

**2020/21**

Maranoa Regional Council

# Annual Report



# ACKNOWLEDGEMENTS - ACKNOWLEDGEMENTS

We acknowledge the:

- traditional owners of this land that we work, live and play on, and pay our respect to their cultures, their ancestors and to the elders past and present and future generations.
- many volunteers within our community who so generously give their own time and energy to enrich the lives of those around them, and make our region a great place to live and visit.
- many staff within the Maranoa Regional Council teams who routinely go 'above and beyond' for the benefit of our community and organisation, helping us to continue to improve each year.
- customers (residents and ratepayers, businesses and visitors) who take the time to pass on their thanks for a job well done, or appreciation for exceptional service provided. We **SHARE-A-THANKS** received with all our team members - it brightens everyone's day!



## Our annual report for 2020/21

Each year Council is required by legislation to prepare and adopt an Annual Report. As a key accountability document, it is an opportunity to provide an insight into our Council, and our year's highlights, challenges and progress, in an open and transparent way.

We recognise that we have many stakeholders and each have been considered in the report's preparation and design:

- Our **community** members can view Council's progress as a whole, or across one or more of the functions delivered by Maranoa Regional Council. The 'Quick Facts' pages provide a 1 to 2 page overview for each of our 5 strategic priorities;
- Our **elected Council**, to whom our organisation is accountable, is able to review both summary and detailed information about our progress and consider any implications for finetuning of plans;
- Our **management team** and **employees** who have shared information about their own team's results can also view an update on the progress of other functions;
- **New employees or applicants for positions** who may be interested in becoming part of our team can read about potential work areas or the organisation more broadly;
- **Function leaders** are able to consider recommendations and advice for the planning of services and projects, having reviewed the year's results, highlights and challenges;
- **Government** (Australian and Queensland) in particular the Deputy Premier and Minister of State Development, Infrastructure, Local Government and Planning is provided a comprehensive report on the year's results and Council's position at 30 June 2021.

The full copy of the Annual Report is available online via the website (<https://www.maranoa.qld.gov.au/annual-report-1>) or in print form.

## Structure of our reporting

Our reporting has been designed for readers to view as little or as much as they wish about a particular function or functions of Council. The Annual Report summarises our results, but we are also making available a companion document "Our performance in focus". We use this to review performance, monitor trends and resourcing needs, assess what is working well, reflect on where we can improve and finetune our plans for the future.

It is an integral part of our continual improvement framework. No function is left behind, because we recognise that our team's strength comes from each of its members doing their part well.

## About this report

Following an introduction, there are 6 parts to the Annual Report document:

- Part 1 - Our region
- Part 2 - Our council
- Part 3 - Our performance
- Part 4 - Our finances
- Part 5 - Our legislative compliance
- Part 6 - Index

### Our region

This includes information about the Maranoa Region. It also showcases some of our Maranoa community members.

### Our council

This includes our purpose (our community vision, mission, teams' goals, strategic priorities, motto, logo and values), our year at a glance, our councillors, governance and planning frameworks, teams and Share-a-Thanks.

### Our performance

This provides a summary of our results for the year (highlights, challenges and progress in implementing our plans) within our five strategic priority areas of:

- Getting the basics right;
- Delivering strong financial management;
- Helping to keep our communities safe;
- Growing our region;
- Managing our operations well.

### Our finances

The financial section of this annual report includes:

- Community financial report;
- General purpose financial statements for the year ended 30 June 2021, audited by the Auditor-General's delegate;
- Management certificates;
- Current year financial sustainability statement for the year ended 30 June 2021, audited by the Auditor-General's delegate;
- The audit reports about the general purpose financial statements and the current year financial sustainability statement; and
- Long term financial sustainability statement for the financial year.

This report demonstrates the breadth of Council functions (including services and projects) provided to the community. On the following page is a table of contents that gives the starting (summary) page for each function. Towards the back of the document, there are a number of other tools to help readers navigate the report.

## 2020/21 at a glance

- Lowest number of incidents (people, assets, environment) in 6 years.
- Lowest lost time injury rate in 6 years.
- Operating surplus achieved for the 3rd consecutive year.
- Unmodified audit opinion ('clean bill of health') for Council's general purpose financial statements for the 7th consecutive year.
- All three State Government specified financial ratios within their target range for the 3rd consecutive year.
- Council's internal control framework received 5 out of 5 'green lights' from the independent auditors.
- New organisational structure adopted for implementation in 2021/22.

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## Part 2 - Our council

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## Companion document

"Our performance in focus" provides an end of year report for each of Council's functions from which the year's performance results have been summarised for the community and other stakeholders. It comprises the report on the annual review of the implementation of the annual operational plan (Section 104 (5) (b) (iv) and Section 104 (7) of the *Local Government Act 2009*) and

# INTRODUCTION TO THE 2020/21 ANNUAL REPORT

It is with pleasure that we introduce our Annual Report for 2020/21 - a year that was significant for a number of reasons:

- It was the first full financial year, and budget, of the new Council term (2020-2024);
- Some significant multi-year projects were completed that will leave a positive legacy for generations to come;
- New initiatives were introduced for our community and stakeholders.

Some of the most important project milestones pertained to the delivery of essential services.

The extended drought conditions across the region were an ongoing reminder of the importance of **water security** for the future of our towns.

This year saw the completion of new bores in Mitchell, Surat and Yuleba.

Critically important from an economic development and liveability perspective, the projects were made possible through our ongoing commitment to long term infrastructure planning and delivery, and valued funding assistance from the Australian and Queensland Governments.

Adding to the region's water infrastructure, a new bore (currently under construction) in Amby, will provide a further boost to one of our smaller communities. Accessing a different aquifer to the current bore, the new bore will undoubtedly be well received by water consumers once completed.

In addition to water, the focus on essential services extended to the region's sewerage network and multi-year **sewer relining programs**.

Sewer relining works, which are significantly more cost effective than replacement of failed sewers, were undertaken in Injune, Surat, Mitchell and Roma. These works aim to extend the life of our sewer mains between 50 and 80 years.

This has seen a welcomed decline in the number of sewer main breaks and chokes over the last 3 years as more of the sewers in poor condition are relined.

Another multi-year project completed was the installation of a **SCADA (Supervisory Control and Data Acquisition) system**. It enables the efficient monitoring of our water, sewerage and gas operations via Council's computer network.

The system triggers alarms for events that require intervention. This is critically important given the size of Council's essential infrastructure networks, the number of communities in our region, and the distances between them.

Also a major highlight for the year was the further development and launch in November 2020 of our **Interactive on-line mapping**.

This means that residents, visitors and the development community now have free access to mapping, aerial imagery and a wide range of information via Council's website.

The mapping covers such diverse areas as community services, planning scheme information, infrastructure, flood hazards, council projects, property information, cemetery records ('find an ancestor') and emergency management.

It also integrates State Government mapping of the Maranoa region and links users to site specific information from other external websites.

Through the continued embracing of technology, how we manage our infrastructure, share information and engage with our communities continues to evolve.

In 2020, a first for our region, we undertook a **community consultation** process as part of the **2020/21 budget** development. This was achieved with the launch of "**Have your Say Maranoa**" (an online community engagement platform) in August 2020. In addition to seeking feedback from the community, the platform, which is also accessible via Council's website, is providing a further forum for Maranoa residents to keep up to date with key Council projects.

During the year our community continued to stay up to date with **Council decision making** processes, with Council meetings online from April 2020. With our own **YouTube channel**, 2020/21 was the first full financial year of the meetings being available with links also from Council's website. The service is well supported, with the highest number of views for a meeting exceeding 600 this year. Given the popularity of the service, an index for each meeting was developed so that residents and other stakeholders could easily access the topics and decisions of most interest to them.

The on-line availability of Council meetings means that the community can now view part or all of the meetings at any time of the day or night from the convenience of their home or office.

Complementing the on-line service, in 2020/21 we initiated a program to hold some **Council meetings in our regional communities** of Mitchell, Surat, Yuleba and Injune, as well as Roma. Residents were invited to come along in person and view the meetings and catch up with Councillors during the breaks.

As well as implementing initiatives to engage with our residents, the year saw some significant milestones from the perspective of engaging and working with our neighbouring Councils, and other local governments with similar opportunities and challenges as the Maranoa.

July saw the commencement of the **Western Queensland Alliance of Councils** (WQAC) and we were pleased to provide our support for its formation. The combined voice of such a large group of local governments will undoubtedly assist in our advocacy efforts to other tiers of government.

Also vitally important in progressing Maranoa's interests has been the newly formed **South West Queensland Regional Organisation of Councils** (SWQROC). The new structure for regional collaboration is already producing tangible results on shared priorities while providing for efficient communication across our large geographic areas.

... continued over page

| Our local government at 30 June 2021  |   |
|---------------------------------------|---|
| Net value of community assets managed | \$910 million   |
| Estimated Resident Population (ABS)   | 12,688  |
| Area                                  | 58,834.5 km <sup>2</sup>  |
| Number of townships                   | 10 - Amby, Injune*, Jackson, Mitchell*, Muckadilla, Mungallala, Roma*, Surat*, Wallumbilla, Yuleba*.                |
| * 5 Council Customer Service Centres  |   |
| Key points of interest                | 3rd largest (by length) local government road network in Queensland.<br>Largest cattle selling centre in Australia. |

During the year, Maranoa, along with Balonne, Bulloo, Murweh, Paroo and Quilpie Shire Councils united with the aim of attracting investors to industry opportunities in the South West Queensland region. This resulted in the development of **Investment attraction** brochures "Boundless"- for the South West and each local government area, including the Maranoa Region.

Locally, we are also taking steps to make sure our region and all of its attractions are known to the domestic tourism market, and that we are prepared when our international borders are fully open again.

In November 2020, a **Roma Revealed** consumer-centric tourism **website** was launched, and by June 2021 it was consistently achieving 8-11,000 sessions per month.

A **Roma Revealed Tourism Operator, Business & Event Toolkit** was prepared and released on 25 June 2021 providing free access for all local and regional businesses to high quality tourism images and videos of the region. This will enable them to better promote their business and the region collaboratively.

Support continued to the **Maranoa Business Awards** and the **Business Excellence Program** (BEP), and Council partnered with the **COVID-19 Recovery Taskforce** - a regional initiative including Commerce Roma (now Roma Commerce and Tourism) and regional development organisations across the region, to help businesses in the Maranoa Region recover from COVID-19 impacts.

While providing support to other businesses, the **COVID-19 pandemic and economic conditions** presented some **challenges** for local government operations also, even though we were fortunate to have no cases within the region during the year. Some of the year's challenges were as follows:

- Domestic and international travel restrictions, lockdowns and evolving health requirements resulted in a 43.98% decrease in passenger numbers through the Roma Airport compared to 2019/20. There were just under 40,000 passengers and a total decrease in the number of Regular Public Transport Services of 28.4%.
- As part of the Australian and Queensland Governments' response to the pandemic, additional funding was provided to councils across the country through existing and new funding programs. Whilst welcomed, these stimulus-based programs placed a considerable load on Council project management staff and the specialised contractors that were required to deliver the works. An example of impacted specialised services included concrete labour and asphalt surfacing. Such impacts saw delays to the start of the Queen Street Resurfacing Project and Apex Park Parking Area Improvements in Roma, and the Annual Reseal Bitumen Program. In some instances, the timeframe for delivery was considerably compressed (compared to normal), with the intent to provide an immediate injection of expenditure to businesses that may have been affected by the impacts of the pandemic.
- There were extended delivery timeframes for delivery of new and replacement plant, primarily due to the impacts of international imports and the supply chain.
- Our local stimulus packages, whilst beneficial to the region, resulted in revenue foregone (e.g. rent relief support for small businesses operating from Council facilities and fee waivers, the latter valued at \$186,176 by way of example).
- There was increased workload in some areas of Council operations (such as food business inspections and cleaning of public facilities), while some activities were paused such as school pet education programs and some events. Resources were redirected to where there was the highest need.
- The outstanding value (dollar amount) of rates and charges as at 30 June 2021 was the highest in 4 years. This was the result of Council's ease on external debt recovery during the COVID-19 pandemic.

- Continued record low interest rates have adversely affected the amount of interest received on funds invested compared to prior years (\$1.499 million in 2019/20, and \$0.829 million in 2020/21).

Despite the challenging times there were some very **positive and welcomed results** for the year.

- The region experienced a dramatic increase in building development activity in the residential sector this year (from 13 applications for dwellings, units and duplexes in 2019/20 to 31 in 2020/21 - the highest level of activity in 7 years). Council also recorded the highest number of building record searches (100) since reporting commenced in 2013/14. This was more than double the number of search requests undertaken last year.
- The extension of Council's annual pool safety campaign, through to the end of summer, proved highly successful. The campaign contributed to a 72.5% increase in inspections completed, and 152.94% increase in certificates issued compared with the previous year.
- The collective number of visitors to Maranoa Visitor Information Centres increased by 47.22% from the previous year, growing from 55,161 to 81,209. The Big Rig had 11,574 paid admissions into The Big Rig Oil Patch and Night Show, which is more than double the number of paying visitors in the previous financial year which was 5,103.

Consistent with the trend experienced by all of Outback Queensland, Queenslanders are choosing to explore their own backyard. Initiatives to capitalise on this interest were the comprehensive online media campaign in mid-2020 and implementation of a consumer-friendly online booking system.

- Roma Saleyards saw price records broken for the facility multiple times at the Tuesday Store Sales. On 9 February 2021, a new highest price for steers was reached at 710 c/kg.
- Despite the challenging COVID-19 environment, our Customer Service team remained fully operational and our Local Development Officers safely hosted over 180 events across the region.

During these unprecedented times experienced across the globe, we retained our focus on local issues. Some of the most significant decisions for the year were:

- Adoption of a new **Organisational Structure** for Council. The high level structure comprises the CEO and 8 Directors - 5 Local Area Directors and 3 Regional Directors. The structure will come into effect in 2021/22.
- A review of **general rating** through Council's 2020/21 budget.

It is noteworthy that, despite the many challenges during the year, our teams have recorded the lowest lost time injury rate in 6 years - just under 70% lower than it was in 2015/16. Also there were the lowest number of incidents overall in 6 years (people, assets and environment).

The team's efforts over a significant period of time to continue to improve safety, quality and environmental management is acknowledged and appreciated.

The year also finished strongly with positive financial results and we acknowledge the efforts of all involved that resulted in:

- An operating surplus for the 3rd consecutive year.
- An unmodified audit opinion ('clean bill of health') for Council's general purpose financial statements for the 7th consecutive year.
- All three State Government specified financial ratios within their target range for the 3rd consecutive year.
- 5 out of 5 'green lights' for our internal control framework from the independent auditors.

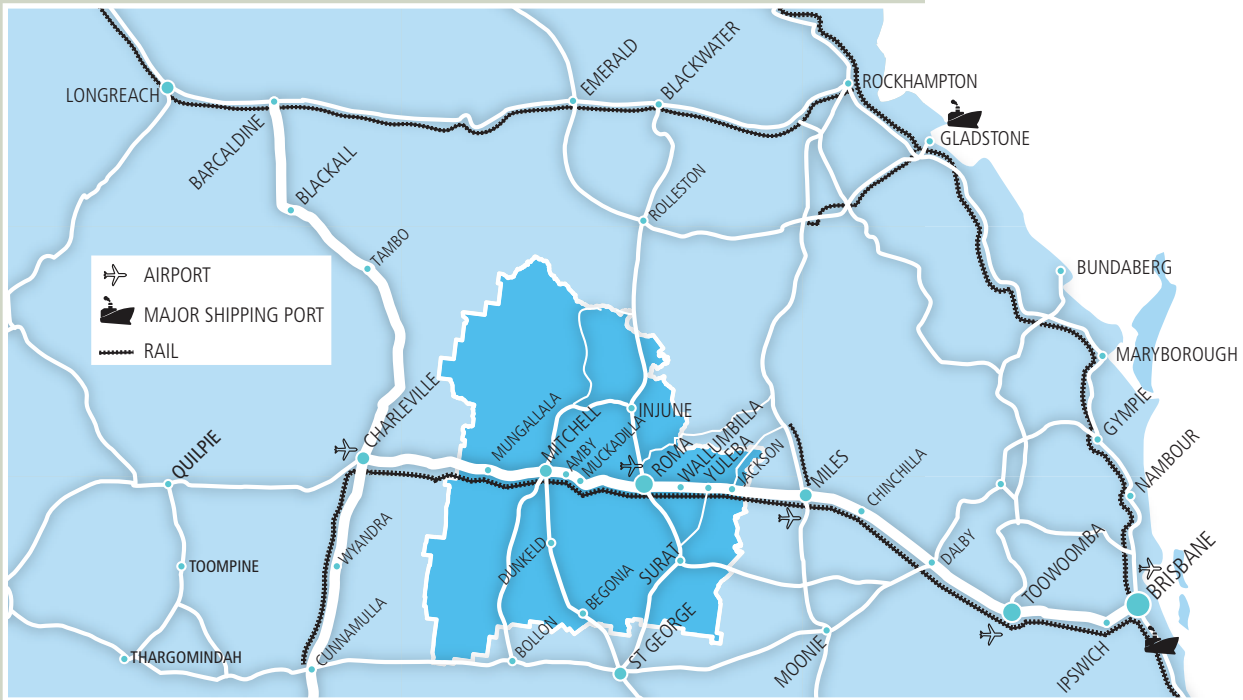
We hope you find the report interesting and informative.



# Part 1

OUR REGION

# ABOUT THE MARANOA REGION



The Maranoa Region covers an area of 58,834.5 square kilometres, and is located in rural south-west Queensland, approximately 480 kilometres west of Brisbane.

It includes the townships of Roma, Mitchell, Injune, Surat, Yuleba, Wallumbilla, Jackson, Amby, Mungallala and Muckadilla and the region's many rural localities.

The region comprises an urban area of 31.7km<sup>2</sup> and a rural area of 58,802.8km<sup>2</sup> with approximately 70% of the permanent population living in the urban areas and approximately 30% in the rural areas.

|                                     | Maranoa                |
|-------------------------------------|------------------------|
| Median age                          | 36 <sup>1</sup>        |
| No. of families                     | 3,118 <sup>1</sup>     |
| Average children per family         | 1.9 <sup>1</sup>       |
| Private dwellings                   | 6,517 <sup>1</sup>     |
| Average people per household        | 2.41 <sup>2</sup>      |
| Median weekly household income      | \$1,330 <sup>2</sup>   |
| Median weekly mortgage repayments   | \$313 <sup>2</sup>     |
| Median house price                  | \$237,577 <sup>2</sup> |
| Median weekly rent                  | \$275 <sup>2</sup>     |
| Average motor vehicles per dwelling | 2.1 <sup>1</sup>       |

<sup>1</sup> - Statistics from the ABS 2016 Census

<sup>2</sup> - Source National Institute of Economic and Industry Research (NIEIR) ©2019. Compiled and presented in economy.id by .id, the population experts.

Latest figures available.



Male - 51.4%



Female - 48.6%



| 2016 Census   | Maranoa | Queensland | Australia |
|---|---------|------------|-----------|
| People (> 15 yrs) who did voluntary work through an organisation or group in the previous 12 months | 28.20%  | 18.80%     | 19.00%    |
| Walk to work  | 7%      | 3.30%      | 3.50%     |
| Both partners employed full time (in couple families)   | 32.50%  | 22.50%     | 21.60%    |
| Types of dwellings / percentage of separate houses  | 93.20%  | 76.60%     | 72.90%    |
| Homes owned outright  | 32.70%  | 28.50%     | 31.00%    |
| 3 or more registered motor vehicles per household   | 27.00%  | 19.00%     | 18.10%    |
| Employment  |         |            |           |
| <i>Worked full-time</i>   | 68.20%  | 57.70%     | 57.70%    |
| <i>Worked part-time</i>   | 22.70%  | 29.90%     | 30.40%    |
| <i>Away from home</i>   | 5.40%   | 4.80%      | 5.00%     |
| <i>Unemployed</i>   | 3.70%   | 7.60%      | 6.90%     |

## Our region's industries

The Maranoa Region is a key regional centre for agriculture, energy and resources. Key statistics for the year ended 30 June 2021:

- Gross regional product - \$1.538 billion<sup>1</sup>
- Largest industry employer - Agriculture, forestry and fishing (1,246 jobs)<sup>1</sup>
- Largest industry exporter - Mining (\$3.456 billion)<sup>1</sup>
- Largest sales (total output) - Mining (\$3.98 billion)<sup>1</sup>
- Largest number of registered businesses - Agriculture, forestry and fishing (1,334 - 52.7% of total businesses)<sup>1</sup>



<sup>1</sup>. Figures have been provided by .id informed decisions in advance of release of the online information for the year ended 30 June 2021.

# OUR SERVICE CENTRES

## Roma



Cnr Bungil Street and Quintin Street, Roma

**Phone:** 07 4624 0600

**Email:** [customer.roma@maranoa.qld.gov.au](mailto:customer.roma@maranoa.qld.gov.au)

Roma is located on the crossroads of two major highways. The Warrego Highway (running east/west) is a national highway that links Brisbane with Darwin, and the Carnarvon Highway (running north/south) links Roma to northern centres, such as Rockhampton and Cairns and south to New South Wales and Victoria.

Roma offers a range of retail, professional businesses and public and private primary and secondary schools servicing the local and surrounding communities. With its cafes, restaurants, specialty shops and airport, it has a cosmopolitan feel without losing its country charm and hospitality.

Roma is home to the largest cattle-selling centre in Australia, and the birthplace of Australia's oil and gas industry. Visitors can enjoy tours at the Roma Saleyards and learn about the importance of the town to the oil and gas industry through interpretive tours at The Big Rig.

For more information about Roma and things to see and do, visit: <https://romarevealed.com.au/discover-the-region/towns/roma-qld/>

100 Cambridge Street, Mitchell \*

**Phone:** 07 4624 6900

**Email:** [customer.mitchell@maranoa.qld.gov.au](mailto:customer.mitchell@maranoa.qld.gov.au)



## Mitchell

Located on the banks of the Maranoa River, 87kms west of Roma, Mitchell is steeped in Australian history - from the infamous Kenniff Brothers' capture to Major Mitchell's expedition across the region.

Visitors can take a break and rejuvenate at the Great Artesian Spa and enjoy the free camping at Fisherman's Rest on the banks of the Maranoa River.

For more information about Mitchell and things to see and do, visit: <https://romarevealed.com.au/discover-the-region/towns/mitchell-qld/>

*\* At the time of printing, the Mitchell Service Centre was undergoing a refurbishment. The temporary Service Centre forms part of the Mitchell Library and Art Gallery, 31 Cambridge Street.*

## Coming soon

A new Service Centre is currently in the design phase for Wallumbilla.

Wallumbilla is located 40kms east of Roma on the Warrego Highway. The community in this quaint township is dedicated to sharing the area's local heritage.

Currently in the design phase, a new Wallumbilla Calico Cottage and Heritage Precinct will include a Council Customer Service Centre.

In the interim, visitors can enjoy the country hospitality at Calico Cottage and Visitor Information centre.

For more information about Wallumbilla and things to see and do, visit: <https://romarevealed.com.au/discover-the-region/towns/wallumbilla/>

## Injune



32 Hutton Street, Injune

**Phone:** 07 4626 0500

**Email:** customer.injune@maranoa.qld.gov.au

Located at the base of the Carnarvon Ranges and surrounded by some of Queensland's best National Parks, Injune is perfect for outdoor adventure with breathtaking natural landscapes. It is rich in pioneering heritage and Aboriginal Dreamtime stories of the region.

For more information about Injune and things to see and do, visit: <https://romarevealed.com.au/discover-the-region/towns/injune/>

73 Burrowes Street, Surat

**Phone:** 07 4626 6100

**Email:** customer.surat@maranoa.qld.gov.au



## Surat

On the Great Inland Way, 78kms from Roma, Surat is a picturesque town on the banks of the Balonne River. Popular with travellers is Fisherman's Park which offers free camping adjacent the river. In the heart of town is the Cobb and Co Store Museum which embraces Surat's pioneering history and significant involvement during the Cobb & Co era.

For more information about Surat and things to see and do, visit: <https://romarevealed.com.au/discover-the-region/towns/surat/>

## Yuleba



20 Stephenson Street, Yuleba

**Phone:** 07 4629 9000

**Email:** customer.yuleba@maranoa.qld.gov.au

Located 60kms east of Roma, Yuleba locals enjoy the charm of this small community town.

Visitors can take in artwork and relive the last horse drawn coach mail service from Surat to Yuleba in 1924 with a day trip along the Cobb & Co Way. Picnic and camping spots are aplenty including Cobb and Co Park, and Judds Lagoon.

For more information about Yuleba and things to see and do, visit: <https://romarevealed.com.au/discover-the-region/towns/yuleba-qld-jackson/>

# COMMUNITY RECOGNITION

## Australia Day awards

Council's Australia Day awards program recognises and honours the outstanding achievement of individuals within the communities of the Maranoa Region. The awards identify excellence in sporting endeavours, recognise significant community events, and name citizens of the year and young citizens of the year.

| Mitchell and surrounds       |                                       |
|------------------------------|---------------------------------------|
| Citizen of the year          | Jeffrey Watson                        |
| Community events of the year | Mungallala Twilight BBQ and Fireworks |
| Junior sports award          | Tailah Page                           |
| Member contribution award    | Lynda Dorries                         |
| Achievement award            | Helen Sallway                         |

| Jackson, Wallumbilla, Yuleba, Noonga and surrounds |  |
|--|--|
| Citizen of the year                                | Daniel (Michael) Tiley                   |
| Community events of the year                       | Festival of Small Halls                  |
| Cultural award                                     | 2020 Wallumbilla Remembrance Day Service |
| Member contribution award                          | Megan Dickson                            |
| Achievement award                                  | Rowan Taylor                             |

| Injune and surrounds         |   |
|------------------------------|---|
| Citizen of the year          | Graham Girle  |
| Young citizen of the year    | Keeley Sorensen                                       |
| Community events of the year | Walk the Line   |
| Cultural award               | Cassandra Sorensen                                    |
| Junior sports award          | Lucy Gordon   |
| Member contribution award    | Christie Kelly  |
| Achievement award            | Puddy Chandler, Valda Hafemeister and Muffy Mansfield |

| Surat and surrounds       |                       |
|---------------------------|-----------------------|
| Citizen of the year       | Debra Richardson      |
| Junior sports award       | Matthew (Matt) Sutton |
| Member contribution award | Barbara Harland       |
| Achievement award         | Mel Sutton            |

| Roma and surrounds           |                          |
|------------------------------|--------------------------|
| Citizen of the year          | David Cooper             |
| Young citizen of the year    | Madison Thomas           |
| Community events of the year | Mercy Shield             |
| Cultural award               | NAIDOC Week Celebrations |
| Junior sports award          | Tarlia Pearson           |
| Member contribution award    | Kevin Pope               |

## Andrea Murray Memorial award (regional award)

The Andrea Murray Memorial Award recognises someone in the community who has made a noteworthy contribution during the year and/or given outstanding service to the disability sector for a number of years.

The recipient of the Andrea Murray Memorial Award for 2021 was Megan Brown.

Megan coordinates all-inclusive activities and programs that provide both physical and mental benefits for many community members of all ages and abilities.

Megan's all-inclusive yoga programs provide an avenue for individuals to connect with others and their community, no matter their physical ability. Her Gentle Seated Yoga sessions, run twice weekly, is attended by seniors, individuals with disabilities and other community members.

As a result of Megan's tireless efforts, many people can stay in their homes longer due to the physical and mental benefits Megan's programs provide.

## Community event of the year for Injune - Walk the Line

A physical, commemorative and culturally oriented activity that made history was the Walk the Line event, held in August 2020.

Walk the Line focussed on marking the centenary of the Roma to Injune railway line's construction and use. This noteworthy and timely event leads into the Injune township's centenary in 2022 and is another example of Injune District Tourism Association's (IDTA) long history of contributing outstanding service to the local and wider Maranoa community.

Flyers, brochures, information sheets, Facebook notifications and emails ensured that attendees were well informed of the route and requirements for walking safely. This preparation also allowed walkers to be fully informed about the route and its history.

The Walk the Line event drew a significant crowd of over 100 walkers of all ages from locals, wider Maranoa, South East Queensland and even further afield. Many of the attendees had personal connections, associations and memories of the railway line. It was a unique opportunity for them to meet up with those known and complete strangers - a rich time to enjoy and share the experience of the railway line's history and significance.

This event took enormous courage, resourcefulness, resilience and sheer hard work for the IDTA members to envision, carefully prepare and execute in a spectacular fashion.

The day continued with a commemorative afternoon ceremony at the old steam locomotive. A range of guest speakers included memories shared from an original railway employee and verse and song from other performers.



# Part 2

OUR COUNCIL

# OUR PURPOSE

A new corporate plan was developed and adopted in 2018 for the period 2018-2023.

It had its origins in a strategic planning workshop held with Councillors in 2017. Councillors workshopped their new vision statement (what they aspire to for the Maranoa Region), and new mission statement which summarises what our Council aims to do.

Through 'Connected Futures' forums across the region with the community, the biennial community satisfaction survey, Councillors' engagement with residents and businesses, and officers' input into what needs to be achieved, we have been able to identify the areas of importance for our communities and where we need to focus.

## **Our community vision** *(What we aspire to for the Maranoa Region)*

Strong, vibrant and connected local communities embracing opportunities to grow.

## **Our mission** *(What our Council aims to do)*

- Provide efficient and safe service and project delivery, good governance and leadership
- Manage community assets in a financially responsible way
- Partner with community, government and industry to grow our region.

## **Our teams' goals** *(What our teams work to achieve)*

- Quality in our services and projects
- Safety of our teams and community
- Management of our natural and built environment
- Affordability for our current and future communities

## **Our five strategic priorities** *(Council's Corporate Plan 2018-2023)*

### **1. Getting the basics right**

We aim to keep focussed on those services that our communities traditionally rely on local government to provide.

### **2. Delivering strong financial management**

We aim to make responsible decisions about both revenue setting and expenditure commitments in the short term so that current and future councils have a secure financial future, and the region has an affordable range of services.

### **3. Helping to keep our communities safe**

In conjunction with the State Government, we assist in managing specific activities that can impact the health and safety of our local communities.

### **4. Growing our region**

We partner with community, government and business to grow our region, developing opportunities, lifestyle and attractions for current and future residents.

### **5. Managing our operations well**

We aim to implement contemporary best practice in business management – carefully managing the resources that our community has entrusted to us.

## **Our motto**

*"Good, better, best. Never let it rest. 'Til your good is better and your better is best"*

St. Jerome

## **Our logo**

Our logo is the symbolic representation of the Bottle Tree, which is significant to the Maranoa Region. The five leaves symbolise the five districts of Council, as well as the areas of operation the Council works in – Communities, Events, Council, Tourism and Business. The Bottle Tree symbol makes a strong statement about a region focused on prosperity and growth. The symbol incorporates environmental colours making reference to the natural surrounds of the region.

