

NOTICE OF MEETING & AGENDA

Special Meeting

Wednesday 18 June 2025

Roma Administration Centre

NOTICE OF MEETING

Date: 18 June 2025

Mayor: Councillor W M Taylor

Deputy Mayor: Councillor C J O'Neil

Councillors: Councillor J R P Birkett
Councillor M K Brumpton
Councillor A K Davis
Councillor P J Flynn
Councillor J M Hancock
Councillor B R Seawright
Councillor J R Vincent

Chief Executive Officer: Robert Hayward

Executive Management: Brett Exelby – Director Corporate Services
Stephen Scott – Director Bendemere
Seamus Batstone – Director Engineering
Lee Jackson – Director Bungil
Jamie Gorry – Director Regional Development,
Environment and Planning
Dean Ellwood – Director Roma
Mathew Gane – Director Warroo

Attached is the agenda for the **Special Meeting** to be held at the Roma Administration Centre on
18 June 2025 at 09:00 AM.



Robert Hayward
Chief Executive Officer

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| | General Manager - People & Culture | |
| | Deputy Director / Strategic Road Management | |
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OFFICER REPORT

Meeting: Special 18 June 2025

Date: 15 June 2025

Item Number: C.1

File Number: D25/59145

SUBJECT HEADING: Organisational Structure Review

Classification: Open Access

Officer's Title: Chief Executive Officer

Executive Summary:

This report provides an update on the review of Council's organisational structure, as initiated by Resolutions OM/04.2024/06 and OM/11.2024/36. The review was undertaken to ensure the organisational structure is aligned with Council's strategic objectives, and service delivery requirements.

The initial consultation informing the review commenced under the former Chief Executive Officer with a staff survey that sought feedback on the organisation's strengths, areas for improvement, and opportunities for change. This was followed by a series of internal workshops with Council staff held in early 2024 and again in early 2025.

These sessions provided a forum for staff to discuss what was working well, identify operational challenges, and explore practical improvements to enhance team alignment and service delivery outcomes. The review process also included broader engagement with Councillors, staff representatives, and members of the community through a community survey.

A revised organisational structure has now been developed, drawing on the insights gathered throughout the review. The structure aims to strengthen internal coordination, clarify roles and reporting relationships, and improve Council's capacity to deliver quality services to the community.

As required under Section 196 of the *Local Government Act 2009 (Qld)*, Council must adopt an organisational structure by resolution. Council is now requested to receive this report, note the consultation undertaken, adopt the revised structure, and authorise the Chief Executive Officer to proceed with its implementation.

Officer's Recommendation:

That Council:

1. Receive the report as an update on the organisational structure review process initiated by Council Resolutions OM/04.2024/06 and OM/11.2024/36.
2. Note that consultation has been undertaken with Councillors, staff, staff representatives, and the community as part of the organisational review process;

3. Adopt the organisational structure as outlined in attachment 2, in accordance with Section 196(1) of the *Local Government Act 2009*; and
 4. Authorise the Chief Executive Officer to implement the adopted structure and undertake all necessary actions to give effect to the changes and make any necessary adjustments, including the flexibility to make amendments to titles and reporting relationships to ensure an effective organisational structure.
-

Context (*Why is the matter coming before Council?*):

Council's consideration and formal adoption of the revised organisational structure is required to give effect to the outcomes of the organisational review process initiated under Resolution OM/04.2024/06 and expanded through Resolution OM/11.2024/36.

In accordance with Section 196 of the *Local Government Act 2009*, a local government must adopt an organisational structure by resolution.

This report presents the proposed structure for Council's consideration and adoption, enabling the Chief Executive Officer to manage the structure in accordance with the Act.

Background (*Including any previous Council decisions*):

At the Ordinary Meeting held on 10 April 2024, Council passed Resolution OM/04.2024/06, endorsing the commencement of a review of the organisational structure. A key driver behind the resolution was to ensure that Council was delivering value for money for the community and ratepayers by aligning its organisational design with service delivery expectations, financial sustainability, and operational efficiency.

To build on this, Council passed **Resolution OM/11.2024/36** to define the scope of the review and supported further engagement with staff, Councillors, and key stakeholders.

Together, these resolutions provided the formal basis for the organisational review process and have shaped the development of the revised structure now presented for Council's consideration and adoption.

An extract from the minutes outlining the abovementioned resolutions have been included on the following page for completeness.

Maranoa Regional Council
Special Meeting - 18 June 2025

| | | |
|--|-----------------------|------------------------|
| Item Number: | 8.1 | File Number: D24/30984 |
| SUBJECT HEADING: | ORGANISATIONAL REVIEW | |
| Councillor's Title: | Cr. Wendy Taylor | |
| Executive Summary: <i>Two years ago, Maranoa Regional Council adopted a new organisational structure, I took a commitment to the election that I would initiate a total organisational review to ensure that there is value for rate payer investment.</i> | | |
| Resolution No. OM/04.2024/06 | | |
| Moved Cr O'Neil | | Seconded Cr Hancock |
| The Council: | | |
| <div>1. Develop the scope for an internal review of the organisational structure through a councillor workshop.</div> <div>2. Consider a further report at an upcoming council meeting.</div> | | |
| CARRIED | | 9/0 |

| | | |
|--|--|-------------------------|
| Item Number: | LC.1 | File Number: D24/108982 |
| SUBJECT HEADING: | SCOPE OF ORGANISATIONAL STRUCTURE REVIEW | |
| Officer's Title: | General Manager - People & Culture | |
| Executive Summary: <i>This initiative is focused on enhancing workforce engagement and operational efficiency as a critical step in mitigating organisational risk associated with employee disengagement, turnover and operational inefficiency.</i> <i>By actively addressing engagement and performance, this initiative will seek to deliver a productive work environment and operational structure that strengthens Council's ability to deliver reliable, high-quality services.</i> | | |
| Resolution No. OM/11.2024/36 | | |
| Moved Cr O'Neil | | Seconded Cr Seawright |

Ordinary
Meeting Minutes – Maranoa Regional Council – 0-13/11/24

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| That Council: <ol style="list-style-type: none">1. Adopt the scope of the organisation review as outlined in the report;2. Engage Change 2020 to continue staff engagement works regarding the next steps of the organisation review as per the scope referred to in Dot Point 1 above;3. Expenditure up to \$40 000 ex GST be sourced from GL2161.2094: Human Resources – Legal and Professional Services CARRIED 8/0 |
|--|

Initial Staff Survey

Prior to the initial report to Council that initiated the organisational review, a staff survey was invited by the former Chief Executive Officer. The purpose of the survey – which was conducted in **September 2023** was to gather honest and broad-based feedback from employees about the organisation's strengths, areas for improvement, and opportunities for change.

The survey was distributed to all staff, with a total of **231 employees answering, equating to a 74%** response rate. Staff were encouraged to reflect on their day-to-day experiences, how effectively the current structure supported service delivery, and any barriers they faced in performing their roles. Common themes emerging from the survey included:

- ☐ Perceived disconnect between staff and executive senior leadership
- ☐ Frustration with internal processes regarding services that are offered across the region
- ☐ Concerns regarding the clarity and effectiveness of the existing organisational structure
- ☐ Strong sense of satisfaction and connection within individual work teams

The survey responses provided a valuable foundation for the next stages of the review and helped to shape the focus areas for further consultation and structural refinement. Many of the challenges and improvement opportunities identified through the survey were explored in greater depth during subsequent staff workshops held in early 2024 and 2025.

Staff Workshops

Following the initial staff survey, a series of facilitated staff workshops were held in **early 2024** and again in **early 2025** to build on the feedback provided and explore key issues in greater depth.

To support this process, Council engaged Gerard McCarthy of Change 2020, to assist with the review. The approach deliberately prioritised understanding the organisation first, before moving into the design of potential structural solutions. This staged approach ensured that any recommended changes were grounded in local context and informed by those with day-to-day knowledge of how Council functions.

During the workshops, staff were asked to reflect on:

- ☐ What is currently working well within the organisation
- ☐ Where there are inefficiencies, gaps, or duplication
- ☐ What practical improvements could be made to support better alignment, accountability, and service delivery
- ☐ How roles and responsibilities could be structured to enhance performance and collaboration

These sessions helped validate themes identified in the initial survey and introduced new insights that may not have been captured through written feedback alone.

The contributions made through the workshops influenced the refinement of the draft structure, particularly in identifying opportunities to realign teams, streamline reporting lines, and improve service delivery and integration.

Community Survey

Following the staff survey a Community Engagement Survey was conducted between **17 and 29 April 2025** to gather feedback from residents, community organisations, and local stakeholders.

The survey received **29** responses and provided the community with an opportunity to share their perspectives on how effectively Council services are delivered, where improvements could be made, and what values or priorities should guide any organisational changes.

Community members were asked to reflect Council's service delivery model and were asked to respond to the following questions:

- ☐ What aspects of Council's organisational structure do you feel works for you?
- ☐ What are the areas in Council's organisational structure that could work better for you?

The feedback from the community was considered in shaping the organisational review. It provided an external perspective to complement the internal staff insights and helped reinforce the importance of community-centred service delivery.

Draft Organisational Structure

A revised organisational structure has now been developed, drawing on the insights gathered throughout the review. The structure aims to strengthen internal coordination, clarify roles and reporting relationships, and improve Council's capacity to deliver quality services to the community.

While there are several key changes, much of the existing organisational structure remains the same, ensuring continuity while improving service delivery.

1. **Balanced Area Focus with Regional Coordination:** The new structure maintains an emphasis on local representation through Operations Managers, ensuring each area's needs are addressed while key services such as customer service, tourism, and community services are centralised for greater efficiency and collaboration across the region.
2. **Clear Focus on Development and Community Services:** To provide more strategic focus, Regional Economic & Community Development has been divided into two units—Development (covering economic development, planning, and building) and Community Services—ensuring both areas receive the attention they need to support growth and quality of life across the region.

3. **Coordinating Regional Tourism Efforts:** A centralised tourism approach removes competing priorities and presents Maranoa as a cohesive regional destination, promoting local assets while leveraging the broader regional appeal.
4. **Streamlining Customer Service and Libraries:** Centralising Customer Service and Libraries under a single leadership role improves service consistency and resource coordination, ensuring high-quality assistance is provided to residents across all areas.
5. **Strengthening Area Contact and Operational Focus:** Operations Managers continue to be the primary point of contact for their areas, with streamlined senior roles empowering them to focus on delivering key services such as roads, parks & gardens, and water and sewerage, ensuring that field staff can operate with more autonomy.
6. **New Deputy CEO Role:** The creation of the Deputy CEO role ensures that critical areas such as Roads, Airports, Major Capital Works, and Disaster Management are closely aligned with the CEO's office. The Deputy CEO will also provide continuity in leadership during the CEO's absence, such as during leave or when on business away from the office. This ensures that key strategic functions and daily operations continue seamlessly, maintaining the momentum of Council and Councillor activities without disruption.
7. **Aligning Plant and Fleet with Engineering Operations:** Bringing Fleet and Workshops under the Director of Engineering enhances operational efficiency by improving coordination between teams and plant resources, ensuring better support for all service delivery areas.
8. **A Clearer, More Accountable Structure:** The new structure reduces complexity, clarifies roles, and defines responsibilities, ensuring greater transparency, better accountability, and a more efficient service delivery model. It empowers staff to make decisions at the operational level, resulting in improved outcomes for the community.
9. **Reduced Executive Team with Unchanged Operational Structure:** While the Executive Team is streamlined to five key roles, the overall Senior Management Team, including Directors, remains largely unchanged. This restructuring allows for a more focused and efficient leadership team while ensuring that additional resources are directed toward the operational side of the organisation, improving the delivery of core services to the community.
10. **Organisational Performance Officer Position:** This role will initially report directly to the CEO and focus on overseeing the implementation of the new structure, helping to address any issues that arise during the transition.

Feedback from staff, alongside observations from Gerard, has highlighted that simply adopting the new structure is not enough. A detailed plan to support the rollout is essential to its success. The Organisational Performance Officer will be pivotal in managing this plan, ensuring that the transition is not only

seamless but also that the necessary resources and support are in place to guide the organisation through the change process.

Recommendation:

That Council:

1. Receive the report as an update on the organisational structure review process initiated by Council Resolutions OM/04.2024/06 and OM/11.2024/36.
2. Note that consultation has been undertaken with Councillors, staff, staff representatives, and the community as part of the organisational review process;
3. Adopt the organisational structure as outlined in attachment 2, in accordance with Section 196(1) of the *Local Government Act 2009*; and
4. Authorise the Chief Executive Officer to implement the adopted structure and undertake all necessary actions to give effect to the changes and make any necessary adjustments, including the flexibility to make amendments to titles and reporting relationships to ensure an effective organisational structure.

