- (1) Where Council is satisfied that a water meter has ceased to register accurately, through no fault of the ratepayer, Council will calculate the applicable Metered Potable Water Usage Charge using all reasonable information available and in accordance with Council's Water Meters Policy (as amended from time to time).
- (2) Pursuant to section 73 *Plumbing and Drainage Act 2018* a person must not tamper with a water meter. For the purposes of that section "tamper" includes tampering with the plumbing associated with the water meter in a way that may hinder the capacity of the meter to accurately measure the volume of water supplied to premises.

6.3

UNMETERED POTABLE WATER SERVICE CHARGE

In the 2026/27 financial year, Council will levy an Unmetered Potable Water Service Utility Charges on all properties connected or capable of being connected to a Council unmetered potable water service, at a rate determined by Council as detailed below in **Table 5 - Unmetered Potable Water Service Charge**.

Table 5 - Unmetered Potable Water Service Charge

Classification (Areas shown below are total building "Floor Areas")	Estimated average water usage of the consumers within group (kL)	\$ / Unit	Allocated Units	2026/27 Annual Charge
Commercial, Industrial				
0 - 833.91 m2	750	\$15.00	64	\$960
833.92 - 1,633.91 m2	1242	\$15.00	106	\$1,590
Every 100 m2 over 1,633.91 m2	58	\$15.00	5	\$75
Laundries, Butchers, Bakers, Garages				
0 - 200 m2	750	\$15.00	64	\$960
201 - 400 m2	1406	\$15.00	120	\$1,800
401 - 1,600 m2	1828	\$15.00	156	\$2,340
Public Halls, Public Theatres, Meeting Places, Community Clubs & Associations				
0 - 200 m2	433	\$15.00	37	\$555
201 - 600 m2	843	\$15.00	72	\$1,080
Hotel				
Hotels	2625	\$15.00	224	\$3,360
Bowls Clubs, Golf Clubs				
Bowls Club	1875	\$15.00	160	\$2,400
Golf Club	1875	\$15.00	160	\$2,400
Places of Worship				
Churches	433	\$15.00	37	\$555

6.4

UNMETERED NON-POTABLE WATER CHARGE- SURAT

In the 2026/27 financial year, Council will levy Unmetered Non-Potable (raw) Water Service Utility Charges on all properties in Surat connected to Council's unmetered non-potable (raw) water service at a rate determined by Council as detailed below in **Table 6 - Unmetered Non-Potable Water Service Charge - Surat**.

Table 6 - Unmetered Non-Potable Water Charge - Surat

Classification	Unit	Estimated average water usage of the Consumers within group (kL)	2026/27 Annual Charge
Vacant land water supply connection	1	222	\$424
Private residences, Flats, CWA Hostel, Picture Theatre, Public Halls, Fire Brigade, Sawmill, Racecourse, Wild Game Boxes, Housing Commission and Government Residences, Business Premises in separate occupation or tenancy and not connected to private residence or flat.	1	222	\$424
Rural Properties including Dairy, "Dunwaitin" and "Rewfarm"	1	222	\$424
Private residence / flat with one business	1.5	333	\$636
Court House, Caravan Park, Cafe and Residence, Golf Club, Private Residences with two businesses, Industrial Estate, Macropod Processing Plants, Slaughter House.	2	444	\$848
Bowls Club, Cobb & Co Country Motel Surat	3	666	\$1,272
Royal Hotel/Motel, Warroona Retirement Village, Hospital	4	888	\$1,696
State/Pre-School	7	1,554	\$2,968

PART 7 SPECIAL RATES AND CHARGES

7.1 STATE GOVERNMENT PRECEPT SPECIAL RATE

- (1) Pursuant to section 94 of the *Local Government Act 2009*, and section 94 of the *Local Government Regulation 2012*, Council will make and levy a special rate to be known as the ("State Government Precept Special Rate") of 0.0001040 cents in the dollar on the rateable value of the rateable land to which the special charge applies, to fund the cost of the State Government Precept charge, research and 'on-ground' works.
- (2) The overall plan for the State Government Precept Special Rate is as follows:
 - (a) The service, facility or activity for which the plan is made is the cost of the State Government Precept for the Wild Dog Barrier Fence, pest and weed research and 'on-ground' works.
 - (b) The rateable land to which the special rate applies is all rateable land categorised as Category 10 (Rural 80 to 1,000ha) through to Category 15 (Rural >50,000ha), Category 81 (Rural >=\$11M & <\$16.5M) and Category 82 (Rural >=\$16.5M), in the 2026/27 financial year.
 - (c) The estimated cost of carrying out the overall plan is \$488,101. The State Government Precept Special Rate will levy an estimated \$488,101 towards the total estimated cost of carrying out the activity.
 - (d) The estimated time for carrying out the overall plan is 1 year.
- (3) The rateable land to which the special rate applies, or its occupier, specially benefits from the service, facility or activity funded by the special rate because it will provide maintenance and renewal of the wild dog barrier fence, and pest and weed research (including 'on-ground' works) which is provided by the Department of Agriculture and Fisheries (DAF) so as to improve the agricultural activities on the land, which will increase productivity for landholders.

7.2 PEST MANAGEMENT SPECIAL RATE

- (1) Pursuant to section 94 of the *Local Government Act 2009*, and section 94 of the *Local Government Regulation 2012*, Council will make and levy a special rate to be known as the ("Pest Management Special Rate") of 0.000170940 cents in the dollar on the rateable value of the land to which the special rate applies, to fund the cost of the Pest Management, including pest animals and pest plants, across the Maranoa Regional Council area.
- (2) The overall plan for the Pest Management Special Rate is as follows:
 - (a) The service, facility or activity for which the plan is made is the cost of pest animals and pest plants management across the Maranoa Regional Council area, including meat and factory baits for two coordinated baiting programs and ad hoc baiting, wild dog bonus payment for scalps and the treatment of high priority pest plants in accordance with Council's Pest Management Plan.
 - (b) The rateable land to which the special rate applies is all rateable land categorised as Category 10 (Rural 80 to 1,000ha) through to Category 15 (Rural >50,000ha), Category 81 (Rural >=\$11M & <\$16.5M) and Category 82 (Rural >=\$16.5M), in the 2026/27 financial year.
 - (c) The estimated cost of carrying out the activity the subject of the overall plan is \$800,553. The Pest Management Special Rate will levy an estimated \$800,553 towards the total estimated cost of carrying out the activity.
 - (d) The estimated time for carrying out the overall plan is 1 year.
- (3) The rateable land to which the special rate applies, or its occupier, specially benefits from the service, facility or activity funded by the special rate because it will provide management of pests, both animal and plant, so as to improve the agricultural activities on the land which will increase productivity for landholders.

7.3 RURAL FIRE BRIGADE SPECIAL CHARGE

- (1) Pursuant to Section 94 of the *Local Government Act 2009*, Section 94 of the *Local Government Regulation 2012* and Sections 152ZD of the *Fire Services Act 1990*, Council will make and levy a special charge (to be known as the "Rural Fire Brigade Special Charge") as detailed in the table below **Table 7 - Rural Fire Brigade Special Charge**, on all rateable lands serviced by the rural fire brigades for Amby, Mungallala, Yuleba and Orange Hill as identified in the locality plans comprising Appendices 7 to 10 to contribute to the operational costs of firefighting and the ongoing provision and maintenance of rural fire-fighting equipment for the rural fire brigades.