In addition – every Bottle Tree is unique, they have character and personality just like the wonderful people who make up our vibrant community. The Bottle Tree is a symbol that honours our history, our heroes and our future.



## Our values

While the pursuit and achievement of our strategic priorities can be measured, how we perform our responsibilities (our conduct) is also critically important.

At Maranoa Regional Council, we believe in the importance of:

|  |   |
|--|---|
| <p><b>Striving for excellence</b></p>                           | <ul style="list-style-type: none"> <li>• in our leadership and governance</li> <li>• in our services and projects</li> </ul>  |
| <p><b>Being respectful</b></p>                                  | <ul style="list-style-type: none"> <li>• of other people</li> <li>• of the laws applicable to local governments</li> <li>• of the democratic process and decisions of Council</li> <li>• of other's views</li> </ul>  |
| <p><b>Showing empathy</b></p>                                   | <ul style="list-style-type: none"> <li>• for the elected Council who often need to make difficult decisions on behalf of the community</li> <li>• for our employees who are on the front-line of service delivery and implement Council's decisions on a daily basis</li> <li>• for our customers who are often facing many issues in their daily lives other than the matter they are raising with Council (e.g. drought)</li> </ul>   |
| <p><b>Ensuring honesty</b></p>                                 | <ul style="list-style-type: none"> <li>• in information provided for Council's decision making, in debate or reports</li> <li>• using Council funded materials, plant, equipment and time for approved Council purposes</li> <li>• in recording how our work time, materials and plant is used</li> </ul>   |
| <p><b>Providing transparency</b></p>                          | <ul style="list-style-type: none"> <li>• managing information as openly as possible within our legal obligations</li> <li>• providing reasons for decisions where practical</li> </ul>  |
| <p><b>Encouraging innovation and efficiency</b></p>           | <ul style="list-style-type: none"> <li>• always thinking about how things might be done better, quicker, smarter, safer</li> <li>• being open to new ways of doing things</li> <li>• taking time to hear others ideas, suggestions, perspectives</li> </ul>   |
| <p><b>Demonstrating accountability</b></p>                    | <ul style="list-style-type: none"> <li>• both to our State Government regulators and Council</li> <li>• for the accuracy and timeliness of our reporting</li> <li>• by care and diligence in undertaking our responsibilities</li> </ul>  |
| <p><b>Ensuring the safety of our teams and community</b></p>  | <ul style="list-style-type: none"> <li>• believing that all incidents are preventable</li> <li>• affirming that no job is that important, no service that urgent, that it can't be done safely</li> <li>• understanding that "I am the one that is responsible for safety"</li> <li>• knowing that no job is worth risking my, or someone else's Top 4 (i.e. impacting their top 4 personal priorities - people or pastimes)</li> </ul>   |
| <p><b>Thinking about today and tomorrow</b></p>               | <ul style="list-style-type: none"> <li>• by carrying out sustainable business practices to meet the needs of our current communities, while considering the needs for the future</li> <li>• by considering the environmental impacts of our services and projects from start to finish to minimise pollution and waste, minimising our environmental footprint</li> <li>• by thinking about the short and longer term impacts of Council's policies, plans and decisions</li> </ul> |

# OUR YEAR AT A GLANCE

July 2020



Council completed the upgrades at the Roma Touch Grounds, with the **construction of the newly bitumen sealed internal access road and car park.**

Council received funding from the Queensland Government to **construct additional racing stables** as well as feed and tack storage bays at Bassett Park in Roma.

Council's Community Support unit prepared **66 support packs** containing essential postnatal items for parents of newborns requiring additional support as they embark on their exciting new journey.

The **Surat Wading Pool** received upgrades including repairs to the pool's pipework, relining of the pool, installation of colourful interactive water features and a slide, and construction of a shade structure between the main pool and wading pool.

The COVID-19 Recovery Taskforce launched **The Shop Local Resource Kit** component of the recovery strategy.

Council launched an **online community engagement platform** for residents to have their say on projects and plans.



August 2020

September 2020



Drilling for the **Surat Bore** commenced in September. The new bore will provide a back-up supply to the town.

In September 2020 the Roma Town Library celebrated it's **70th birthday!**

**Building and Planning Officers** were available to meet with residents at Council's Customer Service Centres in Injune, Mitchell, Roma and Surat on various days from September to December 2020. Officers were available to answer questions about a new building project or development proposal, or to provide information or advice.

**Funny Mummies** brought comedy to Roma - The show featured three hilarious mother comedians, including Jenny Wynter, palliative care nurse turned comedian Carolyn Mandersloot, and Canadian comic Jasmine Fairbairn.

Council's Construction Team commenced gravel resheeting works on **Piggery Road**. These works included tree clearing, minor road realignment, a new layer of gravel and floodway repairs to improve wet weather performance, visibility and safety for motorists.

Roma Saleyards Store Sale held on Tuesday, 27 October recorded a **new top price** for the facility, with prices reaching 616c/kg.

Council asked the community to have their say on the **Surat Riverwalk** extension project.



October 2020

November 2020



Council received 65 online surveys over the three-week period, and over 40 people attended the 'drop-in' sessions held at the Skate Park for the **Roma Youth Precinct & Skate Park Master Plan community consultation.**

Council and Balonne Shire Council, in partnership with Department of Agriculture and Fisheries (DAF) and landholders have successfully completed the **'Barrier Fence to the Border'** Collaborative Area Management Project.

Council invited the Injune community to discuss ideas with Councillors and Council representatives for the development of the **Injune Heritage Museum.**

A Carnarvon Gorge **virtual reality experience** touring the Moss Gardens, Ampitheatre, Art Gallery, cliffs and creek crossings was launched at the Injune Visitor Information Centre.

Council invited the community to have their say on the proposed locations of the **Red Bench Seats** to be placed in Jackson, Mungallala, Injune, Yuleba, Wallumbilla, Mitchell, Amby, Muckadilla and Surat.

Council commenced **footpath upgrade works** on the Railway Dam Footpath.



December 2020



January 2021



**Roma's CBD glowed blue** for National Corrections Day. The National Corrections initiative recognises the important work of corrective services officers in protecting communities across Australia.

Council invited the community to submit feedback on the draft (high level) overview of the **proposed organisational structure**.

Council undertook gas main works on Charles Street (between Bowen Street and Station Street) to **extend Roma's gas network**.

Council celebrated **Australia Day** with the Australia Day Awards and plenty of activities around the Maranoa.

The Queensland Reconstruction Authority (QRA) visited Roma in February 2021 to host a **Community Resilience Workshop** with Council staff involved in the Local Disaster Management efforts. During the workshop, staff helped QRA to create a Regional Resilience Strategy for the Maranoa Region, to assist with coping and recovery from declared disasters.

In an effort to reduce feral animal populations, limit the spread of disease and avoid predation of native animals, Council began **feral cat and fox trapping** within industrial and commercial areas.



February 2021

March 2021



Council hosted an evening of big sounds at the Big Rig as the **Queensland Symphony Orchestra's performance** was livestreamed for Maranoa residents to enjoy, free of charge.

**Harmony Week** celebrated and encouraged inclusiveness, respect and belonging for all Australians, regardless of cultural or linguistic background in March.

The **Youth Driver Program** was sponsored by Council and was undertaken in Roma. It consisted of two parts – one theory session, and one practical session.

Council completed the **Bassett Park Racing Stables Expansion**. The project included the demolition of an old stabling block and the construction of 44 new stalls and 8 feed and tack rooms across 2 new buildings.

**Mosquito fogging** took place in Surat, Mitchell and Injune in April to help control and reduce mosquito, sand fly and midge numbers.

Construction began on **Stage 1 of the Big Rig Oil, Gas and Energy Centre** upgrade, which includes the installation of a 40m high observation tower beside the historic EMSCO rig and a 100m long treewalk constructed along the banks of the Bungil Creek.



April 2021

May 2021



Council commenced the region's annual **Line Marking Program**.

Council held **Volunteer Week celebrations** across the region for National Volunteer Week. It is Australia's largest annual celebration to acknowledge the generous contribution of our nation's volunteers.

Council received funding through the Australian Government's Local Roads and Community Infrastructure program for the **Injune Heritage Museum**.

The Tourism Team launched the brand-new **resource kit** which gives operators access to spectacular photos and videos from across our region. Operators can use these images on their own social media channels, brochures and websites to promote their business and the region.

Council undertook **sewer relining works** in Surat and Injune.

The **Adungadoo Walkway Lighting Project** commenced. The project will allow walkers, joggers, runners and cyclists to be able to exercise day and night with the added safety of new LED walkway lighting along the section of the Adungadoo Walkway from Apex Park to Shady's Lagoon.



June 2021

# OUR COUNCIL

Council operates under the *Local Government Act 2009* (the Act), and Councillors are elected to provide leadership and good governance for the Maranoa Region.

Our nine elected members together form the Council. The Mayor and eight Councillors were elected on 28 March 2020 for a four year term. Council does not have divisions, and therefore the Mayor and Councillors are elected representatives of all residents and ratepayers across the region.

Council has a duty to ensure the system of local government is accountable, effective, efficient and sustainable in accordance with the principles under the Act. The local government principles are:

- a. transparent and effective processes, and decision-making in the public interest; and
- b. sustainable development and management of assets and infrastructure, and delivery of effective services; and
- c. democratic representation, social inclusion and meaningful community engagement; and
- d. good governance of, and by, local government; and
- e. ethical and legal behaviour of councillors and local government employees.

Collectively the councillors set the strategic direction for the council, identifying service standards and monitoring performance of the organisation.

## Role of councillors

(1) A councillor must represent the current and future interests of the residents of the local government area.

(2) All councillors of a local government have the same responsibilities, but the mayor has some extra responsibilities.

(3) All councillors have the following responsibilities—

- (a) ensuring the local government—
  - (i) discharges its responsibilities under this Act; and
  - (ii) achieves its corporate plan; and
  - (iii) complies with all laws that apply to local governments;
- (b) providing high quality leadership to the local government and the community;
- (c) participating in council meetings, policy development, and decision-making, for the benefit of the local government area;
- (d) being accountable to the community for the local government's performance

A councillor who is not the mayor may perform the mayor's extra responsibilities only if the mayor delegates the responsibility to the councillor.

When performing a responsibility, a councillor must serve the overall public interest of the whole local government area.

## Role of mayor

The mayor has the duties of a councillor with the added responsibilities of:

- (a) leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings;
- (b) leading, managing, and providing strategic direction to, the chief executive officer in order to achieve the high quality administration of the local government;
- (c) directing the chief executive officer of the local government under section 170;
- (d) conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example);
- (e) ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister;
- (f) being a member of each standing committee of the local government;
- (g) representing the local government at ceremonial or civic functions.



Mayor and Councillors for the 2020-2024 Council term

# Our Councillors



## Mayor Tyson Golder

**Mobile:** 0458 006 200

**Email:** mayor@maranoa.qld.gov.au

Councillor Tyson Golder and his wife Natalie operates Golder's Stores in Roma, Toowoomba and Longreach. The first 'Golders' was founded in Roma, by Tyson's grandfather, Harold Golder back in 1927. Tyson's father, Alf Golder, a former Councillor, continued to run the family business until Tyson and wife Natalie took over the helm.

Tyson strives to meet the needs of our community by really listening to locals. The regular engagement with residents that comes with operating a local business has provided our Mayor with a strong foundation to better understand how to serve the people of the Maranoa by hearing and considering residents' points of view.

As Mayor of Maranoa Regional Council, Tyson advocates for growth in employment opportunities by increasing the liveability of our region.

He asks all local industries to live local and buy local, encourages local jobs, supports improving rural roads, expanding our tourism industry and continues to encourage his objective of Maranoa Regional Council gaining the reputation of the friendliest Council in Queensland. With the region having a great deal to offer visitors, with each of our towns offering unique experiences, Tyson is excited to help shine a spotlight on our region's tourism industry both in the Maranoa as well as across Australia and internationally.

Tyson believes there is no better place to visit, live, work and raise a family than the Maranoa. As he travels throughout our region, talking with locals about their local issues, he is continuously impressed by the enthusiasm residents have for each of our communities.

Tyson believes the Maranoa is a beautiful place to live, with the people making it exceptional.



## Deputy Mayor Geoff McMullen

**Mobile:** 0427 221 501

**Email:** geoff.mcmullen@maranoa.qld.gov.au

Councillor Geoff McMullen's family moved to the Roma area in 1955. Geoff started work operating earthmoving machinery in the Roma, Mitchell, Longreach and Isisford areas.

He worked in Western Australia driving trucks from 1976, returning to Roma in 1978. Geoff has had several jobs supervising in the transport industry, servicing the gas fields and hauling livestock and grain in the local rural sector.

He spent two years supervising for Shaw Pipe Protection, coating gas pipe in projects in Roma, Thailand and Townsville. For the last 15 years, Geoff ran his own transport business, operating out of Roma.

With a broad knowledge of a range of industries, Geoff brings to Council a practical approach.



### **Councillor Cameron O'Neil**

**Mobile:** 0409 110 508

**Email:** [cameron.oneil@maranoa.qld.gov.au](mailto:cameron.oneil@maranoa.qld.gov.au)

Councillor Cameron O'Neil has spent more than 15 years living and working in far western and south western Queensland.

Cameron is passionate about the future of regional Queensland and the contributions the next generation can make in shaping our community. Cameron calls Roma home and has extensive experience working in and for community based Natural Resource Management organisations.

As a Councillor, Cameron is focussed on ensuring all Maranoa communities are equally represented.

Excited about the region's future, Cameron believes a balance between agriculture, tourism, resource and local commerce must be achieved to give the Maranoa a strong position for the future.



### **Councillor George Ladbrook**

**Mobile:** 0427 596 923

**Email:** [wayne.ladbrook@maranoa.qld.gov.au](mailto:wayne.ladbrook@maranoa.qld.gov.au)

Councillor Wayne (George) Ladbrook and his wife Alanah run the family cattle property north of Roma and also own and operate local business 'Ladbrooks Butchery' which was first established in 1993. Born in Roma, George and Alanah raised their 3 sons in the region and all have a passion for agriculture and Rugby League.

Rugby League took him away from the region for a period of time when he moved to the Sunshine Coast to play league. While away from his hometown of Roma, he established a successful commercial cleaning business and bought and sold several properties. On his return to Roma George also purchased a local abattoir, which was sold in 2012.

George is happy to call the Maranoa home and has been involved in the Roma Turf Club for twenty years. As a Councillor he is committed to continuing to grow the region, making it a great place to bring up kids and welcoming to visitors. He acknowledges that there is a large network of roads and infrastructure to be maintained by Council and he will take every opportunity to travel to all towns in the Maranoa to listen to resident concerns and ideas to make decisions and policies that improve the liveability of the region.



### **Councillor John Birkett**

**Mobile:** 0409 761 206

**Email:** john.birkett@maranoa.qld.gov.au

Councillor John Birkett has lived in the region all his life, born, and bred in Mitchell. He, his wife Kym, and two children continue to live in Mitchell where they run a plumbing business and operate the Amby / Forestvale School bus run.

With a varied working background, John has also worked as a Rugby League Development Officer and in local government as the Assistant Water and Sewerage Officer, Cost Clerk, Soil Tester, Storeman and Spa Manager.

He is very passionate about his community and has been involved in numerous local clubs and community groups as a member and executive, including the Booringa Action Group, and is the current President and founding member of the Mitchell RSL & Combined Sports Club. He is a life member of the Mitchell & District RLFC, having served over 30 years in the club as a coach and executive member.

As a Councillor, John seeks to strengthen sporting and community groups to increase participation and opportunities, as well as create more employment through the development of new industries while supporting existing businesses.



### **Councillor Joh Hancock**

**Mobile:** 0419 803 314

**Email:** johanne.hancock@maranoa.qld.gov.au

Councillor Johanne (Joh) Hancock and her husband established themselves in the town of Surat in 2001. Drawn to the region's lifestyle they have raised three sons on their rural property and own and operate local business 'Surat Post & News.'

During this time Joh has been a proud volunteer in her local and broader community serving as an active member and executive for many clubs and organisations - experiencing firsthand how valuable volunteers are to community. This approach supports her belief that the most valuable asset in the region is us, the people.

A former employee of Maranoa Regional Council, she has a strong background in business, customer service, community development, tourism, arts and culture, sport and recreation. Joh is passionate about enhancing the liveability and sustainability of the region in her role as Councillor and believes that the Maranoa is a great place to live, raise a family, invest and visit.



### **Councillor Wendy Taylor**

**Mobile:** 0417 288 510

**Email:** wendy.taylor@maranoa.qld.gov.au

Councillor Wendy Taylor and her husband Peter live at their property 'Koorandai' in Roma. They currently run their cattle operations in both Roma and west of Mungallala. Long established in the region, Wendy and Peter worked together over the past 30 years to build their former business 'Taylors Parts Centre' operating in Roma and Charleville.

Being hands on and raising three delightful daughters, Wendy has been a volunteer in supporting local school activities and is currently Treasurer of the Roma Clay Target Club.

Wendy is passionate about supporting local business and as a Councillor seeks to play her part in giving back to the community that supported her family business and contributing to the future growth of the Maranoa.



### **Councillor Mark Edwards**

**Mobile:** 0409 428 214

**Email:** mark.edwards@maranoa.qld.gov.au

Councillor Mark Edwards is a third-generation citrus farmer on the family farm 'Rosedale' which he runs with his partner Paanthida. It is the last remaining citrus orchard in Roma. A long-established family in Roma, he and his family built and operated the Northern Star Store and developed a large residential estate in Roma.

Mark brings to Council a strong interest in finance and accounting, having obtained a Bachelor of Business Majoring in Accounting and Agribusiness, and furthering his qualifications by gaining a Master of Financial Planning. This has enabled him to pursue a career in accounting and audit, working as an owner and partner at a number of accounting firms in both Roma and Brisbane.

He has been involved in not-for-profit organisations and is currently a member of the Roma Aero Club Inc and a founding member of the Roma Echidnas Rugby Union Club and Roma Historical Precincts Inc.

Mark believes the strength of local government is Councillors and staff working together for the benefit of the region. His vision for the Maranoa is that it be known as the economic hub of Western Queensland, attracting new residents and business.



## **Councillor Julie Guthrie**

**Mobile:** 0417 792 717

**Email:** [julie.guthrie@maranoa.qld.gov.au](mailto:julie.guthrie@maranoa.qld.gov.au)

Councillor Julie Guthrie, along with her husband and son operate their family-owned beef breeding and fattening enterprise 'Baroona' in Injune.

Julie's lifelong passion has been educating youth and setting them up for a successful adulthood. She has been a teacher, Head of Department and Principal for many decades, serving at many schools in the Maranoa region.

Having advocated long and hard during her career to extend educational opportunities for young people, she is now keen to advocate for the Maranoa to achieve positive outcomes for the region and provide a service-based approach in her new role of Councillor.

Julie believes that listening and being accessible to all residents is critical in her role as a community leader.

# OUR GOVERNANCE FRAMEWORK

## Governance within Council is supported by policies, plans and decisions associated with the functions of Council.

Maranoa Regional Council is one of the councils in Queensland forming part of the system of local government referred to in the *Constitution of Queensland 2001* (Section 70).

The way in which Council is constituted and the nature and extent of its responsibilities and powers is provided in the *Local Government Act 2009* (the Act).

To ensure that the system of local government in Queensland is accountable, effective, efficient and sustainable, any actions taken or responsibilities performed must be in accordance with the local government principles detailed in the Act, specifically:

- (a) transparent and effective processes, and decision-making in the public interest; and
- (b) sustainable development and management of assets and infrastructure, and delivery of effective services; and
- (c) democratic representation, social inclusion and meaningful community engagement; and
- (d) good governance of, and by, local government; and
- (e) ethical and legal behaviour of councillors and local government employees.

Corporate governance involves the control and management of an organisation to achieve its objectives. It encompasses decision making and implementation, optimisation of performance and how the organisation is directed, reviewed and held to account.

The aim of corporate governance is to ensure the highest standard of community leadership and organisational performance and accountability. Good governance underpins the Australian democratic system of which local governments are the first level. It focusses on issues such as accountability, transparency, fairness, stewardship, responsibility and consultation. Put simply it is about ensuring the organisation is run properly, goals are achieved and public monies are managed with high standards of propriety and probity.

## Corporate planning, operational planning, budgets

Council is required to adopt a corporate plan, and the plan provides the framework for everything we do. It establishes the strategic priorities to be pursued by Council to meet the needs and aspirations of our community. The plan may be revised at any time to ensure it remains relevant and accommodates any significant changes in direction.

To implement the corporate plan, operational plans are developed each year.

The operational plan defines what we will do (priorities, services and projects), and the budget details how those activities will be funded.

Recommendations are made to Council by employees, but the ultimate decision on what is included in all 3 documents is a matter for the elected Council.

Council adopted its Corporate Plan 2018-2023 in June 2018 with a new vision for the Maranoa, mission statement and five strategic priorities, with a refresh undertaken in June 2021.

## Our vision

Strong, vibrant and connected local communities embracing opportunities to grow.

## Our mission

- Provide efficient and safe service and project delivery, good governance and leadership
- Manage community assets in a financially responsible way
- Partner with community, government and industry to grow our region.

## Our strategic priorities

1. Getting the basics right;
2. Delivering strong financial management;
3. Helping to keep our communities safe;
4. Growing our region; and
5. Managing our operations well.

In developing the plan, Council has simplified the contents to make it more user friendly for our community and stakeholders. The new plan no longer makes reference to our directorates or departments, but rather focuses on key functional areas of Council (such as water, waste and roads and drainage). It includes a new set of values and incorporates our strategic performance indicators.

Finally, to assist our community and stakeholders, the plan also aims to be informative about the business of local government to help in understanding what it is that Council does and what governs the way we do things.

## Policies

Council has a significant number of policies that assist in its management and operation. Policies provide a structured framework for consistent and transparent decision-making and actions, and assists in achieving Council's corporate plan.

Council policies that were reviewed or updated in 2020/21 included:

- Advertising Spending Policy (Resolution number: OM/03.2021/54 - 24 March 2021).
- Audit Committee Terms of Reference (Resolution numbers: OM/07.2020/71 - 22 July 2020 and OM/09.2020/96 - 23 September 2020).
- Budget Submissions and Financial Planning Standing Committee Terms of Reference Update (Resolution number: OM/08.2020/97 - 26 August 2020).
- Community Grants & Non-Financial Assistance Policy (Resolution number: OM/12.2020/21 - 9 December 2020).
- Debt (Borrowing) Policy (Resolution numbers: SMB/09.2020/03 - 2 September 2020, OM/10.2020/43 - 14 October 2020, OM/10.2020/129 - 28 October 2020 and SM/06.2021/29 - 16 June 2021).
- Debt Recovery Policy (Resolution number: OM/02.2021/106 - 24 February 2021).
- Development Infrastructure Charges (COVID-19 Stimulus) Concessions Policy (Resolution number: SMB/09.2020/18 - 2 September 2020).





- Gas for Industrial / Commercial Development Policy (Resolution number: OM/06.2021/62 - 23 June 2021).
- Hire of Roma Saleyards Policy (Resolution number: OM/03.2021/86 - 24 March 2021).
- Investigation Policy (Resolution number: OM/10.2020/23 - 14 October 2020).
- Non-current Asset Accounting Policy (Resolution number: OM/07.2020/40 - 22 July 2020).
- Rates and Charges Rebate and Concession Policy (Resolution number: SMB/09.2020/15 - 2 September 2020).  
Minor update (Resolution number: OM/11.2020/55 - 25 November 2020).
- Rate Recovery Policy (Resolution number: OM/11.2020/64) - 25 November 2020).
- Regional Domestic Water Connection Policy (Resolution number: OM/11.2020/08 - 11 November 2020).
- Related Party Disclosure Policy (Resolution number: OM/07.2020/39 - 22 July 2020).
- Revenue Policy and Revenue Statement (Resolution number: SMB/09.2020/02 - 2 September 2020).  
Revenue Policy also: SM/05.2021/17 - 19 May 2021).
- Standing Orders Policy and Meeting Procedures (Resolution number: OM/10.2020/24 - 14 October 2020).
- Unaddressed Mail Policy (Resolution number: OM/04.2021/46 - 28 April 2021).

### Performance monitoring and reporting

Each year, a detailed review of the performance of each of Council's functions is undertaken in a consistent format. The results are contained in *Our performance in focus* which is made available online for the community.

The summary results are included in Council's annual report (highlights, challenges and progress with implementing our plans) together with other legislative disclosure requirements.

The documents are prepared for both internal and external stakeholders and contain detailed financial and non-financial information about Council's activities and performance.

Internal reporting is progressively being aligned with *Our performance in focus* to streamline monthly, quarterly and annual reporting.

### Ethical framework - codes of conduct

A councillor code of conduct and an employee code of conduct are in place. These codes provide a framework for behaviour, actions and decisions and promote five ethical principles (identified in the *Public Sector Ethics Act 1994*): respect for persons, respect for the law and system of government, integrity, diligence, and economy and efficiency.

### External audit - financial

Each year Council's financial operations, including the general purpose financial statements, are subject to an external audit by the Auditor-General of Queensland or their delegate.

The Queensland Audit Office's appointed contract auditor for Maranoa Regional Council is Pitcher Partners. Council's statements for the previous financial year were certified by the Queensland Audit Office on 9 October 2020, with an Unmodified Audit Opinion and well before the 31 October deadline. This is effectively a 'clean bill of health' for Council's financial statements and a pleasing result for the year.

### External audit - Systems and compliance

Council is progressively implementing a management system to manage operational risks within the priority areas of:

- Quality (in our services and projects);
- Safety of our teams and community;
- Environmental management of our natural and built environment;
- Affordability for our current and future community.

Two external audits were conducted during the year with the findings as follows.

| External audits  | Findings  |
|--|---|
| <b>7-11 September 2020</b><br><br>Surveillance audit:<br>Compliance to ISO 9001:2015 (QUALITY) and Compliance to ISO 14001:2015 (ENVIRONMENT)<br>Scope: Quality and Environmental Management Systems for Water, Sewerage, Gas and Construction and Maintenance activities including Road Construction and Maintenance activities including Design and Implementation of traffic management plans, including operational traffic control. This audit also included compliance to ISO 9001:2015 (QUALITY) and Compliance to ISO 14001:2015 (ENVIRONMENT) relating to scope expansion for Council's laboratory function.<br>Compliance to AS / NZS4801 (Safety Management System) for all Council operations. | 2 minor non conformances<br><br>3 observations<br><br>15 closures of 17 findings from previous audits / addressed |
| <b>1-5 March 2021</b><br><br>Surveillance audit:<br>Compliance to ISO 9001:2015 (QUALITY) and Compliance to ISO 14001:2015 (ENVIRONMENT)<br>Scope: Quality and Environmental Management Systems for Water, Sewerage, Gas, Laboratory and Construction and Maintenance activities including Road Construction and Maintenance activities including Design and Implementation of traffic management plans, including operational traffic control.<br>Compliance to AS/ NZS4801 (Safety Management System) for all Council operations.  | 1 minor non conformances<br><br>4 observations<br><br>4 closures of 5 findings from previous audits / addressed   |

## Internal and external audits - Saleyards

European Union Cattle Accreditation Scheme (EUCAS) and National Saleyards Quality Assurance (NSQA) certification was maintained through both internal and external audits.

- External audits (EUCAS and NSQA) were both completed on 3 November 2020.
- Internal audits were completed on: 25 September 2020 and 12 March 2021.

## Internal audit - financial

Council established an Internal Audit Function on 25 June 2014 (GM/06.2014/40) and adopted an Internal Audit Charter as a formal statement of purpose, authority and responsibility for the function.

In 2020/21, a member of Council's Register of Pre-qualified Suppliers of Accounting and Internal Audit Services was engaged to undertake an internal audit of payroll processes. The report will be received in 2021/22.

## Internal audit - Systems and compliance

Internal audits for 2020/21 focused on Council's Safety Management System. Work Health and Safety Queensland provided a set of criteria for Council to assess their safety performance. This tool was expanded to three separate sites to specifically review how the safety system is implemented at each of these sites and provided guidance on continual improvement processes. Additional reviews were undertaken at these sites to assess how Council manages the compliance requirements relating to Contractor Management. A total of 7 non-conformances and 25 observations were recorded in the eight internal audits completed.

In addition, an overarching desktop audit on the safety management system provided information and areas for improvement. The Enterprise Risk Team is continuing to review and develop the processes and associated documents to assist staff with the continual improvement process and close out of the audit findings.

Internal audits are managed over a three year cycle to meet the requirements of Council's recertification process.

## Community engagement

The mayor and councillors are elected by the community for the community, i.e. to represent the current and future interests of its residents.

Collectively, the elected members:

- Determine the **priorities** for Council;
- Make **decisions** through formal Council meetings for the benefit of the whole Maranoa Region;
- Develop and adopt **policies** to help ensure consistency of decision making for the same type of issue and provide officers with an approved method of dealing with those issues in the future.

Council recognises that decision-making is enhanced through interaction and communication with the community that elected members represent. A preliminary community engagement framework was drafted in a previous year, and continues to evolve as Council further develops its approach.

## Informing our community

Council keeps our community up to date through a number of forums including media releases, social media (My Maranoa Facebook), fact sheets, newsletters, brochures and website ([www.maranoa.qld.gov.au](http://www.maranoa.qld.gov.au)).

Members of the community are also welcome to attend Council meetings.