Risks:

| <u>Risk</u> | <u>Description of likelihood & consequences</u> |
|---|--|
| Lack of Meaningful Action Following Consultation | <p>There is a risk that staff and community members may feel their feedback has been ignored if no clear action or response follows the consultation process. This can lead to frustration, reduced trust in Council's decision-making, and disengagement.</p> <p>This risk can be mitigated by demonstrating how feedback has informed the proposed structure and clearly explaining decisions where alternate views were not adopted.</p> |
| Disruption to Service Delivery | <p>As with any structural change, there is a risk of short-term disruption to service delivery during the transition period, particularly as roles and responsibilities are realigned.</p> <p>To mitigate this, prioritisation will be given to early appointment of key leadership roles—such as the Chief Operating Officer (COO) and the Organisational Performance position—to provide continuity and oversight.</p> <p>The Organisational Performance has been introduced specifically to strengthen implementation support, monitor progress, and help coordinate cross-organisational improvements. These measures are intended to minimise</p> |

| | |
|--|--|
| | service impacts and maintain operational stability during the transition. |
| Lack of Consultation with any Organisational Change | <p>A common risk in organisational change processes is the perception that staff and stakeholders were not adequately consulted. In this instance, consultation has included an initial staff survey; multiple staff workshops held in early 2024 and 2025; engagement with Councillors and a community survey open to external stakeholders.</p> <p>This information and feedback has been considered as part of the overall development of the revised structure.</p> |
| Closure of Feedback Opportunities During Implementation | <p>There is a risk that staff may feel excluded or disengaged if opportunities to provide feedback are perceived to have ended with the formal consultation phase. This can limit the organisation's ability to identify emerging issues during rollout and reduce staff ownership of the new structure.</p> <p>To mitigate this, Council will establish an ongoing internal feedback platform to ensure employees can continue to share ideas, raise concerns, and contribute to the success of the new structure as it is implemented.</p> |

Policy and Legislative Compliance:

Local Government Act 2009

The proposed organisational restructure is consistent with the requirements of Section 196 of the *Local Government Act 2009 (Qld)*, which sets out the legislative framework for appointing local government employees and establishing an organisational structure.

- ☐ Subsection 196(1) requires that a local government, by resolution, adopt an organisational structure appropriate to the performance of its responsibilities. This restructure will be formally presented to Council to ensure compliance with this obligation.
- ☐ Subsection 196(2) permits the local government to employ staff necessary to carry out its responsibilities. The proposed changes ensure Council has a structure that is aligned with service delivery needs and strategic objectives.
- ☐ Subsection 196(3) provides that the Chief Executive Officer is responsible for appointing local government employees. Once the revised structure is adopted, the CEO will implement the changes, including any staffing adjustments, in accordance with this provision.

For completeness, an extract of Section 196 of the *Local Government Act 2009* is included below:

Division 2 Other local government employees

196 Appointing other local government employees

- (1) A local government must, by resolution, adopt an organisational structure that is appropriate to the performance of the local government's responsibilities.
- (2) The local government may employ local government employees for the performance of the local government's responsibilities.
- (3) The chief executive officer appoints local government employees.

Certified Agreement

The Maranoa Regional Council – Certified Agreement 2023 (CB/2023/78) sets out specific obligations regarding organisational change. Clause 7.1 of the Agreement requires that Council:

- ☐ Provides genuine consultation with employees likely to be affected by major changes in the workplace; and
- ☐ Notifies and consults with relevant employee representatives and unions, including providing relevant information in a timely manner.

As required by the Agreement and the *Industrial Relations Act 2016 (Qld)*, consultation has been undertaken with affected staff and relevant union representatives. This has included information sharing and the opportunity to provide feedback prior to the finalisation of the proposed structure.

Budget / Funding (*Current and future*):

The implementation of the revised organisational structure will be supported through existing budget allocations and internal resourcing. While the structure introduces a number of redefined roles and adjustments to reporting lines, it is not expected to result in a significant increase or decrease in overall full-time equivalent (FTE) numbers.

The restructure is, however, initially estimated to result in a net saving of approximately \$450,000 per annum compared to the existing structure.

Timelines / Deadlines:

Implementation of the revised organisational structure will be progressively undertaken, following the direction provided by Council through Resolutions OM/04.2024/06 and OM/11.2024/36. The staged approach enables Council to manage change in a structured and responsive manner, balancing continuity of service with the introduction of improvements identified through the review process.

As part of the initial phase, Council has prioritised the early appointment of key leadership roles, including the Chief Operating Officer (COO) and Organisational Performance position. These roles will play a critical part in overseeing the implementation, supporting internal coordination, and monitoring progress against organisational objectives.

Recognising the importance of continued staff engagement, a mechanism will also be established to allow for ongoing feedback from employees during the rollout of the new structure. This will help ensure that emerging challenges are identified early, refinements can be made where needed, and the implementation remains grounded in practical, on-the-ground insights.

Consultation (Internal / External):

Councillors
Employees / Staff
Employee Consultative Committee
Staff Representatives and Unions
Community – via Community Engagement Survey

Strategic Asset Management Implications:

(If applicable, outline changes to whole of life costs and / or level of service)

N/A

Acronyms:

| Acronym | Description |
|---------|-------------|
| --- | --- |

Addition to Operational or Corporate Plan:

| Plan Description | Yes / No |
|------------------|--|
| Operational | No. However, an initiative has been included in the Draft 2025/26 Operational Plan to support organisational change through the implementation of the new structure. |
| Corporate | No. |

Link to Corporate Plan:

Corporate Plan 2023-2028
Corporate Plan Pillar 4: Accountability
4.1 Customer-centric business model

Supporting Documentation:

- | | | |
|---|--|-----------|
| 1 | Maranoa Regional Council_Engagement Summary 2025 | D25/59502 |
| 2 | High Level - ELT - SMT | D25/59596 |
| 3 | Full Organisational Structure - Concept | D25/59510 |

Report authorised by:

Chief Executive Officer

Change2020 Engagement Overview

A summary of Change2020's engagement with Maranoa Regional Council

Change.
2020



ENGAGEMENT OVERVIEW

16 June 2025

PURPOSE

This document outlines the activities undertaken by Change2020 to support Maranoa Regional Council

Gerard McCarthy

Principal Consultant | Change2020

Change.
2020

Change2020 Engagement Overview

A summary of Change2020's engagement with Maranoa Regional Council



Purpose

This document provides a summary of Change2020's engagement with Maranoa Regional Council (the Organisation), outlining the purpose and key outcomes of each phase of the intervention.

Initial Engagement | December 2023

Change2020 commenced discussions with Maranoa Regional Council in late 2023 following the results of an internally facilitated Staff Engagement Survey. The Organisation sought to better understand the results and determine appropriate actions to enhance engagement.

The primary objective of this engagement was to identify the underlying factors influencing workforce engagement. A comprehensive and inclusive process was designed to ensure all employees had the opportunity to contribute their views on what actions could support higher levels of engagement across the Council.

Focus Group Workshops | April–May 2024

In response to the initial engagement, the initiative titled **"We Heard You and We Are Still Listening"** was launched. This included a series of focus groups aimed at identifying the actions team members believed would foster a more engaged and motivated workforce.

Ten workshops were conducted across the Council, involving approximately 150 staff. Insights gathered were compiled into a report titled **"We Heard You and We Are Still Listening – Executive Debrief"** and shared with the leadership team.

CEO Briefing | September 2024

A dedicated session was held in September 2024 with the newly appointed CEO of Maranoa Regional Council. The purpose of this meeting was to provide context and key insights from the earlier engagement work, enabling the CEO to develop a strong understanding of the initiative's background and findings.

Council Briefing | October 2024

A briefing session was delivered to the elected members of Maranoa Regional Council in October 2024. The session covered the origins of the initiative, the engagement process undertaken, key themes emerging from the workforce input, and initial recommendations for action.

Organisational Sentiment Check-In | January 2025

Building on the 2024 findings, discussions resumed with Council leadership in early 2025 around a program designed to assess any shifts in sentiment across the Organisation. This work was proposed to help inform the upcoming Organisational Structure Review, offering the CEO and Executive updated insights into evolving workforce dynamics and areas potentially requiring change.

Engagement with Council and Executive | January 2025

To support the forthcoming Organisational Structure Review, sessions were held with both the elected Council and Executive team. The intent was to re-engage leaders, share findings, and seek their perspectives on how engagement and structural change could be best approached moving forward.

Employee Consultative Committee Briefing | February 2025

Change2020 Engagement Overview

A summary of Change2020's engagement with Maranoa Regional Council



A briefing was conducted with the Maranoa Employee Consultative Committee (ECC) in February 2025. The session addressed key themes and findings from the engagement report, providing a forum for both employee and industrial organisation representatives to understand and respond to the results.

Structural Review Focus Groups | March 2025

In March 2025, a second phase of focus groups was delivered, consisting of 11 sessions across the Maranoa region with participation from approximately 216 team members. This expanded initiative focused on identifying specific areas of dysfunction, inefficiency, and concern that needed to be addressed as part of the organisational review.

Key insights were documented in the report titled *"We Heard You and We Are Still Listening – Executive Debrief March 2025."*

Executive Debrief | March 2025

A separate debriefing session was held for the Executive Team in March 2025 to share findings from the March focus groups. This session presented overarching themes and recommendations, forming a foundation for future decision-making regarding organisational structure and operational improvement.

Council Report and Playback | April 2025

In April 2025, a detailed report and briefing were delivered to the Council. This session highlighted the primary insights from the March workshops and proposed key considerations for inclusion in the Organisational Structure Review.

Consultation Roadshow | June 2025

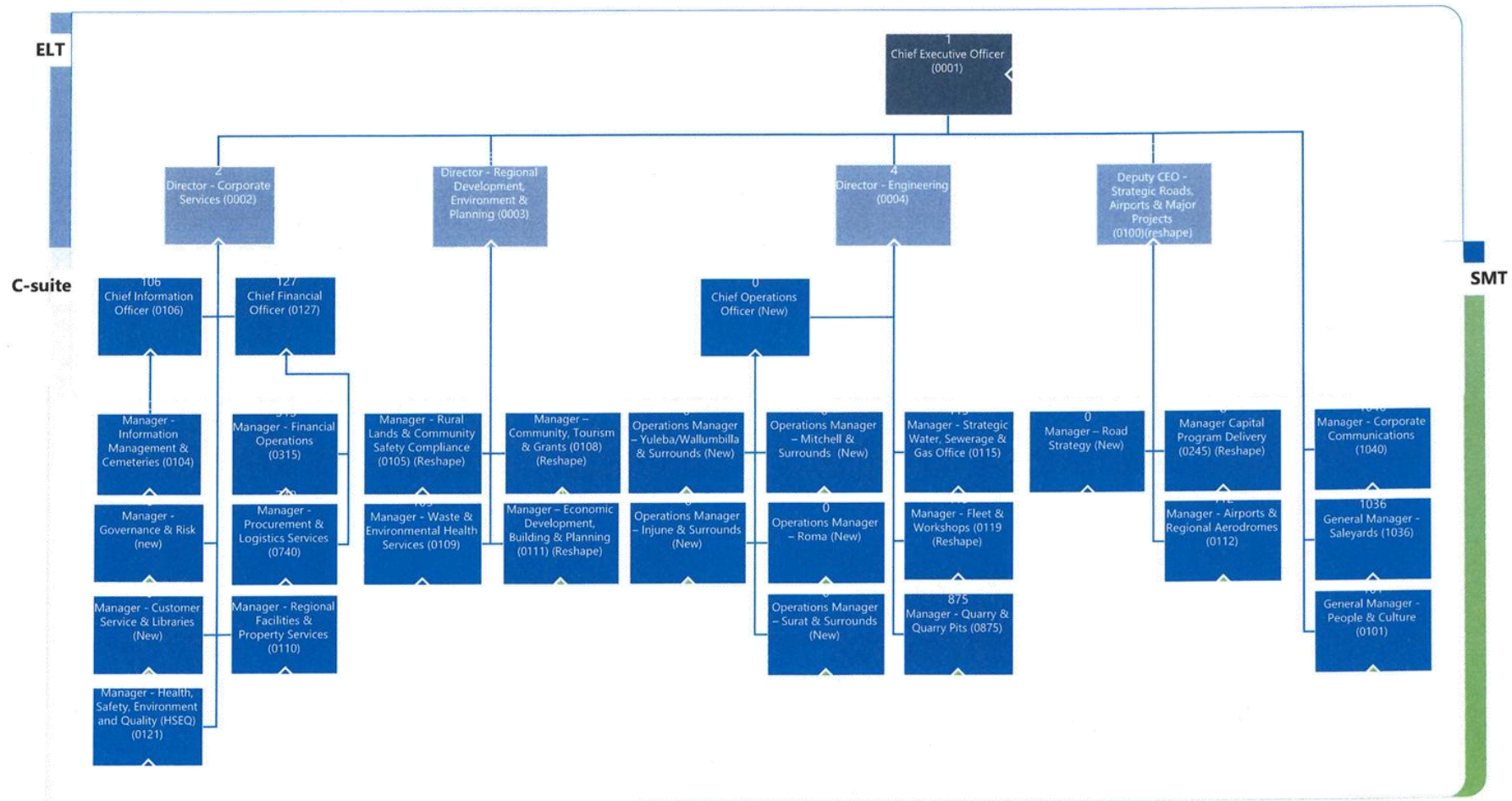
To close the loop on consultation, a Council-wide roadshow was conducted in June 2025. The purpose was to provide feedback to staff and leaders on the March engagement outcomes and share potential organisational changes under consideration. The CEO addressed attendees directly, outlining high-level proposals and indicative timelines for change.