Table 7 - Rural Fire Brigade Special Charge

Rural Fire Brigade	2026/27 Annual Charge per Assessment
Amby	\$74.58
Mungallala	\$74.58
Yuleba	\$74.58
Orange Hill	\$50.00

- (2) The overall plan for the Rural Fire Brigades Special Charge is as follows:
- (a) The service, facility or activity for which the plan is made is to contribute to the operational costs of fire-fighting and the ongoing provision and maintenance of rural fire-fighting equipment for the rural fire brigades that operate throughout the areas of Amby, Mungallala, Yuleba and Orange Hill.
 - (b) The rateable land to which the plan applies is all rateable land defined by Queensland Fire Department (QFD) - Rural Fire Service as being serviced within each Rural Fire Brigade boundary, as identified in the attached Rural Fire Maps for each Brigade (Appendix 7 - 10).
 - (c) The estimated cost of carrying out the overall plan is \$20,568. The Rural Fire Brigade Special Charge will levy an estimated amount of \$20,568.
 - (d) The estimated time for carrying out the overall plan is 1 year.
- (3) The rateable land to which the special rate applies, or its occupier, specially benefit from the service, facility or activity funded by the special charge because these local Rural Fire Brigade units respond to emergency (fire) calls.

PART 8 CONCESSIONS

8.1 PENSIONER CONCESSION

Council's Rates and Charges Rebate and Concessions Policy provides further information regarding all concessions on rates and charges.

PART 9 OTHER FEES AND CHARGES

9.1 COST RECOVERY AND OTHER FEES AND CHARGES

- (1) Section 97 of the *Local Government Act 2009* allows a local government under a local law or a resolution to fix a cost-recovery fee for certain (regulatory) services.
- (2) A cost-recovery fee is for the provision of certain regulatory services as detailed in Section 97(2) of the *Local Government Regulation 2012*.
- (3) Section 172 (1) (c) of the *Local Government Regulation 2012* provides that the Revenue Statement must state the criteria used to decide the amount of any cost-recovery fees.
- (4) Section 172 (1) (d) of the *Local Government Regulation 2012* provides that if the local government conducts a business activity the Revenue Statement must state the criteria used to decide the amount of the charges for the activity's goods and services.
- (5) It is the intention of Council that, where possible, services provided by Council are fully cost recovered; however, consideration may be given where appropriate to the broad community impact that certain fees and charges may have.
- (6) In setting cost recovery and other fees and charges for goods and services, Council will apply the following criteria to be used in setting the amount of any fee or charge:
 - (a) fees associated with cost recovery (regulatory) services will be set at no more than the full cost of providing the service or taking the action for which the fee is charged;
 - (b) Council may choose to subsidise the fee from other sources (e.g. general rate revenue) where Council considers that it would not be reasonable to charge the full cost; and
 - (c) charges for commercial services will be set to recover the full cost of providing the service and, if provided by a business unit of Council, may include a component for return on capital.
- (7) Council's Fees and Charges Schedule details the fees and charges adopted by Council. Council's adopted Fees and Charges include both cost recovery and commercial user pays fees.
- (8) The cost recovery (regulatory) charges are identified as such in Council's Fees and Charges Schedule and have been determined where appropriate to recover the cost of providing the service.
- (9) The commercial user pays fees are for other services and facilities supplied by Council where the charge is not a cost-recovery fee. The criteria used to decide the amount of such fees is for Council to cover the full cost of providing the relevant services and facilities and may include a commercially based rate of return, return on capital, tax equivalents and allowances for advantages for government ownership, when provided in competition to the private sector.

ATTACHMENT 1- LAND USE CODES

Land Use Code	Description	Land Use Code	Description
Residential		Private Transport & Storage	
01	Vacant Urban Land	28	Warehouse & Bulk Stores
02	Single Unit Dwelling	29	Transport Terminal
03	Multi Unit Dwelling (Flats)	30	Service Station
04	Vacant - Large Housesite	31	Oil Depot & Refinery
05	Dwelling - Large Homesite	32	Wharves
06	Outbuildings	33	Builders Yard, Contractors Yard
07	Guest House (Private) Hotel		
08	Building Units (Primary Use Only)	34	Cold Stores - Iceworks
09	Group Title (Primary Use Only)		
Retail Business & Commercial		Industrial	
10	Combined Multi Dwelling & Shops	35	General Industry
11	Shop - Single	36	Light Industry
12	Shopping Group (More than 6)	37	Noxious/Offensive Industry (including Abattoir)
13	Shopping Group (2 - 6 Shops)		
14	Shops - Main Retail (Central Business District)	38	Advertising - Hoarding
15	Shops - Secondary Retail (Fringe CBD)	39	Harbour Industries
16	Drive-in Shopping Centre	40	Extractive
17	Restaurant	Other Business	
18	Special Tourist Attraction	41	Child Care - excluding Kindergarten
19	Walkway	42	Hotel/Tavern
20	Marina	43	Motel
21	Residential Institutions (Non-Medical Care)	44	Nurseries (Plants)
22	Car Park	45	Theatres & Cinemas
23	Retail Warehouse	46	Drive-in Theatre
24	Sales Area Outdoors (Dealers, Boats, Cars, etc.)	47	Licensed Clubs
25	Professional Offices	48	Sports Clubs/Facilities
26	Funeral Parlour	49	Caravan Parks
27	Hospital. Conv. Homes (Medical Care)	50	Other Clubs (Non-Business)

Land Use Code		Description		Land Use Code		Description	
Special Uses				Agricultural			
51	Religious			71	Oil Seeds		
52	Cemeteries			72	P/use-Sec 25; S/use-Higher Use		
53	Commonwealth (Secondary Use Only)			73	Grains		
				74	Turf Farms		
54	State (Secondary Use Only)			75	Sugar Cane		
55	Library			76	Tobacco		
				77	Cotton		
56	Sportsground, Racecourse, Airfield			78	Rice		
				79	Orchards		
57	Parks, Gardens			80	Tropical Fruits		
58	Educational - Including Kindergarten			81	Pineapples		
59	Local Authority (Secondary Use Only)			82	Vineyards		
				83	Small Crops & Fodder - Irrigated		
Sheep Grazing				84	Small Crops & Fodder - Non-Irrigated		
60	Sheep Grazing - Dry			Other Rural Uses			
61	Sheep Breeding			85	Pigs		
62	Not Allocated			86	Horses		
63	Not Allocated			87	Poultry		
				88	Forestry & Logs		
Cattle Grazing				89	Animals - Special		
64	Cattle Grazing & Breeding			90	Stratum		
65	Cattle Breeding & Fattening			91	Transformers		
66	Cattle Fattening			92	Defence Force Establishment		
				93	Peanuts		
Goats				94	Vacant Rural Land (excl. 01 & 04)		
67	Goats			95	Reservoir, Dams, Bores		
				General Industry			
Dairy Cattle				96	Public Hospital		
68	Milk - Quota			97	Welfare Homes/Institutions		
69	Milk - No Quota			98	Sect II(i)(vii) Applies (Secondary Use Only		
70	Cream			99	Community Protection Centre		

Road Network

- Local
- Other
- State
- all others

Watercourse

Cadastre Parcel Boundaries

Maranoa Localities



**Mapping Provides an Indication of
Approximate Location Only**

While every care has been taken to ensure the accuracy of this information, Maranoa Regional Council makes no representations or warranties about the accuracy, reliability, completeness or suitability for any particular purpose and disclaims all responsibility and liability (including without limitation, liability or negligence) for all expenses, losses, damages (including indirect or consequential damage) and costs you may occur as a result of the information being inaccurate or incomplete in any way or for any reason.