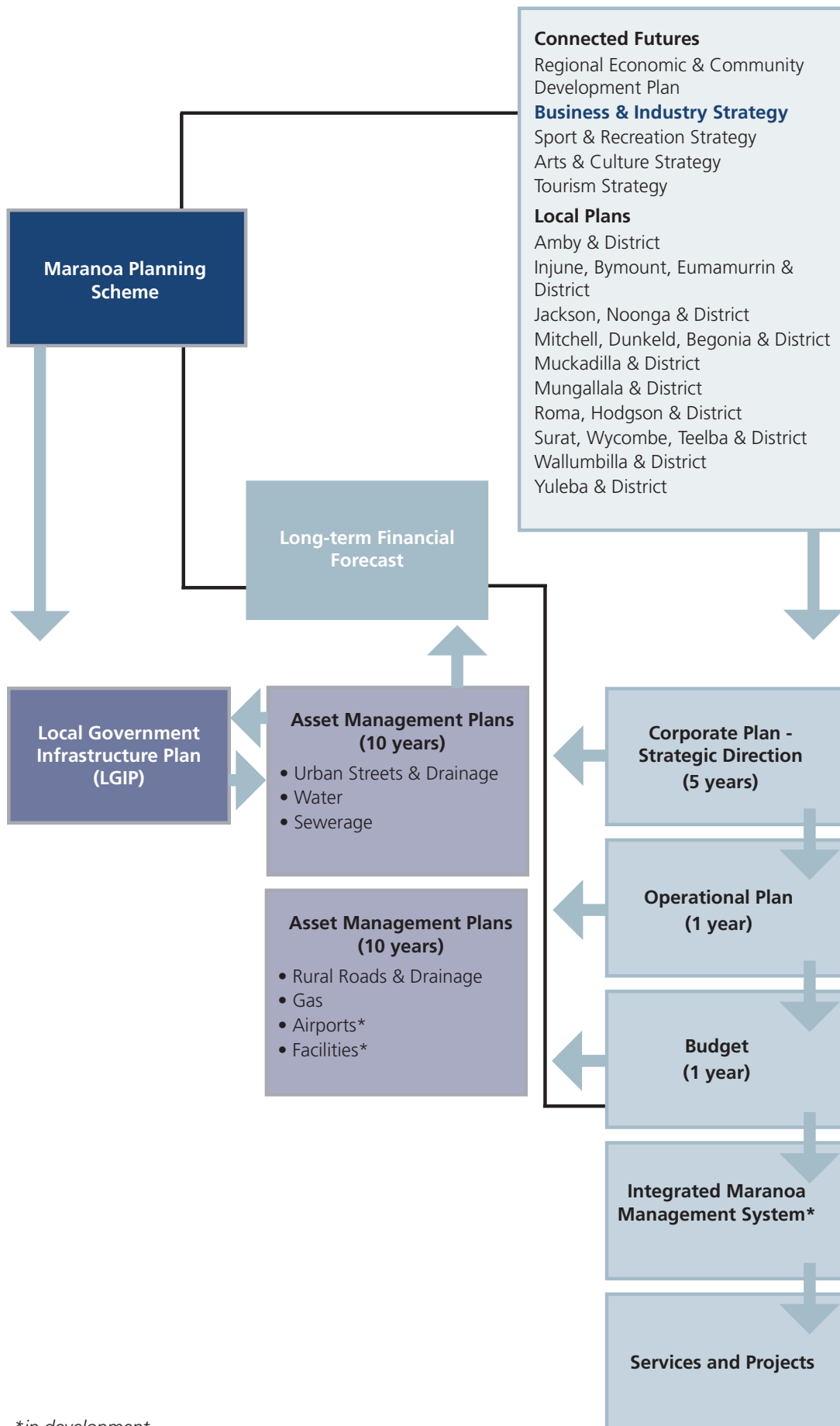
Maranoa Regional Council is third party certified to the following standards - **ISO 9001:2015 (QUALITY)** and **ISO 14001:2015 (ENVIRONMENT)** - for Road Construction and Maintenance activities including design and implementation of traffic management plans and operational traffic control, and for Quarry and Quarry Pits, Water, Sewerage, Gas and Laboratory.

All of Council operations are third party certified to **AS/ NZS4801 (Safety Management System)**.

*ISO standards are issued by the International Organization for Standardization (ISO) - these are applicable to both private and public sector organisations across the globe (including Australia and New Zealand).*

*AS/NZ standards are applicable to Australia and New Zealand private and public sector organisations. AS/ NZS 4801 will shortly be replaced by ISO 45001 Safety Management System which is a higher standard. Council has been working towards this compliance in readiness for its implementation.*

# OUR INTEGRATED PLANNING FRAMEWORK



*\*in development*

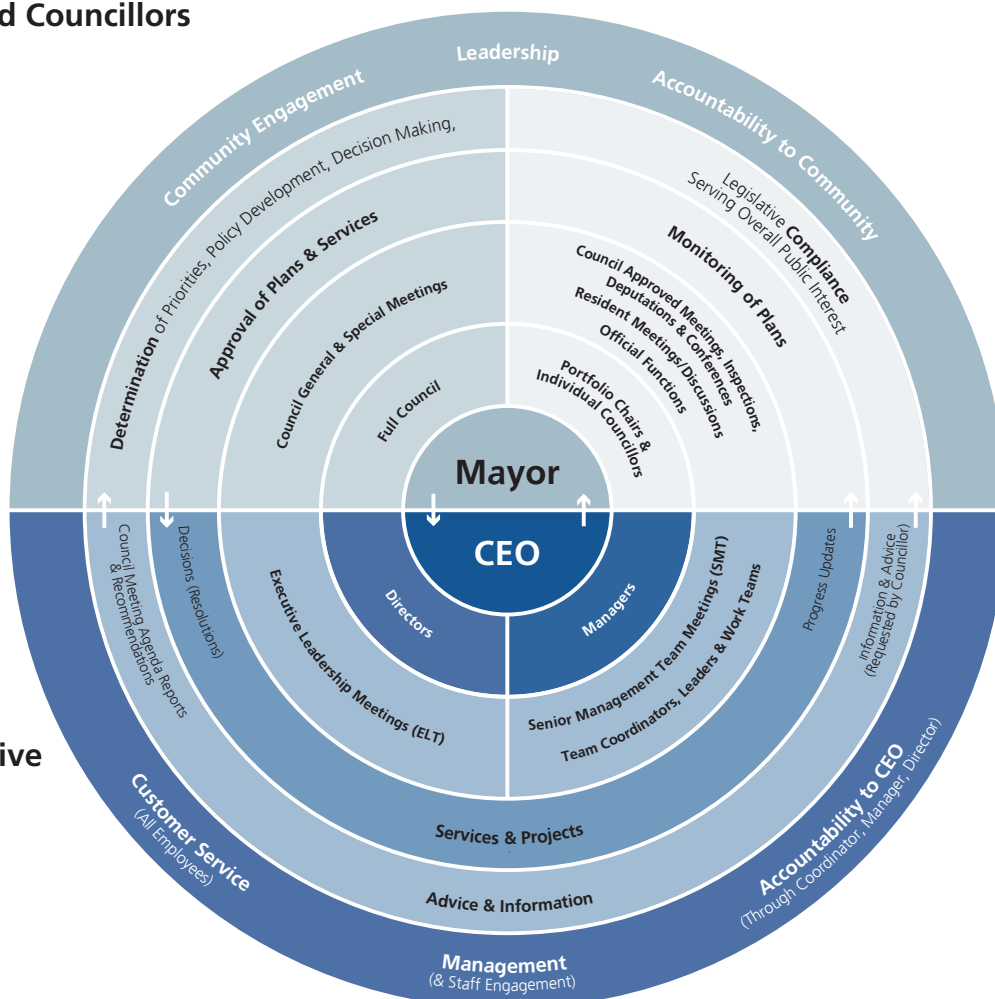
# OUR TEAM

## Roles

For those who are new to the local government industry, it can take some time to gain an understanding of how the system of local government works. The following diagram aims to provide a quick visual guide (a 'ready reckoner') that summarises the key roles and responsibilities within the *Local Government Act 2009*.

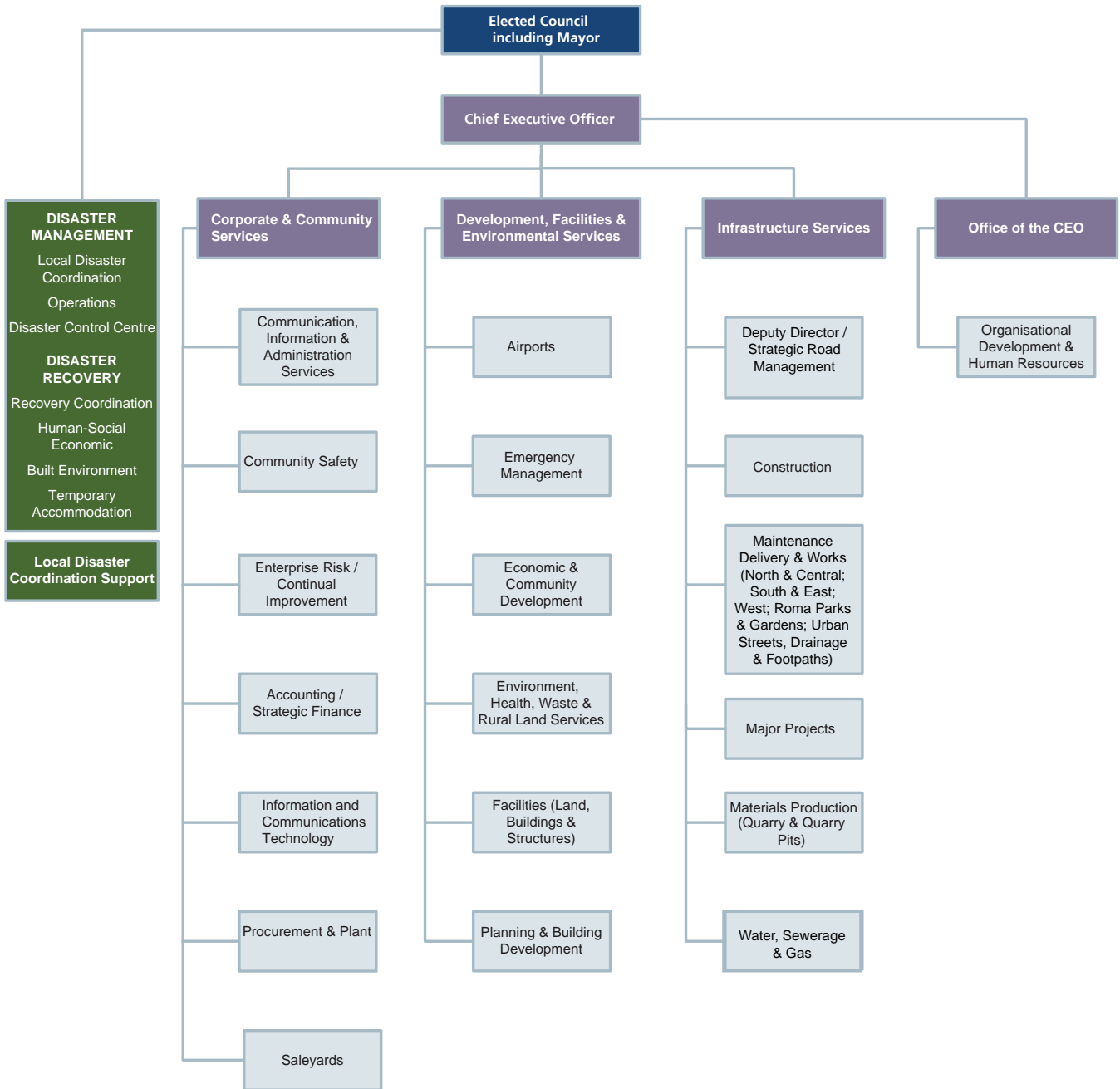
- Local government comprises two groups of people:
  - Councillors who are elected by the community to represent them and make decisions on behalf of the community;
  - Employees who are responsible for providing advice and implementing decisions.
- The circle represents that while the two groups are still part of the one Maranoa Regional Council team, they have different legal roles and responsibilities.
- Councillors (elected members) provide leadership, engage with the community, and are accountable to the community. The top left quadrant shows that councillors only have decision making authority when meeting as a group, i.e. all councillors (through Council's formal meetings). The Council approves plans and services, determines priorities, develops policies and makes decisions. The lighter grey quadrant (top right) shows what individual councillors are responsible for.
- Employees deliver services and projects (i.e. implement the decisions of the elected (full) Council), are engaged in the day to day management of Council's operations and are accountable to the Chief Executive Officer through the Directors and Managers.
- The arrows between the two halves show how information flows between the elected members (councillors) and the Chief Executive Officer (CEO), Directors, Managers and employees who provide technical advice and information to the full Council (for decision making), and updates, information and advice to individual Councillors to assist them in their roles.
- The inner circle represents the important link and close working relationship between the mayor (who is also a councillor) and the Chief Executive Officer (who is also an employee). The Chief Executive Officer is ultimately accountable to the full Council, but receives strategic direction by the mayor (in accordance with the full Council's policies).

## Mayor and Councillors



**Chief Executive Officer and Employees**

# Organisational structure



## Executive leadership team



Council's Chief Executive Officer (CEO) is Julie Reitano. The CEO has overall responsibility for the management of Council's operations to ensure Council objectives are met. Together with the CEO, the executive leadership team lead the day-to-day operations of the organisation and provide councillors with information and advice to facilitate strategic policy decisions.

Members of the executive leadership team attend each Council meeting, as do other officers, as needed, to provide additional information or clarification for Council meeting agenda reports.

Each of the directorates include department managers, team coordinators and team leaders who have responsibility for implementing policies and directions through their respective teams.



**Julie Reitano**  
**Chief Executive Officer**

### **Career start**

Julie commenced her career in local government in 1990, as a Trainee Accountant at Cairns City Council, after graduating from James Cook University with a Bachelor of Commerce.

### **Career summary**

Julie went on to hold progressively more senior roles within Cairns City Council and in other Councils across the State, including urban fringe, regional and rural local government areas.

### **Contribution to council and the executive leadership team**

Julie brings to her current role three decades' experience having worked:

- In the public and private sectors;
- Both within local government (in an employee capacity) and for local government (as Managing Director of her own consulting business); and
- In management and non-management positions (from entry level through to Chief Executive Officer).

### **Current role**

As Chief Executive Officer of Maranoa Regional Council, Julie's responsibilities include:

- Leading organisational reforms, in conjunction with the three Directors
  - Corporate & Community Services
  - Development, Facilities & Environmental Services
  - Infrastructure Services

- Managing the day-to-day operations of Council and its employees;
- Coordinating advice and information for the elected Council pertaining to short, medium and long term plans, policies and decisions;
- Establishing management practices (systems and processes) for the implementation and communication of Council approved plans, services, policies and decisions; and
- Implementing systems and processes for information management – to ensure safe custody of all documents, including records about proceedings, accounts and transactions.

### **Qualifications**

Julie has a Bachelor of Commerce, a Graduate Certificate in Local Government Management and a Master of Business Administration (MBA). Julie is a graduate of the Australian Institute of Company Directors (GAICD), and has membership of the Australian Society of Certified Practising Accountants (CPA).



## Rob Hayward

Deputy CEO

**Director - Development, Facilities & Environmental Services**

**Acting Director - Infrastructure Services**

### Career start

Rob began his career in local government in 1997 with Booringa Shire Council as Environmental Health Officer. He was subsequently appointed as Manager Environmental Health soon after commencement and was responsible for Stock Routes, Environment, Water, Sewerage and Waste.

### Career summary

Since then Rob has held senior management positions primarily in the fields of Development, Environment and Corporate Governance. Rob's experience has included three years in the position of Chief Executive Officer at Tambo Shire Council and he also relieves in the role at Maranoa Regional Council.

### Contribution to council and the executive leadership team

As well as technical skills and qualifications, Rob has significant local and regional knowledge gained over many years, both before and after the amalgamation process.

This is of particular importance during times of natural disaster, and Rob has a secondary role as the Local Disaster Coordinator for Council and the community.

### Current role

As a Director for Maranoa Regional Council, Rob's responsibilities include:

- Managing the Directorate (a group of Departments) – in Rob's case the Directorate of Development, Facilities and Environmental Services;
- For his Directorate and as part of the Executive Leadership Team:
  - Ensuring activity is focused on the implementation of Council approved priorities, policies and decisions;
  - Promoting a culture of continual improvement, project delivery and maintenance management;
  - Developing and monitoring people, systems and processes to support excellence in service delivery (internal & external) and ensure legislative compliance – including adherence to the Employee Code of Conduct;
  - Ensuring effective, efficient and economical management of public resources.

The Directorate of Development, Facilities and Environmental Services provides a range of professional services to the organisation and community. These include:

- Airports
- Emergency / Disaster Management
- Economic and Community Development including:
  - Arts and culture
  - Community grants
  - Economic development and local business
  - Libraries
  - Local development and events

- Sport, recreation and community wellbeing
- Tourism
- Environment, Health, Waste & Rural Land Services
  - Environmental health / protection (community)
  - Pest management
  - Stock routes
  - Licensing
- Facilities (Land, Buildings & Structures)
  - Council and community land, buildings and structures
  - Housing
  - Insurances
  - Workers' camps
- Planning and Building Development
  - Town planning
  - Building control and pool safety

As Acting Director of Infrastructure Services, Rob's role also includes:

- Construction including Quarry & Quarry Pits
- Maintenance Delivery & Works
- Strategic Road Management
- Program Management
- Contract Management Office (CMO)
- Water, Sewerage & Gas

### Qualifications

Rob has a Bachelor of Applied Science (Environmental Health) and a Diploma of Town Planning.





## Sharon Frank

### Director - Corporate & Community Services

#### Career start

Sharon commenced her career in local government in 2001 as an Accountant for Boulia Shire Council, in far west Queensland.

#### Career summary

Since that time Sharon has gone on to hold senior positions in Finance and Governance in a number of rural local governments, including as Director of Corporate and Community Services prior to a previous Council's amalgamation.

#### Contribution to council and the executive leadership team

Sharon brings a wealth of experience in a range of areas including building financial sustainability, implementing risk management, and reviewing delegations and authorisations.

#### Current role

As a Director for Maranoa Regional Council, Sharon's responsibilities include:

- Managing the Directorate (a group of Departments) – in Sharon's case the Directorate of Corporate and Community Services;
- For her Directorate and as part of the Executive Leadership Team:
  - Ensuring activity is focused on the implementation of Council approved priorities, policies and decisions;
  - Promoting a culture of continual improvement;
  - Developing and monitoring people, systems and processes to support excellence in service delivery (internal & external), and ensure legislative compliance – including adherence to the Employee Code of Conduct;
- Ensuring effective, efficient and economical management of public resources.

The Directorate of Corporate and Community Services is a diverse mix of Departments incorporating:

- Communication, Information & Administration Services including:
  - Communications
  - Elected member administrative support and community engagement
  - Customer service
  - Accounts processing (Creditors / accounts payable and Debtors / accounts receivable)
  - Information management (records)
  - Payroll
  - Rates and utilities billing.
- Community Safety
- Governance
- Information and Communications Technology (ICT)
- Procurement
- Plant
- Saleyards
- Strategic Finance and Accounting.

#### Qualifications

Sharon has an Associate Degree in Commerce.

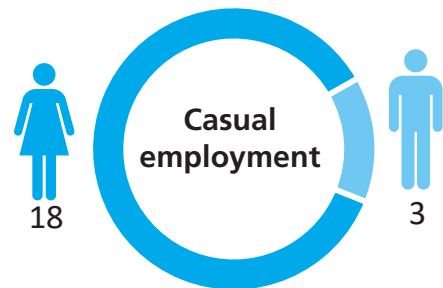
# OUR PEOPLE

At the end of the year Council had 305.84 full time equivalent (FTE) positions (this included 287 employees with full time employment). The equivalent figure for the previous year was 300.

The definition of FTE is the number of working hours that represents one full-time employee (for instance, if a position is part time and the employee only works for half the week, the calculation would be 0.5 FTE). FTE simplifies work measurement by converting workload hours into the number of people required to complete that work.

The FTE number is a snapshot in time as some positions were vacant as at 30 June 2021 and recruitment will follow in the new financial year.

Staff turnover rate as at 30 June 2021 was 14%, consistent with that of the previous year.



## Length of service

| Years of service | Number of employee 2020/21 |
|------------------|----------------------------|
| 0 to 5           | 130                        |
| 6 to 10          | 107                        |
| 11 to 15         | 47                         |
| 16 to 20         | 13                         |
| 21+              | 31                         |

## HIGHLIGHTS

- Lowest number of incidents in the recorded six (6) years (people, assets, environment)
- Lowest number of people (personal) incidents in the recorded four (4) years (report only / near miss, first aid, medical treatment, lost time injury)
- Lowest lost time injury frequency rate in the recorded 6 years - 1.25.

*Photos (right over page) - A small sample of the diversity of Council roles (From Tourism to Roads, Community Safety, Laboratory and Towns and Surrounds).*

## Employee assistance program (EAP)

Council is committed to assisting our employees manage personal and work-based issues that can impact both their physical and mental wellbeing. Council provides free, confidential and professional employee counselling and support services.

Employees and managers can receive telephone, face-to-face or online access to a professionally qualified counsellor to assist and support them through their issue. Providing this valuable support to our employees ensures a healthier work environment with reduced absenteeism and improved productivity.



## Age profile of employees

| Age group (2020/21) | Number of employees |
|---------------------|---------------------|
| 16 - 20             | 2                   |
| 21 - 29             | 40                  |
| 30 - 44             | 102                 |
| 45 - 55             | 86                  |
| 56 - 64             | 80                  |
| 65 +                | 18                  |

## Generational profiles of employees

| Generational profiles (2020/21)               | Number of employees |
|---|---------------------|
| Generation Z / Post-Millennials (1997 - 2012) | 15                  |
| Generation Y / Millennials (1981 - 1996)      | 93                  |
| Generation X (1965 - 1980)                    | 125                 |
| Baby Boomers (1945 - 1964)                    | 94                  |
| Silent Generation (1928 - 1945)               | 1                   |
| Greatest Generation (1910 -1927)              | 0                   |



# OUR VOLUNTEERS

Council values the assistance volunteers provide in a range of services and facilities across the region.

Volunteers supported Council in many ways during the year, including Harmony Day, Annual Christmas Luncheon, Roma Saleyards' tours and Visitor Information Centres.

At our Visitor Information Centres, our enthusiastic band of helpers welcome visitors to the region each day and provide valuable information about the many unique attractions and industries.

In our local libraries, volunteers lead storytelling, arts, crafts and reading groups for children and adults.

At the Roma Saleyards, our award winning volunteer tour leaders share their extensive knowledge of the beef industry and the Saleyards' operations.

Volunteers are most certainly the backbone of our many community groups and Council facilities. We sincerely thank them for their time and contribution to our region. They all do an amazing job!

| Volunteers' week attendance | 2020/21 | 2019/20  | 2018/19 | 2017/18 | 2016/17 | 2015/16 |
|-----------------------------|---------|--|---------|---------|---------|---------|
| Injune                      | 50      | <i>Please note, events for Volunteers Week 2020 were unable to be held due to COVID-19 restrictions.</i> | 16      | 8       | 13      | 14      |
| Mitchell / Mungallala       | 51      |  | 25      | 9       | 16      | 19      |
| Roma                        | 35      |  | 85      | 21      | 26      | 49      |
| Surat                       | 14      |  | 21      | 10      | 15      | 10      |
| Wallumbilla / Yuleba        | 10      |  | 28      | 17      | 22      | 14      |
| Total                       | 160     |  | 175     | 65      | 92      | 106     |

| Tourism volunteer numbers              | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 | 2015/16 |
|--|---------|---------|---------|---------|---------|---------|
| Saleyards' tour volunteers             | 5       | 5       | 5       | 5       | 4       | 3       |
| Wallumbilla tourism volunteers         | 11      | 18      | 30      | 25      | 38      | 38      |
| Roma tourism volunteers                | 11      | 21      | 24      | 40      | 35      | 30      |
| Surat tourism volunteers               | 13      | 16      | 16      | 16      | 15      | 19      |
| Injune tourism volunteers              | 32      | 36      | 39      | 36      | 34      | 39      |
| Roma miniature train driver volunteers | 7       | 7       | 8       | 9       | 12      | 5       |
| Total                                  | 106     | 103     | 122     | 131     | 138     | 134     |

| Roma Saleyards' tours | 2020/21                                 | 2019/20 | 2018/19 | 2017/18 | 2016/17 | 2015/16 |
|-----------------------|---|---------|---------|---------|---------|---------|
| Numbers attending     | 8,926<br>(Interpretive Centre visitors) | 3,123   | 4,240   | 3,686   | 4,323   | 3,453   |



Geoff, James, Jim and Lloyd are volunteer tour guides at the Roma Saleyards.

# SHARE-A-THANKS

Each year Council, through its annual report, shares with the community some of the big achievements, like those listed on the previous pages and in the 'Our Performance' section. However so much of what makes up these big achievements, is what happens each working day. At Council we have a 'Share a thanks' on our internal website enabling our teams to share feedback we receive. This feedback is a combination of community provided feedback and messages from employees who have witnessed outstanding customer service and dedication by their fellow colleagues. Council would like to acknowledge our staff and share that feedback with our community as it provides some additional insight into the dedication and hard work of our Maranoa team members.

## **Mitchell streetscape (Cambridge Street)**

A Council employee spoke with a business owner in Mitchell and they thanked Council for recent street cleaning activities by Council - as it freshens up the town centre of Mitchell for visiting tourists and locals.

Good work. Thanks to the team!

## **Adoption Success - Peta Reiser**

A local solicitor recently adopted a dog from the Council pound. During conversations with the lead investigator of Community Safety the customer mentioned how happy she was with her new furry family member and commented that the staff she dealt with during the adoption process were a credit to Council. During the interaction a specific mention was made of the great service provided by Peta Reiser our Community Safety Local Laws Administration Officer. Well done to Peta and all team members!

## **Karan H. re. Flashing lights Yuleba - Cameron Hoffmann & Karen McMillan**

Positive feedback was received from Karan H. on Facebook regarding the placement of 40km/hr zone flashing lights in front of Yuleba State School.

"A shout out to Cameron Hoffmann from MRC for working with me to make this a happening thing and keeping me informed of its progress. I've really appreciated it."

## **Surat and Yuleba Town & Surrounds Teams - Wayne Wehl & Rebecca Tiley**

A big thank you was given to Wayne, Bec and their Towns & Surrounds Teams for their help setting up and taking down for the Australia Day celebrations.

In Surat there was double the amount of work setting up this year thanks to requirements needed to meet the COVID restrictions and Bec's team collected equipment, tables and chairs from three different locations in Yuleba and Wallumbilla and delivered them to Wallumbilla Pool.

And then both teams had to pack everything up and take it all back again.

The author went on to write "I know both teams are very busy and your help with the Australia Day celebrations is very much appreciated".

## **Roma Cemetery Maintenance Team - Daniel Watson, Stephen Scott & Darren Callaghan**

Thanks to the Maintenance Team for their efforts in delivering excellent service to the community with the preparation of interments in the Roma Cemetery. It was very much appreciated.

## **Judd's Lagoon - Rebecca Tiley**

We received this email from a recent visitor

"I just wanted to express my thanks to Council for providing Judd's Lagoon to the public, I stayed there for a night on the 25/02/2021 and it will go down as one of the best free camps I've experienced. It was clean, tidy and had great amenities. The roads were easily accessible and the grounds free of rubbish.

Thank you for allowing me to stay and providing this area to the public."

## **Good Work on River Road - Luke Podham**

Andrew has expressed his gratitude to Luke and his team for their work on River Road. Andrew said Luke did a really good job and he was very pleased with the outcome.

## **Slashing on Womblebank Gap Road - Lee Jackson**

Vicki would like to thank Lee and his crew for the slashing on Womblebank Gap Road for the Tooloomboola Rodeo. Vicki said the slasher did an absolutely amazing job.

## **Slashing of Tooloomboola Rodeo Grounds - Darren Kay**

Vicki would like to thank Darren and his crew for the work completed for the Tooloomboola Rodeo Grounds. Vicki said the work completed was absolutely amazing!

## **Thanks to the Community Safety Team! - Peta Reiser, Dian Mackay & Kait Knights Edgar**

The family of recent adoptee Bear has written to let us know how amazing, helpful and caring our Community Safety Officers - Peta, Kait & Dian were during the adoption process. They all went above and beyond to make the adoption a joyful process. Bear is settling in and loving life.

## **Fixing Potholes On Dargal Road - Lee Jackson**

Ian phoned to say a big thank you that the pot holes are fixed, thank you for the quick attention. He is very happy!

## **IT Assistance - Rueben Broom**

"I just wanted to take the time to pass on my appreciation to Rueben for his outstanding customer service in helping me navigate a 'minor IT dilemma' that I had got myself into. It was after hours, but Rueben was all too happy to assist. This is not to advertise the fact that Rueben is available 24/7, but more to recognise he took time out of his evening to help. Thanks again Rueben".

## **Bitumen Works: Ironbark Speedway - Loren Clanchy, Samuel (Sam Mundy) Dickison, Bradley Pearce, Grant Green, Edward (Ed) Sims, Tennielle Limpus, Fiona Vincent & Garry Moore**

"I would like to pass on a big thank you to Loren and the team for their work on the return strip at the Ironbark Speedway. The works were required to be undertaken at very short notice - which included rearranging the program of other works to achieve this. Rather than spending time on why the works couldn't be done, the team just got straight into it and had specialised plant organised within hours of the request. Thank you Loren and please pass on my sincerest thank you to the team (listed above).

I would also like to thank Ed, Fiona and Tennielle for preparing the Council report to allow as much time to complete the works as possible."

### **Easter in the Country Support - Jason Fleming & Konrad Crawford**

Thank you to Konrad, Jason and team members from Maintenance Delivery & Works Roma, Bassett Park, Parks & Open Spaces Roma, Urban Streets Roma for the support for the Easter in the Country Event, leading up to, during and post the event. Great Job well done to all involved.

### **Swerdna Downs Road - Luke Podham**

Glen N. would like to thank Luke and his crew for the work completed on Swerdna Downs Road. He is very happy with the outcome.

### **Thanks Mal Wyllie and Team**

Mrs B. would like to say a big thank you Mal and his team for the terrific job they have done on her entrance. Mrs B. also said it is now a pleasure to drive home and it has made getting out of her driveway a much safer experience.

Thank you Mal & the Team - job well done!

### **Orallo Road - Lee Jackson**

Mel would like to take this opportunity to thank Council and their staff for the work recently completed on Orallo Road.

The dirt upgrade is now much safer for driving school children.

She would like to commend staff and machinery operators for keeping the bus and passengers safe whilst works were being carried out and a special thank you to the road train drivers who maintained radio contact with the school bus and got off the road to ensure the safety of everyone.

The respect shown to the bus and the children did not go unnoticed.

Please pass on our thanks and appreciation to all staff working on the upgrade.

Kind regards.

Mel.

### **Impressive BBQ Facilities – Roma - Konrad Crawford**

Geoff recently passed through Roma and was very impressed with the picnic area and barbecues at the Big Rig tourist attraction. They were extremely clean and a real credit to the team at the Council. Thank you for these wonderful facilities.

### **Fence Clearing – Injune - Wendy Alderman**

Lee-ette would officially like to thank Maranoa Regional Council, particularly Wendy Alderman, for the professional manner in which she cleared the sticks, logs and other debris from along the school's eastern fence. The fence line is no longer a fire hazard. She will make sure no one throws stuff over the fence in the future! She also appreciates this job being completed promptly.

### **Thank you for Requested Lawn Mowing - Christopher (Chris) Ferguson & Darren Kay**

We would like to extend our sincere thanks to MRC for their prompt action around the lawn mowing request. We were asking a lot to be done in a short time period and without hesitation the Council completed our requests. Thank you again.