Employee Consultative Committee Update | June 2025

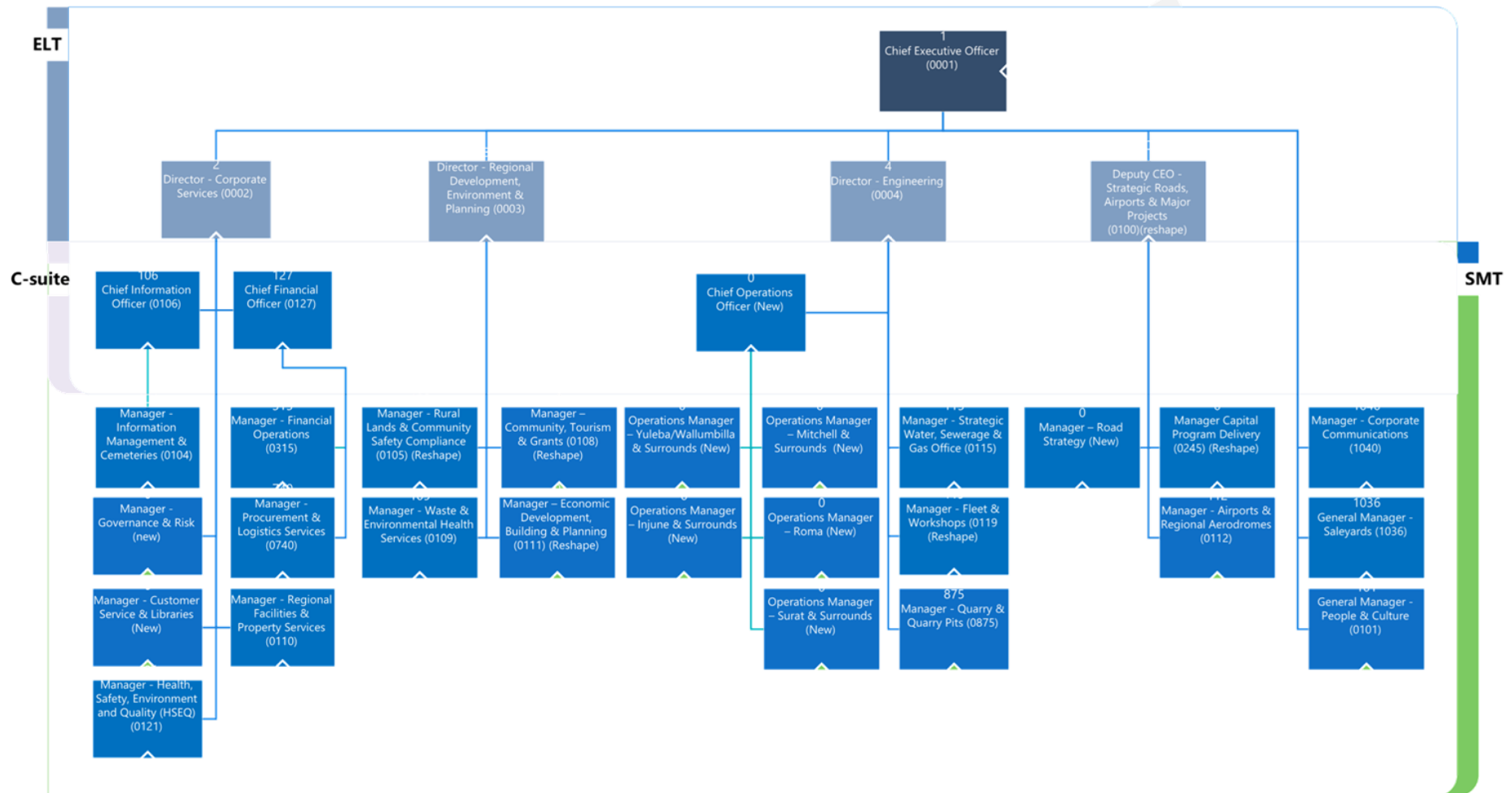
A final debrief was held in June 2025 with the ECC to discuss feedback from the June roadshow. The session focused on the proposed organisational changes and sought input from both Council employees and union representatives.