Projection: MGA94 Zone 55
Date Issued: 18/05/2024



MARANOA REGIONAL COUNCIL

Rating Locality Mitchell

Appendix 2

Road Network

- Local
- Other
- State
- all others

Watercourse

Cadastre Parcel Boundaries

Maranoa Localities



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Projection: MGA94 Zone 55
Date issued: 18/05/2024



MARANOA REGIONAL COUNCIL
Rating Locality Roma
Appendix 3
Road Network

-  Local
-  Other
-  State
-  all others

 Watercourse

 Cadastre Parcel Boundaries

 Maranoa Localities

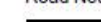
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Projection: MGA94 Zone 55
Date issued: 18/05/2024



Road Network

-  Local
-  Other
-  State
-  all others

 Watercourse

 Cadastre Parcel Boundaries

 Maranoa Localities



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Projection: MGA94 Zone 55

Date issued: 18/06/2024



Appendix 5

Road Network

- Local
- Other
- State
- all others

Watercourse

Cadastre Parcel Boundaries

Maranoa Localities



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Projection: MGA94 Zone 55
Date Issued: 19/06/2024



Road Network

- Local
- Other
- State
- all others

Watercourse

Cadastre Parcel Boundaries

Maranoa Localities

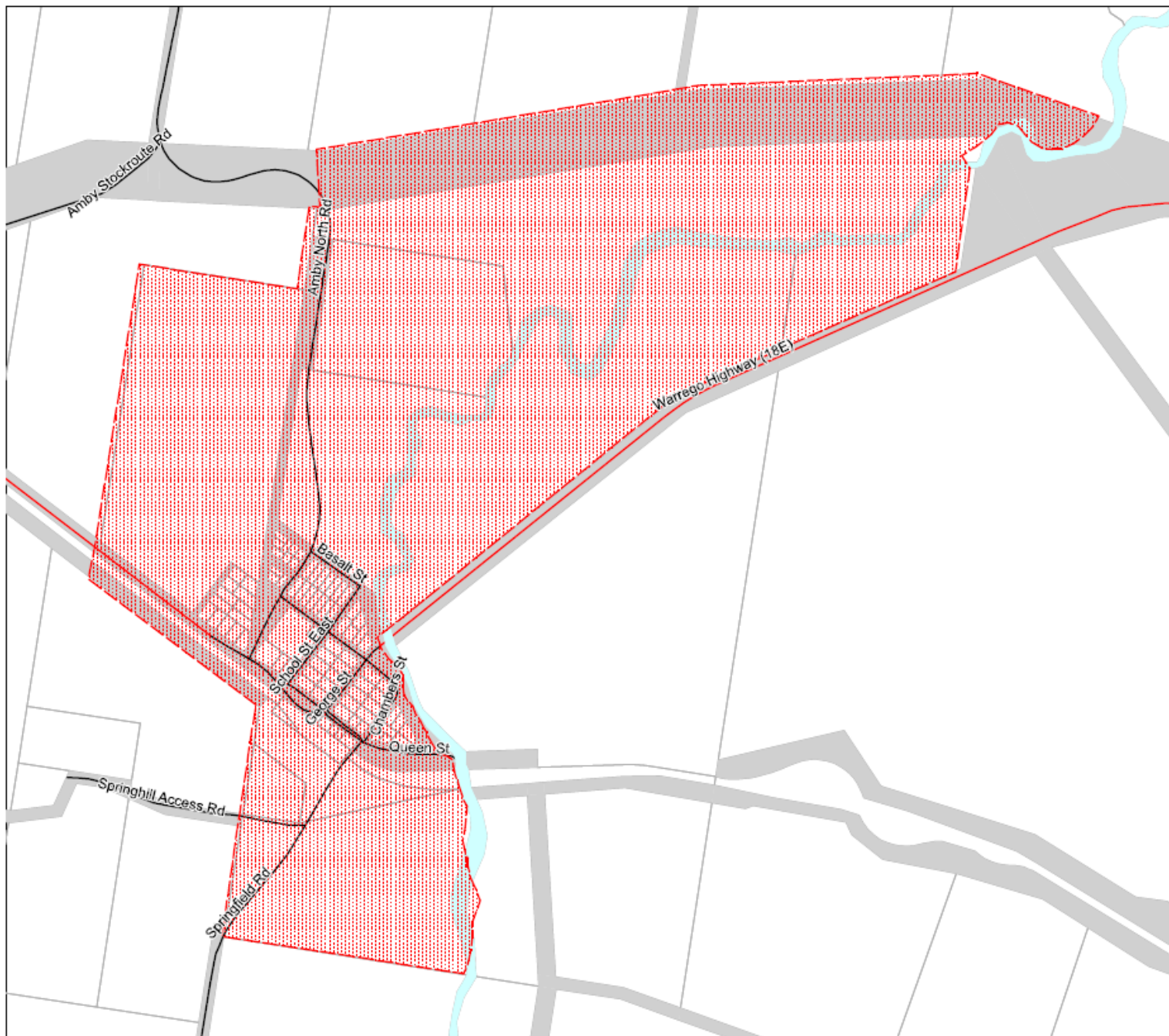


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Projection: MGA94 Zone 55
Date Issued: 18/06/2024





