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# LATE ITEMS AGENDA

## Ordinary Meeting

**Thursday 27 November 2025**

Roma Administration Centre

### NOTICE OF MEETING

Date: 25 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**

## TABLE OF CONTENTS

Item No	Subject	
<b>L.</b>	<b>Late Items</b>	
<b>L.1</b>	<b>Monthly Financial Report as at 31 October 2025 .....</b>	<b>3</b>
	Prepared by: Chief Financial Officer	
	Director - Corporate Services	
	Management Accountant	
	Attachment 1: Monthly Financial Report - FY26 October .....	7
	Attachment 2: Projects as at 31 October 2025 .....	38
<b>L.2</b>	<b>Investment Prospectus .....</b>	<b>50</b>
	Prepared by: Manager - Regional Economic & Community Development	
	Attachment 1: Updated version from AEC with one option for the front cover .....	56
	Attachment 2: J002937_Maranoa_InvestmentProspectus_Cover Alternative Option .....	72
<b>L.3</b>	<b>Pool Safety Program .....</b>	<b>73</b>
	Prepared by: Coordinator - Building & Planning	
<b>LC.</b>	<b>Late Confidential Items</b>	
<b>LC.1</b>	<b>Simultaneous Road Closure and Opening - River Road</b>	
	<b>Classification:</b> 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.	
<b>LC.2</b>	<b>Application for surrender and reissue of Permit to Occupy - Lot A on Crown Plan AP14879</b>	
	<b>Classification:</b> 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.	
<b>LC.3</b>	<b>IOR Proposal</b>	
	<b>Classification:</b> Closed Access	
	Local Government Regulation 2012 Section 254J(3)(g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.	
<b>LC.4</b>	<b>2025/26 Capital Works Budget Amendment - Warroo Sporting Complex - Roof over Newer Amenities Project</b>	
	<b>Classification:</b> Closed Access	
	Local Government Regulation 2012 Section 254J(3)(c) the local government's budget.	

**LC.5 Roma Cultural Centre Airconditioning Replacement and Upgrade Project**

**Classification:** Closed Access

Local Government Regulation 2012 Section 254J(3)(g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

## **OFFICER REPORT**

**Meeting:** Ordinary 27 November 2025

**Date:** 17 November 2025

**Item Number:** L.1

**File Number:** D25/117714

**SUBJECT HEADING:** Monthly Financial Report as at 31 October 2025

**Classification:** Open Access

**Officer's Title:** Chief Financial Officer

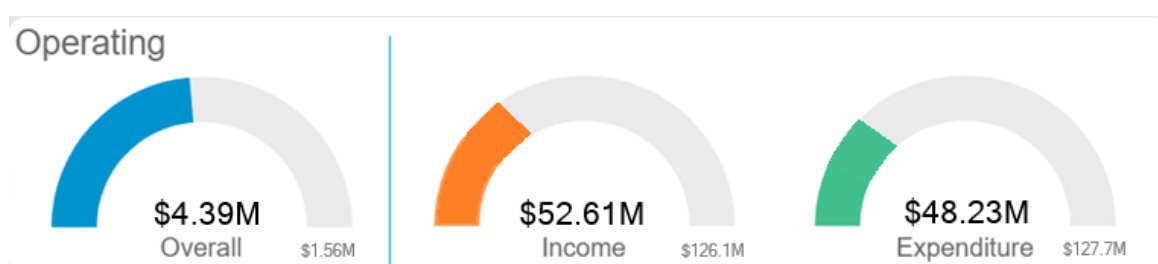
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### **Purpose:**

The purpose of this report is to present the monthly financial report to Council in accordance with section 204 of the *Local Government Regulation 2012* for the period ended 31 October 2025.

### **Executive Summary:**

Council's **operating result** for October 2025 year-to-date is a surplus of \$4.39M.



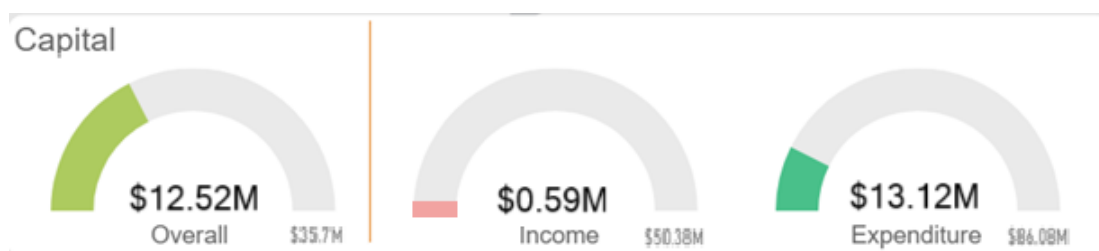
Comparing YTD Actuals surplus of \$4.39M to YTD Budget surplus of \$1.46M, the variance is a surplus of \$5.84M.

### **Notable variances are:**

- Sales Revenue: Saleyards income is over budget by \$1.2M due to strong throughput sales.
- Grants, subsidies income: early recognition of QRA flood damage subsidy received \$2.2M.
- Employee costs: actual oncosts (estimated leave taken) is behind budget by \$1.2M and is expected to align with budget after Christmas shutdown.

**Capital Projects** budgeted expenditure consumed is 14.8%





Financial Risks or issues, across operating and capital, requiring Council's awareness are:

- No significant issues at this time

Our **strategic outlook** is favourable. We are currently on track to achieve budget.

Detailed financial statements are included within the attached report.

**Officer's Recommendation:**

That Council note the Monthly Financial Report for the period ended 31 October 2025.

**Individuals or Organisations to which the report applies:**

Maranoa Regional Council

**Acronyms:**

Acronym	Description
EOFY	End of Financial Year
FAGs	Financial Assistance Grants
FY	Financial Year
YTD	Year To Date

**Context:**

To present the monthly financial report for the period ended 31 October 2025, in accordance with section 204 of the *Local Government Regulation 2012*.

**Background:**

This report presents the consolidated statement of income and expenditure for operating and capital budgets versus actuals for the period ended 31 October 2025.

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

*Local Government Regulation 2012*

## 204 Financial Report

- (1) *The local government must prepare a financial report.*
- (2) *The chief executive officer must present the financial report -*  
(a) *If the local government meets less frequently than monthly - at each meeting of the local government; or*  
(b) *Otherwise - at a meeting of the local government once a month.*
- (3) *The financial report must state the progress that has been made in relation to the local government's budget for the period of the financial year up to a day as near as practicable to the end of the month before the meeting is held.*

### Council Policies or Asset Management Plans:

N/A

### Input into the Report & Recommendation:

Lead Rates and Utility Billing Officer / System Administrator  
Lead Accounts Processing Officer  
Project Mangers  
General Manager - Saleyards  
Manager Airports (Roma) & Regional Compliance  
Coordinator - Materials Production (Roma Quarry)  
Local Area Directors

### Funding Bodies:

Projects with external funding are required to be delivered in accordance with funding agreements.

### This Financial Year's Budget:

The purpose of this report is to present financial information on the progress that has been made in relation to Council's budget for the period ended 31 October 2025.

### Future Years' Budgets:

This report is for information purposes.

### Impact on Other Individuals or Interested Parties:

*Is there anyone who is likely to be particularly interested in or impacted by the decision, or affected by the recommendation if adopted? What would be their key interests or concerns?*

(Interested Parties Analysis - IS9001:2015)

Interested Parties – Maranoa residents, Department of State Development, Infrastructure, Local Government & Planning, Queensland Audit Office, Queensland Treasury Corporation.

### Risks:

Risk	Description of likelihood & consequences
<b>Compliance with Local Government Regulation 2012</b>	The presentation of the financial report is in accordance with the Regulation.

**Advice to Council:**

The presentation of monthly financial statements is a legislative requirement.

**Recommendation:**

That the preliminary monthly financial report for the period ended 31 October 2025 be noted by Council.

**Link to Corporate Plan:**

Corporate Plan 2023-2028

Corporate Plan Pillar 4: Accountability

4.5 Good governance framework

**Supporting Documentation:**

1 [↓](#) Monthly Financial Report - FY26 October

D25/120217

2 [↓](#) Projects as at 31 October 2025

D25/120216

**Report authorised by:**

Director - Corporate Services



Maranoa Regional Council  
Monthly Financial  
Report

OCTOBER 2025





## Contents

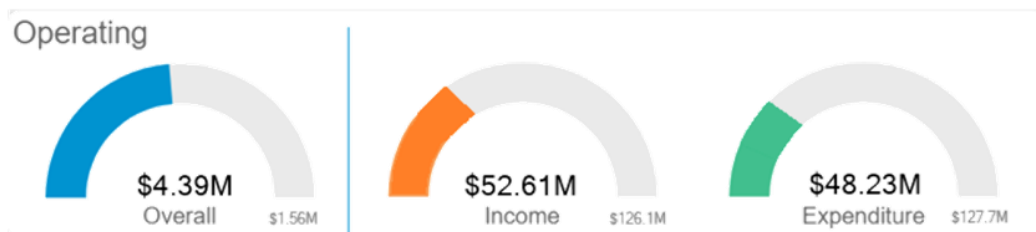
Executive Summary.....	3
Statement of Comprehensive Income.....	4
Statement of Financial Position .....	6
Statement of Cash Flows.....	7
Capital Budget.....	9
QRA Flood Events.....	10
Business Units Performance .....	11
Aged Debtors .....	26
Procurement.....	29
Glossary .....	30





## Executive Summary

Council's **operating result** for October 2025 year-to-date is a surplus of \$4.39M.

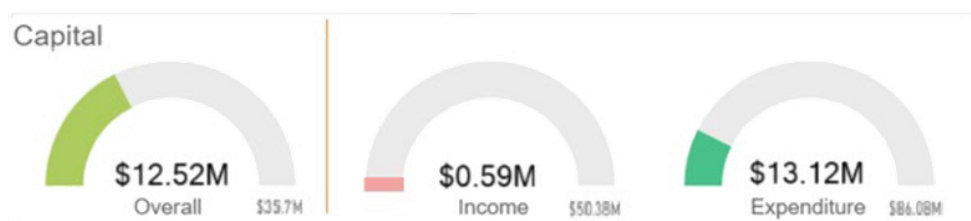


Comparing YTD Actual surplus of \$4.39M to YTD Budget deficit of \$1.46M, the variance is \$5.84M.

**Notable variances are:**

- Sales Revenue: Saleyards income is over budget by \$1.2M due to strong throughput sales.
- Grants, subsidies income: early recognition of QRA flood damage subsidy received \$2.2M.
- Employee costs: actual oncosts (estimated leave taken) is behind budget by \$1.2M and is expected to align with budget after Christmas shutdown.

Council's **Capital Projects** expenditure budget consumed is 14.8%.



**Financial Risks or issues**, across operating or capital, requiring Council's awareness are:

- No significant issues at this time

Our **strategic outlook** is favourable. We are currently on track to achieve budget.



## Statement of Comprehensive Income

	YTD Actual Oct-24 \$'000	Annual Budget 2025/26 \$'000	YTD Budget Oct-25 \$'000	YTD Actual Oct-25 \$'000	YTD Actual vs YTD Budget Oct-25 \$'000	YTD Actual as a % of YTD Budget Oct-25 Target 100%
<b>Income</b>						
<b>Revenue</b>						
<b>Operating revenue</b>						
Rates, levies & charges	25,211	55,608	27,802	27,780	(21)	100%
Fees and charges	1,632	4,861	1,639	1,836	197	112%
Rental income	242	732	225	241	16	107%
Interest received	1,899	5,197	1,732	1,789	56	103%
<i>Note 1</i> Sales revenue	6,867	20,541	7,257	8,663	1,406	119%
Other revenue	172	1,557	364	321	(42)	88%
Grants, subsidies, contributions - FA grant	0	16,099	2,098	2,098	0	100%
<i>Note 2</i> Grants, subsidies, contributions - other	16,295	21,509	7,671	9,885	2,214	129%
<b>Total operating revenue</b>	<b>52,318</b>	<b>126,104</b>	<b>48,787</b>	<b>52,612</b>	<b>3,825</b>	<b>108%</b>
<b>Capital revenue</b>						
Grants, subsidies, contributions, donations	5,383	50,383	450	593	143	132%
<b>Total revenue</b>	<b>5,383</b>	<b>50,383</b>	<b>450</b>	<b>593</b>	<b>143</b>	<b>132%</b>
<b>Capital income</b>						
Capital Income	83	0	0	0	0	
<b>Total income</b>	<b>57,784</b>	<b>176,397</b>	<b>49,237</b>	<b>53,205</b>	<b>3,967</b>	<b>108%</b>
<b>Expenses</b>						
<b>Operating expenses</b>						
<i>Note 3</i> Employee and councillor costs	11,109	35,390	12,629	11,435	(1,194)	91%
Materials and services	29,779	63,794	28,452	27,728	(724)	97%
Finance costs	207	1,939	316	331	15	105%
Depreciation and amortisation	3,035	26,542	8,847	8,732	(115)	99%
<b>Total operating expenses</b>	<b>44,130</b>	<b>127,665</b>	<b>50,245</b>	<b>48,227</b>	<b>(2,018)</b>	<b>96%</b>
<b>Capital expenses</b>						
Capital expenses	0	10,000	0	0	0	
<b>Total expenses</b>	<b>44,130</b>	<b>127,665</b>	<b>50,245</b>	<b>48,227</b>	<b>(2,018)</b>	<b>96%</b>
<b>Total comprehensive income for the year</b>	<b>13,654</b>	<b>13,654</b>	<b>48,732</b>	<b>(1,008)</b>	<b>4,978</b>	<b>5,986</b>
<b>Operating result</b>						
Operating revenue	52,318	126,104	48,787	52,612	3,825	108%
Operating expenses	44,130	127,665	50,245	48,227	(2,018)	96%
<b>Operating result</b>	<b>8,188</b>	<b>(1,561)</b>	<b>(1,458)</b>	<b>4,385</b>	<b>5,843</b>	<b>(301%)</b>

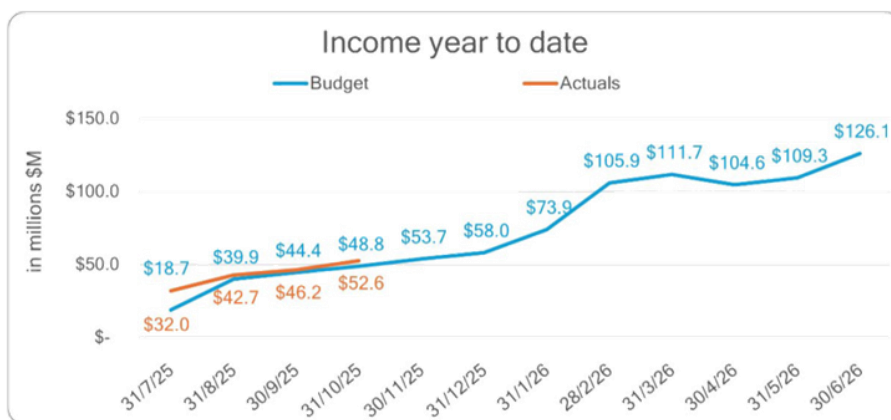
*Note 1:* Sales revenue is over budget due to Saleyards strong throughput sales of \$1.2M; and Quarry sales up by \$160k.

*Note 2:* Grants, subsidies, contributions is ahead of budget due to QRA flood damage works revenue recognised early.

*Note 3:* Employee costs is behind budget due to lower operational costs recorded in O&M Surat \$315k; O&M Wallumbilla \$127k; O&M Injune \$162k potentially due to higher capital works or flood damage works being undertaken; also lower oncosts consumed \$675k across council, which is expected to normalize after Christmas shutdown leave is taken.

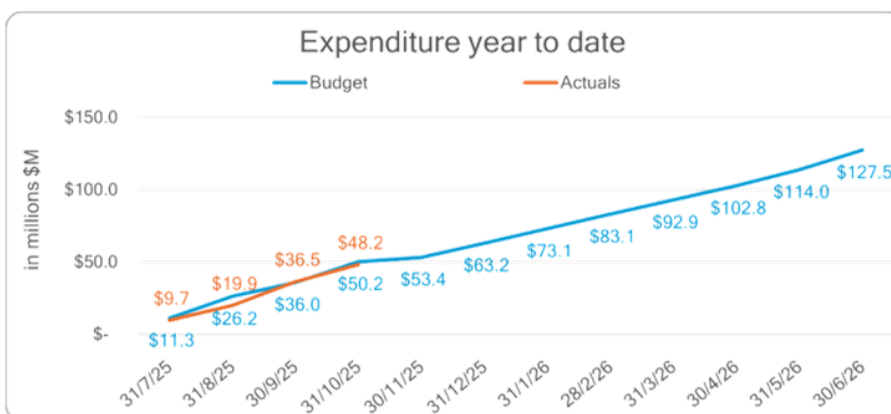


## Operating revenue



**Commentary:** Operating revenue YTD is \$52.6M, compared to Budget YTD of \$48.8M, is over budget by \$3.8M. **Notable variances** include higher Saleyards revenue and early recognition of the QRA flood damage subsidy.

## Operating expenses



**Commentary:** Operating expenses YTD is \$48.2M, compared to Budget YTD of \$50.2M, is generally aligned with budget. **Notable variances** Higher Saleyards costs due to strong throughput sales.

## Operating result

The net operating result of the Council's operation for YTD October 2025 is a surplus of \$4.38M.





## Statement of Financial Position

	YTD Actual Oct-24 \$'000	Annual Budget 2025/26 \$'000	YTD Actual Oct-25 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	105,531	62,126	123,055
Contract assets	3,009	0	2,829
Inventories	2,587	2,523	2,494
Non-current assets held for sale	2,249	0	2,249
Receivables	11,649	10,275	6,553
Other assets	0	679	0
<b>Total current assets</b>	<b>125,025</b>	<b>75,603</b>	<b>137,180</b>
<b>Non-current assets</b>			
Property, Plant and equipment	1,067,099	1,146,979	1,121,647
<b>Total non-current assets</b>	<b>1,067,099</b>	<b>1,146,979</b>	<b>1,121,647</b>
<b>Total assets</b>	<b>1,192,124</b>	<b>1,222,582</b>	<b>1,258,827</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Borrowings	1,137	1,545	1,519
Contract Liabilities	24,776	0	20,212
Other liabilities	487	497	508
Payables	12,662	7,187	13,678
Provisions	7,761	2,152	3,906
<b>Total current liabilities</b>	<b>46,824</b>	<b>11,381</b>	<b>39,823</b>
<b>Non-current liabilities</b>			
Non-current Borrowings	12,170	16,889	18,088
Non-current Contract Liabilities	0	0	7,999
Non-current Other liabilities	1,037	529	529
Non-current Provisions	47,838	51,860	54,089
<b>Total non-current liabilities</b>	<b>61,044</b>	<b>69,278</b>	<b>80,705</b>
<b>Total liabilities</b>	<b>107,868</b>	<b>80,659</b>	<b>120,527</b>
<b>Net community assets</b>	<b>1,084,256</b>	<b>1,141,923</b>	<b>1,138,300</b>
<b>Community equity</b>			
Asset revaluation reserve	478,615	502,606	513,643
Retained surplus	605,641	639,317	624,657
<b>Total community equity</b>	<b>1,084,256</b>	<b>1,141,923</b>	<b>1,138,300</b>



## Statement of Cash Flows

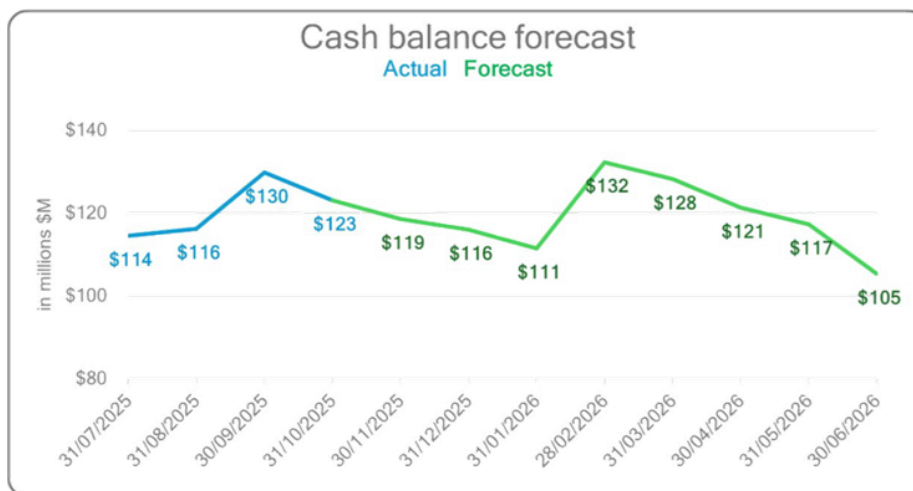
	YTD Actual Oct-24 \$'000	Annual Budget 2025/26 \$'000	YTD Budget Oct 25 \$'000	YTD Actual Oct 25 \$'000
<b>Cash flows from operating activities</b>				
Receipts from customers	32,944	85,070	37,523	41,703
Payments to suppliers and employees	(47,779)	(87,493)	(30,193)	(31,351)
Receipts for QRA flood events	34,706	20,110	6,703	19,973
Payments for QRA flood events	(2,697)	(20,110)	(6,703)	(8,207)
Payments for land held as inventory	0	2,249	2,249	0
Interest received	2,345	5,197	1,299	1,602
Rental income	197	724	241	238
Receipts from Operating Grants - other	1,284	1,621	8,747	214
Receipts from Operating Grants - FA grant	14,244	16,099	2,098	2,098
Borrowing costs	291	(731)	(183)	(168)
Other cash flows from operating activities	0	0	0	0
<b>Net cash inflow from operating activities</b>	<b>35,535</b>	<b>22,737</b>	<b>21,781</b>	<b>26,101</b>
<b>Cash flows from investing activities</b>				
Payments for property, plant and equipment	(13,811)	(107,742)	(33,346)	(23,369)
Proceeds from sale of property, plant and equipment	228	553	0	372
Capital Grants, subsidies, contributions	2,246	83,732	20,933	5,862
Other cash flows from investing activities	0	(9,995)	0	0
<b>Net cash inflow from investing activities</b>	<b>(11,337)</b>	<b>(33,452)</b>	<b>(12,413)</b>	<b>(17,135)</b>
<b>Cash flows from financing activities</b>				
Proceeds from borrowings	0	0	0	0
Repayment of borrowings	(666)	(1,492)	(373)	(373)
<b>Net cash inflow from financing activities</b>	<b>23,531</b>	<b>(1,492)</b>	<b>(373)</b>	<b>(373)</b>
<b>Total cash flows</b>				
<b>Net increase in cash and cash equivalent held</b>	<b>81,999</b>	<b>(12,207)</b>	<b>8,995</b>	<b>8,593</b>
<b>Opening cash and cash equivalents</b>	<b>105,530</b>	<b>74,333</b>	<b>74,333</b>	<b>114,462</b>
<b>Closing cash and cash equivalents</b>	<b>105,530</b>	<b>62,126</b>	<b>83,328</b>	<b>123,055</b>



## Cash Balance

Council's **cash balance** at the end of this month is \$123.1M

Council's **cash balance forecast** is:



## Restricted Cash

Council's **externally restricted** cash balance is \$30.3M

Council's **internally restricted** cash balance is \$33.7M

Council's **unrestricted cash** balance is \$59.1M

## Investment & Borrowings

The investment interest earned this YTD is \$1.66M

Investments	
	Current Balance
<b>Fixed Interest Security</b>	
At Call Deposit (1)	\$95,838,088
Term Deposits (25)	\$25,900,000
<b>Total</b>	<b>\$121,738,088</b>



## Capital Works Statement of Expenditure

	2025/26 Budget \$'000	Oct-25 YTD Budget \$'000	Oct-25 YTD Actual \$'000	Oct-25 Commitments \$'000
<b>Property</b>				
Land improvements	3,678	162	744	477
<b>Total land</b>	3,678	162	744	477
Buildings	28,817	1,132	3,408	26,515
<b>Total buildings</b>	28,817	1,132	3,408	26,515
<b>Total property</b>	32,495	1,294	4,152	26,991
<b>Plant and equipment</b>				
Plant, machinery and equipment	6,648	0	1,659	728
Audio visual, Computers and	383	136	206	1
<b>Total plant and equipment</b>	7,031	136	1,865	729
<b>Infrastructure</b>				
Roads, drainage & bridges	40,124	1,434	6,153	9,602
Water	2,331	101	247	240
Sewer	395	45	159	92
Gas	35	3	3	0
Airports & Aerodromes	2,414	29	28	15
Other infrastructure	3,582	192	510	43
<b>Total infrastructure</b>	48,882	1,804	7,100	9,992
<b>Total capital works expenditure</b>	<b>88,408</b>	<b>3,234</b>	<b>13,117</b>	<b>37,713</b>

### Commentary:

Capital Project expenditure YTD is \$13.1M, compared to Annual Budget of \$88.4M

This is a capital expenditure spend rate (or project burn rate) of 14.8%

**Notable variations** between YTD budget and YTD actuals include \$1.7M in heavy plant purchases occurring in an earlier month than budgeted; \$4.68M in Rural Roads capital works occurring earlier than budgeted; and carryover projects (for example Bollon Road extension project of \$3.6M) progressing into this year, with the budget yet to be carried over, at the first quarterly budget review.