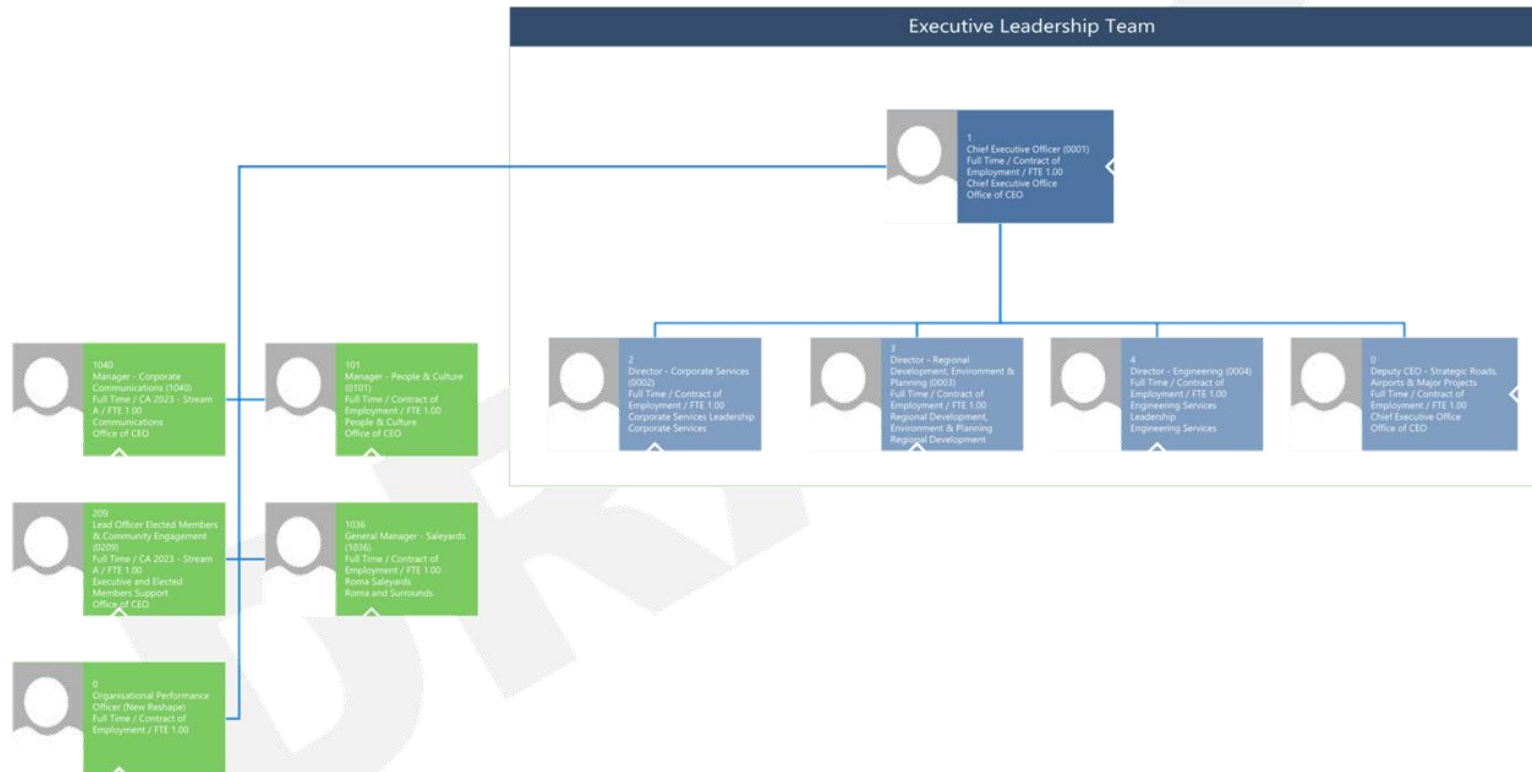
Directorate: ELT/SMT



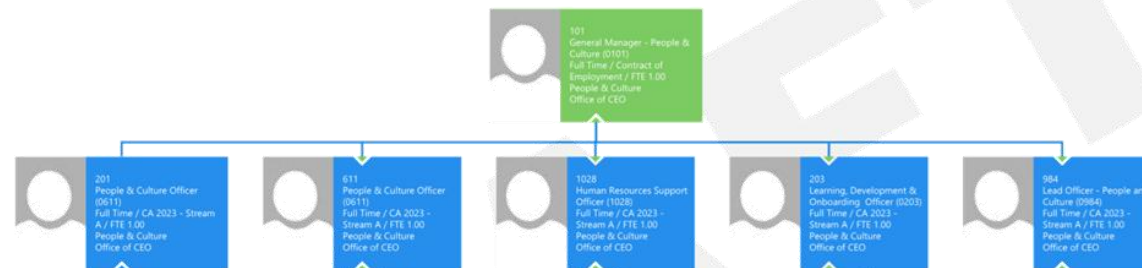
Directorate: ELT/SMT



Directorate: CEO

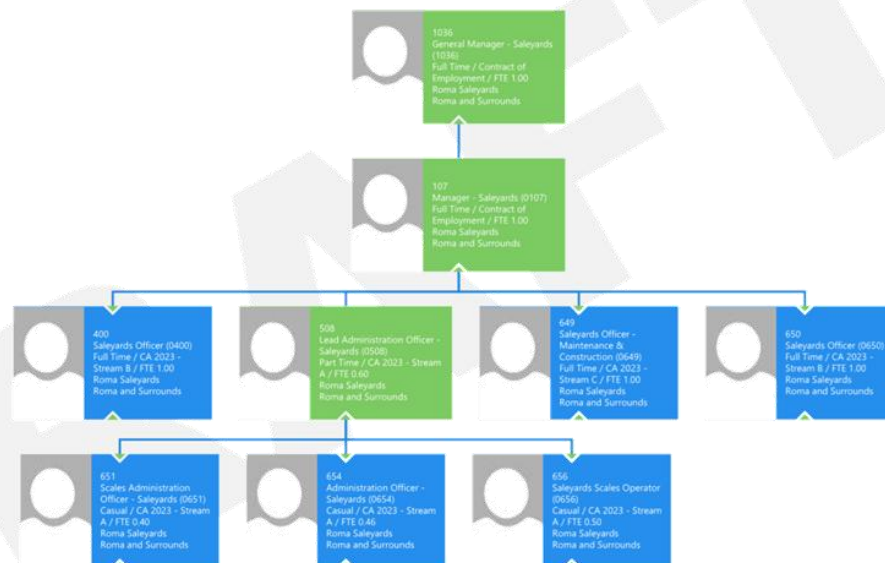


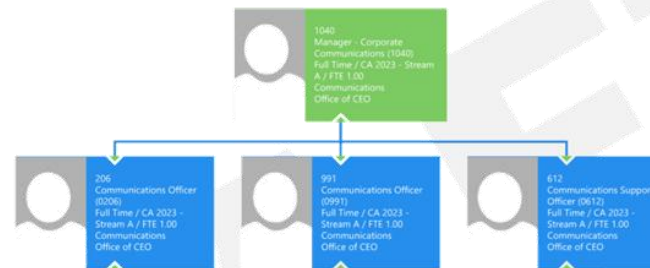
Department: People & Culture



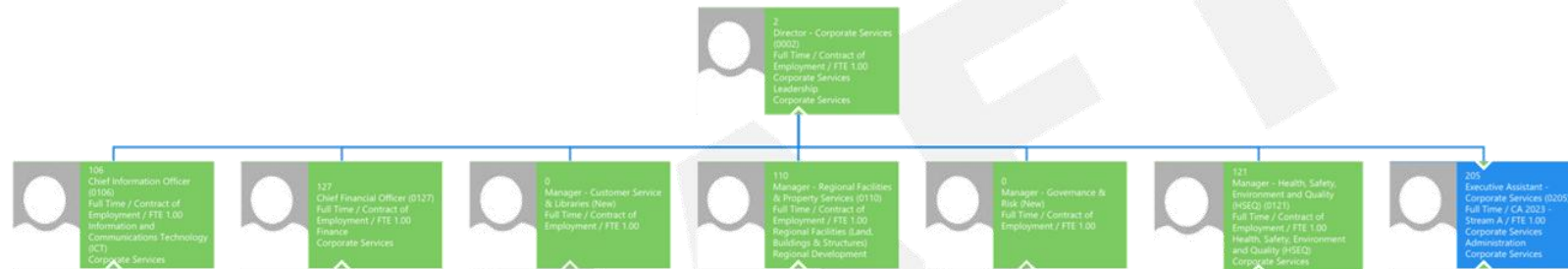
Department: Elected Members

Department: Saleyards

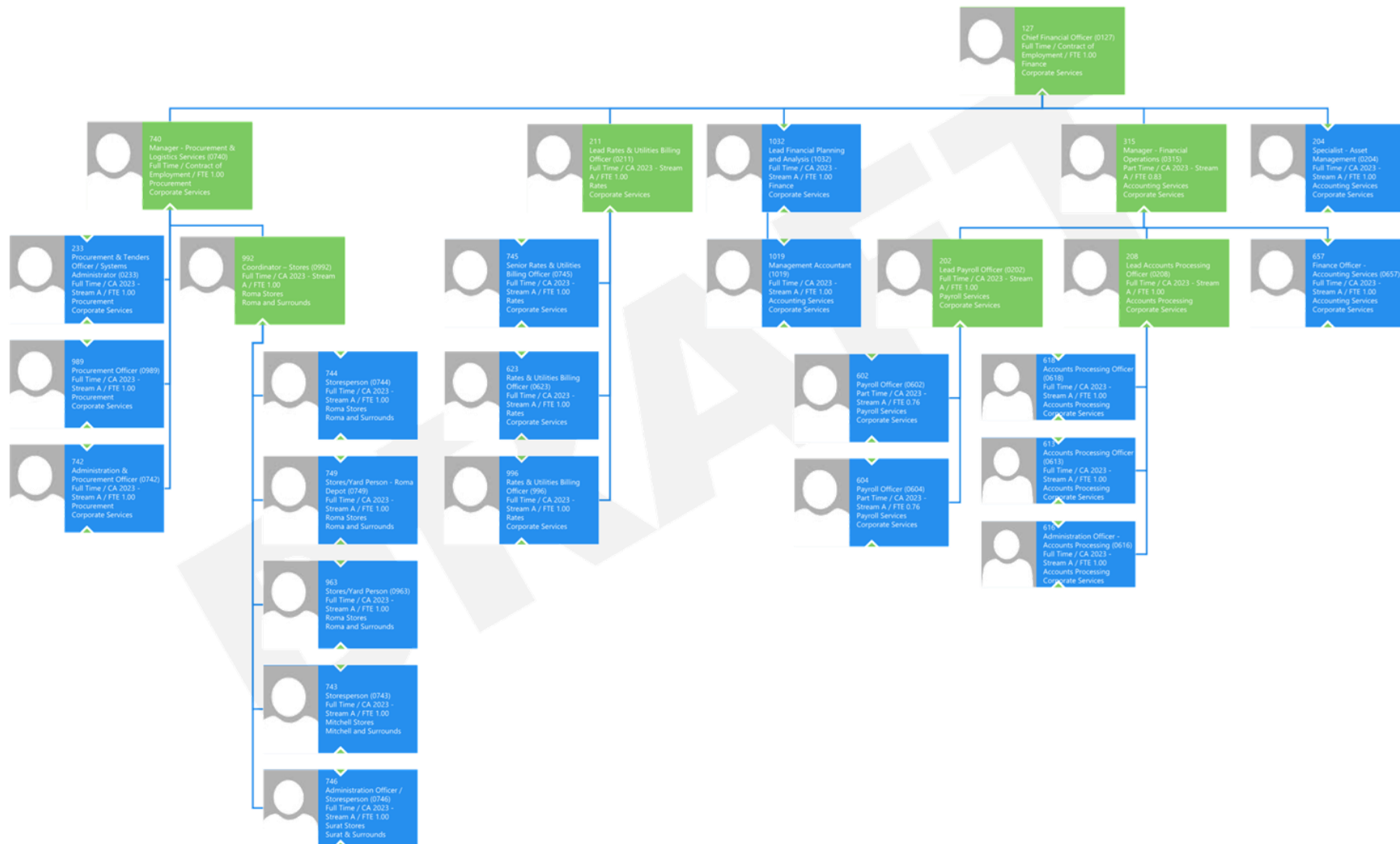


Department: Corporate Communications

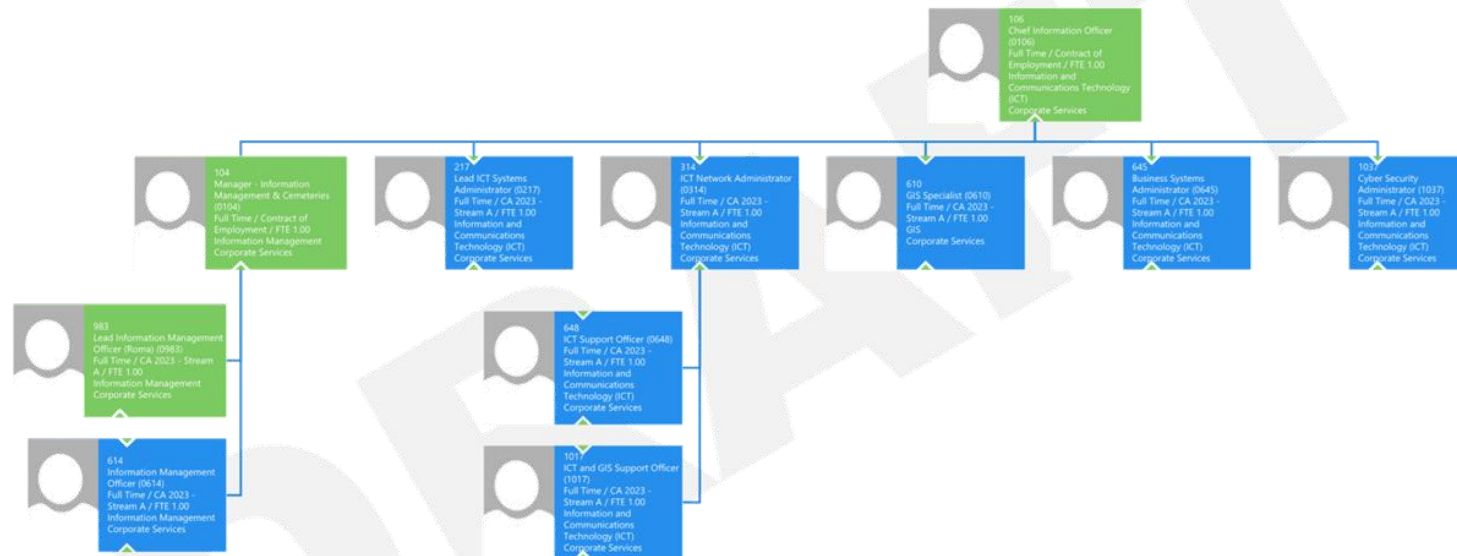
Directorate: Corporate Services



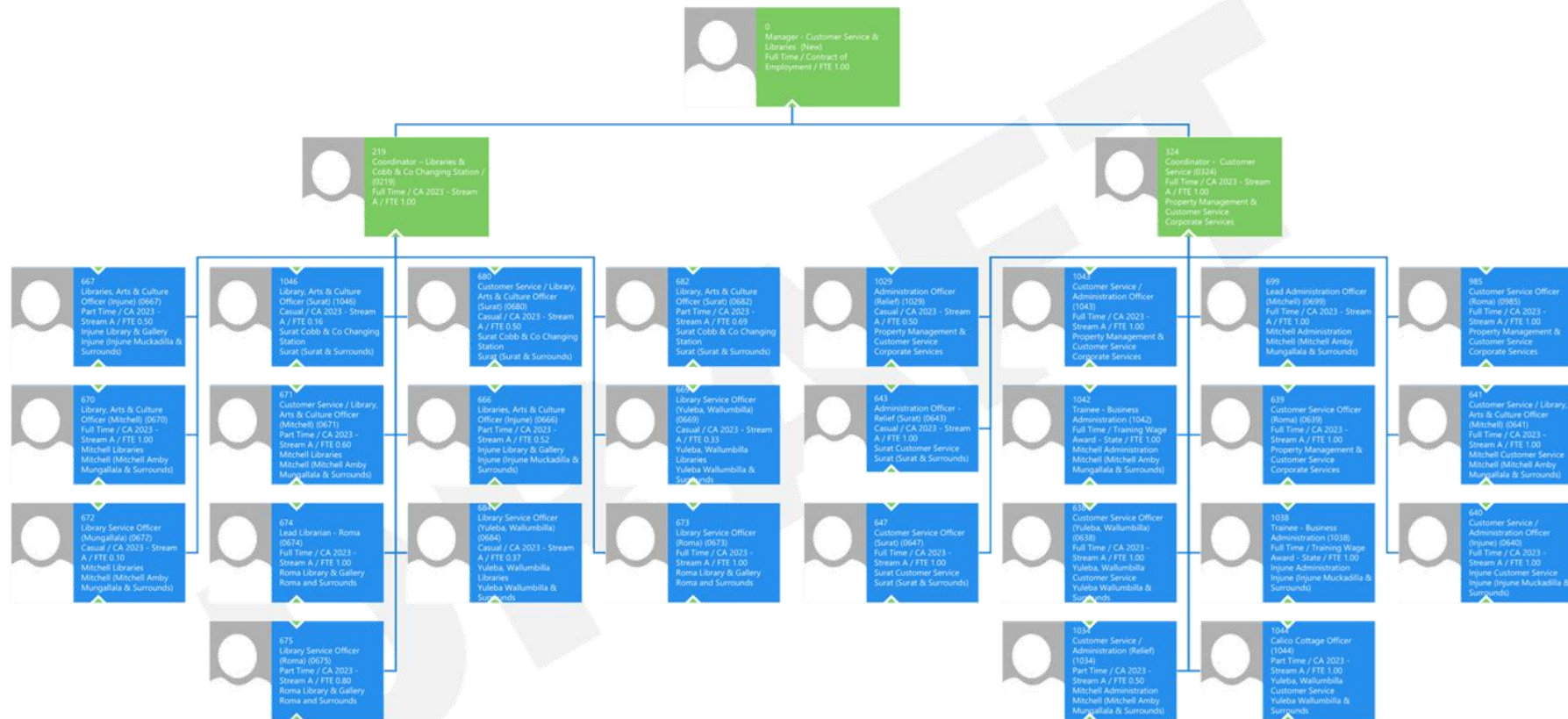
Department: Finance



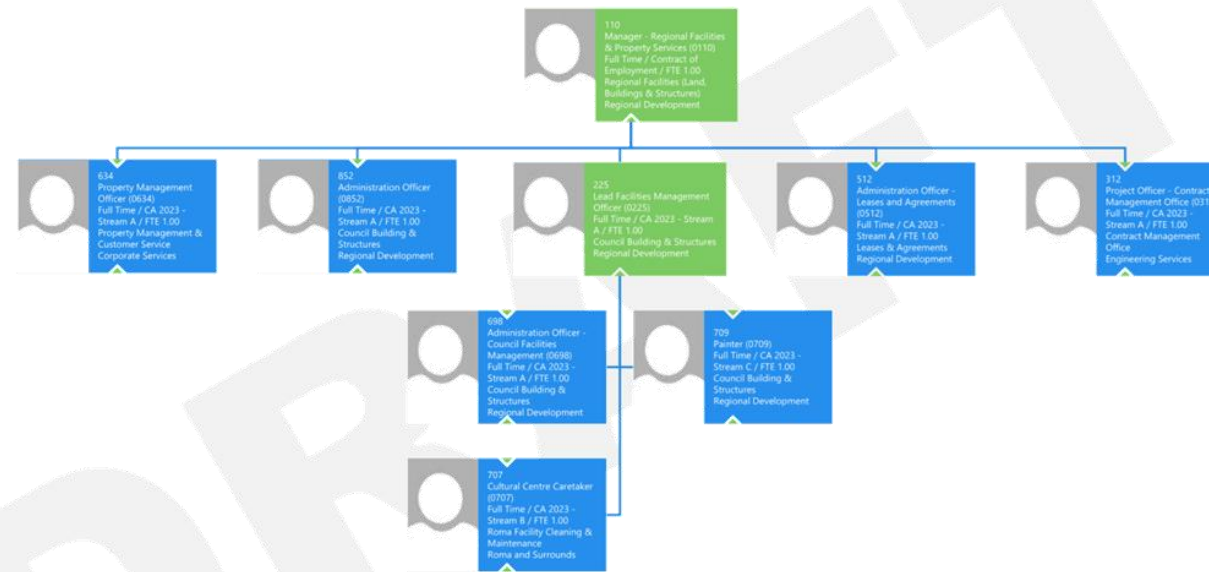
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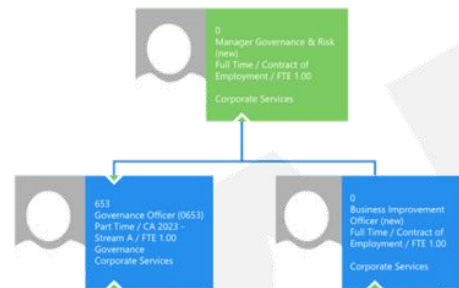


