

Operational Plan

	Directorate	Due Date	Q1	Q2	Q3	Q4	Quarterly Outcomes to meet Measure of Success
GOAL 1: Prosperity - SUSTAINABLE, GROWING & PROSPEROUS ECONOMY							
Our goal: To lead as a prosperous, innovative economy in regional Queensland							
1.3 Tourism destination development							
1.3.1 - Support cultural industries as regional tourism and economic drivers							
<i>Utilise cultural infrastructure and enhance local galleries and museums to strengthen the creative economy and promote Maranoa's cultural identity.</i>							
1.3.1.1 - Cultural tourism opportunities mapped and included in regional economic development initiatives	Regional Development	Quarter 2	●	●	●		Arts & Culture Officer is working with RADF Committee to identify opportunities for growth in Cultural attractions & activities Tourism strategy processes expected to commence early Q3 which will incorporate arts and culture opportunities Tourism strategy processes have commenced which include RADF committee opportunities which will be presented in Q4. Council approved budget amendment to support the upgrades to the Cobb and Co Store museum displays, implementation to begin in Q2
1.3.1.2 - >2 museum/gallery upgrades or programming enhancements completed	Regional Development	Quarter 4	●	●	●		Queensland Museum Development Officer onsite early Q3 to advice on enhancements. Roma gallery due to be painted in Q4 Painting of Surat on Balonne Gallery completed in March. Continued works with Arterial on delivering Stage 1 fitout of Injune Museum. 10 exhibitions have been held across the region in 5 gallery spaces. Strong positive feedback, qualitative data to be included in next round in Q2.
1.3.1.3 - Artist and visitor engagement data reported	Regional Development	Quarter 4	●	●	●		6 exhibitions have been held across the region in 5 gallery spaces. 9 Exhibitions held across 5 regional art galleries. At the opening of "The Wealth" at the Roma on Bungil Gallery over 100 people were in attendance. The following day 50 people were in attendance for the artist floor talk and painting demonstration.
1.3.2 - Support development of strategic tourism infrastructure							
<i>Facilitate planning and funding for priority tourism infrastructure and experience enhancements.</i>							
1.3.2.1 - Develop a pipeline of suitable existing projects, for business case or funding submission	Regional Development	Quarter 4	●	→	●		Team is working on a register that records the status of tourism projects in terms of design stage, consultation, and shovel-ready status. Partially in response to destination 2045 funding announcements. Incorporate as part of the development of the Regional Tourism Strategy due for completion in Q4 Feedback on proposed projects is being sought as part of the development of the Regional Tourism Strategy due for completion in Q4 Awaiting regional Tourism Coordinator, however, meetings have been held with IDTA, Callico Cottage, BAG and other local entities in Q1
1.3.2.2 - Regular meetings and engagements conducted with local, state, federal partners and/or industry bodies and are reported quarterly	Regional Development	Quarter 4	●	●	●		Individual meetings have been held with IDTA, Callico Cottage, BAG, OQTA and RCAT in Q2. Two regional round table meetings will be conducted Q3 and Q4 All key stakeholders have had the opportunity of face-to-face meetings this quarter as part of the tourism strategy engagement process.
1.3.3 - Develop and promote the "Roma Revealed" region as a destination							
<i>Advance key tourism initiatives, marketing campaigns and visitor experience improvements across the Roma region.</i>							
1.3.3.1 - Adopt a tourism strategy and action plan	Regional Development	Quarter 2	●	●	●		Newly appointed Manager - Tourism and Community Services will commence a desktop review of current plans in Q2 Council endorsed strategy framework and processes with stakeholder engagement commencing early Q3 Key stakeholder engagement is underway, due to be completed by end of March. A draft strategy will be presented at a Council briefing in April.

GOAL 1: Prosperity - SUSTAINABLE, GROWING & PROSPEROUS ECONOMY

Our goal: To lead as a prosperous, innovative economy in regional Queensland

1.3 Tourism destination development

1.3.3 - Develop and promote the "Roma Revealed" region as a destination

Advance key tourism initiatives, marketing campaigns and visitor experience improvements across the Roma region.

1.3.3.2 - Develop a marketing campaign promoting short stay opportunities and a "taste of the outback"	Regional Development	Quarter 2	●	●	●		<p>Ongoing social media campaigns promote the Roma region's proximity to Southeast Queensland, as well as upcoming local events such as Roma Cup and Music Festival (hosted in Q2). Overarching strategy Development is ongoing.</p> <p>Will be reviewed in conjunction with the development of the regional tourism strategy</p> <p>Will be reviewed in conjunction with the development of the regional tourism strategy A framework for the meetings is in place, with sessions starting in Q2.</p>
1.3.3.3 - Quarterly meetings are undertaken across the region with tourism operators and Local Tourism Organisations	Regional Development	Quarter 4	●	●	●		<p>Expect at least two before end of Q4</p> <p>Meetings are being held with local tourism groups and associations as part of Visitor Economy Strategy consultation.</p>

1.3.4 - Coordinate capability and capacity building in our tourism sector

To increase the capabilities of our regional tourism providers to grow our tourism product.

1.3.4.1 - Information networking event on agritourism, partnering with Department of Primary Industries	Regional Development	Quarter 3	●	●	●		<p>Disussion with DPI has commenced to host 1 - 2 forums to develop Ag Tourirsm and Ec dev initiatives. Meeting in October held with Timber industry to discuss Ec Dev and Tourism opportunities. Timber Qld coming to Roma in Nov for industry forum.</p> <p>December 2025 - Planning Team had a workshop with DPI Policy Team re. alignment with planning scheme.</p> <p>Investigating funding opportunities through DPI for the Injune Museum relating to the timber industry. Currently working with DPI & DSD to plan a timber industry tour to the forest products research centre in Salsbury in Q4.</p> <p>Discussions have commenced with RCAT tourism sub-committee on incorporating these topics into the Business Excellence Program, as one option being considered..</p>
1.3.4.2 - Coordinate "trade ready" and "best of Queensland" workshops	Regional Development	Quarter 4	●	●	●		<p>Trade ready workshop conducted in Q2. Best of Queensland Initiative most likely incorporated in the development of regional tourism strategy</p> <p>BOQ and further key workshop topics to be identified as part of the Visitor Economy Strategy. The dates and topics for the BEP workshop series have been set and MRC are assisting in advertising and assiting with the workshops.</p> <p>Meetings held in Q1 to initiate review of Council's Support structures for Tourism Volunteers at IDTA and Big Rig. to continue in Q2, including redraft of MOU with IDTA.</p>
1.3.4.3 - Implements an initiative that promotes the value of volunteering at our visitor information centres and at Council's tourism assets	Regional Development	Quarter 4	●	●	●		<p>Expect initiative to be included in the development of the regional tourism strategy</p> <p>Beginning work on Volunteer Strategy and Policy, to be finalised in 2026/27.</p>

1.3.5 - Big Rig Master Plan & Sculpture Park Integration

Revise the Big Rig Master Plan to include the adjacent Sculpture Park and recognise the regional significance of the Sculptures Out Back initiative, positioning the site for future tourism and cultural development.

1.3.5.1 - Revised Big Rig Master Plan endorsed by Council	Regional Development	Quarter 4	●	●	●		<p>Manager will commence in Oct, and conduct a desktop review of all Tourism Assets and Plans in Q2.</p> <p>Expect review as part of develop of regional tourism strategy</p>
1.3.5.2 - Sculpture Park incorporated as a recognised precinct element	Regional Development	Quarter 4	●	●	●		<p>The current tourism strategy consultation results will be used to inform this review in Q4 and into 26/27. Expect development of a Priority investment plan in accordance with resolution OM/06.2025/05 in Q4. Tourism Icons Investment Fund application submitted requesting \$250k. Application unsuccessful.</p> <p>Investment Plan to be developed. Further actions to be identified as part of Visitor Economy Strategy and the Arts and Culture Strategy.</p> <p>Roma LDO, Overseer, and Tourism Team working collaboratively to identify funding opportunities.</p>
1.3.5.3 - Master Plan actions scoped for inclusion in tourism and capital planning	Regional Development	Quarter 4	●	●	●		<p>Actions will be developed as part of the development of the tourism strategy</p> <p>The current tourism strategy consultation results will be used to inform the master plan that will then depict the scope of actions which will progress into 26/27.</p>

GOAL 1: Prosperity - SUSTAINABLE, GROWING & PROSPEROUS ECONOMY

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1.4 Connectivity and digital infrastructure

1.4.1 - Improve digital connectivity through advocacy and partnerships

Identify regional blackspots and pursue partnerships or grant opportunities to improve broadband, mobile and satellite coverage.

1.4.1.1 - Regional connectivity priorities documented and mapped	Regional Development	Quarter 2					<p>Have initiated internal engagement with IT department, as well as external discussions with NBN to identify black spots.</p> <p>Ongoing discussions with NBN and Telstra</p> <p>Advocacy discussions regarding blackspots have been had with TSBE and Regional Development Manufacturing and Water as well as included in the Regional Transition Strategy being developed by the Next Economy for SWROC.</p> <p>Monitoring for grant opportunities and continue to work with Telstra/ NBN and other relevant providers, however no new opportunities identified at this time.</p>
1.4.1.2 - At least one application or advocacy supported (e.g. Mobile Black Spot Program)	Regional Development	Quarter 3					<p>Advocacy ongoing through DDSW CoM and local meetings (NBN). Attended digital connectivity report findings meeting with LGAQ and the Regulator.</p> <p>Advocacy discussions regarding blackspots have been had with TSBE and Regional Development Manufacturing and Water as well as included in the Regional Transition Strategy being developed by the Next Economy for SWROC.</p>

1.5 Sustainable urban and industrial development

1.5.1 - Leverage Council-owned land to increase residential and economic development opportunities

Leverage Council-owned land to increase residential and economic development opportunities including finalising planning and progressing delivery of the Police Paddock residential subdivision

1.5.1.1 - Deliver Stage 1A of the Police Paddock development	Strategic Roads, Airports & Major Projects	Quarter 4					<p>Multi-year project with delivery continuing beyond Q4 2025/26. Stage 1A planning application approved; water main construction underway with access works to follow. Accelerated design of Stage 1B sewerage main progressing.</p> <p>Operational works for Stage 1A in progress. Ergon application approved, connection expected early Q4. Second valuation complete; Council report on disposal and reserve due March. Stage 1B planning and design ongoing, with construction targeted Q2.</p> <p>Operational works for Stage 1A completed, excluding Ergon Energy supply works. Ergon poles mobilised to site, with installation planned for early May. Council report presented in Q3 confirmed tender as the disposal option, with release planned for Q4.</p>
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1.6 Industry collaboration

1.6.1 - Deliver Roma Saleyards Master Plan 2035

Prepare a new masterplan that outlines the strategic direction and opportunities for the Roma Saleyards over the next 5-10 years.

1.6.1.1 - Master Plan is adopted by Council	Chief Executive Officer	Quarter 4					<p>Masterplan scope development is underway.</p> <p>Masterplan scope is now complete with quotations pending.</p> <p>AEC has been engaged. Inception meeting Feb 24, 2026. 5-stage implementation plan due to be completed by July 10, 2026.</p>
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GOAL 1: Prosperity - SUSTAINABLE, GROWING & PROSPEROUS ECONOMY

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1.8 Build local business capability (micro & macro opportunities)

1.8.1 - Review and update the Regional Economic Development Strategy and Action Plan

Review, update, and plan for the implementation of the revised Economic Development Strategy and activate priority actions.

1.8.1.1 - Commence the Regional Economic Development Strategy and Action Plan	Regional Development	Quarter 1	●	●	→	○	<p>Regional Economic Development Strategy and Action Plan desktop review commenced in Q1. Recruitment of both Economic Development Specialist and Manager Ec Dev, Building & Planning is currently being finalised.</p> <p>Regional Economic Development Specialist has now commenced with Council. Discussions have been had and an RFQ will be sent out in Q3 for a consultant to conduct works.</p> <p>Regional Economic Specialist & Director have had consultation meetings with DSD, DPI, Regional Development, Manufacturing and Water and TSBE to scope Economic Development Strategy requirements and to finalise investment prospectus.</p>
1.8.1.2 - Regional Economic Development Strategy and Action Plan adopted by Council	Regional Development	Quarter 2	●	●	→	○	<p>Regional Economic Development Strategy and Action Plan desktop review commenced in Q1. Recruitment of both Economic Development Specialist and Manager Ec Dev, Building & Planning is currently being finalised.</p> <p>Regional Economic Development Specialist has now commenced with Council. Discussions have been had and an RFQ will be sent out in Q3 for a consultant to conduct works in the strategy and action plan.</p> <p>Regional Economic Specialist & Director have had consultation meetings with DSD, DPI, Regional Development, Manufacturing and Water and TSBE to scope Economic Development Strategy requirements..</p>
1.8.1.3 - Priority actions from Regional Economic Development Strategy and Action Plan commenced	Regional Development	Quarter 3	●	●	→	○	<p>Regional Economic Development Strategy and Action Plan desktop review commenced in Q1. Recruitment of both Economic Development Specialist and Manager Ec Dev, Building & Planning is currently being finalised.</p> <p>Regional Economic Development Specialist has now commenced with Council. Discussions have been had and an RFQ will be sent out in Q3 for a consultant to create the strategy and action plan.</p> <p>Awaiting creation and adoption of the strategy and action plan.</p> <p>Collaborative discussions underway with RCAT, and TSBE to continue joint initiatives, and renew memberships. MRC staff met with Austrade and DSD officers regarding upcoming funding opportunities (July).</p>
1.8.1.4 - >3 partnerships secured to co-deliver economic development initiatives	Regional Development	Quarter 4	●	●	●	○	<p>QLD Timber, DPI & Council hosted a forum, sparking economic opportunities. Council is in talks with DSD & investors on local manufacturing & private acquisition of a non-operational plant using regional waste.</p> <p>Council partnered with TSBE to deliver the Indigenous Business Expo which was well received with over 80 attendees. Working with DPI & DSD to host investor site visits in the Maranoa regarding composite timbers manufacturing and bio-fuel production in Q4.</p>
1.8.1.5 - Annual Regional Economic Development Strategy progress report presented to Council	Regional Development	Quarter 4	●	●	→	○	<p>Regional Economic Development Strategy and Action Plan desktop review commenced in Q1. Recruitment of both Economic Development Specialist and Manager Ec Dev, Building & Planning is currently being finalised.</p> <p>Manager Ec Dev, Building & Planning is still vacant. Discussions have been had and an RFQ will be sent out in Q3 for a consultant to create the strategy and action plan.</p> <p>Awaiting creation and adoption of the strategy and action plan.</p>
1.8.1.6 - Maranoa Regional Investment Prospectus is finalised and endorsed by Council.	Regional Development	Quarter 2	●	●	●	○	<p>Briefings held with Councillors during Q2, briefing scheduled for start of Q3 to go through findings with Councillors.</p>

GOAL 2: Environment - ATTRACTIVE, HEALTHY, BALANCED NATURAL & BUILT ENVIRONMENT

Our goal: Preserve our natural assets whilst enabling a growing and sustainable built environment for our community

2.1 Sustainable rural land management

2.1.1 - Improve landholder engagement and biosecurity governance on Council-managed lands

Strengthen Council's approach to managing biosecurity and landholder relationships across road reserves, stock routes, and other Council-managed lands. This includes reviewing key policies, supporting governance structures, and improving communication with landholders to ensure compliance and cooperative land stewardship.

