

NOTICE OF MEETING & AGENDA

Ordinary Meeting

Thursday 27 November 2025

Roma Administration Centre

NOTICE OF MEETING

Date: 21 November 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: Cameron Hoffmann – Deputy CEO – Strategic Roads,
Airports & Major Projects
Brett Exelby – Director Corporate Services
Seamus Batstone – Director Engineering
Jamie Gorry – Director Regional Development,
Environment and Planning

Attached is the agenda for the **Ordinary Meeting** to be held at the Roma Administration Centre on
27 November 2025 at 9:00 AM.



Robert Hayward
Chief Executive Officer

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Confidential Items

In accordance with the provisions of section 254J(3) of the *Local Government Regulation 2012*, a local government may resolve to close a meeting to the public to discuss confidential items that it's Councillors or members consider it necessary to close the meeting.

C Confidential Items

C.1	Endorsement of Transport Infrastructure Development Scheme (TIDS) Works Program 2026/27 to 2029/30
	Classification: Closed Access
	Local Government Regulation 2012 Section 254J(3)(i) a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.

Closure

MINUTES OF THE ORDINARY MEETING OF MARANOA REGIONAL COUNCIL HELD AT ROMA ADMINISTRATION CENTRE ON 13 NOVEMBER 2025 SCHEDULED TO COMMENCE AT 9:00 AM

ATTENDANCE

Mayor Cr W M Taylor chaired the meeting with Deputy Mayor Cr C J O'Neil, Cr J R P Birkett, Cr M K Brumpton, Cr A K Davis, Cr P J Flynn, Cr J M Hancock (by Microsoft Teams), Cr B R Seawright (by Microsoft Teams), Cr J R Vincent, Chief Executive Officer – Robert Hayward and Janice Rees Minutes Officer in attendance.

AS REQUIRED

Director Corporate Services – Brett Exelby, Manager - Facility & Property Services – Leah Cooper, Governance Officer – Grace Pobar, Director Engineering – Seamus Batstone, Chief Operations Officer – Dean Ellwood, Director Regional Development, Environment and Planning – Jamie Gorry, Manager - Tourism & Community Development – Tony Klein, Manager - Waste & Environmental Health Services – Bob Campbell, Coordinator - Building & Planning – Danielle Pearn, Support Officer - Tourism & Community Development – Tennielle Limpus, Lead Local Development Officer – Roma – Georgie Adams-Woodall, Project Officer - Contract Management Office – Luci Gunning, Planning Officer – Logan Connell.

WELCOME

The Mayor welcomed all present and declared the meeting open at 9:04am.

CONFIRMATION OF MINUTES

Resolution No. OM/11.2025/01	
Moved Cr Vincent	Seconded Cr Brumpton
That the minutes of the Ordinary Meeting held on 30 October 2025 be confirmed.	
CARRIED	9/0

Resolution No. OM/11.2025/02	
Moved Cr Birkett	Seconded Cr Vincent
That the minutes of the Special Meeting held on 5 November 2025 be confirmed.	
CARRIED	9/0

CONSIDERATION OF NOTICES OF MOTION

Item Number:	8.1	File Number: D25/109272
SUBJECT HEADING:	CHRISTMAS/ NEW YEAR OFFICE CLOSURES	
Officer's Title:	Director - Corporate Services	
<hr/>		
Original Resolution Meeting Date:	9 October 2025	
Original Resolution Number:	OM/10.2025/04	
Original Resolution:		
That Council endorses:		

1. *The Annual Christmas and New Year closure for the general workforce and associated facilities (excluding those services identified as essential services requiring skeleton crews) is from close of business Friday 19 December 2025 and reopening on Monday, 5 January 2026.*
2. *The Roma and Mitchell waste facility be closed to the public on Christmas Day, 25 December 2025 and New Year's Day, 1 January 2026 and appropriately sized skip bin/s be provided outside the facility for public use for the days of closure. Note, that all other regional waste transfer stations will remain open as per their usual operating hours.*
3. *The closure of the Yuleba Post Office on Thursday, 25 December 2025; Friday, 26 December 2025; and Thursday, 1 January 2026, with reduced operating hours over the Christmas period of 9am – 1pm from Saturday 20 December 2025 to Friday 9 January 2026*
4. *The Annual Christmas and New Year closures of Council's libraries in Jackson and Mungallala from close of business Friday, 19 December 2025 and reopening Monday, 12 January 2026*
5. *The Annual Christmas and New Year closures of the Injune Visitor Information Centre from Thursday, 25 December 2025 to Saturday, 27 December 2025 and from Tuesday, 30 December 2025 to Thursday, 1 January 2026.*
6. *The Annual Christmas and New Year closures for the Roma Visitor Information Centre and The Big Rig will be on Thursday, 25 December 2025; Friday, 26 December 2025; and Thursday, 1 January 2026 with reduced operating hours over the Christmas period of 9am – 1pm from Saturday, 20 December 2025, to Friday, 2 January 2026.*
7. *Note that the last Big Rig Night Show Sunset Experience for 2025 on Friday, 19 December 2025 and restart the first Night Show Sunset Experience on Monday, 5 January 2026 at 6.30pm.*
8. *Propose to amend the fees and charges schedule for public entry to the Big Rig to a \$5 flat rate for all visitors from Saturday, 27 December 2025 to Sunday, 4 January 2026.*

Resolution No. OM/11.2025/03

Moved Cr Brumpton

Seconded Cr O'Neil

That Council amend Resolution Number OM/10.2025/04 to read as follows:

That Council endorses:

1. The Annual Christmas and New Year closure for the general workforce and associated facilities (excluding those services identified as essential services requiring skeleton crews) is from close of business Friday 19 December 2025 and reopening on Monday, 5 January 2026.
2. The Roma and Mitchell waste facility be closed to the public on Christmas Day, 25 December 2025 and New Year's Day, 1 January 2026 and appropriately sized skip bin/s be provided outside the facility for public use for the days of closure. Note, that all other regional waste transfer stations will remain open as per their usual operating hours.
3. The closure of the Yuleba Post Office on Thursday, 25 December 2025; Friday, 26 December 2025; and Thursday, 1 January 2026, with reduced operating hours over the Christmas period of 9am – 1pm from Saturday 20 December 2025 to Friday 9 2 January 2026.
4. The Annual Christmas and New Year closures of Council's libraries in Jackson and Mungallala from close of business Friday, 19 December 2025 and reopening Monday, 12 January 2026.
5. The Annual Christmas and New Year closures of the Injune Visitor Information Centre from Thursday, 25 December 2025 to Saturday, 27 December 2025 and from Tuesday, 30 December 2025 to Thursday, 1 January 2026.
6. The Annual Christmas and New Year closures for the Roma Visitor Information Centre and The Big Rig will be on Thursday, 25 December 2025; Friday, 26 December 2025; and Thursday, 1 January 2026 with reduced operating hours over the Christmas period of 9am – 1pm from Saturday, 20 December 2025, to Friday, 2 January 2026.
7. Note that the last Big Rig Night Show Sunset Experience for 2025 on Friday, 19 December 2025 and restart the first Night Show Sunset Experience on Monday, 5 January 2026 at 6.30pm.
8. Amend the fees and charges schedule for public entry to the Big Rig to a \$5 flat rate for all visitors from Saturday, 27 December 2025 to Sunday, 4 January 2026.

CARRIED

9/0

Responsible Officer

Director - Corporate Services

BUSINESS

OFFICE OF THE CEO

Item Number: 11.1 File Number: D25/106074

SUBJECT HEADING: SETTING OF MEETING DATES 2026

Officer's Title: Coordinator - Executive & Elected Member Support Services

Executive Summary:

This report was prepared for Council to consider setting of meeting dates for 2026.

Resolution No. OM/11.2025/04

Moved Cr Davis

Seconded Cr O'Neil

That Council:

1. Adopt the ordinary meeting schedule as presented.
2. Hold all ordinary meetings and briefings at Council's Roma Administration Centre.
3. Commence ordinary meetings at 9.00am (unless approved otherwise in the attached schedule or in line with point 5).
4. Subject to need, continue to hold Councillor briefings generally on the 1st and 3rd Wednesday of each month and on the 2nd and 4th Wednesday (including an agenda familiarisation segment), commencing at 8:30am or 9am (subject to need and), concluding at 4:00pm - unless otherwise informally agreed.
5. Formally approve any future changes to the ordinary meeting schedule.
6. Subject to informal agreement, update and add to the briefing schedule as required.

[An amendment to point 4 was proposed by Cr O'Neil and accepted by the Cr Davis as the 'Mover'].

CARRIED

9/0

Responsible Officer

Coordinator - Executive & Elected Member Support Services

CORPORATE SERVICES

Item Number: 12.1 File Number: D25/109934

SUBJECT HEADING: USER AGREEMENT - MITCHELL ON MARANOA GALLERY

Officer's Title: Property & Tenure Officer

Executive Summary:

Booringa Action Group's subcommittee Friends of the Gallery, have advised Council that they wish to renew their User Agreement for the use of the Mitchell on Maranoa Gallery. The current User Agreement expires on 21 November 2025.

Resolution No. OM/11.2025/05

Moved Cr Birkett

Seconded Cr Brumpton

That Council:

1. Enter into a User Agreement with Booringa Action Group's subcommittee Friends of the Gallery, for a five (5) year term for the use of the Mitchell on Maranoa Gallery, expiring on 21 November 2030.
2. Approve the request for additional access to the gallery outside standard operating hours for the purpose of creative art sessions, exhibition installations, and exhibition openings, and closings.
3. Authorise the Chief Executive Officer, (or delegate) to execute the User Agreement.

CARRIED

9/0

Responsible Officer

Property & Tenure Officer

Item Number:

12.2

File Number: D25/112193

SUBJECT HEADING:

**2025/26 QUARTER 1 PROGRESS REPORT |
OPERATIONAL PLAN TO 30 SEPTEMBER 2025**

Officer's Title:

Governance Officer

Executive Summary:

Under the Local Government Act 2009, the Chief Executive Officer is required to provide to Council a written assessment of progress towards implementing the annual operational plan at intervals not exceeding three months.

This report provided Council with an overview of progress of the Operational Plan for Quarter 1 of 2025/26 in support of Council's implementation of the current Corporate Plan.

Resolution No. OM/11.2025/06

Moved Cr Brumpton

Seconded Cr Davis

That Council:

1. Receive and note the 2025/26 Quarter 1 Operational Plan Report.
2. Endorse the Quarter 1 report as presented, in accordance with Section 104 (7) of the *Local Government Act 2009*.

CARRIED

9/0

Responsible Officer

Governance Officer

Declaration of Interest

Item	13.1
Description	Request for Fee waiver – Works within road reserve (road Access) permit Fee
Declaring Councillor	Cr Cameron O'Neil
Person with the interest Related party / close associate / other relationship	Myself
Particulars of Interest	My daughters are students of the swim school that is mentioned in the report.
Type of conflict	Declarable conflict of interest
Action Remain	Although I have a declarable conflict of interest, I do not believe a reasonable person could have a perception of bias. Therefore, I will choose to remain in the meeting. However, I will respect the decision of the meeting on whether I can remain and participate in the decision.

Resolution No. OM/11.2025/07

Moved Cr Brumpton

Seconded Cr Davis

That it is in the public interest that Councillor Cameron O'Neil participates and votes on agenda item 13.1 because a reasonable person would trust that the decision is made in the public interest.

CARRIED

7/0

Declaration of Interest

Item	13.1
Description	Request for Fee waiver – Works within road reserve (road Access) permit Fee
Declaring Councillor	Cr Wendy Taylor
Person with the interest Related party / close associate / other relationship	Myself
Particulars of Interest	My Grandson Kayce is a student of the swim school that is mentioned in the report.
Type of conflict	Declarable conflict of interest
Action	Although I have a declarable conflict of interest, I do not believe a reasonable person could have a perception of bias. Therefore, I will choose to remain in the meeting. However, I will respect the decision of the meeting on whether I can remain and participate in the decision.

Resolution No. OM/11.2025/08

Moved Cr Brumpton

Seconded Cr Davis

That it is in the public interest that Councillor Wendy Taylor participates and votes on agenda item 13.1 because a reasonable person would trust that the decision is made in the public interest.

CARRIED

7/0

ENGINEERING

Item Number: 13.1 **File Number:** D25/112085
SUBJECT HEADING: REQUEST FOR FEE WAIVER - WORKS WITHIN ROAD RESERVE (ROAD ACCESS) PERMIT FEE
Location: 119 Currey Street, Roma
Officer's Title: Director - Engineering

Executive Summary:

This report provided information pertaining to a request for a fee waiver/refund of a Works in Road Reserve – Road Access permit fee.

Resolution No. OM/11.2025/09

Moved Cr Brumpton

Seconded Cr Vincent

That Council:

1. Refund the Access Permit Fee of \$795 to Forrest Country Building; and
2. Advise Kirby Johnstone and the Church of Christ of the refund.

CARRIED

9/0

Responsible Officer

Director - Engineering

Section 150F A (2)(e) of the Local Government Act 2009

For a matter to which the prescribed conflict of interest or declarable conflict of interest relates – the name of each eligible councillor who voted on the matter, and how each eligible councillor voted.

Name of each eligible councillor who voted on the matter:

Cr. John Birkett, Cr. Meryl Brumpton, Cr. Amber Davis, Cr. Peter Flynn, Cr. Johanne Hancock, Cr. Cameron O'Neil, Cr. Brendan Seawright, Cr. Wendy Taylor, Cr. Jane Vincent.

How each eligible councillors voted:

Each councillor voted in favour of the motion.

REGIONAL DEVELOPMENT, ENVIRONMENT & PLANNING

Item Number: 15.1 **File Number:** D25/107714
SUBJECT HEADING: DEVELOPMENT APPLICATION - MATERIAL CHANGE OF USE - "DWELLING HOUSE" (DOMESTIC OUTBUILDING) - 94 CHRYSTAL STREET, ROMA (REF: 2025/21582)
Officer's Title: Senior Town Planner

Executive Summary:

Robert Peak has submitted a development application for a Material Change of Use to establish a "Dwelling House" (Domestic Outbuilding) at 94 Chrystal Street, Roma, properly described as Lot 2 on RP4445. The development application is subject to Code Assessment and must be assessed only against the assessment benchmarks (to the extent relevant) provided by Section 45 of the Planning Act 2016 ('Planning Act').

The procedural requirements set out by the DA Rules that enable Council to make a decision on this application have been fulfilled. The development application is generally consistent with previous decisions of Council and can be conditioned to achieve a performance solution.

Resolution No. OM/11.2025/10
Moved Cr Flynn
Seconded Cr Birkett

That the development application for a Material Change of Use – “Dwelling House” (Domestic Outbuilding) located at 94 Chrystal Street, Roma, described as Lot 2 on RP4445, be approved subject to the listed conditions and general advice:-

Use

1. The approved development is a Material Change of Use - “Dwelling House” (Domestic Outbuilding) as defined in the Planning Regulation 2017 and as shown on the approved plans.
2. The use of the approved Domestic Outbuilding is residential storage purposes only. Parking or storage of vehicles or equipment associated with a commercial or industrial activity is not an approved use.
3. The approved Domestic Outbuilding is a non-habitable building and must not be used for residential occupation.
4. A development permit for building works must be obtained prior to commencing construction of the outbuilding.

Approved plans and documents

5. The approved development is to be carried out in accordance with the following approved plans/documents and subject to the approval conditions. Where there is any conflict between the approval conditions and the details shown on the approved plans, the approval conditions prevail.

Plan/Document Number	Plan/Document Name	Date
-	94 Chrystal St – Site Plan	n.d.
-	Floor Plan	n.d.
-	Elevations	n.d.

Development works

6. During the course of constructing the works, the developer shall ensure that all works are carried out by appropriately qualified persons and the developer and the persons carrying out and supervising the work shall be responsible for all aspects of the works, including public and worker safety, and shall ensure adequate barricades, signage and other warning devices are in place at all times.
7. The developer is responsible for locating and protecting any Council and public utility services, infrastructure and assets that may be impacted on during construction of the development. Any damage to existing infrastructure (kerb, road pavement, existing underground assets, etc.) that is attributable to the progress of works on the site or vehicles associated with the development of the site shall be immediately rectified in accordance with the asset owners’ requirements and specifications and to the satisfaction of the asset owners’ representative(s).

Compliance inspection

8. All conditions relating to the establishment of the approved development must be fulfilled prior to the approved use commencing, unless otherwise noted in these conditions.
9. Prior to the commencement of the use, the applicant shall contact Council to arrange a development compliance inspection.

Building size

10. The approved development is limited to a maximum floor area of 288m².

Building design and siting

11. All setbacks on the approved plans are to be measured to the outermost projection of the approved building.
12. The proposed building must be set back a minimum of 2m from the southern and eastern property boundaries.
13. The approved development must not exceed 6.2 metres in height (measured to the highest point i.e. roof pitch) above the building pad. The height of the building pad shall be no more than what is reasonably required to prevent stormwater from ponding and must not exceed 300mm above existing ground level.

Note: The existing ground level is taken to be the level of the ground prior to the progression of any works on the premises.

14. The outbuilding must be maintained in good repair and have no visual rust marks.
15. Building materials and surface finishes must be predominantly within the colour range and style of the surrounding built and natural environment to blend with the local landscape and surrounding residential development.

Note: Suitable materials include Colorbond or similar.

Applicable Standards

16. All works must comply with:
 - a) the development approval conditions.
 - b) any relevant provisions in the Planning Scheme and the Capricorn Municipal Development Guidelines.
 - c) any relevant Australian Standard that applies to that type of work; and
 - d) any alternative specifications that Council has agreed to in writing and which the developer must ensure do not conflict with any requirements imposed by any applicable laws and standards.

Access, parking and manoeuvring

17. The landowner is responsible for providing and maintaining vehicle access to the site from the road carriageway to the property boundary. Should any damage be caused to Chrystal Street at the existing access location, it is the landowner's responsibility to ensure this is reinstated. Any repair works are to be undertaken in consultation with Council and at the landowner's expense.
18. Any new crossover or upgrades to the existing crossover, from the edge of Chrystal Street to the property boundary, must be designed and constructed generally in accordance with CMDG Standard Drawing R-041, Revision D.

Avoiding nuisance

19. No nuisance is to be caused to adjoining properties and occupiers by the way of noise smoke, dust, rubbish, contaminant, stormwater discharge or siltation at any time during the establishment of the approved development.
20. Lighting of the site, including any security lighting, shall be such that the lighting intensity does not exceed 8.0 lux at a distance of 1.5 metres from the site at any property boundary.

21. All lighting shall be directed or shielded so as to ensure that no glare directly affects nearby properties.

Stormwater and drainage

22. Stormwater from the building is to be collected and discharged so as to:
- a) protect the stability of buildings and the use of adjacent land.
 - b) prevent waterlogging of nearby land.
 - c) protect and maintain environmental values; and
 - d) maintain access to reticulated infrastructure for maintenance and replacement purposes.
23. The development must not result in any ponding of stormwater on the property during construction or after the development has been completed.

Erosion control

24. Erosion control and silt collection measures must be undertaken as necessary during construction to maintain the quality of stormwater runoff from the development site and prevent any environmental harm.

No cost to Council

25. The developer is responsible for meeting all costs associated with the approved development unless there is specific agreement by other parties, including the Council, to meeting those costs.

Latest versions

26. Where another condition refers to a specific published standard, manual or guideline, including specifications, drawings, provisions and criteria within those documents, that condition shall be deemed as referring to the latest versions of those publications that are publicly available at the commencement of the development works, unless a regulation or law requires otherwise.

Application documentation

27. It is the developer's responsibility to ensure that all entities associated with this Development Approval have a legible copy of the Decision Notice, Approved Plans and Approved Documents bearing 'Council Approval'.

GENERAL ADVICE

- a) Refer to <http://www.cmdg.com.au/> for the Capricorn Municipal Development Guidelines (CMDG).
- b) Refer to <http://www.maranoa.qld.gov.au/council-policies> for Council Policies.
- c) The relevant planning scheme for this development is Maranoa Planning Scheme 2017. All references to the 'Planning Scheme' and 'Planning Scheme Schedules' within these conditions refer to this Planning Scheme.
- d) Under the Planning Scheme a "Dwelling house" means a residential use of premises involving –
 - (i) 1 dwelling for a single household and any domestic outbuildings associated with the dwelling; or
 - (ii) 1 dwelling for a single household, a secondary dwelling, and any domestic outbuildings associated with either dwelling.

- e) The Environmental Protection Act 1994 states that a person must not carry out any activity that causes, or is likely to cause, environmental harm unless the person takes all reasonable and practicable measures to prevent or minimise the harm. Environmental harm includes environmental nuisance. In this regard persons and entities involved in the operation of the approved development are to adhere to their 'general environmental duty' to minimise the risk of causing environmental harm to adjoining premises.
- f) All Aboriginal Cultural Heritage in Queensland is protected under the Aboriginal Cultural Heritage Act 2003 and penalty provisions apply for any unauthorised harm. Under the legislation a person carrying out an activity must take all reasonable and practicable measures to ensure the activity does not harm Aboriginal Cultural Heritage. This applies whether or not such places are recorded in an official register and whether or not they are located in, on or under private land. The developer is responsible for implementing reasonable and practical measures to ensure the Cultural Heritage Duty of Care Guidelines are met and for obtaining any clearances required from the responsible entity.
- g) Any civil engineering and related work shall be designed and supervised by Registered Professional Engineers of Queensland (RPEQ) who are competent in the construction of the works.
- h) It is the responsibility of the developer to obtain all necessary permits and submit all necessary plans and policies to the relevant authorities for the approved development.
- i) In completing an assessment of the proposed development, Council has relied on the information submitted in support of the development application as true and correct. Any change to the approved plans and documents may require a new or changed development approval. It is recommended to contact Council for advice in the event of any potential change in circumstances.

CARRIED

9/0

Responsible Officer	Senior Town Planner
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Item Number: 15.2

File Number: D25/86627

SUBJECT HEADING: USER AGREEMENT - ROMA & DISTRICT LITTLE ATHLETICS

Location: Roma

Officer's Title: Property & Tenure Officer

Executive Summary:

Roma & District Little Athletics have advised Council that they wish to renew their User Agreement for the use of the Bungil Street Oval, part of Lot 91 on R8614. The current User Agreement expires on 21 November 2025.

Resolution No. OM/11.2025/11

Moved Cr Flynn

Seconded Cr Birkett

That Council:

1. Enter into a User Agreement with Roma & District Little Athletics for a five (5) year term for the use of the Bungil Street Oval, being part of Lot 91 on R8614, expiring on 21 November 2030.
2. Authorise the Chief Executive Officer (or delegate), to execute the User Agreement with Roma & District Little Athletics.

CARRIED

9/0

Responsible Officer

Property & Tenure Officer

Item Number:

15.3

File Number: D25/111392

SUBJECT HEADING:

**NEGOTIATED DECISION NOTICE - MATERIAL
CHANGE OF USE "UNDEFINED USE" (BLACKSMITH
WORKSHOP) - 42 TIFFIN STREET, ROMA
(REF:2022/20586)**

Officer's Title:

Planning Officer

Executive Summary:

Danya Cook Town Planning on behalf of the applicant and owner of The Farmer's Forge, has submitted a Request for a Negotiated Decision Notice in relation to Development Permit 2022/20586 for a Change Application (Other) for an existing Material Change of Use – "Medium Impact Industry" and "Undefined Use" (Blacksmith Workshop) issued by Council on 18 September 2025.

The applicant requests an amendment to Condition 57 to extend the originally proposed operating hours for the Blacksmith Workshops. The applicant's suspension of the Appeal Period and submission of Change Representations are made pursuant to Section 75 of the Planning Act 2016. Council must decide the request in accordance with Section 76 of the Planning Act 2016.

Resolution No. OM/11.2025/12

Moved Cr Davis

Seconded Cr Brumpton

That Council agree to the change representations and issue a Negotiated Decision Notice to the applicant for the Development Permit for a Material Change of Use – "Medium Impact Industry" and "Undefined Use" (Blacksmith Workshop) located at 42 Tiffin Street, Roma, described as Lot 217 on WV1651, reflecting the changes outlined below:

(a) Condition 57 is changed from:

57. Operating hours for the Blacksmith Workshop are restricted to 6:00am to 4:00pm, Friday, Saturday, and Sunday.
To

57. Operating Hours for the Blacksmith Workshop are restricted to 6:00am to 4:00pm, Monday to Sunday.

(b) All other conditions remain unchanged.

CARRIED

9/0

Responsible Officer

Planning Officer

Declaration of Interest

Item	L.1
Description	Endorsement of the events assistance program - Round 4
Declaring Councillor	Amber Davis
Person with the interest Related party / close associate / other relationship	Myself and my husband, Wayne Davis.
Particulars of Interest	We own and operate Bessie's Ice-Cream Bus and have been invited to attend the Wallumbilla Christmas Party which is listed in the report.
Type of conflict	Declarable conflict of interest
Action	Although I have a declarable conflict of interest, I do not believe a reasonable person could have a perception of bias. Therefore, I will choose to remain in the meeting. However, I will respect the decision of the meeting on whether I can remain and participate in the decision.