Regards,

Mungallala Progress and Sporting Association Inc

## SHARE-A-THANKS

*I would just like to praise council for their recently released interactive mapping platform. This is an amazing resource for the community providing an incredible level of detail. The high resolution NearMap imagery has potentially saved my own business thousands of dollars. Please pass on my personal and sincere thanks to all staff involved in making this project reality.....*

Peter Stanford  
JP(Qual) BE(Hons) MIEAust CPEng  
NER RPEQ  
Professional Structural Engineer





# Part 3

OUR PERFORMANCE

# STRATEGIC PRIORITY 1 - QUICK FACTS 2020/21

## 1.1 Water



Supplied the equivalent of **3.3 olympic size swimming pools** of water each day (on average) for domestic, commercial and industrial use.



Managed **\$35.675 million** of water infrastructure, with no non-compliances with the State Government's water quality criteria.



Maintained **third party certification** across all 3 areas of Quality, Safety and Environment.

## 1.2 Sewerage



Transported and treated the equivalent of **512.4 olympic sized swimming pools** of sewage.



Managed **\$47.009 million** of sewerage infrastructure.



Maintained **third party certification** across all 3 areas of Quality, Safety and Environment.

## 1.3 Roads and drainage



Maintained, renewed and upgraded the **3rd largest** (by length) local government road network in Queensland.



Managed **\$518.682 million** of road, drainage and bridge infrastructure

Rural Roads: **5,609.187 kms**

Urban Roads/Streets: **233.648 kms**



Worked with other tiers of government and industry to secure **funding for local roads**.



## 1.5 Waste



Undertook **6,070** waste collections (**bin lifts**) per week through Council's local waste collection contractors (5 Star local businesses).



**33,342.54 tonnes** across the Roma weighbridge. **46%** recycled.



Queensland Government **Waste Levy** monthly detailed data reports supplied by Council to the Queensland Department of Environment and Science – paying a total of **\$1,037,674** for the year.

## 1.4 Parks, gardens and reserves



Looked after **10 towns** including **1,081.78** hectares of parks, gardens and other open space.



Implemented a program of increased disinfectant spraying (for all parks and open space infrastructure) as part of the **COVID-19** pandemic response.



New **Surat Bore** has assisted in keeping Surat grounds and parks green and healthy.

## 1.6 Cemeteries



Prepared for **61** burials.



Cared for **16 cemeteries** and **6 historical cemeteries**.



**2** cemetery projects approved through the Queensland Government's **Works for Queensland** COVID 2020/21 program.



## Strategic priority 1 - Getting the basics right

We aim to keep focussed on those services that our communities traditionally rely on local government to provide.





## 1.1 Water

We provide drinking water for domestic, commercial and industrial use for towns across the region and distribute river water for use in Surat gardens:

- Central Schemes – Roma, Muckadilla
- Eastern Schemes – Wallumbilla, Yuleba, Jackson
- Injune Water Scheme
- Surat Water Scheme
- Western Schemes – Amby, Mitchell, Mungallala.

### Highlights

#### Supervisory Control and Data Acquisition (SCADA)

The SCADA system is now operational, providing alarms for events that require intervention and allowing team members to monitor the water supplies more closely.

#### Additional bores completed in 3 towns across the region

Council completed three bores, one in each of the Surat, Yuleba and Mitchell townships, all of which will provide a long-term water supply to the towns.

#### Extension of water mains in Wallumbilla

Council progressed works to upgrade two water mains in Wallumbilla to improve firefighting capability - the first on West Street (south of High Street) and the second on Wallumbilla North Road from Russell Street - once complete extending the 100mm main to properties in this area.

### Challenges

#### Staffing

The team has advertised one plumber role multiple times without receiving any responders. Similarly, we had to advertise a number of times for other roles before getting a suitable candidate.

#### COVID-19

COVID-19 has affected our project delivery. Supplies that come from overseas have had a far longer lead time. Contractors from outside of Queensland have struggled to get on site due to lockdowns. This even affected Brisbane contractors on occasions.

#### Local supplier shortage

Local suppliers have been very busy due to COVID-19 incentives. This has made the use of local tradespeople very difficult. When requesting quotes we received very few submitters. The implementation was delayed due to their busy schedule. Obtaining materials was also very problematic with lengthy delays. A number of projects were carried over for this reason.

#### Bore condition assessments

The bore condition assessments found that most of the bores had blockages in them, which were unexpected. This delayed the project and added costs.



Yuleba reservoir and booster system



Mitchell reservoir

More information is available in our function's end of year report (Water) - "Our performance in focus" - Pages 6 to 17.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21  | 2020/21 Progress    |
|---|--|---------------------|
| <b>1.1.1</b> Review, audit, report on and ensure compliance with the Queensland Government approved Drinking Water Quality Management Plan.   | Report to the regulator by 18 December 2020.   | ✓                   |
| <b>1.1.2</b> Continue to enhance our long term plans and financial forecasts for our water infrastructure.<br>Further that these plans inform future investment in the water network - with a key focus on asset renewals.<br><i>"Doing the right things"</i>   | Review of the asset management plan and implementation of the works program.   | ✓                   |
| <b>1.1.3</b> Benchmark our operations against best practice standards, including independent (third party) verification of our systems' continual improvement for:<br>- Quality<br>- Safety<br>- Environment<br><i>"Doing things right"</i>   | Review and documentation for standard operating procedures.<br><br>2 third party (surveillance) audits (September 2020 and March 2021)   | ✓<br><br>✓          |
| <b>1.1.4</b> Develop and implement a SCADA system (Supervisory Control and Data Acquisition) to efficiently monitor and control the water assets in real time.  | SCADA tendered works (including software upgrade, installation).   | ✓                   |
| <b>1.1.5</b> Increase security of water for our region's towns, planning for and constructing approved projects:<br>• advocating for additional funding where required from other tiers of government.<br>• continuing to build a sound reputation with funding bodies through adherence to project timeframes and reporting deadlines. | Mitchell, Surat and Yuleba bores - complete installation.<br><br>Replace Yuleba water tower with a new reservoir and booster system.<br><br>Replace water take pumps to Surat treatment plant. | ✓<br><br>■<br><br>■ |
| <b>1.1.6</b> Review water quality and supply for Amby.  | New Bore in Amby.  | ■                   |
| <b>1.1.7</b> Improve bore security through regular inspections, purchase of spare parts and programmed replacement of bores and pumps   | Bore inspections; bores 2, 3, 7 & 9 in Roma, 1 in Mitchell, 2 in Injune, 1 in Wallumbilla and Jackson.   | ✓                   |
| <b>1.1.8</b> Address firefighting capacity issues identified through consultant modelling and Council staff reviews.  | Extension of water mains in Wallumbilla.   | ■                   |
| <b>1.1.9</b> Provide annual services (including programmed and reactive maintenance), monitor compliance with target timeframes and standards (including Customer Service Standards) and contribute to review of associated policy documents.   |  | ✓                   |
| <b>1.1.10</b> Contribute to the review of, and provide input into, development applications to manage the quality and long term impacts of any expansion to the water network.  |  | ✓                   |

More information is available in our function's end of year report (Water) - "Our performance in focus" - Pages 6 to 17, including a snapshot of Annual services.



## 1.2 Sewerage

We collect, transfer and treat wastewater from domestic, commercial and industrial properties in:

- Roma
- Injune
- Surat
- Amby
- Mitchell
- Mungallala.

### Highlights

#### Supervisory Control and Data Acquisition (SCADA)

The wastewater SCADA system is now operational, providing alarms for events that require intervention and allowing team members to monitor the systems more closely.

#### Relining works in Mitchell, Injune, Roma and Surat

The relining works carried out in Surat and Injune have now addressed the bulk of the sewers in poor condition, reducing the likelihood of failures and blockages considerably.

Funding brought forward from 2019/20 also enabled the completion of works in Mitchell and Roma.

#### Reduction in repairs

Sewer main breaks and chokes have declined over the last 3 years as more of the sewers in poor condition are relined - this has resulted in a reduction in the need for repairs.

### Challenges

#### Storm events

Even though there has been considerable effort in relining sewers in poor condition, as well as locating and repairing manholes that could allow stormwater entry, storm events again caused overflows to some properties in Roma. A project has been approved for 2021/22 to investigate options to address this issue.

#### COVID-19

The relining project was again affected by COVID-19, resulting in the project going a couple of weeks over the due date.



Sewer relining works in Roma

More information is available in our function's end of year report (Sewerage) - "Our performance in focus" - Pages 18 to 27.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed

| What we aim to do   | 2020/21   | 2020/21 Progress  |
|---|---|-------------------|
| <p><b>1.2.1</b> Continue to enhance our long term plans and financial forecasts for our sewerage infrastructure.</p> <p>Further that these plans inform future investment in the sewerage network - with a focus on asset renewal (e.g. relining is significantly more cost effective than replacement of failed sewers)</p> <p><i>“Doing the right things”</i></p> | <p>Review of the asset management plan.</p> <p>Implementation of renewal works.</p> <p>Sewer relining project in Injune and Surat (2020/21 funding) + Completion of Mitchell, Injune, Roma and Surat projects (2019/20 funding)</p> | <p>✓</p> <p>✓</p> |
| <p><b>1.2.2</b> Benchmark our operations against best practice standards, including independent (third party) verification of our systems’ continual improvement for:</p> <ul style="list-style-type: none"> <li>- Quality</li> <li>- Safety</li> <li>- Environment</li> </ul> <p><i>“Doing things right”</i></p>   | <p>Review and documentation for standard operating procedures.</p> <p>2 third party (surveillance) audits (September 2020 and March 2021)</p>   | <p>✓</p> <p>✓</p> |
| <p><b>1.2.3</b> Develop and implement a SCADA system (Supervisory Control and Data Acquisition) to efficiently monitor and control the sewerage assets in real time.</p>  | <p>SCADA tendered works (including new switchboards, installation).</p>   | <p>✓</p>          |
| <p><b>1.2.4</b> Reduce the risk over sewer overflows in Roma caused by storm events.</p>  | <p>Manhole projects (where risk of inundation) - locate and address.</p> <p>Installation of reflux valves on properties subjected to overflows.</p>   | <p>✓</p> <p>✓</p> |
| <p><b>1.2.5</b> Ensure compliance with Environmental Authority requirements, and report compliance and progress of required actions.</p>  | <p>Environmental Authority - Injune</p> <p>Monitor parameters as required and addressed issues as they arise.</p>   | <p>✓</p> <p>✓</p> |
| <p><b>1.2.6</b> Provide annual services (including programmed and reactive maintenance), monitor compliance with target timeframes (Customer Service Standards) and contribute to review of associated policy documents.</p>  |   | <p>✓</p>          |
| <p><b>1.2.7</b> Contribute to the review of, and provide input into, development applications to manage the quality and long term impacts of any expansion to the sewerage network.</p>   |   | <p>✓</p>          |

More information is available in our function’s end of year report (Sewerage) - “Our performance in focus” - Pages 18 to 27, including a snapshot of Annual services.



## 1.3 Roads and drainage

We manage our region's urban and rural roads and drainage.

### Highlights

#### New gravel to sections of Council's road network

Over 20 projects were delivered which saw approximately 120kms of Council controlled roads receive a new layer of gravel.

#### Upgrade of East and Russell Streets, Wallumbilla

Council's Construction Team completed works to upgrade the Heavy Vehicle Route along East Street and Russell Street. The project aims to increase road safety as well as improve drainage during localised rain events.

#### Kerb and channel works, Chadford Street, Wallumbilla

Renewal of the kerb and channel was undertaken between the Warrego Highway and High Street.

#### Upgrades and ancillary works

A number of notable projects that have either commenced or been completed at the end of 2020/21 include:

- Widening and pavement rehabilitation of Six Mile Road, Roma;
- Piggery Lane works, Mitchell - including tree clearing, minor road realignment, a new layer of gravel and floodway repairs to improve wet weather performance, visibility and safety for motorists;
- New concrete floodways on Bollon, Dilqui and Binda Access Roads;
- Asphalt surfacing of Queen Street, Roma;
- Riverwalk (footpath) extension, Surat;
- Upgrade of Currey Street and Geoghegan Road, Roma to bitumen standard;
- Dust suppression initiatives - Men's Shed, Roma;
- Construction of a new concrete box culvert - Mt Owen Road, Mitchell.

#### Apex Park carpark upgrade, Roma

Locals and visitors can now enjoy improved carparking at Apex Park, with drainage enhancements also incorporated in the works.

#### Footpath works in Roma, Yuleba & Wallumbilla and Surat Riverwalk Extension

The footpath connectivity program continued to be prioritised with works completed in Roma, Yuleba, Wallumbilla and Surat.

#### Restoration works - Riggers Rd Bridge, Roma

Late in 2020/21, work commenced on the restoration of Riggers Road Bridge. The works, which include the replacement of piers, headstock and reinforcement of the main girders, will restore the bridge to a 15 tonne carry capacity.

#### Rectification works - Saunders Street, Roma

Works were completed in Saunders Street at the beginning of August 2020 to repair the road pavement where a major 'subsidence' had developed over the top of a stormwater line in one of the lanes.

#### Other road safety highlights

- Partnership with Santos for Yuleba school zone safety signage
- Partnership with Apex Roma for their Children Road Safety Signage Initiative, and Council's participation in National Road Safety Week.
- Youth Driver Training program.

### Challenges

#### Availability of specialised contractors

As part the Australian and Queensland Governments' response to the COVID-19 pandemic, additional funding was provided to councils across the country through existing and new funding programs.

Whilst welcomed, these stimulus-based programs placed a considerable draw/load on Council project management staff and the specialised contractors that were required to deliver the works. An example of impacted specialised services included concrete labour and asphalt surfacing. Such impacts saw delays to the start of the Queen Street Resurfacing Project and Apex Park Parking Area Improvements in Roma and the Annual Reseal Bitumen Program. In some instances, the timeframe for delivery was considerably compressed (compared to normal), with the intent to provide immediate injection of expenditure to businesses that may have been affected by the impacts of the pandemic.

More information is available in our function's end of year report (Roads and drainage) - "Our performance in focus" - Pages 28 to 45.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed    ■ In progress

| What we aim to do  | 2020/21  | 2020/21 Progress                                      |
|--|--|---|
| <p>1.3.1 Undertake the restoration of roads following a flood event in accordance with the Australian Government's Disaster Recovery Funding Arrangements (DRFA) which are administered by the State Government (Queensland Reconstruction Authority 'QRA').</p> <p>* The 2021/22 works differs from a normal year:</p> <ul style="list-style-type: none"> <li>• Size - 2.5 times the normal resheeting program value</li> <li>• Area - Dispersed across the region for approximately 250+ sites (compared to around 20 sites per annum)</li> <li>• Length of work - Largest project 3.8kms compared to 10 to 15 kms.</li> </ul> | <p>Complete by 30 June 2021 - no extensions (April 2019 event)</p> <p>"Event 11"</p>   | <p>✓</p>  |
| <p>1.3.2 Administer the Road Infrastructure Agreements including:</p> <ul style="list-style-type: none"> <li>• consideration of the long term sustainable outcomes for the region;</li> </ul> <p>* These include agreed segments of impacted roads and negotiated works.</p> <p>** Gas field development program</p>   | <p>Santos road use funded projects*</p> <p>Raslie Rd</p> <p>Mountain Rd</p> <p>Santos road use funded projects*</p> <p>SD20 ** Program including the following roads:</p> <ul style="list-style-type: none"> <li>- Jenkinsen</li> <li>- Sunnyside</li> <li>- Swans</li> <li>- Stakeyard</li> <li>- Wallumbilla Nth/Raslie Rd Intersection</li> </ul> <p>Yuleba school zone safety signage upgrade</p> <p>APLNG road use funded projects*</p> <p>Crossroads Rd</p> <p>Annual subscription, counter deployment and hardware renewal as required.</p> | <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> |
| <ul style="list-style-type: none"> <li>• validating actual vs forecast road use with a Council administered traffic counter program.</li> </ul>  |  | <p>✓</p>  |



Apex Park carpark works, Roma



Asphalt Surfacing of Queen Street, Roma

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed 
 ■ In progress 
 ➔ Deferred 
 ✗ Not started

| What we aim to do  | 2020/21   | 2020/21 Progress |
|--|---|------------------|
| <b>1.3.3</b> Undertake an annual program of resheet, reseal and rehabilitation works based on: <ul style="list-style-type: none"> <li>• expected life of the seal;</li> <li>• current level of service based on roughness measures;</li> <li>• condition determined by inspection;</li> <li>• priority within the road network;</li> <li>• available funding.</li> </ul> | New gravel to sections of Council's road network<br>Unsealed road resheet (\$5.053m)  | ✓                |
|  | Urban and rural rehabilitation work.  | ✓                |
|  | Urban and rural reseal programs deferred from April to September due to material demand and availability.   | ➔                |
| <b>1.3.4</b> Identify and undertake a program each year for minor works on lower order roads where a solution is economically viable for the longer term.  | Merino Downs  | ■                |
| <b>1.3.5</b> Partner with the Queensland Government to deliver the Transport Infrastructure Development Scheme which is focussed on renewal and upgrade investment on Council's Local Roads of Regional Significance (LRRS).<br><br><i>* These include agreed segments of Local Roads of Regional Significance and approved works.</i>                                   | Upgrade of East and Russell Street, Wallumbilla   | ✓                |
|  | Teelba Rd   | ✓                |
|  | Mt Moffatt Rd   | ✓                |
|  | Hoganthulla Rd  | ✓                |
|  | Completed within the approved year  | ✓                |
|  | Annual review of 4 year program (including confirmation of LRRS) completed  | ✓                |
| <b>1.3.6</b> Undertake for roads and drainage network assets: <ul style="list-style-type: none"> <li>• data collection and condition assessment;</li> <li>• analysis and long term planning (update to asset management plan).</li> </ul>  | Roads   | ✓                |
|  | Footpaths   | ✓                |
|  | Kerb and channel  | ■                |
|  | Stormwater  | ✓                |
| <b>1.3.7</b> Implement the prioritised other transport network asset renewal and special maintenance program based on the asset management plan for: <ul style="list-style-type: none"> <li>• Footpaths;</li> <li>• Kerb and channel.</li> </ul>   | Arthur St, Roma   | ✓                |
|  | Kerb and channel works, Chadford St, Wallumbilla  | ✓                |
| <b>1.3.8</b> Annually review funding available for extensions or upgrade works having regard to priorities, practical safety improvements, economies of scale and mobilisation costs: <ul style="list-style-type: none"> <li>• Bitumen</li> <li>• Footpaths</li> <li>• Kerb and Channel</li> <li>• Stormwater</li> </ul>   | Westgrove Rd  | ✓                |
|  | May St/Blue Hills Intersection  | ✓                |
|  | Upgrade works including: <ul style="list-style-type: none"> <li>- Apex Park carpark upgrade, Roma</li> <li>- Geoghegan Rd, Roma</li> <li>- Men's Shed Access, Roma</li> </ul> | ✓                |
|  | Footpath connectivity program <ul style="list-style-type: none"> <li>- Robert St, Surat</li> <li>- Riverwalk Extension Stage 1, Surat</li> <li>- Perry St, Yuleba</li> </ul>  | ✓                |
|  |   |                  |
| <b>1.3.9</b> Undertake works to increase flood immunity, manage stormwater and reduce maintenance costs.   | Regional floodway program (6 sites - \$0.544m)  | ■                |
|  | Mungallala drainage and rural fire driveway access  | ✗                |
|  | Replacement of damaged stormwater <ul style="list-style-type: none"> <li>- Charles/Sarah Sts</li> <li>- Burrowes/Augusta Sts</li> </ul>                                       | ✓                |



| What we aim to do   | 2020/21   | 2020/21 Progress |
|---|---|------------------|
| <b>1.3.10</b> Identify and annually consider instances where entire levels of service have been affected due to asset failure.  | Muggins Lane, Yuleba  | ■                |
|   | Restoration works - Riggers Rd Bridge, Roma   | ■                |
|   | Arthur St, Roma car park shade sail replacement   | ✗                |
|   | Mt Owen Culvert replacement   | ✓                |
|   | Rectification works - Saunders Street, Roma   | ✓                |
| <b>1.3.11</b> Develop a 'taxi rank' of shovel ready projects so that Council is ready for funding opportunities as they arise - with work to include design, construction estimating and other pre-construction activities. | Miscamble / Queen St, Roma intersection upgrade   | ✓                |
|   | Mary St, Mitchell stormwater design   | ■                |
|   | Maturing the Infrastructure Pipeline projects Round 2   | ✓                |
| <b>1.3.12</b> Undertake programmed (planned) maintenance within approved service levels and budget. Undertake adhoc/reactive maintenance prioritised through officer inspections and reports.                               | Annual service  | ✓                |
| <b>1.3.13</b> Undertake ongoing condition monitoring of the road network by Council's road officers to identify defects and maintenance priorities.   | Annual service  | ✓                |
| <b>1.3.14</b> Advocate to other tiers of government in relation to regional issues impacting the management of the road network (e.g. heavy vehicles) and for additional funding.   | Funding application approved:<br>- Primaries Rd loop extension (Roma Saleyards)<br>- Heavy vehicle route upgrade (Amby) | ✓                |
|   | Applications:<br>- Arcadia Valley widening  | ✓                |
| <b>1.3.15</b> Continue to administer the National Heavy Vehicle laws within the region.   | Annual service  | ✓                |
| <b>1.3.16</b> Undertake a review of Council's road policies to ensure they are financially sustainable.   |   | ➔                |
| <b>1.3.17</b> Provide information to the community to raise awareness of key network management practices.  | Council projects online mapping tool  | ✓                |
|   | Factsheets:   |                  |
|   | - Gravel resheeting   | ✓                |
|   | - Bitumen rehabilitation  | ➔                |
|   | - Bitumen resealing   | ➔                |
| - Use of quarry materials on Council roads  | ➔   |                  |
| <b>1.3.18</b> Continual improvement of work practices through development of an Integrated Management System (for Quality, Safety & Environment).   | Surveillance audit - third party certification.   | ✓                |



Councillors Wendy Taylor, Geoff McMullen, George Ladbrook, Mark Edwards, Tyson Golder with Apex Roma's President Monique Robertson and Club Member Tyson Campbell.



Saunders Street works completed

More information is available in our function's end of year report (Roads and drainage) - "Our performance in focus" - Pages 28 to 45, including a snapshot of Annual services.



## 1.4 Parks and open spaces

We help keep our towns and surrounds tidy and clean including management of vegetation, park structures, equipment, irrigation and cleaning.

### Highlights

#### Under budget

The team completed all projects and maintenance under budget.

#### Roma's Youth Precinct & Skate Park Master Plan consultation

Council undertook a community consultation in October and November 2020 for the master plan of the Roma Skate Park. The responses and ideas were collated and a concept design will be developed in the 2021/22 financial year. A second round of consultation will occur once this design has been developed.

#### Surat bore

Thanks to the installation of the Surat bore, Council's Town and Surrounds team was able to use more water to keep grounds and parks looking green and healthy.

#### Adungadoo walkway, Roma

- Footpath works have extended the Adungadoo Pathway to provide a continuous path for residents to start the trail at The Big Rig and walk to Apex Park on Quintin Street.

*These COVID Works for Queensland projects are a joint initiative of Maranoa Regional Council and the Queensland Government.*

- Walkers, joggers, runners and cyclists will soon be able to exercise day and night with the added safety of new LED walkway lighting along the section of the Adungadoo Walkway from Apex Park to Shady's Lagoon. Planning and associated works commenced in 2020/21 and will be finalised in 2021/22.

*This project has been funded through the Queensland Government's 2020-21 COVID Works for Queensland. Program.*

#### Irrigation system upgraded

The Mitchell sporting grounds playing surface and irrigation system has been upgraded.

### Challenges

#### Visitor influx

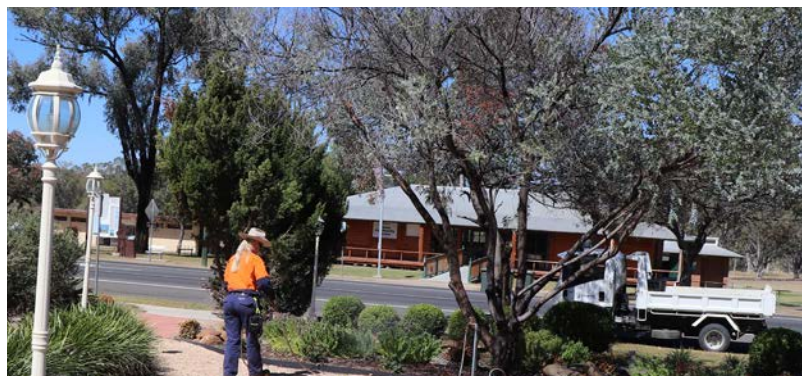
Due to the influx of visitors to the region, COVID-19 processes and procedures have ramped up across the region for public spaces.

#### Drought conditions

The ongoing drought makes it difficult to keep some parkland as green as possible.



Garth Cox Park, Yuleba



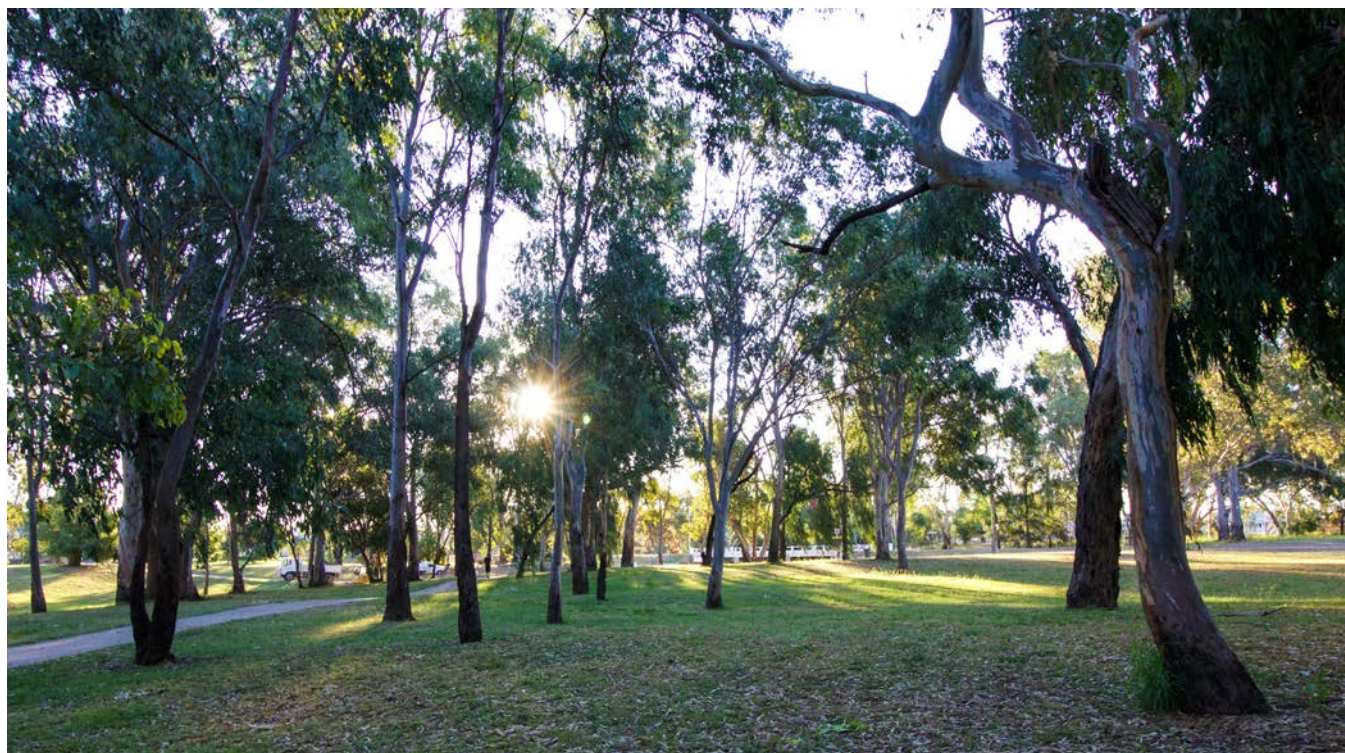
Henricks Park, Injune

More information is available in our function's end of year report (Parks and open spaces) - "Our performance in focus" - Pages 46 to 53.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do  | 2020/21  | 2020/21 Progress |
|--|--|------------------|
| <p><b>1.4.1</b> Undertake the following programs according to the service level priorities and budget approved by Council:</p> <ul style="list-style-type: none"> <li>• Mowing</li> <li>• Park inspections and maintenance</li> <li>• Open space (including horticultural) maintenance</li> <li>• Park irrigation and turf management</li> </ul>   | Annual service   | ✓                |
| <p><b>1.4.2</b> Undertake renewal and upgrade works according to Council's annual operational plan and budget.</p>   | Renewal and upgrade works  | ✓                |
| <p><b>1.4.3</b> Undertake a range of activities to keep public spaces in our urban areas tidy and clean.</p>   | Annual service   | ✓                |
| <p><b>1.4.4</b> Investigate options to reduce energy, water and other costs, while still enhancing the amenity of our towns.</p>   | Integrated desktop parks / open spaces irrigation management system          | ■                |
| <p><b>1.4.5</b> Development of activity-based work instructions for Parks and Open Spaces under the Integrated Maranoa Management System (IMMS) on how we do business that helps to ensure:</p> <ul style="list-style-type: none"> <li>- Quality in our services and projects</li> <li>- Safety of our teams and community</li> <li>- Consistency in work practices across the region</li> </ul> | Work instructions:<br>Tractor slashing<br>Repair signs<br>Herbicide spraying | ■                |
| <p><b>1.4.6</b> Development of a standardised inspection process for Council's Parks &amp; Open Spaces to ensure consistency across the region.</p>  | -  | ■                |



Adungadoo Pathway, Roma

More information is available in our function's end of year report (Parks and open spaces) - "Our performance in focus" - Pages 46 to 53, including a snapshot of Annual services.



## 1.5 Waste

We manage the waste generated by and delivered to our towns.

### Highlights

#### **Regional Recycling Transport Assistance Program (tyre shredding) in partnership with Balonne Shire Council**

Council partnered with Balonne Shire Council for the delivery of the program funded through the Department of Environment and Science in July 2020.

A tyre shredding plant was transported to the Roma Refuse Site in July to shred 300 tonnes of tyres, which is Maranoa's 50% of the project amount.

#### **Enhanced annual service - Mitchell waste facility**

2020/21 saw the introduction of new waste management practices at the Mitchell waste facility. Commencing Tuesday, 6 October 2020, Council managed the transfer of waste from the drop off point to the newly completed landfill cell.