Department: Customer Service & Libraries



Department: Regional Facilities & Property Services

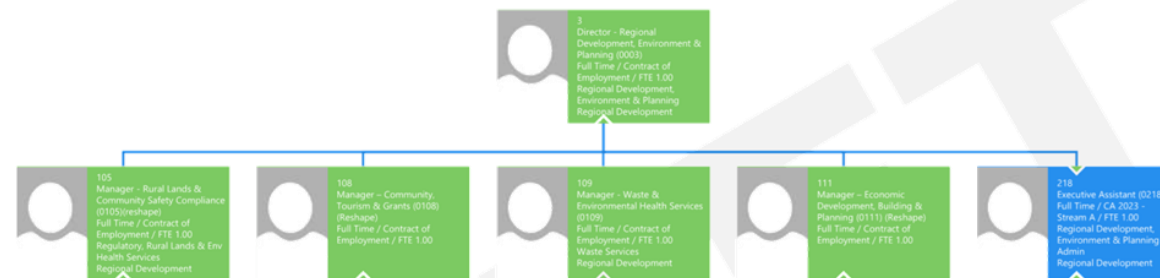


Department: Governance & Risk

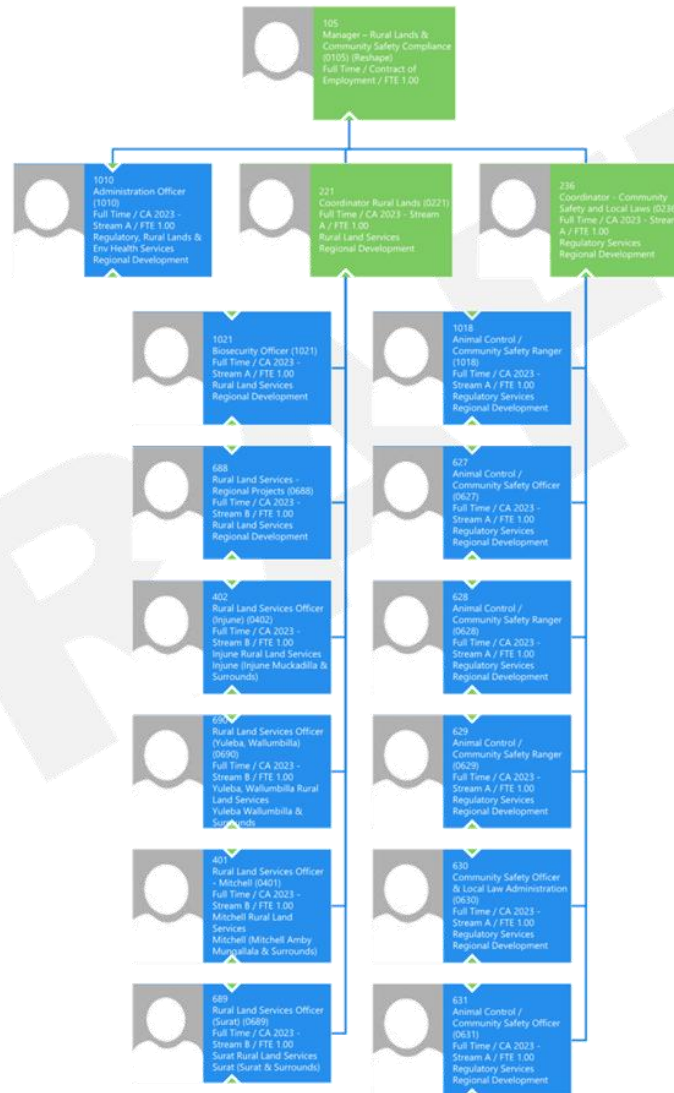
Department: Health, Safety, Environment and Quality



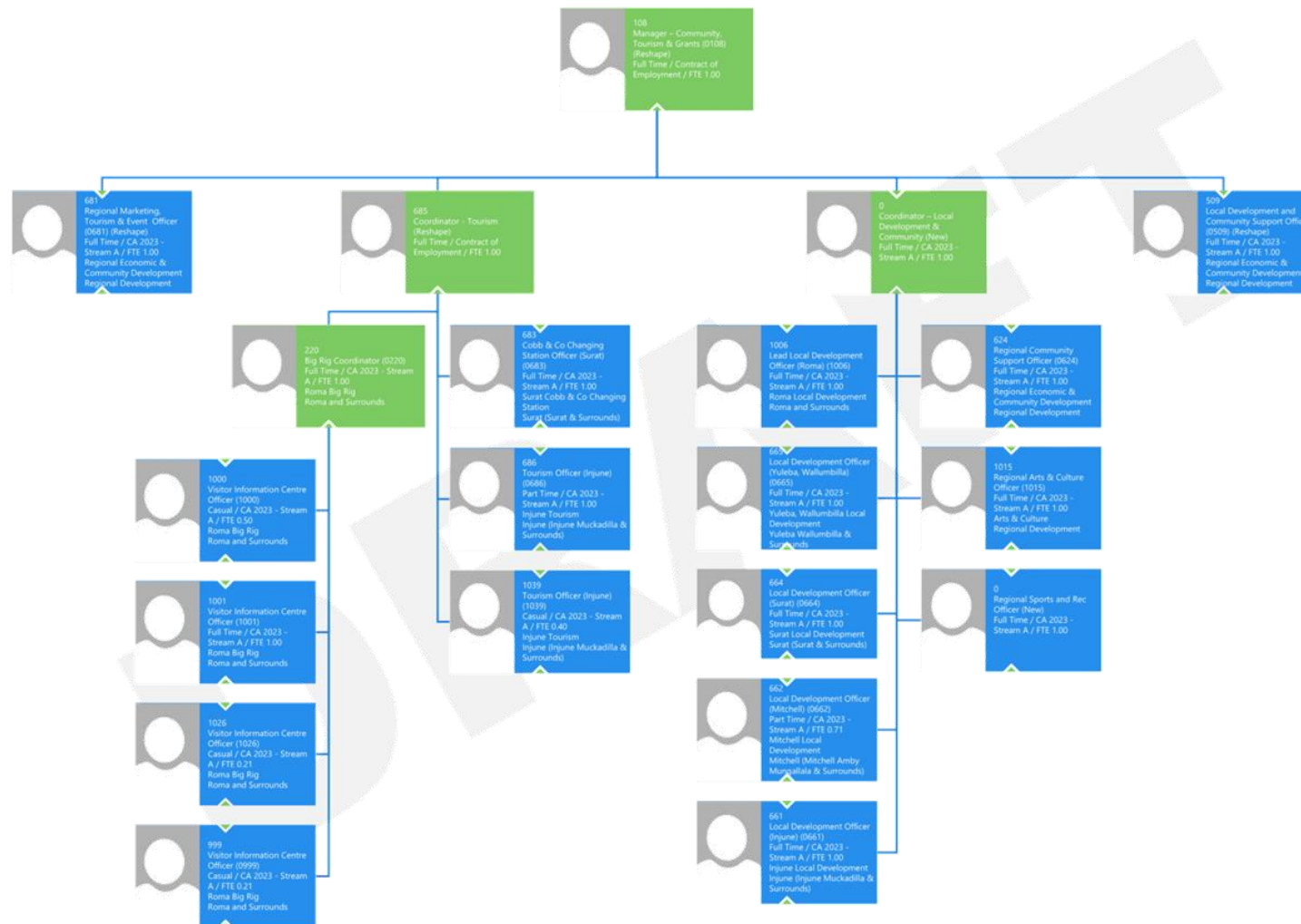
Directorate: Regional Development, Environment & Planning



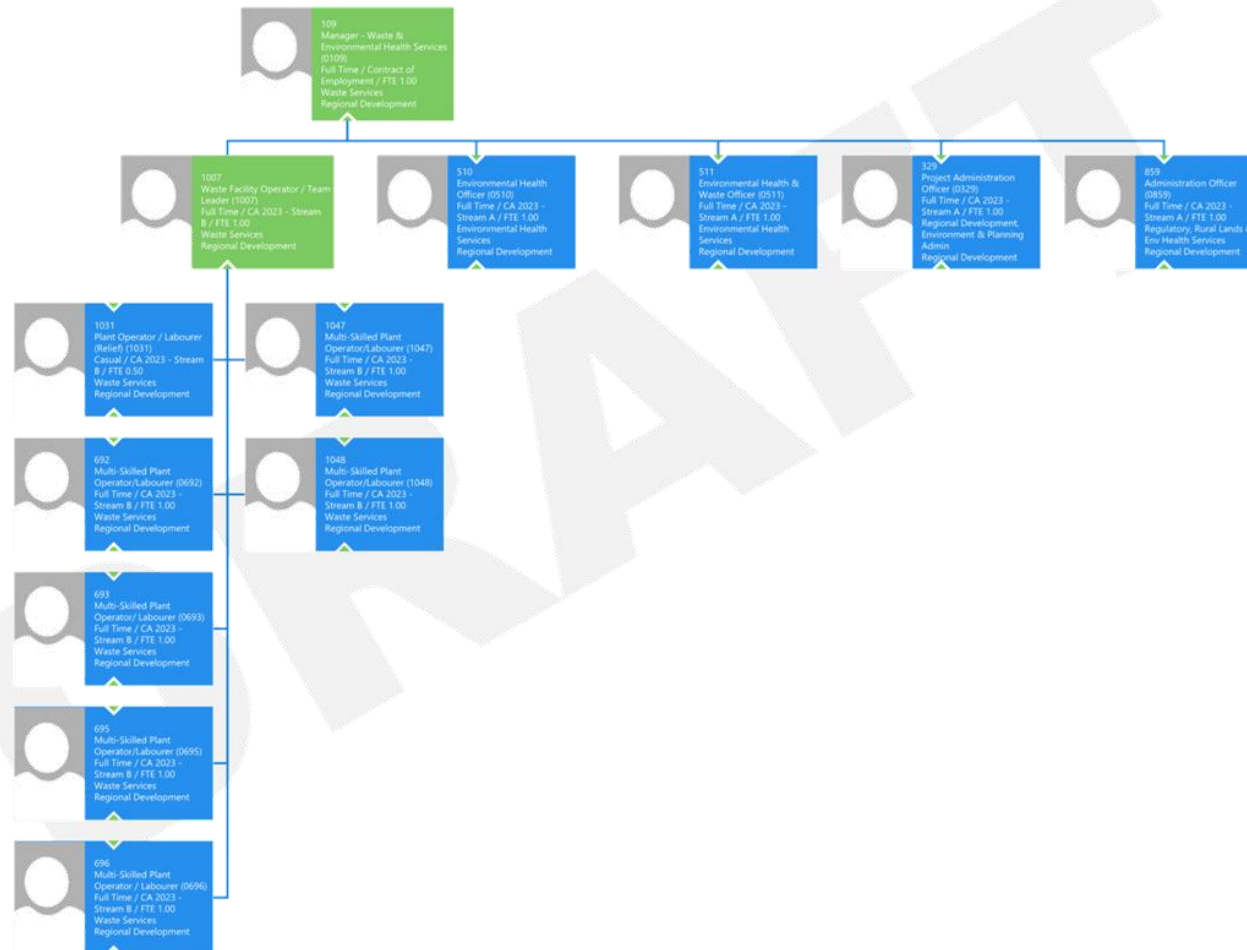
Department: Rural Lands & Community Safety Compliance