Resolution No. OM/11.2025/13

Moved Cr Brumpton

Seconded Cr O'Neil

That it is in the public interest that Councillor Amber Davis participates and votes on agenda item 15.3 because a reasonable person would trust that the decision is made in the public interest.

CARRIED

5/0

Declaration of Interest

Item	L.1
Description	Endorsement of the Events Assistance Program - Round 4
Declaring Councillor	Jane Vincent
Person with the interest Related party / close associate / other relationship	Melissa Humphreys
Particulars of Interest	Melissa is my sister-in-law and she wrote the grant application for the Hodgson Soldiers Memorial Hall.
Type of conflict	Declarable conflict of interest
Action	Leave the room while the matter is discussed and voted on.

Declaration of Interest

Item	L.1
Description	Endorsement of the Events Assistance Program – Round 4
Declaring Councillor	Cr John Birkett
Person with the interest Related party / close associate / other relationship	My Father Gary Birkett
Particulars of Interest	Gary is the President of the Mitchell Rotary Club and they are listed in the report.
Type of conflict	Prescribed conflict of interest
Action	Leave the room while the matter is discussed and voted on.

Declaration of Interest

Item	L.1
Description	Endorsement of the Events Assistance Program – Round 4
Declaring Councillor	Cr Brendan Seawright
Person with the interest Related party / close associate / other relationship	Myself
Particulars of Interest	I am the president of the Wallumbilla Agricultural & Pastoral Association who submitted an application to this round of Events Assistance Program.
Type of conflict	Prescribed conflict of interest
Action	Leave the room while the matter is discussed and voted on.

Councillors Vincent, Birkett and Seawright left the meeting at 9:34am

LATE ITEMS

Item Number: L.1 **File Number:** D25/113979

SUBJECT HEADING: **ENDORSEMENT OF THE EVENTS ASSISTANCE PROGRAM – ROUND 4**

Officer's Title: **Support Officer - Tourism & Community Development
Lead Local Development Officer - Roma**

Executive Summary:

This report sought Council's endorsement of the recommendations from the assessment panel for Round 4 of the Events Assistance and Sponsorship Program, which closed on 31 October 2025. This is the first round delivered since the adoption of the Community Grants and Events Assistance Policy and Sponsorship Policy (OM/08.2025/48).

Resolution No. OM/11.2025/14

Moved Cr Hancock

Seconded Cr O'Neil

That Council:

1. Endorse the assessment panel's recommendations with the following amendments, and approve the following Events Assistance Program applications for payment:

Organisation	Amount approved
Hodgson Soldiers Memorial Hall	\$500.00
Surat Ladies Bowling Club	\$500.00
Queensland Country Women's Association Jackson Branch	\$500.00
Dunkeld Memorial Golf Club Inc	\$500.00
Muckadilla Community Association	\$500.00
Wallumbilla Agricultural and Pastoral Association	\$1,000.00
Rotary Club of Mitchell	\$1,000.00
Mungallala Progress & Sporting Association	\$500.00
Noonga Community Association Incorporated	\$500.00
Roma Filipino Community Incorporated	\$1,000.00
Surat Local Ambulance Committee	\$1,000.00

Road Safety Education Limited	\$500.00
Total	\$8,000

2. Allocate funds from GL 2887.2249.2001.

MOTION LOST 2/4

Section 150F A (2)(e) of the Local Government Act 2009

For a matter to which the prescribed conflict of interest or declarable conflict of interest relates – the name of each eligible councillor who voted on the matter, and how each eligible councillor voted.

Name of each eligible councillor who voted on the matter:

Cr. Meryl Brumpton, Cr. Amber Davis, Cr. Peter Flynn, Cr Johanne Hancock, Cr. Cameron O'Neil, Cr Wendy Taylor.

How each eligible councillors voted:

Cr Johanne Hancock and Cr. Cameron O'Neil voted in favour of the motion.

Cr. Meryl Brumpton, Cr. Amber Davis, Cr. Peter Flynn, and Cr Wendy Taylor voted against the motion.

With the motion lost, Cr Davis proposed the following motion:-

Resolution No. OM/11.2025/15	
Moved Cr Davis	Seconded Cr Brumpton
That Council:	
1. Endorse the assessment panel's recommendations, and approve the following Events Assistance Program applications for payment as below:	
Organisation	Amount approved
Hodgson Soldiers Memorial Hall	\$500.00
Surat Ladies Bowling Club	\$500.00
Queensland Country Women's Association Jackson Branch	\$500.00
Dunkeld Memorial Golf Club Inc	\$500.00
Muckadilla Community Association	\$500.00
Wallumbilla Agricultural and Pastoral Association	\$500.00
Rotary Club of Mitchell	\$1,000.00
Mungallala Progress & Sporting Association	\$500.00
Noonga Community Association Incorporated	\$500.00
Roma Filipino Community Incorporated	\$1,000.00
Surat Local Ambulance Committee	\$500.00
Road Safety Education Limited	\$500.00
Total	\$7,000

2. Allocate funds from GL 2887.2249.2001

CARRIED 5/1

Responsible Officer	Support Officer - Tourism & Community Development
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Section 150F A (2)(e) of the Local Government Act 2009

For a matter to which the prescribed conflict of interest or declarable conflict of interest relates – the name of each eligible councillor who voted on the matter, and how each eligible councillor voted.

Name of each eligible councillor who voted on the matter:

Cr. Meryl Brumpton, Cr. Amber Davis, Cr. Peter Flynn, Cr Johanne Hancock, Cr. Cameron O'Neil, Cr Wendy Taylor.

How each eligible councillors voted:

Cr. Meryl Brumpton, Cr. Amber Davis, Cr. Peter Flynn, Cr. Cameron O'Neil, and Cr Wendy Taylor voted in favour of the motion.

Cr Johanne Hancock voted against the motion.

At cessation of discussion and decision on the abovementioned item, Councillors Vincent Birkett & Seawright returned to the meeting at 9:52am

COUNCIL ADJOURNED THE MEETING

FOR A BRIEF RECESS AT 9:52am

SUBJECT HEADING: RESUMPTION OF STANDING ORDERS

COUNCIL RESUMED THE MEETING AT 10:37am

Declaration of Interest

Item	L.2
Description	Request for partnership - Co-existence Qld/Community Leaders Forum
Declaring Councillor	Cr Meryl Brumpton
Person with the interest Related party / close associate / other relationship	Myself
Particulars of Interest	I am an employee of a renewable energy company and the forum is aimed at co-existence of Agriculture, the Resource sector and renewable energy sector.
Type of conflict	Declarable conflict of interest
Action	Although I have a declarable conflict of interest, I do not believe a reasonable person could have a perception of bias. Therefore, I will choose to remain in the meeting. However, I will respect the decision of the meeting on whether I can remain and participate in the decision.

Resolution No. OM/11.2025/16

Moved Cr Vincent

Seconded Cr O'Neil

That it is in the public interest that Councillor Meryl Brumpton participates and votes on agenda item L.2 because a reasonable person would trust that the decision is made in the public interest.

CARRIED

7/0

Declaration of Interest

Item	L.2
Description	Request for Partnership - Coexistence Queensland / Community Leaders Council
Declaring Councillor	Cr Brendan Seawright
Person with the interest Related party / close associate / other relationship	Myself Brendan Seawright
Particulars of Interest	I am employed by a company that operates within the resource sector which is part of Coexistence Queensland.
Type of conflict	Declarable conflict of interest
Action	Although I have a declarable conflict of interest, I do not believe a reasonable person could have a perception of bias. Therefore, I will choose to remain in the meeting. However, I will respect the decision of the meeting on whether I can remain and participate in the decision.

Resolution No. OM/11.2025/17	
Moved Cr O'Neil	Seconded Cr Vincent
That it is in the public interest that Councillor Brendan Seawright participates and votes on agenda item L.2 because a reasonable person would trust that the decision is made in the public interest.	
CARRIED	7/0

Item Number: L.2 File Number: D25/115603

SUBJECT HEADING: REQUEST FOR PARTNERSHIP - COEXISTENCE QUEENSLAND | COMMUNITY LEADERS COUNCIL

**Officer's Title: Deputy CEO - Strategic Roads, Airports & Major Projects
Director - Regional Development, Environment & Planning**

Executive Summary:

Coexistence Queensland has formally approached Maranoa Regional Council with a proposal to partner in facilitating a Community Leaders Council (CLC) for the Maranoa Region in 2026.

The CLC is a statutory function of Coexistence Queensland and aims to bring together community leaders, landholders, industry representatives and government to explore coexistence opportunities and challenges across the agriculture, resources, and renewable energy sectors.

The proposal follows similar events delivered in other regions, including Biloela in 2025 and Chinchilla in 2023, which provided a platform for open dialogue between sectors and informed regional planning and policy outcomes.

Council's consideration is sought and will clarify its level of involvement and support in relation to the request.

Resolution No. OM/11.2025/18

Moved Cr O'Neil

Seconded Cr Vincent

That Council:

1. Support the proposal from Coexistence Queensland to host the Community Leaders Council in Roma, recognising the value of the event in facilitating regional dialogue on coexistence, economic diversification, and community development;
2. Provide in-kind support for the event through:
 - a) participation of Councillor(s) and staff on an as required / invited basis; and
 - b) use and setup of the Roma Auditorium free of charge if required; and
3. Authorise the Chief Executive Officer or delegate to liaise with Coexistence Queensland regarding a suitable event date, giving consideration to other regional events and commitments that may impact meaningful attendance and participation.

CARRIED

9/0

Responsible Officer

Deputy CEO - Strategic Roads, Airports & Major Projects

Section 150F A (2)(e) of the *Local Government Act 2009*

For a matter to which the prescribed conflict of interest or declarable conflict of interest relates – the name of each eligible councillor who voted on the matter, and how each eligible councillor voted.

Name of each eligible councillor who voted on the matter:

Cr. John Birkett, Cr. Meryl Brumpton, Cr. Amber Davis, Cr. Peter Flynn, Cr. Johanne Hancock, Cr. Cameron O'Neil, Cr. Brendan Seawright, Cr. Wendy Taylor, Cr. Jane Vincent.

How each eligible councillors voted:

Each councillor voted in favour of the motion.

COUNCIL ADJOURNED THE MEETING
 FOR A BRIEF RECESS AT 10:44am

SUBJECT HEADING: RESUMPTION OF STANDING ORDERS
 COUNCIL RESUMED THE MEETING AT 10:45am

Item Number:

L.3

File Number: D25/115852

SUBJECT HEADING:

2024/25 ANNUAL REPORT

Officer's Title:

Director - Corporate Services

Executive Summary:

This report presented the draft 2024/25 Annual Report for Maranoa Regional Council for adoption by Council. The Annual Report highlights key achievements, financial performance, and significant projects completed over the past year, aligning with the Council's commitment to accountability and transparency.

This document also satisfies statutory requirements under section 182 of the Local Government Regulation 2012, which mandates the preparation, adoption, and publication of an annual report.

Resolution No. OM/11.2025/19

Moved Cr O'Neil

Seconded Cr Brumpton

That Council, in accordance with section 182 of the *Local Government Regulation 2012*, adopt the 2024/25 Annual Report for Maranoa Regional Council as presented, authorising the Chief Executive Officer to make any minor amendments if required before the publication of the Report.

CARRIED

9/0

Responsible Officer

Director - Corporate Services

Item Number:

L.4

File Number: D25/115982

SUBJECT HEADING:

**RESOURCE RECOVERY BOOST GRANT 2025
CONCRETE CRUSHER AND ANCILARY EQUIPMENT**

Officer's Title:

Manager - Waste & Environmental Health Services

Executive Summary:

Approval was sought to lodge and application to the Resource Recovery Boost Fund (Small) Online Grant program for the purchase of concrete crushing plant, and ancillary equipment.

The total application value is \$850,000, which will require a Council contribution of \$85,000 (10% of total value) to be included as a special project (CAPEX) in the 2026-27 FY.

Resolution No. OM/11.2025/20

Moved Cr Vincent

Seconded Cr Brumpton

That Council:

- 1. Approve the application to the Resource Recovery Boost Fund (Small) Online Grant program for the project amount of \$850,000 (excluding GST) for the purchase of a Diesel-Powered Concrete Crusher.**
- 2. Approve the inclusion of \$85,000 (excluding GST) in Council's own-source funds as the required 10% contribution to overall project cost (if successful) as a Capital special project, in the 2025-26 Financial Year.**

CARRIED

9/0

Responsible Officer

**Manager - Waste & Environmental Health
Services**

Item Number: L.5 **File Number:** D25/109964
SUBJECT HEADING: BASSETT PARK RACEHORSE TRAINER AGREEMENTS
Location: Roma
Officer's Title: Property & Tenure Officer

Executive Summary:

Council was asked to consider entering into Racehorse Trainer Agreements for the use of the racetrack and associated facilities at Bassett Park. The proposed agreements include eight (8) existing Trainers and one (1) new applicant, each for a term of three (3) years.

Resolution No. OM/11.2025/21

Moved Cr Birkett

Seconded Cr Vincent

That Council:

1. Enter into non-exclusive Racehorse Trainer Agreements for the use of the relevant facilities at Bassett Park, for a three (3) year term with the following Racehorse Trainers:
 - ☐ Johnathon Taylor
 - ☐ Colin Storch
 - ☐ Joseph Halpin
 - ☐ Scott Rodgers
 - ☐ Wayne Baker
 - ☐ Cheryl Rogers
 - ☐ Ben Waldron
 - ☐ Rebecca Kerwin
 - ☐ Greer Doig
2. Authorise the Chief Executive Officer, (or delegate) to finalise and execute the agreements and any other associated documentation.

CARRIED

9/0

Responsible Officer

Property & Tenure Officer

CONFIDENTIAL ITEM

Item Number: C.1 **File Number:** D25/110197
SUBJECT HEADING: DENISE SPENCER AQUATIC CENTRE - OPERATING STRATEGY AND MANAGEMENT MODEL
Officer's Title: Deputy CEO - Strategic Roads, Airports & Major Projects
 Project Officer - Contract Management Office

Executive Summary:

The redevelopment of the Denise Spencer Aquatic Centre (DSAC) is underway and requires an endorsed operational model to inform recruitment, budgeting, and commissioning. The choice of management structure will determine the approach to staffing, compliance, community engagement, and financial sustainability.

Resolution No. OM/11.2025/22

Moved Cr O'Neil

Seconded Cr Vincent

That Council:

- 1. Endorse Council management of the Denise Spencer Aquatic Centre for an initial period of three years from opening.**
- 2. Include the Denise Spencer Aquatic Centre Manager position within the organisational structure.**
- 3. Undertake a strategic review during the three years of operation to evaluate financial performance, community outcomes, and alternative management structures.**

CARRIED

9/0

Responsible Officer

Deputy CEO - Strategic Roads, Airports & Major Projects

CLOSURE

There being no further business, the Mayor thanked Council for their attendance and declared the meeting closed at 11:04am.

These Minutes are to be confirmed at the next Ordinary Meeting of Council to be held on 27 November 2025, at Roma Administration Centre.

OFFICER REPORT

Meeting: Ordinary 27 November 2025

Date: 19 November 2025

Item Number: 11.1

File Number: D25/118912

SUBJECT HEADING: Upcoming Deputations and Briefing Topics |
Councillor Briefings December 2025

Classification: Open Access

Officer's Title: Lead Officer - Elected Members & Community
Engagement

Executive Summary:

This report provides a summary of topics scheduled for the Councillor Briefings during the month of December 2025.

Officer's Recommendation:

That Council receive and note the Officer's report as presented.

Background:

Councillor briefings scheduled for December are as follows, commencing at 9.00am-

- Wednesday 3 December
- Wednesday 9 December

Below is a list of the topics and deputations that have been placed in the Council Meeting Schedule software for November 2025 at the time of writing this report.

Topic	Further detail
Roma Cultural Centre - Proposed Landscape Upgrade	Site inspection and discussion.
Statutory Guideline – Acceptable Requests for Councillors	Review of Guideline.
Review of New RADF Guidelines	Review of Guideline
Sale of Land for Overdue Rates & Charges	Detailed update on properties that are currently on the sale of land list.
Upcoming Deputations and Briefing Topics Councillor Briefings December 2025	Update on preparedness for the 2025–26 disaster season.
Wall of Fame	
Naturestrip (Footpath) / Verge Mowing Policy	Review of Policy approach.
Community Benefit Fund & Rating – Renewable Energy	Initial discussion to consider approach.

An agenda and supporting documentation will be circulated under separate cover ahead of each Briefing on a Friday prior to the week of the respective briefing.

Topics may change during the month and updates will be provided fortnightly as part of scheduled diary meetings and upcoming briefings/deputations.

This report provides Councillors an opportunity to identify and consider any conflicts of interest to manage these ahead of the scheduled briefings.

Link to Corporate Plan:

Corporate Plan 2023-2028

Strategic Priority 4: Growing our region

4.1 Work with our communities to identify priorities, and provide leadership and advocacy to grow our region

Supporting Documentation:

Nil.

Report authorised by:

Chief Executive Officer

INFORMATION REPORT

Meeting: Ordinary 27 November 2025

Date: 19 November 2025

Item Number: 11.2

File Number: D25/118916

SUBJECT HEADING: Monthly Report | Actions from Council Meetings - October 2025

Classification: Open Access

Officer's Title: Coordinator - Executive & Elected Member Support Services

Executive Summary:

The purpose of this report is to provide Council with an update on the status of Council meeting actions for the month of October 2025.

Officer's Recommendation:

That Council receive and note the Officer's report as presented.

Background:

This monthly report provides an update on the status of Council decisions at ordinary meetings held during the month of October 2025. The aim of the report is to provide visibility for Council and the community on progress of implementation of these decisions.

Body of Report:

Ordinary Meetings were held on the 9 October 2025 and 30 October 2025.

A detailed report on the progress of outstanding actions from the commencement of this term of Council is also provided at the last Councillor briefing of each month.

Total Number of Decisions requiring Implementation	Number Outstanding	Number Completed
18	5	13

The attached report shows the decisions and subsequent status of Council Meeting Resolutions for the month of October 2025.

Link to Corporate Plan:

Corporate Plan 2023-2028

Corporate Plan Pillar 4: Accountability

4.5 Good governance framework

Supporting Documentation:

1 [↓](#) Monthly Meeting Actions Report - October 2025

D25/118988

Report authorised by:

Chief Executive Officer

Meeting Resolutions	Division: Office of the CEO, Corporate Services, Engineering, Regional Development, Environment and Planning and Strategic Roads, Airports & Major Projects	Date From: 1/10/2025
Status Report	Ordinary Meetings: October 2025	Date To: 31/10/2025
		Printed: Wednesday, 19 November 2025 12:22:30 PM

^MEETING DATE	RESOLUTION	SUBJECT	MOTION	OFFICER	COMMENTS	STATUS
9/10/2025	OM/10.2025/03	Local Laws Review	That Council: <ol style="list-style-type: none"> Pursuant to Section 29 of the Local Government Act 2009, adopt the Local Law Making Process identified in Attachment B; Propose amendments to the Local Laws and Subordinate Local Laws set out in Attachment C (Proposed Amended Local Laws); Propose a new Subordinate Local Law No. 1 (Administration) 2025 as set out in Attachment D (Proposed New Subordinate Local Law) which consolidates and updates existing Subordinate Local Laws 1.1-1.18; Propose a new Local Law No. 1 (Miscellaneous) 2025 to repeal the Subordinate Local Laws listed in Attachment E; Pursuant to Section 29A of the Local Government Act 2009, to undertake a State Interest Check in relation to the Proposed Amended Local Laws and the Proposed New Subordinate Local Law in accordance with the Local Law Making Process; Undertake public consultation in relation to the Proposed Amended Local Laws and proposed New Subordinate Local Law in accordance with the Local Law Making Process; Undertake public consultation in relation to any anti-competitive provisions identified in the Public Interest Test Plan at Attachment F in accordance with the Local Law Making Process and the Public Interest Test Plan; Pursuant to Section 257 delegate to, and authorise the Chief Executive Officer (or his delegate) to, implement the Local Law Making Process. 	Governance Officer	Completed per action sheet.	Complete

Meeting Resolutions	Division: Office of the CEO, Corporate Services, Engineering, Regional Development, Environment and Planning and Strategic Roads, Airports & Major Projects	Date From: 1/10/2025
Status Report	Ordinary Meetings: October 2025	Date To: 31/10/2025
		Printed: Wednesday, 19 November 2025 12:22:30 PM

^MEETING DATE	RESOLUTION	SUBJECT	MOTION	OFFICER	COMMENTS	STATUS
			9. Include the following amendments in Schedule 1 Local Law No 3, 14A (2) grammatical corrections, and Attachment F Section 9 replace the Western Star with the Maranoa Today.			
9/10/2025	OM/10.2025/04	2025-2026 Christmas and New Year Closure	<p>That Council endorses:</p> <ol style="list-style-type: none"> 1. The Annual Christmas and New Year closure for the general workforce and associated facilities (excluding those services identified as essential services requiring skeleton crews) is from close of business Friday 19 December 2025 and reopening on Monday, 5 January 2026. 2. The Roma and Mitchell waste facility be closed to the public on Christmas Day, 25 December 2025 and New Year's Day, 1 January 2026 and appropriately sized skip bin/s be provided outside the facility for public use for the days of closure. Note, that all other regional waste transfer stations will remain open as per their usual operating hours. 3. The closure of the Yuleba Post Office on Thursday, 25 December 2025; Friday, 26 December 2025; and Thursday, 1 January 2026, with reduced operating hours over the Christmas period of 9am – 1pm from Saturday 20 December 2025 to Friday 9 January 2026 4. The Annual Christmas and New Year closures of Council's libraries in Jackson and Mungallala from close of business Friday, 19 December 2025 and reopening Monday, 12 January 2026 	Director Corporate Services	<p>Error identified in point 3 with notice of motion to amend put forward to ordinary meeting 13/11/2025.</p> <p>Interim communication circulated to staff by HR.</p> <p>Refer to notes for updated resolution next monthly report.</p>	Complete

Meeting Resolutions	Division: Office of the CEO, Corporate Services, Engineering, Regional Development, Environment and Planning and Strategic Roads, Airports & Major Projects	Date From: 1/10/2025
Status Report	Ordinary Meetings: October 2025	Date To: 31/10/2025
		Printed: Wednesday, 19 November 2025 12:22:30 PM

^MEETING DATE	RESOLUTION	SUBJECT	MOTION	OFFICER	COMMENTS	STATUS
			<p>5. The Annual Christmas and New Year closures of the Injune Visitor Information Centre from Thursday, 25 December 2025 to Saturday, 27 December 2025 and from Tuesday, 30 December 2025 to Thursday, 1 January 2026.</p> <p>6. The Annual Christmas and New Year closures for the Roma Visitor Information Centre and The Big Rig will be on Thursday, 25 December 2025; Friday, 26 December 2025; and Thursday, 1 January 2026 with reduced operating hours over the Christmas period of 9am – 1pm from Saturday, 20 December 2025, to Friday, 9 January 2026.</p> <p>7. Note that the last Big Rig Night Show Sunset Experience for 2025 on Friday, 19 December 2025 and restart the first Night Show Sunset Experience on Monday, 5 January 2026 at 6.30pm.</p> <p>8. Propose to amend the fees and charges schedule for public entry to the Big Rig to a \$5 flat rate for all visitors from Saturday, 27 December 2025 to Sunday, 4 January 2026.</p>			
9/10/2025	OM/10.2025/05	Development Application-Material Change of Use-"Extractive Industry" (Up to 100,000 tpa) - 3190 Dunkeld Road, Tingun (Ref:2025/21408)	The development application for a Material Change of Use – "Extractive Industry" (Up to 100,000 tonnes per annum) located at "Ooline Park" 3190 Dunkeld Road, Tingun, described as Lot 22 on RP208342, be approved subject to the listed conditions and general advice.	Planning Officer	Completed on 28 October 2025 at 3:49:31 PM - Sent DN & CRL to Applicant.	Complete

Meeting Resolutions	Division: Office of the CEO, Corporate Services, Engineering, Regional Development, Environment and Planning and Strategic Roads, Airports & Major Projects	Date From: 1/10/2025
Status Report	Ordinary Meetings: October 2025	Date To: 31/10/2025
		Printed: Wednesday, 19 November 2025 12:22:30 PM