Appendix 7

Road Network

- Local
- Other
- State
- all others

Watercourse

Cadastre Parcel Boundaries

Rural Fire Brigade Area

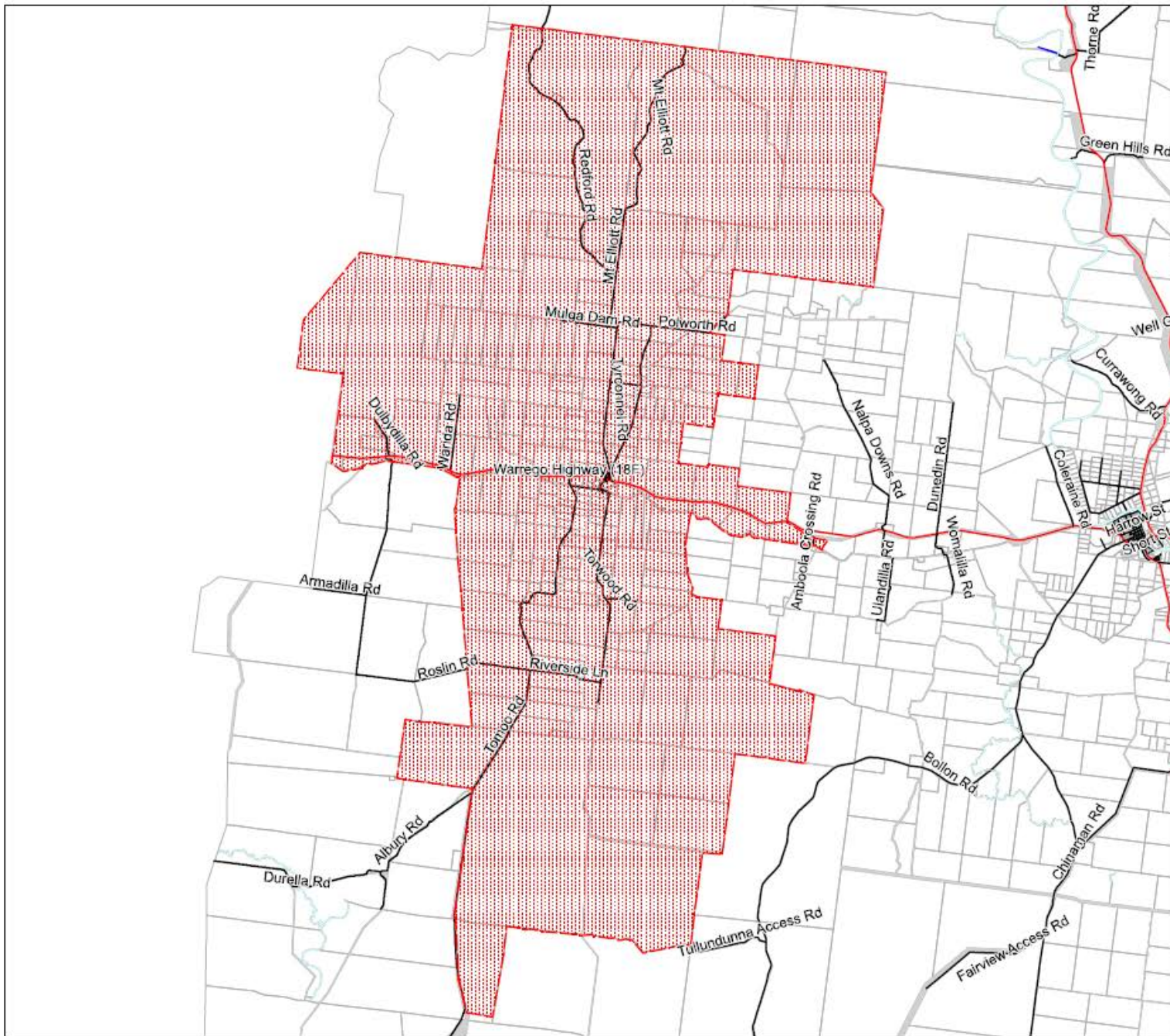


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Date Issued: 18/06/2024





MARANOA REGIONAL COUNCIL
Mungallala Rural Fire Brigade Area

Appendix 8

Road Network

- Local
- Other
- State
- all others

— Watercourse

Cadastre Parcel Boundaries

Rural Fire Brigade Area

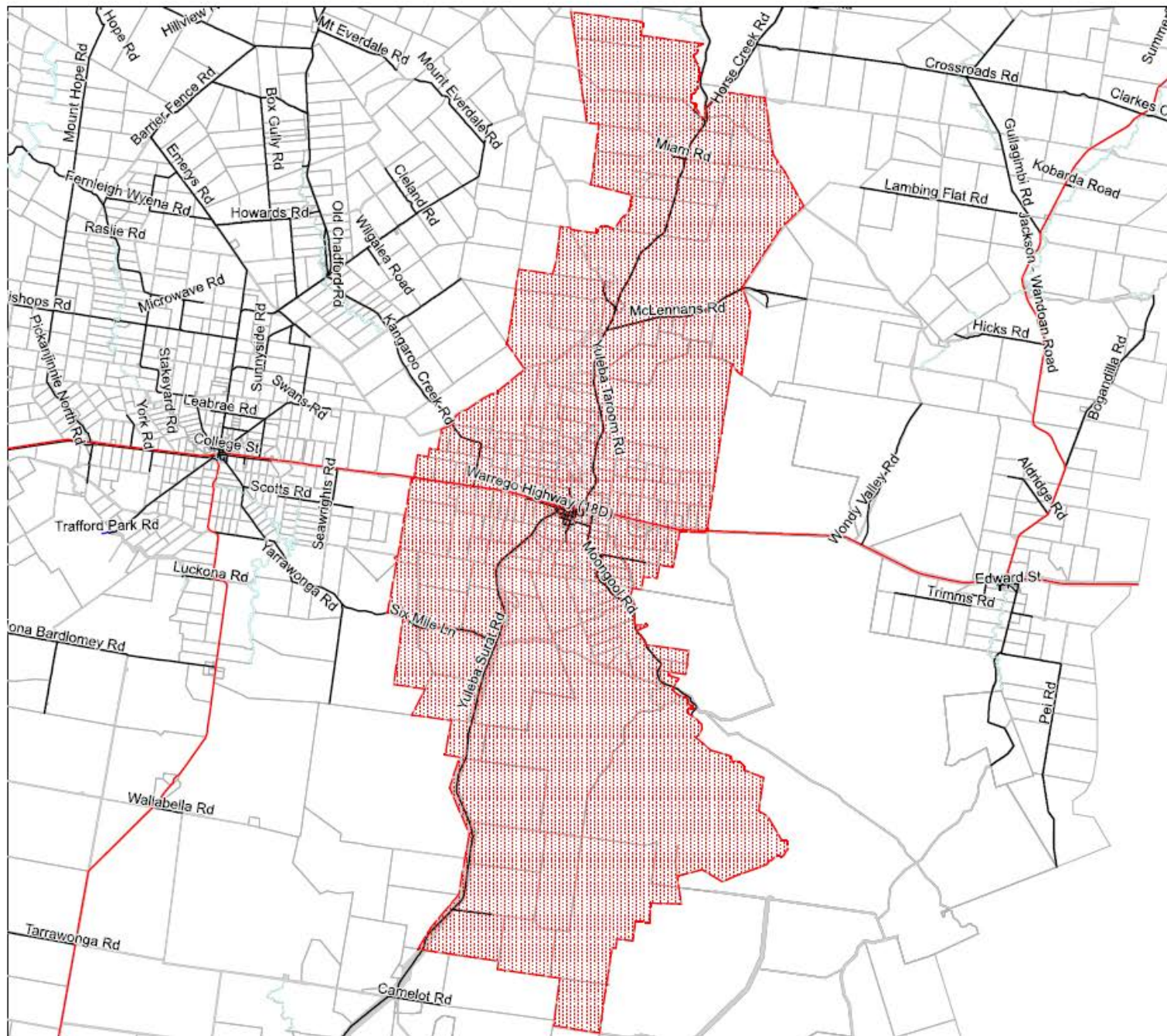


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Date Issued: 18/05/2024





MARANOA REGIONAL COUNCIL

Yuleba Rural Fire Brigade Area

Appendix 9

Road Network

- Local
- Other
- State
- all others

Watercourse

Cadastre Parcel Boundaries

Rural Fire Brigade Area

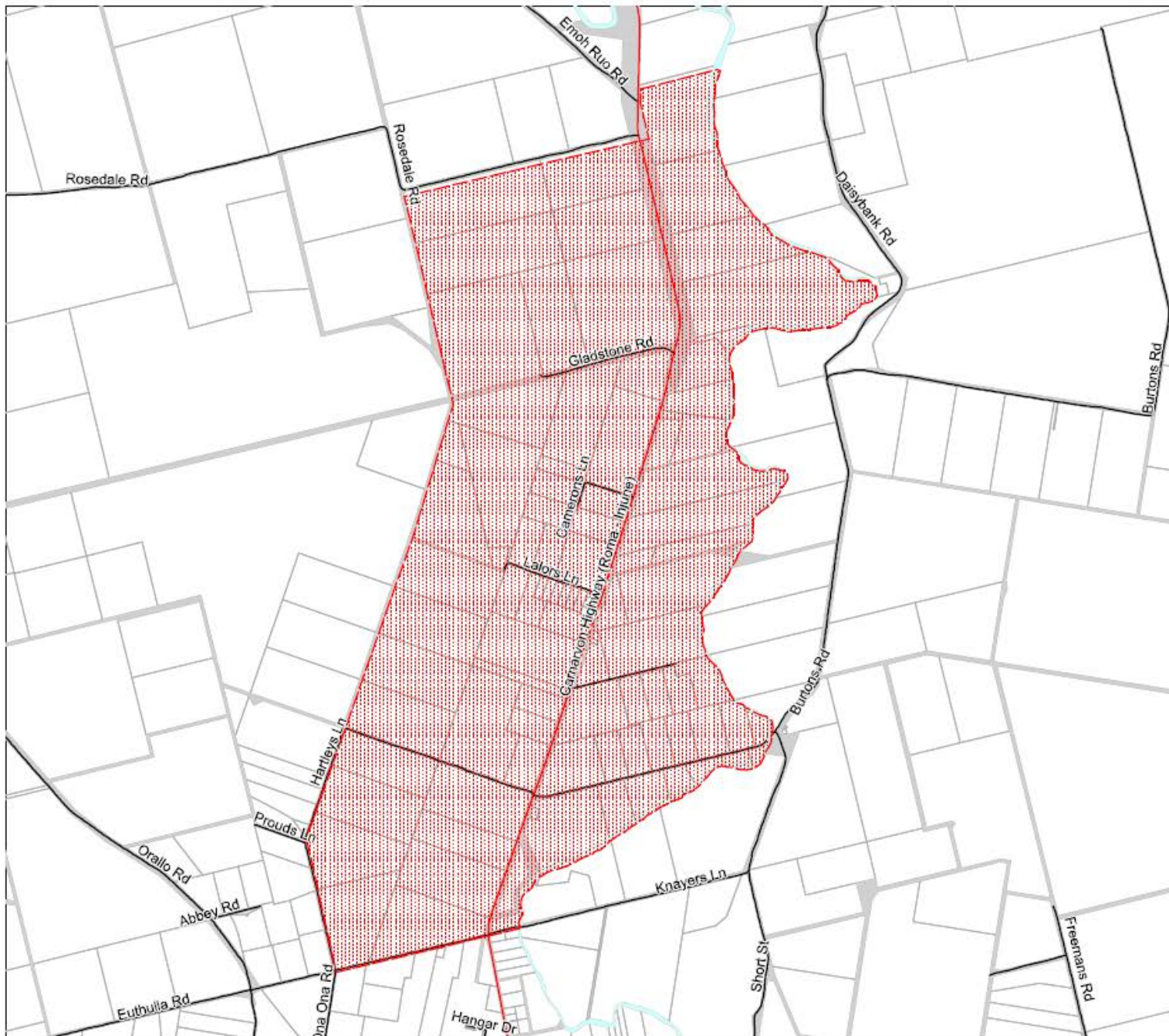


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Date issued: 18/06/2024





MARANOA REGIONAL COUNCIL
Orange Hill Rural Fire Brigade Area

Appendix 10

Road Network

-  Local
-  Other
-  State
-  all others

 Watercourse

 Cadastre Parcel Boundaries

 Rural Brigade Fire Area



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Projection: MGA94 Zone 55
 Date Issued: 18/06/2024



Maranoa Regional Council Operational Plan 2026/27





cover images

Pictured on the Front Cover of this Operational Plan are images reflecting the wonderful areas that are located throughout the Maranoa region!

Roma & Surrounds

As you drive in from the east into Roma, you can't miss The Big Rig.

This iconic attraction takes you for a journey through the twists and drama of the early days of the gas and oil industries in Australia.

Discover the history of natural resource exploration in the Roma region as our pioneering story comes alive through interactive exhibits, machinery and equipment displays, and the insights of our knowledgeable local 'Roma Rigger' guides. Don't miss the chance to climb the 40-metre Big Rig Tower (via stairs or lift) and experience a day in the life of a rigger!

The Big Rig also houses the Roma Visitor Information Centre, your central hub for visitor information on the Roma region and Outback Queensland. Stop by for maps, brochures, souvenirs, and personalised travel advice.

Injune & Surrounds

Injune is the gateway to the Carnarvon Gorge.

Iconic Injune signs greet you each side of town bring their own special kind of charm.

Starting off as a local initiative to bring the town a welcome sign that differed from your classic road town sign, the gateway is made of pure Injune District Ironbark.

The post-and-rail style is a tribute to the early pinoneer settlers of the area.

Being constructed in 2004, locals continue to maintain the signage, whether it's the youth oiling the timber or planting trees and shrubs.

Mitchell & Surrounds

Soak life's troubles away at the Mitchell Spa.

Greeting you as you drive into Mitchell from the east, this location just keeps on giving.

As you arrive, say hello to our friendly staff at the information centre, grab yourself a bite to eat from the Spa cafe, and build your muscle at the free community gym.