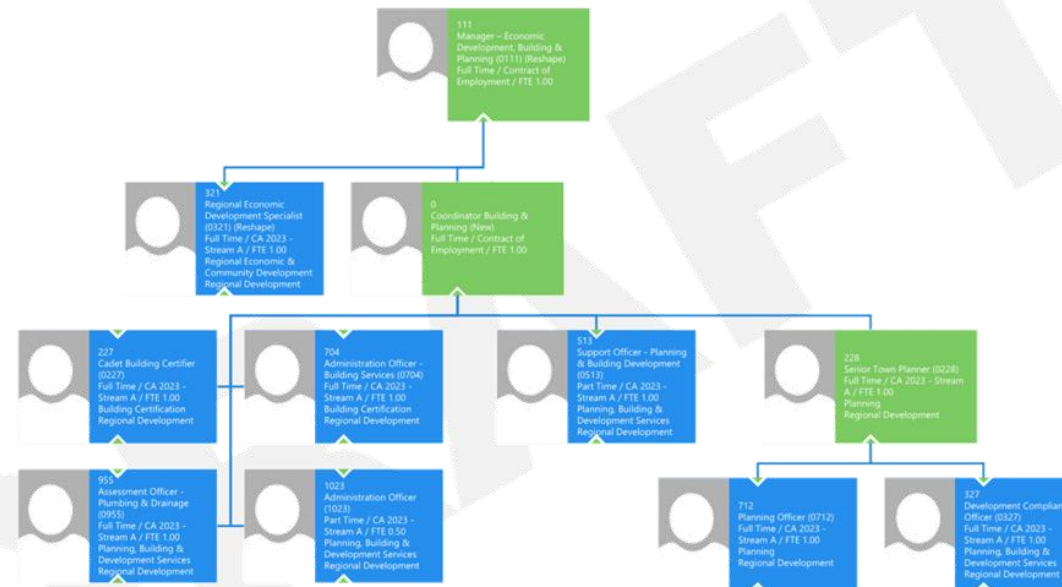
Department: Community, Tourism & Grants



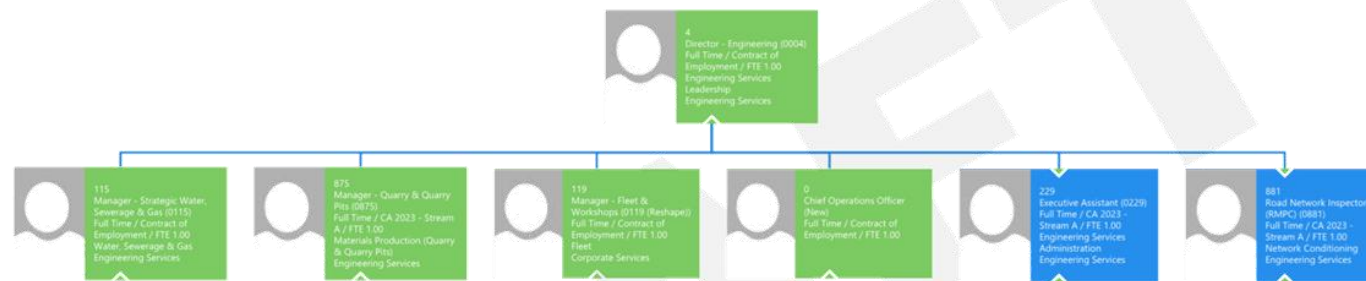
Department: Waste & Environmental Health



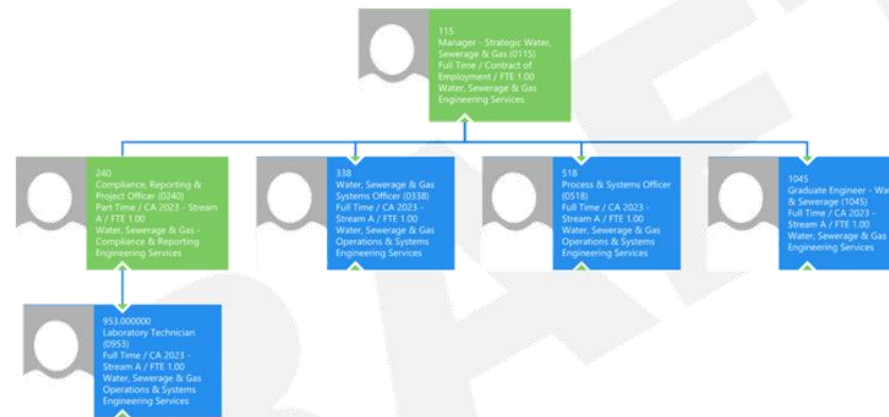
Department: Economic Development, Building & Planning



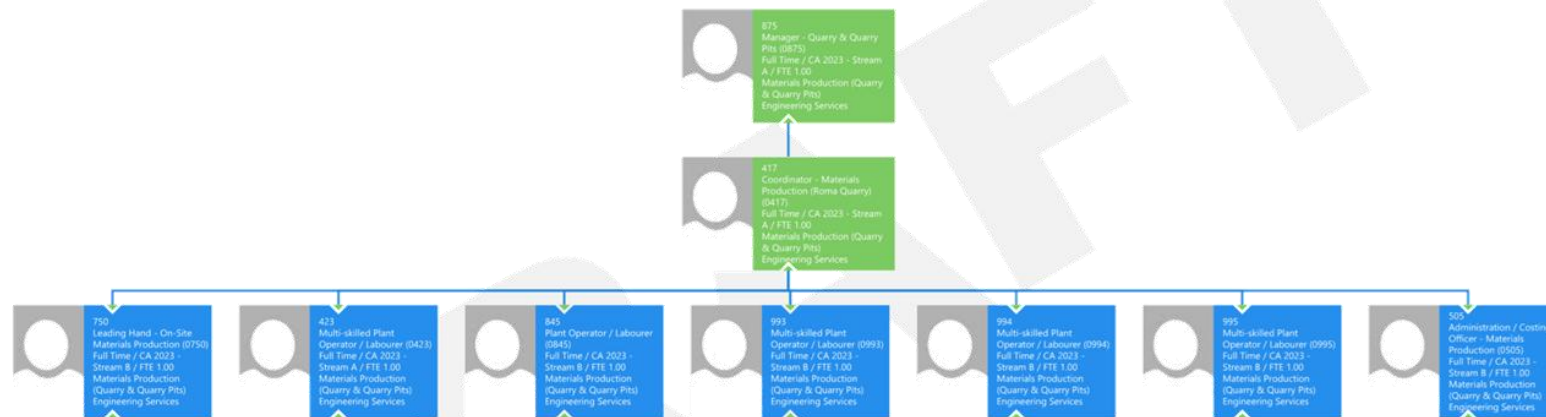
Directorate: Engineering



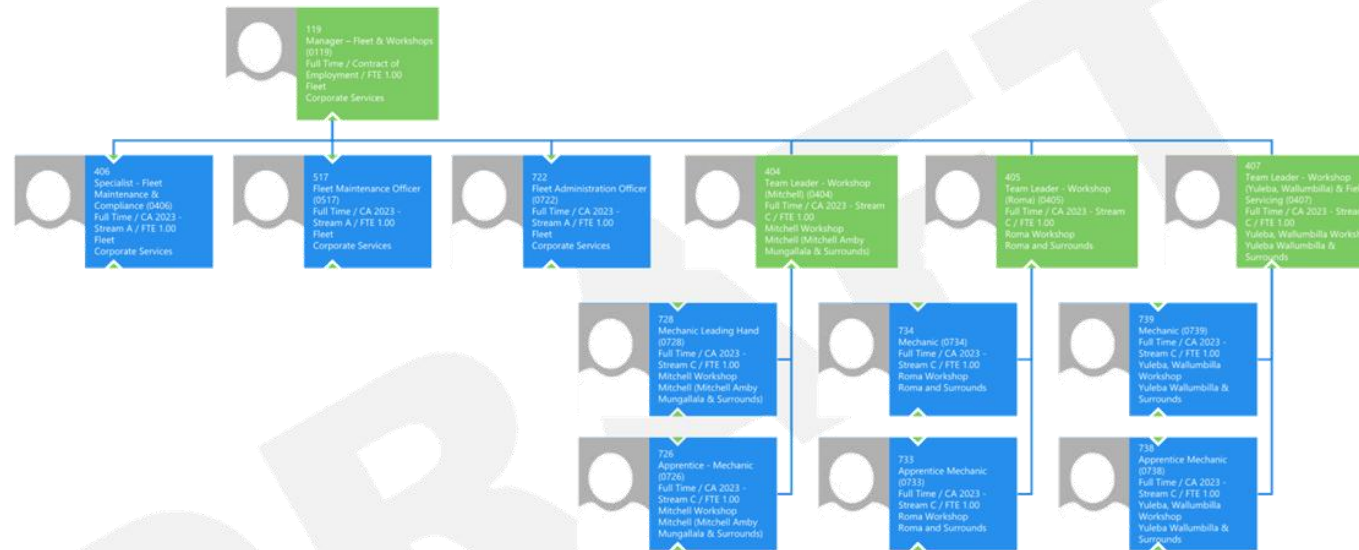
Department: Strategic Water, Sewerage & Gas