2.1.1.1 - Stock Route Compliance Priority Policy reviewed and adopted	Regional Development	Quarter 1	✓	✓	✓	✓	<p>Stock Route Compliance Policy has been adopted by Council and uploaded to the MRC website.</p> <p>Completed in Q1</p> <p>Completed in Q1</p> <p>Completed in Q1</p>
2.1.1.2 - Biosecurity governance and engagement mechanisms reviewed	Regional Development	Quarter 2	●	●	●	○	<p>Council is working with the Biosecurity Advisory Committee to review policies, including the recently adopted Wild Dog Scalp Bounty Policy and associated procedures.</p> <p>Council delivered community engagement and education on changes to the Wild Dog Scalp Bounty Policy, fire ants, and locusts, while continuing to work with the Biosecurity Advisory Committee on governance and engagement mechanisms.</p> <p>Consideration of regional biosecurity preparedness with the Biosecurity Advisory Committee is scheduled for late Q3 following meeting scheduling constraints earlier in the quarter. Council has successfully recruited a new Biosecurity Officer.</p> <p>Education program not yet developed as Policy has just been adopted. To be developed Q2 and rolled out in Q3 & Q4.</p>
2.1.1.3 - Education program delivered to support landholder awareness of stock route policy	Regional Development	Quarter 3	●	●	●	○	<p>Development of the education program to support landholder awareness of the Stock Route Policy has been impacted by staff capacity, with work now planned to start in Q3.</p> <p>Following earlier delays due to staff capacity, a draft fact sheet to support user awareness of the Stock Route Policy has now been developed for review.</p> <p>Update of biosecurity actions and strategies to be provided to Council in Q3, including achievements of Biosecurity Advisory Committee.</p>
2.1.1.4 - Outcomes reported to Council for strategy alignment	Regional Development	Quarter 4	●	●	→	○	<p>Work commenced on collating biosecurity actions, outcomes, and Biosecurity Advisory Committee achievements, with reporting to Council on track for delivery in Q3.</p> <p>Collation of biosecurity actions, outcomes, and Biosecurity Advisory Committee achievements has been delayed by limited staff capacity and the timing of Committee meetings, with delivery to Council rescheduled for Q4.</p>

2.1.2 - Control declared pest plants and animals on Council-managed land

Enhance delivery of pest management activities targeting invasive species, in line with legislative and local expectations.

2.1.2.1 - Increased participation in the annual pest control schedule (baiting & weeds)	Regional Development	Quarter 4	●	●	●	○	<p>Conducted landholder survey to understand limits to participation rates in Coordinated Baiting Program. Provided information to residents to reduce barriers to participation. Changes to be implemented to 2026 program.</p> <p>A further survey of landholders and neighbouring councils on bait size has been distributed to help reduce participation barriers, with results expected by the end of January 2026.</p> <p>The survey of landholders and neighbouring councils on bait size will be discussed at the upcoming Biosecurity Advisory Committee meeting. Staff have continued significant engagement with participants and communication of the program.</p> <p>High priorities were Mother of Millions and Harrisia cactus. Contracted portion of DTMR RMPC funding on controlling these weeds surrounding Mitchell, Wallumbilla and Jackson. Active inspections and spraying for parthenium commenced.</p>
2.1.2.2 - >80% of planned treatment areas completed	Regional Development	Quarter 4	●	●	●	○	<p>Over 85% of planned treatment areas have been completed, including work by contractors funded through DTMR RMPC. Local Rural Lands Officers continue a multi-pronged approach, coordinating resources and methods to complete remaining areas.</p> <p>All planned treatment areas have been completed by contractors under Element 5 (Invasive Plants and Animals), funded by the Department of Transport and Main Roads. The department is now developing a broader strategic plan for spraying across the region.</p>

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2.1 Sustainable rural land management

2.1.2 - Control declared pest plants and animals on Council-managed land

Enhance delivery of pest management activities targeting invasive species, in line with legislative and local expectations.

2.1.2.3 - All feedback from landholders or partners received and captured	Regional Development	Quarter 4					<p>Conducted landholder survey to understand limits to participation rates in Coordinated Baiting Program. Provided information to residents to reduce barriers to participation. Changes to be implemented to 2026 program.</p> <p>Open communication has been maintained with landholders and partners, including Biosecurity Advisory Committee members and their networks, with ongoing opportunities to provide feedback to inform future program improvements.</p> <p>Ongoing engagement with landholders, partners, and Biosecurity Advisory Committee members has supported program improvements and strengthened opportunities for feedback.</p>
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2.1.3 - Implement the 2025-2027 Parthenium Management Plan

Deliver targeted control activities for Parthenium weed in priority locations in accordance with the adopted management plan.

2.1.3.1 - Priority areas treated and mapped	Regional Development	Quarter 4					<p>DTMR RMPC funding allocated to Carnarvon Highway (Roma - northern boundary), Mitchell St George Rd, Forest Vale Rd. Rural Lands Staff recording infestations and treatments in high priority areas in Civica Reflect (Weeds) app.</p> <p>Priority areas continue to be treated and mapped, with Rural Lands Officers recording infestations and treatments in high-priority areas via the Civica Reflect (Weeds) app. DTMR RMPC funding supports contractor spraying.</p> <p>Contractors are using the Echo app while Rural Lands Officers continue to record treatments and infestations in high-priority areas via the Civica Reflect app. Further improvements are planned to enhance planning, mapping, and tracking of priority areas</p> <p>Parthenium Management Plan endorsed in Q1. Annual action plan to be developed in Q2 including, purchase of boom spray equipment, high priority treatment areas, mapping.</p>
2.1.3.2 - Annual Parthenium action plan implemented	Regional Development	Quarter 4					<p>Initial steps toward implementing the Annual Parthenium Action Plan were undertaken, including the purchase of additional spray equipment and ongoing mapping through the Reflect App. A stronger implementation focus is planned for Q3.</p> <p>Implementation of the Action Plan was delayed in Q3 due to staff shortages. Recruitment was undertaken to fill roles, and with positions now filled, the program will resume with increased effort.</p> <p>Held Invasive Grass ID & Management Workshop for landholders with guest speakers from DPI. Parthenium and weed spraying techniques sessions to be planned in Q2 and held in Q3.</p>
2.1.3.3 - Collaboration with landholders and regional biosecurity partners maintained through the provision of ≥ 2 workshops per year	Regional Development	Quarter 4					<p>Timeframes for Parthenium and weed management workshops have been revised due to staff capacity. Planning and delivery are now scheduled for Q3 and Q4, with a broader biosecurity education session to follow.</p> <p>Planning for Parthenium and weed management workshops has continued in Q3, with delivery now scheduled for Q4. Broader biosecurity education, including workshops on preparedness, drought resilience, and bushfire management, is also planned.</p>

2.2 Sustainable urban & regional planning

2.2.1 - Review land use readiness and sustainable development opportunities

Audit land supply, zoning and infrastructure readiness to align with future business precincts, residential growth and regional planning.

2.2.1.1 - Planning scheme review completed	Regional Development	Quarter 2					<p>Review in progress. Areas requiring zoning changes identified via community feedback and modelling.</p> <p>Review continuing, awaiting flood modelling prior to finalising zoning recommendations.</p> <p>Amendment register established following internal review. Officers are refining proposals to meet legislative & strategic requirements. A consultant has been engaged via the Scheme Supply Fund & the State notified that an amendment has commenced</p>
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GOAL 2: Environment - ATTRACTIVE, HEALTHY, BALANCED NATURAL & BUILT ENVIRONMENT

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2.2 Sustainable urban & regional planning

2.2.1 - Review land use readiness and sustainable development opportunities

Audit land supply, zoning and infrastructure readiness to align with future business precincts, residential growth and regional planning.

							Officers have commenced the review and identified areas where zoning changes are required. Engineering services will be required to identify the infrastructure constraints before the review and recommendations can be completed.
2.2.1.2 - Priority growth areas identified with infrastructure constraints mapped	Regional Development	Quarter 3					Review is still underway, awaiting flood modelling before engaging with engineering services. Potential growth areas have been identified for further investigation. Preliminary discussions with Engineering Services indicate infrastructure constraints should be reflected through updates to water supply and sewer network service zone mapping.

2.3 Renewable energy transition

2.3.1 - Track energy transition and emerging project impacts

Monitor renewable energy and carbon transition projects, with annual updates on impacts, risks and benefits to the region.

							Energy projects involving wind and solar that are in progress, are now mapped and publicly available via Qld Globe. Early engagement has commenced with Council in relation to other prospective developments in the Maranoa (West Wind and North Jackson)
2.3.1.1 - Regional energy project map and tracker updated	Regional Development	Quarter 2					All renewable energy projects are now assessed under state guidelines. Therefore, mapping and tracking of these developments is undertaken through QLD Globe accessible to Council and the general public. Completed in Q2. Engagement with the local community and other interested stakeholders to be undertaken by the applicant and assessed by the State accordance with the State Development Assessment process.
2.3.1.2 - Community Impacts, benefits and key risks identified and shared with relevant stakeholders	Regional Development	Quarter 4					Council officers are engaging with three renewable energy stakeholders in conducting their social impact and community benefits assessments in accordance with the State Development Assessment process. Council officers have continued to engage with renewable energy proponents as required through the statutory assessment process and preliminary consultation activities, noting the process is applicant-led.

2.4 Waste management strategy and infrastructure

2.4.1 - Review the Maranoa Waste Management Strategy to strengthen sustainability and explore circular economy opportunities

Undertake a review of the Maranoa Waste Management Strategy 2024-2029 to assess performance, identify improvement opportunities, and explore how circular economy principles could be embedded into Council's waste operations, education programs, and partnerships.

							Draft scope and key milestones developed, RFQ in development.
2.4.1.1 - Review of current strategy completed, and findings endorsed by Council	Regional Development	Quarter 3					Onsite meetings with Waste Consultant have been undertaken and detailed scoping and project definition undertaken. First round consultation methodology developed and to be delivered in January. Progress on the project is ongoing; however, it has slowed due to resources (Contractor) being reallocated to meet urgent deadlines on another priority initiative (Tender for Kerbside Waste Collection Services) Plan will be developed as follow on action from Strategy, which is in development
2.4.1.2 - Revised action plan developed for implementation	Regional Development	Quarter 3					Met with Waste Consultant 12 November 2025. Scope is being finalised. Plan to be developed from strategy Progress on the project is ongoing; however, it has slowed due to resources (Contractor) being reallocated to meet urgent deadlines on another priority initiative (Tender for Kerbside Waste Collection Services)

2.4.2 - Put to market and award Council's new domestic waste contract

Plan, procure and commence the new domestic waste collection contract, ensuring continuity and value for money.

							Draft strategy has been produced and being reviewed by internal stakeholders prior to Councillor briefing.
2.4.2.1 - Develop a domestic collection strategy for the region	Regional Development	Quarter 1					Met with Waste Consultant, who is reviewing tender documents. Progress on the project is ongoing; however, it has slowed due to resources (Contractor) being reallocated to meet urgent deadlines on another priority initiative (Tender for Kerbside Waste Collection Services)

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2.4 Waste management strategy and infrastructure

2.4.2 - Put to market and award Council's new domestic waste contract

Plan, procure and commence the new domestic waste collection contract, ensuring continuity and value for money.

2.4.2.2 - Tender process completed and contract awarded	Regional Development	Quarter 3					Two briefings have been presented to Council, and subsequent feedback incorporated into Tender program. Documents currently be drafted by staff with support of consultants Consultant is reviewing tender documents. Tender to be issued in Q3.
							Tender has gone to market. Information session being held with prospective tenderers. Will be completed after tender process is finalised.
2.4.2.3 - Transition planning completed and contract mobilised smoothly	Regional Development	Quarter 4					Tender documents and awarding of tender to occur in Q3. This will occur after tender processed is finalised. Tender has gone to market. Tender will be awarded in Q4. Contract Mobilisation intended to occur in Q1 of 26-27 FY - planned contingency if required (4-7mths).
							Two briefings held in Q1 regarding procurement of the tender. Tender documents are being revised to be sent out in Q2.
2.4.2.4 - Procurement documentation finalised and advertised	Regional Development	Quarter 2					Consultant is reviewing contract tender documents. Tender to be advertised in Q3. Tender has gone to market. Information session being held with prospective tenderers.

2.5 Environmental protection and conservation

2.5.1 - Manage environmental risk and ensure compliance with environmental regulations

Ensure Council's activities meet environmental obligations under relevant legislation and licensing requirements.