Take home more than memories and bring a bit of Mitchell with you by purchasing some goodies at the merchandise shop.

Located on the banks of the Maranoa River, 87km west of Roma, Mitchell has enough Australian history to support its own miniseries.

Surat & Surrounds

Gallop back in time at the Cobb & Co Changing Station.

On the Great Inland Way, 78km from Roma, Surat offers visitors a chance to explore its pioneering history and learn about the town's significant involvement during the Cobb & Co era, just a stone's throw from the banks of the Balonne River.

A visit to this fascinating complex gives you free entry to a dynamic social history museum which houses, among other displays, a 14-seat replica Cobb & Co Coach, a 25,000L freshwater aquarium, the Surat on Balonne Art Gallery, and the Surat Library.

While you are there, experience another side of our locals by checking out the latest art exhibition.

Wallumbilla, Yuleba & Surrounds

Judd's Lagoon & Wetlands is just the place for that weekend getaway you've been dreaming of.

Enjoy a night under the bright outback stars, take in the beauty of the landscape and get cozy around a campfire.

While you are there, immerse yourself in nature with a delightful picnic among local flora and fauna.

There is so much more to Wallumbilla, Yuleba & Surrounds!

Discover the history of what every day living used to look like by having a look in the Heritage Complex and Railway Station, Native Wells, The Old Play Shed and murals.

While you are here, visit the famous Pickanjinnee Monument along the Warrego Highway, a popular attraction worth getting a selfie with.

UNDERSTANDING THE OPERATIONAL PLAN

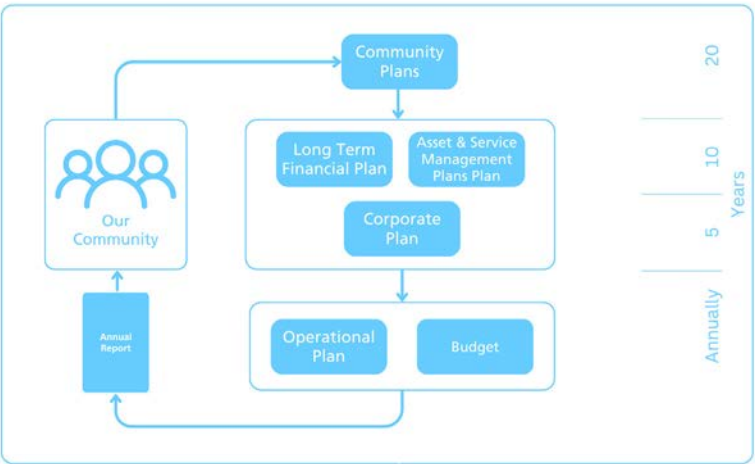
Operational Plan 2026/27

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

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

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

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



How to read the Operational Plan

This is the Operational Plan Initiative title, broadly outlining the strategic activity that Council is planning.

This describes the specific action we will be taking.

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

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

 5. Natural Assets & Regional Values 10-year vision: The Maranoa’s natural assets, landscapes and regional values are protected and responsibly managed and continue to sustain our communities, our regional identity and future prosperity.							
Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Development of regional walking and cultural spaces	Develop a phased plan for Sculptures Outback, Maranoa River Walk, Injune Rail Trail, and Muckadilla community walk, prioritising sustainable progress, identifying funding	5.1.1.1	Quarterly meetings held with Sculptures Outback, BAG, IDTA and MCA to identify and progress funding opportunities, including grants, sponsorships and other				•



1. Leadership & Service Delivery

10-year vision: The Maranoa is served by a trusted, capable and financially responsible Council that is guided by strong leadership and delivers effective services, and well-managed assets for the future.

Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Develop and deliver the Strategic Asset Management Framework	Develop an organisational Strategic Asset Management Framework to strengthen asset planning, financial integration and long-term sustainability.	1.1.1.1	Strategic Asset Management Framework adopted.			•	
Develop and implement a corporate Service Management Framework	Establish a consistent organisation-wide framework for defining and structuring Council services to support future planning, budgeting and reporting through Service Delivery Statements.	1.1.2.1	Corporate Service Management Framework developed and endorsed.				•
Improve financial performance reporting across all service areas	Refine, test and adopt a monthly financial reporting framework for budget managers, with outputs aligned to stakeholder needs and effective budget management.	1.1.3.1	Monthly financial reporting framework documented, communicated and training delivered across all service areas.			•	
Ensure the chart of accounts structure is fit for purpose	Undertake a review of Council's general ledger, cost centres and reporting systems to improve strategic alignment and decision-making capability.	1.1.4.1	Changes to the chart of accounts have been incorporated into the development of the 2027-2028 Budget.			•	
Design a centralised stores and logistics model to support procurement reform	As part of Council's broader procurement and organisational reform, design a region-wide stores and logistics model to improve stock management, reduce inefficiencies, and support consistent service delivery. This includes reviewing the current inventory footprint, exploring delivery models, and clarifying the future role of physical stores within the organisation.	1.1.5.1	Options developed for centralised or alternative logistics models.	•			
Capitalise on the potential of our commercial business units	Develop a strategy for Council's commercial business units to improve governance, performance, sustainability and long-term value.	1.1.6.1	Strategy for Council's commercial business units developed.		•		
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.	1.2.1.1	Communication campaign delivered that emphasis "how we can help" at a local level.		•		
		1.2.1.2	Community satisfaction with services is monitored and reported.				•



1. Leadership & Service Delivery

10-year vision: The Maranoa is served by a trusted, capable and financially responsible Council that is guided by strong leadership and delivers effective services, and well-managed assets for the future.

Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Deliver Year 1 of the Customer Experience Strategy	Implement priority Year 1 initiatives from the Customer Experience Strategy to improve consistency, accessibility and quality of customer interactions across Council services.	1.2.2.1	Priority Year 1 initiatives delivered and reported, demonstrating improved consistency in customer experience across key service areas.				•
Implement procurement improvements to strengthen local supplier participation	Deliver priority procurement improvements that strengthen local supplier participation, improve staff use of approved procurement systems and support consistent, transparent and compliant purchasing practices.	1.3.1.1	Priority actions from the approved Local Supplier Survey Action Plan implemented and reported to Council.			•	
		1.3.1.2	Vendor Panel Marketplace supplier participation and staff adoption improved through targeted supplier engagement, staff guidance and compliance monitoring.				•
Close out all internal and external audit actions in relation to procurement	Review and action to finalisation all relevant audit actions arising from internal and external audits in relation to procurement.	1.3.2.1	All outstanding procurement actions closed prior to 30 June 2027.				•
Undertake a review of organisational health and wellbeing	Review the impact of the change to the organisational structure, undertaking an annual review of organisational health and wellbeing.	1.4.1.1	Organisational survey conducted and outcome of the review provided to Council for consideration.		•		
Produce a Learning and Development Strategy	Develop a Learning and Development Strategy to align employee capability with organisational needs and service delivery priorities.	1.4.2.1	Learning and Development Strategy prepared.		•		
Establish a business improvement program to drive efficiency and alignment	Develop and operationalise a business improvement function to identify and implement process enhancements across Council.	1.4.3.1	Business improvement framework and project pipeline developed.			•	
		1.4.3.2	At least two priority process reviews completed.				•





2. Strong Communities

10-year vision: The Maranoa will be a region of safe, connected and welcoming communities, where people feel proud, belong and support each other.

Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Maranoa Mosquito Management Plan	Develop a region-wide mosquito management plan to respond proactively to mosquito-related health risks.	2.1.1.1	Mosquito Management Plan developed, with monitoring during hatching events and controls implemented as required.		•		
Dog Registration and Compliance Program (Approved Inspection Program)	Deliver an approved selective inspection program under s.113 of the Animal Management (Cats and Dogs) Act 2008 to monitor compliance with dog registration and containment requirements, supported by community education.	2.1.2.1	Targeted urban properties inspected within the approved period, with compliance recorded and enforcement action taken where required.		•		
		2.1.2.2	Resident awareness of responsibilities under the Act increased through education activities and reporting.		•		
Sporting accessibility	Develop an action plan based on the Sporting Accessibility Audit to improve access and inclusivity in sport.	2.1.3.1	Sporting Accessibility Action Plan adopted by Council.	•			
Support sporting organisations to enhance facilities through funding assistance	Assist relevant sporting organisations to seek funding to enhance facilities.	2.1.4.1	At least five sporting clubs that use Council facilities supported to seek funding.				•
		2.1.4.2	At least two sporting clubs that own their own facilities supported to seek funding.				•
Implement Sports and Recreation Strategy	Progress priority actions from the Sports and Recreation Strategy to support participation, access to recreation opportunities and active communities across the region.	2.1.5.1	Priority Year 1 initiatives delivered and reported, demonstrating progress against the Sports and Recreation Strategy.				•
Deliver Year 1 of the Library Strategic Plan 2026-2036	Commence implementation of the Library Strategic Plan 2026-2036 by delivering priority Year 1 initiatives to strengthen library services, community access and program alignment with community needs.	2.1.6.1	Priority Year 1 initiatives delivered and reported, demonstrating progress against the Library Strategic Plan's strategic directions.				•
Support equitable access to Council facilities	Identify accessibility barriers and improvement opportunities for community sport and recreation facilities across the region.	2.1.7.1	Accessibility audit completed for community sport and recreation facilities.		•		
		2.1.7.2	Action plan prepared to address audit findings.			•	
		2.1.7.3	Community feedback collected and analysed to support continuous improvement.				•



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Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Update the Community and Local Area Plans	Refresh Maranoa's overarching community plan and local area plans (identity or place setting) to guide the development and aspirations of the Maranoa community (including defining what liveability means in the Maranoa).	2.1.8.1	At least five Local Area Plans completed and endorsed.				•
Develop a Community Spaces Activation Plan	Develop a coordinated plan to increase community use of selected Council-owned community spaces through programs, events, partnerships and regular activities. The plan will focus on practical activation opportunities that support community participation, local groups and better use of existing infrastructure.	2.1.9.1	Community Spaces Activation Plan developed, identifying priority locations, partnership opportunities and activation actions.			•	
		2.1.9.2	Priority activation actions commenced and reported, including available utilisation and participation data.				•
Implement the Cemetery Masterplan actions	Implement the year 1 actions from the Cemetery Masterplans.	2.1.10.1	Priority Year 1 initiatives delivered and reported, demonstrating progress against the Cemetery Masterplans.				•
Implement the Parks and Gardens service standards	Review existing standards and Parks & Gardens Service Standards.	2.1.11.1	Implementation of the Parks & Gardens Checklists.		•		
Regional Pools Strategy	Develop a regional pools strategy that will encompass the infrastructure and management of the regions pools.	2.1.12.1	Regional Pools Strategy provided to Council for consideration.		•		
Improve community communication on roadworks delivery	Develop and implement a framework that strengthens communication and engagement with residents before roadworks commence, embedding lessons from engagement trials across capital and maintenance projects.	2.2.1.1	Roadworks communication framework adopted by Council.		•		





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Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Corporate Communications and Digital Information Strategy	Implement a comprehensive Corporate Communications Strategy, including priority improvements to Council's website and digital information, to improve the effectiveness, consistency and reach of Council communications, strengthen community engagement, enhance transparency and build trust.	2.2.2.1	Corporate Communications Strategy adopted by Council.		•		
		2.2.2.2	Website and digital information review completed, with priority improvements identified and implemented or programmed.				•
Establish a social media governance framework	Undertake a structured review of Council-managed and related social media accounts, including an audit of current usage, ownership, and governance arrangements, to ensure alignment with Council's strategic objectives and strengthen consistency, risk management, and effectiveness of digital communications.	2.2.3.1	Consolidated Social Media Framework developed and endorsed, with priority actions implemented and a forward program established.			•	
Refresh and standardise Council's Corporate Style Guide	Review and refine Council's existing Corporate Style Guide, including templates and communication standards, to improve consistency, usability, and alignment with Council's identity without altering core branding.	2.2.4.1	Updated Corporate Style Guide is refined, endorsed, and adopted for use across the organisation.				•
Development of a Maranoa Housing Regional Strategy	Develop a Regional Housing Strategy for the Maranoa Region that outlines Council's commitment and approach to addressing housing supply issues across the Maranoa region.	2.3.1.1	Adoption of the Maranoa Housing Regional Strategy.	•			
Major Amendment to the Maranoa Planning Scheme	Amend the Maranoa Planning Scheme to address regional housing supply challenges, incorporate updated flood mapping, and align the planning framework with current State legislation, strategic priorities, and local development needs.	2.3.2.1	Draft Planning Scheme Amendment prepared and submitted for State Interest Review.			•	
		2.3.2.2	Public consultation completed in accordance with statutory requirements and adoption by Council.				•