Whilst a YTD budget is reported here for the first time, improvements are planned for future reports. A continuous improvement goal of maturing the budget phasing for our Project Works will continue. This will ensure that we are further advancing the alignment of YTD Budget and YTD Actuals in future reports.

For detailed information on specific projects, please refer to the **Projects as at 31<sup>st</sup> October 2025 report** which is attached. Note that some projects are continuing from last financial year and are yet to have their budgets carried forward into the 2025/2026 financial year; this is planned to occur as part of the quarter one budget review. So, for carryover projects continuing from last year, you will see YTD expenditure with no YTD budget.



## QRA Flood Events

This report provides an update on the Maranoa Regional Council Disaster Recovery program for the significant 2024 weather events, Tropical Cyclone Kirrily and associated rainfall and flooding (January/February 2024) and Western Queensland Rainfall and Flooding (March/April 2024). In addition the recent 2025 weather events for Southwest Queensland Flooding and Rainfall (November/December 2024) and Western Queensland Surface Trough and Associated Rainfall and Flooding (March 2025) are now included.

Flood Recovery				
	Submitted	Approved	Budget	YTD Actual
	Sep-25 \$'000	Sep-25 \$'000	2025/26 \$'000	Sep-25 \$'000
<b>Income</b>				
<b>Operating revenue</b>				
Grants, subsidies, contributions			20,110	6,447
<b>Total operating revenue</b>			<b>20,110</b>	<b>6,447</b>
<b>Expenses</b>				
<b>Operating expenses</b>				
Employee costs			4,035	1,412
Materials and services			14,125	7,420
Internal plant hire			1,950	982
<b>Total operating expenses</b>			<b>20,110</b>	<b>9,814</b>
<b>Operating result</b>			<b>0</b>	<b>(3,367)</b>

This report is being developed (Submitted and Approved information to come soon).



## Business Units Performance

### Airports

	Annual Budget	YTD Budget	YTD Actual	YTD Actual vs YTD Budget	YTD Actual as a % of YTD Budget
	2025/26 \$'000	Oct-25 \$'000	Oct-25 \$'000	Oct-25 \$'000	Oct-25 Target 100%
<b>Total Airports</b>					
<b>Operating revenue</b>					
Fees and charges - commercial	2,552	866	840	(27)	97%
Other revenue	53	10	0	(9)	2%
<b>Total operating revenue</b>	<b>2,605</b>	<b>876</b>	<b>840</b>	<b>(36)</b>	<b>96%</b>
<b>Operating expenses</b>					
Employee costs	620	215	180	(34)	84%
Finance costs	63	21	21	0	100%
Materials and services	871	295	266	(28)	90%
Internal corporate overhead	242	81	81	0	100%
Depreciation	845	282	281	0	100%
<b>Total operating expenses</b>	<b>2,641</b>	<b>893</b>	<b>830</b>	<b>(63)</b>	<b>93%</b>
<b>Total Airports Operating result</b>	<b>(36)</b>	<b>(17)</b>	<b>10</b>	<b>27</b>	<b>(59%)</b>
<b>Roma Airport</b>					
<b>Operating revenue</b>					
Fees and charges - commercial	2,536	861	830	(34)	96%
Other revenue	53	10	0	(9)	2%
<b>Total operating revenue</b>	<b>2,589</b>	<b>663</b>	<b>633</b>	<b>(30)</b>	<b>95%</b>
<b>Operating expenses</b>					
Employee costs	585	203	166	(36)	82%
Finance costs	63	21	21	0	100%
Materials and services	780	267	242	(25)	91%
Internal corporate overhead	242	81	81	0	100%
Depreciation	608	203	198	(5)	98%
<b>Total operating expenses</b>	<b>2,279</b>	<b>774</b>	<b>708</b>	<b>(66)</b>	<b>91%</b>
<b>Roma Airport Operating result</b>	<b>310</b>	<b>97</b>	<b>122</b>	<b>25</b>	<b>126%</b>
<b>Regional Airports</b>					
<b>Operating revenue</b>					
Fees and charges - commercial	16	5	10	5	199%
<b>Total operating revenue</b>	<b>16</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>199%</b>
<b>Operating expenses</b>					
Employee costs	35	12	14	2	116%
Materials and services	91	28	25	(3)	89%
Depreciation	236	79	83	4	105%
<b>Total operating expenses</b>	<b>362</b>	<b>119</b>	<b>122</b>	<b>3</b>	<b>103%</b>
<b>Regional Airports Operating result</b>	<b>(347)</b>	<b>(114)</b>	<b>(112)</b>	<b>2</b>	<b>98%</b>





**Commentary:** Operating revenue YTD is \$840k, compared to Budget YTD of \$876k, is under budget by \$36k. **Notable variances:** Generally aligned with budget.

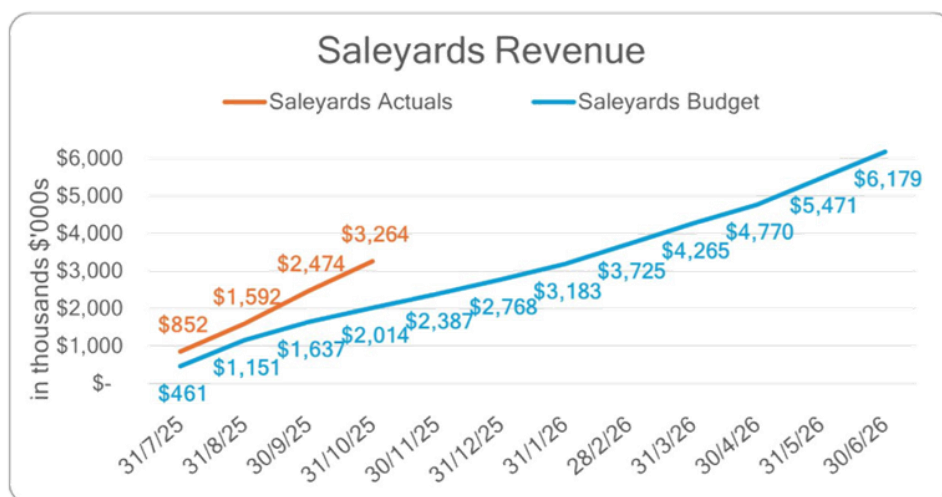


**Commentary:** Operating expenditure YTD is \$830k, compared to Budget YTD of \$893k, is under budget by \$63k. **Notable variances:** Lower Materials and services as maintenance work is undertaken on an as-needs basis.



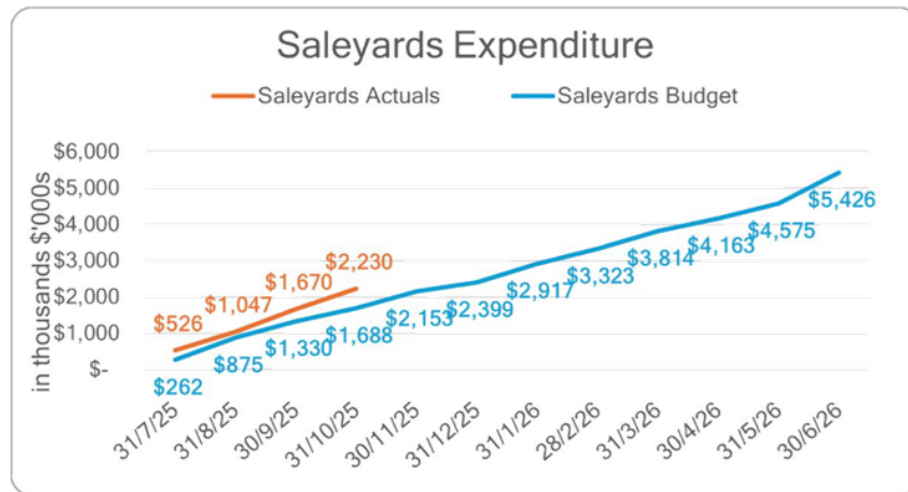
## Saleyards

	Annual Budget	YTD Budget	YTD Actual	YTD Actual vs YTD Budget	YTD Actual as a % of YTD Budget
	2025/26	Oct-25	Oct-25	Oct-25	Oct-25
	\$'000	\$'000	\$'000	\$'000	Target 100%
<b>TOTAL Saleyards</b>					
<b>Operating revenue</b>					
Fees and charges - commercial	5,988	1,951	3,197	1,246	164%
Other revenue	191	63	67	4	106%
<b>Total operating revenue</b>	<b>6,179</b>	<b>2,014</b>	<b>3,264</b>	<b>1,250</b>	<b>162%</b>
<b>Operating expenses</b>					
Employee costs	930	246	369	123	150%
Finance costs	75	26	26	0	100%
Materials and services	3,531	1,120	1,539	419	137%
Internal corporate overhead	317	106	106	0	100%
Depreciation	572	191	190	(1)	100%
<b>Total operating expenses</b>	<b>5,426</b>	<b>1,688</b>	<b>2,230</b>	<b>541</b>	<b>132%</b>
<b>Total Saleyards Operating result</b>	<b>753</b>	<b>326</b>	<b>1,034</b>	<b>708</b>	<b>317%</b>



**Commentary:** Operating revenue YTD is \$3.26M, compared to Budget YTD of \$2.01M, is over budget by \$1.25M. **Notable variances:** Higher Revenue due to strong throughput sales.





**Commentary:** Operating expenditure YTD is \$2.23M, compared to Budget YTD of \$1.69M, is over budget by \$541k. **Notable variances:** Higher Materials & Services for external contractors related to higher sales, and other savings found, variance totaling \$419k. Employee costs higher by \$123k due to a lower actual vacancy rate than budgeted.

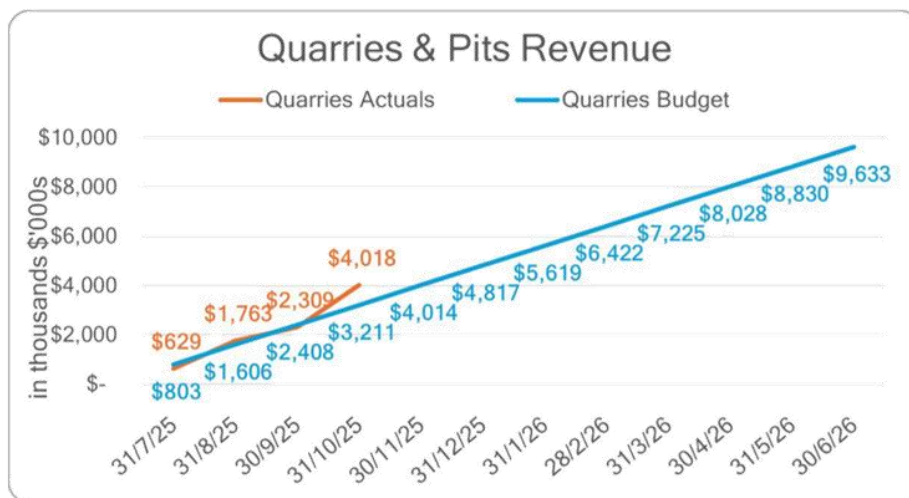


## Quarries & Gravel Pits

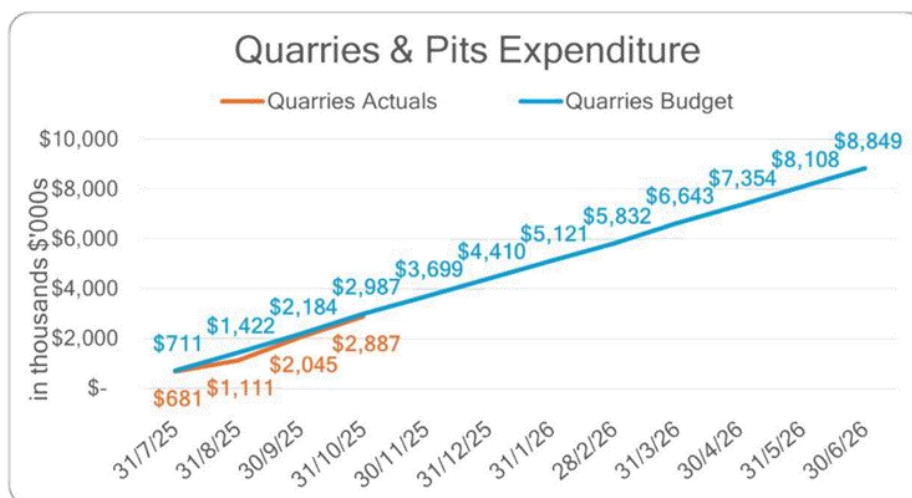
	Annual Budget	YTD Budget	YTD Actual	YTD Actual vs YTD Budget	YTD Actual as a % of YTD Budget
	2025/26 \$'000	Oct-25 \$'000	Oct-25 \$'000	Oct-25 \$'000	Oct-25 Target 100%
<b>TOTAL Quarries &amp; Gravel Pits</b>					
<b>Operating revenue</b>					
Internal revenue	1,500	500	51	41	108%
Other revenue	2,104	701	1,309	808	187%
Sale of goods and major services	6,029	2,010	2,167	158	108%
<b>Total operating revenue</b>	<b>9,633</b>	<b>3,211</b>	<b>4,018</b>	<b>807</b>	<b>125%</b>
<b>Operating expenses</b>					
Employee costs	794	275	246	(29)	89%
Finance costs	30	0	0	0	0%
Materials and services	7,225	2,381	2,381	0	100%
Internal corporate overhead	333	111	111	0	100%
Depreciation	467	156	149	(6)	96%
<b>Total operating expenses</b>	<b>8,849</b>	<b>2,922</b>	<b>2,887</b>	<b>(36)</b>	<b>99%</b>
<b>Total Quarries &amp; Pits Operating result</b>	<b>784</b>	<b>289</b>	<b>1,131</b>	<b>842</b>	<b>392%</b>
<b>Roma Quarry</b>					
<b>Operating revenue</b>					
Other revenue	1,504	501	1,309	808	261%
Sale of goods and major services	4,489	1,496	2,167	671	145%
<b>Total operating revenue</b>	<b>5,993</b>	<b>1,998</b>	<b>3,477</b>	<b>1,479</b>	<b>174%</b>
<b>Operating expenses</b>					
Employee costs	596	206	246	40	119%
Finance costs	0	0	0	0	0%
Materials and services	4,440	1,419	2,239	819	158%
Internal corporate overhead	167	56	56	0	100%
Depreciation	467	156	149	(6)	96%
<b>Total operating expenses</b>	<b>5,669</b>	<b>1,837</b>	<b>2,689</b>	<b>853</b>	<b>146%</b>
<b>Roma Quarry Operating result</b>	<b>324</b>	<b>161</b>	<b>787</b>	<b>626</b>	<b>489%</b>



	Annual Budget	YTD Budget	YTD Actual	YTD Actual vs YTD Budget	YTD Actual as a % of YTD Budget
	2025/26 \$'000	Oct-25 \$'000	Oct-25 \$'000	Oct-25 \$'000	Oct-25 Target 100%
<b>Headache Hill Quarry</b>					
<b>Operating revenue</b>					
Other revenue	600	200	0	(200)	0%
Sale of goods and major services	1,540	513	0	(513)	0%
<b>Total operating revenue</b>	<b>2,140</b>	<b>713</b>	<b>0</b>	<b>(713)</b>	<b>0%</b>
<b>Operating expenses</b>					
Employee costs	96	33	0	(33)	0%
Finance costs	30	0	0	0	0%
Materials and services	2,028	709	3	(707)	0%
<b>Total operating expenses</b>	<b>2,154</b>	<b>742</b>	<b>3</b>	<b>(740)</b>	<b>0%</b>
<b>Headache Hill Quarry Operating result</b>	<b>(14)</b>	<b>(29)</b>	<b>(3)</b>	<b>27</b>	<b>9%</b>
<b>Quarry Pits</b>					
<b>Operating revenue</b>					
Internal revenue	1,500	500	541	41	108%
<b>Total operating revenue</b>	<b>1,500</b>	<b>500</b>	<b>541</b>	<b>41</b>	<b>108%</b>
<b>Operating expenses</b>					
Employee costs	102	35	0	(35)	0%
Materials and services	757	252	139	(113)	55%
Internal corporate overhead	167	56	56	0	100%
<b>Total operating expenses</b>	<b>1,026</b>	<b>343</b>	<b>195</b>	<b>(148)</b>	<b>57%</b>
<b>Quarry Pits Operating result</b>	<b>474</b>	<b>157</b>	<b>346</b>	<b>190</b>	<b>221%</b>



**Commentary:** Operating revenue YTD is \$4.02M, compared to Budget YTD of \$3.21M, is over budget by \$807k. **Notable variances:** Gravel Pits \$41k YTD higher revenue for QRA works; Roma Quarry \$808k YTD higher cartage for QRA flood events; \$671k YTD higher sale of goods for QRA flood events; Headache Hill Quarry (\$713k) YTD lower revenue due to delay in commencement.

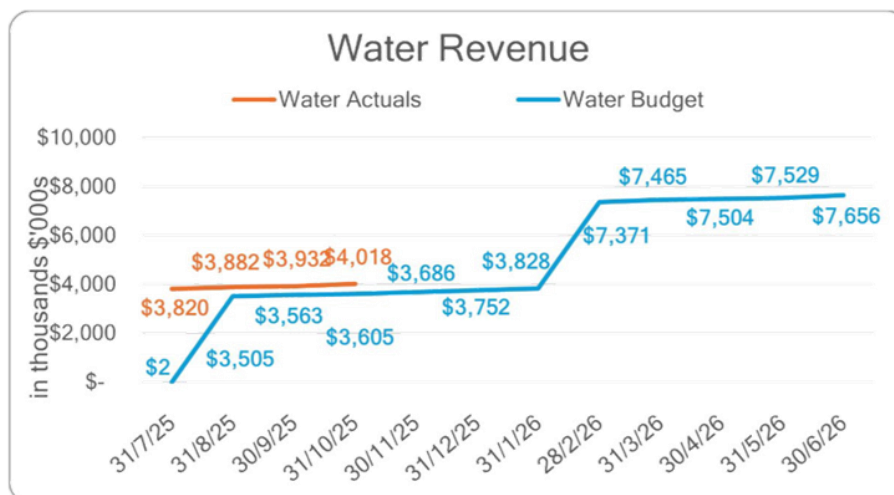


**Commentary:** Operating expenditure YTD is \$2.89M, compared to Budget YTD of \$2.99M, is under budget by (\$35k). **Notable variances:** Gravel Pits (\$148k) YTD lower expenditure for QRA works; Roma Quarry \$853k YTD higher cartage for QRA flood events; Headache Hill Quarry (\$739k) YTD lower expenditure due to delay in commencement.