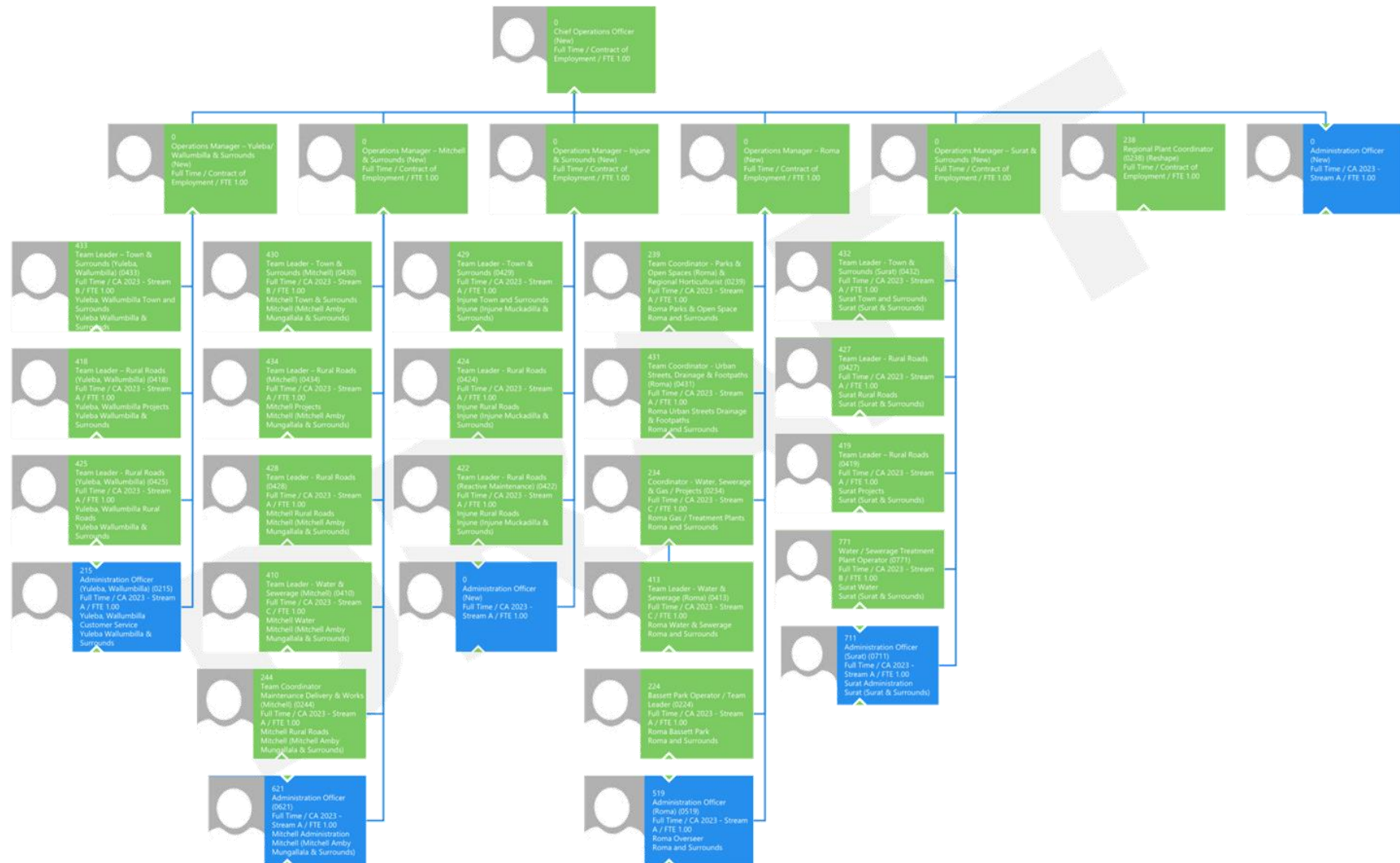
Department: Quarry & Pits



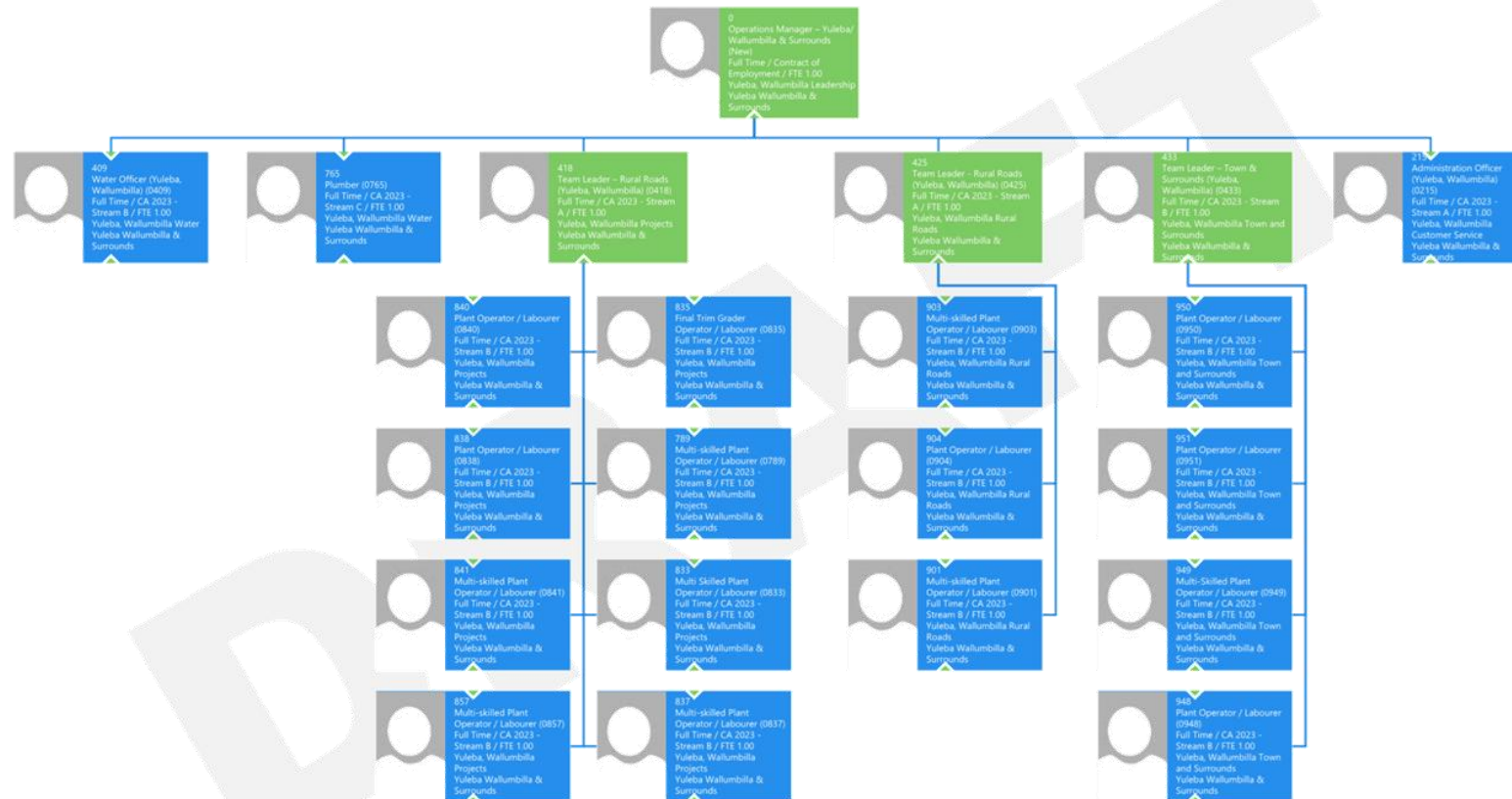
Department: Fleet & Workshops



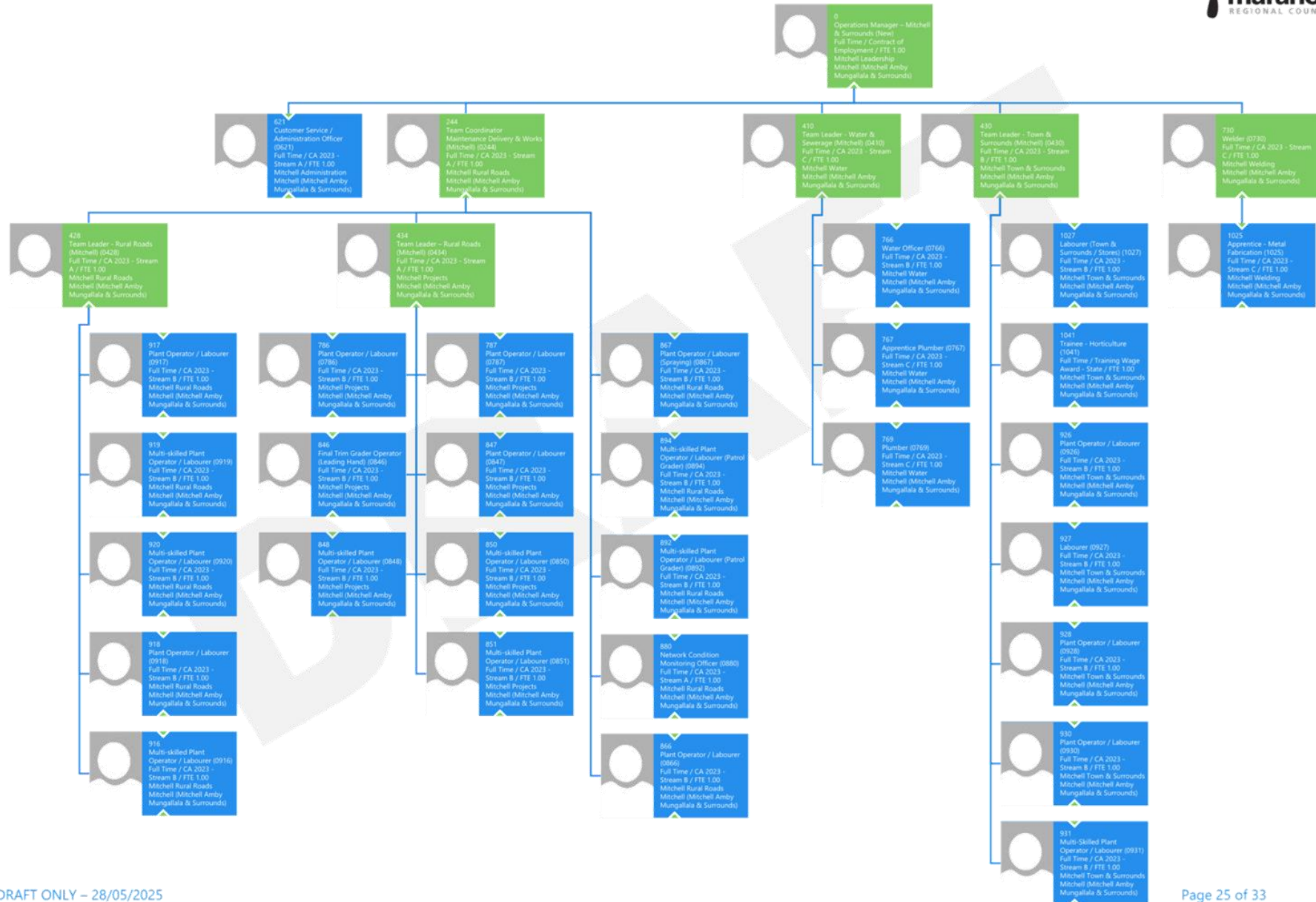
Department: Local Area Operations (place holder)



Department: Yuleba Wallumbilla & Surrounds Service Team



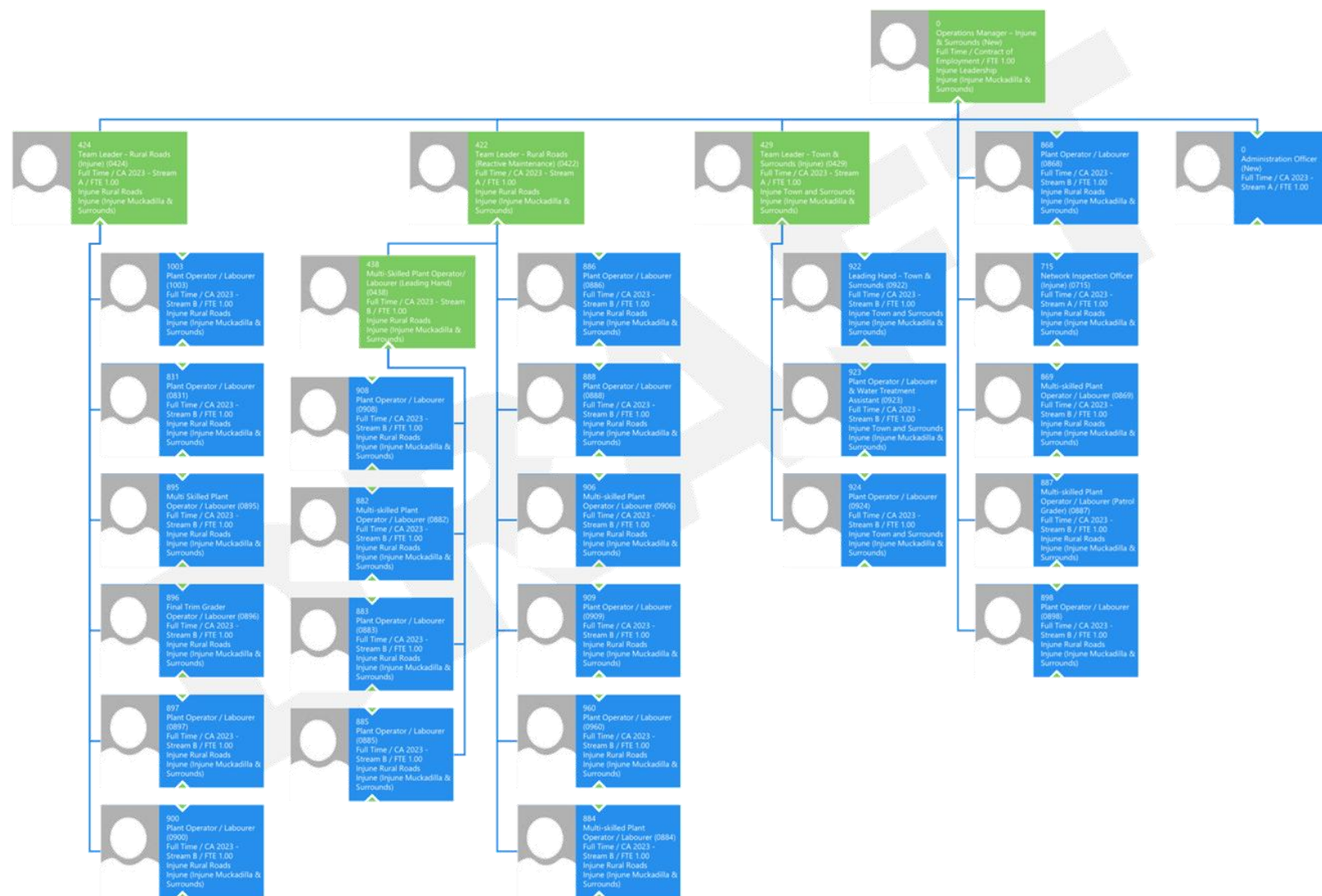
Department: Mitchell & Surrounds Service Team