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Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Develop a Council Residential Housing Strategy	Develop a strategic approach to Council-owned residential housing that clarifies the future purpose, use and management of Council's housing portfolio following Council's exit from community housing service delivery.	2.3.3.1	Council Residential Housing Portfolio Strategy developed and presented to Council for consideration.		•		
Community Organisation Capacity Building Initiative	Strengthen the capacity of community organisations to deliver impactful initiatives through practical skill development programs.	2.4.1.1	Deliver at least four capacity-building workshops.				•
Youth development and engagement	Design and implement programs that address the needs of young people and provide opportunities for physical activity, personal growth and leadership in areas where this support is limited.	2.4.2.1	Youth programs and initiatives launched in Injune, Yuleba and Wallumbilla.		•		
Youth empowerment and decision-making	Empower young people to participate in decision-making and contribute to the development of youth-focused initiatives and strategies.	2.4.3.1	Maranoa Regional Youth Council established and launched.			•	
		2.4.3.2	At least one Youth Council recommendation implemented through organisational initiatives or practices.				•
Develop a Volunteer Strategy to support local delivery and community wellbeing	Develop a Volunteer Strategy to better support, coordinate and sustain volunteer involvement, linked to outcomes of the Inquiry into Volunteering in Queensland and local stakeholder input.	2.4.4.1	Volunteer roundtables hosted in local areas.	•			
		2.4.4.2	Four roundtable initiatives delivered to assist volunteers.		•		
		2.4.4.3	Volunteer Strategy developed and adopted by Council.			•	





3. Economic Strength & Opportunity

10-year vision: The Maranoa is an ambitious and resilient regional economy that supports local jobs, attracts investment and creates opportunities for future generations.

Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Maranoa Economic Development Strategy	Adopt and commence implementation of the Maranoa Economic Development Strategy.	3.1.1.1	Maranoa Economic Development Strategy adopted by Council.	•			
		3.1.1.2	Maranoa Economic Development Action Plan developed and commenced.		•		
Facilitate the development of industry clusters and networks	Facilitate the development of industry clusters and/or networks to foster collaboration, build business capability and encourage knowledge sharing across priority sectors.	3.1.2.1	Minimum of two collaborative industry events or network activities delivered.				•
Establish an economic partnership relationship with the Philippines	Forge enduring international ties through an economic partnership with a community in the Philippines.	3.1.3.1	Progress the implementation of a formal economic partnership agreement.				•
Development Incentives Policy	Prepare and implement a Development Incentives Policy to attract investment, facilitate increased housing supply and commercial/industrial investment to support economic growth in the Maranoa Region.	3.2.1.1	Development Incentives Policy adopted by Council.	•			
		3.2.1.2	Undertake a targeted marketing campaign.				•
Development of an online economic development service	Develop an online economic development service to support investment attraction, business enquiry and access to regional information, including an Investment Prospectus Toolkit.	3.2.2.1	Establishment of the Online Economic Development Investment platform.		•		
Small Business Friendly Council	Implement the Small Business Friendly Council commitments, including practical actions that strengthen Council's engagement with local businesses and support participation in Queensland Small Business Month.	3.3.1.1	Quarterly reporting provided on implementation of the Small Business Friendly Council commitments.				•
		3.3.1.2	Small Business Month program delivered in partnership with local businesses, chambers and industry groups.				•



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Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Maximising Local Benefits from the 2032 Olympics	Implement a five-point strategy to identify, advocate for and leverage opportunities from the 2032 Olympics to benefit sport, recreation, tourism and the regional economy.	3.4.1.1	Five-point 2032 Olympic and Paralympic Opportunities Strategy developed.		•		
		3.4.1.2	Priority opportunities from the strategy advocated or progressed through engagement with relevant government, sporting, tourism and regional stakeholders, with outcomes reported to Council.				•
Roma Clay Target Club Olympic discipline facility	Support the Roma Clay Target Club's Games On funding application for the development of ISSF-standard Olympic Trap, Skeet and DTL shooting facilities.	3.4.2.1	Ongoing collaboration with half yearly meetings undertaken with the Roma Clay Target Club to support the Games On funding application and identify future funding opportunities where required.				•





4. Quality Infrastructure & Facilities

10-year vision: The Maranoa is supported by well-planned, and well-managed infrastructure and facilities that strengthens liveability, enables growth and delivers long-term value for the region.

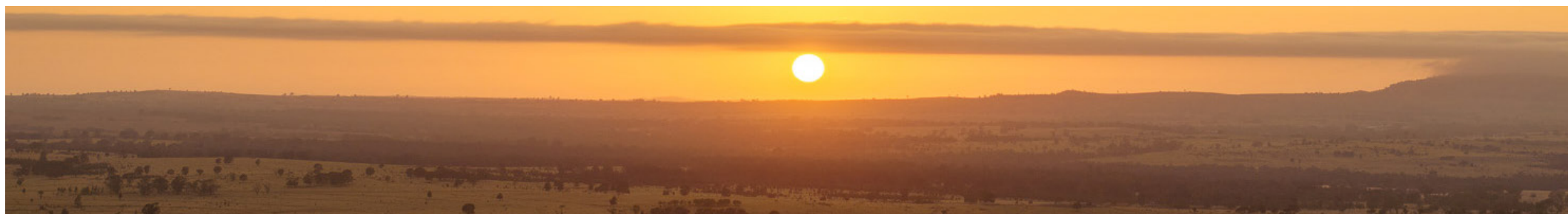
Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Deliver Council's strategic road programs	Execute and acquit Council's Transport Infrastructure Development Scheme (TIDS), Roads to Recovery (R2R) and Road Maintenance Performance Contract (RMPC) programs in accordance with funding agreements. The focus is on maximising use of external funds, ensuring compliance, and delivering measurable improvements to the regional network.	4.1.1.1	100% of Transport Infrastructure Development Scheme (TIDS), Roads To Recovery (R2R) and Bitumen Reseal Program expended and acquitted by 30 June 2027.				•
Review disaster management governance and coordination arrangements	Assess and refine Council's disaster management governance and coordination frameworks to maintain compliance and enhance operational capability, effectiveness and continuous improvement.	4.2.1.1	Local Disaster Management Plan and supporting sub-plans reviewed and updated annually.				•
		4.2.1.2	Annual disaster management exercise conducted, with outcomes documented and capability improvements identified.				•
Improve and maintain Council's flood warning network	Maintain, enhance and expand Council's flood warning network, including gauges, telemetry and monitoring systems, to support timely and accurate flood intelligence and decision-making.	4.2.2.1	Review of Bungil Creek monitoring equipment undertaken, including advice to residents at the outlet of the Eastern Diversion Channel and Garrabarra gauge.				•
Delivery of the Flood Damage Reconstruction Program with a Focus on Enhancing Road Network Resilience	While delivering Council's Flood Damage Reconstruction Program, proactively identify and implement opportunities to improve the resilience of Council's road network and embed learnings from recent flood events.	4.2.3.1	Recurring damage sites identified and at least five repair sites made more resilient through betterment.				•
		4.2.3.2	Full condition assessment of Council's unsealed road network completed, leveraging flood damage completion inspections.				•
Delivery of the Flood Damage Reconstruction Program	Coordinate delivery and acquittal of Council's Flood Damage Reconstruction Program to support timely asset recovery and advocate for funding arrangements that support resilient infrastructure outcomes.	4.2.4.1	Formal commitment secured from Government to review Flood Damage Guidelines following Council advocacy.			•	
		4.2.4.2	100% of flood damage funding delivered within contractual arrangement timeframes.			•	
		4.2.4.3	Final acquittal claims submitted within 3 months of completion.				•