^MEETING DATE	RESOLUTION	SUBJECT	MOTION	OFFICER	COMMENTS	STATUS
9/10/2025	OM/10.2025/06	Cobb & Co Store Museum - update / new exhibitions	That Council: 1. Approves the transfer of \$30,000 from Work Order (WO) 26039.2800.2001 – Cobb & Co Changing Station Museum Painting, to Work Order (WO) 20550.2800.2001 – Cobb & Co Store Museum: Update/New Exhibitions, as part of the Q1 budget review. - to facilitate the planned upgrades to the Wealth of Warroo exhibition. 2. Thank the Surat Cobb and Co Store Museum Working Group for their commitment towards the Museum exhibition upgrades. 3. Encourages the Surat Cobb and Co Store Museum working group to apply for external grant funding to continue the growth within the Museum.	Support Officer - Tourism & Community Development	Completed on 20 October 2025. Chief Financial Officer closed action on 3 November 2025 - Confirming, budget transfer actioned in system.	Complete
9/10/2025	OM/10.2025/07	Regional Tourism Infrastructure Fund - Options for Consideration	That Council: 1. Submit an application for the Injune Rail Trail for the Queensland Government's Regional Tourism Infrastructure Fund to a maximum of \$300,000. 2. Authorise the Chief Executive Officer, or delegate, to sign the funding agreement and any other necessary documentation, if successful.	Regional Marketing, Tourism & Events Officer	Completed on 12 November 2025 - Application to Regional Tourism Infrastructure Fund submitted (D25/116760). Noted by Chief Financial Officer and action closed 16 October 2025.	Complete
9/10/2025	OM/10.2025/08	Roma Saleyards - Cafe Management Agreement	Resolution No. That Council: 1. Approve the transfer of interest in the Roma Saleyards Café Management Agreement.	Manager - Saleyards	Agreement signed by both parties and signed by the CEO 24/10/25.	Complete

Meeting Resolutions	Division: Office of the CEO, Corporate Services, Engineering, Regional Development, Environment and Planning and Strategic Roads, Airports & Major Projects	Date From: 1/10/2025
Status Report	Ordinary Meetings: October 2025	Date To: 31/10/2025
		Printed: Wednesday, 19 November 2025 12:22:30 PM

^MEETING DATE	RESOLUTION	SUBJECT	MOTION	OFFICER	COMMENTS	STATUS
			2. Authorise the CEO or delegate to transfer the current Roma Saleyards Café Management Agreement to the new owner ending 16 December 2025.			
30/10/2025	OM/10.2025/14	2025/26 Quarter 1 Progress Report Operational Plan to 30 September 2025.	That we defer this item to the next ordinary meeting.	Governance Officer	Deferred as resolved. Completed on 06 November 2025.	Complete
30/10/2025	OM/10.2025/15	2024/25 Quarter 5 Progress Report Operational Plan to 30 September 2025	That: 1. Council receive and note the 2024/25 Quarter 5 Report; 2. Council endorse the Quarter 5 report as presented, in accordance with Section 104 (7) of the Local Government Act 2009. 3. Outstanding items be incorporated in the Operation Plan update.	Governance Officer	Outstanding items included in Report for adoption of the updated Operational Plan at the Ordinary Meeting on 27/11/25.	Complete
30/10/2025	OM/10.2025/16	Endorsement of the Maranoa Nursing Advancement Bursary applicants 2025	That Council endorses Lucy Foley, Zoe Goltz and Ramandeep Singh to receive a one-off bursary payment of \$10,000 each from WO 26064.2800.2001 (Maranoa Nursing Advancement Program).	Support Officer - Tourism & Community Development	Completed on 03 November 2025. Letters completed and sent to each applicant along with Bursary agreement forms.	Complete
30/10/2025	OM/10.2025/17	Outcome of Roma Revealed Trade Mark Request	That Council receives and notes the advice as presented, with Officers to bring back a final report on the outcome of the registration.	Manager - Regional Economic & Community Development	Final report required on the final registration process., Final report should be ready from our solicitors mid-December with a report to council soon thereafter with the final outcome.	In Progress
30/10/2025	OM/10.2025/18	Applications through Regional Arts Development Fund (RADF) Program 2025/2026	That Council endorse the RADF Committee's grant assessment recommendation and approve funding from the RADF budget (GL 2885.2250) to support Creative Injune's workshop for \$3,532.00.	Regional Arts and Culture Officer	Completed on 13 November 2025. Email sent to group notifying of outcome. Grant acceptance form received. Financial implication noted by Chief Financial Officer.	Complete

Meeting Resolutions	Division: Office of the CEO, Corporate Services, Engineering, Regional Development, Environment and Planning and Strategic Roads, Airports & Major Projects	Date From: 1/10/2025
Status Report	Ordinary Meetings: October 2025	Date To: 31/10/2025
		Printed: Wednesday, 19 November 2025 12:22:30 PM

^MEETING DATE	RESOLUTION	SUBJECT	MOTION	OFFICER	COMMENTS	STATUS
30/10/2025	OM/10.2025/20	Endorsement of Nominated Scalp Collectors	<p>That Council:</p> <ol style="list-style-type: none"> Endorse the nominees - <ul style="list-style-type: none"> <input type="checkbox"/> Anthony (Bim) Struss - Havelock, Mitchell <input type="checkbox"/> David Schwennesen - Teelba/Surat <input type="checkbox"/> Peter Joliffe - Walhallow, Mitchell <input type="checkbox"/> Darren Humphreys - Darkwater, Mitchell <input type="checkbox"/> John Hartley - Kinka, Injune <p>as scalp collectors for the duration of the current Council term in accordance with Council's Wild Dog Management Framework and thank them for their continuing support.</p> <ol style="list-style-type: none"> Formally acknowledge the contributions of the outgoing volunteers who have previously contributed to this initiative - <ul style="list-style-type: none"> <input type="checkbox"/> Kim Handley - Tryconnell, Mungallala <input type="checkbox"/> John McNamara - Teelba <input type="checkbox"/> Leon Perret - Tunis, Mitchell <input type="checkbox"/> Colin Walsh - Venturah, Mitchell 	Manager - Community Safety & Rural Lands Services	Completed on 17 November 2025. Letters were issued to nominated scalp collectors and withdrawn collectors on 4 November 2025.	Complete
30/10/2025	OM/10.2025/22	Advertising Spending Policy	<p>That Council:</p> <ol style="list-style-type: none"> Repeal the existing Advertising Spending Policy (P21/3); and Adopt the updated Advertising Spending Policy (P25/8), with the following small 'typo' amendment on page 52 - Item 3.3 (Inappropriate Expenditure): last line of the paragraph to state "voting in an election." 	Director Corporate Services	Policy placed on Council's website and policy register.	Complete

Meeting Resolutions	Division: Office of the CEO, Corporate Services, Engineering, Regional Development, Environment and Planning and Strategic Roads, Airports & Major Projects	Date From: 1/10/2025
Status Report	Ordinary Meetings: October 2025	Date To: 31/10/2025
		Printed: Wednesday, 19 November 2025 12:22:30 PM

^MEETING DATE	RESOLUTION	SUBJECT	MOTION	OFFICER	COMMENTS	STATUS
30/10/2025	OM/10.2025/23	Australian Cricket Infrastructure Fund 2025/26 Round 1 - Consideration of Project Nominations	<p>That Council:</p> <ol style="list-style-type: none"> Nominate the Mitchell RSL Sporting Complex Upgrade – Enhancing Inclusive Amenities to Grow Community Cricket Participation for submission under the Australian Cricket Infrastructure Fund 2025/26 – Major Grant category. Commit to the required 50% co-contribution towards the project cost, to be funded from existing budget allocations (\$35,000). Authorise the Chief Executive Officer, or delegate, to sign funding agreement and any other necessary documentation if successful. 	Lead Local Development Officer - Roma	<p>Completed by Adams Woodall, Georgie (action officer) on 18 November 2025 at 4:22:17 PM - Funding applied for - submitted 31 October 2025.</p> <p>Target date changed by Chief Financial Officer to 31 January 2026 - Waiting on outcome.</p>	In Progress
30/10/2025	OM/10.2025/26	Simultaneous Road Closure and Opening - Lot 24 on WV1605	<p>That Council:</p> <ol style="list-style-type: none"> Offer an objection to the application for a permanent simultaneous road closure and opening of roads adjacent to Lot 24 on WV1605. <ul style="list-style-type: none"> relating to unmaintained sections of the dedicated road type parcel to the South of Naturi Road and the dedicated road parcel to the East of Scotsburn Road and opening Council maintained Warkon Road that intercepts Lot 24 on WV1605 Authorise the use of the land be dealt with under the Land Act 1994 by the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development. Authorise the Chief Executive Officer, (or delegate) to sign Part C 'Statement in relation to an application under the 	Coordinator - Facility Operations	<p>Letter confirming Council's decision signed by the Director and form C prepared for CEO signing.</p> <p>Once documentation signed action will be allocated to Strategic Roads for actioning of point 4. Estimated to be 28/11/25.</p>	In progress

Meeting Resolutions	Division: Office of the CEO, Corporate Services, Engineering, Regional Development, Environment and Planning and Strategic Roads, Airports & Major Projects	Date From: 1/10/2025
Status Report	Ordinary Meetings: October 2025	Date To: 31/10/2025
		Printed: Wednesday, 19 November 2025 12:22:30 PM

^MEETING DATE	RESOLUTION	SUBJECT	MOTION	OFFICER	COMMENTS	STATUS
			Land Act 1994 over State Land' in respect to the application. 4. Be presented with a subsequent report with options to formalise the current alignment of Warkon Road, following discussions with the landowner.			
30/10/2025	OM/10.2025/27	Request for Refund - EH35/512 New Food Business Application Fee	That Council does not approve a refund of the application fee of \$367 for the New Food Business Application (Reference: EH35/512).	Executive Assistant – Regional Development, Environment & Planning Services	Completed on 05 November 2025 - Letter issued by EH team - see D25/113	Complete
30/10/2025	OM/10.2025/28	Tender 25047 - Maranoa Region Wide Flood Risk Management	That Council: 1. Select SMEC Australia Pty Ltd as the successful tenderer for the Maranoa Region Wide Flood Risk Management project, for an estimated contract sum of \$647,587 excluding GST. 2. Authorise the Chief Executive Officer (or delegate) to enter into final negotiations with the tenderer, noting the anticipated contract sum value above, and execute the contract if the final terms are acceptable.	Coordinator – Building & Planning	Contract signed by CEO and returned to the responsible officer 19/11/25. Financial implications noted by Chief Financial officer.	In Progress
30/10/2025	OM/10.2025/30	Neil Turner Weir Mitchell	That Council 1. Re-investigate the options to remove the build-up of sand at the Neil Turner Weir in Mitchell, including any cost recovery streams. 2. Bring a report back to Council at an upcoming council meeting via a briefing.	Chief Operations Officer	Following investigations bring report back to council via a briefing. Officer unavailable for update on matter. Target date to be reviewed on his return and site in the interim at 30/01/26.	In progress

OFFICER REPORT

Meeting: Ordinary 27 November 2025

Date: 12 November 2025

Item Number: 12.1

File Number: D25/116781

SUBJECT HEADING: Adoption of Amended 2025/26 Operational Plan

Classification: Open Access

Officer's Title: Director - Corporate Services

Executive Summary:

This report presents the *amended* Annual Operational Plan for 2025/26 for Council's consideration.

Amendments include six measures being carried forward from the prior year Operation Plan and the inclusion of an additional measure in relation to a review of the Sport and Recreation Strategy.

Officer's Recommendation:

That pursuant to section 104(5)(a)(v) of the *Local Government Act 2009* and Section 174 and 175 of the *Local Government Regulation 2012*, Council adopt the Operational Plan for 2025/26 as presented.

Context:

Tabling of 2025/26 amended Annual Operational Plan as presented for consideration and adoption.

Background:

The original 2025/26 Operational Plan was tabled and formally adopted by Council at its Special Budget Meeting held on 19 June 2025. At that time, it was determined that items remaining incomplete from the previous financial year's Operational Plan would continue to be presented to Council through a separate report, being the 2024/2025 Operational Plan Quarter Update, until completion.

Subsequently, upon endorsement of the Quarter Update, Council resolved that any actions still incomplete as at 30 September 2025 be incorporated into the 2025/26 Operational Plan to ensure their continued implementation and oversight.

Accordingly, this report presents the amended 2025/26 Operational Plan, which includes six (6) carried-over items for monitoring and tracking purposes, in addition to one (1) new item requested by Council — namely, to “Review and update the Maranoa Sport and Recreation Strategy.”

Legislation, Local Laws, State Policies & Other Regulatory Requirements:

The Local Government Regulation 2012 contains the following in relation to the Operational Plan.

174 Preparation and adoption of annual operational plan

- 1) *A local government must prepare and adopt an annual operational plan for each financial year.*
- 2) *The local government may, but need not, adopt the annual operational plan for a financial year at the same time the local government adopts its budget for the financial year.*
- 3) *The chief executive officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months.*
- 4) *A local government may, by resolution, amend its annual operational plan at any time before the end of the financial year.*
- 5) *A local government must discharge its responsibilities in a way that is consistent with its annual operational plan.*

175 Annual operational plan contents

- 1) *The annual operational plan for a local government must—*
 - (a) be consistent with its annual budget; and*
 - (b) state how the local government will—*
 - (i) progress the implementation of the 5-year corporate plan during the period of the annual operational plan; and*
 - (ii) manage operational risks; and*
 - (c) include an annual performance plan for each commercial business unit of the local government.*

Council Policies or Asset Management Plans:

The Operational Plan is a key financial planning document under section 104 (5)(a)(v) of the *Local Government Act 2009*

Input into the Report & Recommendation:

Councillors and Executive Management Team have had input into the compilation of the information.

Funding Bodies:

Nil

This Financial Year's Budget:

The Operational Plan is consistent with the adopted 2025/26 budget.

Future Years' Budgets:

N/A

Impact on Other Individuals or Interested Parties:

N/A

Risks:

Risk	Description of likelihood & consequences
Strategic Organisational Risks	As outlined in the Operational Plan

Advice to Council:

That Council adopt the amended Operation Plan 2025/26 as presented.

Recommendation:

That pursuant to section 104(5)(a)(v) of the *Local Government Act 2009* and Section 174 and 175 of the *Local Government Regulation 2012*, Council adopt the Operational Plan for 2025/26 as presented.

Link to Corporate Plan:

Corporate Plan 2023-2028

Corporate Plan Pillar 4: Accountability

4.5 Good governance framework

Supporting Documentation:

1 [D](#) 2025-2026 Operational Plan

D25/119872

Chief Executive Officer

MARANOA REGIONAL COUNCIL OPERATIONAL PLAN 2025/2026





COVER IMAGES

Campbell Park redevelopment

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

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

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

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

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

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

Denise Spencer Aquatic Centre work commences

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

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

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

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

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

Yuleba CBD Liveability Upgrade project

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

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

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

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

UNDERSTANDING THE OPERATIONAL PLAN

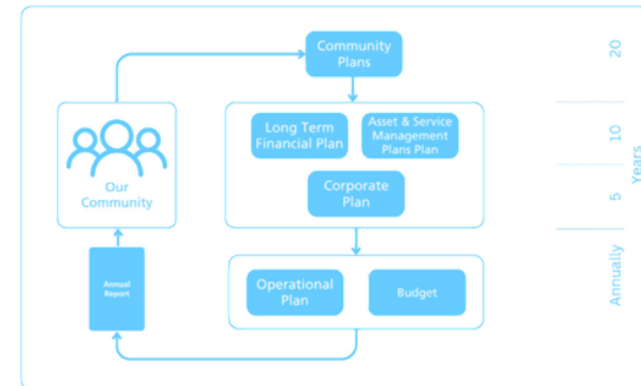
OPERATIONAL PLAN 2025/26

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

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

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

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



HOW TO READ THE OPERATIONAL PLAN

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

This describes the specific action that we will be taking.

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

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

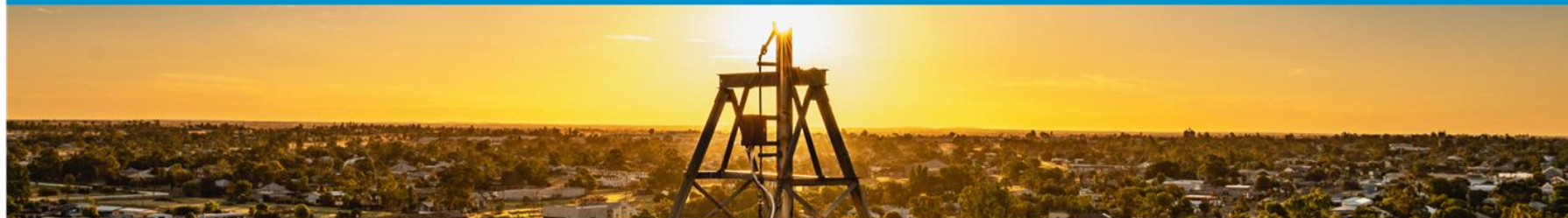
This links the Action to the guiding Key Project item contained in the Corporate Plan.

The action identifier in this plan.

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



1. Prosperity Sustainable, Growing and Prosperous Economy



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



1. Prosperity Sustainable, Growing and Prosperous Economy



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



2. Environment

Attractive, Health, Balanced Natural & Built Environment



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



2. Environment

Attractive, Health, Balanced Natural & Built Environment



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



3. Connectivity Quality, Accessible Services & Infrastructure



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



3. Connectivity Quality, Accessible Services & Infrastructure



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



3. Connectivity Quality, Accessible Services & Infrastructure



ActionID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
3.3.6	Improve Floodway Resilience Through Innovation.	Improve the flood resilience of regional transport links by piloting alternative floodway construction approaches. This project will test the performance of at least three non-traditional treatments, contributing to better life-cycle outcomes and reduced damage from future events.	69	Floodway performance trial delivered with at least three treatment options implemented and evaluated.				.
3.4.1	Strengthen monitoring, compliance and planning for Council's water infrastructure.	Deliver improvements in how Council monitors, plans, and manages its water infrastructure, with a focus on regulatory compliance, operational accuracy, and long-term sustainability. This includes updating the Drinking Water Quality Management Plan, improving Supervisory Control and Data Acquisition (SCADA) system visibility, maintaining dosing and pressure systems, and completing all required state reporting.	70	Review implementation plan for the boiled water alerts to achieve regional standardisation.		.		
			71	Drinking Water Quality Management Plan updated and accepted by regulator.			.	
			72	Supervisory Control and Data Acquisition (SCADA) systems updated for improved site monitoring and real-time visibility.				.
			73	Water Asset Management Plan updated to reflect condition and renewal priorities.		.		
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.	74	Sewerage Asset Management Plan updated to reflect condition and renewal priorities.			.	
3.4.3	Maintain compliance and performance across Council's water and sewerage networks.	Deliver safe, reliable water and wastewater services in compliance with regulatory standards and asset performance expectations.	75	100% compliance with drinking water and wastewater testing regimes.				.



4. Accountability Transparent & Accountable Leadership & Governance

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
4.1.1	Deliver an organisational realignment to support strategic service delivery.	Ensure Council's organisational structure better reflects strategic priorities, improves integration across departments, and supports effective service delivery. This action will align leadership roles and internal teams with Council's long-term goals and the Corporate Plan, ensuring a structure built for performance, accountability, and clarity of purpose.	76	Internal communications and staff engagement strategy delivered.	.			
			77	New leadership model established to reflect corporate strategy.	.			
			78	Organisational restructure, including the realignment of systems and resources, implemented.		.		
			79	Organisational Health Index survey undertaken to set the benchmark.		.		
			80	Organisational Health Index survey undertaken to review the impact of the change with a 70% satisfaction rating.				.
4.1.2	Develop a customer experience framework for service access and satisfaction.	Design and implement a framework that strengthens customer-facing services across the organisation by improving accessibility, setting clear service standards, and capturing actionable feedback from the community.	81	Customer Service Charter is reviewed.	.			
			82	Customer experience principles and framework endorsed by Executive.			.	
			83	Community satisfaction channels established or improved.			.	
			84	100% of Customer Requests are addressed within the Customer Service Charter expectations.				.
4.2.1	Improve external communications and digital engagement.	Deliver improvements to Council's external communications by updating key policies, enhancing the quality and timeliness of public information, and transitioning to a more effective digital platform. This action will strengthen community trust in Council's communications and ensure accurate, timely, and accessible information is consistently shared across the region.	85	New Council Communications Strategy adopted, including updated media and digital policies.		.		
			86	Council Meeting summaries published and recordings shared within 24 hours of meetings.				.
4.3.1	Develop a workforce plan to support service and budget alignment.	Design a strategic workforce planning framework to better align Council's workforce structure with service delivery expectations and long-term financial sustainability. This includes identifying future capability needs and addressing workforce pressure points to support more informed staffing and resourcing decisions.	87	Induction process reviewed and includes a "how can I help" focus.	.			
			88	A 5-10 year Workforce Plan adopted by Council.		.		



4. Accountability Transparent & Accountable Leadership & Governance

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



4. Accountability Transparent & Accountable Leadership & Governance

Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
4.5.5	Enhance Records Governance and Compliance through systems led practices.	Improve Council's records governance by advancing beyond minimum compliance and embedding consistent, system-driven practices across the organisation. This includes reviewing and modernising policy frameworks, delivering capability-building initiatives targeted to risk and function, and introducing proactive monitoring tools. The initiative supports Council's compliance with the Public Records Act 2002 while lifting organisational maturity and embedding recordkeeping as a core component of information management.	102	The records governance framework is reviewed and updated.		•		
			103	Self-assessment and internal compliance monitoring tools implemented.				•
4.5.6	Improve procurement governance and reduce risk exposure.	Strengthen Council's procurement and contract management practices to enhance transparency, reduce risk, and ensure compliance with legislative and policy requirements. This action will modernise procurement documentation, clarify roles and responsibilities, and improve reporting to Council and the community. It also includes targeted improvements to better support local business participation in Council procurement activities.	104	Review the use of procurement panel arrangements.		•		
			105	Procurement training program incorporating all aspects of Council's Procurement Policy.			•	
			106	Compliance review shows improved adherence to thresholds and documentation.				•
			107	Provide Council with survey results and action plan in relation to the opportunities identified that simplify doing business with Council.		•		
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.	108	Asset Management Plan updated with initial service level alignment and scheduled maintenance needs.	•			
			109	Gaps identified for progressive improvement in future years.		•		
			110	Priority projects scoped for integration into the Long Term Financial Plan.			•	
4.6.2.	Redesign the General Ledger and financial reporting structure.	Undertake a review of Council's general ledger, cost centres and reporting systems to improve strategic alignment and decision-making capability.	111	Needs analysis completed with ELT and service units.		•		
			112	Concept model and implementation roadmap approved.		•		
			113	Redesign implemented in time to commence the 2026-2027 budget.		•		
			114	At least one reporting dashboard or prototype developed.			•	

 4. Accountability Transparent & Accountable Leadership & Governance								
Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
4.6.3	Advance budget maturity through improved service understanding and alignment.	Strengthen long-term financial sustainability by advancing Council's budgeting maturity, including clearer understanding of what services are delivered, how they are resourced, and how investments align with community outcomes.	115	Draft Service Delivery Statement developed for each service, including description, staffing, funding, projects, and success measures.			•	
			116	Budget inputs structured according to Project Works Plan and investment prioritisation framework.			•	
			117	Progress reported against Year 1 milestones in the Budgeting the Maranoa Way strategy.			•	
			118	Long term rates strategy is incorporated into councils long term financial plan.		•		
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.	119	Asset Management Plans updated within 90 days of capitalisation.		•		
			120	Strategic Asset Management Framework adopted.		•		
			121	10-year works program integrated into Long Term Financial Plan and annual budget.			•	
4.6.5	Develop a corporate framework to align and strengthen asset management planning.	Design the foundation for a unified Corporate Asset Management Framework that links asset condition, service levels, and financial planning. Begin aligning asset management plans to the new structure to support informed long-term investment decisions.	122	Corporate Asset Management Framework developed and adopted.		•		
			123	Priority alignment requirements identified for future Asset Management Plan updates.		•		
			124	Capital planning and long-term budgeting informed by new framework structure.			•	

 4. Accountability Transparent & Accountable Leadership & Governance								
Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
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.	125	Business improvement framework and project pipeline developed.		•		
			126	>2 priority process reviews completed.			•	
			127	Recommendations implemented and outcomes reported.				•
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.	128	Commence the update of the Corporate Plan.		•		
			129	Refreshed Corporate Plan adopted by Council.			•	
4.6.8	Strengthen plant and fleet management through regional coordination.	Transition plant and workshop management from locality-based models to a regionally coordinated approach. By progressing Regional Workshop and Plant & Equipment Plans, and delivering on the annual Plant Replacement Program, Council will enhance consistency, asset utilisation, and equipment reliability across the organisation.	130	Regional Workshop Plan and Plant & Equipment Plan developed to support coordinated service delivery.		•		
4.6.9	Design a centralised stores and logistics model to support procurement reform.	As part of Council's broader procurement and organisational reform, design a region-wide stores and logistics model to improve stock management, reduce inefficiencies, and support consistent service delivery. This includes reviewing the current inventory footprint, exploring delivery models, and clarifying the future role of physical stores within the organisation.	131	Options developed for centralised or alternative logistics models.		•		
4.6.10	Improve capital project delivery through early planning and pre-construction readiness.	Strengthen Council's capital works delivery by initiating project planning, design, and approval processes earlier in the financial year. This action aims to improve cost certainty, reduce delivery delays, and ensure more capital projects are shovel-ready for timely commencement after budget adoption.	132	Priority projects identified and planning completed before budget adoption.			•	
Maranoa Regional Council Operational Plan 2025/26								