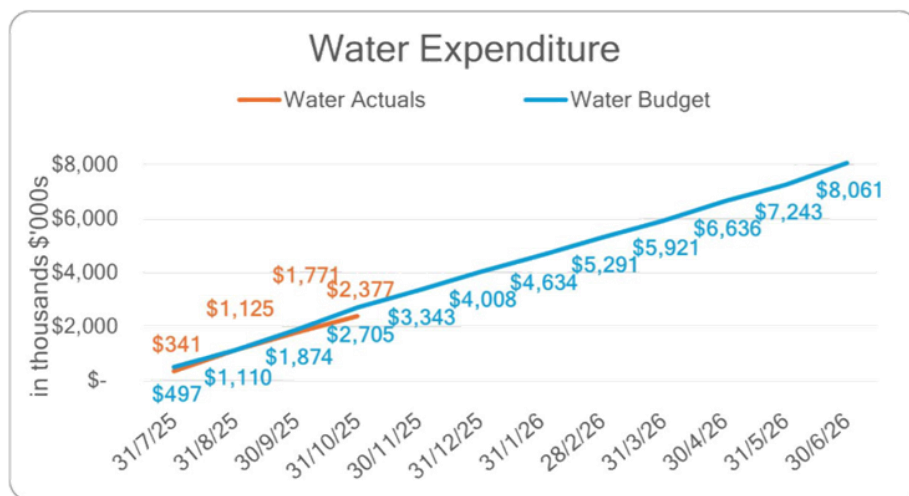


## Water

	Annual Budget	YTD Budget	YTD Actual	YTD Actual vs YTD Budget	YTD Actual as a % of YTD Budget
	2025/26	Oct-25	Oct-25	Oct-25	Oct-25
	\$'000	\$'000	\$'000	\$'000	Target 100%
<b>Water</b>					
<b>Operating revenue</b>					
Fees and charges - statutory	709	146	178	32	122%
Grants subsidies and contributions	0	0	0	0	0%
Internal revenue	25	0	12	12	120384%
Rates and charges	6,922	3,458	3,828	369	111%
Sale of contract and recoverable works	0	0	0	0	0%
<b>Total operating revenue</b>	<b>7,656</b>	<b>3,605</b>	<b>4,018</b>	<b>413</b>	<b>111%</b>
<b>Operating expenses</b>					
Employee costs	1,557	537	506	(32)	94%
Finance costs	54	20	19	(1)	94%
Materials and services	3,737	1,244	922	(322)	74%
Internal corporate overhead	585	195	195	0	100%
Depreciation	2,128	709	735	26	104%
<b>Total operating expenses</b>	<b>8,061</b>	<b>2,705</b>	<b>2,377</b>	<b>(328)</b>	<b>88%</b>
<b>Water Operating result</b>	<b>(405)</b>	<b>900</b>	<b>1,641</b>	<b>741</b>	<b>182%</b>



**Commentary:** Operating revenue YTD is \$4.02M, compared to Budget YTD of \$3.6M, is over budget by \$413k. **Notable variances:** Internal (MRC) use of water at standpipes up \$12k; and Water charges are up by \$369k due to higher water consumption \$335k, and infrastructure charges \$22k, and late interest \$11k.

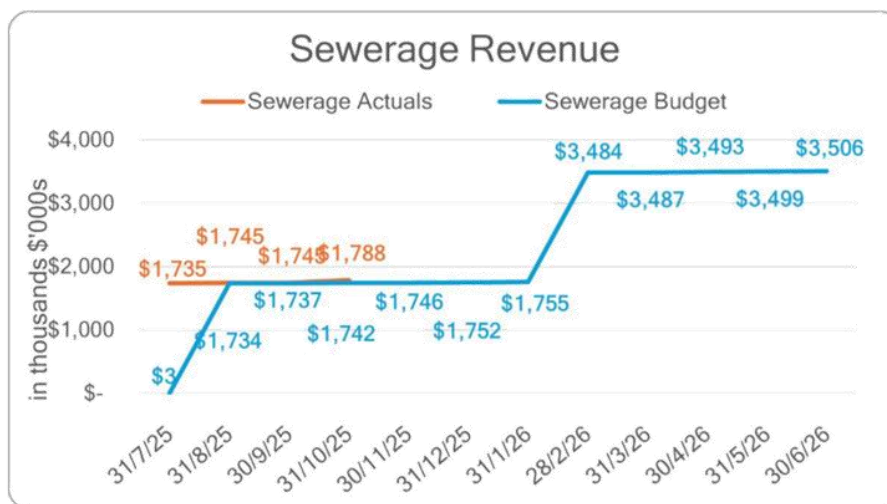


**Commentary:** Operating expenditure YTD is \$2.38M and Budget YTD is \$2.71M, so is behind budget by (\$328k). **Notable variances:** Special Project dosing systems service \$173k was scheduled to start September, and was phased as such, however, waiting on supplier ETA for servicing trip; also water maintenance is down across council by \$179k compared to budget.



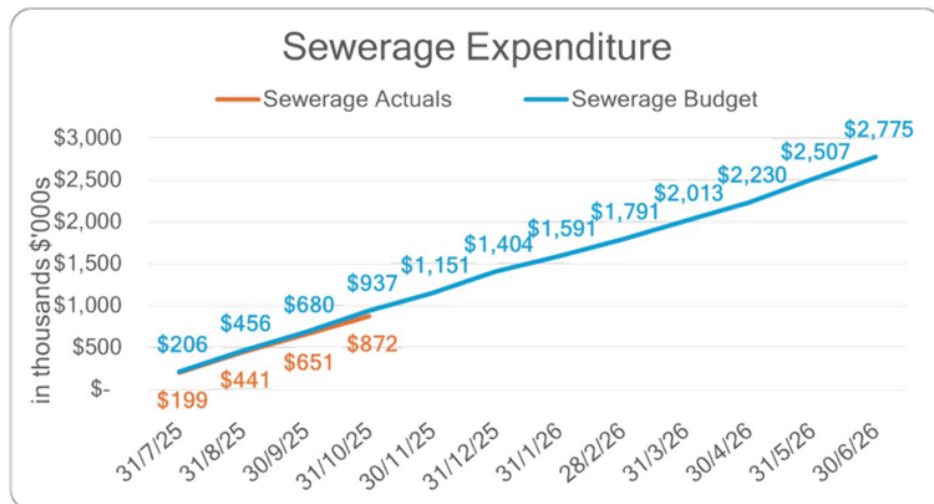
## Sewerage

	Annual Budget	YTD Budget	YTD Actual	YTD Actual vs YTD Budget	YTD Actual as a % of YTD Budget
	2025/26	Oct-25	Oct-25	Oct-25	Oct-25
	\$'000	\$'000	\$'000	\$'000	Target 100%
<b>Sewerage</b>					
<b>Operating revenue</b>					
Fees and charges - commercial	46	14	36	22	257%
Rates and charges	3,460	1,728	1,752	24	101%
<b>Total operating revenue</b>	<b>3,506</b>	<b>1,742</b>	<b>1,788</b>	<b>46</b>	<b>103%</b>
<b>Operating expenses</b>					
Employee costs	510	176	166	(10)	95%
Finance costs	50	17	17	0	100%
Materials and services	728	249	197	(52)	79%
Internal corporate overhead	397	132	132	0	100%
Depreciation	1,090	363	359	(4)	99%
<b>Total operating expenses</b>	<b>2,775</b>	<b>937</b>	<b>872</b>	<b>(65)</b>	<b>93%</b>
<b>Sewerage Operating result</b>	<b>730</b>	<b>805</b>	<b>916</b>	<b>111</b>	<b>114%</b>



**Commentary:** Operating revenue YTD of \$1.7M is aligned with Budget YTD of \$1.7k. **Notable variances:** None.





**Commentary:** Operating expenditure YTD of \$872k is generally aligned with Budget YTD of \$937k.

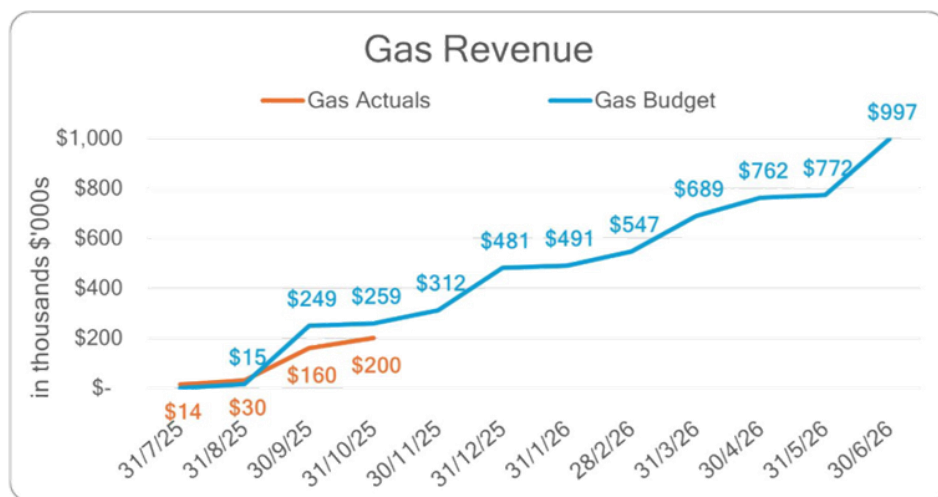
**Notable variances:** None.



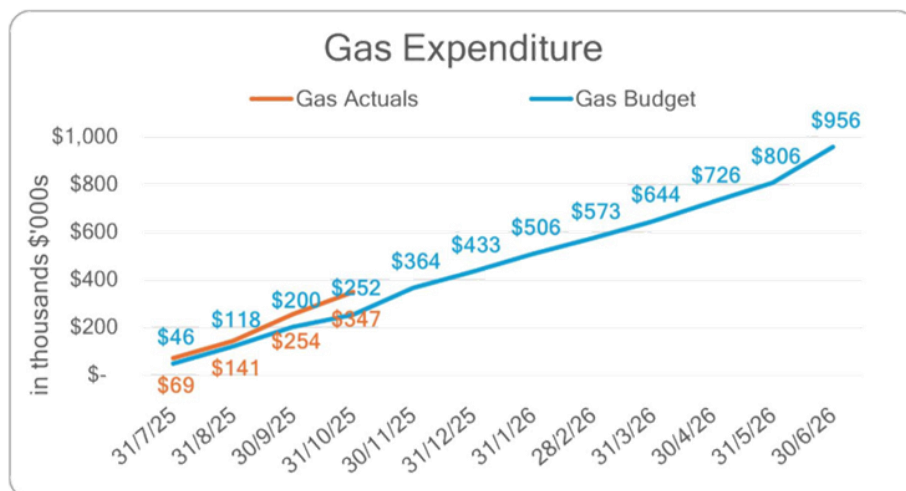


## Gas

	Annual Budget	YTD Budget	YTD Actual	YTD Actual vs YTD Budget	YTD Actual as a % of YTD Budget
	2025/26	Oct-25	Oct-25	Oct-25	Oct-25
	\$'000	\$'000	\$'000	\$'000	Target 100%
<b>Gas</b>					
<b>Operating revenue</b>					
Fees and charges - commercial	855	259	201	(59)	77%
Internal revenue	140	0	0	0	0%
Other revenue	2	0	1	1	0%
Rates and charges	0	0	(2)	(2)	0%
<b>Total operating revenue</b>	<b>997</b>	<b>259</b>	<b>200</b>	<b>(60)</b>	<b>77%</b>
<b>Operating expenses</b>					
Employee costs	129	45	58	13	129%
Materials and services	440	78	155	77	198%
Internal corporate overhead	112	37	37	0	100%
Depreciation	275	92	97	5	106%
<b>Total operating expenses</b>	<b>956</b>	<b>252</b>	<b>347</b>	<b>95</b>	<b>138%</b>
<b>Gas Operating result</b>	<b>41</b>	<b>7</b>	<b>(147)</b>	<b>(155)</b>	<b>(1976%)</b>



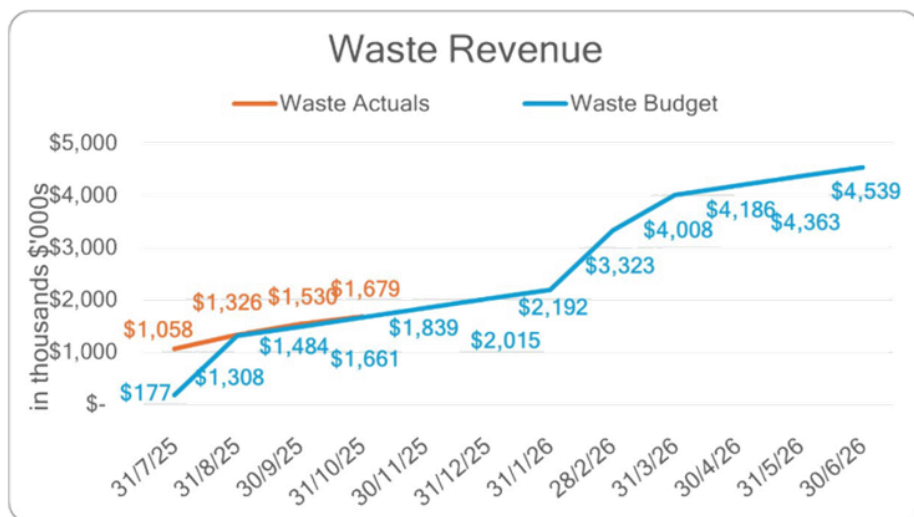
**Commentary:** Operating revenue YTD is \$200k, compared to Budget YTD of \$259k. **Notable variances:** Quarterly billing identified a lower gas usage across the region, likely due to the early hot season, reducing use of gas heating. (Eg. The hospital usage dropped by 65% compared to same period last year).



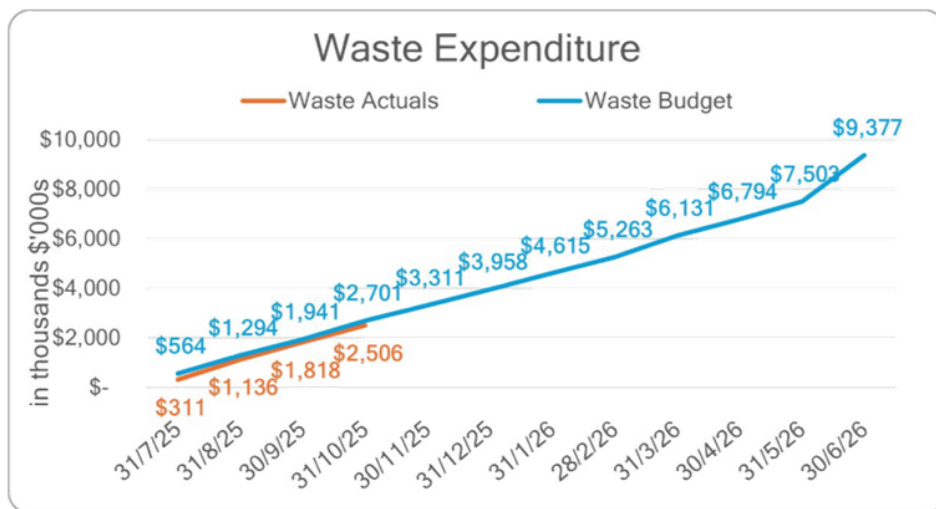
**Commentary:** Operating expenditure YTD is \$347k, compared to Budget YTD of \$252k, is over budget by \$95k. **Notable variances:** Higher Materials and Services for rebuilding of pumps in gas station YZ odorant system as required in Santos spot audit. Higher Employee Costs due to staff needing to be present during the audit. Another \$37k cost has been incurred for a private works (relocation of the gas main at 24D Carnarvon Highway) requested by TMR not included in the budget. The revenue to offset this will appear once TMR has been billed.



Waste					
	Annual Budget	YTD Budget	YTD Actual	YTD Actual vs YTD Budget	YTD Actual as a % of YTD Budget
	2025/26	Oct-25	Oct-25	Oct-25	Oct-25
	\$'000	\$'000	\$'000	\$'000	Target 100%
<b>Waste</b>					
<b>Operating revenue</b>					
Fees and charges - commercial	2,119	706	709	3	100%
Fees and charges - statutory	0	0	0	0	0%
Grants subsidies and contributions	508	0	0	0	0%
Rates and charges	1,912	955	970	15	102%
<b>Total operating revenue</b>	<b>4,539</b>	<b>1,661</b>	<b>1,679</b>	<b>18</b>	<b>101%</b>
<b>Operating expenses</b>					
Employee costs	1,121	385	321	(64)	83%
Finance costs	1,000	0	0	0	0%
Materials and services	6,614	2,065	1,970	(95)	95%
Internal corporate overhead	444	185	148	(37)	80%
Depreciation	197	66	67	2	103%
<b>Total operating expenses</b>	<b>9,377</b>	<b>2,701</b>	<b>2,506</b>	<b>(195)</b>	<b>93%</b>
<b>Waste Operating result</b>	<b>(4,838)</b>	<b>(1,040)</b>	<b>(828)</b>	<b>213</b>	<b>80%</b>



**Commentary:** Operating revenue YTD of \$1.7M is aligned with Budget YTD of \$1.7M. Notable variances: None.



**Commentary:** Operating expenditure YTD is \$2.5M, compared to Budget YTD of \$2.7M, is lower than budget by (\$195k). **Notable variances:** Employee Costs are lower by (\$64k) due to a higher actual vacancy rate than budgeted, as there are 2 full-time equivalent (FTE) vacancies; and Materials and Services are behind by (\$64k) in Waste Collection across all local areas due to an operational delay in invoice processing. Expenditure will appear in future reports, and budget is expected to be achieved.



## Aged Debtors

### Rates

This includes service charges such as water, sewerage, waste, and emergency management levies.



**Commentary:** Levies were issued in July which brought the outstanding balance in July up to \$29.9M. The outstanding balance for October has reduced down to \$1.88M.

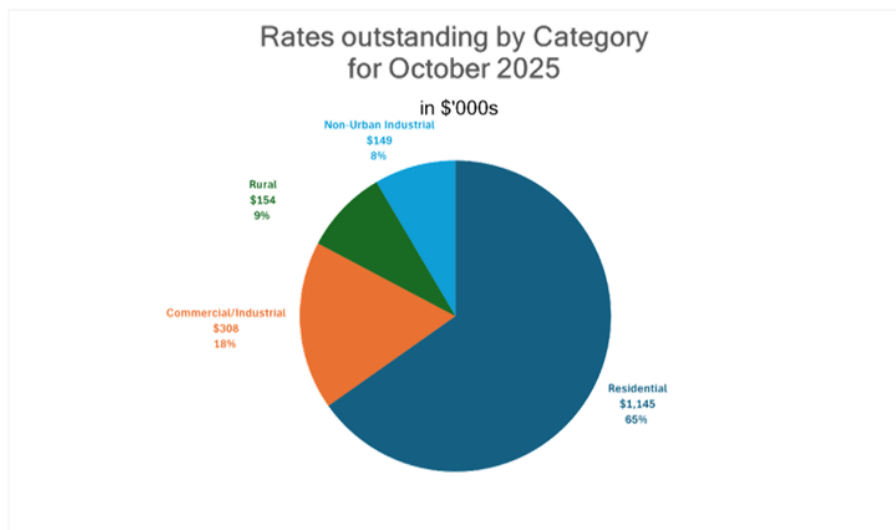
**Total Outstanding Balance:** \$2.58M across 559 assessments

Prepayments: \$695k

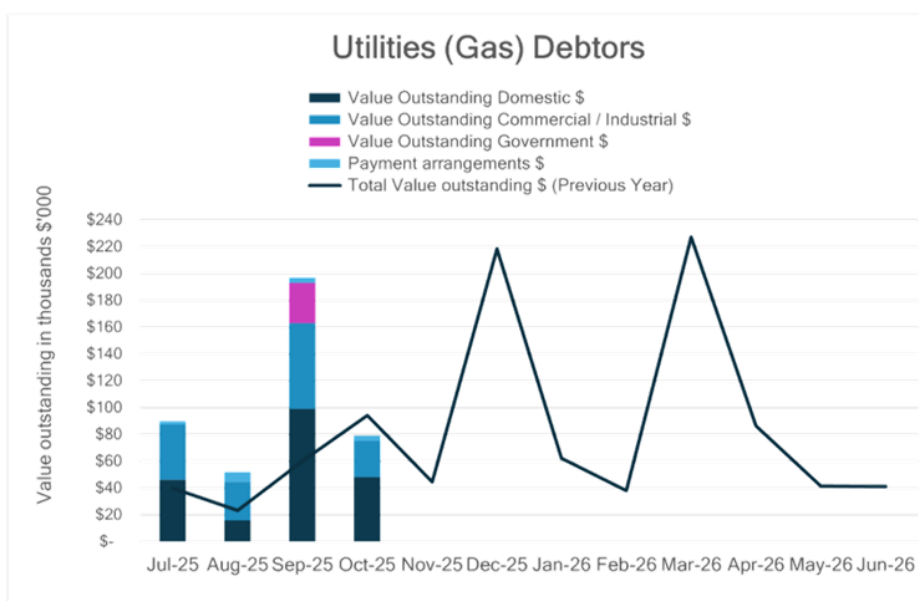
Current 0-30 days: \$0

Overdue Balance: \$2.6M

**Overdue Percentage:** Currently approximately 0.5% of the annual rate base.



### Utilities (Gas)

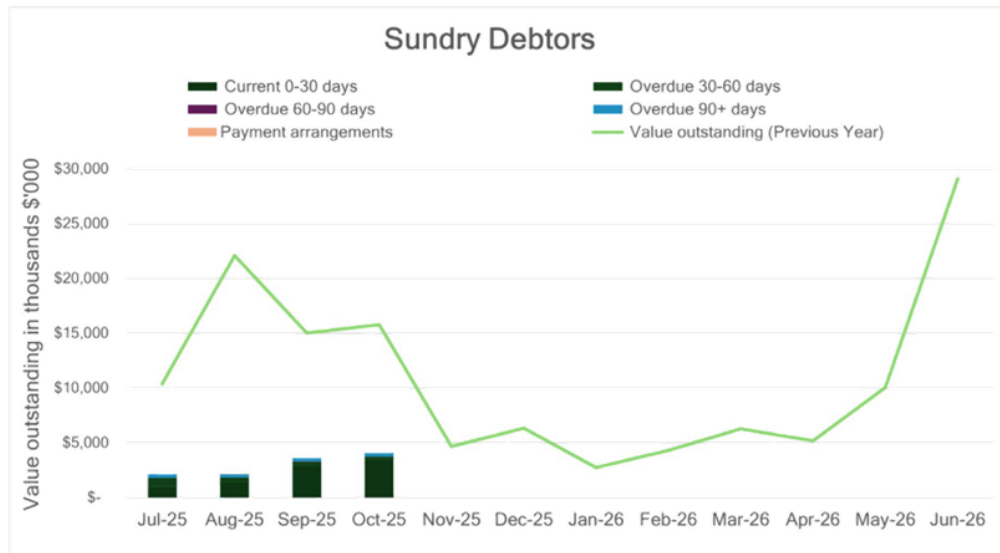


**Total Outstanding Balance: \$74,430**

The quarterly billing was issued last month (September) and the due date for this quarterly billing is 1<sup>st</sup> of November.