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Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Improve resilience of critical infrastructure and essential services	Identify, assess, and prioritise risks to critical infrastructure, including telecommunications and essential services, and implement mitigation strategies to enhance resilience and continuity during disaster events.	4.2.5.1	Critical risks identified and mitigation strategies developed in consultation with relevant asset owners and incorporate into an updated Local Resilience Action Plan.				•
Community water bore facility and agreements audit	Conduct audits of community water bore facilities and associated agreements to ensure infrastructure integrity, compliance with regulations (including extraction volumes), and clarity of responsibilities with landholders and stakeholders.	4.3.1.1	All community water bore facilities and agreements are audited, with updated records and recommended actions implemented to ensure operational integrity, compliance, and clear management responsibilities.				•
Supervisory Control and Data Acquisition (SCADA) systems updated for improved site monitoring and real-time visibility Review Year 2	Conduct comprehensive site audits of Council's Water Sewerage and Gas assets across the region in collaboration with our Supervisory Control and Data Acquisition provider. These audits will validate and update system models to improve the accuracy of remote monitoring and control. Addressing any discrepancies will enhance the reliability of Council's Supervisory Control and Data Acquisition network, strengthen remote monitoring capabilities, and reduce the risk of system failures.	4.3.2.1	SCADA system updated and validated to improve site monitoring and reliable real-time visibility.				•
		4.3.2.2	Staff training undertaken to enhance operator knowledge and capability in the SCADA system.				•
Enhance transport network asset management	Strengthen asset planning for Council's transport network to support capital renewal, upgrade selection and long-term network performance.	4.4.1.1	Transport network Asset Management Plans revised and updated to reflect Council's strategic objectives and current network condition.			•	





5. Natural Assets & Regional Values

10-year vision: The Maranoa's natural assets, landscapes and regional values are protected and responsibly managed and continue to sustain our communities, our regional identity and future prosperity.

Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Development of regional walking and cultural spaces	Develop a phased plan for Sculptures Outback, Maranoa River Walk, Injune Rail Trail, and Muckadilla community walk, prioritising sustainable progress, identifying funding opportunities and supporting staged delivery in partnership with community organisations.	5.1.1.1	Quarterly meetings held with Sculptures Outback, Booringa Action Group, Injune District Tourism Association and Muckadilla Community Association to identify and progress funding opportunities, including grants, sponsorships and other financial support.				•
Implement Arts and Culture Strategy	Implementation of key elements from the Arts and Culture Strategy.	5.1.2.1	Priority Year 1 initiatives delivered and reported, demonstrating progress against the Arts and Culture Strategy.				•
Celebrate Roma's Dinosaur history during Queensland's Dinosaur Week 2027	Deliver a Week long celebration of both of Roma's Dinosaur discoveries through a range of activities at the Big Rig and libraries.	5.1.3.1	Deliver the Dinosaur Week Program.				•
Strategic biosecurity coordination and education	Coordinate a strategic biosecurity program that strengthens prevention, monitoring and community education to reduce the impact and spread of priority weeds and pests across the region.	5.2.1.1	Targeted biosecurity education and engagement activities delivered.			•	
		5.2.1.2	Improved compliance with biosecurity responsibilities demonstrated by landholders and stakeholders.			•	
Review and update Biosecurity Management Plan 2023-27	Review and update the Maranoa Biosecurity Management Plan to ensure it reflects current and emerging risks, legislative requirements, and Council priorities, guiding proactive weed, pest and disease management.	5.2.2.1	Updated Biosecurity Management Plan endorsed by Council, incorporating current risk assessment, updated priorities, and clear operational guidance for 2027 onwards.				•
Weed mapping and targeted management program	Enhance recording, mapping and monitoring of priority weeds across the Maranoa Region to inform targeted management, prevention, containment and eradication efforts.	5.2.3.1	Improved decision-making and prioritisation of control efforts demonstrated through targeted management actions guided by mapped data.				•
Develop a Stock Route Reserve Management Policy	Develop a policy to support the management of Council-controlled stock route reserves and rural reserves, including reserve use, fencing condition, fuel load management, maintenance responsibilities and practical land management options such as short-term agistment where appropriate.	5.2.4.1	Fencing and reserve condition audit completed, with priority risks and recommended actions identified.			•	
		5.2.4.2	Stock Route Reserve Management Policy developed, including principles for reserve use, maintenance and fuel load management.			•	



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Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Visitor Economy Strategy implementation	Implement priority elements of the Visitor Economy Strategy to enhance tourism growth and development.	5.3.1.1	Action Plans developed to support the Visitor Economy Strategy..		•		
		5.3.1.2	Destination Marketing Action Plan presented to Council.		•		
		5.3.1.3	Quarterly progress report provided outlining implementation of at least five key elements of the strategy and their outcomes.				•
Tourism product development	Support new and existing tourism operators to create high-quality and consistently delivered tourism products and increase online presence for bookable and AI-assisted itineraries.	5.3.2.1	Achieve a 20% increase in trade-ready tourism products by the end of the reporting period.				•
		5.3.2.2	Identify and support new or emerging tourism businesses and products.				•
		5.3.2.3	Audit Search Engine Optimisation content for each local area to support AI-generated itinerary visibility.				•
Tourism capability and capacity building	Coordinate tourism industry capability and capacity building, as outlined in the Visitor Economy Strategy delivered across the region to support networking, collaboration and promotion of local tourism products and experiences.	5.3.3.1	Conduct at least one industry and community development workshop, training session or meeting per quarter, with a minimum of one session focused on social media marketing.				•
Roma Revealed website renewal	Renew the Roma Revealed website to enhance functionality, user experience and visitor information.	5.3.4.1	Work with regional website owners to ensure relevant visitor information and linked content is up to date.		•		
		5.3.4.2	Relaunch the Roma Revealed website.		•		
Strengthen Regional Event Support and Promotion	Support regional event organisers and tourism operators to increase the economic and visitor benefits of events across the Maranoa by improving event promotion, supporting event readiness, encouraging longer visitor stays and connecting events with regional tourism opportunities.	5.3.5.1	Event support toolkit updated and promoted to assist organisers with event planning, promotion and visitor attraction.		•		
		5.3.5.2	Priority regional events promoted through Council and tourism channels, including Australian Tourism District Warehouse, Council event listings and Roma Revealed platforms where appropriate.				•
Review the Maranoa Waste Management Strategy	Review the Maranoa Waste Management Strategy 2024-2029 to assess performance, identify improvement opportunities and explore circular economy principles, including recycling waste collection.	5.4.1.1	Review of current strategy completed and findings endorsed by Council.		•		
		5.4.1.2	Revised action plan developed for implementation.				•



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Operational Plan Initiative	Description of Initiative	Item	Measure of Success	Q1	Q2	Q3	Q4
Review of bulk haulage contract and transfer station operation	Review of Bulk Haulage strategy and transfer station operational efficiency to test Council operation against contractor delivery options.	5.4.2.1	Business case developed based on bulk haulage cost and efficiency study (option for Council operation or Contactor).			•	
		5.4.2.2	Results evaluated and action plan developed.				•