4. Accountability Transparent & Accountable Leadership & Governance


Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
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.	133	Develop a strategy for Council's commercial business units.			•	
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.	134	Infrastructure and network upgrades aligned to restructure completed.			•	
			135	Azure migration core services transitioned.				•
4.7.1	Strengthen Council's Strategic Projects Register and Investment Decision Framework.	Build on the Strategic Projects Register established during the 2025-2026 budget process by formalising its governance and strengthening the use of project assessment tools. This action will support more transparent prioritisation, improve decision-making, and enable Council to clearly track and manage its strategic project pipeline and investments.	131	Strategic Projects Register formalised, with structure for both live and pipeline projects.		•		
			132	Prioritisation framework refined and adopted for investment decisions.		•		
			133	Integration into Executive briefings and annual budget decision processes.			•	
4.7.2	Improve the quality of reporting to Council to enable informed decision-making and community transparency.	Enhance the structure, content and accessibility of Council reporting to support more informed decision-making, increase transparency, and strengthen public confidence in Council decisions and services.	134	Needs assessment conducted with Councillors and Executive.		•		
			135	Standardised templates introduced for Council and public-facing reports.			•	





Maranoa Regional Council Operational Plan 2025/26

5. Inclusivity Connected, Resilient, Safe & Diverse Communities								
Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
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.	136	Progress the implementation of a formal Sister City agreement.				•
5.3.1	Promote wellbeing and resilience through community partnerships.	Support safety, mental health, and resilience through partnerships and capacity building with local networks and co-funded projects.	137	>2 wellbeing-focused initiatives supported or delivered (e.g. suicide prevention, domestic violence awareness).				•
			138	Attendance at and interaction with wellbeing networks, events and meetings.				•
			139	Co-funded projects or joint grant submissions pursued.				•
5.3.2	Review the Community Grants Program to improve transparency and strategic alignment.	Review and enhance Council's Community Grants Program to ensure funding decisions are transparent, fair, and strategically aligned. This includes updating policies and processes to better reflect Council's priorities and support strong outcomes for community groups.	140	Implement the Community Grants Policy.	•			
			141	Assessment and acquittal processes updated.	•			
			142	>80% of the community grants allocation is expended.				•
			143	Biannual report prepared on the outcomes of the community grants program.				•
5.4.1	Support regional events that celebrate Maranoa's identity.	Coordinate, support and promote regional events that build civic pride and reflect the shared identity, diversity and community spirit of the Maranoa region.	144	Regional Events Calendar published monthly.				•
			145	Council updated quarterly on event activities and outcomes.				•
			146	Council-supported major events promoted through coordinated campaigns and media coverage.				•
			147	Event programming and support reflects the cultural, geographical and community diversity of the Maranoa.				•
5.4.2	Develop a Volunteer Strategy to support local delivery and community wellbeing.	Recognising the vital contribution of volunteers to local services and civic life, Council will develop a Volunteer Strategy to better support, coordinate and sustain volunteer involvement.	148	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.			•	
			149	Deliver at least 5 volunteer week initiatives during Volunteer Week.				•
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.	150	Public communication and promotional materials released >6 weeks before the event.		•		
			151	Kerbside clean-up campaign delivered across all participating communities with a report provided on the campaign's effectiveness.			•	

Maranoa Regional Council Operational Plan 2025/26

 5. Inclusivity Connected, Resilient, Safe & Diverse Communities								
Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
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).	152	≥5 Local Area Plans completed and endorsed.			•	
5.5.1	Promote local arts, heritage and cultural experiences.	Support participation in cultural programs and ensure community museums, collections and spaces are actively maintained and promoted.	153	Identify and pursue external funding partners to implement the Injune Museum in consultation with stakeholders.				•
			154	Community heritage sites or museums operational in >5 outlying townships and Roma.				•
5.5.2	Support a vibrant regional identity through a coordinated arts and culture program.	Foster connection, creativity and a shared sense of place through a coordinated arts and culture program (such as Regional Arts Development Fund) that reflects the unique identity of the Maranoa region. This action will support regional storytelling, creative expression, and inclusive access to cultural experiences across communities.	155	Review Regional Arts Development Fund (RADF) terms of reference and application process.		•		
			156	Annual arts and culture program developed and delivered.				•
			157	Regional Arts Development Fund (RADF) program is promoted in non-traditional artist fields.				•
			158	Regional Arts Development Fund (RADF) delivered with >80% acquittal of allocated funds.				•
5.6.1	Engage with youth to inform youth voices are captured in Council planning.	Use targeted engagement to ensure youth voices are reflected in Council planning, programs and priorities.	159	Youth Council is established.			•	
			160	Establish 2 initiatives that target an increase in the number of youth volunteering across the region.			•	
5.9.1	Promote responsible pet ownership and community safety.	Deliver animal management services that support safety, amenity, and responsible pet ownership through education and enforcement.	161	"Bark in the Park" education campaign is delivered and the outcome includes an understanding of dog infrastructure needs.	•			
			162	>90% of animal-related customer requests responded to within 5 working days.				•
			163	>2 community education campaigns delivered.				•
			164	Decline in repeat offences or impounded animals over 12 months.				•

 5. Inclusivity Connected, Resilient, Safe & Diverse Communities								
Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
5.9.2	Expand proactive animal compliance and education to improve community safety.	Enhance liveability and safety in the Maranoa by increasing proactive animal management efforts, with a strong focus on wandering dogs and aggressive behaviour. This includes expanded early-morning and after-hours patrols, equitable deployment of compliance staff across all towns, and targeted public education to reduce the risk of dog attacks. The action supports consistent, region-wide service and builds public confidence in Council's animal management approach.	165	Rostered officer coverage model in place to support regional response equity.	•			
			166	Targeted regional education campaign on aggressive dogs delivered.		•		
			167	Regional selective inspections commenced in priority areas.		•		
			168	Patrols scheduled and delivered in high-risk areas across all towns.				•
5.10.1	Active community and recreation spaces	Facilitate programs and partnerships that increase use of sport, recreation and community facilities across the region.	169	>2 region-wide events or active recreation programs supported.	•			
			170	Active pursuit of grants to support improved Council owned sporting grounds.	•			
			171	Increased use of community and recreation facilities with participation data tracked and reported.	•			
			172	Review and update the Maranoa Sport and Recreation Strategy.				•
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.		Update and adopt the Maranoa Local Housing Action Plan.		•		
			173	Undertake a detailed assessment of residential land that is potentially available.		•		
5.13.1	Support improved service delivery at the local level, focusing on a "how can we help" approach.	Continue to improve the role of local customer service, libraries, and local area staff in connecting residents to services, feedback channels and decision-making.	174	Communication campaign delivered that emphasis "how we can help" at a local level.		•		
				Community satisfaction with local services is monitored and reported.				•
5.13.2	Support equitable access to Council facilities.	Identify the accessibility to community sport and recreation facilities across the region.	175	Accessibility audit completed for community sport and recreation facilities.		•		
				Action plan to address the accessibility audit has been prepared.			•	
				Community feedback collected and analysed for continuous improvement.				•

<div>  5. Inclusivity Connected, Resilient, Safe & Diverse Communities </div>								
Action ID	Action	Action Description		Success Measure	Q1	Q2	Q3	Q4
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.	176	Coordinated service model implemented for libraries and customer service. Two (2) whole of team meetings conducted annually.		.		
5.13.4	Review our parks, open spaces and pathway (including footpaths) needs and service standards.	Review of parks, open spaces and pathway asset needs and service standards.	178	Action plan and service standards adopted by Council. Develop Master Plans for Surat recreation grounds and Gwydir Laycock Park (Injune).		.	.	
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.	179	Disaster Management Group structure and terms of reference reviewed. Readiness exercise delivered to test governance and coordination arrangements.	.			



Maranoa Regional Council Operational Plan 2025/26

OFFICER REPORT

Meeting: Ordinary 27 November 2025

Date: 27 October 2025

Item Number: 12.2

File Number: D25/110236

SUBJECT HEADING: Mungallala Progress and Sporting Association Inc
- User Agreement - Mungallala Recreation
Grounds

Classification: Open Access

Officer's Title: Administration Officer - Leases and Agreements

Executive Summary:

Council has received correspondence from the Mungallala Progress and Sporting Association requesting to formalise their arrangements and enter into a User Agreement for use of the Mungallala Recreation Grounds, being Lot 1 on CP M54413.

Officer's Recommendation:

That Council:

1. Enter into a User Agreement with Mungallala Progress and Sporting Association for a five (5) year term for use of the Mungallala Recreation Grounds, being Lot 1 on CP M54413.
2. Accept responsibility for the ongoing costs of providing electricity for the Mungallala Recreation Grounds
3. Authorise the Chief Executive Officer (or delegate) to execute the User Agreement.

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

Council has received correspondence from the Mungallala Progress and Sporting Association wishing to enter into a User Agreement for use of the Mungallala Recreation Grounds, located in Redford Road Mungallala.

The Association has also asked that Council assume responsibility for the electricity account for this Council owned facility, as the cost places a burden on a not-for-profit organisation.

The proposed agreement would clarify and formalise the responsibilities of both The Progress Association and Council.

Council is asked to consider this request.

Background *(Including any previous Council decisions):*

The Mungallala Recreation Grounds is located on the corner of Redford Road and Burke Street East, described as Lot 1 on CP M54413, is Reserve Land for the purpose of Recreation.

The grounds include a clubhouse, golf course, tennis courts, playground, community garden and a new amenities block constructed in 2024.

The Mungallala Progress and Sporting Association have traditionally utilised the facility for community and sporting activities, including golf events and community fun days.

Council has been made aware of the electricity account for the grounds is currently under the association's name, it is suggested that the account be transferred into Council's consolidated electricity account.

The Association has now written to Council seeking to formalise an agreement for the use of the Mungallala Recreation Grounds, Council is asked to consider this request.

Options Considered:

Nil

Recommendation:

That Council:

1. Enter into a User Agreement with Mungallala Progress and Sporting Association for a five (5) year term for use of the Mungallala Recreation Grounds, being Lot 1 on CP M54413.
2. Accept responsibility for the ongoing costs of providing electricity for the Mungallala Recreation Grounds
3. Authorise the Chief Executive Officer (or delegate) to execute the User Agreement.

Risks:

Risk	Description of likelihood & consequences
Nil	Nil

Policy and Legislative Compliance:

236 Exceptions for valuable non-current asset contracts

(1) Subject to subsections (2) to (4), a local government may dispose of a valuable non-current asset other than by tender or auction if—

(b) the valuable non-current asset is disposed of to—

(ii) a community organisation; or

Budget / Funding (*Current and future*):

If approved, payment of the Electricity Account Number A-1BF0592D, NMI – 30441244498 is approximately \$1,260 per annum or monthly \$105.

Timelines / Deadlines:

Nil

Consultation (*Internal / External*):

Internal – Manager Regional Facilities (land, Building and Structures)

Internal – Town and Surrounds Coordinator

Internal – Mitchell LDO Officer

External – Ergon Energy

External – Mungallala Progress Association Committee

Strategic Asset Management Implications:

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

Nil

Acronyms:

Acronym	Description
Nil	Nil

Addition to Operational or Corporate Plan:

Plan Description	Yes / No
Operational	No
Corporate	No

Link to Corporate Plan:

Corporate Plan 2023-2028

Corporate Plan Pillar 3: Connectivity

3.1 Quality, fit-for-purpose strategic facilities

Supporting Documentation:

1 [DRAFT - User Agreement - Mungallala Recreation
Grounds - Mungallala Progress Association Inc](#)

D25/118032

Report authorised by:

Manager - Facility & Property Services

Director - Corporate Services



**MUNGALLALA
PROGRESS & SPORTING
ASSOCIATION INC**

ABN 19 396 917 428

**MUNGALLALA RECREATION
GROUNDS**

USER AGREEMENT

USER AGREEMENT

BACKGROUND

- A. Hirer has requested access to the Venue and use of the Facilities for the duration of the Term.
- B. Council has agreed to grant an access licence to the Hirer on the terms and conditions contained in this document.

OPERATIVE PROVISIONS

1. DEFINITIONS

The following words have these meanings in this document unless the contrary intention appears:

Access Times means the times that the Hirer may access and use the Venue and Facilities as specified in Item 8 of the Hire Details.

Associates means each of a party's employees, officers, agents, contractors, service suppliers, invitees, customers, patrons and those persons who at any time are under the control of, and in or on the Venue and the Facilities with the consent (express or implied) of, a party.

Council means the owner of the Venue and the Facilities more particularly described in Item 1 of the Hire Details.

Council Responsibilities means the costs, expenses, services, maintenance, cleaning and other matters specified in Item 16 of the Hire Details.

Facilities means those facilities, amenities, plant & equipment, accommodations, services, attractions or other features built or located at the Venue specified in Item 4 of the Hire Details.

Government Authority means any governmental or semi-governmental administrative, fiscal or judicial department, commission, authority, tribunal, agency or entity.

Hire Details means those details specified in Schedule 1.

Hire Fee means the amount specified in Item 9 of the Hire Details.

Hirer means the party described in Item 2 of the Hire Details.

Hirer Responsibilities means the cleaning, maintenance and other responsibilities to be carried out by Hirer under this document as specified in Item 15 of the Hire Details.

Insurance means the policy types and levels of cover specified in Item 13 of the Hire Details.

Outgoings means that share of the costs associated with the running and upkeep of the Venue and Facilities to be paid by Hirer as specified in Item 14 of the Hire Details.

Permitted Use means those uses of the Venue and the Facilities specified in Item 5 of the Hire Details.

Prohibited Uses means those uses specified as such in Item 10 of the Hire Details.

Responsible Person means:

- (a) Council – that person or officer identified in Item 1 of the Hire Details; and
- (b) Hirer – that person or officer identified in Item 2 of the Hire Details.

Signage means the permanent signs and advertising that the Hirer is permitted to install or display at the Venue and Facilities in accordance with clause 6.

Term means the period specified in Item 7 of the Hire Details.

Venue means the land described in Item 3 of the Hire Details.

Licence Type described in Item 6 of the Hire Details.

2. HIRE OF VENUE AND FACILITIES

- (a) Council grants to the Hirer a licence to access and use the Venue and Facilities during the Term on the conditions contained in this document.
- (b) The Hirer may only use the Venue and Facilities for the Permitted Use and during the Access Times.
- (c) Without broadening the scope of the Permitted Use, Hirer must not carry out the Prohibited Uses.
- (d) The Hirer must pay Council the Hire Fee and Outgoings in accordance with Council's payment terms from time to time.
- (e) If the licence granted under this document is stipulated in Item 6 of the Hire Details to be:
'Non-exclusive' - Council reserves the right to (in its absolute discretion):
 - (i) grant third party rights to access and use of the Venue and Facilities concurrent with the Access Times;
 - (ii) grant the Hirer use to other Facilities in the Venue on an individually assessed basis; and
 - (iii) deal with the Venue and Facilities outside of the Access Times.

'Exclusive' – Hirer may access and use the Venue and Facilities during the Access Times for the duration of the Term without interruption by Council or its Associates.

- (f) Council may cancel the licence granted under this document at any time in its absolute discretion by giving notice to Hirer. Hirer will not be entitled to make any claim for any costs or loss arising as a result of the exercise of this right by Council.
- (g) Hirer must not do anything that is, or may be, dangerous or unreasonably annoying or offensive or that may interfere with other users of Venue and/or Facilities.
- (h) Hirer must keep the Venue and Facilities clean and tidy.
- (i) Hirer agrees that it has satisfied itself as to the suitability of the Venue and Facilities for the Permitted Use. Council does not provide any warranties as to the suitability of the Venue for the Permitted Use or any other purpose.
- (j) Hirer must comply with all reasonable directions given by Council or Responsible Person including any directions regarding care and use of the Venue and Facilities.
- (k) Hirer is responsible for the conduct of its Associates present at the Venue or using the Facilities at any time including, without limitation, ensuring that its Associates conduct themselves in a manner not inconsistent with the terms of this document.

3. CONDITION REPORT

Hirer must provide a condition report to Council in respect of the Venue and Facilities in as required pursuant to Item 11 of the Hire Details and in the format required by Council.

4. RESPONSIBLE PERSON

Each party's Responsible Person will administer this document and anything arising in connection

with this document. Each party may nominate a new Responsible Person by giving written notice to the other party.

5. MAINTENANCE & CLEANING

- (a) Hirer must carry out the Hirer Responsibilities during the Term as well as make good any damage or deliberate act of vandalism caused or committed by Hirer or its Associates.
- (b) Council will undertake the Council Responsibilities all other upkeep of the Venue and the Facilities not specified in clause 5(a).
- (c) Hirer must report any damage to Council and make good any accidental or deliberate damage or act of vandalism arising in connection the Hirer's use of the Venue and Facilities as required by Council.
- (d) At the end of each use of the Venue and Facilities, the Hirer must:
 - (i) (unless Council has granted Hirer permission to store property and chattels) remove its property and chattels; and
 - (ii) leave the Venue and Facilities in a clean, tidy and good order to the satisfaction of Council having regard to the condition of the Venue prior to each use.
- (e) The Hirer will be responsible for paying for the cost of additional cleaning that Council deems is required.

6. SIGNAGE AND ADVERTISING

The Hirer may only erect the Signage at the Venue with the prior written approval of Council.

7. HIRER'S WORKS

The Hirer must ensure that anything done by it in connection with this document is undertaken:

- (a) only with the prior written consent of Council which may be withheld or granted on any conditions Council requires in its discretion;
- (b) strictly in accordance with the Permitted Use;
- (c) in a proper and workmanlike manner;
- (d) by suitably qualified and reputable contractors and tradespeople;
- (e) without unreasonably disturbing other occupiers and users of the Venue and Facilities; and
- (f) in accordance with any directions, conditions and requirements imposed by Council.

8. THIRD PARTIES AND CONTRACTORS

Hirer must meet the following conditions prior to allowing any of its third-party Associates to supply goods and services at or from the Venue:

- (a) Hirer must obtain Council's prior written consent which may withheld or granted on any terms and conditions in Council's discretion;
- (b) the third-party Associates must have public liability insurance and other insurance as required by Council and must provide suitable evidence of the currency of that insurance to Council on request; and
- (c) each third-party Associate must provide a legal release and indemnity on the terms set out in this document or other such terms as required by Council.

9. HIRER'S WARRANTIES

The Hirer warrants that:

- (a) it has the power to enter into and perform its obligations under this document;
- (b) it has (or will have) in full force and effect the authorisations, approvals, licences and consents necessary to enter into this document and perform obligations under it;
- (c) its obligations under this document are valid and binding and are enforceable against it; and
- (d) it has, or its Associates that will be present when the Permitted Use is undertaken have, all the appropriate qualifications, approvals and accreditations to conduct the Permitted Use and any thing or activity carried out in connection with the Permitted use and this document.

10. OTHER USES OF VENUE AND FACILITIES

- (a) Hirer acknowledges that Council and its Associates will continue to have full access to all areas of the Venue and Facilities, with Hirer having access to the Facilities during the Access Times.
- (b) Council reserves the right to suspend, limit or alter Hirer's access and other rights and obligations granted or imposed under this document as it deems appropriate in order to facilitate other uses of the Venue and/or Facilities by Council, its Associates or other parties granted permission to access and use of the Venue and/or Facilities
- (c) Hirer must at all times observe the directions of Council including any rules or management plans instituted by Council in respect of the Venue and/or Facilities.
- (d) Hirer must ensure that adequate supervision will be provided when accessing the Facilities to ensure that the Permitted Use can be undertaken safely without disruption to other users or activities occurring on Venue and/or Facilities.

11. INDEMNITIES AND RELEASE

- (a) Hirer agrees to use the Venue and Facilities at its own risk and releases (to the full extent permitted by law) and indemnifies Council against any liability or loss arising from, and any costs, claims, charges and expenses incurred, in connection with damage to or loss of any thing and injury to, or the death of, any person caused by the act, inaction, negligence or default the Hirer or its Associates arising in connection with the Permitted Use or this document.
- (b) Hirer's liability to indemnify Council is reduced proportionally to the extent that any negligent act or omission of Council or its Associates has contributed to the injury, damage or loss.
- (c) Hirer is responsible for the cost of making good any damage caused to the Venue and Facilities arising out of and in with anything done by the Hirer in connection with this document (reasonable wear and tear is exempted).

12. INSURANCE

Hirer must:

- (a) take out, comply with and maintain the Insurance (which must be on a 'claims occurring basis') for the duration of the Term;
- (b) give Council evidence of currency on request;
- (c) immediately rectify anything which prejudices or might prejudice either the Insurance or Council's insurance; and
- (d) immediately notify Council if an event occurs which gives rise or might give rise to a claim under or which might prejudice the Insurance or Council's insurance.

13. SAFETY, ACCIDENTS AND/OR FIRST AID

- (a) Hirer acknowledges use of the Venue and Facilities is subject to a number of risks, including injury, and the responsibility for supervision and instruction of its Associates brought into the Venue by it rests with it.
- (b) Hirer must complete a risk assessment process appropriate for the type of Permitted Use including hazards to be considered during the setting up, conducting and closing down of the Permitted Use. This assessment should be completed and returned to the Responsible Person for Council prior to the Permitted Use. As a minimum, the following hazards must be considered in relation to:
 - (i) human issues (crowd behaviour, amenities, health, emergency actions);
 - (ii) equipment (mechanical failures, breakages, structural faults, falls, electrical, guarding of moving or hot parts); and
 - (iii) location and environment (size, terrain, weather, access and egress for setup and emergency vehicles).
- (c) Hirer acknowledges responsibility for administering first aid in the event of an emergency rests with it. Hirer will immediately notify the nearest Queensland Ambulance Service Centre (by phoning '000') of any accident occurring on or at the Venue and Facilities requiring urgent medical attention.
- (d) Hirer must immediately notify Council upon the occurrence of any incidents at the Venue involving injury, first aid or the risk of injury to a worker or any other person at the Venue.
- (e) Hirer must create and implement, to Council's satisfaction, safety policies, procedures and practices in relation to Hirer's activities and strictly comply with its obligations as a 'Person Conducting a Business or Undertaking' under the *Work Health and Safety Act 2011* (Qld).
- (f) Hirer acknowledges that Council may require it to implement changes to its existing policies, procedures and practices from time to time as Council deems necessary.
- (g) Hirer must provide Council with safety reports as requested by Council and as stipulated by Item 12 'Safety Reporting' of the Hire Details covering all safety, hazard and risk management issues relating to the Permitted Use.
- (h) Hirer warrants that all information provided to Council by it in accordance with this document is correct and complete and indemnifies Council for any and all liability that arises as a result of incorrect or incomplete information provided to Council.

14. SECURITY

- (a) Hirer must comply with any attendance recording requirements of Council from time to time.
 - (b) Hirer is responsible for the security of the Venue, Facilities, Hirer's property and Hirer's Associates during the Access Times.
 - (c) All Access Devices will be issued to and be the responsibility of the Responsible Person of the Hirer. The Hirer agrees that no Access Devices in respect of the Venue will be given to any other person without that other person first signing for that key with Council. Provision of further Access Devices must be requested in writing and must be signed by the Responsible Person for the Hirer. All Access Devices remain the property of Council.
 - (d) Hirer must ensure that the Venue and Facilities are secured outside of the Hirer's use
-

including that all doors, windows and egress to the Venue and Facilities are locked, all lights are turned off and any moveable Facilities are properly stored when not in use by the Hirer or its permitted Associates.

- (e) Hirer must immediately notify Council of the theft, damage or destruction of any part of the Venue or Facilities.

15. ALCOHOL, SMOKING & ILLICIT SUBSTANCES

- (a) The hirer must comply with all current liquor laws including being responsible for obtaining any liquor licences if required.
- (b) Hirer will take all reasonable measures to ensure that no unlawful act is done on Council's campus by the Hirer or its Associates and that no prohibited or illegal substances are brought onto, used or consumed at the Venue or Facilities.

16. MISCELLANEOUS

16.1 Termination

Council may terminate this document:

- (a) where Council has given Hirer written notice of a breach of this document and Hirer has not rectified the specified breach within seven (7) days of the date of that notice; or
- (b) at its convenience by giving the Hirer not less than thirty (30) days' written notice.

16.2 Amendment

This document can only be amended or replaced by another document signed by the parties.

16.3 Assignment

Hirer may not assign, mortgage, encumber, charge, subcontract or declare a trust over or create an interest in, its rights under this document without the prior written consent of Council.