## Sundry Debtors



**Total Outstanding at the end of this month: \$4.07M**

Current 0-30 days: \$3.46M

30-60 days: \$272k

60-90 days: \$14k

90+ days: \$327k

**Overdue Percentage:** Currently 0.5% of the total annual invoices raised.



## Procurement

### Local spend

	MRC Local	All Orders	% of Local
October 2025	\$3.68M	\$7.61M	48%
September 2025	\$4.04M	\$13.42M	30%

Council's local spend for October 2025 was 48%.

### Contracts awarded over \$200k

Contract Title	Supplier Name	Tender Value (excl. GST)
MARANOA REGION WIDE FLOOD RISK MANAGEMENT	SMEC Australia Pty Ltd	647,587





## Glossary

Term	Definition
<b>Book Value of Debt</b>	The book value of the council's debt (QTC or other loans) as at the reporting date (i.e., 30 June).
<b>Burn Rate</b>	$\text{Burn Rate (\%)} = (\text{Total Amount Spent} / \text{Total Budget}) \times 100$ This gives you the percentage of the budget consumed. For example, if your project's total budget is \$100,000 and you have spent \$30,000 so far, the burn rate is 30%. This can be calculated at any point in time to show how much of the budget has been burned.
<b>Capital Subsidies and Grants</b>	Capital subsidies and grants are used by Council for the construction of specific assets and are recognised over time in line with completion of the construction works.
<b>Community Equity</b>	Equity includes accumulated retained surpluses and asset revaluation reserves which record the valuation adjustments to Council's existing non-current assets
<b>Current Assets</b>	Cash and other assets, like trade receivables, that are easily converted into cash. The actual cash balance will vary significantly throughout the year as rate receipts, loans and major payments are processed. Cash investment is managed by Council's Treasury Section.
<b>Current Investments</b>	An investment that has a maturity of 12 months or less (such as term deposits or other interest-earning investment/deposits), or an investment that council intends to convert into cash within 12 months from the time the investment was made.
<b>Current Liabilities</b>	Obligations that Council has to make payments for within the next financial year. This includes accounts payable and provisions for employee entitlements to annual and long service leave. It also includes the expected loan payment due in the next financial year.
<b>Depreciation</b>	Represents the consumption of property, plant and equipment and the reduction of the future value of the assets is recognised as a cost to Council. While this is a significant cost, it does not represent a cash outflow to Council.
<b>Employee Benefits</b>	Represents the total cost of staff employed in the delivery of Council services. Costs include wages, superannuation, employee leave entitlements and other On-costs. They will not include the costs of engaging contractors providing services to the Council on an outsourced basis.
<b>Externally Restricted Cash</b>	A local government's cash that is subject to restrictions or conditions by a third party which govern the use of these funds for general purposes. This does not include internal reserves of a council which can be accessed by a council resolution.
<b>Fees and Charges</b>	Revenue includes a mixture of regulated fees and user fees, for services provided by local governments, such as building application, development, town planning and property connection fees, licences, permits and parking fees, infringements, refuse fees, and other ad hoc fees and charges. The pattern of revenue for fees and charges reflects a mixture of billing cycles and seasonal variations.
<b>Finance Costs</b>	Interest on QTC loans, bank charges and doubtful debts expense.



Term	Definition
Infrastructure Assets	Those significant, enduring assets that facilitate ratepayers' access to social and economic facilities and services. These assets do not include land, plant and equipment, cultural and heritage assets, furniture and fittings, and intangible assets.
Infrastructure Assets	Those significant, enduring assets that facilitate ratepayers' access to social and economic facilities and services. These assets do not include land, plant and equipment, cultural and heritage assets, furniture and fittings, and intangible assets.
Interest Received	Interest is earned on surplus cash fund balances, QTC investments, and is also charged on overdue rates. The interest earned fluctuates throughout the year due to the timing of rates collections.
Loss on Disposal of PP&E	Loss on disposal of Property, Plant and Equipment (PP&E) represents the accounting value of an asset when it is retired. As it is an accounting entry only, it does not have a cash impact for Council.
Materials and Services	Costs incurred in the purchase of material or services necessary to deliver Council services. Includes plant hire, legal, software, external consultants, cleaning, utilities, maintenance costs, etc.
Miscellaneous Revenue	Miscellaneous revenue comprises of items that don't meet the definition for other categories. It includes reimbursements and recoveries, and external contract works.
Net Rates and Utility Charges	Rates, levies, and annual charges levied by a local government less discounts and concessions. Rates notices are usually issued in August and February each year. Revenue is accounted for in the one month that the rates notice is created.
Non-Current Assets	The value of property, plant and equipment and infrastructure assets including land, transport, drainage, water and sewerage infrastructure after depreciation, renewals, new capital works, contributed assets and revaluations are accounted for.
Non-Current Liabilities	The financial obligations relating to provisions for employee entitlements and debt that is not required to be paid within the next financial year.
Operational Grants, Subsidies, Contributions	Council receives support to fund and assist in the delivery of services. Financial assistance grants are federally funded and allocated via state Grant Commissions, whilst tiered grants are generally linked to the delivery of specific programs.
Outstanding debt	An outstanding balance is any amount of money that is still owed and has not been paid, regardless of whether it's overdue or not. Also known as 'Open balance'.
Overdue debt	An overdue balance is a specific type of outstanding balance where the payment deadline has passed, meaning the payment is late and the amount is now past due. Also known as Aged or Arrears.
Total Cash and Equivalents	A local government's cash and cash equivalents which are short-term or are at call in nature. Council should refer to Australian Accounting Standards 107 for guidance on what should be included in cash and cash equivalents.
Total Operating Expenditure	All council expenses minus capital items such as: » losses on disposal of assets, and » impairment losses » depreciation on right of use assets » interest on finance leases associated with right of use assets » other capital expenditure items as identified by the council
Total Operating Revenue	All council income minus capital items such as: » capital grants, subsidies, contributions, and donations » gains on disposal of assets » other capital revenue items as identified by the council
Written Down Replacement Cost	An asset's current replacement cost less accumulated depreciation.



## Projects as at 31 October 2025

Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
<b>Administration and Information Services</b>								
25963	Special Project - Application of Retention Schedules to Content Manager	No	Open	●	○	\$37,000	\$37,000	\$18,288
Administration and Information Services Total:						\$37,000	\$37,000	\$18,288
<b>Airport</b>								
25048	Roma Airport - Energy Efficiency Project (CEUF)	Yes	Development/Pre-Construction	○	●	\$93,500	\$0	
25939	Special Project - Roma Airport Terminal External and Generator Shed Repaint	No	Development/Pre-Construction	○	●	\$85,000	\$0	\$0
25942	Capital Works - Advertising Devices at the Roma Airport	No	Implementation/Construction	●	●	\$19,200	\$0	\$0
25998	Capital Works - Roma Airport General Aviation Apron Reconstruction	Yes	Development/Pre-Construction	○	●	\$2,300,000	\$0	\$0
25999	Capital Works - Review of Design for Roma Airport Regular Public Transport Apron Reconstruction	No	Design	○	●	\$20,000	\$0	
26001	Special Works - Preparation works for Lease Site on Roma Airport	No	Development/Pre-Construction	○	●	\$35,600	\$0	
Airport Total:						\$2,553,300	\$0	\$0
<b>Arts and Culture</b>								
25941	Special Project - A Regional Arts & Culture Strategy 2025-2030	No	Initiation & Definition	○	●	\$21,000	\$0	
Arts and Culture Total:						\$21,000	\$0	
<b>Bassett Park</b>								
22958	Bassett Park kitchen - design only	No	Design	○	○	\$120,000	\$0	
26002	Capital Works - Bassett Park - Replacement of temp amenities block Netball Courts area with a new mobile toilet facility	No	Initiation & Definition	○	○	\$200,000	\$0	
26003	Capital Works - Roma Netball Court resurface	No	Development/Pre-Construction	○	●	\$150,000	\$0	
24650	Bassett Park Roma - Jockey Room Stage 2 Stage Safe Movement and Access	No	Design	○	●			\$0
24748	Bassett Park Roma - site power and infrastructure works	No	Design	●	●			\$65
Bassett Park Total:						\$470,000	\$0	\$65
<b>Big Rig</b>								
26004	Capital Works - Big Rig Journey Through Time Renewal	No	Development/Pre-Construction	●	●	\$192,000	\$0	
26005	Capital Works - Big Rig - Night Show Audio Visual Renewal	No	Initiation & Definition	○	●	\$40,000	\$0	
26006	Capital Works - Big Rig Oil Patch Museum Audio Visual Renewal	No	Initiation & Definition	○	●	\$46,000	\$0	
26018	Capital Works - Big Rig Public Toilet refurbishment	No	Development/Pre-Construction	●	●	\$40,000	\$0	\$1,920
Big Rig Total:						\$318,000	\$0	\$1,920
<b>Calico Cottage</b>								
24529	Wallumbilla Calico Cottage Toilets - Treatment System Upgrade - design and replacement	No	Implementation/Construction	●	●			\$28,176
Calico Cottage Total:								\$28,176



Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
<b>Camp</b>								
25960	Capital Works - Design and Install Bollon Camp Roof	No	Design	●	●	\$90,000	\$0	\$0
Camp Total:						\$90,000	\$0	\$0
<b>Caravan Parks</b>								
25058	Injune Caravan Park - safety lighting & electrical rectification	No	Project Close	●	●			\$4,108
Caravan Parks Total:								\$4,108
<b>Cemeteries</b>								
25990	Capital Works - Injune Cemetery Expansion - Fence Relocation	No	Project Complete	●	●	\$35,000	\$35,000	\$27,937
26034	Special Project - Cemeteries Master Plan	No	Open	●	○	\$90,000	\$0	
25054	Roma Cemetery - further work at Cemetery including urgent drainage	No	Implementation/Construction	●	●			\$49,384
Cemeteries Total:						\$125,000	\$35,000	\$77,321
<b>Community Safety</b>								
26065	Special Project - Digital Evidence & Safety Enhancement Project	No	Initiation & Definition	●	●	\$33,000	\$16,500	
26067	Special Project - Selective Regulatory Compliance Inspection Program resources.	No	Implementation/Construction	●	●	\$54,000	\$30,000	\$25,422
24935	Security Camera Purchases 2023-2024 APLNG Funding	Yes	Design	●	●			\$2,127
Community Safety Total:						\$87,000	\$46,500	\$27,548
<b>Council Housing</b>								
25780	8 Perry Street Yuleba - Restumping Design	No	Development/Pre-Construction	●	●	\$3,400	\$0	\$0
25814	118 William Street Surat - replace floor coverings	No	Project Complete	●	●	\$9,945	\$2,876	\$9,945
25816	27 Edinburgh Street Mitchell - Kitchen Replacement and Repaint	No	Development/Pre-Construction	○	●	\$41,017	\$0	\$0
25884	118 William Street Surat - Kitchen and Paint Renewal	No	Implementation/Construction	●	●	\$62,845	\$0	\$49,390
25885	11 Adelaide Steet Mitchell - Kitchen Renewal	No	Implementation/Construction	●	●	\$28,234	\$0	\$0
25886	7 Elmer Street Roma - Boundary Fence	No	Project Complete	●	●	\$6,881	\$0	\$6,881
25908	37 Charles Street Surat - External Paint	No	Development/Pre-Construction	○	●	\$13,480	\$0	\$0
25912	91A Burrowes Street Surat Upgrade to Airconditioning	No	Project Close	●	●	\$9,111	\$0	\$9,111
25913	91A Burrowes Street Surat Restumping (refer WO24647 also)	No	Development/Pre-Construction	○	●	\$56,000	\$0	\$0
25914	Unit 1, 1 Broughton Street Injune Airconditioning Upgrade	No	Project Complete	●	●	\$6,000	\$0	\$6,318
25917	8 Perry Street Yuleba External Paint	No	Development/Pre-Construction	○	●	\$13,541	\$0	\$0
25918	50 Stephenson Street Yuleba External Paint	No	Development/Pre-Construction	○	●	\$12,815	\$0	\$0
25931	11 Adelaide Street Mitchell Airconditioning Upgrades	No	Project Complete	●	●	\$0	\$0	\$0
25932	36 Edinburgh Street Mitchell Carport	No	Project Complete	●	●	\$8,295	\$0	\$8,295
25933	18 Stephenson Street Yuleba - Replace floor coverings	No	Project Complete	●	●	\$19,350	\$0	\$19,350
25934	17 Flinders Street Yuleba - External paint, Kitchen Cabinets and tank removal	No	Implementation/Construction	●	○	\$15,554	\$0	\$9,947
25971	Capital Works - Housing Renewal Program - Budget Only	No	Project Complete	●	●	\$7,988	\$0	
25972	Capital Works - Housing Upgrade Program - Budget Only	No	Project Complete	●	●	\$0	\$0	

Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
25973	Capital Works - 20 Queen Street Roma Construction of 3 Units	No	Design	●	○	\$457,500	\$5,000	
25974	Capital Works - 2 Crawford Street (91 Miscamble St) Roma Construction of 3 Units	No	Design	●	○	\$457,500	\$10,000	
26068	Special Project - Maranoa Local Area Housing Action Plan	No	Initiation & Definition	○	●	\$30,000	\$0	
26078	Capital Works - 24 Garden Street Yuleba - Kitchen, bathroom renew	No	Development/Pre-Construction	○	●	\$60,085	\$0	\$0
26079	Capital Works - 26 Garden Street Yuleba - Kitchen, floor coverings & Internal Painting	No	Development/Pre-Construction	○	●	\$28,446	\$0	\$0
26080	Capital Works - 2 Elizabeth Street Mitchell Repaint	No	Project Close	●	●	\$26,793	\$0	\$24,358
26081	Capital Works - 11 Adelaide Street Mitchell Repaint	No	Development/Pre-Construction	○	●	\$34,199	\$0	\$0
26082	Capital Works - 11 Adelaide Street Mitchell fence replacement	No	Project Complete	●	●	\$19,856	\$0	\$18,052
26084	Capital Works - Unit 1 19 College Street Wallumbilla - kitchen bathroom and painting	No	Implementation/Construction	●	●	\$80,030	\$0	\$0
26105	Capital Works - 16 Third Avenue Injune External Painting	No	Project Close	●	○	\$7,931	\$0	\$0
26106	Capital Works - 54 Ronald Street Injune External Painting	No	Project Close	●	●	\$10,032	\$0	\$0
26107	Capital Works - 1 Broughton Street Injune External Painting	No	Implementation/Construction	●	●	\$18,172	\$0	\$0
26108	Capital Works - 56 Ronald Street Injune Reroof	No	Cancelled	○	○	\$0	\$0	
23702	56 Ronald Street Injune - External paint and asbestos removal of soffits and vent pipe	No	Project Complete	●	●			\$9,780
25060	Feather Street Roma House Relocation	No	Implementation/Construction	●	●			\$1,132
25343	W4Q Construction of Housing Solutions in Roma for the Maranoa (Queen St and Crawford St Roma)	Yes	Design	→	●			\$16,313
25156	50 Stephenson Street Yuleba - Insurance Works - LGM Claim PR0044828 - Repair Internal Walls and other damage caused by vandals	No	Development/Pre-Construction	○	●			\$35,500
24639	19 College St Wallumbilla (Units) – Replace Septic System with Two Systems & Replace Damaged Fences	No	Implementation/Construction	●	●			\$0
Council Housing Total:						\$1,545,000	\$17,876	\$224,371
<b>Depot</b>								
25679	Cartwright Street Roma Depot - ceiling replacement - engineering/kitchen/morning tea area/procurement	No	Development/Pre-Construction	●	●			\$95
Depot Total:								\$95
<b>Development Facilities and Environment</b>								
25970	Special Project - Planning (PEC) Project	No	Development/Pre-Construction	●	●	\$100,000	\$20,000	\$3,296
Development Facilities and Environment Total:						\$100,000	\$20,000	\$3,296
<b>Disaster Management</b>								
25565	Roma SES Building - Design upgrade of building	No	Open	○	○			\$0
Disaster Management Total:								\$0
<b>Economic and Community Development</b>								
26063	Special Project - Community event planning workshop series	No	Initiation & Definition	●	●	\$10,000	\$0	\$3,269
26064	Special Project - Maranoa Nursing Advancement Bursary program	No	Implementation/Construction	●	●	\$50,000	\$0	
Economic and Community Development Total:						\$60,000	\$0	\$3,269
<b>Economic Development</b>								
25949	Special Project - Renewal of the Economic Development Strategy	No	Initiation & Definition	○	●	\$25,000	\$0	
Economic Development Total:						\$25,000	\$0	

Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
<b>Emergency Management</b>								
24334	Maranoa Region-wide flood risk management program and flood study - 2021-22 Flood Risk Management Program	No	Open	○	○	\$0	\$0	
24841	Gauging Station & Flood Warning Sign - Bungil Creek 3 - Bungil Street	Yes	Implementation/Construction	●	●			\$22,244
24842	Gauging Station & Flood Warning Sign - Bungil Creek 4 - East Mescamble Street	Yes	Implementation/Construction	●	●			\$25,496
25566	Surat SES Building - Installation of Shade Awning (SES Accommodation Unit)	Yes	Development/Pre-Construction	○	●			\$0
25567	Wallumbilla SES Building - Additional Storage Container	Yes	Development/Pre-Construction	●	●			\$13,200
Emergency Management Total:						\$0	\$0	\$60,940
<b>Enterprise Risk Quality Safety</b>								
26061	Special Project - Workplace Health and Safety - Operating Initiatives	No	Open	○	○	\$192,750	\$0	
Enterprise Risk Quality Safety Total:						\$192,750	\$0	
<b>Environmental Health</b>								
24851	2023-2024 Maranoa Flying Fox Management Surat - MarRC FFRMPQP R6 001053	Yes	Project Complete	●	●	\$0	\$0	\$11,623
Environmental Health Total:						\$0	\$0	\$11,623
<b>Facilities</b>								
23590	Buildings Asset Management Plan	No	Open	○	○	\$0	\$0	\$23,058
26100	Update Council's Asbestos Register	No	Implementation/Construction	○	●			\$160
Facilities Total:						\$0	\$0	\$23,218
<b>Finance</b>								
26066	Special Project - General Ledger Chart of Account Restructure	No	Initiation & Definition	○	●	\$25,000	\$0	
Finance Total:						\$25,000	\$0	
<b>Galleries &amp; Libraries</b>								
26015	Capital Works - Mitchell library/ gallery - Install shade sails over grassed area	No	Development/Pre-Construction	●	●	\$5,000	\$5,000	
Galleries & Libraries Total:						\$5,000	\$5,000	
<b>Gas Network</b>								
26031	Capital Works - Gas Valve Replacement Program Roma	No	Implementation/Construction	●	●	\$35,000	\$3,047	\$3,047
Gas Network Total:						\$35,000	\$3,047	\$3,047
<b>Great Artesian Spa</b>								
25968	Capital Works - Great Artesian Spa Generator	No	Implementation/Construction	●	●	\$39,186	\$35,007	\$35,007
26073	Capital Works - Great Artesian Spa - repair of flooring amenities	No	Development/Pre-Construction	○	●	\$50,000	\$0	
24501	Contribution construction new gym Mitchell	No	Implementation/Construction	●	●			\$649
Great Artesian Spa Total:						\$89,186	\$35,007	\$35,656
<b>Halls &amp; Community Centres</b>								
24395	Mitchell Hall Stumping Works	No	Design	○	●	\$107,000	\$0	
25936	Capital Works - Injune Museum Fit Out	Yes	Development/Pre-Construction	●	●	\$150,000	\$25,000	\$841

24 November 2025 00:37

On Time Legend: ○ Not Started ● On Schedule ● Generally on Schedule ● Not on Schedule → Multi Year Project

On Budget Legend: ● On Track ● Generally on Track with Minor Issues ● Off Track/Review Required

4 of 12

Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
25951	Capital Works - Renew Amby Hall Roof and Guttering Replacement	No	Implementation/Construction	●	●	\$120,000	\$0	\$0
26008	Capital Works - Replace large section of roof at Roma Community Arts Centre	No	Initiation & Definition	○	●	\$150,000	\$0	\$5,039
26043	Capital Works - Surat Shire Hall Airconditioning	No	Design	○	●	\$75,000	\$0	\$0
26076	Capital Works - Surat Shire Hall Fan Replacement Project	No	Project Close	●	●	\$20,000	\$20,000	\$6,182
24394	Amby Hall Restumping	No	Project Close	●	●			\$4,600
22371	New community, council and tourism precinct in Wallumbilla (Calico) refer WO20358 for design)	Yes	Project Close	●	●			\$185,510
22906	Injune Hall Critical Works - flooring and stumps	No	Design	●	●			
24513	Mitchell RSL upgrade kitchen	No	Design	●	●			\$3,060
25056	Mitchell RSL Complex - upgrade kiosk including new stainless steel sinks roller door and air-conditioning	No	Development/Pre-Construction	○	●			\$3,215
26118	Capital Works - The Wheat Shed Wallumbilla - Commerical Kitchen Fitout	Yes	Development/Pre-Construction	○	●			\$0
Halls & Community Centres Total:						\$622,000	\$45,000	\$208,447
<b>Information Technology</b>								
25138	Spatial System Migration	No	Implementation/Construction	●	●	\$0	\$0	\$124,379
25964	Special Project - Roma Infrastructure Depot CCTV Security Enhancement Project	No	Design	●	●	\$10,000	\$0	
25965	Special Project - Azure Cloud Migration	No	Design	●	●	\$60,000	\$0	
25966	Special Project - Continuing Maranoa Regional Council - Maranoa Planning Scheme 2017 Property Report	No	Development/Pre-Construction	○	●	\$35,000	\$0	
25975	Capital Works - Network Switch Replacement Program	No	Implementation/Construction	●	●	\$70,000	\$0	\$72,037
25976	Capital Works - Data Centre UPS Replacement	No	Project Complete	●	●	\$16,000	\$16,000	\$15,062
26010	Capital Works - Mitchell Hall Sound and Projection	No	Open	○	○	\$25,000	\$0	
26074	Capital Works - Workstation Replacement Program	No	Implementation/Construction	●	●	\$147,000	\$120,000	\$118,910
Information Technology Total:						\$363,000	\$136,000	\$330,388
<b>Kerb and Channel</b>								
23651	Tiffin Street North (Western side only) Roma New kerb and channel and seal to kerb - George Street East to Bungil Street	No	Development/Pre-Construction	●	●	\$111,000	\$0	\$0
24574	Kerb and Channel Third Avenue Injune - Hutton Street to Ronald Street (plus widen to kerb)	No	Development/Pre-Construction	○	●	\$350,000	\$0	
26000	Capital Works - Kerb and Channel - Arthur Street (Twine to Ivy Street) Roma	No	Implementation/Construction	●	●	\$416,000	\$0	\$45,860
26009	Capital Works - Jackson Street Roma - New Kerb and Channel	No	Project Close	●	●	\$375,000	\$235,000	\$113,704
26028	Capital Works - Kerb and Channel replacement – Bowen Street near Commonwealth Hotel	No	Open	○	○	\$55,000	\$0	
Kerb and Channel Total:						\$1,307,000	\$235,000	\$159,564
<b>Land</b>								
26069	Capital Works - Roma Police Paddocks Subdivision (Dargal Road and Richardsons Lane) - Stage 1	Yes	Initiation & Definition	●	●			\$102,752
23571	Subdivide vacant land bordered by Newbon Street: Tiffin Street: Edward Street South and Corfe Road Roma into 4 blocks	No	Open	○	○			\$2,578
Land Total:								\$105,330
<b>Libraries</b>								
25954	Special Project - Maranoa Library Strategic Plan	No	Initiation & Definition	●	●	\$25,000	\$0	
Libraries Total:						\$25,000	\$0	



Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
<b>Parks and Gardens</b>								
25620	Lions Park Roma Irrigation and grounds upgrades (replaces WO22918)	No	Initiation & Definition	●	●	\$200,000	\$0	
25955	Capital Works - Neil Turner Weir BBQ Shelter upgrade	No	Implementation/Construction	●	●	\$120,000	\$61,600	\$0
26011	Capital Works - Campbell Park Roma - concrete slab construction including permanent electrical and communication reticulation to new events sub board	No	Development/Pre-Construction	○	●	\$96,000	\$0	
26026	Special Project - Painting of the Memorial Park Toilet Block in Surat	No	Development/Pre-Construction	○	●	\$10,000	\$0	
26035	Capital Works - Nason Park Surat BBQ	No	Initiation & Definition	○	●	\$22,000	\$0	
23566	Yuleba Community Projects Main Street youth & recreation liveability improvements APLNG	Yes	Implementation/Construction	→	●			\$343,886
25063	Roma Pump Track – Rework Exit and Isolated Safety Improvements	No	Project Close	●	●			\$72,103
25064	Regional Parks Repairs - Public Safety risk/hazard next 3 years	No	Project Complete	●	●			\$49,062
25065	Heroes Avenue Roma - Town Beautification including replace/install new concrete surrounds around Bottle trees in streets	No	Project Complete	●	●			\$20,000
Parks and Gardens Total:						\$448,000	\$61,600	\$485,051
<b>Pathways (Footpaths)</b>								
25938	Capital Works - Injune Lagoon Walk - resurface	No	Implementation/Construction	●	●	\$35,000	\$0	\$0
25940	Capital Works - Construction of the Injune to Gunnewin Rail Trail	No	Development/Pre-Construction	○	●	\$30,000	\$0	
25950	Capital Works - Footpath Mitchell Memorial Park to Liverpool St (Design)	No	Design	●	●	\$10,000	\$0	
26007	Capital Works - Adungadoo Pathway Extension Roma - Big Rig through Sculptures Outback link, design and construct	Yes	Design	○	●	\$709,000	\$0	
Pathways (Footpaths) Total:						\$784,000	\$0	\$0
<b>Plant Operations</b>								
18376	Plant Investment Program Budget Only	No	Implementation/Construction	●	●	\$6,570,000	\$0	
25377	PL 2077 Caterpillar 140M 12ft Maintenance Grader	No	Implementation/Construction	●	●			\$530,000
25378	PL 2078 Caterpillar 140M 14ft Maintenance Grader	No	Implementation/Construction	●	●			\$535,000
25425	PL 4035 Heavy Rigid 6x4 Tipper	No	Implementation/Construction	●	●			\$299,228
25635	Capital Works - PL 3047 Traymark Industrial Caravan	No	Open	○	○			\$80,735
25633	Capital Works - PL 3045 Traymark Industrial Caravan	No	Open	○	○			\$80,735
25609	Capital Works - PL 2079 Crown Combustion Forklift	No	Open	○	○			\$19,381
25634	Capital Works - PL 3046 Traymark Industrial Caravan	No	Open	○	○			\$80,735
26083	Capital Works - In Vehicle Monitoring System (IVMS) 2025/2026	No	Open	○	○			\$7,713
26146	Capital Works - Groundsman Pedestrian Turf Multicutter PL 9278	No	Open	○	○			\$0
26150	Capital Works - PL9279 K-9 Kube 2 Cell Animal Lift & Transport Unit	No	Open	○	○			\$25,920
26167	Capital Works - PL6157 Ford Ranger 2.8L Single Cab 4x4 Utility	No	Open	○	○			\$0
26168	Capital Works - PL6158 Ford Ranger 2.8L Single Cab 4x4 Utility	No	Open	○	○			\$0
26169	Capital Works - PL6159 Ford Ranger 2.8L Single Cab 4x4 Utility	No	Open	○	○			\$0
26170	Capital Works - PL6160 Ford Ranger 2.8L Single Cab 4x4 Utility	No	Open	○	○			\$0
26171	Capital Works - PL6161 Ford Ranger 2.8L Single Cab 4x4 Utility	No	Open	○	○			\$0
26172	Capital Works - PL6162 Ford Ranger 2.8L Single Cab 4x4 Utility	No	Open	○	○			\$0
26173	Capital Works - PL3066 Traymark Workers Accommodation Caravan	No	Open	○	○			\$0
26174	Capital Works - PL3067 Traymark Workers Accommodation Caravan	No	Open	○	○			\$0
26176	Capital Works - Light Rigid Tray Truck PL 4036	No	Open	○	○			
24 November 2025 00:37                On Time Legend: ○ Not Started   ● On Schedule   ● Generally on Schedule   ● Not on Schedule   → Multi Year Project                On Budget Legend: ● On Track   ● Generally on Track with Minor Issues   ● Off Track/Review Required                6 of 12								

Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
26177	Capital Works - 6000L Dust Water Suppression Cart (Slip on Water Tank) PL 573	No	Open	○	○			
26179	Capital Works - Ford Super Duty Ranger 4x4 Utility PL 6163	No	Open	○	○			
Plant Operations Total:						\$6,570,000	\$0	\$1,659,448
<b>Potable Water Supply</b>								
25128	Surat - Interconnection of existing reticulation into previously installed 180mm Poly main Cordelia Street	No	Design	○	●	\$100,000	\$0	
25953	Capital Works - Bore 17 (330 Currey Street Roma) - Installation of 1 x carport 40 kWp Solar PV [CEUF]	Yes	Initiation & Definition	○	●	\$170,000	\$0	
25956	Capital Works - Booringa Water Meter Replacement Program	No	Open	○	○	\$40,000	\$0	
25958	Capital Works - Bore 19 - (Bassett Lane Roma) - installation of 2 x rooftop Solar PV [CEUF]	Yes	Initiation & Definition	○	●	\$68,100	\$0	
25994	Capital Works - Jackson Potable Water Facility Upgrade	No	Design	○	●	\$120,000	\$0	
26012	Capital Works - Roma Reservoir Miscamble Street Liner Replacement	No	Development/Pre-Construction	●	●	\$159,000	\$0	
26013	Capital Works - Water Main Upgrade Miscamble Street Roma from Cottell Street to Queen Street	No	Development/Pre-Construction	○	●	\$150,000	\$0	
26014	Capital Works - Roma Water Meter Replacement Program	No	Implementation/Construction	●	●	\$120,000	\$32,130	\$37,214
26023	Capital Works - New reservoir Currey St Roma	No	Development/Pre-Construction	●	●	\$650,000	\$0	
26048	Capital Works - Surat Water Clarifier Upgrade	No	Development/Pre-Construction	○	●	\$500,000	\$15,000	\$5,764
26050	Capital Works - Bendemere Water Meter Replacement Program	No	Development/Pre-Construction	○	●	\$50,000	\$10,000	
26051	Capital Works - Water Line Replacement Swans Road Wallumbilla	No	Development/Pre-Construction	○	●	\$170,000	\$0	\$1,980
26062	Capital Works - Workplace Health and Safety - Capital Initiatives (Budget Only)	No	Development/Pre-Construction	●	●	\$257,250	\$0	
26072	Capital Works - Bungil Water Meter Replacement Program	No	Development/Pre-Construction	○	●	\$50,000	\$19,681	\$0
26075	Capital Works - Potable Water - Reservoir Vermin Proofing Project	No	Development/Pre-Construction	○	●	\$100,000	\$15,000	
26077	Capital Works - Surat Water Meter Replacement Program	No	Open	○	○	\$29,999	\$9,584	\$1,835
23608	Roma Bore 21 - infrastructure projects	No	Implementation/Construction	●	●			\$22,595
23605	Mungallala reservoir and pump	No	Project Close	●	●			\$9,073
24484	Replace two high lift pumps to reservoir, Roma	No	Development/Pre-Construction	●	●			\$49,890
24479	Watermain renewal Arthur Street, Roma between George Street and Bungil Street	No	Project Close	●	●			\$6,411
24733	Wallumbilla Reservoir New	No	Project Close	●	●			\$5,674
25125	Wallumbilla Reservoir Replacement - second Reservoir	No	Implementation/Construction	●	●			\$37,706
25129	Mitchell - Water Main Supply Connect new 100mm supply into Hospital internal Water main reticulation	No	Project Close	●	●			\$14,542
25419	Installation of Extra Fire Hydrants to Western Industrial zone Raglan Street Roma	No	Implementation/Construction	●	●			\$17,130
25420	Water Main Upgrade - Beaumont Drive Roma	No	Project Close	●	●			\$23,732
Potable Water Supply Total:						\$2,734,349	\$101,395	\$233,547
<b>Procurement</b>								
24456	Contract Management System Implementation	No	Open	○	○	\$0	\$0	\$15,924
Procurement Total:						\$0	\$0	\$15,924
<b>Public Toilets</b>								
26019	Capital Works - Replacement of the Lions Park Toilet Block	No	Design	○	●	\$180,000	\$0	\$61,480

Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
26055	Capital Works - Wallumbilla Show Grounds - replace dump point	No	Development/Pre-Construction	●	○	\$50,000	\$0	
Public Toilets Total:						\$230,000	\$0	\$61,480
<b>Quarry Operations</b>								
26135	Capital Works - Quarry Plant - Teres Finlay C-1540RS Cone Crusher	No	Implementation/Construction	●	●	\$195,000	\$195,000	\$195,000
24555	Roma Quarry - purchase of a replacement water truck	No	Project Complete	●	●			\$277,154
Quarry Operations Total:						\$195,000	\$195,000	\$472,154
<b>Raw Water Supply</b>								
26027	Capital Works - Replacement Pump for Hodgson Bore	No	Initiation & Definition	●	●	\$15,000	\$0	
Raw Water Supply Total:						\$15,000	\$0	
<b>Roma Cultural Centre</b>								
23558	Cultural Centre Roma - air conditioning renewal	No	Implementation/Construction	●	●	\$700,000	\$0	\$12,960
26020	Capital Works - Roma Cultural Centre - Open Spaces upgrades and renewal	No	Open	○	○	\$150,000	\$0	
24507	Roma Cultural Centre Auditorium stairwell access to sound booth from auditorium floor	No	Development/Pre-Construction	●	●			\$0
Roma Cultural Centre Total:						\$850,000	\$0	\$12,960
<b>Rural Roads</b>								
22843	SD23 Kangaroo Creek Road ch 4.30 to 15.460 - Santos GLNG	Yes	Design	→	●	\$1,512,241	\$0	\$0
23640	Arcadia Valley Upgrade Works (multi-year project) (GLNG and ROSI)	Yes	Implementation/Construction	→	●	\$5,469,537	\$160,000	\$102,044
24564	Strategic Roads - Bitumen Extension Yuleba - Surat Road (RRUPP)	Yes	Development/Pre-Construction	○	●	\$5,913,435	\$0	\$7,299
24565	Strategic Roads RRUP - Bitumen Extension Redford Road	Yes	Implementation/Construction	→	●	\$1,600,000	\$0	\$2,191,447
24583	Hodgson Lane North / Bindango Intersection Safety Upgrade	No	Design	○	●	\$200,000	\$0	\$9,192
24766	Design (both concrete or timber) for the Tartulla Creek Crossing on Samari Plains Road	No	Implementation/Construction	●	●	\$250,000	\$0	\$13,930
25346	Bollon Road Bitumen Extension Stage 2 (RRUPP)	Yes	Implementation/Construction	→	●	\$3,823,050	\$0	\$3,547,526
25347	Bollon Road Bitumen Extension Stage 3 RRUPP	Yes	Development/Pre-Construction	→	●	\$3,473,805	\$0	\$297,376
25943	Capital Works - Bitumen Rehabilitation - Six Mile Road Ch 7.05 - 9km	Yes	Development/Pre-Construction	○	●	\$570,000	\$0	\$460
25944	Capital Works - Bitumen Rehabilitation - Blue Hills Road Ch 16.26 - 18.32km	Yes	Development/Pre-Construction	○	●	\$420,000	\$0	\$460
25946	Capital Works - Bendiboi Intersection Culvert Safety Upgrade (Carnarvon Highway)	No	Development/Pre-Construction	○	●	\$60,000	\$0	
25957	Capital Works - Middle Road Bitumen Rehabilitation - Ch 2.6 - 4.5km	Yes	Development/Pre-Construction	○	●	\$350,000	\$0	
25969	Capital Works - Floodway Trial - Locations To Be Confirmed - Budget Only	No	Development/Pre-Construction	○	●	\$100,000	\$0	
25981	Capital Works - Gravel Resheet Complementary Works - Event 15 and 16	No	Implementation/Construction	●	●	\$742,250	\$0	
25982	Capital Works - Rural Road Reseal Program 2025/26	No	Development/Pre-Construction	○	●	\$2,233,000	\$25,000	\$0
25987	Capital Works - Glenearn Road Crest Widening - Chainage TBC	No	Design	●	●	\$250,000	\$0	
26021	Capital Works - Mt Moffatt Road bitumen widening and rehabilitation Ch 50.33 - 56.33 km	Yes	Development/Pre-Construction	○	●	\$1,645,126	\$0	\$3,486
26052	Capital Works - Wallumbilla and surrounds Road Infrastructure Upgrades - Santos GLNG SLA 9 - Phase 7 Development - Budget Only	Yes	Open	○	○	\$2,529,274	\$0	\$79,740
26060	Capital Works - Womblebank Gap Road bitumen widening and rehabilitation Ch 34.60 - 36.31 km	Yes	Project Close	●	●	\$1,212,000	\$270,000	\$243,945
26087	Capital Works - Short Street Roma - Gravel Resheet to approx Ch 3.60 kms Complementary Works	No	Project Close	●	●	\$127,750	\$127,750	\$127,737

Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
26139	Complementary Works Event 15 - V Gate Road	No	Implementation/Construction	●	●	\$15,000	\$15,000	\$20,220
26140	Capital Works - Bollon Road Bitumen Upgrade Stage 3 ch 84.50 - 88.32 kms - Second Coat Seal	No	Initiation & Definition	○	●	\$0	\$0	
26152	Capital Works - Complementary Works - Rosedale Road ch 2.337 to 2.774 and 3.099 to 3.258	No	Project Close	●	●	\$15,000	\$15,000	\$12,139
22845	Sd23 Santos GLNG McLennans Road Gravel Resheet and floodway upgrades ch 0 - 8.150	Yes	Implementation/Construction	●	●			(\$1,309)
22960	Concrete culvert - Gunnewin West Road (design and construction)	No	Development/Pre-Construction	○	●			\$0
24560	Shoulder Grading / Resheeting - Strategic Bus Routes - Donnybrook / Six Mile	No	Implementation/Construction	●	●			\$51,145
24570	Bitumen Rehabilitation - Womblebank Gap Road (TBC)	Yes	Development/Pre-Construction	○	●			\$260,634
25117	Iona - Bardlomey Road bitumen rehabilitation/stabilisation (2 x High Priority Sections)	Yes	Project Close	●	●			\$305,782
25122	Mt Owen Road - Jerry's Crossing Floodway Replacement - Design only	No	Design	●	●			\$28,105
25581	APLNG Ewingsdale Road Dust Seal Ch 0 - 0.5km	Yes	Development/Pre-Construction	○	●			\$3,804
25731	Yuleba Surat Road (b) Gravel Resheet Ch 37.74 to 44.140 and 46.6 to 50.2kms (TIDS)	Yes	Project Complete	●	●			(\$13,253)
25876	Capital Works - Santos SLA 9 - Pickanjinie North Road Ch 0.000 to Ch 15.460 - Pavement Rehab Patches	Yes	Implementation/Construction	●	●			\$106,673
25878	Santos SLA 9 - Myall Lane Ch 0.000 to Ch 3.200 - Maintenance Grade, Gravel Upgrade and Gravel Resheet	No	Open	○	○			\$7,097
26120	Capital Works - Origin - Reedy Creek Road - Rehabilitation Patches	Yes	Open	●	○			\$139,965
26130	Capital Works - SLA9 - Yarrawonga Road Ch 0.000 to Ch 2.820 - Shoulder Resheet and Pavement Rehabilitation	Yes	Implementation/Construction	●	●			\$3,366
26131	Capital Works - SLA9 - Seawrights Road Ch 0.000 to Ch 3.250 - Gravel Resheet and Reconstruction of floodway	Yes	Implementation/Construction	●	●			\$47,122
26141	Capital Works - CRC Yuleba Surat Road Bitumen Upgrade 53.80 to 57.00 kms	No	Development/Pre-Construction	○	●			
26138	Capital Works - Santos SLA 9 - Pickanjinie South Road Ch 0.110 to Ch 1.320 - Gravel Upgrade	Yes	Implementation/Construction	○	○			\$48,102
26166	Capital Works - Blythdale North Road - Floodway Rehabilitation	Yes	Implementation/Construction	●	●			\$49,760
Rural Roads Total:						\$32,511,468	\$612,750	\$7,693,996

## Rural Services

26121	DNR Capital Works 25/26 – Teelba F37201 – Tank Pad	No	Open	○	○			\$0
26122	DNR Capital Works 25/26 – Mitchell W2125 – Trough Inlet Pipe	Yes	Project Complete	●	●			\$3,670
26123	DNR Capital Works 25/26 – Brucedale W2256 – Replace tank troughs and solar	Yes	Development/Pre-Construction	●	●			\$1,254
26124	DNR Capital Works 25/26 – Damper Gully W2770 – Replace bywash and desilt dam	Yes	Project Complete	●	●			\$19,527
26125	DNR Capital Works 25/26 – Roma W2261 – Replace tanks and replace windmill with solar	No	Open	○	○			\$0
26127	DNR Capital Works 25/26 – Green Timbers Dam F51300 – Install troughs and fence around tank	No	Open	○	○			\$0
26144	DNR Capital Works 25/26 – Wallumbore W1301 – Windmill repairs	Yes	Project Complete	●	●			\$4,850
Rural Services Total:								\$29,301

## Saleyards

25621	Asphalt surfacing of heavy vehicle truck stop area at the Roma Truck Stop precinct	Yes	Design	○	●	\$1,900,000	\$0	\$28,650
25983	Capital Works - Roma Saleyards Site Fencing	No	Open	●	●	\$50,000	\$40,000	
25985	Capital Works - Renewal of Auctioneer Walkways Phase 2 – Western Side	No	Open	●	●	\$750,000	\$0	
25986	Capital Works - Roma Saleyards Renewal & Offsetting Loading Ramps	No	Open	●	●	\$1,250,000	\$0	
25988	Capital Works - Roma Saleyards Footpaths	No	Project Close	●	●	\$25,000	\$25,000	\$46,716
26030	Capital Works - Roma Saleyards Draft Access	No	Open	●	●	\$50,000	\$0	

24 November 2025 00:37

On Time Legend: ○ Not Started ● On Schedule ● Generally on Schedule ● Not on Schedule → Multi Year Project

On Budget Legend: ● On Track ● Generally on Track with Minor Issues ● Off Track/Review Required

9 of 12



Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
26032	Capital Works - Roma Saleyards Truck Wash - Stage 2 & 3	No	Open	●	●	\$250,000	\$0	\$0
24868	Stage 01 of Augmentation of the Roma Truckwash Waste collection, detention lagoons and wet weather storage	No	Implementation/Construction	●	●			\$0
25617	Roma Saleyards - Selling laneways shade replacement	No	Development/Pre-Construction	●	●			\$12,180
Saleyards Total:						\$4,275,000	\$65,000	\$87,546
<b>Sewer Administration</b>								
26022	Capital Works - Sewerage Pumping Stations Annual Service and Inspection	No	Development/Pre-Construction	●	○	\$48,000	\$0	\$0
Sewer Administration Total:						\$48,000	\$0	\$0
<b>Sewerage Reticulation</b>								
25989	Capital Works - Sewer Main Relining - Towns - TBC	No	Development/Pre-Construction	●	○	\$150,000	\$0	
26044	Capital Works - Surat Sewer Pump Station Burrows St upgrades	No	Implementation/Construction	●	○	\$45,000	\$10,870	\$10,870
26058	Capital Works - Wallumbilla Sewerage System design	No	Development/Pre-Construction	●	○	\$50,000	\$0	
26104	Capital Works - Sewer Main Renewal 35 Miscamble St Roma including shed remove and replace	No	Open	○	○	\$125,000	\$0	\$700
26145	Capital Works - Sewer Main Installation boundary 31-33 Lovell St Roma	No	Implementation/Construction	●	○	\$25,000	\$25,000	\$38,066
Sewerage Reticulation Total:						\$395,000	\$35,870	\$49,636
<b>Sewerage Treatment</b>								
24470	Surat Sewerage Safety Improvements	No	Development/Pre-Construction	●	●			\$79,004
24468	Waste bin collection point and bin Lifter - Injune	No	Implementation/Construction	●	●			\$18,191
25778	Roma Imhoff Tanks Safety Rail Upgrades	No	Development/Pre-Construction	●	○			\$11,209
Sewerage Treatment Total:								\$108,404
<b>Sport &amp; Recreation</b>								
25591	Roma Cricket Oval Drainage and Resurfacing - Australian Cricket Infrastructure Fund ACIF	Yes	Development/Pre-Construction	→	●	\$60,000	\$0	
25947	Capital Works - New Gwydir Laycock BMX Track Design	No	Development/Pre-Construction	○	●	\$20,000	\$5,000	
25993	Capital Works - Injune Cricket Club Clubhouse - Construct verandah (pending external funding)	No	Development/Pre-Construction	●	●	\$25,000	\$0	
26016	Capital Works - Mitchell Showgrounds Electrical Upgrade	No	Open	○	○	\$65,277	\$0	
26024	Special Project - Audit to determine Capacity & Capability of Maranoa Sporting Infrastructure	No	Initiation & Definition	○	●	\$22,000	\$0	
26025	Special Project - Surat Sporting Complex Painting (Bar and Betting Area)	No	Development/Pre-Construction	○	●	\$25,000	\$0	\$0
26029	Capital Works - Roma Dog Park extension	No	Initiation & Definition	○	●	\$50,000	\$0	
26045	Capital Works - Surat Cricket Nets Renewal (pending external funding)	No	Initiation & Definition	○	○	\$7,500	\$0	
26046	Capital Works - Surat Pump Track Design	No	Development/Pre-Construction	○	●	\$31,000	\$5,000	
26047	Capital Works - Surat Recreational Grounds Irrigation Project	No	Initiation & Definition	●	●	\$55,000	\$15,000	\$15,053
26059	Capital Works - Wallumbilla Tennis Courts install hit up wall and cricket practice nets	No	Initiation & Definition	○	○	\$48,000	\$0	
23565	Yuleba Community Project Judds Lagoon parkland improvements and connectivity	Yes	Implementation/Construction	→	●			\$215,068
25061	Warroo Racecourse - building roof over newer amenities block	No	Design	●	●			
25111	Surat Golf Club - unisex toilet installation	Yes	Implementation/Construction	●	●			\$42,500
25754	Warroo Sporting Complex Canteen Fit Out	No	Implementation/Construction	●	●			\$7,731
Sport & Recreation Total:						\$408,777	\$25,000	\$280,351