#### **Other highlights**

- **Tyres removed from landfill** - 439 tonnes of 'end of life' tyres were removed from Council's landfills and recycled into crumbed rubber for use in other processes. Transport of this matter was funded under the Regional Roads Transport Assistance Program through the Department of Environment and Science.
- **Local government partnerships** - Council worked in partnership with other local governments within the Darling Downs and South West area to develop a Waste Management and Infrastructure Plan.
- **Green waste** - Mulching of green waste was completed at Mitchell, Injune and Roma – all matter was recycled.
- **Capping area** - Covering was completed for the previously eroded capping area within the Mitchell Waste Facility.
- **Resource recovery** - The resource recovery area was increased at Roma and Mitchell landfills to accommodate improved drop off points.
- **Recycled steel and copper** - Over 1,832.36 tonnes of steel and copper were recycled, generating revenue of \$309,000. This was reinvested into the waste function.
- **Illegal hotspot campaign** - The illegal hotspot grant project was completed, providing data for a State wide campaign. The illegal hot spots have been monitored for the past three years, and it is pleasing to report a reduction of waste being deposited in these areas.

### Challenges

#### **Roma weighbridge**

The Roma weighbridge platform malfunctioned in February 2021, with the repair being finalised in June 2021. Measurement of client vehicles was problematic while the Roma weighbridge was unserviceable.

#### **Kerbside collection**

There are numerous instances of household wheelie bins not being placed kerbside by 5am on the day of collection.

#### **Legislative requirements**

The new legislative framework requires the completion of certified surveys of landfill sites.

#### **Yuleba refuse site**

There is a historical legacy in that the Yuleba refuse site is not located on the registered Lot and Plan in line with the Environmental Authority.

#### **Waste reduction**

Achieving a reduction in the cumulative weight of waste coming into Council managed landfills is not something that Council has control over, but there is an expected reduction in line with the Queensland Waste Management and Resource Recovery Strategy.

#### **Waste recovery**

There is a lack of an economically viable market for resource recovery of waste streams produced within the region.

More information is available in our function's end of year report (Waste) - "Our performance in focus" - Pages 54 to 65.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed    ■ In progress

| What we aim to do   | 2020/21  | 2020/21 Progress  |
|---|--|---|
| <b>1.5.1</b> Collect waste from towns and identified localities (Hodgson, Dunkeld, Begonia), via Council contractors on the approved days and frequency.<br><br><b>Waste collection</b> | Annual service <ul style="list-style-type: none"> <li>• Waste collection contract administration</li> <li>• Waste collection service monitoring:               <ul style="list-style-type: none"> <li>- Domestic waste</li> <li>- Wheel-out, wheel-back service</li> <li>- Industrial / skip bins from businesses and specific road stops.</li> <li>- Skip bins from waste transfer facilities.</li> </ul> </li> </ul> | ✓   |
|   | Review / audit contractor requirements in accordance with agreement: <ul style="list-style-type: none"> <li>- insurance</li> <li>- registration</li> <li>- service provided to Council.</li> </ul>   | ■   |
|   | Annual service <ul style="list-style-type: none"> <li>• Communication with contractor - New and / or removed services.</li> </ul>  | ✓   |
|   | Consult Roma industrial land owners regarding wheelie bin service.   | ✓   |
| <b>1.5.2</b> Extract recyclable materials where it is economical to do so, to minimise waste going to landfill.<br><br><b>Waste recycling</b>   | Annual services <ul style="list-style-type: none"> <li>• Green waste (domestic / commercial)</li> <li>• Tree root balls</li> <li>• Scrap metal (clean)</li> <li>• Old batteries</li> <li>• DrumMuster</li> <li>• Clean soil</li> <li>• Concrete</li> <li>• Electronic / e-water</li> </ul>   | ✓   |
|   | Annual services (where possible) <ul style="list-style-type: none"> <li>• Contaminated soils</li> <li>• Old tyres</li> <li>• Oil waste</li> <li>• Construction and demolition</li> </ul>   | ✓   |
|   | Transition 'Container for Change' to private operator.   | ✓   |
|   | Transition of composting arrangements at Roma Waste Facility. (Lead agency - Department of Environment and Science).   | ■   |
|   | Quotes from all businesses listed on Resource Recovery / Recycling preferred suppliers list, including collection of batteries.  | ✓   |
|   | Regional Recycling Transport Assistance Program (Tyre shredding) in partnership with Balonne Shire Council.  | ✓<br>(300 tonnes of tyres shredded and transported to Brisbane for Maranoa) |
|   | 6 month land licence with a commercial operator (to store and shred tyres at Roma)   | ✓   |
|   | Participate in South West Regional and Darling Downs Regional Waste groups<br>(Collaborative projects to reduce waste going to landfill).  | ✓   |

## Our progress towards implementing our 5-year corporate plan and annual operational plan

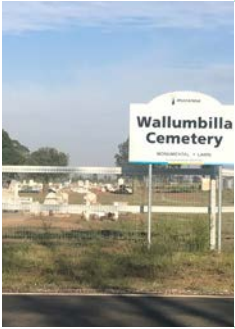
✔ Undertaken / completed    ■ In progress

| What we aim to do   | 2020/21   | 2020/21 Progress                            |
|---|---|---|
| <b>1.5.3</b> Comply with the Queensland Government's Environmental Authority and brief Council on compliance and progress of required actions.<br><br><b>Compliance</b>   | Attend compliance inspections of waste facilities with Department of Environment and Science officers.  | ✔   |
|   | Report to Council regarding findings from the inspections, including rectification actions to be taken.   | ■<br>(Final letter from department pending) |
| <b>1.5.4</b> Maintain and upgrade waste sites having regard to environmental legislative requirements, appearance considerations and funding constraints.<br><br><b>Waste facilities</b>  | Roma waste facility ring road construction  | ■<br>Stage 1                                |
|   | Resource recovery shed  | ■<br>(Re-tendered)                          |
|   | Major repair Roma weighbridge deck after the platform failed.   | ✔   |
|   | Transition Wallumbilla landfill to a transfer waste facility including provision of two hook bins.  | ■<br>(Design complete)                      |
|   | Purchase hook bins for placement at transfer waste facilities – Mitchell, Wallumbilla, Jackson and Roma.  | ■<br>(Awaiting delivery)                    |
| <b>1.5.5</b> Undertake a review of the accounting for rehabilitation of our landfills including: <ul style="list-style-type: none"> <li>• assessing open and closed landfill sites; and</li> <li>• ensuring all future costs associated with our obligations under our Environmental Authority are included in the provision.</li> </ul> <b>Landfill rehabilitation</b> | Landfill cell assets – develop landfill cell valuations with physical costs.  | ■   |
| <b>1.5.6</b> Implement the Queensland Government's waste levy.  | Annual service <ul style="list-style-type: none"> <li>• Waste levy administration</li> </ul>  | ✔   |
|   | Identification and mapping of Resource Recovery Areas for all refuse sites and provide to Department of Environment and Science (DES) for approval. | ✔   |
|   | Annual service<br>Volumetric surveys at Mitchell and Roma by 30 June.   | ✔   |
| <b>1.5.7</b> Implement Council's legislative obligations under the <i>Waste Reduction and Recycling Act 2011</i> .  | Commercial & industrial business to pay waste levy for all waste generated.   | ✔   |
|   | Queensland Government reimbursement to local government for household waste levy in quarterly payments.   | ✔   |
| <b>1.5.8</b> Implement actions to progress the <i>Queensland Waste Management &amp; Resource Recovery Strategy</i> .  |   | ✔   |



*Councillors McMullen, Golder and Hancock visit the Roma Refuse Site.*

*More information is available in our function's end of year report (Waste) - "Our performance in focus" - Pages 54 to 65, including a snapshot of Annual services.*



## 1.6 Cemeteries

We provide a final resting place for our region's residents and a place for loved ones and others to visit and share our region's history.

### Highlights

#### New Maranoa cemetery search platform on-line

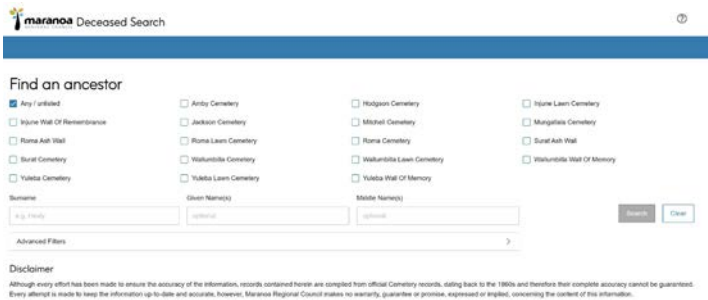
Council's deceased search facility (Find an ancestor) is now available on Council's website via interactive mapping.

#### Wallumbilla cemetery - pest proof fence

Works have been completed on the new pest proof fence that surrounds the Wallumbilla cemetery.

#### New toilet blocks for the Injune and Yuleba cemeteries

Construction of new toilet blocks for both the Injune and Yuleba cemeteries was able to occur with funding secured through the Queensland Government's 2020/21 COVID Works for Queensland program.



New Maranoa Cemetery Search platform 'Find an ancestor'



Yuleba cemetery toilet



Wallumbilla pest proof cemetery fence



Injune cemetery toilet

More information is available in our function's end of year report (Cemeteries) - "Our performance in focus" - Pages 66 to 73.



## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21   | 2020/21 Progress |
|---|---|------------------|
| <b>1.6.1</b> Administer burials and reservations and maintain accurate records for each of our cemeteries, including mapping and information requests for family history. | Annual service  | ✓                |
| <b>1.6.2</b> Maintain the grounds for family, friends and other visitors.   | Annual service  | ✓                |
| <b>1.6.3</b> Facilitate approvals for burials on private property where provided for within Council's approved policy.  | Annual service<br>Upon application.                         | ✓                |
| <b>1.6.4</b> Develop and implement an on-line cemetery search platform (mapping and website)  | Creation of portal and data upload.                         | ✓                |
|   | New Maranoa cemetery search platform 'Find an ancestor'.    | ✓                |
| <b>1.6.5</b> Preserve historical cemeteries (Bindango, Dulbydilla, Euthella, Injune (old), Muckadilla and Yingerbay).   | Annual service  | ✓                |
| <b>1.6.6</b> Consider fencing as an important feature of most cemeteries.   | Wallumbilla cemetery pest proof fencing.                    | ✓                |
| <b>1.6.7</b> Undertake initiatives to enhance our cemeteries.   | Construction of a footpath to the Yuleba Wall of Memory.    | ✓                |
|   | Replacement of row markers at the Roma Monumental Cemetery. | ■                |
| <b>1.6.8</b> Undertake initiatives to communicate matters of interest for the community (e.g. Funeral Board).   | Arrangements for stakeholder access.                        | ✓                |
| <b>1.6.9</b> Periodically review cemetery policy and procedures.  |   | ■                |
| <b>1.6.10</b> Submit applications to the Queensland Government's Registry of Births, Deaths and Marriages after each funeral date.  | Annual service  | ✓                |

More information is available in our function's end of year report (Cemeteries) - "Our performance in focus" - Pages 66 to 73, including a snapshot of Annual services.

## STRATEGIC PRIORITY 2 - QUICK FACTS 2020/21

### 2.1 Financial planning



Budget of **\$132.3 million** adopted for 2020/21.



**Long term forecasts** demonstrated Council's capacity to service the 2020/21 borrowings of **\$1.478 million** - reviewed and approved by the Queensland Government.



Grants, subsidies, contributions and donations secured:

- **\$23.316 million** for capital works
- **\$24.33 million** towards operations

### 2.2 Revenue collection



**2** (half yearly) issues of rates notices.  
Rate arrears (outstanding) - **7%**



The number of accounts (assessments) managed as at 30 June 2021 were:

- General rates – **6,740**
- Water charges – **5,677**
- Sewerage charges – **4,915**
- Waste charges – **4,690**



Active management of the region's investment portfolio (**\$48.95 million** in investment securities at 30 June 2021).



**31** funding applications were submitted (**total value of \$15.97 million**).

### 2.3 Accounting



Processed:  
**3,585** debtor invoices,  
**18,585** creditor invoices  
**20,858** timesheets.



Reconciled:  
**48,347** cash transactions (in)  
valued at **\$70,217,836.33**.

Reconciled **19,127** cash  
transactions (out) valued at  
**\$76,581,528.79**.



GST (collected **\$4.6m**, paid  
**\$6m**, refunded **\$1.4m**)

PAYG: **\$6.7m**

Investment income:  
**\$0.77m**

Borrowings: **\$1.48m**



### 2.5 Financial and performance reporting



'Clean bill of health' from our auditors for the financial statements (**unmodified audit opinion**).

Maranoa has achieved an **'Unmodified' Audit Opinion** for 7 consecutive years.



All **financial measures** reported externally and internally were **in the target range**.



**Special purpose financial reports** were prepared and audited to acquit Council's use of external funding.

### 2.4 Procurement



- **37** public tenders prepared
- **17,046** purchase requisitions with a total value of **\$87,639,421.50**
- **30** contracts awarded
- **883** procurement requests
- **13,243** store issues

## Strategic priority 2 - Delivering strong financial management

We aim to make responsible decisions about both revenue setting and expenditure commitments in the short term so that current and future councils have a secure financial future, and the region has an affordable range of services.





## 2.1 Financial planning

We plan for our region's financial future by preparing and updating documents required by legislation and other documents that assist in financial management.

### Highlights

#### Annual budget

An online community engagement platform (Have Your Say) was launched in August 2020 with residents, ratepayers and businesses invited to have their say on the draft Budget 2020/21.

#### Asset management plans – water, sewerage and gas

The annual reviews of water, sewerage and gas asset management plans were completed and adopted by Council (water in March 2021 and sewerage and gas in April 2021).

#### Online interactive mapping – Council projects

An interactive map has been developed and is available on Council's website. This information will provide the community with information on projects (i.e. status, budget etc) in the Maranoa Region.

### Challenges

#### Budget adoption

Council resolved to write to the Minister for Local Government to request an extension of 60 days to the budget deadline because of COVID-19 effects and to allow for extra budget consultation with the community.



BUDGET 2020/21 Overview

- Balanced budget** including a small buffer for unexpected events that may arise during the year.
- No new borrowings.**
- Paying down debt** - Budgeted reduction in debt of \$1.5 million.
- Budget is on the right track having regard to the relevant local government **financial sustainability measures** that are determined by the Queensland Government.
- Earnings from business activities are **set aside for reinvestment** in business services and infrastructure.

**Finances on track**

Budget is on the right track having regard to the relevant local government financial sustainability measures that are determined by the State Government.

| Measure                         | Budget figure | What this means   |
|---------------------------------|---------------|---|
| Asset sustainability ratio      | 103%          | Better than target range - infrastructure renewal works will be significantly higher than the assets' depreciation expense.                                   |
| Operating surplus ratio         | 0.1%          | Within the target range - revenue provided will fund the capital works program and a small buffer for unexpected events.                                      |
| Net financial liabilities ratio | (11.7%)       | A minus figure for this measure indicates current assets exceed total liabilities and that Council may have capacity to increase loan borrowings if required. |

**Subsidisation of business activities**

Commercial, industrial and other (non domestic) gas tariffs have been reduced by 57% for customers using over 15,000MJ per quarter. The general ratepayer will now subsidise the reticulated gas supply at a cost of \$235,464 in support of our local business users and as an incentive for economic development.







Budget consultation was launched on the new "Have your say" Maranoa

<https://haveyoursay.maranoa.qld.gov.au/>

More information is available in our function's end of year report (Financial planning) - "Our performance in focus" - Pages 76 to 83.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

 Undertaken / completed
  In progress
  Deferred

| What we aim to do   | 2020/21  | 2020/21 Progress  |
|---|--|---|
| <b>2.1.1</b> Integrate financial planning documents into how we do business providing a line of sight for current and future residents from the elected Council's vision through to delivery of services and projects: <ul style="list-style-type: none"> <li>• a 5-year corporate plan</li> <li>• a long-term asset management plans</li> <li>• a long-term financial forecasts</li> <li>• an annual operational plan.</li> <li>• an annual budget including revenue statement .</li> </ul> (Section 104 (5) (a) of the <i>Local Government Act 2009</i> ) | Mid plan refresh of corporate plan.  |    |
|   | Long-term asset management plans.  |    |
|   | Long-term financial forecasts adopted with the annual budget.  |    |
|   | Prepare and adopt annual operational plan.   |    |
|   | Adopt annual budget including revenue statement before 1 August to fund Council's operational plan for the year. | Ministerial extension sought and approved until the end of September 2020.            |
| <b>2.1.2</b> Implement initiatives to strengthen Council's financial sustainability by:<br>Planning for: <ul style="list-style-type: none"> <li>- responsible surpluses</li> <li>- sufficient investment in asset renewals</li> <li>- net financial liabilities which can be serviced by our operating revenues</li> </ul> Using key indicators of sustainability to measure progress over the short, medium and longer-term.   | Measure indicators of financial sustainability long term forecasts.  |    |
| <b>2.1.3</b> Consider both the short-term and longer term financial impacts of Council's policy development, plans, projects and decisions, on behalf of current and future residents.  |  |  |
| <b>2.1.4</b> Actively identify and apply for grant and subsidy opportunities to assist in funding capital works and provide services to the community.  | Annual service   |  |
| <b>2.1.5</b> Develop and implement additional communication initiatives to keep our community and stakeholders updated about Council's financial plans.   | Have Your Say Maranoa – Online Platform  |  |
|   | Council projects in the online mapping platform  |  |
| <b>2.1.6</b> Implement financial modelling software and continue to enhance financial projections.  |  |  |
| <b>2.1.7</b> Maintain financial and internal reserve accounts (restricted cash) for business activities to strengthen long term financial sustainability and assist with long term planning and budget decisions.   | Annual service   |  |
| <b>2.1.8</b> Rebuild our financial system so that monitoring of budgets can be undertaken both regionally and locally for the new organisational structure.   | -  |  |

More information is available in our function's end of year report (Financial planning) - "Our performance in focus" - Pages 76 to 83, including a snapshot of Annual services.



## 2.2 Revenue collection

We levy, reconcile and collect the revenue needed for projects and services, and manage related processes in accordance with Council's adopted policies.

### Highlights

#### Rate arrears percentage

The **percentage** of rates and charges in arrears (outstanding) of 7% remains lower than the peak years of 2016/17 to 2018/19 - but still above the low in 2013/14 of 4.14%.

#### Funding applications

Grants and subsidies from other tiers of government continued to be applied for (as opportunities arose through funding rounds), to cost effectively deliver projects for the community. This year 31 funding applications were submitted (total value of \$15.97 million).

### Challenges

#### Low interest rates

During 2020/21 continued record low interest rates have adversely affected the amount of interest earned compared to prior years (\$1.499 million in 2019/20, and \$0.829 million in 2020/21).

#### Increasing value of outstanding rates and charges

The outstanding **value** (dollar amount) of rates and charges as at 30 June 2021 was the highest in 4 years. This was the result of Council's ease on external debt recovery during the COVID-19 pandemic.

## How was the revenue budget allocated in 2020/21?



More information is available in our function's end of year report (Revenue collection) - "Our performance in focus" - Pages 84 to 91.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed      Deferred →

| What we aim to do  | 2020/21  | 2020/21 Progress |
|--|--|------------------|
| 2.2.1 Work to develop and implement transparent and equitable funding models for the provision of services and projects, with periodic benchmarking of Council's rates and charges.  | Rates and charges modelling for budget, including impacts of State unimproved land revaluations. | ✓                |
|  | Development of 10 Year Rating Strategy.  | →                |
| 2.2.2 Prepare, review and adopt revenue documents required by legislation (e.g Revenue Policy, Revenue Statement, Fees & Charges) and policy documents that underpin Council's revenue collection.   | Annual service - Policy reviews applicable to revenue collection.                                | ✓                |
| 2.2.3 Levy and collect rates and charges via the half-yearly and supplementary rate notices, providing: <ul style="list-style-type: none"> <li>a range of convenient payment methods;</li> <li>information for the community</li> </ul>  | Annual service<br>Official launch of the on-line payment facility.                               | ✓<br>✓           |
| 2.2.4 Ensure the consistent, transparent, and equitable granting of rate and charges concessions to ratepayers, pensioners and community groups in accordance with policy.<br><br>(Criteria outlined in section 120 of the <i>Local Government Regulation 2012</i> )*  | Annual service<br>Implementation of the new Rates and Charges Rebate and Concession Policy.      | ✓<br>✓           |
| 2.2.5 Closely monitor rate arrears and other outstanding debts, and ensure timely and consistent collection activities in line with Council's approved policies - ensuring fair and consistent treatment of all ratepayers.  | Annual service<br>Commencement of the Rate Recovery Policy review and continued monitoring.      | ✓<br>✓           |
| 2.2.6 Provide incentives for the prompt payment of rates (discount).   |  | ✓                |
| 2.2.7 Maintain an active investment strategy to maximise investment earnings to reduce the amount required to be collected through rates and charges to fund services and projects for the community.<br><br>Manage and administer all investments consistent with Council's investment policy.  | Annual service - Active management of investment portfolio.                                      | ✓                |
| 2.2.8 Actively identify, manage and advocate for capital and operational grants and subsidies to assist in funding capital works and provide services to the community.<br><br>Collectively work towards ensuring: <ul style="list-style-type: none"> <li>reporting is in line with funding agreements;</li> <li>responses to Australian and Queensland Governments' information requests are timely and accurate;</li> <li>work is completed within approved timeframes.</li> </ul> | Annual service   | ✓                |
| 2.2.9 Collect fees and charges for the use of particular facilities or services, having regard to the user-pays principle, where it is practical to charge an individual, business or group.   | Annual service   | ✓                |

More information is available in our function's end of year report (Revenue collection) - "Our performance in focus" - Pages 84 to 91, including a snapshot of Annual services.



## 2.3 Accounting

We keep Council's accounts in order, and provide a range of accounting services to meet the needs of internal and external users of Council's financial information.

### Highlights

#### Internal controls environment

Council's internal control framework received 5 'green lights' from the independent auditors. The 5 aspects considered effective were: control environment, risk assessment, control activities, information and communication, monitoring controls.

#### Accounts processing improvements

- Guide developed for Accounts Payable to assist Council staff.
- Multi-skilled the accounts processing team.
- Streamlined the internal process for supplier registrations.

### Challenges

Whilst there were some challenges in the interim, the team streamlined processes and multi-skilled team members, enabling a team member to take on an internal secondment.



Accounts Processing team members



#### Internal control environment

Control environment

Risk assessment

Control activities

Information and communication

Monitoring controls

● Effective

● Effective

● Effective

● Effective

● Effective

Council achieved all "green lights" for our internal control environment.

More information is available in our function's end of year report (Accounting) - "Our performance in focus" - Pages 92 to 99.



## Our progress towards implementing our 5-year corporate plan and annual operational plan

 Undertaken / completed 
  In progress 
  Deferred

| What we aim to do  | 2020/21  | 2020/21 Progress   |
|--|--|--|
| <b>2.3.1</b> Provide timely, accurate and complete financial information for: <ul style="list-style-type: none"> <li>• Council to make decisions;</li> <li>• Our teams to manage maintenance, operational and project costs;</li> <li>• Reports to the community and other stakeholders;</li> <li>• Financial returns and claims to the Australian and Queensland governments;</li> <li>• Our employees' payroll records.</li> </ul> | Annual service<br>Queensland Local Government Grants Commission (QLGGC) Return.  |   |
|  | Desktop asset valuations for:<br>- Land, Buildings & Other Structures<br>- Water, Sewerage & Gas.                                    |   |
|  | Comprehensive asset valuations for:<br>- Roads, Drainage & Bridge network<br>- Airports.   |   |
|  | Clean bill of health achieved for financial statements   |   |
|  | Prepare valuation of waste landfill cell assets so these assets are recognised on Council's balance sheet at 30 June 2021.           |   |
|  | Recode general ledger control accounts to reflect new depreciation accounts created for reporting purposes.                          |    |
|  | Develop Authority work orders workflow for finalisation process in conjunction with ICT team.  |   |
| <b>2.3.2</b> Manage and administer all investments and borrowings, consistent with Council policies.   | Annual service   |   |
| <b>2.3.3</b> Manage Council's cash requirements for accounts and payroll processing.   | Ongoing service  |   |
| <b>2.3.4</b> Prepare and review policies (minimum frequency - annually) that underpin the preparation of Council's accounts.   | Policy reviews applicable to accounting services.  |   |
| <b>2.3.5</b> Effective internal controls.  | Annual service   |  |
|  | <ul style="list-style-type: none"> <li>• Internal control environment</li> <li>• Financial statement preparation maturity</li> </ul> | <br> |
| <b>2.3.6</b> Rebuild our financial systems for the implementation of the new organisational structure including but not limited to: <ul style="list-style-type: none"> <li>• Payroll (new departments).</li> <li>• General ledger / work order structure.</li> <li>• Responsible officers for work orders.</li> </ul>  | -  | <br>Rebuild done in the test environment  |
|  | <b>2.3.7</b> Collate key metrics / indicators / baseline information prior to transition and operating locally.                      | -  |

More information is available in our function's end of year report (Accounting) - "Our performance in focus" - Pages 92 to 99. including a snapshot of Annual services.



## 2.4 Procurement

We undertake initiatives to achieve value for money for our region's ratepayers, comply with our legislative obligations and reduce annual operating expenses.

### Highlights

#### Large capital projects

The procurement of large capital projects included the:

- Roma Waste Transfer Building
- Bigger Big Rig Interpretive Design and Construction

#### Transferred procurement capability

The decentralisation of procurement activities, after a period of centralisation, commenced with the transfer back to the Airport and Roma Saleyards teams.

#### Procurement manuals

Draft Procurement manuals were updated and some work completed on procurement training material with the intention of completion and implementation in the 2021/22 financial year.

### Challenges

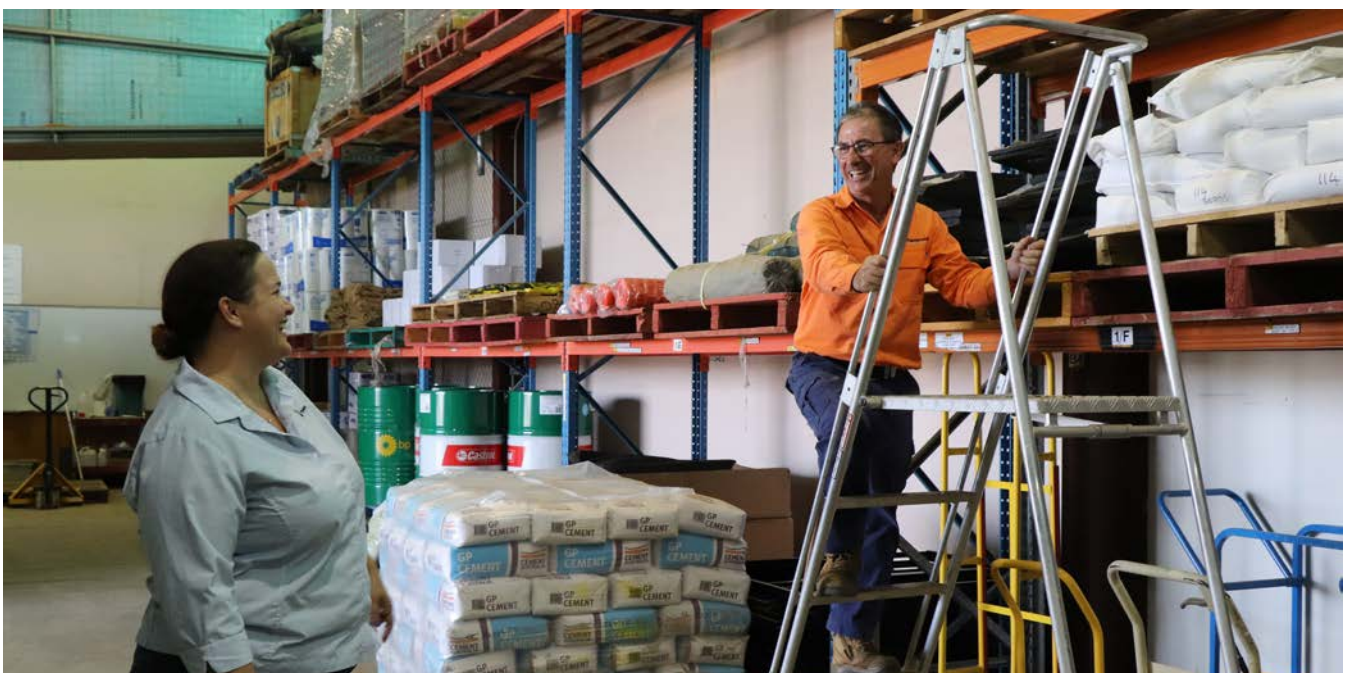
#### Increased number of tenders

The increased number of tenders required to be prepared in 2020/21 over the previous year resulted in a significant workload for the small number of procurement resources:

- 2020/21 - 37
- 2019/20 - 18

#### Tender responses

An increasing number of tenderers are not completing the tender response adequately. This is extending the time for evaluation to obtain all of the information required for the the tender assessment and report to Council.



More information is available in our function's end of year report (Procurement) - "Our performance in focus" - Pages 100 to 107.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

 Undertaken / completed
  In progress
  Deferred
  Not started

| What we aim to do   | 2020/21  | 2020/21 Progress  |
|---|--|---|
| <b>2.4.1</b> Undertake procurement of the goods and services needed for Council functions, having regard to: <ul style="list-style-type: none"> <li>all sound contracting principles (SCP) in the <i>Local Government Act 2009</i> -                             <ul style="list-style-type: none"> <li>(a) value for money; and</li> <li>(b) open and effective competition; and</li> <li>(c) the development of competitive local business and industry; and</li> <li>(d) environmental protection; and</li> <li>(e) ethical behaviour and fair dealing.</li> </ul> </li> <li>Council's Procurement Policy (PP);</li> <li>our legislative obligations.</li> </ul> | Annual service including:  |    |
|   | Annual review of procurement policy.   |    |
|   | Tenders and contracts <ul style="list-style-type: none"> <li>- Tenders = &gt; \$200,000 exc GST</li> <li>- High risk or complex request for quotes</li> <li>- Tenders - valuable of non current asset contracts</li> <li>- Specification writing</li> <li>- Approved contactor lists</li> <li>- Expressions of interest</li> </ul> |    |
|   | Annual review and adoption of register of sole supplier arrangements.  |    |
|   | Review organisational needs for new or expanded registers of suppliers and approved contractor lists.  |    |
| <b>2.4.2</b> Implement initiatives to reduce procurement transactional costs.   | Refresh of panels and maintain tender calendar.  |   |
| <b>2.4.3</b> Continue to implement initiatives to place tight controls on high value, high risk and high volume purchases.  | Centralised tendering for high value, high risk and high volume purchases.   |    |
| <b>2.4.4</b> Develop and deliver employee training packages for the procurement function.   | Employee training for non procurement staff  |    |
| <b>2.4.5</b> Continue to improve procurement systems, processes and documentation: <ul style="list-style-type: none"> <li>procurement manual</li> <li>contract documentation</li> <li>forms and templates</li> <li>delegations</li> </ul>   | Update procurement manual with revised purchasing module steps (from Authority).   |    |
| <b>2.4.6</b> Reporting systems to support spend analysis, monitoring and compliance.  |  |  <p>This will occur in conjunction with the decentralisation of procurement.</p> |
| <b>2.4.7</b> Maintain adequate and relevant store / inventory supplies to support Council's operations.   | Annual service   |    |
|   | Annual calibration of fuel tanks.  |    |
| <b>2.4.8</b> Progressively identify opportunities to engage with suppliers to collaborate on supply chain improvements within local governments' legislative responsibilities.  | Local content premium / star rating  |    |
|   | Data collection on local spend.  |    |

More information is available in our function's end of year report (Procurement) - "Our performance in focus" - Pages 100 to 107, including a snapshot of Annual services.