16.4 Compliance with laws

Hirer must comply on time with all laws and all lawful requirements and orders of Government Authorities in connection with the occupation and use of the Venue and Facilities including obtaining any approvals or licences required in connection with the Permitted Use.

16.5 Costs

Each party shall meet their own costs incurred in connection with this document but the Hirer will pay any stamp duty in relation to this document.

16.6 Counterparts and electronic copies

This document may be executed in counterparts including by electronic copies. All counterparts together are taken to constitute one instrument and may be relied upon by a party to the same extent as if it was an original of this document executed by the party.

16.7 Default

Council may immediately terminate this document by giving the Hirer notice if Hirer fails to comply with any conditions of this document.

16.8 Discretion in exercising rights

A party may exercise a right or remedy or give or refuse its consent in any way it considers appropriate (including by imposing conditions), unless this document expressly states otherwise.

16.9 Disputes

All disputes in connection with this document are to be resolved, fully and conclusively, by Council's Chief Executive Officer. Each party must continue to perform its obligations under this document while any dispute is determined under this clause.

16.10 Entire agreement

This document is entered into by the parties as an agreement and embodies the entire understanding between the parties and supersedes all previous arrangements on the subject matter of this document.

16.11 Governing law

The laws in force in Queensland apply to this document. Each party irrevocably submits to the non-exclusive jurisdiction of the courts exercising jurisdiction in Queensland.

16.12 GST

All amounts payable under or in connection with this document are exclusive of Goods and Services Tax (GST) unless otherwise stated.

16.13 Make good

When this document ends the Hirer must make good the Venue and Facilities including by cleaning, repairing any damage arising in connection the Hirer's use of the Venue and Facilities, and removing all signage, advertising, plant, equipment and supplies that do not belong to Council or other authorised users of the Venue and Facilities.

16.14 No liability for loss

A party is not liable for loss caused by the exercise or attempted exercise of, failure to exercise, or delay in exercising a right or remedy under this document.

16.15 No merger

None of the rights and obligations of a party under this document merge whatsoever and at all times remain in full force and effect.

16.16 No warranty by giving consent

By giving its approval or consent, a party does not make or give any warranty or representation as to any circumstance relating to the subject matter of the consent or approval.

16.17 Remedies cumulative

The rights and remedies provided in this document are in addition to other rights and remedies given by law independently of this document.

16.18 Rights contractual

The rights granted under this document to the Hirer are contractual in nature only and do not attach to or create an interest or estate in, the Venue or the Facilities.

16.19 Severability

If the whole, or any part, of a provision of this document unenforceable in a jurisdiction, it is severed for that jurisdiction. The remainder of this document has full force and effect and the enforceability of that provision in any other jurisdiction is not affected.

16.20 Survival of rights and obligations

Rights accrued to a party up to the date of termination or expiration of this document, indemnities and obligations of confidence given by a party under this document survive termination or expiration of this document

16.21 Waiver

A right under this document can only be waived in writing by the party waiving the right. A party does not waive its rights under this document because it grants an extension or forbearance. A waiver of a right on one or more occasions does not operate as a waiver of that right if that right arises again. The exercise of a right does not prevent any further exercise of that right or of any other right. If a party does not exercise a right or remedy fully or at a given time, the party may still exercise it later.

Schedule 1

HIRE DETAILS

Item 1	Council	Maranoa Regional Council ABN 99 324 089 164 Responsible Person: Chief Executive Officer Phone: 1300 007 662 Email: council@maranoa.qld.gov.au Address: PO Box 620 Roma Q 4465
Item 2	Hirer	Mungallala Progress and Sporting Association Inc ABN 19 396 917 428 Responsible Person: The Secretary Phone: 0439 662 527 Email: mpsa.inc@gmail.com Address: Redford Street, Mungallala Qld 4467
Item 3	Venue	Mungallala Recreation Grounds (Lot 1 on M54413)
Item 4	Facilities	Mungallala Recreation Grounds – Clubhouse & Facilities
Item 5	Permitted Use	Purpose of holding events throughout the year.
Item 6	Licence Type	Exclusive/ Non-Exclusive
Item 7	Term	5 years commencing 12 November 2025 and expiring 11 November 2030
Item 8	Access Times	When Required
Item 9	Hire Fee	Nil
Item 10	Prohibited Use	No Prohibited Use or illegal substances.
Item 11	Condition Report	Damage or Maintenance issues must be reported to the Roma Directorate as soon as possible - 1300 007 662
Item 12	Safety Reporting	Copies of any reports relating to facilities or safety that are required to be submitted to a governing body, are to be supplied to Council annually.
Item 13	Insurance	Public Liability – not less than \$20,000,000.00 (on a 'claims occurring basis')
Item 14	Outgoings	<ul style="list-style-type: none"> Council shall be responsible for water & electricity charges at the premises. These utilities are a major cost item for Council and the usage is to be monitored carefully.
Item 15	Hirer Responsibilities	<ul style="list-style-type: none"> Insurances – Public Liability Maintaining the Clubhouse Copy of Certificate of Currency to be supplied to Council Annually Liquor Licence – RSA (Responsible Service of Alcohol) if required for an event Notify Council of executive positions after Annual General Meeting Cleaning of facility, amenities, grounds during access times and on completion of events. Responsible for Bookings for the Mungallala Rec Grounds

-
- | | | |
|---------|-------------------------|--|
| Item 16 | Council | <ul style="list-style-type: none">• Insurances – property and public liability |
| | Responsibilities | <ul style="list-style-type: none">• Rates• Annual Pest Control• Annual Gutter Clean• Firefighting Equipment and RCD Checks• Maintenance buildings/inclusions• Mowing of oval – town and surrounds – assistance from WORC Camp |
-

- | | | |
|---------|-------------------------|---|
| Item 17 | Contractor | <ul style="list-style-type: none">• Cleaning of Amenities |
| | Responsibilities | <ul style="list-style-type: none">• Mowing around Tennis courts and clubhouse areas |
-

Execution

Executed as an agreement.

COUNCIL

**SIGNED for MARANOA REGIONAL COUNCIL
99 324 089 164** by its duly authorised
officer, in the presence of:

Signature of officer

Signature of witness

Name of officer (BLOCK LETTERS)

Name of witness (BLOCK LETTERS)

Office held (BLOCK LETTERS)

Date signed

HIRER

**SIGNED for
Mungallala Progress and Sporting
Association Inc 19 396 917 428**
by its duly authorised officer, in the presence
of:

Signature of officer

Signature of witness

Name of officer (BLOCK LETTERS)

Name of witness (BLOCK LETTERS)

Office held (BLOCK LETTERS)

Date signed

Proposed Responsibilities	Council	Mungallala Progress Association	Contractor
Insurance – Property and Public Liability	•		
Rates Water and Electricity Charges	•		
Annual Pest Control	•		
Annual Gutter Clean	•		
Firefighting Equipment and RCD Checks	•		
Maintenance buildings/inclusions	•		
Mowing of oval	•		
Insurance – Public Liability		•	
Maintaining of the Clubhouse		•	
Cleaning of facility, amenities, grounds during access times and on completion of events		•	
Maintaining the Community Garden		•	
Responsible for bookings associated with the Mungallala Rec Grounds		•	
Copy of Certificate of Currency to be supplied to Council Annually		•	
Liquor Licence – RSA (Responsible Service of Alcohol)		•	
Notify Council of executive positions after Annual General Meeting		•	
Cleaning of the amenities as per schedule			•
Mowing around tennis courts and clubhouse areas			•

OFFICER REPORT

Meeting: Ordinary 27 November 2025

Date: 25 September 2025

Item Number: 12.3

File Number: D25/98219

SUBJECT HEADING: Amendment to the 2025/26 Budget

Classification: Open Access

Officer's Title: Chief Financial Officer

Executive Summary:

In accordance with S170 (3) of the *Local Government Regulation 2012*, the local government may, by resolution, amend the budget for a financial year at any time before the end of the financial year.

Officer's Recommendation:

That Council, pursuant to sections 169, 170 and 171 of the *Local Government Regulation 2012*, adopt the amended Budget for the 2025/26 financial year as per Attachment 1, incorporating:

- The statement of income and expenditure;
- The statement of financial position;
- The statement of cash flow;
- The statement of changes in equity;
- The long-term financial plan;
- The measures of financial sustainability;
- The Statement of Capital Works; and
- Project Works Program.

Individuals or Organisations to which the report applies:

Council, funding agencies and community organisations/groups associated with previously approved projects that require amendment.

Context:

In accordance with S170 (3) of the *Local Government Regulation 2012*, the local government may, by resolution, amend the budget for a financial year at any time before the end of the financial year.

Background:

A quarterly review of Council's budget was conducted at the end of the first quarter of the 2025/26 financial year. The Quarter 1 budget review includes budget amendments arising from various resolutions and decisions of Council that occurred since the 2025/26 Budget was adopted by Council in June 2025, corrections to accounting treatments and importantly, the projects that have been carried forward from the 2024/25 financial year into the 2025/26 financial year to enable their completion.

The attached report provides full details of recommended changes.

Operating Budget	2025/26 Original Budget \$'000	2025/26 Amended Budget \$'000	Increase/ (Decrease) \$'000	Comments
Net rates, levies and charges	55,608	55,608	0	
Fees and charges	4,861	4,810	(51)	Building Certification refund lower by \$11K; Inspection Fee duplication (\$40K)
Rental income	732	732	0	
Interest received	5,197	5,197	0	
Recoverable works and sales revenue	20,541	20,541	0	
Other income	3,061	7,159	4,098	Increase due to reclass of Projects between Operating /Capital by \$4.1M
Grants, subsidies, contributions	37,608	38,753	1,145	Increase to Grants from Projects Carryover Funding \$1.1M
Total operating revenue	127,608	132,800	5,192	
Employee benefits (includes Councillor remuneration)	35,389	35,389	0	
Materials and services	65,299	71,006	5,707	Reclass projects between Operating/Capital \$3.7M; Project Carryover Expenditure \$2.17M; Resolution to move Opex budget to Capex (\$195k); HSEQ service expansion \$25k
Finance costs	1,939	1,939	0	
Depreciation	26,542	26,542	0	
Total operating expenses	129,169	134,877	5,707	
Operating revenue	127,608	132,800	5,192	
Operating expenses	129,169	134,877	5,707	
Operating result	(1,561)	(2,077)	(515)	

Operating budget: The net operating result has increased the deficit by \$0.515 million during the first quarter budget amendment, moving from a \$1.561 million deficit to a \$2.077 million deficit.

Operating revenue: Overall operating revenue has increased from \$127.608 million to \$132.800 million, an increase of \$5.192 million.

Operating expenses: Operating expenses have increased from \$129.169 million to \$134.877 million, an increase of \$5.707 million.

Capital Budget	2025/26 Original Budget \$'000	2025/26 Amended Budget \$'000	Increase/ (Decrease) \$'000	Comments
Capital revenue				
Contributions – capital	6,732	9,366	2,634	
Developer contributions/ Infrastructure charges	0	0	0	
Government grants and subsidies	43,561	47,330	3,769	
Total capital revenue	50,293	56,696	6,403	
Capital expenditure				
Projects – capital	88,408	102,669	14,261	
Loan repayments	1,408	1,408	0	
Total capital expenditure	89,408	104,077	14,261	
Capital budget	(39,523)	(47,381)	(7,858)	

Capital budget:

The quarter 1 budget review included:

- amendments as resolved via Council resolution
- budgets for projects carrying over from the 2024/25 year

Capital revenue:

Overall capital revenue has increased from \$50.293 million to \$56.696 million.

Capital expenditure:

Overall project capital expenditure has increased from \$88.408 million to \$102.669 million.

For details on specific projects, please refer to the Project Works Plan attached.

Legislation, Local Laws, State Policies & Other Regulatory Requirements:

170 Adoption and amendment of budget

- ...
- (3) *The local government may, by resolution, amend the budget for a financial year at any time before the end of the financial year.*
- (4) *If the budget does not comply with the following when it is amended, the amendment of the budget is of no effect—*
- (a) section 169;*
 - (b) the local government's decision about the rates and charges to be levied for the financial year made at the budget meeting for the financial year.*

Note—

A local government may only decide the rates and charges to be levied for a financial year at the budget meeting for the financial year. See the Act, section 94(2).

Council Policies or Asset Management Plans:

N/A

Input into the Report & Recommendation:

Executive Leadership Team
Senior Management Team
Program Funding and Budget Coordinator

Funding Bodies:

The 2025/26 Budget includes grant funded or supported projects. Amendments to funding agreements for various grant funded or supported projects will be made where required and in accordance with the agreement terms.

This Financial Year's Budget:

All amendments to operational revenues and expenditure along with capital related revenues and expenditure have been incorporated into the amended financial statements, and the long term financial plan.

Future Years' Budgets:

Impacts on future financial years have been incorporated into the out years contained within the Long Term Financial Plan.

Impact on Other Individuals or Interested Parties:

There have been no direct impacts identified.

Risks:

Risk	Description of likelihood & consequences
That the local government does not amend the budget for a financial year.	The consequence of not amending the budget when the expenditure is either not in the budget or overspent would result in non-compliance with a legislative requirement under the <i>Local Government Act 2009</i> and Regulation. Section 173 of the <i>Local Government Regulation 2012</i> .

If the local government's budget for a financial year is amended after the money is spent, the amendment must take the spending into account.

Advice to Council:

As a result of the review undertaken and to ensure appropriate authorisation exists in relation to projects, it is advised that Council accept and adopt the amended budget, also known as the Quarter 1 Budget Review.

Recommendation:

That Council, pursuant to sections 169, 170 and 171 of the *Local Government Regulation 2012*, adopt the amended Budget for the 2025/26 financial year as per Attachment 1, incorporating:

- The statement of income and expenditure;
- The statement of financial position;
- The statement of cash flow;
- The statement of changes in equity;
- The long-term financial plan;
- The measures of financial sustainability;
- The Statement of Capital Works; and
- Project Works Program.

Link to Corporate Plan:

Corporate Plan 2023-2028

Corporate Plan Pillar 4: Accountability

4.7 Transparent government

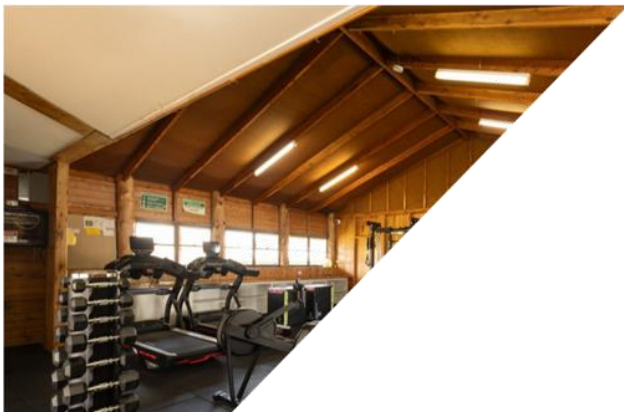
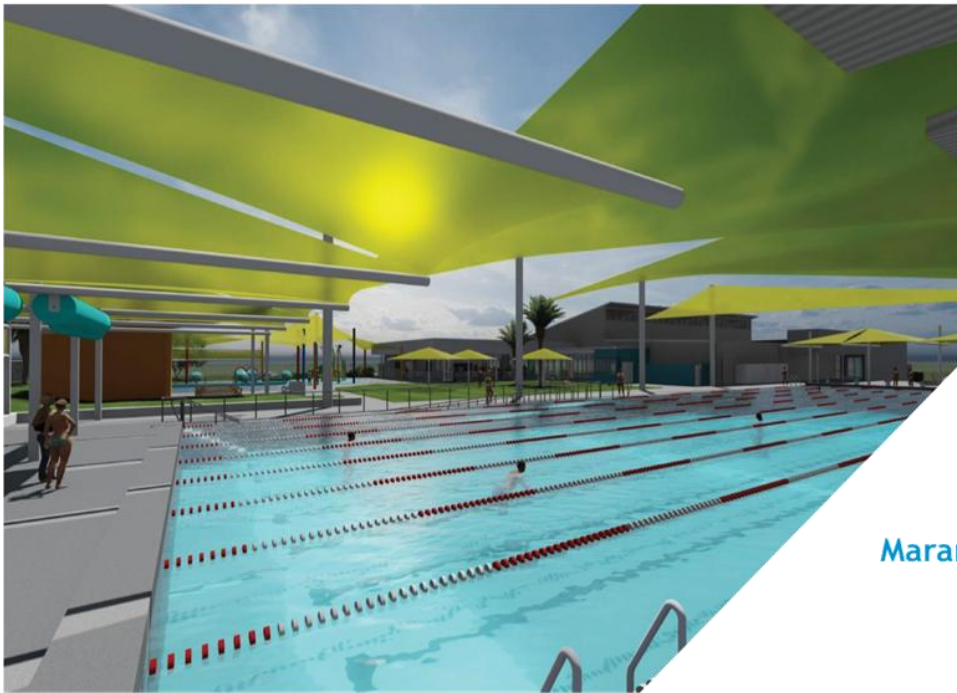
Supporting Documentation:

[1](#) 2025-26 Budget Pack QBR1

D25/115181

Report authorised by:

Director - Corporate Services



Maranoa Regional Council

2025/26 Budget Quarter One Review





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Statement of Comprehensive Income

	2024/25 Actual \$'000	2025/26 Budget \$'000	2027/28 Budget \$'000	2027/28 Budget \$'000
Income				
Revenue				
Operating revenue				
Rates, levies and charges	50,054	55,608	60,385	65,237
Fees and charges	5,373	4,810	5,195	5,611
Rental income	728	732	754	777
Interest revenue	5,404	5,197	8,214	8,510
Sales revenue	18,802	20,541	21,157	21,791
Other income	1,623	7,160	7,374	7,596
Grants, subsidies, contributions and donations	47,970	38,753	21,260	21,338
Total operating revenue	129,955	132,800	124,340	130,860
Capital revenue				
Grants, subsidies, contributions and donations	33,511	58,350	13,121	11,527
Total revenue	163,466	191,151	137,461	142,387
Capital income				
Total Capital Income	730	553	638	1,000
Total income	164,196	191,704	138,099	143,387
Expenses				
Operating expenses				
Employee benefits	36,364	35,390	36,452	37,545
Materials and services	64,634	71,006	59,209	61,577
Finance costs	2,701	1,939	1,941	2,336
Depreciation and amortisation	26,616	26,542	28,163	29,832
Total operating expenses	130,316	134,877	125,764	131,290
Capital expenses				
Total Capital expenses	10,277	10,000	8,000	8,000
Total expenses	140,593	144,877	133,764	139,290
Total comprehensive income for the year	23,603	46,826	4,334	4,097
Operating result				
Operating revenue	129,955	132,800	124,340	130,860
Operating expenses	130,316	134,877	125,764	131,290
Operating result	(361)	(2,077)	(1,425)	(430)



Statement of Financial Position

	2024/25 Actual \$'000	2025/26 Budget \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000
Assets				
Current assets				
Cash and cash equivalents	112,161	60,870	61,780	70,025
Trade and other receivables	7,695	9,683	9,545	10,029
Inventories	4,696	2,447	2,447	2,447
Contract Assets	16,314	-	-	-
Other current assets	851	851	851	851
Total current assets	141,716	73,851	74,622	83,351
Non-current assets				
Property, plant & equipment	1,115,290	1,201,343	1,221,031	1,235,596
Total non-current assets	1,115,290	1,201,343	1,221,031	1,235,596
Total assets	1,257,006	1,275,194	1,295,653	1,318,948
Liabilities				
Current liabilities				
Trade and other payables	19,116	7,346	6,421	6,644
Contract Liabilities	25,515	-	-	-
Borrowings	1,519	1,075	1,754	2,553
Provisions	3,979	3,979	3,979	3,979
Other current liabilities	508	513	523	538
Total current liabilities	50,637	12,913	12,677	13,714
Non-current liabilities				
Trade and other payables	529	529	529	529
Borrowings	18,425	17,477	23,804	30,387
Provisions	54,089	54,197	54,304	54,411
Total non-current liabilities	73,043	72,202	78,636	85,327
Total liabilities	123,679	85,115	91,314	99,041
Net community assets	1,133,327	1,190,079	1,204,339	1,219,907
Community equity				
Asset revaluation surplus	513,641	523,567	533,493	544,964
Retained surplus	619,686	666,512	670,847	674,944
Total community equity	1,133,327	1,190,080	1,204,340	1,219,907



Statement of Cash Flows

	2024/25 Actual \$'000	2025/26 Budget \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000
Cash flows from operating activities				
Receipts from customers	87,944	85,904	93,619	99,754
Payments to suppliers and employees	(120,942)	(119,534)	(97,993)	(100,350)
Payments for land held as inventory	-	2,249	-	-
Interest received	5,404	5,197	8,214	8,510
Rental income	729	739	752	775
Non-capital grants and contributions	49,625	31,425	21,892	21,337
Borrowing costs	(404)	(464)	(426)	(778)
	(64)	-	-	-
Net cash inflow from operating activities	22,292	5,516	26,059	29,248
Cash flows from investing activities				
Payments for property, plant and equipment	(55,571)	(102,669)	(37,924)	(32,927)
Proceeds from sale of property, plant and equipment	1,470	553	638	1,000
Grants, subsidies, contributions and donations	50,096	56,696	13,121	11,527
Other cash flows from investing activities	(1,909)	(9,995)	(7,990)	(7,985)
Net cash inflow from investing activities	(5,914)	(55,415)	(32,155)	(28,385)
Cash flows from financing activities				
Proceeds from borrowings	7,500	-	8,080	9,135
Repayment of borrowings	(1,119)	(1,392)	(1,074)	(1,753)
Net cash inflow from financing activities	6,381	(1,392)	7,006	7,382
Total cash flows				
Net increase in cash and cash equivalent held	22,759	(51,290)	910	8,245
Opening cash and cash equivalents	89,402	112,161	60,871	61,780
Closing cash and cash equivalents	112,161	60,871	61,780	70,025



Statement of Changes in Equity

	2025/26 Budget \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000
Asset revaluation surplus			
Opening balance	513,641	523,567	533,493
Increase in asset revaluation surplus	9,926	9,926	11,471
Closing balance	523,567	533,493	544,964
Retained surplus			
Opening balance	619,686	666,512	670,847
Net result	46,826	4,334	4,097
Closing balance	666,512	670,847	674,944
Total			
Opening balance	1,133,327	1,190,080	1,204,340
Net result	46,826	4,334	4,097
Increase in asset revaluation surplus	9,926	9,926	11,471
Closing balance	1,190,080	1,204,340	1,219,907



Statement of Capital Works

	2025/26 Budget \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000
Capital expenditure			
Property			
Land	-	-	-
Land improvements	4,506	1,645	200
Total land	4,506	1,645	200
Buildings	28,925	9,629	109
Total buildings	28,925	9,629	109
Total property	33,431	11,274	309
Plant and equipment			
Plant, machinery and equipment	8,271	5,000	5,000
Audio visual, Computers and telecommunications	618	-	-
Total plant and equipment	8,890	5,000	5,000
Infrastructure			
Roads, drainage & bridges	48,356	11,785	11,001
Water	3,777	6,337	9,906
Sewer	847	1,294	759
Gas	35	200	35
Airports & Aerodromes	2,414	125	4,216
Other infrastructure	4,920	1,900	1,700
Total infrastructure	60,348	21,641	27,618
Total capital works expenditure	102,669	37,915	32,927
Represented by:			
Asset renewal expenditure	32,114	35,810	32,522
Asset upgrade expenditure	38,474	2,105	405
Asset expansion expenditure	24,760	-	-
New asset expenditure	7,320	-	-
Total capital works expenditure	102,669	37,915	32,927
Funding sources represented by:			
Grants	57,370	16,222	12,265
Contributions	6,744	-	-
Council cash	38,555	13,614	11,527
Borrowings	-	8,080	9,135
Total capital works expenditure	102,669	37,915	32,927