24 November 2025 00:37

On Time Legend: ○ Not Started ● On Schedule ● Generally on Schedule ● Not on Schedule → Multi Year Project

On Budget Legend: ● On Track ● Generally on Track with Minor Issues ● Off Track/Review Required

10 of 12

Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
<b>State Emergency Service</b>								
26036	Capital Works - SES Surat Storage Facility & Marshalling Area (pending external funding SES support grant 2025_26))	No	Cancelled	○	○	\$90,000	\$0	
State Emergency Service Total:						\$90,000	\$0	
<b>Stormwater Drainage</b>								
26042	Special Project - Survey of Underground Stormwater network - Surat, Wallumbilla, Yuleba	No	Development/Pre-Construction	○	●	\$40,000	\$2,000	
Stormwater Drainage Total:						\$40,000	\$2,000	
<b>Strategic Proj Planning &amp; Asset Mngt</b>								
26033	Special Project - Development of a Strategic Asset Management Plan	No	Initiation & Definition	○	●	\$75,000	\$10,000	\$28,670
Strategic Proj Planning & Asset Mngt Total:						\$75,000	\$10,000	\$28,670
<b>Surat Cobb &amp; Co Changing Station</b>								
26049	Capital Works - Surat Aquarium Landing Design and Construction	No	Initiation & Definition	○	●	\$100,000	\$0	\$3,600
Surat Cobb & Co Changing Station Total:						\$100,000	\$0	\$3,600
<b>Swimming Pools</b>								
24176	Roma Denise Spencer Pool Design and Construction (refer also WO22307 design)	Yes	Implementation/Construction	→	●	\$24,760,000	\$1,000,000	\$2,372,509
24514	Mitchell Pool Upgrade Kiosk and Change Rooms	No	Design	●	●	\$10,000	\$0	
25948	Capital Works - Replace damaged Shed at the Injune Pool	No	Development/Pre-Construction	○	●	\$47,000	\$0	\$0
25967	Capital Works - Mitchell Pool Generator	No	Implementation/Construction	●	●	\$38,752	\$24,802	\$24,802
26041	Capital Works - Surat Pool Entrance Upgrade	No	Open	○	○	\$80,000	\$0	
Swimming Pools Total:						\$24,935,752	\$1,024,802	\$2,397,311
<b>Tourism</b>								
25937	Capital Works - Injune Eagle Sculpture Installation	No	Project Close	●	●	\$14,400	\$14,400	\$14,256
24539	Yuleba Fire Tower Refurbishment of the fire tower cabin & interpretive historical display located within Cobb & Co Park	Yes	Implementation/Construction	→	●			\$172,355
Tourism Total:						\$14,400	\$14,400	\$186,611
<b>Tourism Operations</b>								
26038	Special Project - Renew and update tourism signage	No	Initiation & Definition	●	●	\$100,000	\$0	
26039	Special Project - Cobb and Co Changing Station Museum Painting	No	Development/Pre-Construction	○	●	\$75,000	\$0	\$0
26040	Special Project - Renewal of the Tourism Strategy	No	Initiation & Definition	○	●	\$25,000	\$0	
Tourism Operations Total:						\$200,000	\$0	\$0
<b>Urban Streets</b>								
22873	Cycle Network Miscamble and Queen Street Roma - Intersection Upgrade CNLGG (refer WO20271 design)	Yes	Development/Pre-Construction	→	●	\$171,000	\$0	\$0
24584	Safety Improvements for Pedestrian at Rail Level Crossings - Alice and Mary Streets Mitchell	No	Design	→	●	\$700,000	\$12,000	\$12,000
24654	Sculptures Out Back Conceptual Plan of the site - Lot Plan 210WV1624	No	Open	○	○	\$0	\$0	\$0

Work Order	Title	Externally Funded	Status	On Time	On Budget	Annual Budget	YTD Budget	YTD Expenditure
24722	Widen bitumen to kerb Ivan Street Surat (Charlotte to Cordelia)	No	Implementation/Construction	●	●	\$200,000	\$140,000	\$3,835
25945	Capital Works - Arthur St Roma (McDowall to Bowen St) - Kerb and Channel works & design for asphalt overlay	No	Development/Pre-Construction	○	●	\$200,000	\$13,000	\$0
25959	Capital Works - Browns Lane design to an urban access standard	No	Design	●	●	\$55,000	\$29,000	\$24,678
25961	Capital Works - Design of Burke Street Yuleba Bitumen Seal Ch 0.02 to 150 mt	No	Design	○	●	\$12,000	\$500	\$360
25962	Capital Works - Design of the Widening for Beaumont Drive	No	Initiation & Definition	●	●	\$70,000	\$0	\$0
25991	Capital Works - Urban Road Reseal Program 2025/2026	No	Development/Pre-Construction	○	●	\$750,000	\$0	
25992	Capital Works - Warrego Highway Parking Lane Rehabilitation (Flinders to Landsborough) (NEW WO 26103)	No		→	○	\$0	\$0	
26103	Capital Works - Warrego Highway Parking Lane Rehabilitation (Flinders to Landsborough) (OLD WO 25992)	No	Project Close	●	●	\$40,000	\$40,000	
22257	Vehicle rest area - Eastern approach to Roma (opposite Big Rig) (SLRIP)	Yes	Implementation/Construction	→	●			\$91,636
24365	Long Distance Coach Stop Program - Yuleba	Yes	Implementation/Construction	●	●			\$0
24721	Cycle Network 2023-24 - Miscamble Street, Carnarvon Highway to Arthur Street Roma detailed design for active transport facilities	Yes	Development/Pre-Construction	●	●			\$0
24723	Widen bitumen to kerb William Street Surat (Cordelia to Bertha)	No	Project Close	●	●			\$15,053
25113	Mossvale Road Culvert Upgrade (Santos Contribution)	Yes	Design	○	●			\$16,450
25348	Floodway / Stormwater improvements on Creek Street / Amby North Intersection	No	Project Close	●	●			\$67,562
25919	Miscamble Street East Roma Culvert Upgrade Final Works (previous WO 22801)	No	Implementation/Construction	→	●			\$0
Urban Streets Total:						\$2,198,000	\$234,500	\$231,574
<b>Waste Management</b>								
25995	Capital Works - Appliance Recovery Hub	No	Implementation/Construction	●	●	\$40,000	\$0	\$0
25996	Capital Works - Leachate Plan for Waste facilities	No	Initiation & Definition	●	●	\$652,000	\$0	\$3,411
25997	Special Project - Revise and update Maranoa waste management strategy and regional operational plans	No	Initiation & Definition	●	●	\$30,000	\$10,000	\$1,025
26037	Capital Works - Stormwater Management Upgrades for the Roma Waste Management Facility	No	Initiation & Definition	●	●	\$300,000	\$0	\$3,411
26053	Special Project - Waste Management - Implementation of environmental monitoring programs	No	Implementation/Construction	●	●	\$500,000	\$136,365	\$43,956
26054	Special Project - Waste Management - Implementation of site based management plans including staff training	No	Development/Pre-Construction	●	●	\$50,000	\$10,000	
Waste Management Total:						\$1,572,000	\$156,365	\$51,802
<b>Water Administration</b>								
25979	Special Project - Dosing Systems Yearly Service and Report	No	Development/Pre-Construction	●	○	\$190,000	\$173,062	\$0
25980	Special Project - Updates to the SCADA platform	No	Development/Pre-Construction	●	○	\$120,000	\$0	
25984	Special Project - Reservoir Cleaning Program	No	Initiation & Definition	○	●	\$60,000	\$0	
26017	Special Project - Water Pressure Testing and Network Analysis Roma CBD	No	Open	○	○	\$25,000	\$0	
Water Administration Total:						\$395,000	\$173,062	\$0



## **OFFICER REPORT**

**Meeting:** Ordinary 27 November 2025

**Date:** 12 November 2025

**Item Number:** L.2

**File Number:** D25/116766

**SUBJECT HEADING:** Investment Prospectus

**Classification:** Open Access

**Officer's Title:** Manager - Regional Economic & Community Development

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### **Executive Summary:**

Council resolved to provide funding for the development of an Investment Prospectus in its 24/25 budget period.

As an election of Council was in the offing, it was felt that this work should be delayed until after the council elections, to allow for the new council to be able to provide their input into this Prospectus.

AEC group were the successful tenderer. The process has involved both stakeholder discussions as well as 5 briefing sessions with Councillors.

It should be noted that this Investment Prospectus, is a high level 'we are open for business' document and is not meant to catch all business opportunities. Rather, it is conveying the message that we are a viable, and investment ready region, for investors and government agencies.

### **Officer's Recommendation:**

That Council resolves to:

1. **Endorse the front cover of the Investment Prospectus with one of the following taglines:**
  - a. ***"Discover Maranoa: Invest Today, Prosper Tomorrow";*** or
  - b. ***"More in the Maranoa: We're Open for Business".*****(Council to select the preferred tagline for inclusion in the final document.)**
2. **Adopt the Draft Investment Prospectus, incorporating the selected tagline and front cover design, as presented in Attachment [insert attachment reference], as the basis for public consultation.**
3. **Approve the public exhibition of the Draft Investment Prospectus for a period of [insert timeframe, e.g., 28 days], commencing on [insert start date] and concluding on [insert end date], to seek community and stakeholder feedback.**

4. Authorise the Chief Executive Officer (or delegate) to undertake all necessary actions to facilitate the public exhibition process, including but not limited to:
    - Publishing the Draft Investment Prospectus with the selected tagline and front cover on Council's website.
    - Promoting the public exhibition through Council's communication channels.
    - Providing opportunities for community and stakeholder engagement, including [insert methods, e.g., public meetings, online surveys, written submissions].
  5. Request a further report to be presented to Council at the conclusion of the public exhibition period, summarising the feedback received and providing recommendations for any amendments to the Investment Prospectus prior to its final adoption.
- 

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

The purpose of this report is to seek endorsement of the recommendation listed above, so that this Investment Prospectus can be placed on public exhibition for final feedback, and subsequent adoption by Council.

**Background** (*Including any previous Council decisions*):

Council resolved to provide funding for the development of an Investment Prospectus in its 24/25 budget period. Officers and Council agreed that as an election of Council was in the offing, that this work should be delayed until after the elections, as this would allow for the new council members to provide their input into this Prospectus.

AEC group were the successful tenderer. The process has involved both stakeholder discussions as well as briefing sessions with councillors.

The **five (5)** briefing sessions were held as follows with the purpose to –

**Briefing one (1) on 17 July 2024**

**Agenda:**

1. Introduction to the AEC Group's Approach:

- Councillors will have the opportunity to engage with representatives from the AEC Group.
- The AEC Group will present their methodology and strategic approach to the Investment Prospectus.

**Councilor Input and Feedback:**

- Councilors to provide their insights and feedback on the Investment Prospectus.
- This session will be an open forum for discussion, ensuring that councilors' perspectives are integrated into the final document.

**Future Briefing Sessions:**

- The AEC Group will conduct two additional briefing sessions, with Councilors.
- These sessions will focus on highlighting the feedback received and incorporating any further comments from councilors.

**Briefing two (2) on 10 Sept 2024**

Second meeting with AEC Group to workshop and update next stage of Investment Prospectus development.

**Briefing three (3) on 18 Sept 2024**

A follow-up meeting with the AEC Group to brief Councillors on the outcomes from recent key industry discussions. During this session, AEC will seek additional input from Councillors to refine the Investment Prospectus and ensure all relevant issues have been thoroughly considered. This meeting will take place in person. Ms Kaitlin McInnes and Mr Glenn Maguire from AEC will be in attendance.

*The generic questions AEC has been asking stakeholders are as follows (but they do tailor the conversation during each engagement, as required):*

- *Key strengths of the Maranoa that can be leveraged and promoted in retaining, expanding, and attracting business/ investment.*
- *Key industries of opportunities for the future of the Maranoa, considering:*
  - *Building on regional strengths*
  - *Localising supply chains for existing industry*
  - *Developing investment precincts (such as an aviation precinct near Roma Airport, or transport/ logistics precinct near Roma Saleyards)*
  - *Growing in line with the regional vision*
- *Key challenges/ barriers to business operations/ investment that need to be addressed to realise the opportunities.*
- *Key actions that Council can take to support/ facilitate the realisation of the opportunities.*

*Any other information we should be aware of for consideration/ inclusion in the Maranoa Investment Prospectus*

#### **Briefing four (4) on 26 Nov 2024**

Following our last briefing on 18th September 2024, feedback is sought on the contents of the Investment Prospectus.

Please note that the current version has been shaped by the input you provided to AEC, during our previous discussion.

Your insights will be valuable as we move to the final phase, and I look forward to receiving your comments.

#### **Briefing five (5) on 4 June 2025**

Further to our previous Briefings this is to update councilors on the images that have been selected for the Investment Prospectus.

In addition to the above briefings, the Investment Prospectus has been discussed at the economic development portfolio meetings chaired by Cr Hancock in conjunction with Cr Davis; this has included both content including images selected.

Finally, it should be noted that this investment Prospectus, is a high level we are open for business, and is not meant to catch all business opportunities but rather that we are a viable and investment ready region for investors and government agencies to consider

#### **Recommendation:**

That Council resolves to:

- 1. Endorse the front cover of the Investment Prospectus with one of the following taglines:**
  - a. *"Discover Maranoa: Invest Today, Prosper Tomorrow"*; or**
  - b. *"More in the Maranoa: We're Open for Business"*.****(Council to select the preferred tagline for inclusion in the final document.)**
- 2. Adopt the Draft Investment Prospectus, incorporating the selected tagline and front cover design, as presented in Attachment [insert attachment reference], as the basis for public consultation.**
- 3. Approve the public exhibition of the Draft Investment Prospectus for a period of [insert timeframe, e.g., 28 days], commencing on [insert start date] and concluding on [insert end date], to seek community and stakeholder feedback.**

4. Authorise the Chief Executive Officer (or delegate) to undertake all necessary actions to facilitate the public exhibition process, including but not limited to:

- Publishing the Draft Investment Prospectus with the selected tagline and front cover on Council's website.
- Promoting the public exhibition through Council's communication channels.
- Providing opportunities for community and stakeholder engagement, including [insert methods, e.g., public meetings, online surveys, written submissions].

5. Request a further report to be presented to Council at the conclusion of the public exhibition period, summarising the feedback received and providing recommendations for any amendments to the Investment Prospectus prior to its final adoption.

#### Risks:

Risk	Description of likelihood & consequences
Low	It is seen by the community not taking steps to encourage new business opportunities for our region

#### Policy and Legislative Compliance:

Nil

#### Budget / Funding (*Current and future*):

Depending on investment opportunities arising maybe impact on future budgets, this will be determined by relevant council meetings.

#### Timelines / Deadlines:

ASAP

#### Consultation (*Internal / External*):

- 5 Council Briefings (17<sup>th</sup> July 24;10 sept 24;18 Sept 24; 26 Nov 24 and 4 June 25)
- 27 out of 37 Stakeholders were consulted and responded.
- Chair Economic Development Portfolio

**Strategic Asset Management Implications:**

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

NA

**Acronyms:**

Acronym	Description
NONE	NONE

**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

4.2 Encourage additional investment in the Maranoa, developing our local economy and increasing our region's population

**Supporting Documentation:**

- |                     |  |            |
|---------------------|--|------------|
| 1 <a href="#">↓</a> | Updated version from AEC with one option for the front cover     | D25/120427 |
| 2 <a href="#">↓</a> | J002937_Maranoa_InvestmentProspectus_Cover<br>Alternative Option | D25/120429 |

**Report authorised by:**

Director - Regional Development, Environment & Planning



## DISCOVER MARANOA: *INVEST TODAY, PROSPER TOMORROW*

**INVESTMENT PROSPECTUS 2025>>>**

ROMA | MITCHELL | SURAT | INJUNE | WALLUMBILLA |  
YULEBA | JACKSON | MUNGALLALA | AMBY | MUCKADILLA





Maranoa Regional Council is proud to present the **Maranoa Investment Prospectus** to showcase our thriving region and the investment potential we have on offer.

The Maranoa is a place of rich heritage, diverse landscapes, and tremendous economic potential. Over the years, we have evolved into a vibrant community that balances tradition with progress, making us a key contributor to Queensland's economic landscape.

Our region covers 58,830km<sup>2</sup> and represents 3.4% of the land in Queensland. The Maranoa is renowned for its agricultural prowess, producing high-quality beef, grains, and sheep that are in demand both domestically and internationally.

Our region's agricultural sector is complemented by a growing energy industry, which includes our strong production of coal seam gas. This dynamic combination makes the Maranoa a critical contributor to Queensland's economy and a key player in Queensland's future.

As we seek ways to future-proof the economic prosperity of the region, it is important that we build on our region's strengths but also continue to look for new opportunities and embrace new ways of working.

Here in the Maranoa, we are committed to fostering an environment that supports business growth and innovation. Our local government is ready to work hand-in-hand with investors to turn their visions into reality.

**Wendy Taylor**  
Mayor, Maranoa Regional Council



## INVESTMENT SNAPSHOT

Why The Maranoa, Why Now	7
Industries of Opportunity	8
Investment Precincts	9
Our Commitment	9



## INDUSTRIES OF OPPORTUNITY

Agri-Business (Precinct)	20
Renewable and Bio-Energy	21
Transport and Logistics (Intermodal Hub)	22
Construction & Manufacturing	23
Waste and Circular Economy	24
Retail, Small Business, and Entrepreneurship	25
Tourism	26
Aviation (Precinct)	27



## REGIONAL OVERVIEW

Economic Overview	12
Industry Strengths	14
Lifestyle Awaits	17



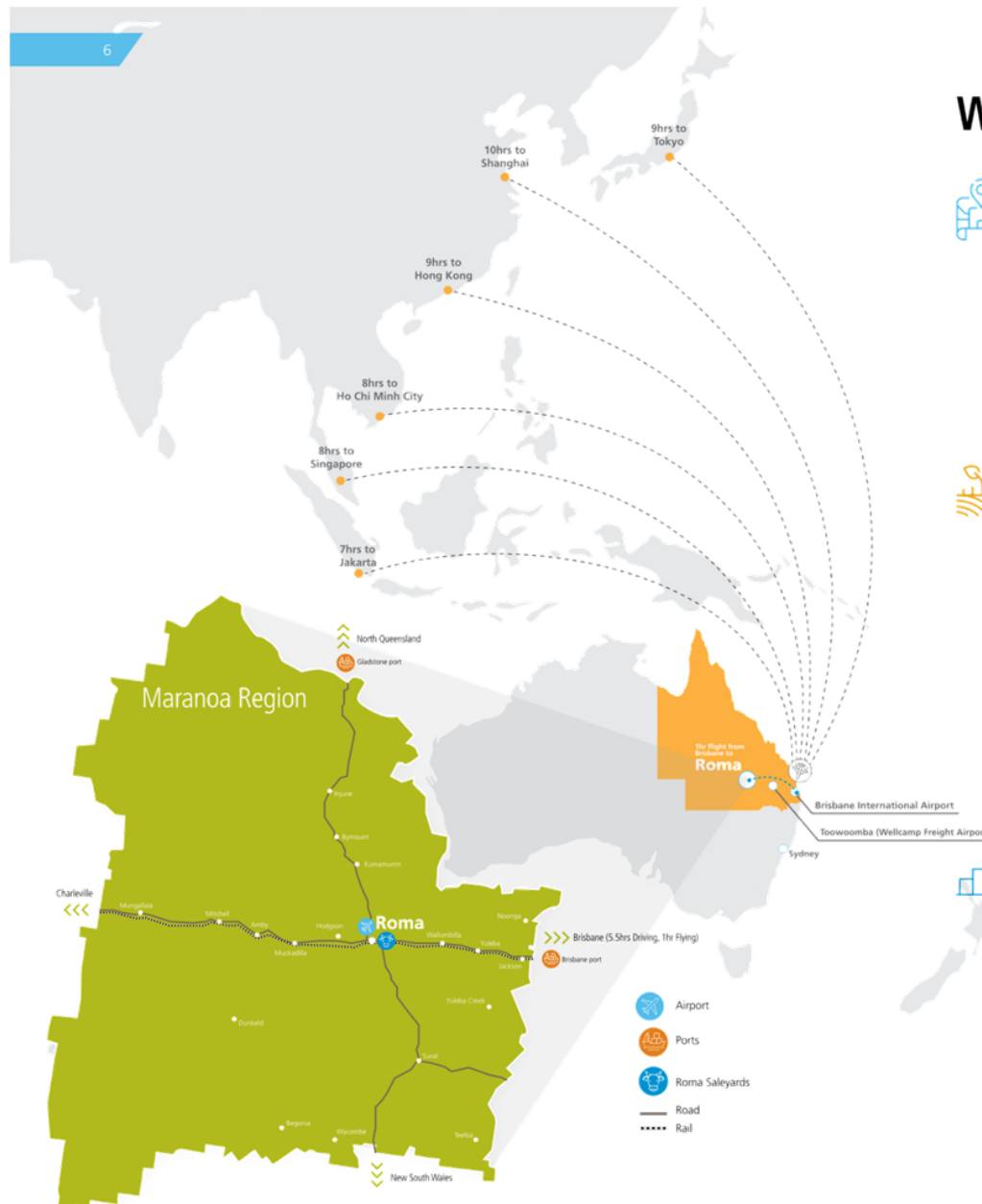
## OUR COMMITMENT

Implementation	29
How To Realise Your Potential	32









Maranoa Regional Council / Investment Prospectus 2025

## WHY THE MARANOA, WHY NOW?



### Strategic Location & Market Access

- **Strategic location** in the heart of prime oil, gas, and agricultural land.
- **Access to markets** domestically (Northern Australia, South-East Queensland, and Southern States via highways and Roma Airport) and internationally (via Wellcamp Airport and Port of Brisbane).
- **Diverse freight / logistics options**, including road (proposed Inland Freight Route), air (Roma Airport), and rail (proposed Inland Rail).