2.5.1.1 - All high-risk staff and contractors complete site based management training	Regional Development	Quarter 2					SPMP have been updated and are in final draft - supervisory staff have received training Training is ongoing with staff as operational requirements change
							SBMP are under review to align with changing operational requirements. Staff training is ongoing as requirements evolve. Appropriately Qualified Person (AQP) has been appointed per Legislative requirements. AQP liaises with Council and provides updates to DETSI on a monthly basis.
2.5.1.2 - Quarterly report provided on the progress of actions addressing the environmental protection order	Regional Development	Quarter 4					Report sent to DETSI November 2025. Consultation with Councillors ongoing Consultation with DETSI, AQP & Councillors continues. DETSI will be on site to undertake a site visit in April 2026. Staff maintain calendar with upcoming inspections and regulatory requirements.
2.5.1.3 - Environmental compliance calendar monitored and maintained	Regional Development	Quarter 4					Staff have been using and monitoring calendar. Development work with ICT is ongoing to ensure functionality Staff are working to better implement use of the calendar. Development work with ICT is ongoing to ensure appropriate functionality. Incidents are reported to Statutory bodies immediately and acted upon in accordance with timeframes .1 minor incident reported - Skip Bin fire @ Injune
2.5.1.4 - Incidents/non-compliances resolved within regulatory target timeframes	Regional Development	Quarter 4					Incidents are investigated and resolved. Staff have responded to two reported incidents (from QLD Health) in Q2 Incidents are investigated or reported to relevant statutory bodies in a timely manner. Nil reported incidents this quarter. Customer requests are actioned in according with Council's Customer Policy.

GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE

Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services

3.1 Quality, fit-for-purpose strategic facilities

3.1.1 - Deliver reliable airport services, advance regional aviation infrastructure and enhance the commerciality of the Roma Airport

Enhance the delivery, compliance, and commercial performance of Council's airports, with a focus on maximising asset life, meeting safety and regulatory standards, and progressing planning for future precinct development.

3.1.1.1 - Roma Airport Precinct Plan reaches detailed design milestone	Strategic Roads, Airports & Major Projects	Quarter 2					<p>The Roma Airport Precinct Plan development will be implemented with consideration of land availability, location, intended uses and future aviation growth.</p> <p>Preliminary design investigation and pre-feasibility assessment to be progressed in Q3.</p>
3.1.1.2 - Commercial advertising policy in place and implementation at the Roma Airport	Strategic Roads, Airports & Major Projects	Quarter 2					<p>Preliminary design investigation and pre-feasibility assessment to be progressed in Q4.</p> <p>Two new screens have been installed in the Roma Airport Arrivals Area. The Airport has received two quotes to install advertising billboards.</p> <p>Draft Advertising Revenue Policy is under development.</p> <p>A broader advertising policy for the whole of MRC is in draft format. The policy will include the Roma Airport Advertising requirements. Draft policy is due to be presented to Council in April 2026.</p> <p>At Roma Airport, routine audits and inspections are conducted in compliance with CASA regulations. For the Mitchell, Surat, and Injune Aerodromes, an inspection schedule has been prepared.</p>
3.1.1.3 - Civil Aviation Safety Authority (CASA) compliance maintained across all sites	Strategic Roads, Airports & Major Projects	Quarter 4					<p>CASA required annual technical inspections are scheduled for Roma and Surat Airports for Q3 to ensure continued regulatory compliance and operational safety.</p> <p>CASA required annual technical inspections for Roma and Surat Airports have been undertaken as scheduled. Outcomes will be reviewed upon receipt of reports and any necessary actions progressed as required.</p> <p>The anticipated Level of Service for the Maranoa Aerodrome Assets is being examined alongside the Airports Asset Management Plan.</p>
3.1.1.4 - 100% operational availability for scheduled passenger services	Strategic Roads, Airports & Major Projects	Quarter 4					<p>The target of 100% operational availability was achieved in Q2. Asset Management Plan delivery will continue in Q3. Adjustments to the Resident and SME Scheme were required due to service provider closure, with further refinement in early Q3.</p> <p>The target of 100% operational availability was successfully achieved in Q3. Delivery of the Asset Management Plan will continue in Q3, including a scheduled review.</p>

3.1.2 - Review the service standards of the regions cemeteries

Review and or develop cemetery masterplans and services standards to establish expectations for the delivery of cemetery services across the region.

3.1.2.1 - Cemetery Masterplans and service standards for each area adopted by Council	Corporate Services	Quarter 3					<p>Approach to market has been sought to assist with the development of the plan via LocalBuy.</p> <p>Evaluation completed and works awarded. Inception meeting held on 20 November 2025. Review and site analysis to be completed by end of December 2025, with stakeholder and community consultation scheduled for December 2025 to January 2026.</p> <p>Broad community consultation completed Jan/Feb 2026 - 160 responses. External stakeholders proved feedback. 3 day site visit in February to both Operational and Historical Cemeteries. Draft plans are now underway.</p>
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3.3 Safe and reliable transport network

3.3.1 - Enhance Council's spatial data for critical infrastructure and property location

Improve the accuracy and accessibility of GIS data for critical infrastructure (e.g. gas and water networks), while supporting ad-hoc rural addressing updates and enabling integration of spatial systems with core platforms such as ERP and asset management.

3.3.1.1 - Geographic Information System (GIS) data improvement priorities for 2025–26 are documented and endorsed in a structured update plan	Corporate Services	Quarter 1					<p>Full review delayed until Quarter 2 due to spatial platform migration.</p> <p>Ongoing completion of priority activities has further delayed implementation. Development of the GIS data improvement priorities document is underway, with a draft scheduled for completion in Quarter 3.</p> <p>Draft GIS data improvement priorities plan developed in consultation with internal stakeholders. Plan is scheduled to be presented to ELT for endorsement in Quarter 4.</p>
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GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE

Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services

3.3 Safe and reliable transport network

3.3.1 - Enhance Council's spatial data for critical infrastructure and property location

Improve the accuracy and accessibility of GIS data for critical infrastructure (e.g. gas and water networks), while supporting ad-hoc rural addressing updates and enabling integration of spatial systems with core platforms such as ERP and asset management.

3.3.1.2 - Critical infrastructure Geographic Information System (GIS) layers (e.g. gas and water networks) are reviewed and updated for accuracy with validation completed in collaboration with relevant asset owners	Corporate Services	Quarter 3					Work underway with stakeholders to improve data accuracy; field tools procured and training sourced for key staff. Engagement commenced with asset owners to review priority GIS layers. Desktop validation identified data gaps. A draft framework for accurate asset data capture was developed, and a contractor engaged to provide training for key staff. Ongoing engagement with stakeholders to improve data accuracy, with high-level desktop validation of gas network data continuing. Focus remains on refining data capture processes to support improved accuracy of critical infrastructure GIS layers. Spatial platform integration enhanced. Key use cases identified and roadmap developed. Integration with Enterprise Resource Planning via APIs for Property and Assets underway, with testing commenced.
3.3.1.3 - Improved Integration between Council's spatial platform and core enterprise systems is enhanced, with key integration use cases identified and an implementation roadmap developed	Corporate Services	Quarter 3					Integration via APIs has been completed between Council's ERP platform and the new ESRI mapping solution. Configuration and validation are complete, with production rollout scheduled for Quarter 3. Integration between Council's spatial platform and ERP has been completed via APIs for property and asset data. Configuration and validation finalised, with the solution ready for production use.

3.3.2 - Improve Community Communication on Roadworks Delivery

Develop and implement a policy framework that strengthens communication and engagement with residents prior to roadworks commencing. This initiative will improve community awareness and trust while embedding lessons from engagement trials across capital and maintenance projects.

3.3.2.1 - Policy development discussions commenced	Strategic Roads, Airports & Major Projects	Quarter 1					Initial Council Briefing / Policy Development Workshop conducted on 13 August 2025. Completed in Q1 Completed in Q1 Two trial engagements completed with residents at Donnybrook and Arcadia Valley, with works now underway. Planning underway for resident engagement visits to Thomby Rd and Mt Moffatt Rd. Completion by Q2 may be at slight risk due to resident availability
3.3.2.2 - Trial engagement undertaken on at least 4 occasions prior to policy finalisation	Strategic Roads, Airports & Major Projects	Quarter 2					A second policy development briefing was conducted with Council on 9 Dec 2025. Outcomes were that officers would select a suite of trial sites, for trials to begin in Feb 2026. Internal meeting planned for 20 Jan 2026 to select the trial sites and discuss Trial impacted by recent flood event, with resources redirected to reactive emergent roadworks. Program being updated through to end of 2025/26 to select trial sites. Signage for one trial option expected by mid-April. Currently on schedule for adoption by end of Q3, following initial policy briefing and workshop.
3.3.2.3 - Policy adopted by Council	Strategic Roads, Airports & Major Projects	Quarter 3					Policy intent statement completed. Trial to be undertaken, with findings used to refine and finalise the policy to ensure it is practical, sustainable and achievable. Trial impacts as outlined above are influencing timing. Unlikely to meet the original deadline if reliant on trial outcomes. An initial/interim policy is being progressed for Council consideration, with further refinement following trial completion.
3.3.2.4 - Launch of road safety video campaign in conjunction with the Department of Transport and Main Roads, and QLD Police.	Strategic Roads, Airports & Major Projects	Quarter 2					Discussions with TMR and QLD Police have occurred, and the launch is set to occur during QLD Road Safety Week 2026. This is expected to occur in May 2026 Launch event currently scheduled for 21 May in Roma. Small event working group to be established and planning to progress in the coming months in the lead up to event date.

GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE

Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services

3.3 Safe and reliable transport network

3.3.3 - Delivery of the Flood Damage Reconstruction Program with a focus on Enhancing Road Network Resilience

Coordinate the delivery and acquittal of Council's Flood Damage Reconstruction Program to support timely asset recovery while proactively identifying and implementing opportunities to strengthen the resilience of Council's road network. This includes embedding learnings from recent flood events and advocating for improved future funding arrangements that support resilient infrastructure outcomes.

3.3.3.1 - Formal commitment secured from Government to review Flood Damage Guidelines, following Council advocacy efforts	Strategic Roads, Airports & Major Projects	Quarter 3	●	●	●	○	<p>Council's Deputy CEO is contributing to the IPWEAQ working group developing the Resilient Road Infrastructure Guideline, with the first edition published in Q1. Initiative also assigned to lead under the Darling Downs and South West Council of Mayors.</p> <p>Advocacy paper finalised and provided to DDSWCOM. Actions outlined in advocacy paper to be progressed in coming months.</p> <p>Item included on DDSWCOM agenda/action log. Position being refined following discussions with QRA at the LGAQ Conference. Focus shifting to operational delivery improvements rather than broad guideline review. Case studies currently being prepared.</p> <p>This initiative remains on track. Officers confirm 100% of flood damage funding is progressing within contractual timeframes, with no current risks identified.</p>
3.3.3.2 - 100% of flood damage funding delivered within contractual arrangement timeframes	Strategic Roads, Airports & Major Projects	Quarter 4	●	●	●	○	<p>Approved flood damage recovery works are progressing well. A small number of roads (<10) where there is chance of not completing on time. Officers are investigating alternate delivery methods to achieve completion and are confident of completion on time.</p> <p>Approved flood damage recovery works are progressing well and on track for completion within funding timeframes. New event activated in late-Q3, with emergency works being undertaken across the region. Dedicated planning for resilience enhancements will commence in Quarter 2. At least five project sites are identified to incorporate strategic improvements into delivery</p>
3.3.3.3 - At least 5 project sites incorporated strategic resilience enhancements	Strategic Roads, Airports & Major Projects	Quarter 4	●	●	✓	○	<p>Dedicated planning for resilience enhancements will continue in Quarter 3. On track for delivery by Operational Plan deadline.</p> <p>Works completed - with report to be presented on initiative outcomes in Q4 and as part of 2026/27 Budget deliberations.</p> <p>This initiative remains on track. Officers confirm all final acquittal claims are scheduled for submission within three months of completion, with no risks currently identified.</p>
3.3.3.4 - All final acquittal claims submitted within 3 months of completion	Strategic Roads, Airports & Major Projects	Quarter 4	●	●	●	○	<p>This initiative remains on track. Officers confirm all final acquittal claims are scheduled for submission within three months of completion, with no risks currently identified.</p> <p>This initiative remains on track. Officers confirm all final acquittal claims are scheduled for submission within three months of completion, with no risks currently identified.</p>

3.3.4 - Deliver Council's Strategic Road Programs

Execute and acquit Council's Transport Infrastructure Development Scheme (TIDS), Roads to Recovery (R2R) and Road Maintenance Performance Contract (RMPC) programs in accordance with funding agreements. The focus is on maximising use of external funds, ensuring compliance, and delivering measurable improvements to the regional network.

3.3.4.1 - 100% of Transport Infrastructure Development Scheme (TIDS), Roads To Recovery (R2R) Strategic Roads, Airports and Reseal Program expended and acquitted by 30 June 2026	Strategic Roads, Airports & Major Projects	Quarter 4	●	●	●	○	<p>TIDS and R2R Programs well underway. Two of three TIDS projects started in Q1. R2R is part of the 24/25 (in progress) and 25/26 (tender awarded) Rehabilitation Programs, as well as the 25/26 Reseal Program.</p> <p>TIDS claimed 63% at Dec 25 - one project remaining outstanding. R2R. Five projects completed with three projects to be completed. These are Glenearn Road Crest Widening, Hodgson Lane North/Bindango Intersection and 2025/26 Reseal (partly funded via R2R)</p>
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3.3.5 - Enhance Transport Asset Management through Strategic Data Improvements

Strengthen Council's road asset management capabilities by investing in strategic data and prioritisation tools. This includes building a sealed roads rehabilitation model, improving stormwater asset records, and advancing kerb, channel and footpath strategies.

3.3.5.1 - Sealed Roads Rehabilitation Model developed to inform 2026-27 budget	Strategic Roads, Airports & Major Projects	Quarter 2	●	●	●	○	<p>Work yet to commence due to competing Capital Works Program priorities in Q1. Works scheduled to commence in Q2, though at moderate risk of not finalising within the quarter. Delivery by Q3 would still enable the model to inform 26/27 Budget deliberations</p> <p>Detailed condition assessment of the 1,200 km sealed road network completed. Development of the rehabilitation model has commenced and is on track to inform the 2026/27 budget proposals.</p> <p>Condition assessment data input into Council's finance system in preparation for valuation process. Budget for 2026/27 currently being refined based on condition data. AMP presentation to Council during Q3.</p>
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GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE

Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services

3.3 Safe and reliable transport network

3.3.5 - Enhance Transport Asset Management through Strategic Data Improvements

Strengthen Council's road asset management capabilities by investing in strategic data and prioritisation tools. This includes building a sealed roads rehabilitation model, improving stormwater asset records, and advancing kerb, channel and footpath strategies.