## 2.5 Financial reporting

We measure and report on our finances through audited general purpose financial statements and special purpose reports for funding bodies.

We also support the ongoing development of our internal control framework and the management of financial risks.

### Highlights

#### Financial ratio targets

For the third consecutive year, Council has all three State Government specified financial ratios within their target range. The State Government introduced the current year sustainability statement as a special purpose statement in 2012/13. This achievement is not the result of any one thing, but a combination of many financial management strategies that Council has worked hard on since 2012.

### Challenges

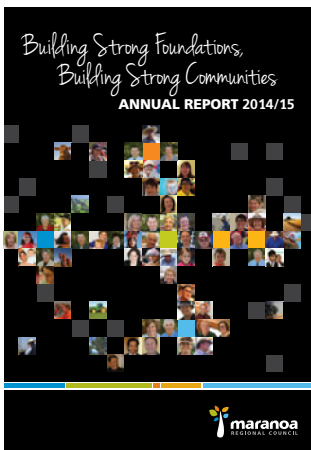
#### Recent implementation of new accounting standards

There are continuing workload impacts as a result of accounting standards AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-For-Profit entities.

These relatively new standards required Council to reassess the way we account for grants and government funding, as well as other contributions.

#### Reporting delay

The financial statements were prepared and audited within the scheduled timeframes, and subsequently made available online. There was a delay in finalisation and adoption of the annual report due to competing Council priorities - initially a deferred budget and then Council determining other priorities including organisational restructure processes while preparations were underway.



Some of Council's previous Annual Reports.

More information is available in our function's end of year report (Financial reporting) - "Our performance in focus" - Pages 108 to 115.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do  | 2020/21  | 2020/21 Progress |
|--|--|------------------|
| 2.5.1 Prepare Council's financial statements as required by the <i>Local Government Act 2009</i> and <i>Local Government Regulation 2012</i> . | Annual service - Preparation of annual financial statements - in accordance with legislation and prescribed accounting standards.                                    | ✓                |
|  | Ensure continued compliance with all accounting standards including those which came into effect from 1 July 2019.   | ✓                |
| 2.5.2 Facilitate audits of Council's financial statements (by the delegate of the Auditor-General).  | Annual service - External audit of Council's financial statements (Facilitation).  | ✓                |
|  | Sign-off on or before 31 October 2020 with an unmodified audit opinion.  | ✓                |
| 2.5.3 Prepare and publish information about our financial performance for Council, management team and the community.                          | Annual service - Monitoring and reporting financial sustainability ratios and trends.  | ✓                |
|  | Preparation of the community financial report for inclusion in the draft annual report.  | ✓                |
|  | Commence development of management dashboard - Budget, Projects.   | ■                |
| 2.5.4 Prepare special purpose reports for government and industry.   | Annual service - Preparation of special purpose reports.   | ✓                |
| 2.5.5 Convene the Audit Committee and provide reporting to both the Committee and Council.   | Annual service<br>Audit committee operations – Review audit committee terms of reference and convene new audit committee with independent community representatives. | ■                |
| 2.5.6 Prepare financial reports to Council.  | Annual service - Financial reports to Council.   | ✓                |
| 2.5.7 Undertake a review of financial risks and controls and plan for internal audits.   | Annual service<br>Internal Audit Plan – develop internal audit plan.   | ■                |

More information is available in our function's end of year report (*Financial reporting*) - "Our performance in focus" - Pages 108 to 115, including a snapshot of Annual services.

# STRATEGIC PRIORITY 3 - QUICK FACTS 2020/21

## 3.1 Animal control and community safety



**413** animals impounded  
**1,018** new registrations  
**3,058** dogs registered  
**408** cats registered  
**245** animals reunited with their owners  
**72** animals adopted / rehomed  
**73** investigations of dog attacks  
**615.55** hours of patrols



Enforcement action:  
**290** advisory notices  
**47** compliance notices  
**38** infringements



**15.65%** increase in animal registrations  
 (a mandatory requirement for pet owners  
 across the State).

## 3.2 Building control and pool safety



**83%** of market share for building certification services.  
**193** building approvals.



**43** pool safety certificates issued.  
**69** pool inspections.

**\$7,623.40** in inspection fees waived during the pool safety campaign.



Value of assistance to community projects (through fee waivers)  
**\$5,103.45**

Value of plumbing assessment fees waived **\$50,516**



## 3.3 Environmental and public health



**197** licensable businesses including 173 food premises and water carriers.



**90** inspections and visits to business (including 58 COVID-19 food business inspections and information to **10** beauty businesses).

**14** complaints investigated - no non-conformances with legislation.

## 3.4 Emergency management and flood mitigation



**\$1,923,553** of restoration works undertaken with funding from the Australian and Queensland Government.



**\$147,947** additional costs for the COVID-19 response.

## 3.5 Street lighting and public space lighting



**1,287** lights checked across the region, **70** faults identified and logged for rectification by the energy retailer.



**\$181,822** for street lighting operating costs.



**Adungadoo pathway lighting project commenced** - once complete it will light between Apex Park and Shady's Lagoon in Roma (approximately 1km).

### Strategic Priority 3 - Helping to keep our communities safe

In conjunction with the State Government, we assist in managing specific activities that can impact the health and safety of our local communities.





### 3.1 Animal control and community safety

We contribute to community safety through initiatives that encourage responsible pet ownership, animal control and compliance with State Government legislation and Council's local laws.

#### Highlights

##### Animal registration success

2020/21 recorded the highest number of animals registered in over a decade. A total of 3,466 animals were registered - 3,058 dogs and 408 cats.

##### Refresher training programs for the team's rangers and officers

Animal Control/Community Safety Officers are involved in investigating breaches of local and state legislation within our community. This year the following refresher training was undertaken:

- Issuing of infringements
- Local Government Investigations Skills
- Dealing with hostile and violent people
- Time management and prioritisation

##### Desexing program

Round three (3) of our desexing program was successful, resulting in 71 of the \$100 vouchers being issued to responsible animal owners in the Maranoa Region.

##### School visits

In partnership with the Australian Veterinary Association, local representatives from the Community Safety team, Biosecurity Queensland and local veterinary practices delivered Pet PEP (Pets and People Education Program) to the Bergonia, Teelba and Surat State Schools in the second half of the year.

##### Extension to Council funded trapping program and other cat management initiatives

Council's journey on improving responsible cat ownership and reducing the number of stray and unowned cats within the region has now been incorporated into day to day operations. Ongoing initiatives include free trap hire, development and availability of additional resources and expansion of the adoption program to include cats. The capacity of the pound has also been increased.

##### Reuniting pets with owners and adoption program

It was another successful year, with 245 animals reunited with their owners and 72 animals rehomed. These initiatives continue to provide highlights during the year and heartwarming moments for the Community Safety team and pet owners.

#### Challenges

##### COVID-19 restrictions

Team members were unable to deliver events and school education programs in the first half of the financial year due to COVID-19 restrictions.

##### Dog attacks

A substantial increase in the number of dog attacks were reported, placing a considerable resourcing and emotional strain on team members.



Council's Facebook advertisement for Council's \$100 desexing vouchers.



"Tails of Success" - Council's adoption program was a continued success with 72 animals rehomed.

More information is available in our function's end of year report (Animal control and community safety) - "Our performance in focus" - Pages 118 to 127.



## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21  | 2020/21 Progress        |
|---|--|-------------------------|
| <b>3.1.1</b> Ensure compliance with the State Government's <i>Animal Management (Cats &amp; Dogs) Act 2008</i> and Regulation 2019, Council's Local and Subordinate Local Laws pertaining to animal control.<br><br><i>Compliance - Ensuring pet owners are fulfilling their legal responsibilities.</i>  | Annual service<br>- Emergency response<br>- Rapid response<br>- Other animal management compliance<br>- Excess dog approvals and renewal permits<br>- Registration renewal | ✓                       |
|   | Annual service - Inspection program to check pet owners' compliance (Sample of properties).<br><i>Ongoing initiative</i>   | ✓                       |
|   | Refresher training programs for the team's rangers and officers.   | ✓                       |
|   | COVID-19 fee waiver initiative.  | ✓                       |
| <b>3.1.2</b> Working with animal owners to improve community standards in relation to responsible animal ownership. Encouraging owners to take proactive steps in relation to: <ul style="list-style-type: none"> <li>• microchipping &amp; registration;</li> <li>• adequate fencing &amp; enclosures;</li> <li>• animal exercise &amp; stimulation;</li> <li>• desexing;</li> <li>• walking dogs on a lead.</li> </ul><br><i>Prevention - Community education and support to minimise the risk of animals causing harm or nuisance to others.</i> | Annual service - community education and events including:   | ✓                       |
|   | Regular communication about responsible pet ownership.   | ✓                       |
|   | Regional Pet Education Program. School visits (Begonia, Teelba and Surat State Schools). <i>Ongoing initiative</i>   | ✓                       |
|   | Community educational initiatives<br>Council's desexing program (Round 3). <i>Ongoing initiative</i>   | ✓                       |
| <b>3.1.3</b> Contributing to the visual amenity of our towns and reducing the likelihood of fire hazards and the harbouring of vermin and reptiles, by working with residents on the following areas: <ul style="list-style-type: none"> <li>• overgrown and unsightly allotments;</li> <li>• abandoned vehicles and goods.</li> </ul><br><i>Prevention, Compliance and Response - Community education, support and actions where property owners are causing impacts to others.</i>  | Annual service - Abandoned vehicles and goods.<br>- Overgrown and unsightly allotments.  | ✓                       |
| <b>3.1.4</b> Manage stray, unwanted and wandering animals in the community within approved service levels.<br><br><i>Mitigation - Reduce impact to the community caused by others' pet ownership.</i>   | Annual service - Proactive patrols of public spaces  | ✓                       |
|   | Annual service - Pound facility operation  | ✓                       |
|   | Annual service - Emergency response  | ✓                       |
|   | Extension to Council funded trapping program (and other cat management initiatives). <i>Ongoing initiative</i>   | ✓                       |
|   | Increase to the animal pound capacity.   | ✓                       |
| <b>3.1.5</b> Partner with other entities on animal control issues within the region.<br><br><i>Response - Collaboratively work to address identified issues.</i>  | Annual service - Adoption / rehoming program - now also including cats.<br>(With local vets and rescue organisation).  | ✓                       |
| <b>3.1.6</b> Undertake disaster management planning, response and recovery for pets within the region.  | Annual service - animal management disaster planning   | ■                       |
|   | Participation in the "Get Ready" campaign.   | ✓                       |
|   | - animal management disaster response  | Not required in 2020/21 |

More information is available in our function's end of year report (*Animal control and community safety*) - "Our performance in focus" - Pages 118 to 127, including a snapshot of Annual services.



## 3.2 Building control and pool safety

We assist in maintaining building standards and pool safety for current and future residents.

### Highlights

#### Building development activity

The region experienced a dramatic increase in building development activity in the residential sector this year (from 13 applications for dwellings, units and duplexes in 2019/20 to 31 in 2020/21 - the highest level of activity in 7 years).

Council also recorded the highest number of building record searches (100) since reporting commenced in 2013/14. This was more than double the number of search requests undertaken last year.

#### Implementation of regular visitation days at Council's regional Customer Service Centres

Building officers were available to meet with residents at Council's Customer Service Centres in Injune, Mitchell, Roma and Surat in 2020/21. The team visited each town a minimum of 8 times during the year as part of the visitation program. Additional town visits occurred in response to customer requests.

#### Annual pool safety campaign

The extension of Council's annual pool safety campaign, through to the end of summer, proved highly successful. The campaign contributed to a 72.5% increase in inspections completed, and a 152.94% increase in certificates issued compared with the previous year.

#### Assisting community and not-for-profit organisations

Council procured universal building design plans to assist community and not-for-profit organisations to undertake small-scale building projects.

#### COVID-19 support

100% of plumbing assessment fees were waived to support new development during the COVID-19 pandemic.

### Challenges

#### Resourcing

It has been a challenge for Council's small team to manage the high volume of development assessments, inspections and reporting obligations this year, particularly whilst training new staff to ensure service continuity.



*Building control and pool safety inspection*

More information is available in our function's end of year report (Building control and pool safety) - "Our performance in focus" - Pages 128 to 135.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed

| What we aim to do  | 2020/21  | 2020/21 Progress  |
|--|--|---|
| <b>3.2.1</b> Provide a building, plumbing and drainage, and pool inspection and certification service including: <ul style="list-style-type: none"> <li>Assessment and timeframes in accordance with the Queensland Government's Development Assessment Rules.</li> <li>Mandatory compliance inspections and certification for compliant completed works.</li> </ul> | Annual service   | ✔   |
|  | Implementation of regular visitation days at Council's regional Customer Service Centres.  | ✔   |
|  | Promote free pre-lodgement meetings and advice.  | ✔   |
| <b>3.2.2</b> Enforce compliance including investigation of suspected unlawful building works   | Annual service   | ✔   |
|  | Audit by Council officers of building work for the period 2017-2020.   | ✔   |
|  | Aim to reduce outstanding final certificates for Council-approved building works.  |   |
| <b>3.2.3</b> Maintain building records and provide building information (including building record searches) and statistics for the Queensland Government, Australian Bureau of Statistics and the community.  | Annual service   | ✔   |
| <b>3.2.4</b> Provide assistance to the community through: <ul style="list-style-type: none"> <li>pre-lodgement meetings upon request;</li> <li>community projects assistance.</li> </ul>   | Annual service   | ✔   |
| <b>3.2.5</b> Conduct an annual pool safety campaign waiving Council fees.  | Annual service<br>Free pool inspection during summer December 2020 – February 2021*.<br>* Campaign extended in 2020/21                             | ✔   |
| <b>3.2.6</b> Continue to improve our regulatory frameworks for building development.   | Amend the planning scheme to update regulations for building development in flood areas (informed by outcomes of the review completed in 2019/20). | ✔<br>(Completed in conjunction with Town Planning priority 4.7.1) |
|  | Invest in universal design plans for standard, small-scale building projects to support community and not-for-profit organisations.                | ✔   |
|  | Establish new policy to provide financial and non-financial assistance to community groups and not-for-profit organisations for new development.   | ✔   |



Building works in progress

More information is available in our function's end of year report (Building control and pool safety) - "Our performance in focus" - Pages 128 to 135, including a snapshot of Annual services.



### 3.3 Environmental and public health

We provide the community with information and address specific health and environmental processes undertaken by business, industry and the community to reduce known risks.

We also partner with other agencies in helping to identify and manage mosquitoes and flying foxes in our towns.

#### Highlights

##### Illegal Dumping Hot Spot Program

Council has been among 32 local governments that have participated in a six-month grant program.

The Local Government Illegal Dumping Hotspots Program seeks to prevent or reduce illegal dumping through clean-up and prevention projects.

*This project is proudly supported by the Queensland Government.*

##### No COVID-19 cases

No cases of COVID-19 were detected within the region. Nevertheless, it was a busy year for the environmental and public health function, keeping local businesses and the community up to date with the Queensland Government's directives relating to the COVID-19 pandemic.

##### Flying fox numbers

Flying fox numbers on the Balonne River in Surat were estimated to be below 2,000 animals for the year. It is believed this is a result of the change in weather patterns (wetter), and the ability for the animals to feed over a wider area.

##### Food licences

There was a 17.26% increase in commercial food licences issued and renewed - from 168 in 2019/20 to 197 in 2020/21.

#### Challenges

##### COVID-19 updates

Team members kept up to date with the evolving requirements to help ensure compliance of local businesses and events within the region, for example weddings.

##### Food premises inspections

Inspections were completed of all registered food premises (inclusive of the mobile workers' camp kitchens).



*Illegal dumping sign and camera located near Roma.*

More information is available in our function's end of year report (Environmental and public health) - "Our performance in focus" - Pages 136 to 143.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed

| What we aim to do  | 2020/21   | 2020/21 Progress                                       |
|--|---|--|
| <p><b>3.3.1</b> Regulate, monitor and provide information to businesses, industry and community organisations that undertake activities that have the potential to:</p> <ul style="list-style-type: none"> <li>Impact the environment (e.g. air, water, noise, erosion/soil degradation);</li> <li>Cause illness, infection or disease.</li> </ul> <p>This includes but is not limited to food safety, vector (including mosquito) control, reticulated water quality, swimming pool water quality monitoring, personal services (tattoo and other skin penetration), and immunisations.</p> | Safe Handling of food training package - I'm Alert training package available for use.  | ✔  |
|  | <p>COVID-19 pandemic response for food businesses.<br/>(Lead agent - Queensland Health)</p> <p>(Education and support to food businesses throughout the transitioning / easing of restrictions. It includes monitoring Queensland Health directives and helping to ensure public health is maintained).</p> | ✔  |
| <p><b>3.3.2</b> Ensure compliance with the Queensland Government's legislation:</p> <ul style="list-style-type: none"> <li>Food Act 2006</li> <li>Environmental Protection Act 1994</li> <li>Public Health Act 2005</li> <li>Biosecurity Act 2014</li> </ul> <p>and associated Regulations, Local Laws and Codes of Practice including Queensland Health Water quality guidelines for public aquatic facilities December 2019.</p>   | <p>Annual service<br/>Legislation compliance monitoring for:</p> <ul style="list-style-type: none"> <li>Licensed premises</li> <li>Water quality - swimming pool/spa pool</li> </ul>  | ✔  |
| <p><b>3.3.2</b> Ensure compliance with the Queensland Government's legislation continued.</p>  | <p>Illegal Dumping Hot Spot Program</p> <ul style="list-style-type: none"> <li>Implement funding requirements.</li> <li>Complete reports and acquittal by 30 June 2021.</li> </ul>  | ✔  |
| <p><b>3.3.3</b> Partner with the Department of Environment and Science (DES) and Commonwealth Scientific and Industrial Research Organisation (CSIRO) to improve knowledge and mapping of flying fox roosts within the region, and also minimise roosts adjacent to the Surat water treatment plant in accordance with the relevant Code of Practice.</p>  | <p>Annual service<br/>Flying fox monitoring and Department of Science reporting.<br/>(Flying fox arrival, departure and numbers in Surat, Roma and Mitchell - August to December/January).</p>  | ✔  |
|  | <p>Investigate options and funding to entice species away from Surat's reticulated river water system.<br/>(Funding for permanent roosts only).</p>   | ✔  |
| <p><b>3.3.4</b> Partner with other agencies to identify and manage mosquitoes in our towns.</p>  | <p>Monitoring of mosquitoes –<br/>Ongoing project to monitor the species of mosquitoes within the region, providing data to Queensland Health which reflects the Queensland Government's plan.</p>  | Program ceased due to COVID-19 resourcing requirements |
| <p><b>3.3.5</b> Provide environmental health consultancy services (to other councils)</p>  | <p>Barcoo Shire Council<br/>Paroo Shire Council</p>   | ✔<br>MOU* in place                                     |

\* Memorandum of Understanding.



## 3.4 Emergency management and flood mitigation

We partner with government and non-government agencies to manage disasters and other emergencies within the region.

We also undertake flood mitigation works in accordance with available funding and annual priorities.

### Highlights

#### New vehicle

Council received funding through a State Emergency Services (SES) Support Grant to purchase a new vehicle for the service.

#### Resilience Strategy

The Queensland Reconstruction Authority (QRA) visited Roma in February 2021 to host a Community Resilience Workshop with Council staff involved in the Local Disaster Management efforts.

The Regional Resilience Strategy program, which is funded through the Queensland Government, will better connect regions and local governments to funding opportunities following natural disasters.

#### Works completed for successful funding applications

Council was successful in receiving funding for two projects to build capacity and resilience for emergency management in Roma:

- Entry Level Camera (Location: Ashburns Road diversion channel causeway)
- Rain/river gauge (Location: Bungil Creek).

#### Queensland Government's Get Ready program

In October 2020, 'Get Ready Queensland Week' and Council asked residents to help take pressure off emergency services by following the three steps to protect and prepare households for the upcoming severe weather season:

Step 1: Make a plan

Step 2: Pack supplies

Step 3: Make sure your're covered

Council received funding through a Get Ready Queensland Grant to roll out the program across the region.



Council staff and Queensland Reconstruction Authority (QRA) representatives at the Community Resilience Workshop in February 2021 in Roma.



Above - New camera at Ashburns Road, Eastern Diversion Channel causeway.

Right - Eastern Diversion Channel.

More information is available in our function's end of year report (Emergency management and flood mitigation) - "Our performance in focus" - Pages 144 to 151.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed   ■ In progress   ➔ Deferred

| What we aim to do  | 2020/21  | 2020/21 Progress                                     |
|--|--|--|
| 3.4.1 Implement the State Government's Inspector-General Emergency Management Assurance Framework to build our communities' resilience to emergencies, working to meet standards and implement actions for prevention, preparedness, response and recovery). | Commencement of localised evacuation plans (Roma and Surat)  | ■  |
|  | Community Resilience Workshop  | ✓  |
| 3.4.2 Finalise Stage 2A of the Roma Flood Mitigation Project.  |  | Completed across prior years                         |
| 3.4.3 Undertake a revised scope for Stage 2B having regard to funding availability.  | Roma flood mitigation project - Stage 2B - Administration of the funding agreement through the Queensland Government's Building our Regions program.       | ■  |
|  | Program variation for extension of time.   | ➔  |
| 3.4.4 Establish and maintain a Local Disaster Coordination Centre.   | -  | ➔  |
| 3.4.5 Implement Local Emergency Coordination Committees (LECC) to help ensure disaster prevention, preparedness, response and recovery for communities for flood, fire and other emergencies.  | Quarterly meetings.  | ✓  |
|  | Commence development of Local Emergency Coordination Committee sub plans for the following regions: Surat, Mitchell, Injune, Yuleba/Wallumbilla            | ■  |
| 3.4.6 Undertake other flood mitigation works as funding becomes available, and subject to annual priorities.   |  | Not yet applicable (no additional funding available) |
| 3.4.7 Pursue and acquit funding to build capacity and resilience for the region's emergency management.  | New vehicle for State Emergency Service (SES)  | ■  |
|  | (SES Support Grant - Queensland Fire and Emergency Services)   | (Funding approved April 2021)                        |
|  | Works completed for successful funding applications - Entry level camera (Ashburns Road diversion channel causeway) and Rain/river station (Bungil Creek). | ✓  |
|  | Queensland Reconstruction Authority (QRA) – Risk and Resilience Program  | Expected completion date June 2022                   |
|  | Queensland Government's Get Ready program.   | ✓  |



More information is available in our function's end of year report (Emergency management and flood mitigation) - "Our performance in focus" - Pages 144 to 151, including a snapshot of Annual services.



### 3.5 Street lighting and public space lighting

We contribute, in partnership with the region's energy provider, to the planning and delivery of a street lighting network that focusses on improving road user and pedestrian safety at night.

We also contribute to pedestrian safety through the progressive review of lighting in public spaces and identifying any potential improvements for future budget consideration.

#### Highlights

##### Adungadoo Pathway lighting project

The Adungadoo Pathway Lighting Project commenced in Quarter 4. The project, once complete, will provide pathway lighting between Apex Park and Shady's Lagoon in Roma – a length of approximately 1 kilometre (one-way).

##### Pedestrian crossing lighting

The project to improve the lighting at the pedestrian crossing at the McDowall / Wyndham Street intersection is well progressed at the end of 2020/21. The project designs have been completed, submitted to Ergon for approval and since approved for installation. Works have been included onto Ergon's works program and scheduled to be completed mid-2021/22.

#### Challenges

##### Adungadoo Pathway lighting project

The Adungadoo Pathway Lighting Project has taken longer than first anticipated to deliver.

It is one of the first projects of this type undertaken by Council - therefore requiring a considerable amount of initial research, planning and design. This included identifying suitable power source options, investigating current and emerging lighting technologies and also establishing a way to ensure the lighting project is resilient to flood events along the Long Drain area.



Apex Park (Start of the Adungadoo Pathway) - New lighting will connect Apex Park and Shady's Lagoon in Roma.

More information is available in our function's end of year report (Street lighting and public space lighting) - "Our performance in focus" - Pages 152 to 157.



## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do  | 2020/21   | 2020/21 Progress |
|--|---|------------------|
| 3.5.1 Develop a street lighting strategy to guide investment decisions for additional lighting and consideration of new applications.            | Completion of strategy and prioritisation of locations for investment.  | ✓                |
| 3.5.2 Undertake an annual audit of our towns for street lights that aren't working and report these to the provider.                             | Annual service  | ✓                |
| 3.5.3 Allocate an annual budget sufficient to meet current lighting use and periodically review the allocation for any expansion to the network. | Annual service  | ✓                |
| 3.5.4 Explore opportunities to reduce costs and consumption through energy efficiency options.   | Annual service  | ✓                |
| 3.5.5 Facilitate the reporting of faults to the energy provider.   | Annual service  | ✓                |
| 3.5.6 Consider improvements according to annual priorities across both streets and public spaces.  | Adungadoo Pathway lighting project.   | ■                |
| 3.5.7 Identify and implement lighting projects that complement other infrastructure works.   | Nurses accommodation project footpath and lighting linking the accommodation to Roma Hospital in McDowall Street. | ✓                |

\* LED - light-emitting diode



The tree lights in the Roma CBD shone a little greener in July as Council showed its support for lighting Queensland green to recognise World Hepatitis Day.

More information is available in our function's end of year report (Street lighting and public space lighting) - "Our performance in focus" - Pages 152 to 157, including a snapshot of Annual services.

## STRATEGIC PRIORITY 4 - QUICK FACTS 2020/21

### 4.1 Elected members and governance



**957** decisions made at Council meetings.  
**76** Council meetings and Councillors' workshops or briefings held.  
**4** meetings in regional towns.



Nominated councillors attended **271** forums, meetings, conferences and deputations to represent Maranoa Regional Council.

### 4.2 Economic development and local business



New **Country Universities Centre** in Roma officially opened in June 2021.



**Think Local First This Christmas** campaign launched in December 2020.



Council, along with other councils in **South West Queensland** launched an **investment attraction** campaign.

### 4.3 Tourism



**81,209** visitors through our Maranoa **Visitor Information Centres**



Construction of The **Big Rig Tower and Tree Walk** commenced with practical completion scheduled for the end of 2021.



The **Roma Revealed** consumer-centric website was launched in November 2020, and by June 2021 it was consistently achieving 8-11,000 sessions per month.



### 4.4 Airports



**786** flights, **39,761** passengers.



**0** non-compliance notices from the Civil Aviation Safety Authority (CASA).

### 4.7 Town planning



Minor and administrative amendments to the Maranoa Planning Scheme adopted.



**86** applications approved.



**\$186,176** in fee waivers (COVID-19 relief package).



**Town planning services** delivered on behalf of Balonne and Paroo Shire councils (service agreements in place).

### 4.5 Saleyards

**1**

We remained Australia's **Number 1** Saleyards.



Store and prime sales - **238,309** head of cattle sold totaling **\$318.22 million**.

Stud sales - **915** head of cattle sold totaling **\$6.39 million**.



**European Union Cattle Accreditation Scheme (EUCAS)** and **National Saleyards Quality Assurance (NSQA)** certification maintained.

### 4.6 Gas



Supplied approximately **27.9 terajoules (TJ)** of gas to Roma customers through **37.66** kms of main.



Managed **\$5.14 million** of gas infrastructure.



Reinvested **gas sales** income (around \$0.98 million) in operating, maintaining and improving the gas network.

#### 4.8 Rural lands

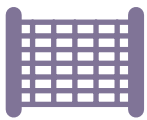


Managed a **stock route network** of **82,278** hectares.

**21,800** head of cattle travelled through the region.



**3.751 million hectares** baited in partnership with our landowners over two coordinated baiting programs – November 2020 & March 2021.



**Queensland Feral Pest Initiative** funding of **\$554,400** received for exclusion fencing:  
Round 2 funding - **202kms** - construction complete  
Round 2.2 Pests without Borders Project - 60% complete.

#### 4.10 Arts and culture



**\$22,030** allocated from the Regional Arts Development Fund (RADF). RADF is a partnership between the Queensland Government and Maranoa Regional Council to support local arts and culture in regional Queensland.



##### Regional highlights:

- Support provided to the upcoming **"Sculptures Out Back"** open air exhibition.
- **Yuleba war memorial mural** restoration completed.
- \$950,000 grant secured under the Australian Government's Local Roads and Community Infrastructure Program for the **Injune Heritage Museum** development.
- New exhibition 'The Surat Basin' opened at the Cobb and Co Store Museum, **Surat**.

#### 4.12 Sport, recreation & community wellbeing



**\$323,157** invested in Sport, recreation and community wellbeing support.



Council grants program included support of **\$58,090** to **8** local sport and recreation clubs.

Fee waivers / in-kind assistance - **\$6,703**.

Sponsorship - **\$6,000**



Provided operational and strategic assistance as required to over **65** sport and recreation clubs.

#### 4.9 Facilities



**\$141.367 million** in Council land and buildings managed (\$44.939 million in land and improvements and \$96.428 million in buildings).

The Facilities team manages just under 72% of Council's facilities (400 of 558), with the balance being the responsibility of specific service areas.



**11** leases and **21** tenancy agreements entered into to formalise tenancy arrangements for Council facilities.

#### 4.11 Local development and events



**\$286,323** in Council grants and other assistance provided to the community.



**182 events** hosted by the Local Development Team across the region - Regional, Roma, Injune, Surat, Mitchell and Wallumbilla / Yuleba events.

#### 4.13 Libraries



**33,270** library visits.  
**101,404** circulations (borrowings, returns) processed.



**392** programs and events held in the region's libraries.



Membership of **2,782** at 30 June 2021.

## Strategic priority 4 - Growing our region

We partner with community, government and business to grow our region, developing opportunities, lifestyle and attractions for current and future residents.



### 4.1 Elected members and governance

We work with our communities to identify priorities and provide leadership, advocacy and decision making to grow our region, compliant with our legal obligations.

#### Highlights

##### Working with other Councils

The Inaugural Assembly for the new Western Queensland Alliance of Councils was held in Longreach on 27 and 28 July 2020. The event was attended by the Mayor, Deputy Mayor and Chief Executive Officer. The year also saw the establishment of the South West Regional Organisation of Councils (SWROC). Each forum will expand and strengthen advocacy opportunities to all tiers of government.