### Regional Service Centre

- **Regional service centre**, with healthcare, retail, education, industry support, and government services.
- **A population base of approx. 13,000, with a wider catchment area across South West Queensland** including an additional approx. 20,000, that drives labour supply and demand for goods and services.



### Industry Strengths

#### Agriculture & Forestry

- Productive agricultural land.
- Existing skilled workforce.
- Established supply chains / support industry.
- Roma Saleyards, largest cattle-selling centre in Australia.
- Access to significant cypress timber reserves.

#### Tourism - Queensland's Top Tourism Town 2024

- Prime geographical position as 'Where country meets the Outback'.
- Natural attractions (Camaron Gorge, Great Artesian Spa).
- Year-round calendar of events.
- Road / air access (1 hr flight and 5.5 hr drive from Brisbane).

#### Natural Resources & Energy

- Natural endowments (wind and solar).
- Upcoming renewable projects.
- Existing grid assets.
- Electricity generation for Roma Power Station.

#### Health

- \$116 million Roma Hospital.
- Allied health services.
- Regional Health Services.

#### Resources

- Significant oil and gas resources.
- Established operations.



### Economic & Business Environment

- **Attractive industrial and commercial landscape**, with large and serviced industrial estates, vacant commercial premises, and is competitively priced.
- **Established utilities infrastructure**, including reliable electricity, gas, multiple water sources, and high-speed data networks.
- **Supportive business ecosystem**, fostering entrepreneurship, local purchasing, and community backing for major projects.
- **Positive economic growth trajectory**, with significant job opportunities and an array of upcoming major projects.
- **Strong global presence**, with net exports totalling \$1.6 billion.



### Amazing Lifestyle

- **Family-friendly and relaxed living** with everything just a short drive away.
- **Comprehensive health services**, high quality education, sport, recreation activities / clubs and arts and cultural facilities.
- **Tourism and community events** that are well-recognised.
- **Affordable and desirable lifestyle** residential lots throughout the region.
- **A cohesive, multicultural community** with strong networks and a vibrant spirit.

Maranoa Regional Council / Investment Prospectus 2025

## INDUSTRIES OF OPPORTUNITY

We invite investors to explore the diverse and promising opportunities across the Maranoa's priority industries, each offering unique potential for growth and innovation.



### Agri-Business

The Maranoa's established agricultural industry provides opportunity for local meat processing, agri-tech, feed manufacturing, rural equipment manufacturing, cattle health / breeding, intensive / regenerative farming, and research / development.



### Renewable & Bio-Energy

The Maranoa's natural resources offer solar, wind, hydrogen / green ammonia, gas, geothermal, and waste to energy / biofuel production opportunities. In the longer-term this could support demand for renewable asset manufacturing, providing cost effective inputs for local activity.



### Transport & Logistics

The Maranoa's strategic location, robust infrastructure, and diverse freight options (including road, rail, and air) present an opportunity for an Intermodal Hub to support activity in and around the Roma Saleyards, Australia's largest cattle-selling centre. This would support rail / road transport, parking / servicing, logistics, and warehousing.



### Construction & Manufacturing

The Maranoa offers significant opportunities for all areas of the construction industry, supported by its extensive land resources and growing infrastructure needs across residential, small business, and major projects.



### Waste / Circular Economy

The Maranoa provides a valuable opportunity for the circular economy and waste recovery activities, with the potential for materials recovery activities where an immediate and viable opportunity exists (steel, concrete, timber, etc.).



### Retail, Small Business & Entrepreneurship

The Maranoa offers a thriving environment for retail, small business, and entrepreneurship, driven by community support and growing demand.



### CGS & Service Industry

The Maranoa is a cornerstone of Queensland's energy sector, with extensive CSG reserves and long-established expertise. The industry supports a strong network of engineering, maintenance, and service firms, with emerging opportunities in hydrogen, carbon capture, and renewable integration.



### Tourism

The Maranoa offers a compelling tourism opportunity with its geographical location as 'where country meets the Outback'. Opportunities exist in events, corporate tourism, health / wellness, nature, arts / culture, sports, First Nations, bus tours / groups, immersive experiences, amongst others.



### Aviation

The Roma Airport provides an opportunity to further expand on aviation supporting services, such as sustainable fuel manufacturing, light aircraft maintenance, commercial and defence drones, recreational flights, and Royal Flying Doctor Service and LifeFlight.

## INVESTMENT PRECINCTS

Investment precincts in the Maranoa can capitalise on the region's strengths and drive growth across the key industries of opportunity. These precincts can offer targeted opportunities for investors to contribute to and benefit from optimised infrastructure, streamlined operations, shared knowledge / partnerships, and accelerated innovation.



### Aviation Precinct

Potential for co-location of a range of aviation related business activities in the precinct surrounding the Roma Airport. Investors can benefit from enhanced synergies, streamlined logistics, and access to a growing market for aviation services.



### Agribusiness Precinct

A prime opportunity for agriculture, manufacturing, research and development, logistics and transport companies to capitalise on Australia's largest cattle selling centre.

The centre provides infrastructure and facilities designed to enhance agricultural productivity and streamline livestock trade. Investors can benefit from the precinct's strategic location, robust logistics, and the growing demand in the livestock sector, driving significant economic growth and operational efficiency.



### Rail Intermodal Precinct

The Maranoa's strategic location within the Inland Freight Route and proximity to the proposed Inland Rail creates a compelling opportunity for a major intermodal hub. The precinct can integrate road, rail, and air freight operations, supporting efficient goods transfer and logistics services. With available industrial land, robust infrastructure, and access to key markets, investors can capitalise on growing regional freight demand and unlock value across Queensland's transport and supply chain network.

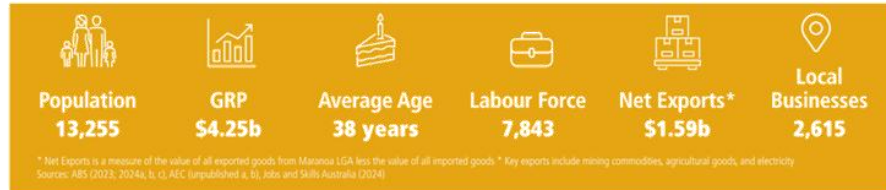




12

## ECONOMIC OVERVIEW

The Maranoa has a diverse and dynamic regional economy with key industries such as resources and agriculture driving growth, supported by a variety of other sectors including tourism, healthcare, and energy. The region has many of strengths and competitive advantages providing an ideal platform for future growth opportunities and investment prospects.



### Strategic Location & Market Access

- ▶ **Central hub for domestic and international markets** with access to Northern Australia, South East Queensland, and Southern States via Carnarvon and Warrego Highways and Roma Airport, as well as international markets through Wellcamp Airport and Port of Brisbane.
- ▶ **Diverse freight and logistics options** including road transport (Inland Freight Route), air freight via Roma Airport, and access to proposed Inland Rail project (which will increase capacity of the network between Maranoa and Brisbane).
- ▶ **Regular passenger services between Roma and Brisbane** and to and from Roma to Charleville on select days (70,000 seats per year), with special resident and small-to-medium business fares. Roma Airport is large enough to accommodate up to 75-seat jets.
- ▶ **Development of the billion-dollar Inland Freight Route** improving connectivity between Mungindi and Charters Towers through the Maranoa.

### Supportive Business Ecosystem

- ▶ **Large number of entrepreneurs** making an impact.
- ▶ **Supportive and collaborative small business environment** for new and existing businesses.
- ▶ **Positive community sentiment towards major projects and industry activity** with a long serving history in the oil and gas industry.
- ▶ **Diverse and connected business community (over 2,600 businesses)**, with a strong 'buy local' economy.



### Regional Service Centre

- ▶ **Recognised as a healthcare hub**, with facilities like the Roma Hospital offering essential medical services and specialised care to surrounding communities.
- ▶ **Vibrant retail sector**, with a range of shops, markets, and services that cater to both local residents and visitors.
- ▶ **Educational support**, through institutions such as the Country Universities Centre in Roma (over 100 students across every faculty), Roma TAFE, other vocational education services, and support for students looking for work.
- ▶ **Critical support services for agriculture and industry**, including machinery, equipment, and professional services vital for the productivity of these sectors.
- ▶ **Large residential population** supporting labour supply and demand for goods and services, with half of South West Queensland's workforce residing in the Maranoa.
- ▶ **Local and State government service base**, for the broader region.

13

### Local Success Story - Western Queensland Spirit

Western Queensland Spirit, the region's first craft distillery, launched in April 2023, has quickly become a beacon of Outback Queensland's pioneering spirit. Featuring nine unique products crafted with local botanicals, the distillery has attracted thousands of visitors and introduced a 'Trading Post' to showcase and support other Outback food producers. Founders Michael McLaughlin and Will Fellowes chose to invest in Roma due to its strong sense of community, liveability, and strategic location with accessible freight routes and proximity to Brisbane.

Drawn by the area's vibrant social fabric and career opportunities, they aimed to create a unique visitor experience, capitalising on Roma's appeal to entrepreneurs. The supportive local council, streamlined planning processes, and emphasis on Outback Queensland branding further encouraged their decision. Their efforts have not only boosted the region's tourism credentials but also supported local farmers and created a platform for community events, solidifying their role as a key contributor to the area's economic and social vitality.



### Established Utilities Infrastructure

- ▶ **Well-developed water infrastructure**, including extensive water storage, artesian waters, and distribution systems, ensuring a reliable supply for residential, agricultural, and industrial needs.
- ▶ **Stable and extensive electricity grid**, with connections to major power sources and infrastructure that support both residential and industrial energy needs.
- ▶ **Digital connectivity** with access to high-speed broadband and mobile networks, facilitating business operations and enhancing communication for residents and enterprises.

### Industrial & Commercial Offering

- ▶ **Availability of competitively priced industrial land** within the industrial estates.
- ▶ **Industrial land is well serviced** by water, gas, electricity and strategically located to main arterial roads, railways, and the Roma Airport.
- ▶ **Low biodiversity impacts** and relatively low constrained areas.
- ▶ **Ready to move in commercial premises** within the Roma Central Business District and Mitchell Business Precinct with low land costs, offering excellent opportunities for retail and service-oriented businesses with easy access to major transport links.
- ▶ **Pro-development, economically focused local government**, committed to investing and partnering to deliver growth.

### Natural Endowments

- ▶ **Favourable climatic conditions and abundant renewable resources** with significant solar and wind energy potential.
- ▶ **Established energy infrastructure** with existing electricity grid assets and utilities infrastructure supporting the development and integration of renewable energy projects.
- ▶ **Substantial reserves of natural gas and coal seam gas** play a vital role in Australia's energy sector, while supporting local jobs and economic prosperity.
- ▶ **Strategic location for energy projects** with access to both local and broader energy markets.
- ▶ **The Great Artesian Basin (GAB)**, the largest and deepest artesian basin in the world, is located under the Maranoa. The GAB is the only source of fresh water for a significant area of inland Australia.

### Economic Growth Trajectory

- ▶ **Upward trend in economic growth**, driven by key sectors such as oil and gas, agriculture, and population servicing sectors.
- ▶ **Strong global presence**, with net exports totaling \$1.6 billion.





## INDUSTRY STRENGTHS

### Agriculture & Forestry



Strategic location with access to domestic and international markets.



The Roma Saleyards is Australia's largest cattle-selling centre and one of the largest in the Southern Hemisphere. It sells 250,000 to 450,000 cattle annually and covers 123 acres.



Access to significant cypress timber reserves.



Skilled workforce specialised in various aspects of agriculture.



The Maranoa is 58,830 km<sup>2</sup>, much of which is agricultural land.



Diverse agricultural output, including high-quality cattle, sheep, wheat, and pulses.



Established supply chains, facilitating seamless operations from production to market.



Advanced farming techniques, including agri-tech and sustainable practices.



There are currently around 1,600 farm enterprises in Maranoa, one of the largest agricultural regions in Australia.



The Roma Saleyards are more than a cattle-selling facility. A recent investment of \$8.6 million has transformed the precinct into a place of education, learning, and tourism experiences.

### Resources



Rich resource deposits for coal seam gas, with the industry valued at \$2.7 billion.



Established operations, with oil and gas industries operating in the region for over 50 years.



Skilled workforce with expertise in resource extraction.



Well-developed transport and processing facilities.



Strategic location with access to the Port of Brisbane and Port of Gladstone, enhancing export potential.

### Healthcare



\$116 million state of the art Roma Hospital and allied health services.



\$77 million industry in healthcare and social assistance.



Comprehensive services including emergency care, routine treatments, and specialist services, catering to both local and surrounding communities.



Acts as a regional health service centre for the wider Western Queensland area.



Visiting regional services.

### Natural Resources & Energy



Strong natural endowments.



A range of upcoming renewable energy projects in the region.



Roma Power Station has 80 megawatts capacity, vital for regional power reliability.



Local energy sector uses gas from the Surat Basin, ensuring a dependable energy source.



Offers growth potential in energy production, efficiency, and sustainability.



Existing grid and utilities assets, providing a suitable location for renewable production investment.





16

## Tourism



**Roma: Winner of Queensland's Top Tourism Town 2024**



**Roma: Bronze in Australia's Top Tourism Town 2024**



**Visitors**  
**274,900**  
(2022-23)



**Visitor Nights**  
**688,300**  
(2022-23)



**Average Length of Stay**  
**3 days**  
(2022-23)



**Tourism Expenditure**  
**\$112m**  
(2022-23)

Sources: TRA (2023a, b, c), Economy.id (2024)

## How to Get Here

- Roma is accessible from Brisbane via a one-hour plane flight, 5.5 hours by car, 7.5 hours by bus, and 11 hours overnight by the Westlander train.
- Access to the international market via Brisbane.
- Popular drive tourism route from NSW and Victoria via the Maranoa through to Darwin, Cairns, and Longreach.

## What We Offer

- The Wheat Shed, Wallumbilla including Calico Cottage.
- Carnarvon Ranges and access to Carnarvon Gorge.
- Cobb & Co Changing Station.
- Maranoa Drive Trails.
- Markets, Events, and Festivals.
- Mitchell Great Artesian Spa.
- National Parks (Four).
- Outback Retreats and Farm stays.
- The Big Rig Roma and Roma Visitor Information Centre.
- Roma Saleyards.
- Outdoor activities: fishing, farm stays, bird watching, bush walking, four-wheel driving, and camping / glamping.
- Arts and culture: art trails, artist retreats and cultural events and festivals.
- Continual upgrade of tourism infrastructure, which will draw more visitors for events and experiences.
- Tours: Coach tours (niche tour operator markets).
- MICE (meetings, incentives, conferences, and events).
- Regional sporting tourism.
- Educational tourism.



**roma**  
REVEALED

Visit [romarevealed.com.au](http://romarevealed.com.au) to explore the Roma region, where country meets the Outback



Scan here for endless event possibilities

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17

## LIFESTYLE AWAITS

The main business centre of the Maranoa is Roma, with unique towns including Injune, Mitchell, Surat, Wallumbilla, Yuleba, Mungallala, Jackson, Amby, and Muckadilla all within driving distance. The Maranoa offers a blend of country and metropolitan lifestyles with a rich community spirit and a variety of attractive benefits.

## Location

- Access to everything you need within a short travel time (without traffic), meaning residents have more time to spend with family and friends.
- Bus, rail, and plane connections to Brisbane linked by the Warrego Highway and Carnarvon Highway.

## Affordable Housing

- Rental stress in Maranoa is lower than the Queensland average at 15% compared to 26%.
- Median house price is approximately half that of the state average.

**Maranoa | \$320,000**  
**Queensland | \$672,500**

Sources: ABS (2022-23), QGSO (2024)

## Health and Aged Care

- Relaxed lifestyle away from the hustle and bustle of the city.
- \$116 million state of the art Roma Hospital, with comprehensive services as well as health services in smaller towns.

## Job Opportunities

- Economic growth and potential makes it a great place for residents and workers (always seeking skilled workers across a range of industries).
- Support for a flexible and working from home lifestyle.

## Climate

- Pleasant climate, which is mostly dry throughout the year, with summer rainfall.
- Fresh non-polluted air, providing spectacular Outback skies.

## Education

- 48 education and training workers per 1,000 residents, higher than the state average.
- A range of schools and tertiary education institutions.
- 88% attainment rate of schooling at year 10 and above.

Source: AEC (unpublished a)

## Community Feel

- Strong community feel and connectedness.
- A strong sense of safety, with a community that actively looks out for one another.
- Over a quarter of residents engage in volunteering activities.

Sources: ABS (2022-23), QGSO (2024)

## Connectivity

- Access to NBN high speed internet.

## Recreation

- Local markets, festivals, sports clubs, parks and playgrounds.
- Equestrian activities such as races, campdraft, polocrosse and rodeo.
- Diverse retail options.
- Hiking, bushwalking, fishing, and camping.
- Many sport and recreation facilities and parks in every town.
- Four national parks and 37 state forests.

## Arts, Culture, and Events

- Heritage trails and museums.
- Over 50 function venues throughout the region.

## Notable events including:

- Booringa Festival
- Sculptures Out Back
- Roma Cup Carnival
- Easter in the Country
- Cobb & Co Festival
- Santos Festival of Rugby & Rugby 7s
- Young Beef Producers' Forum.

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## AGRI-BUSINESS PRECINCT

The Maranoa is one of Australia's leading agricultural regions in production and innovation and is home to Australia's largest cattle-selling facility in Roma as well as diverse cropping activities. This dynamic landscape presents a compelling opportunity for investors seeking to establish or expand agribusiness ventures. With its strategic location and robust infrastructure, the Maranoa offers unparalleled access to both domestic and international markets, positioning businesses for success in a competitive environment. The land surrounding the Roma Saleyards provides a suitable opportunity for co-located agri-business activities, capitalising upon the cattle selling centre's access to major highways, access to the railway line, and well serviced and competitively priced land.



### Building Upon Our Base

Home to the Roma Saleyards, Australia's largest cattle-selling centre, the region exemplifies a thriving agricultural sector. This facility, enhanced by an \$8.6 million investment aimed at education and community development, reflects the region's commitment to innovation and sustainability.

Maranoa's diverse agricultural output includes high-quality beef, sheep, wheat, and pulses, supported by approximately 1,600 farm enterprises that leverage advanced farming techniques, including agri-tech and regenerative practices.

### Opportunities

Investors can capitalise on a range of emerging opportunities by investing in the agri-business precinct in the Maranoa region:

- ▶ **Intensive Agriculture:** With abundant land and resources, there is potential for increased productivity through intensive farming practices, enhancing cropping yields for crops and livestock.
- ▶ **Regenerative Farming:** The push towards sustainable agriculture aligns with global trends, offering avenues for eco-friendly farming initiatives that improve soil health and biodiversity.
- ▶ **Meat Processing:** The existing cattle industry provides a strong foundation for developing meat processing facilities (e.g. boutique or organic), adding value to local produce and creating jobs.
- ▶ **Agri-Tech:** The region's embrace of technology in farming opens up opportunities for innovative agri-tech solutions, such as remote sensing drones for water management, stock counting, and weighing systems, all contributing to enhanced sustainability.
- ▶ **Feed Manufacturing:** With a skilled workforce and established supply chains, there is potential to continue to build upon the local feed manufacturing sector to support local livestock industries.
- ▶ **Equine Facilities:** Opportunities exist to invest in equestrian and racing industries, further diversifying the region's agricultural portfolio.
- ▶ **Rural Equipment Manufacturing:** The demand for advanced farming equipment presents an opportunity for local manufacturing, catering to the needs of regional farmers.
- ▶ **Cattle Health and Breeding Facilities:** Specialised facilities for cattle health and breeding can enhance livestock quality, productivity, and profitability. We invite investors to develop *Asparagopsis taxiformis* (seaweed) production facilities, leveraging its proven ability to reduce methane emissions in cattle by up to 95%, transforming the industry toward greater sustainability and climate impact.
- ▶ **Waste to Energy:** Converting waste from the agri-business precinct to energy for use in the region.
- ▶ **Carbon Capture / Carbon Offsets:** Potential for carbon capture and offset activities.
- ▶ **Research, Development & Training:** Collaborating with local institutions to promote research and training can drive innovation and workforce development, ensuring the Maranoa region remains at the forefront of agricultural advancements.
- ▶ **Service Hub for Trucking and Agri-Business Industries:** Roma's high truck concentration and central role in the Maranoa region make it an ideal service hub for trucking companies. Investing in training facilities for diesel mechanics and hydraulic experts meets growing service demands and strengthens links to the agricultural supply chain.

## RENEWABLE & BIO-ENERGY

The Maranoa region is poised to become a leader in renewable and bio-energy, leveraging its abundant natural resources and strategic location. This dynamic environment presents compelling opportunities for investors looking to capitalise on sustainable energy production.



### Building Upon Our Base

The Maranoa region is uniquely positioned to leverage its abundant natural resources for renewable energy production. With an existing gas industry complemented by significant solar and wind resources, the area is ideal for diverse energy projects. The Maranoa benefits from favourable climatic conditions that enhance the viability of large-scale solar and wind initiatives. Additionally, operational coal seam gas (CSG) projects provide economies of scale. The established energy infrastructure supports the export of energy to major urban centers like Brisbane and Gladstone, as well as across the interconnected Australian grid to New South Wales and Victoria.

Renewable energy initiatives present valuable opportunities for local farmers, providing additional income streams and investments in upgraded rural infrastructure. The region's agricultural activities produce significant biomass waste, presenting opportunities for bioenergy production and contributing to a circular economy.