3.3.5.2 - Kerb, Channel and Footpath Strategies reviewed and re-presented to Council	Strategic Roads, Airports & Major Projects	Quarter 3	●	●	●		<p>Officer's Report is scheduled and remains on track to be presented to Council in late November / early December.</p> <p>Officers Report delayed due to other priorities (Capital Works Program). Completion in Quarter 4 is likely.</p> <p>Currently on-track for discussion with Portfolio Councillor in mid-April and presentation to Council in late-April / early-May.</p> <p>Strategic Roads team is currently drafting the request for quote (RFQ) for this work, while simultaneously confirming the data attributes required from the data collection. The RFQ is slated for release in Quarter 2.</p>
3.3.5.3 - Stormwater asset condition and location finalised for Wallumbilla, Yuleba and Surat	Strategic Roads, Airports & Major Projects	Quarter 3	●	●	●		<p>The RFQ has now been completed and will be released in Jan 2026. It is likely the completion of the item will be in Quarter 4 instead of Quarter 3 due to procurement and resource availability.</p> <p>Contractor short listed to undertake data collection of assets. Current negotiating final requirements with works to be commence in Q4.</p>

3.3.6 - Improve Floodway Resilience Through Innovation

Improve the flood resilience of regional transport links by piloting alternative floodway construction approaches. This project will test the performance of at least three non-traditional treatments, contributing to better life-cycle outcomes and reduced damage from future events.

3.3.6.1 - Floodway performance trial delivered with at least three treatment options implemented and evaluated	Strategic Roads, Airports & Major Projects	Quarter 4	●	●	●		<p>Site selection for the floodway performance trials is scheduled for Quarter 2. Trials will then commence progressively from Quarter 2 through to Quarters 3 and 4, enabling at least three non-traditional treatment options to be implemented and evaluated.</p> <p>Blue Hills Rd was selected as the trial site; however, rain and site conditions prevented delivery. Alternative sites will be selected in Q3, with a small delivery risk due to limited availability of specialised stabilisation resources.</p> <p>Currently working with Contractor delivering the Seal Pavement Flood Damage program to undertake trial at the end of their program - and prior to 30 June 20256. Works expected to be completed by end of Q4 - will performance to be assessed into 2026/27.</p>
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3.4 Safe and reliable Water Sewerage Gas (WSG) networks

3.4.1 - Strengthen monitoring, compliance and planning for Council's water infrastructure

Deliver improvements in how Council monitors, plans, and manages its water infrastructure, with a focus on regulatory compliance, operational accuracy, and long-term sustainability. This includes updating the Drinking Water Quality Management Plan, improving Supervisory Control and Data Acquisition (SCADA) system visibility, maintaining dosing and pressure systems, and completing all required state reporting.

3.4.1.1 - Review implementation plan for the boiled water alerts to achieve regional standardisation	Engineering Services	Quarter 2	●	●	●		<p>MRC proposed updates to the boil water alert process in April 2025. The updated process was accepted by the Drinking Water Regulator on 22 May 2025. Council's process is now compliant with requirements.</p> <p>MRC proposed updates to the boil water alert process in April 2025. The updated process was accepted by the Drinking Water Regulator on 22 May 2025. Council's process is now compliant with requirements.</p> <p>MRC proposed updates to the boil water alert process in April 2025. The updated process was accepted by the Drinking Water Regulator on 22 May 2025. Council's process is now compliant with requirements. Updated DWQMPs were approved by the Regulator in May 2025. Council is compliant with conditions of the approval. Council met the 30 July 2025 deadline for improvements and is on track to meet the 30 November deadline.</p>
3.4.1.2 - Drinking Water Quality Management Plan updated and accepted by regulator	Engineering Services	Quarter 3	●	●	●		<p>The second stage of reviews as per the conditions of acceptance were completed and submitted by 30th November as required. Notification of receipt was obtained on December 2nd from the regulatory office..</p> <p>The updated DWQMP has been reviewed and accepted by the Regulator with minor adjustments to be completed by end of March 2027. Further recommendations for future have been made for collation of areas and reduce size.</p>

GOAL 3: Connectivity - QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE

Our goal: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services

3.4 Safe and reliable Water Sewerage Gas (WSG) networks

3.4.1 - Strengthen monitoring, compliance and planning for Council's water infrastructure

Deliver improvements in how Council monitors, plans, and manages its water infrastructure, with a focus on regulatory compliance, operational accuracy, and long-term sustainability. This includes updating the Drinking Water Quality Management Plan, improving Supervisory Control and Data Acquisition (SCADA) system visibility, maintaining dosing and pressure systems, and completing all required state reporting.

Council's SCADA provider has been contacted regarding upgrades. An indication of price has been provided but further details are required at this time to finalise quotations.

3.4.1.3 - Supervisory Control and Data Acquisition (SCADA) systems updated for improved site monitoring and real-time visibility Engineering Services Quarter 4 ● ● ● During the first week of December SAFEgroup's Stephen Brisotto (lead engineer) conducted a blanket visit to all Council's WSG sites to obtain a condition assessment. The complete overview of this review has yet to be completed.

Further minor improvements have been made to the SCADA platform. Council is still awaiting the pricing and program for additional works to be carried out.

3.4.1.4 - Water Asset Management Plan updated to reflect condition and renewal priorities. Engineering Services Quarter 2 ● ● ● Condition assessments have begun. We are working through this on a town-by-town basis in order to bring them individually to Council. The aim for this will be to identify the age, lengths and build of our Council assets and develop a ten year plan.

Specialist contractor engaged to assist with the update of the AMP. Leveraging previous work done through South West ROC. Councillor Briefing scheduled for 1 April 2026.

3.4.2 - Strengthen sewer asset planning through condition and renewal analysis

Support long-term investment and risk management by strengthening asset planning for Council's sewer network. This includes updating condition and risk profiles, identifying renewal priorities, and integrating these insights into the Sewerage Asset Management Plan.

3.4.2.1 - Sewerage Asset Management Plan updated to reflect condition and renewal priorities Engineering Services Quarter 3 ● ● ● WSG Manager has commenced a review of sewer condition assessments (30 November to complete). Critical sewers have already been identified (Miscamble St). Reviewed categorisations will be input into the updated asset management plan.

Whilst this register is underway, progress has fallen behind and we did not achieve the November 30 date we had set. We will be aiming to have this completed by Mid January 2026.

Mapping has been completed to depict locations and zoning. this comprises of 30 sections. 26 of these sections have been assessed. The final 4 are to be completed and an overview written.

3.4.3 - Maintain compliance and performance across Council's water and sewerage networks

Deliver safe, reliable water and wastewater services in compliance with regulatory standards and asset performance expectations.

3.4.3.1 - 100% compliance with drinking water and wastewater testing regimes Engineering Services Quarter 4 ● ● ● Council has been reporting incidents when required and within required timeframes. Council is currently 100% compliant with our monitoring and testing requirements. Regulators have noted Councils improvements in official correspondence.

Council continues to remain compliant with all samples being conducted and processed within the relevant timeframes. In this quarter, our laboratory conducted 586 samples for our region.

Council continues to complete testing at the required intervals and quantities. During the January/February period the laboratory has taken 318 samples and conducted 1077 tests.

GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

4.1 Customer-centric business model

4.1.1 - Deliver an organisational realignment to support strategic service delivery

Ensure Council's organisational structure better reflects strategic priorities, improves integration across departments, and supports effective service delivery. This action will align leadership roles and internal teams with Council's long-term goals and the Corporate Plan, ensuring a structure built for performance, accountability, and clarity of purpose.

4.1.1.1 - Internal communications and staff engagement strategy delivered	Chief Executive Officer	Quarter 1					Internal communication has been provided via GEO Connect with individual notifications to be finalised in October. MRC Connect staff platform is ready and will be launched in January 2026. The mechanism will allow employees to ask questions, leave feedback or provide improvement suggestions. All feedback will be acknowledged and reviewed by ELT. MRC Connect launched successfully as is being well used. Feedback is reviewed by ELT and responses are acknowledged and acted on.
4.1.1.2 - New leadership model established to reflect corporate strategy	Chief Executive Officer	Quarter 1					New ELT established and functioning.
4.1.1.3 - Organisational restructure, including the realignment of systems and resources, implemented	Chief Executive Officer	Quarter 2					Cross-functional team established with preliminary work assigned to different team members. Waiting for final Directorate approval of naming conventions and reporting relationships. Council followed the change management plan, sought legal advice on scripts, dialogue and draft communication to employees. Letters were issued to all staff. Integration with ICT, payroll and HR records is now completed successfully. Not yet commenced
4.1.1.4 - Organisational Health Index survey undertaken to set the benchmark	Chief Executive Officer	Quarter 2					Initial research into suppliers that can assist in the preparation of a survey. Quotes being sought in early January 2026. Current focus is on EBA negotiations. Deferred until first quarter 26/27. Utilising last survey as benchmark. Not yet commenced.
4.1.1.5 - Organisational Health Index survey undertaken to review the impact of the change with a 70% satisfaction rating	Chief Executive Officer	Quarter 4					To be completed following the completion of the above initiative. Current focus is on EBA negotiations. Deferred until first quarter 26/27. Utilising last survey as benchmark.

4.1.2 - Develop a customer experience framework for service access and satisfaction

Design and implement a framework that strengthens customer-facing services across the organisation by improving accessibility, setting clear service standards, and capturing actionable feedback from the community.

4.1.2.1 - Customer Service Charter is reviewed	Corporate Services	Quarter 1					Recruitment for the Manager Customer Experience & Library Services undertaken in Q1 with the review to commence in Q2. Working Group has been formed with inception meeting scheduled in January 2026 Online form enabling customers to log customer request 24/7 successful launched. Current instrument measuring customer satisfaction was reviewed. Enhancement will be made in Q4. Not yet commenced - expected to commence in Q2
4.1.2.2 - Customer experience principles and framework endorsed by Executive	Corporate Services	Quarter 3					The Customer Experience Framework and strategy is being developed in conjunction with the charter. Working group scheduled to now meet in January 2026. The draft Customer Experience Framework and Strategy developed. Not yet commenced - expected to commence in Q2
4.1.2.3 - Community satisfaction channels established or improved	Corporate Services	Quarter 3					Planning for mechanisms to improve community interactions (on-line forms) has commenced but further development of channels will occur through the Customer Experience framework and charter. Online form enabling customers to log customer request 24/7 successful launched. Current instrument measuring customer satisfaction was reviewed. Further enhancement will be made in Q4. Review of approach to reporting is underway to enable improved visibility for management
4.1.2.4 - 100% of Customer Requests are addressed within the Customer Service Charter expectations	Corporate Services	Quarter 4					Identified key criteria for reporting. Agreed measures will be incorporated in the Services Framework 1,207 customer requests were closed. 897 requests are on target. 74.3% customer requests closed within target.

GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

4.2 Effective communication strategy

4.2.1 - Improve external communications and digital engagement

Deliver improvements to Council's external communications by updating key policies, enhancing the quality and timeliness of public information, and transitioning to a more effective digital platform. This action will strengthen community trust in Council's communications and ensure accurate, timely, and accessible information is consistently shared across the region.

4.2.1.1 - New Council Communications Strategy adopted, including updated media and digital policies	Chief Executive Officer	Quarter 2	●	●	●	○	<p>A new Communications Strategy was shared for councillor feedback. The Manager Corporate Communications commenced at quarter end, with staged implementation to follow. Updated media and digital policies are in draft and under internal review.</p> <p>A revised 12-month Communications Strategy was presented to Council at a briefing in Nov 2025. Implementation of this strategy began in Q2 2025. Updated media and digital policies are in draft form and under internal review.</p> <p>A revised 12 month communications plan presented to Council in Nov 25. ELT to review media policy 26 March 2026, and social media policy in April 26. Council meeting summaries and recordings are shared within three days, as noted on Council's website. With the new Manager Corporate Communications in place, the team is working to reduce publishing timeframes to the target of 24 hours.</p>
4.2.1.2 - Council Meeting summaries published and recordings shared within 24 hours of meetings	Chief Executive Officer	Quarter 4	●	●	✓	○	<p>Council meeting summaries and recording continue to be shared within three days. Council have been briefed (Dec 25) on updated communications strategies for meeting summaries and recordings promotion, to be implemented from early Q3.</p> <p>Developed a strategy to maintain the item. Updated comms strategy underway and on track with promotions.</p>

4.3 Leadership development program

4.3.1 - Develop a workforce plan to support service and budget alignment

Design a strategic workforce planning framework to better align Council's workforce structure with service delivery expectations and long-term financial sustainability. This includes identifying future capability needs and addressing workforce pressure points to support more informed staffing and resourcing decisions.

4.3.1.1 - Induction process reviewed and includes a "how can I help" focus	Chief Executive Officer	Quarter 1	●	●	✓	○	<p>Induction process currently being reviewed. Onboarding via LMS system prior to commencement, including medical and police record check. In person Meet & Greet established and 2 sessions held in Q1, with HR, Safety, ICT and Governance participation.</p> <p>Review of online induction undertaken with updates being implemented to reflect new structure. Working group established to review face-to-face component, meeting scheduled for January 2026.</p> <p>Working group reviewed induction in January and expanded to include payroll, finance, procurement and fleet. One session held in Q3. Will also be including an activity, e.g. Big Rig climb. Quotation process to be undertaken in Q2.</p>
4.3.1.2 - A 5-10 year Workforce Plan adopted by Council	Chief Executive Officer	Quarter 2	●	●	●	○	<p>A Request for Quote in progress through MRC procurement process, inviting suppliers to submit proposals for the development of a Workforce Plan.</p> <p>Quotes reviewed and a Supplier selected. Inception meeting set for 16 March to proceed. with the development of the strategy and plan. Stages will include consultation and engagement and on track to be completed by EOFY.</p>

4.5 Good governance framework

4.5.1 - Deliver Council's Corporate Governance Reform Program

Implement key recommendations from the Governance Review to uplift integrity, assurance, and compliance practices across the organisation.