Long Term Financial Plan - Statement of Comprehensive Income

	2024/25 Actual \$'000	2025/26 Budget \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Forecast \$'000	2029/30 Forecast \$'000	2030/31 Forecast \$'000	2031/32 Forecast \$'000	2032/33 Forecast \$'000	2033/34 Forecast \$'000	2034/35 Forecast \$'000
Income											
Revenue											
Operating revenue											
Rates, levies and charges	50,054	55,608	60,158	65,074	68,358	71,803	75,419	79,213	84,833	90,854	94,493
Fees and charges	5,373	4,810	5,195	5,611	5,891	6,186	6,495	6,820	7,297	7,808	8,120
Rental income	728	732	754	777	804	828	853	878	905	932	960
Interest revenue	5,404	5,197	8,210	8,498	9,068	9,696	10,453	11,171	12,011	12,946	14,195
Sales revenue	18,802	20,541	21,157	21,791	22,576	23,423	24,336	25,310	26,322	27,322	28,360
Other income	1,623	7,160	7,374	7,596	7,869	8,164	8,482	8,822	9,175	9,523	9,885
Grants, subsidies, contributions and donations	47,970	38,753	21,260	21,338	21,435	21,540	21,653	21,774	21,899	22,023	22,152
Total operating revenue	129,955	132,800	124,107	130,684	136,001	141,640	147,692	153,988	162,442	171,408	178,166
Capital revenue											
Grants, subsidies, contributions and donations	33,511	58,350	13,121	11,527	14,907	14,885	15,476	16,132	15,799	15,328	15,176
Total revenue	163,466	191,151	137,228	142,211	150,907	156,525	163,168	170,120	178,241	186,736	193,342
Capital income											
Total Capital Income	730	553	638	1,000	459	1,171	1,448	959	1,000	900	900
Total income	164,196	191,704	137,866	143,211	151,366	157,696	164,615	171,079	179,241	187,636	194,242
Expenses											
Operating expenses											
Employee benefits	36,364	35,390	36,452	37,545	38,672	39,832	41,027	42,257	43,525	44,831	46,176
Materials and services	64,634	71,006	59,209	61,577	64,040	66,570	69,199	71,933	74,774	77,765	80,875
Finance costs	2,701	1,939	1,941	2,336	2,752	2,909	2,860	2,814	2,762	2,718	2,673
Depreciation and amortisation	26,616	26,542	28,163	29,832	30,651	31,288	31,812	32,521	32,887	33,491	32,350
Total operating expenses	130,316	134,877	125,764	131,290	136,115	140,598	144,898	149,525	153,948	158,805	162,075
Capital expenses											
Total Capital expenses	10,277	10,000	8,000	8,000	7,000	7,000	6,000	6,000	6,000	6,000	6,000
Total expenses	140,593	144,877	133,764	139,290	143,115	147,598	150,898	155,525	159,948	164,805	168,075
Total comprehensive income for the year	23,603	46,826	4,334	4,097	8,384	10,223	13,838	15,688	19,384	22,908	26,249
Operating result											
Operating revenue	129,955	132,800	124,340	130,860	136,132	141,764	147,810	154,120	162,531	171,483	178,246
Operating expenses	130,316	134,877	125,764	131,290	136,113	140,596	144,896	149,523	153,946	158,803	162,073
Operating result	(361)	(2,077)	(1,425)	(430)	19	1,167	2,914	4,597	8,585	12,680	16,173



Long Term Financial Plan - Statement of Financial Position

	2024/25 Actual \$'000	2025/26 Budget \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Forecast \$'000	2029/30 Forecast \$'000	2030/31 Forecast \$'000	2031/32 Forecast \$'000	2032/33 Forecast \$'000	2033/34 Forecast \$'000	2034/35 Forecast \$'000
Assets											
Current assets											
Cash and cash equivalents	112,161	60,870	61,780	70,025	79,478	91,050	101,480	113,524	127,224	150,720	177,618
Trade and other receivables	7,695	9,683	9,545	10,029	10,443	10,853	11,288	11,715	12,369	13,028	13,481
Inventories	4,696	2,447	2,447	2,447	2,447	2,447	2,447	2,447	2,447	2,447	2,447
Contract Assets	16,314	-	-	-	-	-	-	-	-	-	-
Other current assets	851	851	851	851	851	851	851	851	851	851	851
Total current assets	141,716	73,851	74,622	83,351	93,218	105,201	116,065	128,536	142,890	167,045	194,396
Non-current assets											
Property, plant & equipment	1,115,290	1,201,343	1,221,031	1,235,596	1,248,076	1,256,088	1,269,005	1,282,423	1,297,999	1,307,627	1,317,081
Total non-current assets	1,115,290	1,201,343	1,221,031	1,235,596	1,248,076	1,256,088	1,269,005	1,282,423	1,297,999	1,307,627	1,317,081
Total assets	1,257,006	1,275,194	1,295,653	1,318,948	1,341,294	1,361,288	1,385,070	1,410,959	1,440,889	1,474,672	1,511,477
Liabilities											
Current liabilities											
Trade and other payables	19,116	7,346	6,421	6,644	6,914	7,172	7,440	7,698	8,008	8,311	8,625
Contract Liabilities	25,515	-	-	-	-	-	-	-	-	-	-
Borrowings	1,519	1,075	1,754	2,553	3,007	3,060	3,055	3,035	2,993	3,158	3,086
Provisions	3,979	3,979	3,979	3,979	3,979	3,979	3,979	3,979	3,979	3,979	3,979
Other current liabilities	508	513	523	538	558	583	613	648	688	733	783
Total current liabilities	50,637	12,913	12,677	13,714	14,458	14,793	15,087	15,360	15,667	16,181	16,473
Non-current liabilities											
Trade and other payables	529	529	529	529	529	529	529	529	529	529	529
Borrowings	18,425	17,477	23,804	30,387	31,760	29,101	26,446	23,810	21,218	18,460	15,374
Provisions	54,089	54,197	54,304	54,411	54,519	54,627	54,735	54,844	54,952	55,061	55,170
Total non-current liabilities	73,043	72,202	78,636	85,327	86,808	84,256	81,710	79,183	76,699	74,050	71,073
Total liabilities	123,679	85,115	91,314	99,041	101,266	99,050	96,797	94,543	92,366	90,230	87,546
Net community assets	1,133,327	1,190,079	1,204,339	1,219,907	1,240,028	1,262,238	1,288,273	1,316,416	1,348,523	1,384,442	1,423,932
Community equity											
Asset revaluation surplus	513,641	523,567	533,493	544,964	556,701	568,688	580,885	593,340	606,063	619,074	632,314
Retained surplus	619,686	666,512	670,847	674,944	683,328	693,551	707,389	723,076	742,461	765,369	791,618
Total community equity	1,133,327	1,190,080	1,204,340	1,219,907	1,240,028	1,262,239	1,288,273	1,316,417	1,348,524	1,384,442	1,423,932



Long Term Financial Plan - Statement of Cash Flows

	2024/25 Actual \$'000	2025/26 Budget \$'000	2026/27 Budget \$'000	2027/28 Budget \$'000	2028/29 Forecast \$'000	2029/30 Forecast \$'000	2030/31 Forecast \$'000	2031/32 Forecast \$'000	2032/33 Forecast \$'000	2033/34 Forecast \$'000	2034/35 Forecast \$'000
Cash flows from operating activities											
Receipts from customers	87,944	85,904	93,619	99,754	104,416	109,284	114,408	119,852	127,051	134,905	140,465
Payments to suppliers and employees	(120,942)	(119,534)	(97,993)	(100,350)	(103,944)	(107,701)	(111,576)	(115,616)	(119,739)	(124,110)	(128,623)
Payments for land held as inventory	-	2,249	-	-	-	-	-	-	-	-	-
Interest received	5,404	5,197	8,214	8,510	9,081	9,714	10,476	11,199	12,043	12,981	14,233
Rental income	729	739	752	775	801	826	851	876	902	930	957
Non-capital grants and contributions	49,625	31,425	21,892	21,337	21,420	21,529	21,641	21,766	21,881	22,010	22,138
Borrowing costs	(404)	(464)	(426)	(778)	(1,141)	(1,242)	(1,131)	(1,021)	(901)	(791)	(676)
Net cash inflow from operating activities	22,356	5,516	26,059	29,248	30,633	32,411	34,669	37,056	41,237	45,924	48,494
Cash flows from investing activities											
Payments for property, plant & equipment	(55,571)	(102,569)	(37,924)	(32,927)	(31,394)	(27,312)	(32,533)	(33,483)	(35,740)	(30,108)	(28,564)
Proceeds from sale of property, plant & equipment	1,470	553	638	1,000	459	1,171	1,448	959	1,000	900	900
Grants, subsidies, contributions & donations	50,096	56,696	13,121	11,527	14,907	14,885	15,476	16,132	15,799	15,328	15,176
Other cash flows from investing activities	(1,909)	(9,995)	(7,990)	(7,985)	(6,980)	(6,975)	(5,970)	(5,965)	(5,960)	(5,955)	(5,950)
Net cash inflow from investing activities	(5,914)	(55,415)	(32,155)	(28,385)	(23,009)	(18,231)	(21,579)	(22,357)	(24,901)	(19,835)	(18,438)
Cash flows from financing activities											
Proceeds from borrowings	7,500	-	8,080	9,135	4,380	400	400	400	400	400	-
Repayment of borrowings	(1,119)	(1,392)	(1,074)	(1,753)	(2,552)	(3,007)	(3,060)	(3,055)	(3,035)	(2,992)	(3,158)
Net cash inflow from financing activities	6,381	(1,392)	7,006	7,382	1,828	(2,607)	(2,660)	(2,655)	(2,635)	(2,592)	(3,158)
Total cash flows											
Net increase in cash and cash equivalent held	22,823	(51,290)	910	8,245	9,452	11,572	10,430	12,044	13,700	23,496	26,898
Opening cash and cash equivalents	89,402	112,161	60,871	61,780	70,025	79,478	91,050	101,480	113,524	127,224	150,720
Closing cash and cash equivalents	112,225	60,871	61,780	70,025	79,478	91,050	101,480	113,524	127,224	150,720	177,618



Long Term Financial Plan - Statement of Changes in Equity

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	Budget	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Asset revaluation surplus										
Opening balance	513,641	523,567	533,493	544,964	556,701	568,688	580,885	593,340	606,063	619,074
Increase in asset revaluation surplus	9,926	9,926	11,471	11,737	11,987	12,197	12,456	12,723	13,010	13,241
Closing balance	523,567	533,493	544,964	556,701	568,688	580,885	593,340	606,063	619,074	632,314
Retained surplus										
Opening balance	619,686	666,512	670,847	674,944	683,328	693,551	707,389	723,076	742,461	765,369
Net result	46,826	4,334	4,097	8,384	10,223	13,838	15,688	19,384	22,908	26,249
Closing balance	666,512	670,847	674,944	683,328	693,551	707,389	723,076	742,461	765,369	791,618
Total										
Opening balance	1,133,327	1,190,080	1,204,340	1,219,907	1,240,028	1,262,239	1,288,273	1,316,417	1,348,524	1,384,442
Net result	46,826	4,334	4,097	8,384	10,223	13,838	15,688	19,384	22,908	26,249
Increase in asset revaluation surplus	9,926	9,926	11,471	11,737	11,987	12,197	12,456	12,723	13,010	13,241
Closing balance	1,190,080	1,204,340	1,219,907	1,240,028	1,262,239	1,288,273	1,316,417	1,348,524	1,384,442	1,423,932



Financial Sustainability Measures

Type	Measure (as per Guideline)	Target (Tier 5)	2024/25 Actual	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Forecast	2029/30 Forecast	2030/31 Forecast	2031/32 Forecast	2032/33 Forecast	2033/34 Forecast	2034/35 Forecast
Financial	Council-Controlled Revenue	na	42.65%	45.50%	52.74%	54.14%	54.65%	55.11%	55.51%	55.91%	56.74%	57.58%	57.61%
Capacity	Population Growth	na	1.18%	1.18%	1.18%	1.18%	1.18%	1.18%	1.18%	1.18%	1.18%	1.18%	1.18%
Operating	Operating Surplus Ratio	Greater than -2%	-0.28%	-1.56%	-1.15%	-0.33%	0.01%	0.82%	1.97%	2.98%	5.28%	7.39%	9.07%
Performance	Operating Cash Ratio	Greater than 0%	20.52%	18.77%	21.85%	23.06%	23.37%	23.77%	24.26%	24.75%	26.07%	27.39%	27.60%
Liquidity	Unrestricted Cash Expense Cover Ratio	4 months or greater	9.0 months	na	na	na	na	na	na	na	na	na	na
Asset Management	Asset Sustainability Ratio	Greater than 90%	78.67%	91.16%	147.15%	117.94%	109.40%	91.49%	112.23%	114.59%	120.97%	97.16%	90.10%
	Asset Consumption Ratio	Greater than 60%	70.51%	70.4%	65.0%	60.4%	56.0%	51.7%	48.0%	44.5%	41.4%	38.3%	35.4%
	Asset Renewal Funding Ratio	na	242.49%	na	na	na	na	na	na	na	na	na	na
Debt Servicing Capacity	Leverage Ratio	Less than 3 times	0.7 times	0.7 times	0.9 times	1.1 times	1.1 times	1.0 times	0.8 times	0.7 times	0.6 times	0.5 times	0.4 times



Project Works Plan		Budget (\$)
Airports		
Advertising Devices at the Roma Airport		19,200
Preparation works for Lease Site on Roma Airport		35,600
Roma Airport - Energy Efficiency Project {CEUF}		93,500
Roma Airport General Aviation Apron Reconstruction		2,300,000
Roma Airport Terminal External and Generator Shed Repaint		85,000
Airports Total		2,533,300
Animal Control and Community Safety		
Stock Route Capital Works		102,576
Digital Evidence & Safety Enhancement Project		33,000
Selective Regulatory Compliance Inspection Program resources.		54,000
Animal Control and Community Safety Total		189,576
Arts and Culture		
A regional Arts & Culture Strategy 2025-2030		21,000
Arts & Culture Operations RADF		9,934
Injune Eagle Sculpture Installation		14,400
Mitchell library/ gallery- Install shade sails over grassed area		5,000
Arts and Culture Total		50,334
Cemeteries		
Cemeteries Master Plan		90,000
Injune Cemetery Expansion - Fence Relocation		35,000
Cemeteries Total		125,000
Community Development & Tourism		
Big Rig - Night Show Audio Visual Renewal		40,000
Big Rig Journey Through Time Renewal		192,000
Big Rig Oil Patch Museum Audio Visual Renewal		46,000
Cobb & Co Store Museum - update / new exhibitions		30,000
Cobb and Co Changing Station Museum Painting		75,000
Community event planning workshop series		10,000
Great Artesian Spa - repair of flooring amenities		50,000
Great Artesian Spa Generator		39,186
Injune Hall Critical Works - flooring and stumps		65,000
Injune Museum Fit out		150,000
Maranoa Nursing Advancement Bursary program		50,000
New community, council and tourism precinct in Wallumbilla (Calico)		274,012
Renew and update tourism signage		100,000
Renewal of the Tourism Strategy		25,000
Surat Aquarium Landing Design and Construction		100,000
Surat Maranoa Flying Fox Management		39,736
Yuleba Fire Tower Refurbishment of the fire tower cabin & interpretive historical display located within Cobb & Co Park		250,805
Community Development & Tourism Total		1,536,739



Economic Development and Planning

Continuing Maranoa Regional Council - Maranoa Planning Scheme 2017 Property Report	35,000
Maranoa Childcare Bursary Program	95,000
Maranoa Local Area Housing Action Plan	30,000
Mt Hutton Retirement Village - council contribution	45,000
Planning (PEC) Project	100,000
Planning & Development special project - Development.i SAAS application	45,833
Renewal of the Economic Development Strategy	25,000
W4Q Construction of Housing Solutions in Roma for the Maranoa (Queen St and Crawford St Roma)	154,330
Economic Development and Planning Total	530,163

Facilities

1 Broughton Street Injune External Painting	18,172
1/1 Broughton Street Injune Airconditioning Upgrade	6,000
1/19 College Street Wallumbilla - kitchen bathroom and painting	80,030
11 Adelaide Street Mitchell - Kitchen Renewal	28,234
11 Adelaide Street Mitchell Airconditioning Upgrades	10,864
11 Adelaide Street Mitchell fence replacement	19,856
11 Adelaide Street Mitchell Repaint	34,199
118 William Street Surat - Kitchen and Paint Renewal	62,845
118 William Street Surat - replace floor coverings	7,069
16 Third Avenue Injune External Painting	7,931
17 Flinders Street Yuleba - External paint, Kitchen Cabinets and tank removal	15,554
18 Stephenson Street Yuleba - Replace floor coverings	19,350
19 College St Wallumbilla (Units) - Replace Septic System with Two Systems & Replace Damaged Fences	32,173
2 Crawford Street (91 Miscamble St) Roma Construction of 3 Units	457,500
2 Elizabeth Street Mitchell Repaint	26,793
20 Queen Street Roma Construction of 3 Units	457,500
24 Garden Street Yuleba - Kitchen, bathroom renew	60,085
26 Garden Street Yuleba - Kitchen, floor coverings & Internal Painting	28,446
27 Edinburgh Street Mitchell - Kitchen Replacement and Repaint	41,017
36 Edinburgh Street Mitchell Carport	8,295
37 Charles Street Surat - External Paint	13,480
50 Stephenson Street Yuleba - Insurance Works - LGM Claim PR0044828 - Repair Internal Walls and other damage caused by vandals	35,500
50 Stephenson Street Yuleba External Paint	12,815
54 Ronald Street Injune External Painting	10,032
56 Ronald Street Injune - External paint and asbestos removal of soffits and vent pipe	9,780
7 Elmer Street Roma - Boundary Fence	6,881
8 Perry Street Yuleba - Restumping Design	3,400
8 Perry Street Yuleba External Paint	13,541
91A Burrowes Street Surat Restumping (refer WO24647 also)	56,000
91A Burrowes Street Surat Upgrade to Airconditioning	9,111
Amby Hall Restumping	9,600
Amby Hall Roof and Guttering Replacement	120,000
Bassett Park Roma - Jockey Room Stage 2 Stage Safe Movement and Access	172,230
Bassett Park Roma - site power and infrastructure works	119,677
Big Rig Public Toilet refurbishment	40,000
Buildings Asset Management Plan	28,558
Contribution construction new gym Mitchell	21,113
Design and Install Bollon Camp Roof	90,000



Emergent repairs in council buildings across the region e.g. asbestos	49,786
Feather Street Roma House Relocation	83,271
Heroes Avenue Roma - Town Beautification including replace/install new concrete surrounds around Bottle trees in streets	20,000
Injune Caravan Park - safety lighting & electrical rectification	4,108
Mitchell Hall Restumping and Plumbing	107,000
Regional Parks Repairs - Public Safety risk/hazard next 3 years	49,062
Replace large section of roof at Roma Community Arts Centre	150,000
Replacement of the Lions Park Toilet Block	180,000
Roma Cultural Centre - air conditioning renewal	756,760
Roma Cultural Centre - Open Spaces upgrades and renewal.	150,000
Roma Cultural Centre Auditorium stairwell access to sound booth from auditorium floor	140,000
Roma Pump Track - Rework Exit and Isolated Safety Improvements	73,708
Roma SES Building - Design upgrade of building	27,375
Surat Golf Club - unisex toilet installation	101,591
Surat SES Building - Installation of Shade Awning (SES Accommodation Unit)	27,375
Surat SES Storage Facility & Marshalling Area	90,000
Surat Shire Hall Airconditioning	75,000
Surat Shire Hall Fan Replacement Project	20,000
The Wheat Shed Wallumbilla - Commerical Kitchen Fitout	260,000
Update Council's Asbestos Register	50,000
Wallumbilla SES Building - Additional Storage Container	18,250
SES Maintenance - Injune Muckadilla & Surrounds	3,677
SES Maintenance - Mitchell Amby Mungallalla & Surrounds	12,133
SES Maintenance - Roma and Surrounds	10,929
SES Maintenance - Surat and Surrounds	6,250
SES Maintenance - Yuleba Wallumbilla Jackson & Surrounds	19,531
Warroo Racecourse - building roof over newer amenities block	39,110
Warroo Sporting Complex Canteen Fit Out	38,162
Facilities Total	4,756,709

Financial Planning & Reporting

Development of a Strategic Asset Management Plan	75,000
General Ledger Chart of Account Restructure	25,000
Financial Planning & Reporting Total	100,000

Gas Network

Gas Valve Replacement Program Roma	35,000
Gas Network Total	35,000

Information and Communications Technology

Application of Retention Schedules to Content Manager	37,000
Authority Reflect Platform (field inspection and defect collection and management)	18,110
Azure Cloud Migration	60,000
Azure Landing Zone development	12,770
Contract Management System Implementation	15,376
Data Centre UPS Replacement	16,000
Injune Fixed Wireless Contribution - RCP	86,889
Network Switch Replacement Programme	70,000
Roma Infrastructure Depot CCTV Security Enhancement Project	10,000
Security Camera Purchases 2023-2024 APLNG Funding	235,201



Spatial System Migration	149,447
Workstation Replacement Program	147,000
Information and Communications Technology Total	857,793

Libraries

Maranoa Library Strategic Plan	25,000
Libraries Total	25,000

Plant, Feet, Workshops and Depots

Cartwright Street Roma Depot - ceiling replacement - engineering/kitchen/morning tea area/procurement	60,500
Plant Replacement Program 2025/26	8,193,135
Quarry Plant - Teres Finlay C-1540RS Cone Crusher	195,000
Quarry Plant - purchase of a replacement water truck	270,000
Plant, Feet, Workshops and Depots Total	8,718,635

Roads, Drainage, Bridges, Kerb & Channel

Adungadoo Pathway Extension Roma - Big Rig through Sculptures Outback link, design and construct	709,000
Arcadia Valley Upgrade Works - ch 0.00 to 2.18kms and ch 18.45 to 23.44kms	6,463,507
Arthur St Roma (McDowall to Bowen St) - Kerb and Channel works & design for asphalt overlay	200,000
Bendiboi Intersection Culvert Safety Upgrade (Carnarvon Highway)	60,000
Bitumen Rehabilitation - Blue Hills Rd, Ch 16.26 - 18.32km	420,000
Bitumen Rehabilitation - Six Mile Road, Ch 7.05 - 9km	570,000
Bollon Road bitumen extension Stage 2 ch 77.40 to 84.54 kms	3,695,500
Bollon Road bitumen extension Stage 3 ch 84.50 to 88.32kms	4,185,866
Browns Lane design to an urban access standard	55,000
Carnarvon Highway Shared Concrete Pathway Apex Park to Roma Airport	4,097,923
Concrete culvert - Gunnewin West Road (design and construction)	235,928
Cycle Network 2023-24 - Miscamble Street, Carnarvon Highway to Arthur Street Roma detailed design for active transport facilities	19,926
Cycle Network Miscamble and Queen Street Roma - Intersection Upgrade CNLGG (refer WO20271 design)	725,826
Samari Plains Road (Tartulla Creek Crossing - Culvert Upgrade)	300,000
Design of Burke Street Yuleba Bitumen Seal ch 0.02 to 150 mt	12,000
Design of the Widening for Beaumont Drive	70,000
Floodway / Stormwater improvements on Creek Street / Amby North Intersection	69,590
Floodway Trial	100,000
Floodway Upgrade Program - Mt Moffatt Road	150,000
Footpath - Mitchell Memorial Park to Liverpool St (Design)	10,000
Footpath Perry / Stephenson Street Yuleba Safety Improvement - Focused Crossing Treatment (pending funding)	75,000
Gauging Station & Flood Warning Sign - Bungil Creek 3 - Bungil Street	22,500
Gauging Station & Flood Warning Sign - Bungil Creek 4 - East Miscamble Street	24,500
Glenearn Road Crest Widening	250,000
Gravel Re-sheet Complementary Works - Event 15 and 16	900,000
Hodgson Lane North / Bindango Intersection Safety Upgrade	220,000
Iona - Bardlomey Road bitumen rehabilitation/stabilisation (2 x High Priority Sections)	334,901
Jackson Street Roma - New Kerb and Channel	375,000
Kerb and Channel - Arthur Street (Twine to Ivy Street) Roma	416,000
Kerb and Channel replacement - Bowen Street near Commonwealth Hotel	55,000
Long Distance Coach Stop Program - Yuleba	17,316
Maranoa Region-wide flood risk management program and flood study	800,000
Middle Road Bitumen Rehabilitation -Ch 2.6 - 4.5km	350,000