### Opportunities

Investors can explore a variety of renewable and bio-energy opportunities in the Maranoa region:

- ▶ **Solar Energy:** Harness abundant sunshine to power sustainable energy solutions.
- ▶ **Wind Energy:** Capitalise on the region's wind resources for clean electricity generation.
- ▶ **Hydrogen / Green Ammonia:** Lead the transition to future fuels with investments in hydrogen and green ammonia production.
- ▶ **Gas:** Build on existing resources to support cleaner energy solutions.
- ▶ **Geothermal Energy:** Unlock the potential of the Earth's heat for reliable and sustainable energy.
- ▶ **Bioenergy / Biomass:** Convert organic materials into energy, supporting sustainable agricultural practices.
- ▶ **Waste to Energy / Biofuels:** Transform waste into valuable energy and fuel resources.

Investing in renewable energy infrastructure locally not only drives demand for manufacturing and maintenance but also enhances cost-efficiency, fosters innovation, and strengthens the region's economic resilience.



## TRANSPORT & LOGISTICS (INTERMODAL HUB)

The Maranoa region offers a robust environment for transport and logistics investments, serving as a central hub for domestic and international markets.



### Building Upon Our Base

The Maranoa is strategically located within the preferred heavy transport corridor connecting Southern States to Northern Australia, providing seamless access to international markets. A billion-dollar investment in the Inland Freight Route from Mungindi to Charters Towers will significantly enhance connectivity and facilitate efficient freight movement.

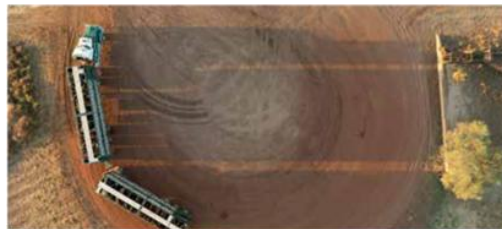
The region benefits from direct access to major transport arteries, including the Carnarvon and Warrego Highways, as well as Roma Airport. Additionally, Welcamp Airport and the Port of Brisbane serve as vital gateways for international freight. With diverse freight options (including road transport, air freight, and rail infrastructure) the Maranoa is well-suited for a comprehensive intermodal hub that enables seamless transfer and consolidation of goods across multiple transport modes.

The availability of competitively priced industrial land within serviced estates, with essential utilities like water, gas, electricity, and connection to the National Broadband Network, positions the Maranoa as an ideal centre for logistics, driving efficiency and reducing transportation costs for businesses in the region.

### Opportunities

Investors can explore a variety of transport and logistics opportunities in an Intermodal Hub in the Maranoa region:

- ▶ Rail & Road Freight.
- ▶ Loading / Unloading Activities & Container Handling.
- ▶ Truck Parking & Servicing.
- ▶ Logistics Operations.
- ▶ Truck / Freight Engineering (Centre of Excellence).
- ▶ Warehousing / Storage.
- ▶ Maintenance and Support Services.



## CONSTRUCTION & MANUFACTURING

The Maranoa region is experiencing a positive economic growth trajectory, marked by significant job opportunities and a range of upcoming major projects. This environment presents a compelling landscape for investment in the construction sector, particularly as the region faces a shortage of skilled trades.



### Building Upon Our Base

The Maranoa's economic expansion is driving demand for construction services across various sectors, including residential, commercial, and infrastructure projects. The influx of major developments necessitates comprehensive site preparation and civil works, creating immediate opportunities for contractors and skilled laborers.

With a growing population and increasing business activities, the need for skilled tradespeople has never been greater. Additionally, the region supports First Nations businesses through local content policies, encouraging collaboration and investment in the community. This focus on local partnerships not only enhances project outcomes but also fosters economic inclusivity. Investing in these opportunities allows companies to meet the region's infrastructure needs while fostering long-term economic growth. Join the momentum in the Maranoa region and secure a foothold in its bright future.

### Opportunities

Investors can explore a variety of construction opportunities in the Maranoa region:

- ▶ **Site Preparation and Civil Works:** Support large-scale developments with expertise in land preparation and foundational work.
- ▶ **Carpentry and Mechanical Services:** Cater to residential, commercial, and industrial needs with skilled carpentry and machinery maintenance.
- ▶ **Concreting and Electrical Services:** Play a crucial role in essential construction and infrastructure projects, from roads to buildings.
- ▶ **Plumbing Services and Hardware Supply:** Address growing demand for utilities and materials in expanding communities.
- ▶ **Quarries and Concrete Plants:** Provide vital materials for construction, ensuring the region's projects are sustainably sourced and efficiently supplied.
- ▶ **Timber Mills and Construction Services:** Leverage the region's resources to supply and build durable structures.
- ▶ **Culturally Diverse Businesses:** Partner with enterprises from a wide range of cultural and ethnic backgrounds to integrate cultural knowledge, promote inclusive growth, and deliver distinctive value to projects.





## WASTE & CIRCULAR ECONOMY

The Maranoa region is well-positioned to capitalise on the growing emphasis on waste management and the circular economy, driven by the valuable industry waste generated locally. With a commitment to exploring immediate and viable solutions, the region aims to address waste issues effectively and sustainably.



### Building Upon Our Base

The Maranoa's industrial landscape creates substantial opportunities for materials recovery and waste management. Local industries generate various types of waste that can be effectively recycled or repurposed, aligning with sustainable practices and community goals. For instance, end-of-life recycling initiatives can utilise local inputs, such as steel, concrete, solar panels, and timber.

This innovative approach not only mitigates waste but also contributes to infrastructure development. Additionally, the management of industrial waste, such as brine, presents opportunities for developing specialised treatment processes that recover valuable resources.



### Opportunities

Investors can explore a variety of opportunities in the waste and circular economy sector in the Maranoa region:

- ▶ Materials recovery (such as construction, demolition, agricultural, or timber waste).
- ▶ End-of-life recycling (such as wind farm blades, solar panels, vehicles, and machinery).

## RETAIL, SMALL BUSINESS & ENTREPRENEURSHIP

The Maranoa region boasts a vibrant entrepreneurial landscape, characterised by a high number of innovative entrepreneurs making a significant impact. With over 2,600 businesses, the region fosters a supportive and collaborative small business environment that nurtures both new and established enterprises. The strong 'buy local' ethos among businesses contributes to a diverse and connected business community that enhances economic resilience.



The Maranoa region is home to an active and dynamic Roma Commerce and Tourism organisation, a not-for-profit entity dedicated to supporting the current and future business community. Through advocacy, networking opportunities, and promotional initiatives, the organisation plays a vital role in fostering business growth and sustainability. Their mission is to enhance confidence, provide valuable insights, and offer support to local businesses, ultimately contributing to the development of a thriving, sustainable economy in conjunction with Maranoa Regional Council. The region is further supported by a wide range of community and business support organisations and associations across the other townships in Maranoa.

### Building Upon Our Base

The Maranoa is recognised as a healthcare hub, anchored by facilities like the Roma Hospital, which attracts visitors and supports local retail. The region features a vibrant retail sector with a variety of shops and services catering to both residents and visitors.

Educational institutions, such as the Country Universities Centre in Roma and TAFE Queensland Roma Campus, provide essential skills and workforce development, ensuring a strong labor supply for local businesses. Additionally, competitively priced industrial land and ready-to-move-in commercial premises creates excellent opportunities for entrepreneurs.

### Opportunities

Investors and entrepreneurs can explore various opportunities in the Maranoa region:

- ▶ **Retail Ventures:** Establishment of shops services that cater to both local residents and visitors.
- ▶ **Online Businesses:** Establishment of online businesses servicing the broader region and beyond.
- ▶ **Small Business Development:** Support for diverse small businesses that contribute to the local economy including:
  - ▶ Professional services.
  - ▶ Medical, support and care services.
  - ▶ Recreational services.
  - ▶ Hospitality.
  - ▶ Creative arts and culture.
  - ▶ Home based businesses.
- ▶ **Startup Initiatives:** Launching innovative startups that leverage local resources and community needs.

## TOURISM

The Maranoa region is an established tourism destination, attracting approximately 275,000 visitors in 2022-23, including 63,000 holidaymakers. With an average length of stay of three days, tourism expenditure reached \$112.9 million in 2022-23. The region's accessibility is a key advantage, with Roma reachable via a one-hour flight from Brisbane, 5.5 hour drive, an overnight train journey on the Westlander, and convenient driving routes.



### Building Upon Our Base

The Maranoa offers a wealth of attractions, including Carnarvon Gorge, The Big Rig Roma and Roma Visitor Information Centre, and the iconic Roma Saleyards. Visitors enjoy outdoor activities like fishing and four-wheel driving, as well as cultural experiences at museums, galleries, and events.

Continued upgrades of tourism infrastructure bolster the region's capacity to host events. With Roma recognised as Queensland's Top Tourism Town 2024 and Bronze Winner in Australia's Top Tourism Town, the Maranoa is well-positioned for growth in various tourism sectors.



### Opportunities

Investors and entrepreneurs can explore numerous opportunities in the Maranoa tourism sector:

- ▶ **Events Tourism:** Develop agriculture, equine, and rural-themed events.
- ▶ **Corporate Tourism:** Host small meetings, team-building activities, expos, and conferences.
- ▶ **Farmstays and Immersive Experiences:** Offer unique stays and hands-on activities that connect visitors with local agriculture and culture.
- ▶ **Accommodation Development:** Caravan parks, bed and breakfasts, hotels.
- ▶ **Health & Wellness Retreats:** Create wellness-focused tourism experiences.
- ▶ **Nature Tourism:** Promote outdoor activities and eco-friendly experiences.
- ▶ **Water Activities:** Capitalise on the region's rivers and creeks, including the Maranoa River, Balonne River, Bungil Creek, and Roma's 'Lake Neverfill'.
- ▶ **Equine:** Events, learn to ride, and supporting industry services.
- ▶ **Arts and Culture:** Arts and culture tours, workshops, and galleries.
- ▶ **Indigenous Tourism:** Create immersive experiences that highlight Indigenous culture.
- ▶ **Bus Tours and Group Travel:** Offer products or services to organised tour groups.
- ▶ **Agri-Tourism and Immersive Experiences:** Provide tours focused on agriculture, the environment, and local culture.
- ▶ **Sports Tourism:** Building on the weekend / overnight sports tourism at our many facilities, including the national-scale Roma Gun Club facility, among others.

## AVIATION (PRECINCT)

The Maranoa region is well-positioned to capitalise on the growing aviation sector, centred around Roma Airport. With regular passenger services connecting Roma to Brisbane and Charleville, the airport plays a crucial role in regional connectivity. Its capacity to accommodate up to 75-seat jets, combined with minimal air traffic delays, makes it an attractive hub for both commercial and recreational aviation.



### Building Upon Our Base

Roma Airport's strategic location, just a one-hour flight or 5.5-hour drive from Brisbane, enhances its appeal as a gateway to regional and metropolitan markets. The proposed Inland Freight Route will also play a role in supporting access across the broader region to and from the airport.

The airport's infrastructure supports various aviation activities, providing an ideal environment for businesses looking to establish operations in the aviation and aerospace sectors. The region boasts an attractive climate for aviation activities, with sun and low wind for around three quarters of the year.

### Opportunities

Investors and entrepreneurs can explore numerous opportunities within the aviation precinct:

- ▶ **Sustainable Fuel Development:** Invest in the production and supply of sustainable aviation fuels to support eco-friendly flight operations.
- ▶ **Aircraft Servicing and Maintenance:** Establish facilities for comprehensive maintenance and servicing of commercial and private aircraft.
- ▶ **Commercial and Defence Drones:** Invest in the development and support of drone operations for both commercial applications, such as freight and logistics, and defence initiatives. This growing sector offers significant potential for innovation, efficiency, and strategic impact, providing a competitive edge in the rapidly evolving technology and security landscapes.
- ▶ **Hangar Expansion:** Construct additional hangars to accommodate a growing number of aircraft and enhance operational capacity.
- ▶ **Recreational / Chartered Aviation:** Promote and facilitate recreational flying opportunities, including pilot training and leisure flights.
- ▶ **Commercial Pilot Training:** Commercial pilot training for major airlines.
- ▶ **Medical Aviation:** Expansion of the Royal Flying Doctor Service and LifeFlight emergency services base in Roma.



# 4 OUR COMMITMENT



We recognise the need for proactive solutions to foster growth and resilience, while understanding and acknowledging the challenges faced across regional Australia. We are committed to investing in and advancing the critical infrastructure and systems needed to attract, cultivate, and sustain development opportunities throughout the Maranoa.

We are committed to:

<b>Supporting Growth</b> <ul style="list-style-type: none"> <li>▶ Affordable housing.</li> <li>▶ Childcare access.</li> <li>▶ Recreational activities.</li> <li>▶ Attraction of skilled workforce.</li> <li>▶ Quality of transport networks (road, rail, air).</li> </ul>	<b>Investigating Opportunities</b> <ul style="list-style-type: none"> <li>▶ Supporting business cases and feasibility studies (including those for infrastructure and investment precincts).</li> <li>▶ Advocating for solutions to address childcare and accommodation needs.</li> </ul>	<b>Attracting Investment</b> <ul style="list-style-type: none"> <li>▶ Identifying and engaging with investors on opportunities.</li> <li>▶ Developing partnerships.</li> <li>▶ Attending relevant trade shows and delegations.</li> </ul>
<b>Planning for Growth</b> <ul style="list-style-type: none"> <li>▶ Reviewing the planning scheme.</li> <li>▶ Developing and implementing investment incentives.</li> </ul>	<b>Advocating for Support</b> <ul style="list-style-type: none"> <li>▶ Prioritising critical regional needs.</li> <li>▶ Developing and implementing advocacy program for priorities (including infrastructure, policies, programs).</li> <li>▶ Introducing industry contribution to community infrastructure policy.</li> </ul>	<b>Collaborating with Partners</b> <ul style="list-style-type: none"> <li>▶ Local government entities.</li> <li>▶ State and Australian Government representatives.</li> <li>▶ Industry and business partners.</li> <li>▶ Advocacy agencies.</li> <li>▶ Regional economic, tourism, and industry development organisations.</li> <li>▶ Community.</li> </ul>
<b>Enhancing Lifestyle</b> <ul style="list-style-type: none"> <li>▶ Affordable housing.</li> <li>▶ Childcare access.</li> <li>▶ Recreational activities.</li> <li>▶ Attraction of skilled workforce.</li> <li>▶ Quality of transport networks (road, rail, air).</li> </ul>		

Maranoa Regional Council / Investment Prospectus 2025

We recognise the significant investment potential in the Maranoa region and are dedicated to transforming this potential into reality. The challenges facing regional Australia, including our own, are well understood, and we see them as opportunities for proactive solutions that drive growth, resilience and further opportunity.

Maranoa Regional Council is fully committed to fostering a business environment that is supportive and attractive to investors, while promoting growth, innovation, and success. To achieve this, we engage in collaborative efforts, working closely with industry stakeholders to create a robust socio-economic ecosystem that attracts and nurtures investment.

By fostering strong partnerships, we aim to advocate for and facilitate enhanced critical infrastructure and streamline systems that are essential for cultivating sustainable opportunities in the Maranoa. Together, we will build an environment that not only draws investment but also supports its long-term success, ensuring a prosperous future for our region.

We are committed to...



#### Supporting Growth

- ▶ Enhancing liveability (recreation / sporting, housing, childcare, placemaking, public transport).
- ▶ Supporting local businesses (buy local, business / industry networks, capability building events, programs – small business, frontage beautification).
- ▶ Investing in supporting infrastructure (roads, water, waste).



#### Planning for Growth

- ▶ Reviewing the planning scheme to ensure it is relevant to the region and supports the key industries of opportunity.
- ▶ Developing and implementing investment incentives (such as streamlined approvals, concierge services, etc.).
- ▶ Ensuring there is a focus on resourcing and retention to support planning initiatives.



#### Investigating Opportunities

- ▶ Supporting business concepts and feasibility studies.
- ▶ Carrying out supporting infrastructure feasibility studies / business cases.
- ▶ Advocating for solutions to childcare and accommodation needs.



#### Advocating for Support

- ▶ Prioritising critical regional needs (upgraded road networks, supportive regional migration policies, affordable housing support, funding for childcare, expanded transmission infrastructure, etc.).
- ▶ Developing and implementing advocacy program for priorities (including infrastructure, policies, programs).
- ▶ Introducing industry contribution to community policy.



#### Collaborating with Partners

- ▶ Local government entities.
- ▶ State and Australian Government representatives.
- ▶ Industry and business partners.
- ▶ Advocacy agencies.
- ▶ Regional economic, tourism, and industry development organisations.
- ▶ Community.



#### Attracting Investment

- ▶ Identifying and engaging with investors on opportunities.
- ▶ Engaging with the public sector to encourage the return of government services.
- ▶ Developing partnerships.
- ▶ Attending relevant trade shows and delegations.





## HOW TO REALISE YOUR INVESTMENT IN MARANOA

We invite you to explore the exceptional investment opportunities our region offers. With our strategic location, abundant natural resources, and well-developed infrastructure, The Maranoa is ideally positioned to support your business expansion, relocation, or startup initiatives.

To harness the full potential of Maranoa, we are committed to working with government and industry partners to enhance infrastructure, foster innovation, and address local needs. By developing and nurturing these vital partnerships, we aim to establish Maranoa as a thriving, connected hub that attracts and supports new ventures, ensuring a prosperous and sustainable future for our community and your business.

### For More Information

For a confidential discussion on the opportunities available in the Maranoa and how we can support you, contact an investment specialist at Maranoa Regional Council directly:

☎ 1300 007 662 ✉ PO Box 620, Roma QLD 4455 @ invest@maranoa.qld.gov.au 🌐 www.maranoa.qld.gov.au





**MORE IN THE MARANOA,  
WE'RE OPEN FOR BUSINESS**

**INVESTMENT PROSPECTUS 2025>>>**

ROMA | MITCHELL | SURAT | INJUNE | WALLUMBILLA |  
YULEBA | JACKSON | MUNGALLALA | AMBY | MUCKADILLA

## **OFFICER REPORT**

**Meeting:** Ordinary 27 November 2025

**Date:** 24 November 2025

**Item Number:** L.3

**File Number:** D25/120299

**SUBJECT HEADING:** Pool Safety Program

**Classification:** Open Access

**Officer's Title:** Coordinator - Building & Planning

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### **Executive Summary:**

It is proposed that Council run a *Pool Safety Program*, offering the community free building application lodgements and pool safety inspections for domestic swimming pools during the summer period.

This initiative is intended to promote the importance of swimming pool safety, encourage compliance with Queensland's pool safety laws and support recreation opportunities in the Maranoa Region during the reconstruction of the Roma Swimming Pool.

### **Officer's Recommendation:**

That Council waive building application fees for domestic pools and domestic pool safety inspection fees throughout the region during December 2025, January 2026 and February 2026.

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

Council's endorsement is required to conduct the 2025/26 Pool Safety Program.

### **Background (*Including any previous Council decisions*):**

In previous years, Council has conducted a Pool Safety Program involving the waiver of domestic swimming pool inspection fees. This initiative has typically been included in Council's Operational Plan, however, last year Council was unable to offer free inspections during the summer months due to limited availability of Pool Safety Inspectors. Since that time, Council has invested in additional staff training and now has a registered Pool Safety Inspector available. It is therefore proposed that the program be reinstated for 2025/26.

With the closure of the Roma Swimming Pool this year, it is recommended that Council extend the program to include the waiver of building application fees for new domestic swimming pools, in addition to pool safety inspection fees.

### **Options Considered:**

Not Applicable.

**Recommendation:**

It is recommended that Council support the Pool Safety Program to promote safe recreational opportunities and provide additional support to the community during the reconstruction of the Roma Swimming Pool. The initiative will assist residents in ensuring their swimming pools are safe, compliant, and registered, which is particularly important throughout the peak swimming season when backyard pool use significantly increases.

**Risks:**

Risk	Description of likelihood & consequences
Operational	Limited staff availability during the Program period (e.g., due to leave) will be mitigated by requiring advance bookings and referring applications to Council's Senior Certifier where necessary.

**Policy and Legislative Compliance:**

Queensland's pool safety legislation requires all pool owners to have their pools registered with the Queensland Building Construction Commission (QBCC) and ensure their pool is compliant with safety standards.

The current pool safety laws aim to reduce the incidences of drowning and serious immersion injuries of young children in swimming pools. Local governments play a critical role in supporting swimming pool safety and enforcing Queensland's pool safety laws.

Local governments are required to provide an inspection service by a licensed Pool Safety Inspector and enforce the State's pool safety laws. The role of the Pool Safety Inspector includes providing advisory information to pool owners, responding to public enquiries, and supplying mandatory information regarding existing pools to the QBCC.

The Pool Safety Program aligns with Council's statutory obligations under the *Building Act 1975* and *Queensland Development Code (QDC) Mandatory Part (MP) 3.4*.

**Budget / Funding (Current and future):**

If Council resolves to support the program as proposed, it will **forfeit \$803.00** in revenue **per building application lodgment** and **\$328.00** in revenue **per pool safety inspection** conducted during the period of **1 December 2025 to 28 February 2026**, as applicable in the adopted Schedule of Fees and Charges.

Costs associated with media advertisements for the program will also be incurred.



It is proposed that the Program be funded from the 2025/26 budget for Community Service Obligations (GL2887.2412.2132). This budget has a current available balance of **\$25,276.77**, out of a total budget of \$40,000.

Pool owners who request a **Compliance Certificate** upon completion of an inspection will be responsible for payment of the applicable fee to the **QBCC (\$45.76)**.

#### Timelines / Deadlines:

The program is proposed to commence on 1 December 2025 and run until 28 February 2026.

#### Consultation (Internal / External):

- MRC Pool Safety Inspectors (internal)
- Director - Regional Development, Environment & Planning
- Chief Executive Officer

#### Strategic Asset Management Implications:

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

Not Applicable.

#### Acronyms:

Acronym	Description
QBCC	Queensland Building Construction Commission

#### Addition to Operational or Corporate Plan:

Plan Description	Yes / No
Operational	No – consider in 2026/27.
Corporate	No.

#### Link to Corporate Plan:

Corporate Plan 2023-2028

Corporate Plan Pillar 2: Environment

2.2 Sustainable urban & regional planning

#### Supporting Documentation:

Nil

#### Report authorised by:

Director - Regional Development, Environment & Planning