4.5.1.1 - Governance Improvement Plan endorsed and in implementation	Corporate Services	Quarter 1	●	●	●	○	<p>Governance Improvement Plan prepared and has commenced implementation initially with support from LGMA Governance Advisor</p> <p>Works continue in implementing suggestions made within the plan.</p> <p>Progressively completing identified priorities</p> <p>Draft Compliance Checklist prepared and currently under review</p>
4.5.1.2 - Corporate compliance checklist developed and operational	Corporate Services	Quarter 2	●	●	●	○	<p>Works continue in implementing items required under the compliance checklist.</p> <p>Initial workplace consultation completed, SharePoint list architecture complete. Released to ICT for creation</p>

GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

4.5 Good governance framework

4.5.1 - Deliver Council's Corporate Governance Reform Program

Implement key recommendations from the Governance Review to uplift integrity, assurance, and compliance practices across the organisation.

4.5.1.3 - All statutory reporting obligations met on time	Corporate Services	Quarter 4	●	●	●		<p>Statutory returns have been provided in accordance with requirements, such as Annual PID and OIC returns.</p> <p>Annual report was adopted on 13 November 2025.</p> <p>Statutory compliance remains on track. Verified through workplace consultation over compliance requirements.</p>
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4.5.2 - Establish a corporate compliance checklist and assurance framework

Develop and implement an internal checklist and assurance system to improve oversight of Council's regulatory and legislative responsibilities. This framework will enhance governance by enabling structured self-assessment, early risk identification, and more transparent reporting to Executive and Council.

4.5.2.1 - Checklist developed in consultation with key departments	Corporate Services	Quarter 2	●	●	●		<p>While recruitment for the role to facilitate this process is underway, initial assessment of current checklist has been undertaken by LGMA Governance Advisor</p> <p>Annual checklist was reviewed during the quarter and provided to the Audit & Risk Committee at the meeting held 9 December 2025.</p> <p>Workplace consultation has been completed and checklist architecture completed. The Policy is in draft form for discussion with the Audit & Risk Committee Chairperson.</p>
4.5.2.2 - Internal assurance model adopted for review by the Audit & Risk Committee	Corporate Services	Quarter 2	●	●	●		<p>Internal Audit Policy and Charter still in draft form. Expected to be tabled at an Ordinary Council Meeting within the Q3 period.</p> <p>Internal and stakeholder review of the draft Internal Audit Policy and Charter has been undertaken. Expected to be tabled at an Ordinary Council Meeting early in Q4. No action planned for Q1</p>
4.5.2.3 - Compliance maturity baseline established for future benchmarking	Corporate Services	Quarter 4	●	●	●		<p>Works are planned to commence during Q3.</p> <p>Consultation completed. Checklist design completed. SharePoint list under development.</p>

4.5.3 - Deliver Phase 1 of the Risk Management Strategy and prepare for implementation

Design the foundations of Council's new risk management strategy by completing the Phase 1 deliverables, including governance structures, risk documents, and stakeholder engagement. Lay the groundwork for integration of risk into operations and decision-making in Phase 2.

4.5.3.1 - Gap analysis completed and implementation roadmap adopted	Corporate Services	Quarter 1	●	●	✓		<p>Gap Analysis is in draft form at the end of Q1 with further workshops planned in Q2.</p> <p>Gap Analysis and Implementation Roadmap was provided to Council during Q2 Councillor Risk Workshop held on 15th of October.</p> <p>Drafts have been prepared in conjunction with support from QTC</p>
4.5.3.2 - Risk Management Policy, Risk Appetite Statement, and Corporate Risk Register endorsed by Council	Corporate Services	Quarter 2	●	●	●		<p>Draft Risk Management Policy prepared ready for presentation during Q3. Corporate Risk Registers completed. Risk Appetite Statement still requires finalisation and endorsement.</p> <p>Risk Registers continue to be maintained, however the Risk Management Policy and Appetite Statement still requires internal stakeholder review before being presented to Council.</p> <p>Drafts have been prepared in conjunction with support from QTC</p>
4.5.3.3 - Risk Matrix and reporting templates finalised	Corporate Services	Quarter 2	●	●	✓		<p>Risk Matrix completed. Reporting templates prepared and has been provided during the Risk Workshop held 15 October.</p> <p>QTC developed reporting is being utilised for reporting to management and the Audit & Risk Committee until such time as a more integrated approach is available.</p>

4.5.4 - Review and implement Council's policy governance framework to strengthen accountability

Review and modernise Council's existing Policy Framework Policy and implement structured processes for ongoing policy governance. This includes categorising policies by risk and impact, clarifying responsibilities, and establishing review cycles and reporting to improve transparency and accountability across the organisation.

4.5.4.1 - Policy framework reviewed and updated	Corporate Services	Quarter 1	●	✓	✓		Policy framework has been reviewed, endorsed by ELT and adopted by CEO.
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GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

4.5 Good governance framework

4.5.4 - Review and implement Council's policy governance framework to strengthen accountability

Review and modernise Council's existing Policy Framework Policy and implement structured processes for ongoing policy governance. This includes categorising policies by risk and impact, clarifying responsibilities, and establishing review cycles and reporting to improve transparency and accountability across the organisation.

							Activity has yet to commence
4.5.4.2 - Policy register categorised by risk and impact	Corporate Services	Quarter 2					Discussions have commenced with determining risk profiles of policies. Further works to continue within Q3 period. Policy Framework has been reviewed with improvements to architecture identified. Further attention needed to remove duplicate entries, assign priorities / risk, and schedule reviews. Two Audit Committee Meetings are scheduled in Q2. Updates will be provided at the meeting held 13 October.
4.5.4.3 - Quarterly reporting to Executive and Audit & Risk Committee established	Corporate Services	Quarter 2					Governance review findings were provided to the Audit Committee at the meeting held 13 October. Reporting cycle has been established within the Audit & Risk Committee Workplan. Governance and Policy review updates are provided to ELT and ARC. Reporting to ARC is in line with 2026 Annual Work Plan. The policy review program has yet to be developed, however statutory policies are being reviewed in accordance with required timeframes until such time as the program is established.
4.5.4.4 - Minimum 25% of high-priority policies reviewed or updated	Corporate Services	Quarter 4					High priority statutory policies continue to be reviewed in accordance with required timeframes, such as the Councillor Acceptable Requests Guidelines, Entertainment and Hospitality Policy.. High priority statutory policies continue to be reviewed, including Budget policies, Caretaker Period Policy, Child Safety & Wellbeing, Fraud & Corruption Control Framework, and others.

4.5.5 - Enhance Records Governance and Compliance through systems led practices.

Improve Council's records governance by advancing beyond minimum compliance and embedding consistent, system-driven practices across the organisation. This includes reviewing and modernising policy frameworks, delivering capability-building initiatives targeted to risk and function, and introducing proactive monitoring tools. The initiative supports Council's compliance with the Public Records Act 2002 while lifting organisational maturity and embedding recordkeeping as a core component of information management.

							Engaged consultants to review our business classifications to start the first step in applying Retentions and Disposal schedules
4.5.5.1 - The records governance framework is reviewed and updated	Corporate Services	Quarter 2					Classification design is scheduled for completion at the start of Quarter 3. Data dependencies requiring rectification have been identified, with final implementation planned for Quarter 4. Retention Schedules for QDAN and DRDS have been created. Retentions being applied to a spreadsheet and in progress. A business process being developed and will be implemented Policy Review - Information Management Policy sent to ELT for review and adoption
4.5.5.2 - Self-assessment and internal compliance monitoring tools implemented	Corporate Services	Quarter 4					Following ELT review, the Information Management Policy was endorsed and signed by the CEO. The security framework has been updated to align with the endorsed policy. Completed

4.5.6 - Improve procurement governance and reduce risk exposure

Strengthen Council's procurement and contract management practices to enhance transparency, reduce risk, and ensure compliance with legislative and policy requirements. This action will modernise procurement documentation, clarify roles and responsibilities, and improve reporting to Council and the community. It also includes targeted improvements to better support local business participation in Council procurement activities.

							The review has commenced with the data currently being analysed.
4.5.6.1 - Review the use of procurement panel arrangements	Corporate Services	Quarter 2					The review is complete and is with the CFO for review. The review is complete and has been presented to a Council Briefing. The outcome and actions of the review will be included in the 2026/27 Operational Plan.

GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

4.5 Good governance framework

4.5.6 - Improve procurement governance and reduce risk exposure

Strengthen Council's procurement and contract management practices to enhance transparency, reduce risk, and ensure compliance with legislative and policy requirements. This action will modernise procurement documentation, clarify roles and responsibilities, and improve reporting to Council and the community. It also includes targeted improvements to better support local business participation in Council procurement activities.

4.5.6.2 - Procurement training program incorporating all aspects of Council's Procurement Policy	Corporate Services	Quarter 3					<p>Procurement Policy training has been delivered to 46% of staff with a financial delegation, further training sessions will be held for the remaining staff. Other Procurement training will occur as it is developed over the remainder of the year.</p> <p>Procurement Policy training was delivered in October and November 2025. Further training sessions are scheduled for February 2026, with additional procurement training to be rolled out as it is developed over the remainder of the year.</p> <p>Procurement are currently converting the training to place on the Pulse training software where the training will be automated and staff can complete at their desk. This is expected to be operational before the end of Q4.</p> <p>This will commence once 4.5.6.1 (the review of purchasing panels) is completed.</p>
4.5.6.3 - Compliance review shows improved adherence to thresholds and documentation	Corporate Services	Quarter 4					<p>Preparation is underway for purchasing compliance reviews, with training and reporting tools being finalised. Reviews will commence in Q3 to support improved adherence to procurement requirements by Q4.</p> <p>The first report has been developed and sent to Directors. The report will be updated prior to the next issue to provide further information.</p>
4.5.6.4 - Provide Council with survey results and action plan in relation to the opportunities identified that simplify doing business with Council.	Corporate Services	Quarter 2					<p>The survey has been completed, with a report, presentation and action plan finalised in 2024-25. The findings and recommended actions are scheduled to be presented to Council in Q3.</p> <p>The report has been presented to a Council Briefing and the resulting actions will be included in the 2026/27 Operational Plan.</p>

4.6 Local Government Sustainability Program

4.6.1 - Initiate enhancement of the Facility Asset Management Plan to support service and financial planning

Commence improvements to the Facility Asset Management Plan by incorporating Council-endorsed service levels, scheduled maintenance needs, and clearer renewal forecasting, laying the foundation for more robust investment planning in future years.

4.6.1.1 - Asset Management Plan updated with initial service level alignment and scheduled maintenance needs	Corporate Services	Quarter 1					<p>Review of Maintenance and renewals, FMP, ACP updates and preparation. Site visits conducted - Progression towards 2026.</p> <p>Updates continued to the FMP and ACP documents. Progress continues towards the 2026 objectives.</p> <p>Facilities Asset Management Plans were presented to Council for feedback. Adoption is scheduled for Q4 and will support improved long-term planning, lifecycle management, and informed decision-making for Council buildings.</p> <p>Gap analysis of existing Facility Asset Management plans have yet to commence.</p>
4.6.1.2 - Gaps identified for progressive improvement in future years	Corporate Services	Quarter 2					<p>Initial preparation to identify gaps in the FMP has begun, with groundwork completed in Q2 to support an upcoming gap analysis.</p> <p>Preparation for the Facility Asset Management Plan gap analysis has progressed, building on Q2 groundwork. With plans nearing adoption, preliminary review activities have commenced to support a detailed gap analysis in future stages.</p>
4.6.1.3 - Priority projects scoped for integration into the Long Term Financial Plan	Corporate Services	Quarter 3					<p>Existing priority projects continue to be incorporated into the centralised projects register, with this activity expected to be an ongoing activity</p> <p>Existing priority projects continue to be incorporated into the centralised projects register, with this activity expected to be an ongoing activity.</p> <p>Priority projects continue to be incorporated into the centralised projects register, supporting future integration into the Long Term Financial Plan. This remains an ongoing activity to ensure alignment between project planning and financial forecasting.</p>

GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

4.6 Local Government Sustainability Program

4.6.10 - Improve capital project delivery through early planning and pre-construction readiness

Strengthen Council's capital works delivery by initiating project planning, design, and approval processes earlier in the financial year. This action aims to improve cost certainty, reduce delivery delays, and ensure more capital projects are shovel-ready for timely commencement after budget adoption.

4.6.10.1 - Priority projects identified and planning completed before budget adoption	Strategic Roads, Airports & Major Projects	Quarter 4					<p>On track. Early budget adoption in 2025/26 has enabled an additional two weeks of project planning and preparation, providing a solid foundation for delivery in 2025/26. Review of TIDS projects underway to ensure pre-planning progresses through Q3 and Q4.</p> <p>Identified as a Councillor "Top 5" priority at the Annual Councillor Strategy Session. Specific actions are being finalised to address this for the 2026/27 Budget and forward years.</p> <p>Capital Works prioritisation process presented to Council during initial 2026/27 budget workshops. Refinements made following ELT and Council feedback. Process testing presented to Council, with 2026/27 projects being prepared for consideration.</p>
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4.6.11 - Capitalise on the potential of our commercial business units

Capitalise on the potential of our commercial business units to provide for ongoing sustainability

4.6.11.1 - Develop a strategy for Council's commercial business units	Chief Executive Officer	Quarter 3					<p>Not yet commenced - scheduled to commence in Q2</p> <p>Initial scoping has commenced to define Council's commercial business units, confirm scope, and gather baseline financial and operational information to inform a draft strategy to improve sustainability and performance.</p> <p>Commercial strategy has been incorporated in Saleyards Master Plan development with the intention to use it as a template to develop other commercial strategies.</p>
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4.6.12 - Modernise Council's Enterprise ICT Infrastructure and Cloud Environment

Implement the new greenfields Azure design, upgrade core infrastructure, and enhance Identity and Access Management using Role Based Access Controls (RBAC) to support scalable and secure ICT operations.