Miscamble Street East Roma Culvert Upgrade Final Works (previous WO 22801)	55,978
Mossvale Road Culvert Upgrade (Santos Contribution)	200,000
Mt Moffatt Road bitumen widening and rehabilitation ch 50.33 - 56.33 km	1,645,126
Mt Owen Road - Jerry's Crossing Floodway Replacement - Design only	50,000
Purchasing and installing pumps for the levee	787,701
Roma Cemetery - further work at Cemetery including urgent drainage	74,845
Rural Road Reseal Program 2025/26	2,233,000
Safety Improvements for Pedestrian at Rail Level Crossings - Alice and Mary Streets Mitchell	700,000
Santos GLNG SD22 Budget Only	562,743
SD23 - Angry Jungle Road Floodway Upgrade	510,622
SD23 Kangaroo Creek Road ch 4.30 to 15.460 - Santos GLNG	1,636,869
Sd23 Santos GLNG McLennans Road Gravel Resheet and floodway upgrades ch 0 - 8.150	123,739
SD23 Santos Mandalya Road Boundary Realignment, Formation and Gravel Resheet Ch 0 to Ch 2.971	118,013
Shoulder Grading / Resheeting - Strategic Bus Routes - Donnybrook / Six Mile	191,055
Strategic Roads - Bitumen Extension Yuleba - Surat Road (RRUPP)	5,881,472
Strategic Roads RRUP - Bitumen Extension Redford Road	2,191,319
Survey of Underground Stormwater network - Surat, Wallumbilla, Yuleba	40,000
Third Avenue Injune - Hutton Street to Ronald Street - Kerb and Channel renewal (including widen bitumen to kerb)	350,000
Tiffin Street North (Western side only) Roma New kerb and channel and seal to kerb - George Street East to Bungil Street	244,610
Urban Road Reseal Program 2025/26	750,000
Vehicle rest area - Eastern approach to Roma (opposite Big Rig) (SLRIP)	1,958,099
Wallumbilla and surrounds Road Infrastructure Upgrades - Santos GLNG SLA 9 - Phase 7 Development	2,529,274
Warrego Highway Parking Lane Rehabilitation (Flinders to Landsborough)	40,000
Widen bitumen to kerb Ivan Street Surat (Charlotte to Cordelia)	223,881
Widen bitumen to kerb William Street Surat (Cordelia to Bertha)	63,858
Womblebank Gap Road bitumen widening and rehabilitation ch 2.10 - 6.51, 34.60 - 36.31km	1,212,000
Roads, Drainage, Bridges, Kerb & Channel Total	50,364,487

Saleyards

Renewal of Auctioneer Walkways Phase 2 - Western Side	750,000
Roma Saleyards - Selling laneways shade replacement	45,000
Roma Saleyards Bull ring platform and podium access	48,471
Roma Saleyards Draft Access	50,000
Roma Saleyards Footpaths	25,000
Roma Saleyards Renewal & Offsetting Loading Ramps	1,250,000
Roma Saleyards Site Fencing	50,000
Roma Saleyards Truck Wash - Stage 2 & 3	250,000
Roma Truck Stop Precinct - Asphalt surfacing of heavy vehicle truck stop area	1,994,585
Saleyards Total	4,463,056

Sewer Network

Replacement of and connection of Treatment Plant inlet flow meter into SCADA system	9,125
Roma Imhoff Tanks Safety Rail Upgrades	80,000
Sewer Main Relining	300,000
Sewerage Pumping Station 1 Roma - Purchase Spare Pump, Replace Pump Manifold and Clean Wet Well	83,239
Sewerage Pumping Stations Annual Service and Inspection	48,000
Sewerage Pumping Station 01. Installation of Core hole top of wet well to Pumping Station 01 and supply and install new probe suitable for the connection of into the SCADA system.	17,750
Surat Sewer Pump Station Burrows St upgrades	45,000
Surat Sewerage Safety Improvements	224,004



Wallumbilla Sewerage System design	50,000
Waste bin collection point and bin Lifter - Injune	37,711
Sewer Network Total	894,829

Sport & Recreation

Audit to determine Capacity & Capability of Maranoa Sporting Infrastructure	22,000
Bassett Park - Replacement of temp amenities block Netball Courts area with a new mobile toilet facility	200,000
Bassett Park Canteen replacement design	120,000
Campbell Park Roma - concrete slab construction including permanent electrical and communication reticulation to new events sub board	96,000
Construction of the Injune to Gunnewin Rail Trail	30,000
Gwydir Laycock BMX Track Design	20,000
Injune Cricket Club Clubhouse - Construct verandah	25,000
Injune Lagoon Walk - resurface	35,000
Lions Park Irrigation and grounds upgrade	236,823
Mitchell Hall Sound and Projection	25,000
Mitchell Pool Generator	38,752
Mitchell Pool upgrade kiosk and change rooms	10,000
Mitchell RSL upgrade kitchen	30,000
Mitchell RSL Complex - upgrade kiosk including new stainless steel sinks roller door and air-conditioning	35,000
Mitchell Showgrounds Electrical Upgrade	65,277
Nason Park Surat BBQ	22,000
Neil Turner Weir BBQ Shelter upgrade	120,000
Painting of the Memorial Park Toilet Block in Surat	10,000
Redevelopment of the Roma Denise Spencer Pool Aquatic Centre	26,543,574
Replace damaged Shed at the Injune Pool	47,000
Roma Cricket Oval Drainage and Resurfacing - Australian Cricket Infrastructure Fund ACIF	140,000
Roma Dog Park extension	50,000
Roma Netball Court resurface	150,000
Surat Cricket Nets Renewal	7,500
Surat Pool Entrance Upgrade	80,000
Surat Pump Track Design	31,000
Surat Recreational Grounds Irrigation Project	55,000
Surat Sporting Complex Painting (Bar and Betting Area)	25,000
Wallumbilla Calico Cottage Toilets - Treatment System Upgrade - design and replacement	60,000
Wallumbilla Show Grounds - replace dump point	50,000
Wallumbilla Tennis Courts install hit up wall and cricket practice nets	48,000
Yuleba Community Project Judds Lagoon parkland improvements and connectivity	202,666
Yuleba Community Projects Main Street youth & recreation liveability improvements APLNG	573,338
Sport & Recreation Total	29,203,930

Waste Management

Appliance Recovery Hub	40,000
Leachate Plan for Waste facilities	652,000
Revise and update Maranoa waste management strategy and regional operational plans	30,000
Stormwater Management Upgrades for the Roma Waste Management Facility	300,000
Waste Management - Illegal dumping clean up and implement Community Waste Facility management procedures	304,539
Waste Management - Implementation of environmental monitoring programs	500,000
Waste Management - Implementation of site based management plans including staff training	190,886
Waste Management Total	2,017,425



Water Network

Bendemere Water Meter Replacement Program	50,000
Booringa Water Meter Replacement Program	40,000
Bore 17 (330 Currey Street Roma) - Installation of 1 x carport 40 kWp Solar PV	170,000
Bore 19 - (Bassett Lane Roma) - installation of 2 x rooftop Solar PV	68,100
Bungil Water Meter Replacement Program	50,000
Dosing Systems Yearly Service and Report	190,000
Install level monitors in Roma bores	25,699
Installation of Extra Fire Hydrants to Western Industrial zone Raglan Street Roma	42,308
Jackson Potable Water Facility Upgrade	120,000
Mitchell - Water Main Supply Connect new 100mm supply into Hospital internal Water main reticulation	25,505
Mungallala reservoir and pump	9,073
New reservoir Currey St Roma	650,000
Potable Water - Reservoir Vermin Proofing Project	100,000
Replace two high lift pumps to reservoir, Roma	72,500
Replacement Pump for Hodgson Bore	15,000
Reservoir Cleaning Program	60,000
Roma Bore 21	880,829
Roma Reservoir Miscamble Street Liner Replacement	159,000
Roma Water Meter Replacement Program	120,000
Surat - Interconnection of Existing reticulation - Main Cordelia St	125,000
Surat Water Clarifier Upgrade	500,000
Surat Water Meter Replacement Program	30,000
Updates to the SCADA platform	120,000
Wallumbilla Reservoir New	27,352
Wallumbilla Reservoir Replacement - second Reservoir	223,974
Water Line Replacement Swans Road Wallumbilla	170,000
Water Main Upgrade - Beaumont Drive Roma	106,375
Water Main Upgrade Miscamble Street Roma from Cottell Street to Queen Street	150,000
Water Pressure Testing and Network Analysis Roma CBD	25,000
Watermain renewal Arthur Street, Roma between George Street and Bungil Street	7,041
Workplace Health and Safety - Capital Initiatives	257,250
Workplace Health and Safety - Operating Initiatives	192,750
Water Network Total	4,782,756
Total	111,184,732

OFFICER REPORT

Meeting: Ordinary 27 November 2025

Date: 3 November 2025

Item Number: 15.1

File Number: D25/113257

SUBJECT HEADING: Repeal of Arts and Culture Policy 16/20
(D16/6336)

Classification: Open Access

Officer's Title: Regional Arts and Culture Officer

Executive Summary:

The current Arts and Culture Policy 16/20 (D16/6336) is overdue for review. This report seeks Council's approval to repeal the policy.

Local Government legislation does not mandate the adoption of an Arts and Culture Policy. Furthermore, the development of a comprehensive Arts and Culture Strategy will supersede the need for a standalone policy, providing a more contemporary and strategic framework for Council's arts and cultural initiatives.

Officer's Recommendation:

That Council repeal the existing Arts and Culture Policy 16/20 (D16/6336).

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

This matter is being brought before Council to ensure alignment between Council's governance framework and its evolving strategic direction in arts and culture. The existing policy no longer reflects current priorities, practices, nor community expectations.

As Council progresses the development of a new Arts and Culture Strategy, it is timely to repeal the outdated non-statutory policy to avoid duplication and ensure clarity in decision-making. A Council resolution is required to repeal the policy.

Background (*Including any previous Council decisions*):

The attached Arts and Culture Policy 16/20 (D16/6336) was due for renewal in October 2019. Over the past six years, the absence of an updated policy has not impacted operations or raised concerns, indicating that the policy has not been actively relied upon.

Recently, the Governance Officer identified the overdue status of the policy and flagged it for review. Rather than renewing the non-statutory policy, officers propose an alternative approach: the development of an Arts and Culture Strategy, which is one of Council's special projects adopted through the 2025/26 budget process.

Upon review, it was determined that the existing policy functioned more as a plan than a true policy document. Its content focused on actions and aspirations rather than governance principles or policy positions. As such, it is more appropriate to concentrate Council's efforts and resources on developing a forward-looking strategy that reflects current community needs, sector trends, and Council priorities.

Research into other local governments indicates that around only 50% maintain standalone Arts and Culture policies, instead opting for strategic frameworks or integrated cultural plans. This supports the recommendation to repeal the outdated policy and transition to a strategy-led model.

Options Considered:

1. **Renew the existing Arts and Culture Policy**

This option would involve updating the current policy to reflect contemporary practices and priorities. However, given that the policy has not been actively used or referenced in recent years, and its content is more operational than policy-based, this option may not provide strategic value. This option is not recommended.

2. **Repeal the existing policy and proceed with the development of the Arts and Culture Strategy**

This option aligns with the direction adopted by Council as part of its 2025/26 budget process. It allows Council to transition from a static policy document to a strategic framework that better supports arts and cultural development across the region. This approach reflects current best practice and is consistent with trends observed in other local governments. This option reflects the recommendation of this report.

3. **Renew the Arts and Culture Policy after the Strategy has been developed**

This option offers an alternative approach, allowing Council to retain a formal policy approach while ensuring it is relevant and strategically grounded. It is suitable if there is a desire to maintain a policy framework alongside a more dynamic strategy. This option is not recommended.

Recommendation:

As above.

Risks:

Risk	Description of likelihood & consequences
------	--

No risk	The development of a new Arts and Culture Strategy negates the need for the review of the existing non-statutory policy.
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Policy and Legislative Compliance:

Local Government legislation does not dictate the adoption of an Arts and Culture Policy.

Budget / Funding (*Current and future*):

Nil

Timelines / Deadlines:

N/A

Consultation (*Internal / External*):

Governance Officer- Grace Pobar
Arts and Culture Portfolio Chair- Cr Meryl Brumpton
Manager Tourism and Community Development- Tony Klein
Director Regional Development, Environment & Planning- Jamie Gorry

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
Corporate	No

Link to Corporate Plan:

Corporate Plan 2023-2028
Corporate Plan Pillar 5: Inclusivity
5.5 Cultural heritage and arts promotion

Supporting Documentation:

1 [↓](#) Community - Arts and Culture Policy 11/05/2016
GM/05.2016/10

D16/6336

Report authorised by:

Manager - Tourism & Community Development

Director - Regional Development, Environment & Planning



COUNCIL POLICY: ARTS AND CULTURE POLICY 2016-2020

Corporate Plan Reference	
Endorsed by {Council / CEO / Director} on	11 May 2016 (Resolution No. GM/05.2016/10)
Policy Owner & Department	<i>Economic & Community Development</i>

1. Policy Purpose

This Arts and Culture Policy provides the basis for the provision of art and cultural support by Maranoa Regional Council.

2. Policy Scope

Council will adopt a 'whole of Council' approach to implement this policy, working across a number of different council teams and facilitating partnership opportunities with various community organisations and key service providers. These include the art gallery committees, museum committees, art groups, craft groups, the broader community, the region's youth, seniors groups, Indigenous groups, community organisations, businesses and other key stakeholders.

3. Definitions

Council	<i>Maranoa Regional Council</i>

4. Policy Details

4.1 Background

Maranoa Regional Council has undertaken a comprehensive process of consultation and research in the development of this policy. Community consultation was sought from Cultural Planning workshops conducted in communities across the region and identified the vision and goal statements for the policy document.

This information together with research into industry trends and strategic documents particularly relating to arts and culture from other local Government providers has been used to inform Maranoa Regional Council's Arts and Culture Policy.

COUNCIL POLICY: ARTS AND CULTURE POLICY 2016-2020

4.2 Vision

The Maranoa is a dynamic, vibrant and welcoming community where our rich heritage and diverse culture is valued and celebrated and the appreciation of and engagement in the arts is an important part of our way of life.

This vision, together with Council's Arts and Culture Policy 2016-2020, is underpinned by the following key values:

- Cultural vitality – develop local identity, shared values and a sense of belonging and place
- Community building – foster wellbeing, connectedness and cohesion
- Social immersion – promote active participation, engagement and social inclusion
- Sustainability – build economic, environmental, social and cultural sustainability
- Diversity – foster cultural diversity, awareness and expression
- Innovation and creativity – support innovation, diversity and expression

4.3 Policy Priority

The Maranoa Regional Council's policy priority is to support the broader community to benefit, connect and galvanise the different communities through the partnering and support of Council.

4.4 Arts and Culture Goal Statements

The Arts and Culture Policy 2016-2020 is underpinned by the following key objectives:

4.4.2 Presentation and appearance



"The Maranoa region is an appealing and well presented place to live and visit"

Maranoa Regional Council Strategic Goals and Actions:

Goal 7.7 Town Beautification	
7.7.2 Place making	Update and Consider annually, place making plans and implementation for our communities
7.7.3 Town Presentation	Maintain town entrances, streets, open space, parks and gardens in accordance with agreed service levels.
7.7.4 Keep Maranoa Beautiful	Identify cost effective programs and initiatives to assist community members in contributing to the beautification of the region.
7.7.5 Improvements	Undertake projects annually that improve the amenity of the region.

4.4.3 Facilities – spaces and places



reference:

Page 2 of 7



COUNCIL POLICY: ARTS AND CULTURE POLICY 2016-2020

"We have accessible, affordable and appropriate indoor and outdoor spaces and places for engaging with and the appreciation of arts practice, presentation and performance."

"We identify the importance of public art in creating vibrant and attractive places across the region that enhance our public spaces and serves to enrich the character and Identity of our communities."

Maranoa Regional Council Strategic Goals and Actions:

Goal 7.3 Facilities	
7.3.1 Facilities	Provide clean, well maintained, safe and attractive facilities for residents and visitors, and ongoing development to increase use.
7.3.3 User Agreements	Develop leases, management and user agreements to clarify roles and responsibilities with regard to operation and maintenance of community facilities.
7.3.4 Cross Program Integration	Integrate arts, cultural, healthy infrastructure environment initiatives in the design of new and upgraded facilities.
Goal 7.6 Recreation, Events, Sport and Arts	
7.6.12 Program Development	Develop programs that encourage visits to, and use of, Council facilities and services.

4.4.4 Participation and Engagement



"We have opportunities for all members of the community to participate and actively engage in activities, according to their interests, abilities and aspirations."

Maranoa Regional Council Strategic Goals and Actions:

Goal 1.5 Community Engagement (Inform, Consult, Involve, Collaborate, Empower)	
1.5.4 Project Specific Engagement	Enhance project outcomes through interaction with, and input of, key stakeholders (individuals and groups)
1.5.5 Expanded Community Engagement	Identify opportunities (new or ad-hoc) to engage with groups of community members whether connected by age, personal or business interest, event participation or other factors, using a variety of engagement tools.
Goal 7.6 Recreation, Events, Sport and Arts	
7.6.6 Local Development and Events	Continue to resource on the ground coordination of local Council events and programs, that help ensure that all ages and demographics within the region's towns feel connected and part of a vibrant

COUNCIL POLICY: ARTS AND CULTURE POLICY 2016-2020

	community
7.6.8 Council Events	Deliver a range of annual and one-off budgeted Council events
7.6.10 National and state recognised events	Provide support to events that align with Council priorities on an annual basis
7.6.11 Travelling Events	Facilitate the showcasing and promotion of travelling artists, entertainment and fundraising events.
7.6.12 Program Development	Develop programs that encourage visits to, and use of, Council facilities and services.

4.4.5 History & Heritage



"We have a strong sense of our heritage and actively protect and conserve our history and distinctive identity."

Maranoa Regional Council Strategic Goals and Actions:

Goal 7.2 History and Heritage	
7.2.1 Communication	Host regular meetings with Mandandanji, Gunggari and Bidjara cultural heritage management organisations to improve the flow of communication and liaise with other groups associated with the region (eg. Cooma, Iman)
7.2.2 Training	Providing awareness training to all staff about the Aboriginal Cultural Heritage Act and Duty of Care guidelines, as well as annual refresher training to supervisors and team members involved in field maintenance and construction.
7.2.3 Compliance	Ensure compliance with Council's obligations in the Aboriginal Cultural Heritage Act
7.2.4 Projects	Identify and implement approved Council or joint projects to preserve our heritage and local history for current and future generations, identifying opportunities to secure external funding and other support.

4.4.6 Built & Natural Environment



"We value and protect our natural heritage and manage development in a way that is consistent with our values and sense of place"

Maranoa Regional Council Strategic Goals and Actions:

Goal 7.1 Town Planning



COUNCIL POLICY: ARTS AND CULTURE POLICY 2016-2020

7.1.1 Planning Scheme	Finalisation of the Maranoa Planning Scheme including state government approval
Goal 7.7 Town Beautification	
7.7.1 Parks hierarchy	Develop, adopt and implement a framework to categorise parks and gardens based on their importance (ie. Use and community profile) to facilitate the allocation of Council's limited funds in order of priority.
7.7.2 Place making	Update and Consider annually, place making plans and implementation for our communities

4.4.7 Human & Financial Resources



"Arts and cultural programs are well financially resourced and supported by Council, local business and industry and a skilled, enthusiastic group of workers and volunteers"

Maranoa Regional Council Strategic Goals and Actions:

Goal 7.6 Recreation, Events, Sport and Arts	
7.6.17 Volunteer attraction and retention	Develop and implement a volunteer attraction and retention strategy for the benefit of Council and Community Organisations
10.2 Strategic Human Resource Management	
10.2.1 Workforce Planning	Progressively develop a strategic workforce plan that reflects current and future business and service deliver needs of Council, to build organisational capability and resilience.
10.2.2 Recruitment Plans	Develop and implement specific recruitment plans for major organisational changes (right people at the right time in the right positions)

4.4.8 Commemoration and Celebration



"We acknowledge and celebrate our diverse community and cultural heritage and distinctive way of life ."

Maranoa Regional Council Strategic Goals and Actions:

Goal 7.6 Recreation, Events, Sport and Arts

COUNCIL POLICY: ARTS AND CULTURE POLICY 2016-2020

7.6.6 Local Development and Events	Continue to resource on the ground coordination of local Council events and programs, that help ensure that all ages and demographics within the region's towns feel connected and part of a vibrant community
7.6.8 Council Events	Deliver a range of annual and one-off budgeted Council events
7.6.10 National and state recognised events	Provide support to events that align with Council priorities on an annual basis
7.6.12 Program Development	Develop programs that encourage visits to, and use of, Council facilities and services.

4.4.9 Information & Communication



"We are knowledgeable and well informed about our region and have effective cross-sector and cross-regional communication processes and networks"

Maranoa Regional Council Strategic Goals and Actions:

Goal 1.6 Corporate Communications	
1.6.1 Electronic Newsletters and Bulletins	Prepare and distribute electronic newsletters (E-News) and bulletins (Town & Surrounds)
1.6.15 Major Projects	Develop specific communications plans / initiatives for projects of significance to the community.
Goal 1.8 Accountability for Performance and Compliance	
1.8.1 Community Updates	Provide regular updates to the community on the progress of implementation of Council's corporate plan and annual programs.

4.5 Strategic Planning Resources and Infrastructure

The Maranoa Regional Council will:

- Review existing facilities and plan for future arts and cultural resources and infrastructure which is accessible, affordable and caters to the needs of a growing and changing community
- Ensure Council's key strategic documents acknowledge the importance of local arts and culture and the needs and aspirations of a growing and changing community

Maranoa Regional Council's Art and Culture Work Unit will be responsible for implementing and reporting on the actions outlined in the plan. Other Council work units will be engaged as partners or drivers of activity, where common interests are identified and agreed. The approach will focus on partnerships with the support for local arts and cultural groups and practitioners as well as the provision of community based arts and cultural programming.

The Maranoa Regional Council Arts and Cultural Action Plan outlines how Council will implement this policy and address the issues identified from community consultation and research. Strategic Actions in the plan are prioritised in the Arts and Culture Work Program.



COUNCIL POLICY: ARTS AND CULTURE POLICY 2016-2020

5. Special Provisions

N/A

6. Related Policies and Legislation

N/A

7. Associated Documents

- The Maranoa Community Plan 2020 – Pathways to our Future
Theme: Community Life – Creative, Proud and Inspiring
- Local Government Association of Queensland – (LGAQ)
'Guidelines for writing an Arts and Culture Policy'
(Available: <http://lgaq.asn.au>; Accessed: 22 April 2014)

8. Policy Review*This policy will be reviewed October 2019.***Version Control**

Version	Reason/Trigger	Change (Y / N)	Endorsed /Reviewed By	Date
1.0	Adoption of Policy Resolution No. GM/05.2016/10	N	Julie Reitano (CEO)	

OFFICER REPORT

Meeting: Ordinary 27 November 2025

Date: 5 November 2025

Item Number: 15.2

File Number: D25/114132

SUBJECT HEADING: Roma Clay Target Club - Future Facility
Development Priorities

Classification: Open Access

Officer's Title: Regional Sports and Recreation Officer

Executive Summary:

The Roma Clay Target Club Inc. (RCTCI) has requested Council's support for the development of Olympic-standard shooting facilities in Roma. The project, aligned with the Brisbane 2032 Olympic Legacy Strategy, would provide world-class infrastructure for regional athletes, and position the Maranoa as a hub for major clay target shooting events.

Officer's Recommendation:

That Council:

1. Acknowledge the correspondence received from the Roma Clay Target Club Inc. regarding its priority infrastructure improvements.
2. Thank the club for its significant contribution to sport in the Maranoa region and for proactively sharing its future development priorities with Council.
3. Collaborate with the club to progress the identified priority projects.
4. Support the club in identifying and applying for relevant external grant funding opportunities.

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

The Roma Clay Target Club Inc. has proposed the development of Olympic-standard facilities for Trap and Skeet shooting to meet international competition standards.

The Club is seeking Council's support to identify and pursue external grant funding opportunities, as well as to advocate for the project at relevant state and federal levels.

Estimated project cost: \$2.25 million - \$2.5 million.

Proposed benefits:

- Provide training opportunities for Olympic and national athletes, particularly regional juniors who currently travel long distances to coastal clubs.
- Enable Roma to host state, national, and international shooting events.
- Establish a long-term legacy project in alignment with the Brisbane 2032 Olympic Legacy Strategy.

- Enhance regional sports tourism and deliver economic benefits to the Maranoa region.

Hosting national and international events has the potential to generate significant economic benefits for Roma and the wider Maranoa region through increased visitor nights, local spending, and regional exposure. Previous down the line (DTL) Championships attracted over six hundred (600) competitors and their families for up to 10 days, contributing to local accommodation, retail, and hospitality sectors.

Background *(Including any previous Council decisions):*

The Club briefed Council on their project on 15 October 2025.

The Roma Clay Target Club Inc. is a long-established organisation with over 110 years of history. It operates the second largest Down the Line (DTL) facility in Australia, with 16 DTL layouts and five skeet layouts.

The Club is one of only three venues nationwide capable of hosting the Australian Clay Target Association (ACTA) National DTL Championships, alongside facilities in Perth (WA) and Wagga Wagga (NSW).

The Club operates on freehold land, is debt-free, and has extensive supporting infrastructure, including:

- Sealed and marked parking areas.
- Multiple amenity blocks.
- A 500 m² dining hall with stage and commercial kitchen.
- Clubhouse with licensed bar and covered viewing area.
- Council-approved 68-site tourist park.

The Club has successfully hosted national championships with over 600 competitors across 10 days. However, it currently lacks facilities for Olympic disciplines.

Queensland currently has only one venue endorsed by Shooting Australia for Olympic discipline events — located in Brisbane. No regional Olympic-standard facilities exist in Western Queensland, requiring local athletes to travel up to eight hours one way for training.

The proposed Olympic-standard facilities would complement existing DTL and skeet facilities, enhancing Roma's ability to attract and host major events.