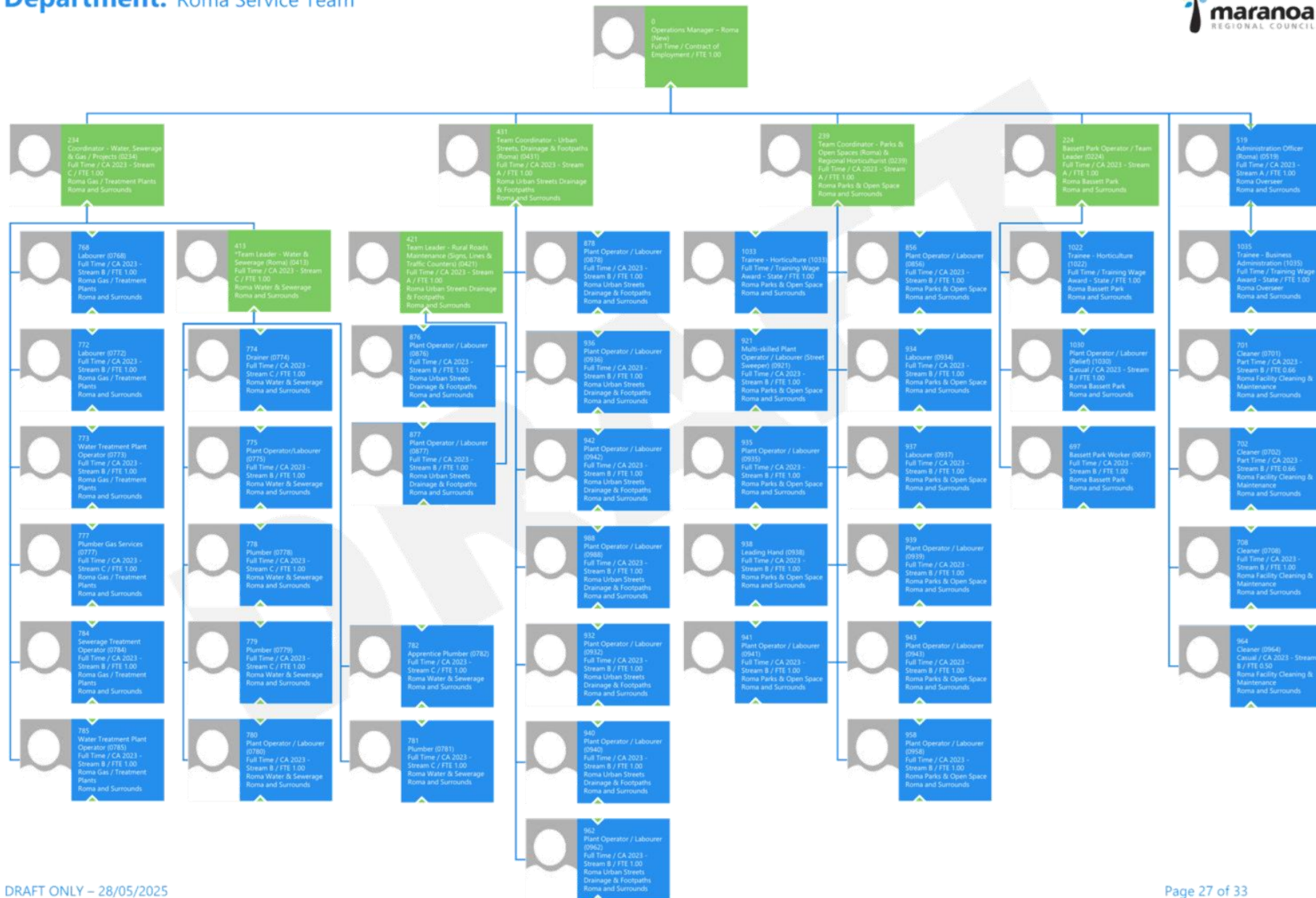
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Department: Injune & Surrounds Service Team



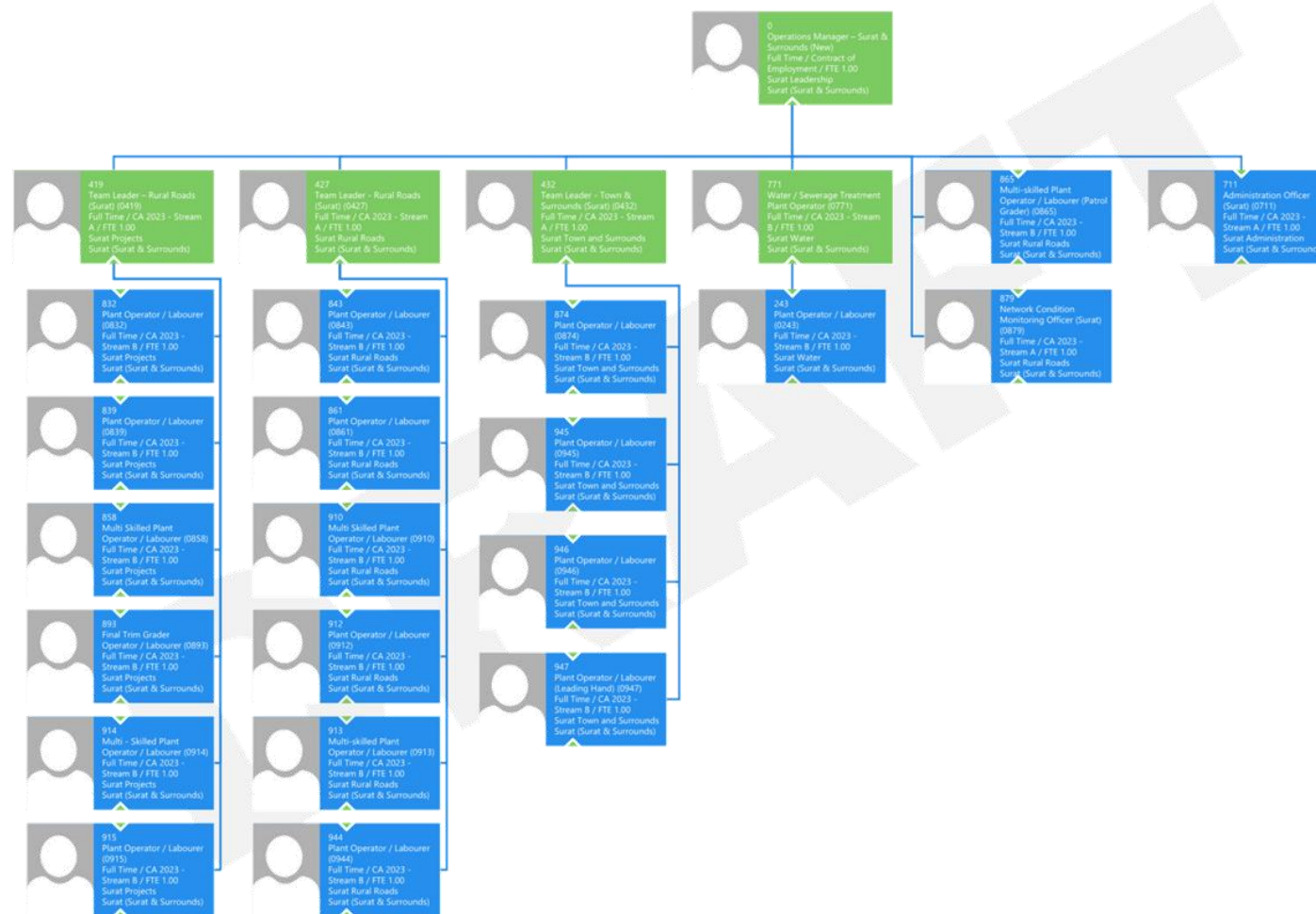
Department: Roma Service Team



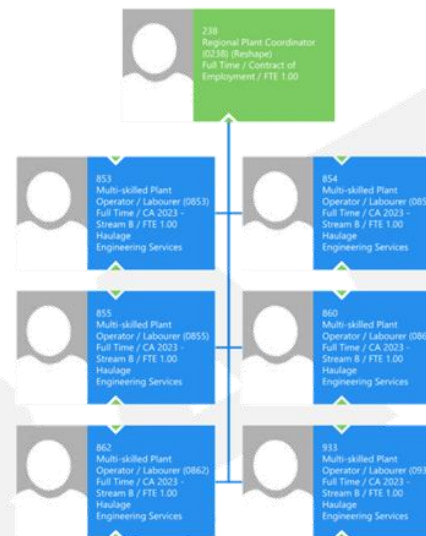
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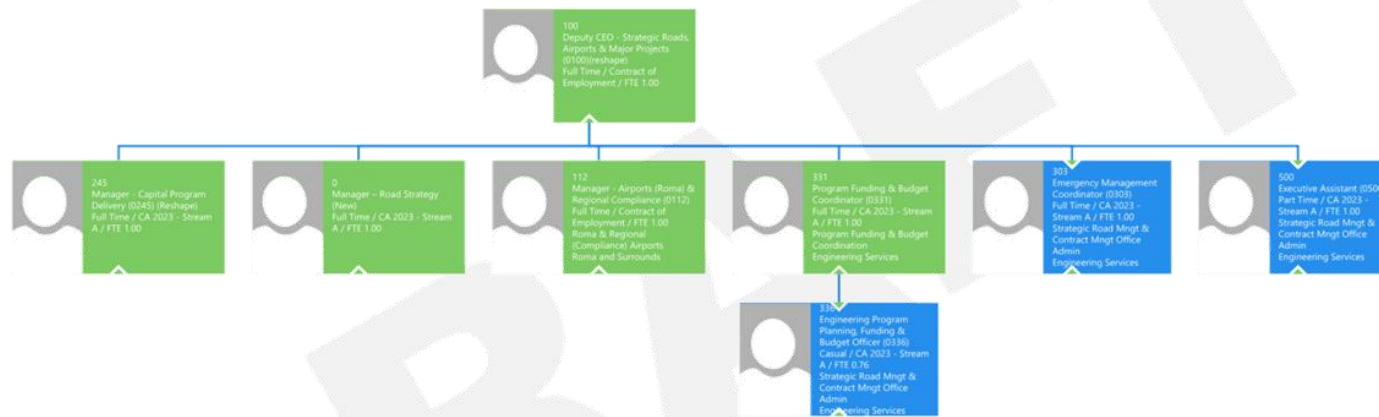
Department: Surat & Surrounds Service Team



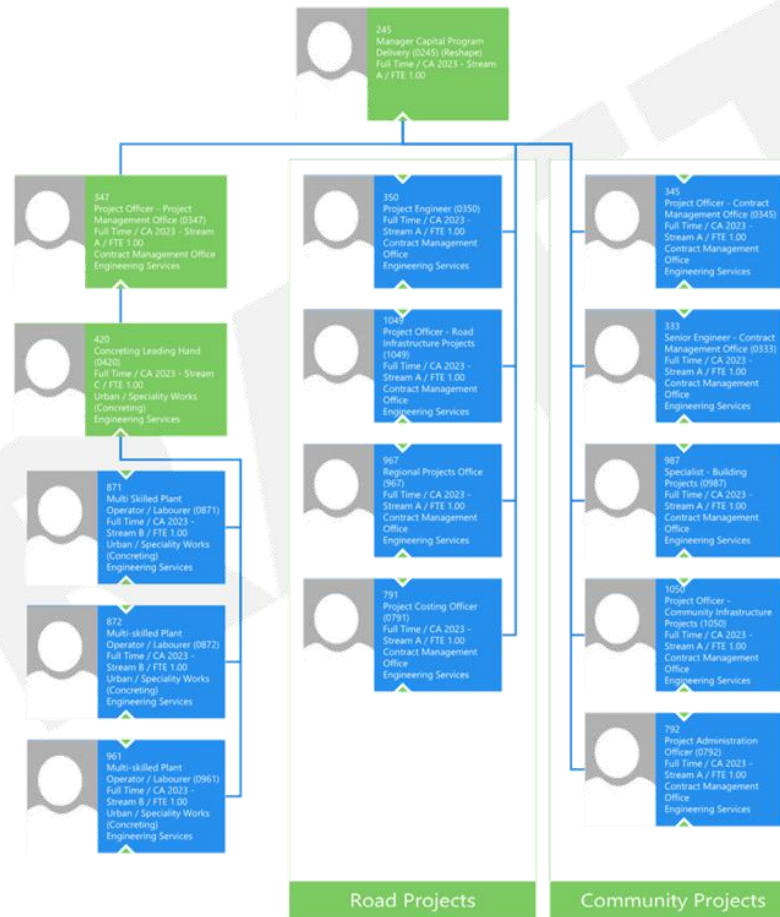
Department: Plant Resource Coordination



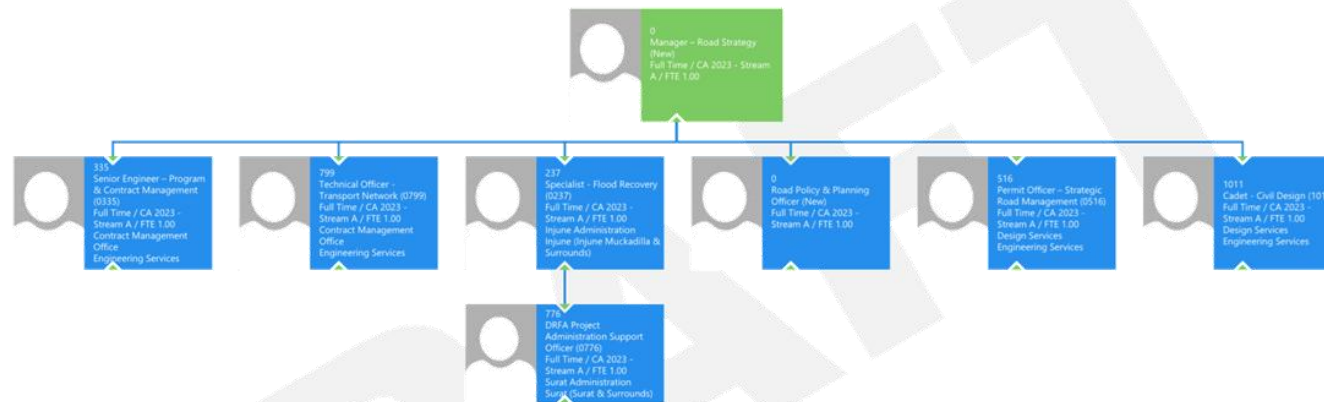
Directorate: Strategic Road & Major Projects Management



Department: Capital Program Delivery



Department: Road Strategy



Department: Roma & Regional Airports