4.6.12.1 - Infrastructure and network upgrades aligned to restructure completed	Corporate Services	Quarter 3					<p>Planning and design commenced, with procurement process scheduled to begin in Quarter 2.</p> <p>Approximately 50% of infrastructure and network upgrades have been completed. Remaining works are progressing as planned, with delivery on track for completion in Quarter 3.</p> <p>Infrastructure and network upgrades aligned to the restructure have been completed across all sites. Deployment finalised, with upgraded systems now in place to support improved performance and service delivery.</p>
4.6.12.2 - Azure migration core services transitioned	Corporate Services	Quarter 4					<p>Planning and design underway, with specialist engagement to commence in Quarter 2 as per approved project.</p> <p>Specialist engagement commenced, with network discovery and design completed. Migration activities are scheduled to commence in Quarter 3, with the project remaining on track for Quarter 4 completion.</p> <p>Core services transition to Azure has commenced, with migration activities well underway. Progress remains on track for completion in Quarter 4 in line with the approved project timeline.</p>

4.6.2 - Redesign the General Ledger and financial reporting structure

Undertake a review of Council's general ledger, cost centres and reporting systems to improve strategic alignment and decision-making capability.

4.6.2.1 - Needs analysis completed with ELT and service units	Corporate Services	Quarter 2					<p>This is scheduled to start in Q2. After ELT and service unit reporting lines identified, the needs analysis can begin.</p> <p>The needs analysis of responsible budget managers has been impacted by the delay in the finalisation of the organisational structure, however will be completed early in Q3.</p> <p>Needs analysis completed with ELT and service units, including survey feedback on the draft resource structure. Initial engagement completed and ready to progress to detailed scoping with Civica.</p>
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GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

4.6 Local Government Sustainability Program

4.6.2 - Redesign the General Ledger and financial reporting structure

Undertake a review of Council's general ledger, cost centres and reporting systems to improve strategic alignment and decision-making capability.

4.6.2.2 - Concept model and implementation roadmap approved	Corporate Services	Quarter 2					<p>Dependent on first step being completed (Needs Analysis completed with ELT and service units) which is scheduled for Q2.</p> <p>This task has not yet commenced. Development of a concept model and implementation roadmap will follow completion of the needs analysis, scheduled for early Q3, to guide future redesign of the General Ledger and reporting structure.</p> <p>Stakeholder engagement undertaken on base level concept model and is being implemented for use in current budget development. Further work will be undertaken in 2026/27 to address other elements of the general ledger.</p>
4.6.2.3 - Redesign implemented in time to commence the 2026-2027 budget	Corporate Services	Quarter 2					<p>Dependent on first step being completed (Needs Analysis completed with ELT and service units) which is scheduled for Q2.</p> <p>Work on the redesign has not yet commenced. The redesign will follow completion of the needs analysis, which is scheduled for early Q3, to support implementation aligned with the 2026–2027 budget.</p> <p>Base level concept model remains planned to support the 2026/27 budget process; however, the implementation remains manual due to time constraints and resource availability.</p> <p>A prototype monthly financial report has been developed. CFO and ICT are now working together to automate the report into a dashboard, shifting focus from data collection to analysis and advice.</p>
4.6.2.4 - At least one reporting dashboard or prototype developed	Corporate Services	Quarter 3					<p>Automation of the monthly financial report is progressing, with development of a reporting dashboard underway. This will enable more timely insights and allow greater focus on financial analysis and advice.</p> <p>Existing dashboards have been reviewed with further stakeholder engagement required to finalise the technical requirements to amend systems and data linkages. Work also continues to support enhanced monthly financial reporting.</p>

4.6.3 - Advance budget maturity through improved service understanding and alignment

Strengthen long-term financial sustainability by advancing Council's budgeting maturity, including clearer understanding of what services are delivered, how they are resourced, and how investments align with community outcomes.

4.6.3.1 - Draft Service Delivery Statement developed for each service, including description, staffing, funding, projects, and success measures	Corporate Services	Quarter 3					<p>CFO is working with QTC and other councils to develop a Service Delivery catalogue template and process. Collation of service unit information is expected to commence next quarter.</p> <p>Draft Service Catalogue has been prepared. Each 1-page service plan to be distributed and finalised by service areas during January and February.</p> <p>Service managers are currently preparing one-page service delivery plan, in conjunction with their Operational Budgets, with submissions due by 10 April to enable review and consolidation into a complete Service Catalogue.</p> <p>A draft Budget Policy has been prepared, which includes an investment prioritisation framework. The policy will formalise how budget inputs are structured and will be reviewed for endorsement in the coming quarter.</p>
4.6.3.2 - Budget inputs structured according to Project Works Plan and investment prioritisation framework	Corporate Services	Quarter 3					<p>Budget Policy including Investment prioritisation framework scheduled to be taken to ELT in January.</p> <p>The draft Budget Policy, including investment prioritisation framework, is being refined ahead of presentation to ELT. A new and improved prioritisation framework has been endorsed by Council and incorporated into the upcoming budget process.</p> <p>Progress has been made on Year 1 milestones of the Budgeting the Maranoa Way strategy, with closer monitoring of carry over projects in the Q1 budget review and stronger procurement compliance, with forecasting improvements being developed.</p>
4.6.3.3 - Progress reported against Year 1 milestones in the Budgeting the Maranoa Way strategy	Corporate Services	Quarter 3					<p>Progress report being developed by CFO - on track for presentation by Q3.</p> <p>As part of the annual budget process underway for FY2026/27, all budget managers are actively preparing detailed zero-based budgeting worksheets aligned to the Budgeting the Maranoa Way approach.</p>
4.6.3.4 - Long term rates strategy is incorporated into councils long term financial plan.	Corporate Services	Quarter 2					

GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

4.6 Local Government Sustainability Program

4.6.4 - Maintain and integrate strategic asset management planning

Update and integrate asset management plans annually, ensuring alignment with capitalisation, service levels, asset condition, and long-term financial forecasts.

4.6.4.1 - Asset Management Plans updated within 90 days of capitalisation	Corporate Services	Quarter 2					<p>This task has not yet commenced. Work is focused on embedding a new process to ensure Asset Management Plans are updated within 90 days of capitalisation, with the first updates expected next quarter.</p> <p>Defining the requirements around this new process will form part of the overall Strategic Asset Management Framework.</p> <p>Council has commenced a prioritised review of Asset Management Plans, focusing on renewing ageing documents and improving integration with capitalisation outcomes, service levels and long-term financial planning.</p> <p>Work on the Strategic Asset Management Framework has not yet commenced, however existing work undertaken as part of the Facility Asset Planning has been identified that should enable this to be complete on schedule.</p>
4.6.4.2 - Strategic Asset Management Framework adopted	Corporate Services	Quarter 2					<p>Strategic Asset Management Framework has been drafted, and requires further work and cross-team collaboration to refine.</p> <p>Cross team collaboration continues with a view to finalising the Strategic Asset Management Framework in Q4</p> <p>A budget guideline is being developed to train asset managers on requirements for creating a 10-year capital works program. This is the first time undertaken, so training will be provided during the information gathering exercise next quarter.</p>
4.6.4.3 - 10-year works program integrated into Long Term Financial Plan and annual budget	Corporate Services	Quarter 3					<p>The new budget guideline has been drafted - this will require 10-year works program be identified and provided for inclusion into the LTFP. Presentation to ELT for this guideline is scheduled in January.</p> <p>Asset Management Plan is integrated at a class level into the LTFP with further enhancement required to achieve Councils strategic objectives.</p>

4.6.5 - Develop a corporate framework to align and strengthen asset management planning

Design the foundation for a unified Corporate Asset Management Framework that links asset condition, service levels, and financial planning. Begin aligning asset management plans to the new structure to support informed long-term investment decisions.

4.6.5.1 - Corporate Asset Management Framework developed and adopted	Corporate Services	Quarter 2					<p>Corporate Asset Management policy and framework has been drafted. This will be reviewed, improved and endorsed by ELT in Q2.</p> <p>Similar to the Strategic Asset Management Framework, this corporate asset management plan will be consolidated and included as part of one framework.</p> <p>Similar to the Strategic Asset Management Framework, this corporate asset management plan will be consolidated and included as part of one framework.</p> <p>Work is scheduled for Q2.</p>
4.6.5.2 - Priority alignment requirements identified for future Asset Management Plan updates	Corporate Services	Quarter 2					<p>Priority alignment requirements to be refined and updated in the draft framework in January.</p> <p>Future Asset Management Plans will align generally with the approach undertaken recently for Facility Asset Management planning provided to Council in February 2026.</p> <p>Dependent on new Framework being endorsed/adopted, which is scheduled for Q2.</p>
4.6.5.3 - Capital planning and long-term budgeting informed by new framework structure	Corporate Services	Quarter 3					<p>New framework scheduled for presentation to ELT in January.</p> <p>Capital project planning framework has been updated in the 2026/27 Budget process to reflect council's priorities and will be further refined each budget cycle.</p>

4.6.6 - Establish a business improvement program to drive efficiency and alignment

Develop and operationalise a business improvement function to identify and implement process enhancements across Council.

4.6.6.1 - Business improvement framework and project pipeline developed	Corporate Services	Quarter 2					<p>Manager Governance & Risk recruitment undertaken in Q1 with commencement expected in early Q3.</p> <p>External support is currently being sought to assist with developing the business framework and to undertake process reviews as a support package.</p> <p>External support continues to be sought to progress this initiative, with recruitment efforts also continuing.</p>
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GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

4.6 Local Government Sustainability Program

4.6.6 - Establish a business improvement program to drive efficiency and alignment

Develop and operationalise a business improvement function to identify and implement process enhancements across Council.

4.6.6.2 - >2 priority process reviews completed	Corporate Services	Quarter 3					<p>Manager Governance & Risk recruitment undertaken in Q1 with commencement expected in early Q3.</p> <p>External support is currently being sought to assist with undertaking process reviews.</p> <p>External support continues to be sought to progress this initiative, with recruitment efforts also continuing. Manager Governance & Risk recruitment undertaken in Q1 with commencement expected in early Q3.</p>
4.6.6.3 - Recommendations implemented and outcomes reported	Corporate Services	Quarter 4					<p>Recommendations will be developed once external support has completed their reviews.</p> <p>External support continues to be sought to progress this initiative, with recruitment efforts also continuing.</p>

4.6.7 - Refresh the Corporate Plan to align with Council's strategic direction

Develop a new five-year Corporate Plan that reflects the current Council's vision, priorities, and strategic direction. The refreshed plan will guide operational delivery, investment, and performance across the organisation.

4.6.7.1 - Commence the update of the Corporate Plan	Corporate Services	Quarter 2					<p>Approach to market has been undertaken with activities to undertake the review commencing in Q2.</p> <p>Contractor has been engaged with planning well underway for the delivery of the updated Quarter Plan during Q4.</p> <p>Community and Council engagement activities have concluded with draft Corporate Plane due to be received early April.</p> <p>No activity expected on this item at this point in the year.</p>
4.6.7.2 - Refreshed Corporate Plan adopted by Council	Corporate Services	Quarter 3					<p>Given the project was started later than intended, the Corporate Plan is expected to be adopted by Council by early Q4.</p> <p>Community and Council engagement activities have concluded with draft Corporate Plane due to be received early April.</p>

4.6.8 - Strengthen plant and fleet management through regional coordination

Transition plant and workshop management from locality-based models to a regionally coordinated approach. By progressing Regional Workshop and Plant & Equipment Plans, and delivering on the annual Plant Replacement Program, Council will enhance consistency, asset utilisation, and equipment reliability across the organisation.

4.6.8.1 - Regional Workshop Plan and Plant & Equipment Plan developed to support coordinated service delivery	Corporate Services	Quarter 2					<p>Workshops and Fleet Services are now operating under a regional model, with the Coordinator Workshops in place, replacement program underway and planning being undertaken on coordination of regional plant.</p> <p>Workshops and Fleet Services are now operating under a regional model, with the Coordinator Workshops in place. Recruitment of Vacant Mechanic and Apprentice positions advertised and onboarding commenced</p> <p>Recruitment and onboarding of one Tradesperson and two Apprentices has been completed. Contractors have been wound back. Also with additional staff, area's during peak demand can be resourced as needed.</p>
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4.6.9 - Design a centralised stores and logistics model to support procurement reform

As part of Council's broader procurement and organisational reform, design a region-wide stores and logistics model to improve stock management, reduce inefficiencies, and support consistent service delivery. This includes reviewing the current inventory footprint, exploring delivery models, and clarifying the future role of physical stores within the organisation.

4.6.9.1 - Options developed for centralised or alternative logistics models	Corporate Services	Quarter 2					<p>This task has not yet commenced. The Coordinator Stores & Logistics will lead development of options for a centralised or alternative logistics model to support procurement reform once they commence in Q2.</p> <p>Management of the stores function has been centralised, with information being collected on usage and demand of existing inventory, alongside high volume low value items being purchased directly. Final model is not likely to be finalised until Q4.</p> <p>This task has commenced. We have Currently identified some stores and Logistics models and will start gathering current state information with the intent of completing the task at the end of Q4.</p>
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GOAL 4: Accountability - TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

Our goal: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

4.7 Transparent government

4.7.1 - Strengthen Council's Strategic Projects Register and Investment Decision Framework

Build on the Strategic Projects Register established during the 2025-2026 budget process by formalising its governance and strengthening the use of project assessment tools. This action will support more transparent prioritisation, improve decision-making, and enable Council to clearly track and manage its strategic project pipeline and investments.