Options Considered:

Option 1: Support the proposal - Council provide in-principle support to the Roma Clay Target Club and assist in identifying funding opportunities to progress the project.

Option 2: Defer Consideration - Council could defer consideration of the proposal pending further consultation with stakeholders and assessment of funding availability.

Option 3: Take no further action - Council acknowledges the Association's correspondence but does not proceed with any support.

Option 1 is the recommended option.

Should Council support the proposal in principle, officers will:

- Work with the Club to identify suitable grant programs (e.g. Queensland Active Community Infrastructure, Australian Sports Infrastructure Fund, or Olympic Legacy grants).
- Facilitate connections with key stakeholders such as Shooting Australia and the Department of Sport, Racing and Olympic and Paralympic Games.
- Prepare a joint funding submission for Council consideration if a suitable opportunity arises.

Recommendation:

As above.

Risks:

Risk	Description of likelihood & consequences
Funding availability	Securing external funding may be challenging, delaying project commencement.
Project delays	Without guidance or support, the club may face delays in progressing the projects, leading to missed opportunities for delivery.

Policy and Legislative Compliance:

The proposal aligns with the Brisbane 2032 Olympic Legacy Strategy and supports regional development initiatives.

Budget / Funding (*Current and future*):

N/A

Timelines / Deadlines:

N/A

Consultation (*Internal / External*):

- Roma Clay Target Club Inc. – Robert Nugent
- Jamie Gorry - Director - Regional Development, Environment & Planning.

- External – Maddy Buckley – Engagement Officer - Department of Sport, Racing and Olympic and Paralympic Games

Strategic Asset Management Implications:

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

N/A

Acronyms:

Acronym	Description
RCTCI	Roma Clay Target Club Inc.
DTL	Down the line

Addition to Operational or Corporate Plan:

Plan Description	Yes / No
Operational	No.
Corporate	No.

Link to Corporate Plan:

Corporate Plan 2023-2028

Corporate Plan Pillar 5: Inclusivity

5.4 Community pride

Supporting Documentation:

1 ↓	Roma Clay Target Club - Olympic Proposal Letter to Council	D25/103669
2 ↓	Roma Clay Target Club Proposal for Olympic Discipline Facility Upgrade	D25/103668
3 ↓	Roma Clay Target Club - Strategic Proposal	D25/103671

Report authorised by:

Director - Regional Development, Environment & Planning

Lead Local Development Officer - Roma



ROMA CLAY TARGET CLUB INC

P O Box 536
ROMA Q 4455

Club Approval No
8000012508
ABN 77 493 313 283

Club House
155 Geoghegan Road
Telephone: (07) 4622 5255

President:
Andrew Whyte
0436 699 366

Secretary:
Tony Allen
0437337234

Treasurer:
Wendy Taylor
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e-mail: secretary@romagunclub.com.au

18.08.2025

Maranoa Regional Council
Rob Hayward
Chief Executive Officer
ceo@maranoa.qld.gov.au

Re: 2032 Olympic Legacy for Clay Target Shooting – MRC Support.

Please let me introduce myself. My name is Robert Nugent, and I am the Patron of the Roma Clay Target Club Inc. (RCTCI)

I have held administrative positions at all levels of this sport including seven years as National President of the Australian Clay Target Association (ACTA) and four years as World President of the International Clay Target Shooting Federation, the world governing body for the most popular clay target shooting discipline in Australia, Down the Line (DTL), commonly referred to as Trap shooting.

The Roma club is the second largest DTL facility in Australia, with sixteen DTL Layouts and five Skeet layouts. The club is one of only three venues in Australia with the facilities to host ACTA National DTL championships with the other two being Perth, WA, and the ACTA National Grounds at Wagga Wagga, NSW.

The club has all ancillary facilities required to host events of the largest scale, including extensive sealed and marked carparking areas, numerous amenity blocks, a five hundred square meter dining hall with stage and commercial kitchen. This area incorporates the Queensland Clay Target Association Hall of Fame. Clubhouse with fully licenced bar area and adjoining covered viewing areas of over fifty metres in length.

This facility has fully catered for DTL National Championships with over 600 competitors over 10 days. It also has a council approved 68 site Tourist Park on-site.

What the club does not have is Olympic discipline facilities.

I would like to propose an International standard competition facility to be used by the club, the Zone, the State, for ACTA National level competition and training for the 2032 Olympics.

The Roma club is on freehold land belonging to the club, which has been very successful over 110 years and carries no debt. A full safety template is included within the freehold area with the preferred southerly aspect. The background is free of any features and does

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not require a shot curtain. There are no competition time curfews in place, and no shadow effect on layouts allowing a much longer competition schedule daily.

Queensland only has one venue with facilities to host events endorsed by Shooting Australia, that is Brisbane. Venues interstate of a National standard are now extending to four layouts for the Olympic Disciplines and to continue to host National events this will become the requirement. International events require 5 layouts.

The addition of Olympic facilities at the premier DTL grounds in Queensland would provide an inland training ground for the Queensland Juniors that currently have to travel to coastal clubs to train. It would also bring more and larger events to our region.

The Maranoa Regional Council and Mayor Mrs. Wendy Taylor are great supporters of the club as is The Honourable MS Ann Leahy MP.

Early indications of the required works superimposing the Olympic facilities across our existing layouts are between \$2,250,000 and \$2,500,000.

The construction of this facility would complement existing discipline facilities on site already of a National standard, and widen the availability of Olympic Discipline shooting, in an area with no facilities of this type. A long lasting option that would be a great legacy for our sport in Queensland.

There are no regional OD facilities in Western Queensland and we currently have western regional based highly achieved Olympic Discipline Juniors driving 8 hours one way to practice at coastal clubs.

The club is managed by a small, dedicated group of volunteers with the capabilities and experience to manage a project of this size and nature. We believe this would be an excellent proposal to be funded under the Brisbane 2032 Legacy Strategy. The club seeks Maranoa Regional Councils support in principle and would welcome an opportunity for representatives of the club to discuss this matter at the earliest opportunity.

Yours sincerely,



Robert Nugent.
Patron RCTCI
0428 768 482.
robert@bakearoma.com.au

Proposal for Olympic Discipline Facility Upgrade

Roma Clay Target Club, Queensland

Submitted to: Roma Clay Target Club & Maranoa Regional Council

Date: 3rd June 2025

Prepared by: Green Range Pty Ltd, Craig Mitchell

Executive Summary

Green Range proposes a major facility upgrade to the **Roma Clay Target Club** to establish it as a regional centre of excellence for Olympic shotgun sports in the lead-up to the **Brisbane 2032 Olympic Games**. This project will deliver long-term sporting, economic, and community benefits for Roma and the broader Maranoa region—transforming it into a nationally recognised ISSF training and competition venue.

Green Range is an internationally experienced design-and-construct company specialising in ISSF-compliant shooting range infrastructure and is an **interested delivery partner** for this proposed upgrade.

Project Vision

Transform the Roma Clay Target Club into a state-of-the-art Olympic shotgun sports facility, featuring ISSF-standard Trap, Skeet, and Ball Trap layouts to support:

- Olympic and national-level athlete training
- Major competitions (State Titles, National Championships)
- Junior development and community access to Olympic pathways
- Economic growth through sports tourism

Green Range's Role

As a specialist provider of Olympic-standard range infrastructure, **Green Range** brings a proven record of delivery: Please use this link to see our promotional video for ISSF shotgun ranges that we build.

https://youtu.be/Jd_UVjq0Pjc

Notable Projects:

- **2018 Commonwealth Games** – Design consultation for ISSF Trap, Skeet and Shotstop curtain System.
- **2020 Mildura Clay Target Club** – Complete Design and Construct of ISSF Olympic Trap, Skeet and shotstop curtain Installation and the design and installation of Custom Easy lift Hydraulic Ball trap / DTL layout.
- **2022 Sydney International Shooting Centre (SISC)** – Replacement and upgrade of 3 x ISSF layouts & environmental remediation of the facility.
- **2024–Current Redcliffe CTC** – Universal Trench upgrade & shotstop installation
- *Further references available on request*

Green Range will deliver the full **design and construction** of the proposed upgrade, including siteworks, layout construction, trap and skeet systems, and all ISSF-compliant infrastructure.

Proposed Facility Upgrades, included but not limited to. Subject to further consultation;

- **Please note all the following information is based on our expertise in the design and construction of ISSF accredited shooting ranges. Until we all sit down together and discuss the final scope and design the following is just our proposed ideas and pricing.**
 1. **ISSF Olympic Trap Layouts**
 - 4 x New Olympic Trap layouts, either tilt panel or concrete block design.
 - Electric auto front doors to layouts
 - Sealed steel entrance doors leading to full size access stair case into bunker
 - all light and electrical power supplied to layouts with a run in of power from up to 25m.
 - 60 x Olympic trap machines with sequencers, monitors, running gear, and mounting systems
 - All new concrete works, apron, shooting pads and walkways all compliant to disabled access.



2. **ISSF Skeet Layouts**

- 3 x Upgraded Skeet layouts, utilising existing layouts we will upgrade and modify to be compliant.
- 8 x New ISSF Skeet machines with towers and automation infrastructure as required.
- All new concrete works with disabled access.

3. **Ball Trap Upgrades - required as we need to modify existing DTL layouts**

- Conversion of 4 x existing DTL layouts to hydraulic-lift Ball Trap layouts (Green Range proprietary design) this is required as the DTL boxes need to be lowered out of the way so Olympic trap can be utilised.
- Currently there is no ground in Australia with 4 Ball traps, and with the recent announcement by the Australian Clay Target Association to reinstate the National Ball Trap championships from 2026 the Roma Clay Target Club would be the number one pick in Australia to obtain the Ball Trap State and National Championships moving forward. Roma is already a nominated National Ground and this upgrade would secure more events at this level.



4. **Infrastructure Works**

- Installation of new concrete shooting pads
- Site levelling, shaping, and landscaping for usability and compliance...

Expanding Opportunities for Regional & Remote Australians

This upgrade will directly serve **regional and remote Queensland athletes**, many of whom currently face **geographical exclusion** from Olympic-level sport due to distance and lack of access.

- **Roma is over 6 hours from Brisbane**—the nearest ISSF-standard facility—making it **impossible for regional shooters to access daily or weekly training** required to compete at Olympic standards.
- This project **eliminates the barrier of distance**, enabling consistent training access in western and southern Queensland, and giving regional athletes a **realistic pathway to Olympic qualification**.
- It also opens new career pathways in coaching, officiating, sports management, and tourism-related services.

This isn't just a range upgrade—it's about **equity, opportunity, and inclusion** for rural Australians.

Tourism & Economic Benefits

With **1,000+ attendees per event** (competitors, coaches, officials, spectators), the economic impact of each event increases dramatically:

Spending Category
Estimated Spend per Person
Total (1,000 Attendees)
Accommodation (3 nights)
\$150/night = \$450
\$450,000
Food & Beverage (3 days)
\$60/day = \$180
\$180,000
Fuel & Transport
\$100
\$100,000
Local Retail & Leisure
\$75
\$75,000
Total Estimated per Event
\$805,000

Annual Economic Potential:

With 2–3 major competitions and multiple training camps per year:
\$1.6M–\$2.5M in direct tourism and hospitality revenue annually

Additional income streams:

- Club membership growth
- Coaching clinics and junior programs
- Hosting rights for state and national championships
- Long-term increase in local jobs and services

Community & Social Outcomes

- **Youth Development:** Local access to Olympic pathways builds aspiration and participation among rural youth
- **Economic Diversification:** Reduced reliance on traditional industries by growing Roma's sports, tourism, and events sector
- **Event Hosting:** Establishes Roma as a destination for high-profile shooting sports events
- **Community Pride & Activity:** Increased volunteer opportunities and local engagement
- **Long-Term Sustainability:** Strengthens Roma CTC's operations through increased use and funding opportunities

Strategic Alignment

- Supports **Brisbane 2032 Olympic Legacy goals** of regional inclusion and grassroots development
- Aligns with the **Qld Active Industry Strategy** to increase regional sport infrastructure
- Provides an urgently needed facility to close the accessibility gap between metro and regional shooters

Next Steps

We propose the following actions to progress the project:

1. Roma Clay Target Club and Maranoa Regional Council provide a letter of support
2. Green Range provides full design documentation and estimated budget
3. Joint approach to secure QLD and Federal sports infrastructure funding
4. Community consultation and promotional engagement

Conclusion

The Roma facility upgrade is a visionary, high-impact project with deep community roots. It delivers equal opportunity for regional Australians, drives economic growth, and leaves a lasting Olympic legacy. With Green Range's proven capability and commitment to excellence, we are ready to partner with the Roma community to bring this bold and meaningful project to life.

Prepared by:

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Strategic Justification for ISSF Facility Development in Roma

The Strategic Opportunity for Roma

Objective:

To establish the Roma Clay Target Club as a premier regional ISSF-standard Olympic training and development facility, capitalising on regional infrastructure and sport funding opportunities leading up to the 2032 Brisbane Olympic Games.

Why Focus on Training – Not Hosting

Key Message:

While hosting Olympic events may seem aspirational, it poses major logistical challenges and risks delaying the project due to overreaching expectations and limited feasibility.

Instead, focusing on becoming a recognised Olympic training facility provides tangible, achievable benefits:

- Faster access to state and federal regional funding
- Greater alignment with 2023–2032 QLD Government infrastructure legacy goals
- Practical, long-term utility for athletes, clubs, and community
- Avoidance of political and logistical complexity tied to Olympic event hosting



Penny Smith – Aus. Olympic Bronze Medal 2024 Paris. lived and trained in a Regional town leading up to her Olympic medal success.

Government Funding Pathways

1. Queensland Academy of Sport (QAS)

- QAS is decentralising its performance hubs across Queensland.
- Roma's upgraded facility could serve as a satellite high-performance venue for Olympic Trap and Skeet athletes.
- Access to coaching programs, athlete support, and funding streams.

2. Queensland Regional Sport Facility Fund

- Aimed at improving local facilities for long-term community and elite sport use.
- Supports venues that can be tied to Brisbane 2032 legacy projects.

3. Sport Australia & AIS Infrastructure Grants

- Funding is prioritised for facilities that develop future Olympians and support decentralisation from capital cities.



How Roma fits within the broader network of QLD's decentralised Olympic infrastructure.

Strategic Partners and Support

- Shooting Australia: Advocates for new training hubs and upgraded ISSF venues.
- Tourism and Events Queensland: Potential collaboration for event promotion and tourism benefits.
- Maranoa Regional Council: As co-partners, the project can enhance Roma's profile and drive visitor traffic.

Long-Term Community Legacy

Upgraded ISSF-standard facility will be used for:

- National and state competitions
- School and youth shooting development
- Veteran and community training programs
- Hosting of regional sport tourism events

Position Roma as a key destination for elite and grassroots shooting sport development.



Pics: Shooting Australia National Pathway Squads program skeet and trap.

Local and regional athletes training in purpose-built Olympic-standard venues.

Key Advantages of This Strategy

Focus Area	Benefits to Roma
Training Facility	Immediate access to funding & development
Olympic Hosting	High risk, long timeframes, complex scope
QAS Involvement	Credibility, funding, athlete support
Regional Status	Builds economic and sport legacy

Next Steps

We recommend the following actions:

1. Formal endorsement of the vision to pursue a regional Olympic training facility, not Olympic event hosting.
2. Initiate contact with QAS, Shooting Australia, and Sport and Recreation QLD to confirm partnership interest.
3. Begin preparation of funding applications under current federal and state regional sport infrastructure grants.



Draft layout of proposed Roma Olympic Trap and Skeet Facility.

Prepared by:

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OFFICER REPORT

Meeting: Ordinary 27 November 2025

Date: 14 November 2025

Item Number: 15.3

File Number: D25/117425

SUBJECT HEADING: Tourism and Community Development - 2025/26 planning projects' framework and process

Classification: Open Access

Officer's Title: Manager - Tourism & Community Development

Executive Summary:

With several important planning projects tasked to the Department of Tourism and Community Development in the 2025/26 financial year, the author seeks Council's endorsement of the intended planning framework and processes to be undertaken in developing these strategies/plans.

Officer's Recommendation:

That Council endorse the proposed planning frameworks and processes outlined for the development of:

1. Updated community and local plans
2. Regional tourism strategy
3. Regional arts and culture strategy
4. Regional sports and recreation strategy

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

With several important planning projects tasked to the Department of Tourism and Community Development in the 2025/26 year, the author seeks Council's endorsement of the intended planning framework and processes to be undertaken in developing these strategies/plans.

Background (*Including any previous Council decisions*):

As part of Council's 2025/26 Operational Plan and special projects, the Department of Tourism and Community Development is charged with the development of several organisational and community plans:

- Update the community and local area plans.
- Develop a regional tourism strategy.
- Development of a regional arts and culture strategy
- Development of a regional sport and recreation strategy

This topic was the subject of a Councillor briefing on 13 November 2025. This report aims to confirm the intended processes and framework proposed to be used in this process as outlined at briefing meeting.

The proposed strategies and plans' frameworks and processes are attached, which were outlined in the Councilor briefing of 13 November 2025.

Options Considered:

The following matters were discussed at the briefing session of 13 November 2025 and consensus reached:

- Meaningful key stakeholder engagement is to be at the core of the development of all strategies/plans and is to be led by the appropriate Council portfolio chairs wherever possible.
- Engagement/communications plans to be developed for all planning initiatives.
- Due consideration must be given to not over-engaging key stakeholders and community.
- Due consideration must be given to the integration of engagement processes associated with the development of Council's new corporate plan.
- Due consideration must be given to the integration of these processes into the development of Council's 2026/27 budget.
- All strategies and community plan to be presented on one page (A3).
- All strategies and community plans must have associated action plans developed.
- Existing planning to be reviewed and used where appropriate.
- A considerable amount of effort in the development of the plans could be sourced internally.
- Total existing budgets across all the planning processes are considered limited and may need reviewing later.
- Time spans:
 - Strategies – 10 years
 - Community/local plans – 5 years
- Completion timing – all expected mid to late quarter four 2025/26.

Recommendation:

As above

Risks:

Risk	Description of likelihood & consequences
NA	NA

Policy and Legislative Compliance:

NA

Budget / Funding *(Current and future):*

Tourism strategy - \$25,000
Regional arts and culture strategy - \$21,000
Sport and Recreation Strategy - \$0
Community and local plans - \$0

Timelines / Deadlines:

All planning projects are expected to be completed before 30 June 2026.

Consultation *(Internal / External):*

- Meaningful key stakeholder engagement is to be at the core of the development of all strategies/plans and is to be led by the appropriate Council portfolio chairs wherever possible.
- Engagement/communications plans to be developed for all planning initiatives.
- Due consideration must be given to not over-engaging key stakeholders and community.
- Due consideration must be given to the integration of engagement processes associated with the development of Council's new corporate plan.

Strategic Asset Management Implications:

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

NA

Acronyms:

Acronym	Description
Nil	

Addition to Operational or Corporate Plan:

Plan Description	Yes / No
Operational	No
Corporate	No

Link to Corporate Plan:

Corporate Plan 2023-2028

Strategic Priority 4: Growing our region

4.11 Support development of our local communities through planning, programs and events

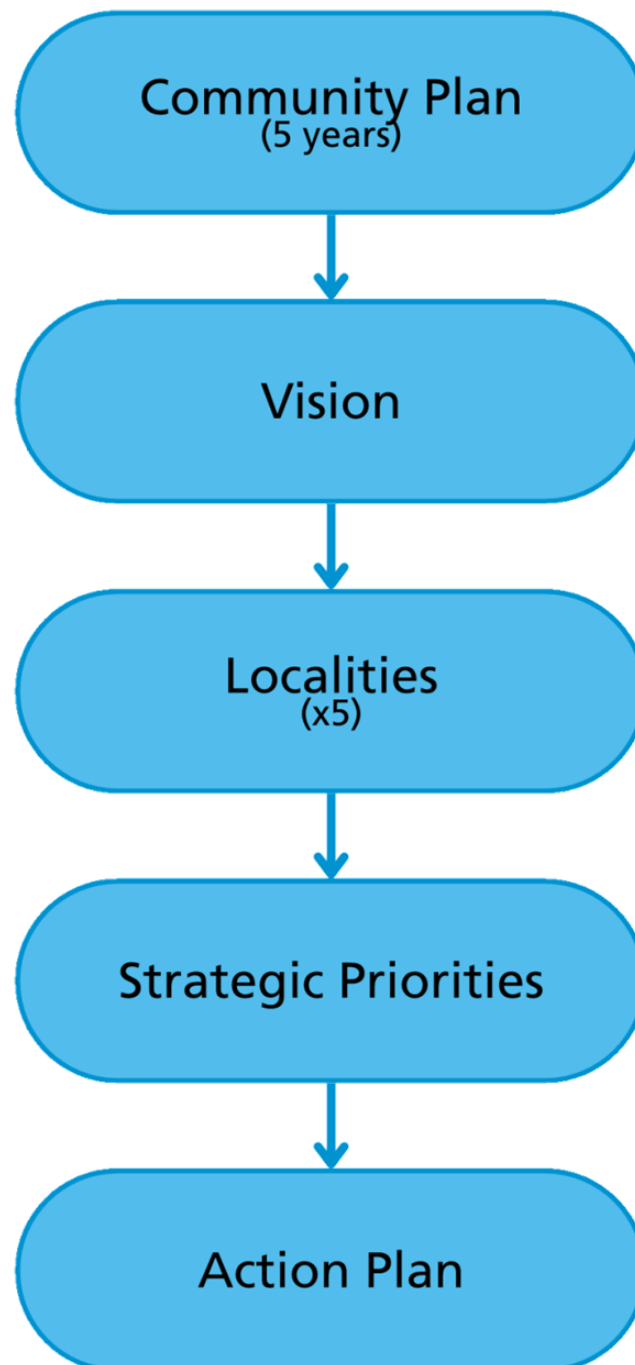
Supporting Documentation:

1	Community plan framework	D25/118147
2	Strategies framework	D25/118148
3	Strategy - community plan process	D25/118158

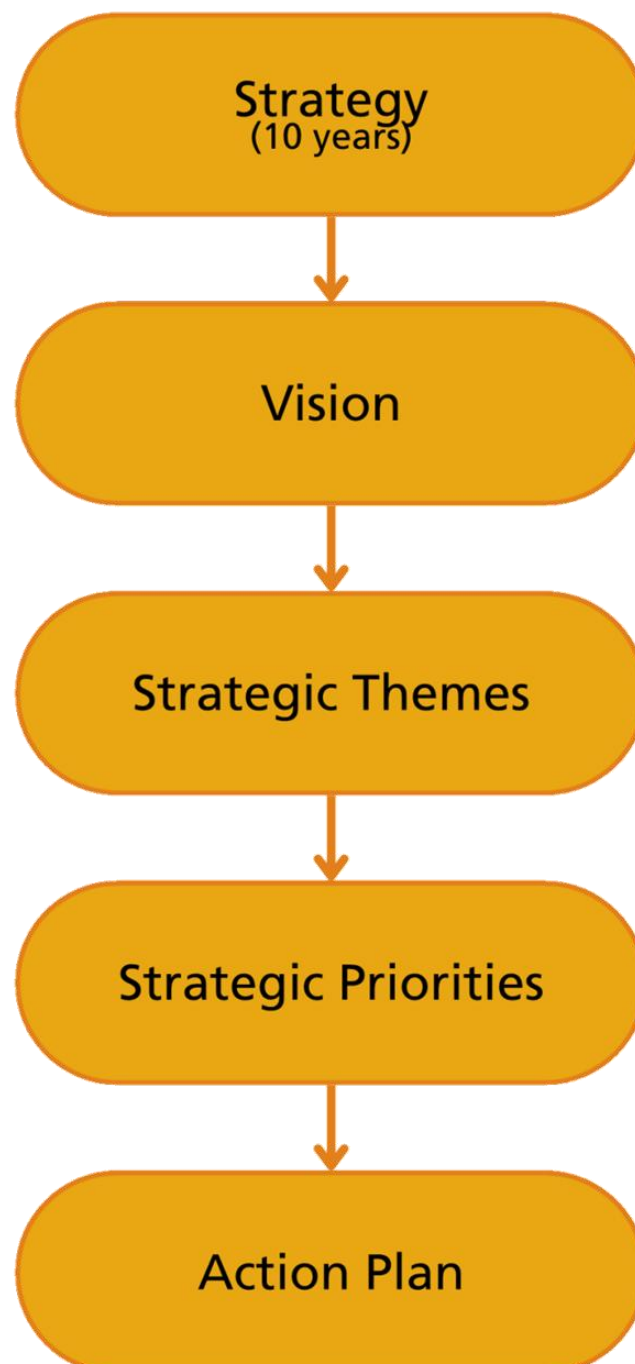
Report authorised by:

Director - Regional Development, Environment & Planning

Community Plan Framework



Strategy Framework



Strategy/Community Plan Process