4.7.1.1 - Strategic Projects Register formalised, with structure for both live and pipeline projects	Corporate Services	Quarter 2	✓	✓	✓	○	<p>The proposed Projects Register has been improved through the Q1 budget review. The SharePoint register now allows all managers to input future projects, capturing both live and pipeline initiatives.</p> <p>A draft prioritisation framework has been prepared aligning risk management and budget policies. The policy will be finalised for ELT review before progressing to Council for adoption, strengthening project prioritisation and investment decisions.</p>
4.7.1.2 - Prioritisation framework refined and adopted for investment decisions	Corporate Services	Quarter 2	●	●	✓	○	<p>Presentation of prioritisation framework is scheduled for February.</p> <p>An enhanced prioritisation framework has been endorsed by Council and incorporated into the Projects Register to support project assessment and decision-making. The framework has been embedded within the draft Budget Policy and guidelines.</p> <p>This task has not yet commenced, as integration into Executive briefings and the annual budget process is dependent on finalisation and adoption of the Budget Policy and prioritisation framework.</p>
4.7.1.3 - Integration into Executive briefings and annual budget decision processes	Corporate Services	Quarter 3	●	●	✓	○	<p>Policy and framework schedule for presentation to ELT in January.</p> <p>Integration of prioritisation framework into Executive briefings and the annual budget process is now possible, following Council endorsement of new framework. Adaptation of report templates and supporting guidance will be developed.</p>

4.7.2 - Improve the quality of reporting to Council to enable informed decision-making and community transparency

Enhance the structure, content and accessibility of Council reporting to support more informed decision-making, increase transparency, and strengthen public confidence in Council decisions and services.

4.7.2.1 - Needs assessment conducted with Councillors and Executive	Chief Executive Officer	Quarter 2	●	●	●	✓	<p>Review undertaken by LGMA Governance support which identified priorities.</p> <p>Initial assessment highlighted outstanding actions as priority with further investigation required for other reporting needs.</p> <p>Outstanding Action report has been implemented following Council endorsement. Briefing scheduled for Apr 2026 to assess Council's needs/wishes to Meeting reports.</p> <p>Needs assessment done with Councillors 15/4/2026. Minor changes to the template to be implemented. Review to be undertaken during Q2, on current templates.</p>
4.7.2.2 - Standardised templates introduced for Council and public-facing reports	Chief Executive Officer	Quarter 3	●	●	●	○	<p>Standardised outstanding actions report has been developed and finalised. Further templates to be reviewed after needs assessment conducted.</p> <p>Refinements implemented to officer reports including consistency in GST treatment approach, standardised wording for tender award recommendations and confirmation of remaining budget under financial implications section of the report template.</p>

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

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

5.10 Integrated recreation plan

5.10.1 - Activate community and recreation spaces

Facilitate programs and partnerships that increase use of sport, recreation and community facilities across the region.

							No region wide events conducted in Q1
5.10.1.1 - >2 region-wide events or active recreation programs supported	Regional Development	Quarter 4	●	●	●	○	Supported Queensland Schools State Touch Football Trials in August with in kind assistances. Have hosted several active recreation water play activities across the region since the closure of the Roma pool. Cate Campbell swim clinics taking place in Surat and Mitchell. Regional exercise classes started end of March and will run into Q4. These classes are part of the active Kit funding received. Provided support to the Roma Union rugby club to apply for federal grant funding to upgrade the fields and club house. Assisted a number of community sporting groups to apply to the Community Gambling fund super round.
5.10.1.2 - Active pursuit of grants to support improved Council owned sporting grounds	Regional Development	Quarter 4	●	●	●	○	Supporting Roma Cricket Association, Injune Rail Trail, Little Athletics, Echidnas and Mitchell RSL combined sports club in grant funding applications. Provided support to the Roma Clay Target Club, Roma & District Cricket, Wallumbilla Campdraft and Advance Injune in preparing and submitting Games On grant applications. Council has re-established a Sport & Rec Officer position in Q1, review of Strategy to commence in Q2, Support is currently being provided to several local Sports clubs for precinct upgrades.
5.10.1.3 - Increased use of community and recreation facilities with participation data tracked and reported	Regional Development	Quarter 4	●	●	●	○	With the establishment of a Regional Sports and Recreational Officer this project can progress Regional Sports and Recreation officer has developed a database and will provide a report in Q4 Due to commence stakeholder engagement in Q3
5.10.1.4 - Review and update the Maranoa Sport and Recreation Strategy.	Regional Development	Quarter 4	●	●	●	○	Community consultation underway and due to be completed end of March. Work will commence on strategy in Q4

5.11 Maranoa Local Housing Action Plan

5.11.1 - Address priorities on housing availability identified in the Local Housing Action Plan

Council's current Local Housing Action Plan is nearing end of life and as a key document to guide and understand housing requirements for the region there is a need to ensure its currency and current housing needs.

							Briefing session scheduled for the 5th of November, to commence work and gauge councils thinking
5.11.1.1 - Update and adopt the Maranoa Local Housing Action Plan	Regional Development	Quarter 4	●	→	●	○	This will be part of the review of operational council land. As well as discussions with CHL to ascertain how they can assist. Subsequent to the November briefing officers have drafted a report, which is now with Director for feedback. The next step is to bring this report to a further briefing with councillors. Initial assessment has been conducted in Surat and Roma, needs to be expanded to include all towns in the MRC area
5.11.1.2 - Undertake a detailed assessment of residential land that is potentially available	Regional Development	Quarter 4	●	→	●	○	Held briefing session on the 26th of November to review current council owned land, what is available for potential sale and get copouncillors appetite / feedback what we must retain for operational or future opportunities Currently in final draft in conjunction with the housing action plan strategy.

5.13 Infrastructure accessibility

5.13.1 - Support improved service delivery at the local level, focusing on a "how can we help" approach

Continue to improve the role of local customer service, libraries, and local area staff in connecting residents to services, feedback channels and decision-making.

							Recruitment for the role to facilitate this process is underway and campaign expected to commence during Q2.
5.13.1.1 - Communication campaign delivered that emphasis "how we can help" at a local level	Corporate Services	Quarter 2	●	●	→	○	Working group established within Q2. Inception meeting in early January 26 Prototype communication medium was developed and discussed at working group. Councillors were consulted. This piece of communication does not standalone and form part of the Customer Experience Strategy.

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5.13 Infrastructure accessibility

5.13.1 - Support improved service delivery at the local level, focusing on a “how can we help” approach

Continue to improve the role of local customer service, libraries, and local area staff in connecting residents to services, feedback channels and decision-making.

							Not yet commenced.
5.13.1.2 - Community satisfaction with local services is monitored and reported	Corporate Services	Quarter 4	●	●	●	○	Will commence ELT discussions within Q3 Over 95% of the Warroo and Benedemere residents indicated that they were satisfied with the service in compared to approximately 85% of Roma and Bungil residents indicated they were satisfied with the service.

5.13.2 - Support equitable access to Council facilities

Identify the accessibility to community sport and recreation facilities across the region.

							Audit to be conducted in Q2.
5.13.2.1 - Accessibility audit completed for community sport and recreation facilities	Regional Development	Quarter 2	●	●	●	○	Audit to be conducted in Q3 Contractor has been engaged to conduct the Audit. Awaiting some final details around which facilities are to be included in the Audit. Audit will take place in April. To be prepared in Q3
5.13.2.2 - Action plan to address the accessibility audit has been prepared	Regional Development	Quarter 3	●	●	→	○	To be completed in Q3 Action plan will not commence this Operational plan and will be included within the 2026/2027 Operational plan Information to be provided in Q4.
5.13.2.3 - Community feedback collected and analysed for continuous improvement	Regional Development	Quarter 4	●	●	●	○	Sport and Rec Coordinator to commence development of register in Q3. This feedback will be received through the Sports and Recreational Strategy consultations and will form part of the strategy

5.13.3 - Coordinate regionally managed, locally-delivered customer and library services

Transition to a corporate coordination model for customer service and library functions, while maintaining strong local presence and access.

							Library services have commenced operating in a coordinated fashion during Q1, with the model to be further reviewed in Q2.
5.13.3.1 - Coordinated service model implemented for libraries and customer service	Corporate Services	Quarter 2	●	●	✓	○	Customer Experience Team have commenced operating in a coordinated manner. A new member for Roma Team was recruited in Q2. The addition will fill the gap and enabled the CX Team to further build cohesion. Coordinators meeting held fortnightly to discuss shared resources and building teams capability. Actively sharing information and updates with both touch points. This has enabled consistency of information provided. Whole of team meetings to be conducted in Q2 and Q4.
5.13.3.2 - Two (2) whole of team meetings conducted annually	Corporate Services	Quarter 4	●	●	●	○	First whole of team meeting was undertaken on the 12th of December. Whole of Library Team will meet in May for input into the Library Strategic Plan. The whole of Customer Experience Team will meet in Q4 for capability building.

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5.13 Infrastructure accessibility

5.13.4 - Review our parks, open spaces and pathway (including footpaths) needs and service standards

Review of parks, open spaces and pathway asset needs and service standards

5.13.4.1 - Action plan and service standards adopted by Council	Engineering Services	Quarter 3	●	●	●		<p>The review of parks, open spaces, and pathway asset needs and service standards has begun initially with GIS mapping of all parks and open spaces, along with understanding current standards in place to inform future discussions.</p> <p>Series of briefings will commence in Q3, bringing back data to compare the service standards from 2017. Works to be completed in-house at this stage.</p> <p>Briefing completed and scope established for the review. Each park has been inspected and data collected. The review is drafted but needs some further information before Councillor review.</p>
5.13.4.2 - Develop Master Plans for Surat recreation grounds and Gwydir Laycock Park (Injune)	Strategic Roads, Airports & Major Projects	Quarter 2	●	●	●		<p>Draft Gwydir Laycock Park and Surat Recreation Grounds Master Plans for community consultation endorsed in December 2025 with next step to progress to community consultation delivered in conjunction with broader strategic planning documents.</p> <p>Community consultation completed in Injune and Surat during Q3. Feedback being collated, with report to Council scheduled for April seeking endorsement of the Master Plans. On track for completion by 30 June.</p>

5.14 Disaster resilience and preparedness

5.14.1 - Review Council's disaster management governance and coordination arrangements

Improve Council's disaster readiness by reviewing the governance structures, roles, and coordination mechanisms that guide disaster response and recovery. This includes clarifying responsibilities, updating protocols, and testing readiness through an internal disaster scenario or simulation.

5.14.1.1 - Disaster Management Group structure and terms of reference reviewed	Strategic Roads, Airports & Major Projects	Quarter 1	●	●	●		<p>Structure reviewed following recent organisational changes. No major amendments required, other than appointments to LECC roles to align with current structure. Training program for new appointees is being finalised with QPS for rollout in coming quarters</p> <p>LECC role appointments implemented following the structure review. Coordination with QPS to progress training for the newly appointed members. Key personnel attended the QPS Doctrine Guidelines workshop.</p>
5.14.1.2 - Readiness exercise delivered to test governance and coordination arrangements	Strategic Roads, Airports & Major Projects	Quarter 2	●	●	●		<p>Meetings and training completed for Mitchell & Surrounds and Yuleba/Wallumbilla & Surrounds LECCs. Surat meeting completed. Injune meeting held December 2025. Training for Surat and Injune to occur at a later date.</p> <p>Major review of LDMP and Risk Assessment underway. IGEM review completed in July, with findings feeding into updates. LRAP being finalised for QRA submission by Oct. Mitchell exercise held with 15 participants tested inter-agency coordination and response</p> <p>LDMP and Risk Assessment review is progressing with completion and adoption by the LDMP is planned for Q3/Q4. Planning commenced with QPS for a LECC evacuation exercise in the new year.</p> <p>The LDMP and Risk Assessment are progressing. Next steps are to engage key asset owners to understand and test risk mitigation activities and identify critical asset and process elements.</p>

5.2 Cultural diversity and social inclusion

5.2.1 - Establish a Sister City relationship with the Philippines

Forge enduring international ties through a Sister City partnership with a community in the Philippines.

5.2.1.1 - Progress the implementation of a formal Sister City agreement	Regional Development	Quarter 4	●	●	●		<p>Work to commence in Q2.</p> <p>Initial deputation held with Maranoa Regional Council and Philippine Consulate. Feedback from meeting to reshape next steps for this initiative. Action plan to be developed in Q3 to progress initiative.</p> <p>Deputation held with Philippine Consulate in Q3 to further discuss a way to progress this initiative. Action with Council to develop a summary of key facilities suitable for use in lead up to Brisbane 2032 – and provided to the Consulate.</p>
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5.3 Wellbeing Community Program

5.3.1 - Promote wellbeing and resilience through community partnerships

Support safety, mental health, and resilience through partnerships and capacity building with local networks and co-funded projects.

5.3.1.1 - >2 wellbeing-focused initiatives supported or delivered (e.g. suicide prevention, domestic violence awareness)	Regional Development	Quarter 4	●	●	●	○	Partnered with the "Bloke with the beard" to deliver the Multicultural awards. Community support has partnered with PHN, Anglicare and STRIDE to deliver a number of Mental health week activities in October. Conducted the Christmas Hamper appeal with over 300 hampers delivered to community members in need. Community Christmas Luncheon with 150 RSVP for the event plus other initiatives. Engaged a facilitator to run the Nourish and Move workshops aimed at keeping over 65 active and healthy. Program ran over 6 weeks Community support has attended several events and meetings in Q1
5.3.1.2 - Attendance at and interaction with wellbeing networks, events and meetings	Regional Development	Quarter 4	●	●	●	○	Community support has attended several events and meetings such as interagency in Q2 Community support has attended several events and meetings such as interagency and Murri Cuy in Q3 Received funding from PHN in Q1 to deliver Mental Health week activities
5.3.1.3 - Co-funded projects or joint grant submissions pursued	Regional Development	Quarter 4	●	●	●	○	Applied to the Empowering Multicultural Community Projects fund for a English as a Second Language workshop series Awaiting outcome of the Empowering Multicultural Community Projects fund for an English as a Second Language workshop series at the end of March

5.3.2 - Review the Community Grants Program to improve transparency and strategic alignment

Review and enhance Council's Community Grants Program to ensure funding decisions are transparent, fair, and strategically aligned. This includes updating policies and processes to better reflect Council's priorities and support strong outcomes for community groups.

5.3.2.1 - Implement the Community Grants Policy	Regional Development	Quarter 1	✓	✓	✓	✓	The Community Grants and events assistance Policy was adopted and promoted to the region. Continue to promote and implement the policy. Obtaining feedback to review the policy after 12 months.
5.3.2.2 - Assessment and acquittal processes updated	Regional Development	Quarter 1	●	✓	✓	✓	All new forms and guidelines created and approved by Council have been uploaded to the Website with the first round of funding open to the community. Further update on the process will be given in Q2 Completed in Q1 Round one of the community grants currently open, which is due to close 31 October 2025
5.3.2.3 - >80% of the community grants allocation is expended	Regional Development	Quarter 4	●	●	●	○	On budget On Budget - approximately 45% of budget expended with Round 2 closing late March No update in this quarter - further update will be provided in Q3
5.3.2.4 - Biannual report prepared on the outcomes of the community grants program	Regional Development	Quarter 4	●	●	●	○	No update in this quarter - further update will be provided in Q3 Round one grant applicants are still working on their projects. No report will be completed until acquittals are received. Expect report in Q4

5.4 Community pride

5.4.1 - Support regional events that celebrate Maranoa's identity

Coordinate, support and promote regional events that build civic pride and reflect the shared identity, diversity and community spirit of the Maranoa region.

5.4.1.1 - Regional Events Calendar published monthly	Regional Development	Quarter 4	●	●	✓	○	Work is underway to incorporate the different event types into a single calendar that will be publicly available on Council's website.. This will be followed by other distribution approaches informed by Council's Communications Strategy. Events calendar will be incorporated into online initiatives including the replacement of My Community Directory and the Bottle Tree Bulletin Maranoa Events Calendar now live and available via MRC website. Upcoming events published in Bottle Tree Connect newsletter
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5.4 Community pride

5.4.1 - Support regional events that celebrate Maranoa's identity

Coordinate, support and promote regional events that build civic pride and reflect the shared identity, diversity and community spirit of the Maranoa region.

								Update will be given in Q2
5.4.1.2 - Council updated quarterly on event activities and outcomes	Regional Development	Quarter 4						Regular weekly updates provided to the CEO, with the view to develop a quarterly report via Councillor Briefings
								Community Support Service Plan to be presented to Councillor briefing by end of March 2026 A social media campaign is promoting the Roma Country Music Festival, with plans underway to promote Roma's Easter in the Country 50th Anniversary in 2026.
5.4.1.3 - Council-supported major events promoted through coordinated campaigns and media coverage	Regional Development	Quarter 4						A social media campaign is promoting the Roma Country Music Festival, with plans underway to promote Roma's Easter in the Country 50th Anniversary in 2026.
								Social media campaign promoting Easter in the Country is currently underway. Not yet commenced
5.4.1.4 - Event programming and support reflects the cultural, geographical and community diversity of the Maranoa	Regional Development	Quarter 4						Supported the Multicultural awards in Q1. Monthly multicultural meet and greets held. Coordinated Harmony week activities and events and supported International Women's Day.

5.4.2 - Develop a Volunteer Strategy to support local delivery and community wellbeing

Recognising the vital contribution of volunteers to local services and civic life, Council will develop a Volunteer Strategy to better support, coordinate and sustain volunteer involvement.

								Volunteer Strategy to be developed in conjunction with the final report of the Inquiry into Volunteering in Qld.
5.4.2.1 - A local and regional Volunteer Strategy linked to outcomes of the Inquiry into Volunteering in Queensland, is developed and adopted by Council with input from stakeholders and the community	Regional Development	Quarter 4						Commencement due in Q3. Beginning work on Volunteer Strategy and Policy, to be finalised in 2026/27. Volunteer week planning will commence in Q2
5.4.2.2 - Deliver at least 5 volunteer week initiatives during Volunteer Week	Regional Development	Quarter 4						Volunteer week planning has commenced and will continue in Q3 - Volunteer week planning has commenced with Volunteer week taking place 18 - 24 May 2026

5.4.3 - Deliver the "Keep Maranoa Beautiful" program

Deliver the annual Keep Maranoa Beautiful kerbside clean-up program to support safe and convenient waste disposal across towns and communities. The program promotes civic pride and improves the visual amenity of the Maranoa by offering a coordinated, region-wide kerbside collection service, supported by proactive community communication.

								Briefing held with Councillors and date organised for end of Q3. Communications and tender will be developed in Q2.
5.4.3.1 - Public communication and promotional materials released >6 weeks before the event	Regional Development	Quarter 2						Communication plan has been drafted and sitting with Communications. Media campaign will begin in Q3. Communications went out to residents. Minor delays due to post availability. Program completed, experienced weather delays. Review of last year's program was taken to Council brief in Q1, feedback incorporated into planning for 2025/26 program.
5.4.3.2 - Kerbside clean-up campaign delivered across all participating communities with a report provided on the campaign's effectiveness	Regional Development	Quarter 4						Request for quote documents have been drafted and reviewed. Will be sent out at the start of January. Communication plan has been drafted and sitting with Communications. Advertisement of the campaign will be released at the start of Q3. Communications went out to residents. Minor delays due to post availability. Program completed, experienced weather delays. Comprehensive review & preplanning for 26-27 FY will take place in Q4.

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5.4 Community pride

5.4.4 - Update the Community and Local Area Plans

Refresh Maranoa's overarching community plan and local area plans (identity or place setting) to guide the development and aspirations of the Maranoa community (including defining what liveability means in the Maranoa)

Internal review of existing plans is underway and Council briefing sessions to be held in Q2.

5.4.4.1 - ≥5 Local Area Plans completed and endorsed

Regional Development

Quarter 3



Council endorsed strategy framework and processes with stakeholder engagement commencing early Q3

Local plans will be reviewed and updated in Q4

5.5 Cultural heritage and arts promotion

5.5.1 - Promote local arts, heritage and cultural experiences

Support participation in cultural programs and ensure community museums, collections and spaces are actively maintained and promoted.

Revised scope of the Injune Museum completed in Q1 in line with the budget allocation. Tourism Icons Investment Fund to open in Q2.

5.5.1.1 - Identify and pursue external funding partners to implement the Injune Museum in consultation with stakeholders

Regional Development

Quarter 4



Preliminary discussion held with Deputy DG Fisheries and Forestry's at DPI regarding potential funding support for future fit out stages of museum. Report presented in Q2 identifying the Injune Museum fit out for a potential funding program.

Investigating funding opportunities through DPI for the Injune Museum relating to the timber industry Arts and culture officer working with Cobb and Co store museum to update the display known as the Wealth of Warroo.

5.5.1.2 - Community heritage sites or museums operational in >5 outlying townships and Roma

Regional Development

Quarter 4



Roma Big Rig, Cobb and Co Store Museum, Wallumbilla Heritage centre, Booringa Heritage Museum, Roma Butter factory, Kennif courthouse, Roma and District Family Historical Lodge.

Continue to support local groups. Identifying potential grant opportunities.

5.5.2 - Support a vibrant regional identity through a coordinated arts and culture program

Foster connection, creativity and a shared sense of place through a coordinated arts and culture program (such as Regional Arts Development Fund) that reflects the unique identity of the Maranoa region. This action will support regional storytelling, creative expression, and inclusive access to cultural experiences across communities.

Review of Terms of Reference and application process undertaken in Q1 with council review scheduled for Q2.

5.5.2.1 - Review Regional Arts Development Fund (RADF) terms of reference and application process

Regional Development

Quarter 2



Application process completed and endorsed by Council. Terms of Reference working progress

Final round of revisions presented to RADF Committee. Pending review, report to Council. This Quarter Arts and Culture have delivered 5 events including the millinery workshop which was funded through RADF

5.5.2.2 - Annual arts and culture program developed and delivered

Regional Development

Quarter 4



Continue to deliver planned programs

Continue to deliver planned programs. Honky Tonk Queens was held in Injune with 70 in attendance. Currently updating the guidelines and aim to promote RADF in quarter two.

5.5.2.3 - Regional Arts Development Fund (RADF) program is promoted in non-traditional artist fields

Regional Development

Quarter 4



Updated guidelines to be presented to Council in Q3 for adoption.

Planned to roll out marketing campaign to coincide with new guidelines.

5.5.2.4 - Regional Arts Development Fund (RADF) delivered with >80% acquittal of allocated funds

Regional Development

Quarter 4



On Budget

On budget. Currently 73% of budget has been spent.

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5.6 Youth development and engagement

5.6.1 - Engage with youth to inform youth voices are captured in Council planning

Use targeted engagement to ensure youth voices are reflected in Council planning, programs and priorities.

5.6.1.1 - Youth Council is established	Regional Development	Quarter 3					<p>Terms of Reference to be developed in Q2.</p> <p>Terms of Reference to be developed in Q3</p> <p>Briefing session held with Council 11 March to discuss the Youth Council and to seek feedback on establishing a youth Council. ToR will be drafted and presented at another Briefing. Not yet commenced.</p>
5.6.1.2 - Establish 2 initiatives that target an increase in the number of youth volunteering across the region.	Regional Development	Quarter 3					<p>Not yet commenced. Awaiting for development of a Youth Council</p> <p>Briefing session held to discuss a youth council and its benefits. Draft ToR document developed and undergoing interval reviews before being brought back to Councillors briefing for further discussion. Briefing and council adoption of TOR in Q4.</p>

5.9 Community safety enhancements

5.9.1 - Promote responsible pet ownership and community safety

Deliver animal management services that support safety, amenity, and responsible pet ownership through education and enforcement.

5.9.1.1 - "Bark in the Park" education campaign is delivered and the outcome includes an understanding of dog infrastructure needs	Regional Development	Quarter 1					<p>Community event held 20 Sept. Survey responses analysed and briefing paper prepared. Outcomes and findings scheduled to be presented at briefing on 5 November</p> <p>Survey feedback for the "Bark in the Park" campaign has been received and noted. Quotes for turf and irrigation have been obtained, Council has endorsed installation by June 2026, and community communication will be issued before the 2025 shutdown.</p> <p>Installation of turf at the dog park will proceed following improvements to the water infrastructure, with the contractor available after completion of Lions Park. Community communication will be issued prior to completion.</p>
5.9.1.2 - >90% of animal-related customer requests responded to within 5 working days	Regional Development	Quarter 4					<p>Achieved and maintained a 100% response rate within 5 days for animal-related requests, strengthened by the commencement of a new staff role three months ago.</p> <p>The team continues to perform exceptionally, now supported by an additional staff member, maintaining a 100% response rate within 5 working days for all animal-related customer requests.</p> <p>Staff continue to maintain a 100% response rate within five working days for all animal-related customer requests. With a full team in place, workload is effectively managed, allowing dedicated attention to enquiries.</p>
5.9.1.3 - >2 community education campaigns delivered	Regional Development	Quarter 4					<p>Bark in the Park held as one campaign. Team to attend Christmas Street Party and local shows in 2026, achieving >2 community education campaigns</p> <p>Staff attended the Christmas Street Party as part of community education efforts. Further engagement is planned at the Mitchell and Wallumbilla Shows in 2026, contributing to the delivery of more than two community education campaigns.</p> <p>Engagement at the Mitchell and Wallumbilla Shows is scheduled for Q4, continuing the delivery of community education campaigns.</p>
5.9.1.4 - Decline in repeat offences or impounded animals over 12 months	Regional Development	Quarter 4					<p>Numbers and occurrences of repeat offences or impounded animals remain steady at Q1. Education remains the key driver, with strong social media campaigns being delivered.</p> <p>Repeat offences and impounded animal numbers remain steady. A respectful, collaborative approach over the past 12 months has improved the Community Safety team's reputation and increased residents' willingness to engage with Council.</p> <p>The Community Safety team continues to monitor repeat offences and impounded animals, applying a respectful, collaborative approach with residents. Efforts are ongoing to achieve a decline in repeat offences or impounded animals over 12 months.</p>

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5.9 Community safety enhancements

5.9.2 - Expand proactive animal compliance and education to improve community safety

Enhance liveability and safety in the Maranoa by increasing proactive animal management efforts, with a strong focus on wandering dogs and aggressive behaviour. This includes expanded early-morning and after-hours patrols, equitable deployment of compliance staff across all towns, and targeted public education to reduce the risk of dog attacks. The action supports consistent, region-wide service and builds public confidence in Council's animal management approach.

							Rostered officer coverage model is operating effectively and expected to improve further with an additional role onboarding soon.
5.9.2.1 - Rostered officer coverage model in place to support regional response equity	Regional Development	Quarter 1					<p>The rostered officer coverage model continues to operate effectively. With a full team of rangers and officers and an additional vehicle, regional response equity is being delivered at its strongest level to date.</p> <p>The rostered officer coverage model continues to perform strongly. With a full team in place, regional response remains efficient and service delivery is maintained at a very high level. To commence in Q2</p>
5.9.2.2 - Targeted regional education campaign on aggressive dogs delivered	Regional Development	Quarter 2					<p>The targeted regional education campaign on aggressive dogs is underway. Officers are engaging directly with the community during patrols, strengthening relationships and positively influencing dog-related behaviours.</p> <p>Targeted online education on aggressive dogs is scheduled for Q4 to coincide with communication on animal registration renewals.</p> <p>Selective Inspection Program commenced in priority areas: 551 properties visited (contractors completing reminder visits, finishing 3 Oct 2025), 108 advisory notices issued.</p>
5.9.2.3 - Regional selective inspections commenced in priority areas	Regional Development	Quarter 2					<p>The Selective Inspection Program concluded on 28 Nov, with 551 properties visited and 108 advisory notices issued. Registration numbers are now at a record high, totalling 3,186 animals (2,807 dogs, 379 cats).</p> <p>As at Q3, registration numbers have increased to 3,251 animals, comprising 2,862 dogs and 389 cats. Patrols scheduled and delivered in high-risk areas across all towns, with staff conducting early and late shifts to ensure coverage from 6 am to 6 pm.</p>
5.9.2.4 - Patrols scheduled and delivered in high-risk areas across all towns	Regional Development	Quarter 4					<p>Patrols continued in high-risk areas across all towns, with a full team of officers covering early and late shifts. Consistent scheduling ensures strong regional presence, visibility, and rapid response.</p> <p>Patrols are being flexibly deployed across towns according to incident patterns and community activities. Full staffing supports a consistently strong regional presence and rapid response.</p>