##### Rating and organisational structure

The priorities for the new term of Council progressed in 2020/21 were:

- Rating amendments and the associated budget;
- Organisational restructure.

##### Council meetings out and about

In 2020/21 Council took their meetings out and about to Mitchell, Injune, Surat and Yuleba. In each town the community was invited to attend for an opportunity to view the Council meeting as well as catch up with Councillors during the breaks.

#### Challenges

##### Council meetings out and about

The trial of rotational Council meetings in the smaller regional towns that commenced at 6pm or 12pm revealed that there was insufficient time for Council to complete the scheduled agenda, leading to items either being laid on the table until a future meeting, or the meetings being adjourned until the following day.

In the instance of reports laid on the table, the subsequent meeting saw a significant increase in the number of reports to Council compounding the issue with these subsequent meetings finishing well after normal business hours. Other challenges included:

- Extended travel distances to/from regional towns for meetings before, during and after meetings (preparations/set-up, presentations and pack-up);
- Staff and Councillors travelling outside of normal business hours (night);
- Minimal attendances of community members at ordinary meetings in the small regional towns.

##### Governance review

There was a delay in finalising annual governance priorities due to a redirection of resources for Council priorities. To address this, a whole of Council governance project was undertaken. This ensured completion and alignment of financial planning and accountability documents for the new term of Council, and reestablishment of the governance framework for the new financial year.

##### Resourcing for elected members' office

There was increased workload pressure due to resignation of a team member in February 2021. It took time to recruit and select a suitable candidate for the position.



Council meeting - Yuleba



Council meeting - Mitchell



Council meeting - Surat



Council meeting - Injune

More information is available in our function's end of year report (Elected members and governance) - "Our performance in focus" - Pages 160 to 165.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21  | 2020/21 Progress           |
|---|--|----------------------------|
| <b>4.1.1</b> Continue to implement and refine Council's Community Engagement Framework, further committing to initiatives such as: <ul style="list-style-type: none"> <li>• Local town improvement group meetings;</li> <li>• Councillor participation in committees;</li> <li>• Participation in community events;</li> <li>• Project-specific engagement;</li> <li>• Individual Councillor community engagement;</li> <li>• Resident or business deputations to the elected Council.</li> </ul> |  | ✓                          |
| <b>4.1.2</b> Identify opportunities to present Council-endorsed priorities to government ministers and other representatives, formally or informally, individually as a Council or with other local governments (including the importance of roads to Council's financial sustainability).  | Annual service   | ✓                          |
| <b>4.1.3</b> Participate in local government decision making in accordance with the Local Government Principles (Section 4) and Councillors' responsibilities (Section 12) under the <i>Local Government Act 2009</i> .   | Annual service including:<br>- Advocacy forums   | ✓                          |
| <b>4.1.4</b> Participate in policy development and decision making for Council's (governance) policies including elected members' policies.   | Annual service   | ✓                          |
| <b>4.1.5</b> Plan for the region and local communities through the following financial planning documents: <ul style="list-style-type: none"> <li>• a corporate plan that incorporates community engagement;</li> <li>• a long-term asset management plan;</li> <li>• a long-term financial forecast;</li> <li>• an annual budget including revenue statement;</li> <li>• an annual operational plan</li> </ul>   | Annual service<br>Rating, organisational structure and governance review<br>- Corporate plan refresh<br>- Annual budget including revenue statement<br>- Annual operational plan<br>- Asset management plans:<br>Roads and drainage<br>Water, Sewerage and Gas<br>Facilities, Airports | ✓<br>✓<br>✓<br>✓<br>■      |
| <b>4.1.6</b> Demonstrate financial accountability through adoption of the following documents: <ul style="list-style-type: none"> <li>• general purpose financial statements;</li> <li>• an annual report;</li> <li>• a report on the results of an annual review of the implementation of the annual operational plan.</li> </ul>  | Annual service   | ✓<br>■<br>✓                |
| <b>4.1.7</b> Review the Acceptable Request Guidelines.  | -  | ✓                          |
| <b>4.1.8</b> Provide administrative support to Council's decision-making and community engagement processes.  | Annual service<br>Council meetings out and about   | ✓<br>✓                     |
| <b>4.1.9</b> Develop resources for Councillors to help in their role.   |  | ■                          |
| <b>4.1.10</b> Prepare for local government elections and transition to new Council.   |  | Not applicable for 2020/21 |
| <b>4.1.11</b> Participate in training opportunities to assist Councillors in fulfilling their roles.  |  | ✓                          |

More information is available in our function's end of year report (Elected members and governance) - "Our performance in focus" - Pages 160 to 165, including a snapshot of Annual services.



## 4.2 Economic development and local business

We encourage additional investment in the Maranoa, developing our economy and increasing our region's population. This will strengthen our region's sustainability and potentially increase opportunities and services for our community.

### Highlights

#### Business support

The Maranoa Business Awards were held in October 2020. The annual Maranoa Business Awards is an initiative of Roma Commerce and Tourism (RCAT) and includes sponsorship from Council.

Business development support was provided through the Business Excellence Program (BEP) - The program is an initiative of Council, the Queensland Government (State Development), Roma Commerce and Tourism and Santos. This year, the following events were conducted:

- Innovation network xlaunch;
- Business growth facilitation workshops.

#### Partnership with the COVID-19 taskforce

The COVID-19 Recovery Taskforce is a regional initiative comprising of Council, Commerce Roma (now Roma Commerce and Tourism) and regional development organisations across the region, to help businesses in the Maranoa Region recover from COVID-19 impacts. Initiatives included:

- Recovery action plan - The taskforce drew on the results of a business survey that sought feedback on the impacts, challenges and opportunities that have arisen during COVID-19. This included seeking input into how the taskforce could assist businesses in the recovery phase. Businesses' suggestions included promotion of small business, promotion of tourism and events, a shop local campaign and increase in local investment.
- Shop Local Resource Kit - The kit was developed to help sustain businesses and the community post COVID-19.

#### Think Local First This Christmas campaign

The campaign was launched in December 2020 to raise awareness of Maranoa businesses. Shoppers at participating stores went into the draw to win vouchers. The campaign was an initiative of the COVID-19 taskforce.

#### Opening of Country University Centre

The Country University Centre in Roma was officially opened on 8 June 2021. It was opened by the Deputy Prime Minister, the Honourable Michael McCormack MP, the Member for Maranoa and the Honourable David Littleproud MP, with Councillors in attendance.

#### Investment attraction to the South West

Council, along with Balonne, Bulloo, Murweh, Paroo and Quilpie Shire Councils united with the aim of attracting investors to industry opportunities in the South West Queensland region. This included development of investment attraction brochures and web presence for the South West and each local government area, including the Maranoa Region.

#### Other highlights:

- A funding application was successful for the Surat Technology project bringing "Fibre to the Premise (FTTP)"
- A tourism industry surge of visitors continues to bring opportunities for the hospitality sector.

### Challenges

#### Housing stock

Housing, specifically a rental stock shortage, had affects on the recruitment of staff in each town in the region.



Survey participant Giri Kumar, manager of Snap Fitness Roma, with COVID-19 Recovery Taskforce representatives Mayor Tyson Golder, Visit Roma President Charlie Eames, Commerce Roma President Cyril Peet and Councillor Wendy Taylor.

More information is available in our function's end of year report (Economic development and local business) - "Our performance in focus" - Pages 166 to 175.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed ■ In progress

| What we aim to do  | 2020/21   | 2020/21 Progress |
|--|---|------------------|
| <b>4.2.1</b> Provide a range of business support initiatives including but not limited to the participation in the Maranoa Business Awards and Business Excellence program.<br><br><i>Business support</i>   | Annual service  | ✔                |
|  | Business support<br>- Maranoa Business Awards<br>- Business Excellence Program<br>- Think Local This Christmas campaign   | ✔<br>✔<br>✔      |
|  | Partnership with the COVID-19 Taskforce.  | ✔                |
| <b>4.2.2</b> Partner with key agencies and organisations to facilitate investment in the Maranoa through initiatives that attract, encourage and create new businesses and support existing businesses.<br><br><i>Partnerships</i>   | Annual service  | ✔                |
|  | Participation in Western Queensland Rail Alliance to develop a business case for Freight and Logistics improvement in the region.   | ✔                |
| <b>4.2.3</b> Promote the regional locational advantages of "Investing, Living, Visiting" the Maranoa through Council publications and initiatives, including: <ul style="list-style-type: none"> <li>• Representations at key industry events, forums and advocacy opportunities.</li> <li>• Preliminary studies and reports that identify opportunities to attract businesses and industry to diversify the regional economy.</li> <li>• Hosting visits to the region of potential investors and facilitating their interactions with Council and the business community.</li> <li>• Identifying and examining options for population growth.</li> </ul><br><i>Investment and people attraction (population growth)</i> | Participate in Regional 400M Conference in Toowoomba to promote opportunity.  | ✔                |
|  | Host potential investors (e.g. Data Centre in Roma).  | ✔                |
| <b>4.2.4</b> Create an environment that is conducive to growth through progressive integration of Council's Planning Scheme, Economic & Community Development Plan and Business & Industry Strategy.<br><br><i>Planning</i>  | Review local community plans to align with the short and long-term goals of the community.  | ■                |
| <b>4.2.5</b> Continue to develop Council's key assets for multi community benefits, i.e., Roma Saleyards, Roma Airport, sporting facilities (e.g., Bassett Park) and industrial sites, leveraging facilities, land or resources.<br><br><i>Seeking multiple uses for Council assets - facilities, land or resources to support economic development.</i>   | Annually fund the Roma Saleyards industrial precinct initiatives.   | ✔                |
|  | Lease of Roma Community Hub to Country Universities Centre Maranoa.   | ✔                |
| <b>4.2.6</b> Participate in initiatives that support innovation, develop skills and entrepreneurship.<br><br><i>Innovation</i>   | Opening of Country University Centre.   | ✔                |
|  | Opening of Innovation Hub.  | ✔                |
| <b>4.2.7</b> Build community, business, and industry partnerships to grow our economy and local employment.<br><br><i>Employment growth opportunities</i>  | Investigation of meatworks development opportunities in the Maranoa.  | ✔                |
| <b>4.2.8</b> Work with neighbouring and regional local governments on common initiatives and activities that have the potential to grow the Maranoa and the broader Southwest region.<br><br><i>Collaboration with other local governments</i>   | Involve Maranoa in the South West Regional Economic Development Association (Now South West Queensland Regional Organisation of Councils (SWQROC)) Investment Attraction program. | ✔                |
| <b>4.2.9</b> Monitor and report on key economic indicators over time.<br><br><i>Economic indicators / statistical service</i>  | Annual service  | ✔                |
|  | Expansion of service to include the full range of Australian Bureau of Statistics (ABS) data available, including social and economic modelling tools.                            |                  |

More information is available in our function's end of year report (Economic development and local business) - "Our performance in focus" - Pages 166 to 175, including a snapshot of Annual services.



## 4.3 Tourism

We attract visitors to our region to bring additional customers to our region's businesses. We do this through regionally coordinated destination marketing, coordinated funding, networking opportunities, product development and event promotion.

### Highlights

#### Visit numbers

The collective number of visitors to Maranoa Visitor Information Centre increased by 47.22% from the previous year, growing from 55,161 to 81,209. The Big Rig had 11,574 paid admissions into The Big Rig Oil Patch and Night Show, which is more than double the number of paying visitors in the previous financial year which was 5,103.

Consistent with the trend experienced by all of Outback Queensland, Queenslanders are choosing to explore their own backyard. Initiatives to capitalise on this interest was the comprehensive online media campaign in mid-2020 and implementation of a consumer-friendly online booking system.

#### Roma Revealed Tourism Operator, Business & Event Toolkit

Council launched the Roma Revealed toolkit on 25 June 2021 providing free access for all local and regional businesses to high quality tourism images and videos of the region to enable them to better promote their business and the region collaboratively.

#### Construction of The Bigger Big Rig

Construction began on Stage 1 of the Big Rig Oil, Gas and Energy Centre upgrade.

#### Community Consultation - Calico Cottage, Wallumbilla including Visitor Information Centre

In February 2021, Council sought the community's feedback on its proposal to nominate the Wallumbilla Calico Cottage & Heritage Precinct as the Wallumbilla APLNG Community Project. As a result of the consultation outcomes, Council resolved at its meeting on 24 February 2021 to put the project forward for use of the funding.

### Challenges

#### Border closures

In the 2020/21 financial year there were numerous State and Regional COVID-19 related lockdowns which impacted the ability, willingness and confidence of some to travel.

#### Domestic tourism

Due to the increased popularity of domestic tourism every tourism destination in Queensland is investing heavily in promoting their region to the drive-market. To ensure our region remains front of mind when people are dreaming about and planning their holiday we must continue to invest in an online marketing campaign, and be refreshing images and videos of the region regularly.



Bigger Big Rig construction



Roma Revealed Operators' Toolkit launched on 25 June

More information is available in our function's end of year report (Tourism) - "Our performance in focus" - Pages 176 to 183.



## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21  | 2020/21 Progress |
|---|--|------------------|
| 4.3.1 Upgrade and progressively expand the Big Rig.   | Construction of The Bigger Big Rig   | ■                |
| 4.3.2 Research, design and deliver destination marketing initiatives aimed at increasing visitor numbers, duration of stay, repeat visits and visitor spend, in partnership with local tourism and progress associations.                 | Destination and tourism branding:<br>- Implement Roma Revealed Tourism campaign including website, social media channels.<br>- Individual brochure promoting specific attractions and experiences<br>- Regional promotion of the region's hero events and coach itineraries. | ✓                |
| 4.3.3 Operate two 7 day a week accredited Visitor Information Centres (VICs) in (Roma, Injune) and support three other Visitor Information Centres (Mitchell, Wallumbilla, Surat).  | Visitor Information Centres<br>- Introduction of new tours plus work with the region to identify and support additional bookable product that can be included in travel itineraries.   | ✓                |
| 4.3.4 Facilitate industry partnerships and skill development  | Tourism Industry Development<br>Develop and strengthen industry partnerships, within tourism and customer service relationships.   | ✓                |
| 4.3.5 Implement master plans for key tourism precincts as funding becomes available.  | Community Consultation<br>- Calico Cottage, Wallumbilla<br>- Cobb & Co Changing Station Foyer Design   | ✓<br>✓           |
| 4.3.6 Coordinate funding applications as opportunities arise to progress tourism initiatives in the Maranoa, and contribute to successful projects' delivery, including stakeholder input, reporting and acquittal of funding agreements. | Bigger Big Rig - Coordinate the active engagement of the Tourism industry in the scoping and implementation of the Bigger big Rig design.  | ✓                |
| 4.3.7 Contribute to an advocacy prospectus to attract additional investment in Tourism and the Maranoa region.  | Regional centres tourism coordination<br>Engage with regional tourism groups to reinforce the regional plan for tourism and coordinate promotion of regional tourism brochures and collateral.   | ✓                |
| 4.3.8 Contribute to promotion of regional events to increase participation and awareness from within and outside the region.  | Regional events - Promotion and communication of local events, encouraging visitors to attend.<br><br>Regional Tourism Marketing Campaign  | ✓                |



Roma Revealed - Consumer-centric brand

More information is available in our function's end of year report (Tourism) - "Our performance in focus" - Pages 176 to 183, including a snapshot of Annual services.



## 4.4 Airports

We provide and operate airports that contribute to the economic and community development of the region (including access to our region's towns for medical emergency flights) while working to ensure compliance with legislative obligations.

### Highlights

#### Enhanced business capabilities

2020/21 saw the enhancement of Roma airport's aviation security measures with:

- the completed refurbishment of the checked bag screening system; and
- passenger screening equipment upgrade incorporating the installation and certification of body scanning equipment.

Under the Aviation Route Restart Program, Council engaged with airline partners and the Queensland Government to fast track the return of aviation routes and develop new routes into regional Queensland via Brisbane and interstate.

### Challenges

#### COVID-19

COVID-19 continues to raise financial, logistical and operational challenges for the aviation and tourism industry. Despite this, Council remains committed to providing first class aviation facilities and continues to adapt our aviation and operational processes to ensure we safely serve the people, businesses and community of the Maranoa region.

Repeated lockdowns, evolving health requirements and domestic travel restrictions resulted in a 43.98% decrease in passenger numbers compared to 2019/20 with just under 40,000 passengers travelling through Roma airport, and a total decrease in the number of Regular Public Transport Services of 28.4%.



*Roma Airport entrance sign*

*More information is available in our function's end of year report (Airports) - "Our performance in focus" - Pages 184 to 193.*

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21  | 2020/21 Progress |
|---|--|------------------|
| <b>4.4.1</b> Administer access control and monitoring for airside and restricted areas at the Roma Airport.   | Update of Transport Security Program to reflect changes to operating environment and security controls.  | ✔                |
| <b>4.4.2</b> Coordinate programmed and reactive maintenance of the airport and aerodromes including buildings, grounds, equipment, lighting, gates, fencing and runways.  | Redevelopment of inspection and data recording processes for serviceability inspections, wildlife monitoring and Aerodrome Reporting Officer (ARO) logs to improve data mining efficiency.             | ✔                |
| <b>4.4.3</b> Manage the contract for screening of passengers and items on Regular Public Transport (RPT) and selected Charter flights.  | Delivery of screening equipment upgrades.<br>Execution of long term scheduled maintenance program for screening equipment.   | ✔                |
| <b>4.4.4</b> Undertake Statutory inspections of aerodrome serviceability and technical compliance as required under the Civil Aviation Safety Regulations and Civil Aviation Advisory Publication 92-1 (1).           | Update key statutory documentation (i.e. Aerodrome Manual, Safety Management Plan) to reflect changes to Civil Aviation Safety Regulations and Manual of Standards Part 139.                           | ✔                |
| <b>4.4.5</b> Undertake programmed and other tasks to manage the safety of aircraft and passengers.  | Continued implementation of Wildlife Hazard Management Plan controls to reduce bird strike occurrences   | ✔                |
| <b>4.4.6</b> Manage the services contracts and leases of business tenancies.  | Review of schedules, daily contractor management and monitoring in response to COVID-19.   | ✔                |
| <b>4.4.7</b> Ensure emergency response preparedness.  | Update key statutory documentation (i.e. Aerodrome Emergency Plan) to reflect changes to Civil Aviation Safety Regulations and Manual of Standards Part 139.   | ✔                |
| <b>4.4.8</b> Engage with stakeholders through compliance and airport user meetings including Aerodrome Security and Safety Committee, Airport Advisory Committee Meeting and Regional Industry Consultative Meetings. | Minimum annual Aerodrome Security and Safety Committee meetings, Airport Advisory Committee Meeting held 6-monthly, Regional Industry Consultative Meetings held 6-monthly.                            | ✔                |
| <b>4.4.9</b> Manage the Roma Airport car park.  | Review of Roma Airport carpark fees and charges in response to COVID-19.   | ✔                |
| <b>4.4.10</b> Administer landing and pavement concession requests.  | Undertake engineering review of pavement and aircraft capacities associated with pavement concession requests.   | ✔                |
| <b>4.4.11</b> Use condition assessments and asset management processes to identify major maintenance and renewal projects, external funding sources and opportunities to minimise cost to Council.                    | Update of the draft Aerodrome Landing Area asset management plan to reflect projects completed in 2019/20.   | ✔                |
| <b>4.4.12</b> Undertake renewal, upgrade and new works for the Roma Airport and regional aerodromes in accordance with the operational plan and budget.   | Use of condition assessments and asset management processes to identify major maintenance and renewal projects, external funding sources and opportunities to minimise cost to Council.                | ✔                |
| <b>4.4.13</b> Complete the Roma Airport runway overlay project with partnership funding from the State Government.  | Completed 2019/20  |                  |
| <b>4.4.14</b> Develop a long term asset management plan for the Roma Airport to inform future capital investment.   | Engagement of a suitably qualified and experienced firm to complete asset management plan for Roma Airport and combine with aerodrome landing area work for a whole of function asset management plan. | ■                |
| <b>4.4.15</b> Adhere to regulatory changes and close out any compliance items identified through internal auditing and external compliance activities by regulators based on risk.                                    | No non-compliance notices from Civil Aviation Safety Authority (CASA) or Aviation and Maritime Security (AMS) for failure to meet implementation timeframes for regulatory changes.                    | ✔                |
| <b>4.4.16</b> Identify, develop and implement marketing and promotional activities for the Roma Airport.  | Support the usage of Roma Airport by private charters attending major local events.  | ✔                |

More information is available in our function's end of year report (Airports) - "Our performance in focus" - Pages 184 to 193, including a snapshot of Annual services.



## 4.5 Saleyards

We operate, maintain and develop the Roma Saleyards. We also aim to maintain and leverage its position as Australia's largest to attract additional interest in our region and boost the local economy.

### Highlights

#### Record prices

During the 2020/21 financial year, Roma Saleyards saw price records broken for the facility multiple times at the Tuesday Store Sales as below:

- 11 August 2020, a new highest price for steers reaching 537 c/kg
- 25 August 2020, a new highest price for heifers reaching 568 c/kg
- 13 October 2020, a new highest price for steers reaching 572 c/kg
- 15 December 2020, a new highest price for steers reaching 630 c/kg
- 19 January 2021, a new highest price for steers reaching 701 c/kg
- 9 February 2021, a new highest price for steers reaching 710 c/kg

#### Roma Saleyards Interpretive Centre

8,926 visitors walked through Roma Saleyards Interpretive Centre in the 2020/21 financial year.

#### Connection of lighting to electricity supply network

The final step of the lighting upgrade for the holding yards, being connection to the electricity supply network, was completed in 2020/21 resulting in long term safety improvements.

#### Saleyards events

- Channel 9 Today Show's Tim Davies presented the national weather forecast at Roma Saleyards on 20 October 2020.
- Are you Lonesome Tonight (Opera Queensland touring event) was held on Friday 25 June 2021 in the Stud Stock Selling Arena.

### Challenges

#### New livestock management platform

Travel for management to view potential new software for Roma Saleyards was limited due to COVID-19 restrictions and border closures.



*New lighting in operation at Roma Saleyards.*

*More information is available in our function's end of year report (Saleyards) - "Our performance in focus" - Pages 194 to 205.*

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21   | 2020/21 Progress |
|---|---|------------------|
| 4.5.1 Provide an accredited cattle selling facility, certified by the European Union Cattle Accreditation Scheme (EUCAS) and National Saleyards Quality Assurance (NSQA). | Annual service  | ✓                |
|   | Annual audit - NSQA and EUCAS by third party.   |                  |
|   | Internal audits   | ✓                |
|   | Biosecurity Plan and Stock Standstill sub plan  | ✓                |
|   | Site-specific online induction with implementation plan                                   | ■                |
|   | Roma Saleyards operations manual  | ■                |
|   | Fit to sell policy  | ✓                |
| 4.5.2 Investigate and implement a stakeholder satisfaction program through a range of methods.  | -   | 2021/22          |
| 4.5.3 Promote the Saleyards including market reports and press reports.   | Roma Saleyards Entrance sign  | ■                |
| 4.5.4 Undertake approved renewal, upgrade and new works to develop the yards and facilities:  |   |                  |
| - Multi-Purpose Facility including Stud Stock Selling Arena   |   |                  |
| - Provide an alternative access into the saleyards for heavy vehicles via Primaries Road  | Secure funding<br>(Funding announced 29 September 2020)                                   | ✓                |
|   | Detailed design   | ✓                |
| - Renew and upgrade walkways to improve safety for workers  | Installation of kick boards and mid rails on walkways at the weighbridge area             | ✓                |
| - Undertake improvements to the facility for all users  | Connection of lighting to electricity supply network.                                     | ✓                |
|   | Investigation and installation of handrails to the top tier of seating and for the stairs | ✓                |
|   | Investigation of infill options for the top railing of the stud stock selling arena.      | ✓                |
|   | Investigation of options for caravan and overflow car parking.                            | ■                |
| <b>Saleyards improvement plans</b>  |   |                  |
| <i>Stage 1 - Productivity Improvements</i>  | <b>COMPLETE</b>   |                  |
| Construct new selling pens, 2 drafts, and a new workshop in new location. This provided for more receipt / delivery yards near the ramps.                                 |   |                  |
| <i>Stage 2 – Safety and Productivity Improvements</i>   | <b>COMPLETE</b>   |                  |
| Design & construct new yards to connect the new Stud Stock Selling Arena with the existing yards  |   |                  |
| <b>Upgrade Ramp 3 *</b>   | Preliminary designs   | ✓                |
| - Install new ramp, offset and incorporating a dump ramp facility   |   |                  |
| - Reconfigure yards connecting to new ramp to separate workers and cattle   | Consultation with stakeholders  | ✓                |

More information is available in our function's end of year report (Saleyards) - "Our performance in focus" - Pages 194 to 205, including a snapshot of Annual services.

## 4.5 SALEYARDS

### Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed    ■ In progress

| What we aim to do  | 2020/21  | 2020/21 Progress |
|--|--|------------------|
| <b>Upgrade Ramp 2 *</b><br>- Install new ramp (offset)<br>- Reconfigure yards connecting to new ramp to separate workers and cattle  | Preliminary designs<br><br>Consultation with stakeholders                              | ✔<br><br>✔       |
| <b>Upgrade Body Truck Ramps</b><br>- Remove existing body truck ramps<br>- Install new body truck ramps and reconfigure yards connecting to the ramps; separating workers and cattle<br><br><i>This project will be shovel ready for when funding is available.</i>  | Preliminary designs  | ✔                |
| <b>Pound draft</b><br>- Install a pound draft for smaller consignments of cattle, connecting directly with the selling pen area (i.e. body truck loads)<br><br><i>This project will be shovel ready for when funding is available.</i>   | Preliminary design and consultation with stakeholders.                                 | ✔                |
| <b>Saleyard Improvement Plan Stage 3</b><br>- Upgrade and reposition scales to flow east to west, towards the loading facilities - to improve the flow of cattle, reduce cattle movements on sale day and improve overall productivity of yards. The current scales areas flow to the south to a T junction.   | Preliminary design for review and consultation.  | ✔                |
| <b>Saleyard Improvement Plan Stage 4</b><br>- Investigate options for increased shade areas across the facility for workers, users and livestock.  |  | ■                |
| <b>4.5.5</b> Continue to account for the Saleyards operating funds separately within Council's financial system, with no cross-subsidisation to or from other Council operations.  | No cross-subsidisation from the general ratepayer                                      | ✔                |
| <b>4.5.6</b> Continue to undertake Council's responsibilities in relation to the operation of the selling centre: <ul style="list-style-type: none"> <li>• National Livestock Identification System (NLIS) compliance scanning and transaction processing;</li> <li>• Weighing of sold cattle;</li> <li>• Maintenance of sale records for data entry, invoicing, issuing buyer check off and delivery advices, waybills.</li> <li>• Humane destruction and disposal services.</li> </ul> | Annual service<br><br>Tender for NLIS compliance scanning and data collection services | ✔                |
| <b>4.5.7</b> Undertake programmed maintenance of the: <ul style="list-style-type: none"> <li>• the selling pens including cleaning, re-gravelling and water trough cleaning;</li> <li>• the weighbridges including calibration, certification, checking and cleaning.</li> </ul>   | Annual service   | ✔                |
| <b>4.5.8</b> Implement and manage contracts / agreements: <ul style="list-style-type: none"> <li>• canteen;</li> <li>• movement and control of all cattle after they are sold;</li> <li>• multipurpose facility cleaning.</li> </ul>   | Annual service - Manage contracts  | ✔                |
| <b>4.5.9</b> Undertake regular cleaning of the yards including: <ul style="list-style-type: none"> <li>• the penning and draft area surrounding the weighbridges;</li> <li>• receipt / delivery yards (including re-gravelling and water trough cleaning);</li> <li>• cable yards (including water trough cleaning);</li> <li>• drafts.</li> </ul>   | Annual service   | ✔                |

| What we aim to do  | 2020/21              | 2020/21 Progress |
|--|----------------------|------------------|
| <p><b>4.5.10</b> Undertake maintenance including:</p> <ul style="list-style-type: none"> <li>• Yards</li> <li>• Grounds (including mowing, slashing)</li> <li>• Waste collection</li> <li>• Amenities cleaning</li> <li>• Dust suppression</li> <li>• Internal roads street-sweeping</li> <li>• Vet crushes.</li> </ul>                            | Annual service       | ✓                |
| <p><b>4.5.11</b> Continue to offer a range of private services including:</p> <ul style="list-style-type: none"> <li>• Weighing</li> <li>• National Livestock Identification System (NLIS) compliance scanning</li> <li>• Spelling</li> <li>• Unloading and loading of cattle for spelling, private weighing and scanning (on request).</li> </ul> | Annual service       | ✓                |
| <p><b>4.5.12</b> Investigate an online auction platform for Roma Saleyards.</p>  | Preliminary research | ■                |



Councillors meet Channel 9 Today Show's Tim Davies at Roma Saleyards in October 2020.



Roma Saleyards' volunteers with Tim Davies.



Councillors view new lighting at Roma Saleyards



## 4.6 Gas

We supply reticulated gas for domestic, commercial and industrial use.

### Highlights

#### Odourant system

The new odourant system is installed and just awaiting commissioning.

#### Continuation of meter replacement program

This year, a backlog of old meters have been replaced as well as the annual replacement program.

#### Commencement of a valve replacement program

The valve replacement program was initiated and several valves were replaced or removed. This reduces leaks and ensures that the network is more reliable.

### Challenges

#### Gas odourant installation

The new gas odourant installation was a significant challenge as Council struggled to get the relevant approval to commission the plant. This has now been obtained, however the supplier is from Melbourne and has been unable to visit the site due to COVID-19.

#### Network failure

A poor fitting in the gas network failed when a contractor was excavating near it. This resulted in an evacuation of the area by State Emergency Service (SES) staff and blocking off the highway. This type of failure cannot be predicted.



Gas service

More information is available in our function's end of year report (Gas) - "Our performance in focus" - Pages 206 to 213.



## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed

| What we aim to do   | 2020/21  | 2020/21 Progress  |
|---|--|-------------------|
| <p><b>4.6.1</b> Continue to enhance our long term plans and financial forecasts for our gas infrastructure.<br/>Further that these plans inform future investment in the gas network.</p> <p><i>"Doing the right things"</i></p>  | <p>Review of the asset management plan.</p> <p>Asset renewal programmed works.</p>   | <p>✔</p> <p>✔</p> |
| <p><b>4.6.2</b> Benchmark our operations against best practice standards, including independent (third party) verification of our systems' continual improvement for:</p> <ul style="list-style-type: none"> <li>- Quality</li> <li>- Safety</li> <li>- Environment</li> </ul> <p><i>"Doing things right"</i></p> | <p>Review and documentation for standard operating procedures.</p> <p>Two external (third party) surveillance audits</p>   | <p>✔</p> <p>✔</p> |
| <p><b>4.6.3</b> Upgrade the network to reduce the risk of loss of supply to customers.</p>  | <p>Network upgrade projects.</p>   | <p>✔</p>          |
| <p><b>4.6.4</b> Develop and implement a SCADA system (Supervisory Control and Data Acquisition) to efficiently monitor and control the gas assets in real time.</p>   |  | <p>✔</p>          |
| <p><b>4.6.5</b> Progressively replace old meters to ensure reliability and accuracy, with a key focus on industrial and commercial meters as a priority.</p>  | <p>Continuation of meter replacement program.</p>  | <p>✔</p>          |
| <p><b>4.6.6</b> Increase consumption to make gas supply more affordable.</p> <p>Includes encouraging larger users to connect to the network.</p>  | <p>Develop a policy to encourage large gas users to connect to the network.</p>  | <p>✔</p>          |
| <p><b>4.6.7</b> Carry out an annual leakage survey (to detect any leakages of gas from the network).<br/>The annual program will include survey of the high risk areas as well as 1 of the 4 gas network zones each year.</p>   | <p>Annual leakage survey (gas leak detection). Purchase of equipment for inhouse use.</p> <p>Valve replacement program</p> | <p>✔</p> <p>✔</p> |
| <p><b>4.6.8</b> Ensure compliance with regulator reporting and monitoring requirements to deliver gas to the right standard.</p>  | <p>Annual audit from the Regulator and reporting.</p>  | <p>✔</p>          |
| <p><b>4.6.9</b> Provide annual services (including programmed and reactive maintenance and operations) and monitor compliance with target timeframes.</p>   |  | <p>✔</p>          |

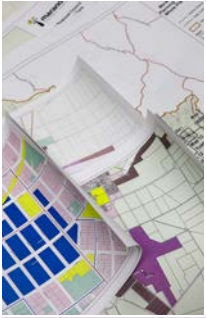


Domestic gas meter



Gas valve

More information is available in our function's end of year report (Gas) - "Our performance in focus" - Pages 206 to 213, including a snapshot of Annual services.



## 4.7 Town planning

We plan and manage the growth of our region, including:

- assessment of new and changed uses against the approved Planning Scheme;
- provision of town planning advice and information to developers and Council and assistance for community projects;
- ensuring development compliance;
- development information for the Queensland Government and broader community;
- planning consultancy services to other councils on a fee for service basis.

### Highlights

#### Maranoa Planning Scheme amendments

Council adopted amendments to the Maranoa Planning Scheme to reflect the new flood hazard mapping available for Roma and address how the flood hazard overlay code applies to new development throughout the region.

#### Continued development of online mapping services to release for public use

Council's online mapping service was launched in November 2020, providing residents, visitors, and the development community with free access to mapping and information via Council's website.

#### Development Infrastructure Charges (COVID-19 Stimulus) Concessions Policy

The policy was developed to provide 100% concession on the net infrastructure charges payable for a range of development types. The initiative is a short-term measure aimed at boosting economic growth in the region. The policy will remain in force until 30 June 2022.

#### Fee waivers

Council waived 100% of application fees payable for a diverse range of development types in order to support the development community and local business in their recovery from the COVID-19 pandemic. A total of \$186,176 in planning application fees were waived during the year.

#### Community group support

Council reinforced its support for community groups and not-for-profit organisations through the adoption of the Community Grants and Non-financial Assistance Policy in December 2020. The policy provides for 100% waiver of application and inspection fees for all development types (planning, building and plumbing work).

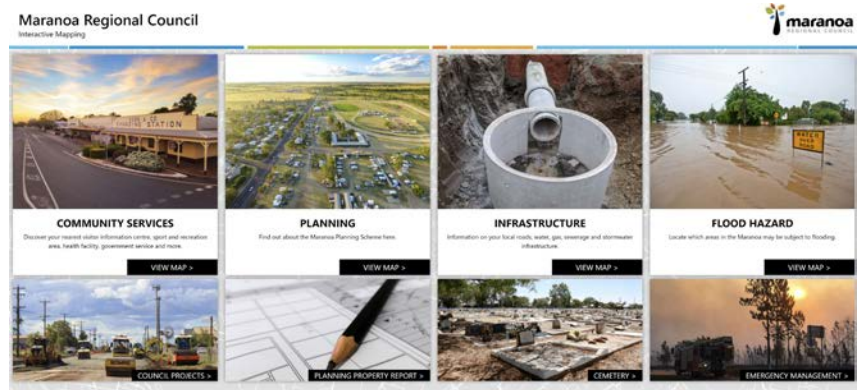
### Challenges

#### Timeframes

Managing development assessment timeframes, compliance matters, a large volume of development and property enquiries and customer requests was a challenge during the year. Council's planning services to the public are provided upon request and therefore unable to be scheduled in advance. This requires work programs to be adjusted frequently to manage competing priorities.



Maranoa Planning Scheme cover featuring Maranoa towns.



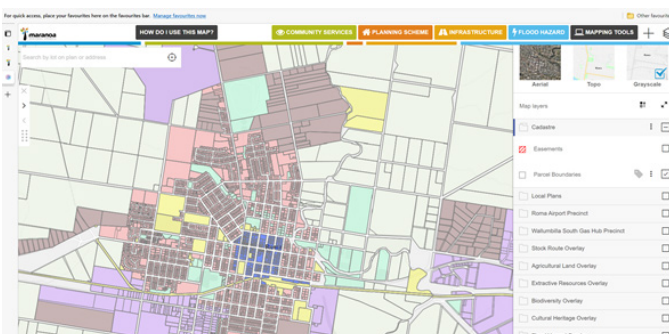
Online mapping home page

More information is available in our function's end of year report (Town planning) - "Our performance in focus" - Pages 214 to 221.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do  | 2020/21   | 2020/21 Progress |
|--|---|------------------|
| <b>4.7.1</b> Periodically review and update the Maranoa Planning Scheme and local planning policies to address changing community needs and expectations and ensure new development is managed effectively.  | Regional review of flood hazard mapping for development assessment.   | ✓                |
|  | Amendments to the Maranoa Planning Scheme - Amend the planning scheme to align development assessment processes and benchmarks to strategic land use intent and flood hazard. | ✓                |
|  | Review of development infrastructure charges.   | ■                |
| <b>4.7.2</b> Process development applications with assessment and timeframes in accordance with the State Government's Development Assessment Rules, and provide an on-line tracking service.  | Annual service  | ✓                |
| <b>4.7.3</b> Provide town planning advice and information to developers, other Council departments and the broader community, including: <ul style="list-style-type: none"> <li>• planning and development certificates;</li> <li>• pre-lodgement meetings upon request;</li> <li>• print and online information;</li> <li>• community projects assistance.</li> </ul>   | Annual service  | ✓                |
| <b>4.7.4</b> Undertake compliance inspections for new or changed uses or where there is suspected unlawful development, initiating compliance action where required.   | Annual service  | ✓                |
| <b>4.7.5</b> Collate statistics required by the Queensland Government in relation to development activity in the region and development information for the broader community.   | Annual service  | ✓                |
| <b>4.7.6</b> Launch an interactive mapping system to provide clarity and certainty on how land is intended to be developed and what restrictions apply to particular parcels of land, with access to key property information: <ul style="list-style-type: none"> <li>• Maranoa Planning Scheme – zoning, local plans, overlays, Local Government Infrastructure Plan (LGIP)</li> <li>• Council infrastructure/services</li> <li>• Flood hazard</li> </ul> | Continued development of online mapping services to release for public use.   | ✓                |
| <b>4.7.7</b> Provide planning consultancy services to other councils on a fee for service basis.   | Planning services to other councils   | ✓                |



Online mapping screen and sample layers

The online mapping service was developed with the support of the Queensland Government through the Innovation and Improvement Fund.

More information is available in our function's end of year report (Town planning) - "Our performance in focus" - Pages 214 to 221, including a snapshot of Annual services.



## 4.8 Rural lands

We assist in protecting the rural industry through administration and regulation of the region's natural environment.

We undertake partnership projects with landholders and government to strengthen the region's rural industries.

### Highlights

#### Management of the stock route

- 8 water facilities were upgraded, 2 upgrades are in progress and emergency repairs were completed for 2 facilities.
- Initial feedback was provided for the Stock Route Regulation through the Local Government Association of Queensland on 12 January 2021.

#### Crush the Cactus Project (Multi-year project - Total value \$210,000)

The final acquittal report to the funding body was completed in February 2021.

*The project was funded through the Community Combating Pest and Weed Impacts During Drought Program – Biosecurity Management Pest and Weeds – an Australian Government initiative.*

#### Partnership with Murilla Landcare

Occurring over 2 years, Council undertook complementary activities during the community initiated project. \$959 was allocated for the purchase of approved chemical, with the works completed in 2020/21.

#### Maranoa Enhanced Vertebrate Pest Management Project (Multi-year project - Total value \$405,000)

Funding was approved just prior to the start of the financial year and will span 18 months. The project includes employment of a Feral Animal Control Officer and baiting initiatives.

#### Barrier fence to the Border Collaborative Area Management Project (Multi-year project - Total value \$685,600)

The project was completed in October 2020. The works established an unbroken line of exclusion fencing along the local government borders of Balonne Shire and Maranoa Region from the Wild Dog Barrier Fence to the Queensland border.

*This project was funded by the Queensland and Australian Governments as part of the Queensland Feral Pest Initiative.*

#### Pests without Borders Project (Multi-year project - Total value \$360,000)

Funding has previously been approved to engage with land managers in the areas of the Balonne, Maranoa and Goondiwindi local government areas, whose social and business linkages are external to the local government area in which they reside. During 2020/21, 'face to face' engagement commenced with landholders in Teelba and the Balonne Shire. Timeframes have been extended due to COVID-19 restrictions.

#### Maranoa Collaborative Area Management Project - Stage 3 (Multi-year project - Total value \$750,000)

Two rounds of Expressions of Interest (EOI) were called. In total 4 Collaborative Area Management Groups have been established to construct exclusion fencing (Basalt Creek, Kimberley/Booringa, Albany and Strathmere/Wycombe clusters). As at 30 June 2021, 2 had executed agreements (from the first EOI).

### Challenges

#### Funded programs

- There was an undersubscription of the Queensland Feral Pest Initiative Round 3. All unallocated funding was returned to the Department Agriculture and Fisheries.
- The COVID-19 restrictions have resulted in a halt to the delivery of the "No Border, No Barrier" mentoring project, delaying the project completion by 10 months.
- There was a delay in finding a suitable candidate to undertake the trapping component of the Maranoa Enhanced Vertebrate Pest Management Project which impacted on the project delivery.

#### Wild dog baiting

- There has been a continued increase in the cost of fresh meat for baiting campaigns, which is causing budget stress.
- The delivery of 1080 training to staff has been required due to a change in legislation.

#### Damaged stock routes

Rainfall events caused damage to a number of stock route water facilities requiring emergency repairs (Funded by the Queensland Government's Department of Resources).

*Right - Exclusion fencing construction*

More information is available in our function's end of year report (Rural lands) - "Our performance in focus" - Pages 222 to 231.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21  | 2020/21 Progress                            |
|---|--|---|
| <b>4.8.1</b> Manage the State Government regulated stock routes, water facilities, including upgrade works as funding is approved by the State Government.  | Management of stock route water facilities including capital works and repairs for 12 stock route facilities.<br>Maintenance/Council funded works.   | ✓ (10)<br>■ (2)                             |
| <b>4.8.2</b> Manage priority weeds in accordance with Council's Pest Management Plans in partnership with landholders and natural resource management agencies.   | Deliver "Crush the Cactus" project.<br>Deliver Department of Transport and Main Roads funding to control infestations of pest plants in the State's Road corridor.<br>Partner with Murilla Landcare to control Harrisia Cactus at Jackson.   | ✓<br>✓<br>✓                                 |
| <b>4.8.3</b> Monitor the use of public lands to ensure they are not causing environmental harm or safety hazard, and undertake compliance action where required.  | Conduct public land inspections to ensure approved use is not causing an impact.<br><br>Install fire off-takes at selected stock route water facilities.   | ✓<br><br>■                                  |
| <b>4.8.4</b> Administer twice yearly coordinated baiting campaigns and carry out adhoc baiting upon request for 3 or more landholders   | Delivery of the Maranoa Enhanced Vertebrate Pest Management Project.<br>Coordinated baiting campaign in November and April.<br>Ad hoc baiting upon request from landholders.   | ■<br>✓<br>✓                                 |
| <b>4.8.5</b> Administer the Wild Dog State Precept.   | Payment of the State Government Precept – Wild Dog Barrier Fence Maintenance \$318,594.<br><br>Payment of on ground and research component - \$88,984.   | ✓<br><br>✓                                  |
| <b>4.8.6</b> Coordinate the receipt and payment of wild dog bonus payments.   | Review and update the procedure for processing of Wild Dog Scalp Forms to improve timeframes.  | ✓   |
| <b>4.8.7</b> Work in partnership with landholders, other stakeholders and all tiers of government, to apply for funding and implement approved programs with a key focus on exclusion fencing, pest management and water given the economic and social benefit to landholders and the region. | Continue to identify and seek funding opportunities.<br>Deliver and complete the following funded projects:<br>Australian Government - Crush the Cactus Project<br>Australian Government - Maranoa Enhanced Vertebrate Pest Management<br>Queensland Government's Feral Pest Initiative - Round 2<br>Barrier fence to the Border Collaborative Area Management Project (Final reporting obligations to be finalised)<br>Round 2.2<br>Pests without Borders Project<br>Round 3<br>Maranoa Collaborative Area Management Project – Stage 3 | ✓<br>✓<br>✓<br>✓<br><br>✓<br><br>■<br><br>■ |



More information is available in our function's end of year report (Rural lands) - "Our performance in focus" - Pages 222 to 231, including a snapshot of Annual services.



## 4.9 Facilities

We manage Council's land and buildings that contribute to the provision of a range of services across the region, and for use by residents, visitors, business, industry and Council.

### Highlights

#### Bassett Park stables expansion

Council completed the Bassett Park Racing stables expansion in March 2021. The project included the demolition of an old stabling block and the construction of 44 new stalls and 8 feed and tack rooms across 2 new buildings.

*The Bassett Park Racing Stables Expansion Project was proudly funded by the Queensland Government through the Building our Regions program, in association with the Roma Turf Club.*

#### Roma Touch Fields (internal road)

Council completed the upgrades at the Roma Touch Grounds in July 2020 with the construction of the newly bitumen sealed internal access road and car park.

*The Internal Road Improvement Roma Touch Fields Project has been funded by the Queensland Government's \$600 million Works for Queensland program.*

#### Upgrade of wading pools

The Injune and Surat Wading Pool upgrade was completed in September 2020.

The upgrades included a reseal and repairs to the fiberglass lining of the wading pool, the installation of interactive features, refurbishment of the existing aqua mushroom and a safer entry into the pool via the new steps and safety rail.

#### New house in Mitchell

Construction commenced for a new house for employee accommodation in Mitchell, to replace the house destroyed by fire in 2019.

#### COVID-19 rent relief

The team continued provision of COVID-19 rent relief support for small businesses, operating from Council to help mitigate the economic impacts of the COVID-19 pandemic.

### Challenges

#### COVID-19

The team continued management of changing COVID-19 restrictions in Council facilities to comply with Queensland Health Directives.



Councillors at the Roma Touch Field on the new internal road.



Bassett Park stables expansion.

More information is available in our function's end of year report (Facilities) - "Our performance in focus" - Pages 232 to 243.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21  | 2020/21 Progress |
|---|--|------------------|
| 4.9.1 Provide operation and maintenance, renewal, upgrade and construction of Council's buildings and structures according to the priorities and funding approved by Council, ensuring fit-for-purpose specification development for new and upgraded assets.   | Maintenance, renewal and planned upgrade of Council facilities.  | ✔                |
|   | Preparation of detailed cleaning manuals for Council Administration Centres, Libraries and public toilets.   | ✔                |
| 4.9.2 Manage the use of Council facilities.   | Hire of facilities and land.   | ✔                |
|   | Disposal of surplus property and acquisition of new property.  | ✔                |
|   | Management of community and Council housing  | ✔                |
|   | Maintenance of workers' camps for employees' use   | ✔                |
|   | Hirers guides for: <ul style="list-style-type: none"> <li>Wallumbilla Hall</li> <li>Mitchell Hall</li> </ul>   | ✔                |
|   | Facility upgrades <ul style="list-style-type: none"> <li>Bassett Park Stables</li> <li>Roma Touch Fields (internal road)</li> </ul>                  | ✔                |
| 4.9.3 Develop and implement agreements for the long term use of facilities (including leases, management agreements, user agreements, grazing licences) - including identification of priority leases each year.  | Development and review/renewal of leases and agreements and compliance monitoring.   | ✔                |
|   | Continue to finalise priority leases and agreements with local sports and community organisations who occupy Council land and facilities.            | ■                |
| 4.9.4 Negotiate access to Sunwater property near the Mitchell Weir as an economic development initiative - encouraging caravans to stay longer in the town.   | Negotiation of access deed ("Concession Deed")   | ✔                |
| 4.9.5 Manage and maintain the region's swimming pools   | Management and maintenance of 6 swimming pools.  | ✔                |
|   | Council decision on tender.  | ✔                |
|   | Upgrade Injune wading pool.<br>Implementation of recommendations of the 2019 review of Council swimming pools.                                       | ■                |
| 4.9.6 Manage Council's insurance portfolio and respond to claims.   | Management of Council's insurance portfolio and response to claims.  | ✔                |
| 4.9.7 Develop and periodically review an Asset Management Plan for facilities.  |  | ■                |
| 4.9.8 Participate as a named respondent to native title claims over the region and collaborate with other local governments in negotiating joint Indigenous Land Use Agreements.  | Native title annual services.  | ✔                |
| 4.9.9 Undertake land management activities including easements, acquisition of property, sale of land and conduct and compensation agreements with Coal Seam Gas resource companies. This includes formal response to requests to the State Government for land tenure under the <i>Land Act 1994</i> . |  | ✔                |
| 4.9.10 Undertake energy efficiency initiatives to reduce operating costs and Council's environmental footprint.   | Continue energy efficiencies initiatives <ul style="list-style-type: none"> <li>- Roma Airport design</li> <li>- Roma Saleyards quotation</li> </ul> | ✔                |
| 4.9.11 Review of transmission equipment on Council facilities to ensure compliance with existing contractual arrangements and the <i>Land Act 1994</i> .  | Finalise review  | ✔                |
| 4.9.12 Manage the transition out of social housing including the dispersal of identified housing stock and return of funds held in reserve to the Department of Housing and Public Works.   |  | ■                |

More information is available in our function's end of year report (Facilities) - "Our performance in focus" - Pages 232 to 243 including a snapshot of Annual services.



## 4.10 Arts and culture

We foster arts and culture within our communities and help preserve our local history in partnership with others for a range of events, projects and programs within the region.

We also support the management and use of arts and cultural facilities within the region.

### Highlights

#### New mural - Wallumbilla Pool

Wallumbilla is home to a new mural, made possible through the Regional Arts Development Fund and Wallumbilla Town Improvement Group.

#### Opera Queensland meets Roma Saleyards

Opera Queensland's genre-crossing production, *Are You Lonesome Tonight*, visited The Roma Saleyards on 25 June 2021 as part of a seven-week tour of regional and remote Queensland.

#### Hosted events in the Maranoa

Highlights included:

- Livestreaming the Queensland Symphony Orchestra instrumental spectacular 'Firebird' in Roma to a sell out crowd;
- 'Funny Mummies' comedic festival in Roma;
- Are you lonesome tonight at the Roma Saleyards (Opera Queensland);
- Festival of Small Halls in Jackson;
- A touch of Andrew Lloyd Webber, A taste of Tim Rice - A concert spectacular at Bassett Park, Roma (Opera Queensland).

#### Open air exhibition - Sculptures Out Back

Council has provided inkind support to the upcoming opening (2 July) of the exhibition "Sculptures Out Back". The open air exhibition has total prize money of \$21,500 with sponsors including Santos (\$15,000) and Maranoa Regional Council (\$5,000).

#### Conservation of the Yuleba War Memorial Mural

Council invited the Yuleba community to meet with Blair Paintings Conservation & Studio204 to discuss the treatment proposal for the conservation of the Yuleba War Memorial Mural (Yuleba Memorial Hall). Residents were able to view the finished works on Friday, 21 August 2020.

#### Community consultation - Surat Cobb & Co Store Museum

Council invited the Surat community to meet with Gibson Architects on 30 June 2021 to discuss the vision for the development of a preliminary design to upgrade the Cobb & Co Changing Station foyer.

#### New exhibition - Cobb & Co Store Museum, Surat

A new exhibition, The Surat Basin, was officially opened on 18 May 2021 (International Museum Day).

#### Assistance with development of the Heritage Museum concept in Injune

Council was pleased to advise the community that funding was approved to enable construction of a new heritage museum to proceed. This project has been funded through a \$950,000 grant under the Australian Government's Local Roads and Community Infrastructure Program.

### Challenges

#### Events' focus of work program

There were a broad range of events that were on offer to the Maranoa Region during 2020/21. To ensure these were brought to the region for residents, event management and coordination took priority over other parts of the work program.

#### COVID-19

COVID-19 social distancing requirements interrupted scheduled meeting activities with community groups.



*Opera Queensland meets Roma Saleyards  
"Are you Lonesome tonight" production*

More information is available in our function's end of year report (Arts and culture) - "Our performance in focus" - Pages 244 to 251.



## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed → Deferred

| What we aim to do  | 2020/21   | 2020/21 Progress |
|--|---|------------------|
| <p><b>4.10.1</b> Development of partnerships for long term arts and culture strategic planning.</p> <p><i>Planning</i></p>   |   | →                |
| <p><b>4.10.2</b> Administer the Regional Arts Development Fund (RADF) in partnership with the State Government's Arts Queensland.</p> <p><i>Regional Arts Development Fund</i></p>   | Annual service  | ✔                |
| <p><b>4.10.3</b> Assist when needed with community groups' grant applications to other funding providers.</p> <p><i>Other external funding</i></p>   |   | ✔                |
| <p><b>4.10.4</b> Provide opportunities for community groups to apply for financial and inkind assistance from Council for arts and cultural initiatives.</p> <p><i>Council grant programs</i></p>  | Annual service<br>Dissemination of grant opportunities to regional groups and encourage project development.  | ✔                |
| <p><b>4.10.5</b> Source and coordinate arts and cultural events and programs within the Maranoa.</p> <p><i>Events</i></p>  | Annual service<br>Hosted events in the Maranoa<br>Classical and theatrical events incorporating past favourites, Festival of Small halls, Opera in the Saleyards etc.   | ✔                |
| <p><b>4.10.6</b> Identify and implement approved Council or joint projects to preserve our heritage and local history for current and future generations, identifying opportunities to secure external funding and support.</p> <p><i>Heritage and local history</i></p> | Annual service  | ✔                |
|  | Product development - Investigate the concepts of open air museums, art spaces and alternative to galleries for artistic display.   | ✔                |
|  | Conservation of the Yuleba War Memorial Mural.  | ✔                |
| <p><b>4.10.7</b> Provide input into placemaking and facilities (spaces and places) from an arts and culture perspective.</p>   | Council projects<br>Community Consultation - Surat Cobb & Co Store Museum<br>Complete refurbishment of the Cobb and Co Store Museum - New exhibition - "Surat Basin Display"<br>Assistance with development of the Heritage Museum concept in Injune. | ✔<br>✔<br>✔      |
| <p><b>4.10.8</b> Work with Maranoa Art Gallery committees and facility users to establish agreements about each party's roles and responsibilities.</p>  | Manuals and agreements – User agreements and leases:<br>- Council cultural facilities<br>- Maranoa Art Gallery.   | ✔                |
| <p><b>4.10.9</b> Facilitate gallery and museum development opportunities for community groups, individuals and volunteers.</p>   |   | →                |

More information is available in our function's end of year report (Arts and culture) - "Our performance in focus" - Pages 244 to 251, including a snapshot of Annual services.



## 4.11 Local development and events

We contribute to development of our local communities through planning, programs and events, including grant and inkind support programs, event promotion and Council event management.

### Highlights

#### Community grants

Community groups received funding across two rounds:

- Round 1 - \$51,937.05 - 10 groups
- Round 2 - \$71,930.50 - 15 groups

#### Yuleba street banners

Council partnered with the Yuleba Development Group to design and print street banners to be used for ANZAC Day in April and Remembrance Day in November.

#### Events

While 3 Local Development Officer positions were being recruited during the year, it was all hands on deck to ensure that a wide range of events continued to be available for the community. Events included, but were not limited to, Youth Week, Seniors Week, Volunteers Week and Summer and Winter School Holiday Programs.

The Johnny Cash Tribute Show for Seniors Week was very well received. New activities introduced for the Summer School Holiday Program included a drive-in movie and the regional Ninja Warrior course.

#### Australia Day 2021

Events were held across the region in Mitchell, Surat, Wallumbilla, Roma and Injune.

In 2021 the region had three Australia Day Ambassadors joining our celebrations, including:

- Justine Christerson, Founder of Breaking Down the Barriers (a rural patient support program)
- Olivia Hargroder, Actor, community advocate and has addressed the United Nations
- Taj Pabari, is one of Australia's youngest and most successful social entrepreneurs.

#### ANZAC Day 2021

Events went ahead across the region after being cancelled in 2020 due to COVID-19.

#### Christmas events

COVID-Safe Christmas activities included a roving Santa with photo opportunities, live Christmas music performance, colouring-in competition, movie screenings, community luncheon and hamper drive.

Additionally, Council sponsored a total of \$7,500 to 15 local community associations to support their annual Christmas celebrations.

### Challenges

#### Position vacancies

It took almost the year to find suitable applicants for Local Development Officer positions in Wallumbilla/Yuleba, Injune and Roma.

#### COVID-19

COVID-19 restrictions limited some venue capacity for Council events, and the Maranoa Christmas Street Party did not go ahead.



Yuleba street banners



Australia Day celebrations

More information is available in our function's end of year report (Local development and events) - "Our performance in focus" - Pages 252 to 261.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed

| What we aim to do   | 2020/21  | 2020/21 Progress |
|---|--|------------------|
| 4.11.1 Review Council's Grants and Non-Financial Assistance Policy  | Adoption of Council's revised Community Grants and Non-Financial Assistance Policy                     | ✓                |
| 4.11.2 Coordinate, promote and administer Council's grant programs and other support to community groups.<br>Grants – 2 Rounds per year <ul style="list-style-type: none"> <li>• Small Grants</li> <li>• Community Grants</li> <li>• Major Grants</li> </ul> Non-Financial Assistance <ul style="list-style-type: none"> <li>• Minor</li> <li>• Major</li> <li>• Ongoing</li> </ul> | Annual service<br>e.g. Community Grants  | ✓                |
| 4.11.3 Provide support to community festivals and events through access to opportunities for financial and in kind assistance.  | Annual service   | ✓                |
| 4.11.4 Identify opportunities and provide assistance for application to external funding bodies for community development projects and initiatives.   | Annual service   | ✓                |
| 4.11.5 Engage with local community groups to identify, partner and deliver community projects and initiative  | COVID-19 response to enable community connection in an online environment<br><br>Yuleba street banners | ✓<br><br>✓       |
| 4.11.6 Provide support for community programs and undertake projects in accordance with approved priorities.  | Annual service   | ✓                |
| 4.11.7 Deliver a range of annual, biennial and one-off budgeted Council events in partnership with local community groups (where applicable). <ul style="list-style-type: none"> <li>• Australia Day</li> <li>• ANZAC Day</li> <li>• Volunteers Week</li> <li>• Seniors Week</li> <li>• NAIDOC Week</li> <li>• Youth Week</li> <li>• Holiday program</li> </ul>                     | Annual service<br>e.g. Australia Day 2021  | ✓                |
| 4.11.8 Regional events attraction, marketing and promotion.   | Reshaped position Regional Events Attraction   | ✓                |



Councillors with Australia Day nominees

More information is available in our function's end of year report (Local development and events) - "Our performance in focus" - Pages 252 to 261, including a snapshot of Annual services.



## 4.12 Sport, recreation and community wellbeing

We encourage healthy and connected communities through sport and recreation activities and facilities, and work with other agencies to enhance the wellbeing of our residents.

### Highlights

#### Sport and recreation club support and assistance

Successful sporting clubs for Council Community and Small Grants over two rounds in February and October included Roma Pony Club, Surat Pool Advocates, Mitchell Golf Club, Roughlie Community Centre, Maranoa Horse and Pony Club, Begonia Golf and Sports Club, Roma Polocrosse Club and Eumamurrin Gun Club.

#### District and regional sporting events

Assistance was provided to:

- Darling Downs Inter-District Championships at Maranoa
- Mercy Shield (St Johns School, Roma)

#### Interagency collaboration

Council continued to work with other agencies to provide community support services. Interagency meetings were held once every 6 weeks addressing community concerns and service provision gaps. New services in 2020/21 included the Emergency Pantry for those facing immediate food insecurity, and the commencement of Headspace, supporting the mental well-being of the region's youth.

#### Christmas support

Christmas support Maranoa residents' Christmases were a little merrier after Council's Christmas Hamper Appeal distributed 210 hampers, made possible by generosity of the regional community.

#### R U OK?

Council hosted a comedy show on Thursday, 3 September 2020 at the Endzone, Club Hotel, Roma, to support the positive mental health of our community and raise awareness for R U OK?

#### Annual blanket drive

With winter then just around the corner, residents were encouraged to participate in the annual blanket drive to help community members in need.

#### Community directory

Work commenced on gathering information for a new online directory to raise awareness of, and ease of access to, the broad range of services available within the region.

#### Harmony Week

Harmony Week ran from Monday, 15 March to Sunday, 21 March 2021. The annual event celebrates and encourages inclusiveness, respect and belonging for all Australians, regardless of cultural or linguistic background.

### Challenges

#### COVID-19 restrictions

COVID-19 restrictions impacted the delivery of some community events and projects. Nevertheless the number of participants in the wide range of programs was the highest in recent years.



Harmony Week activities

Councillors with Christmas Hampers



More information is available in our function's end of year report (Sport, recreation and community wellbeing) - "Our performance in focus" - Page 262 to 269.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21  | 2020/21 Progress |
|---|--|------------------|
| 4.12.1 Facilitate access to a range of funding, training and recognition opportunities including grant writing, club/committee governance, volunteer attraction and retention, and specific skill development.  | Annual service<br>Sport and recreation club support and assistance<br>Assist clubs to develop 5 year plans and Work Health and Safety management requirements. | ■                |
|   | Sporting and recreational clubs - Provide financial support/fee waivers assistance.  | ✓                |
| 4.12.2 Provide assistance where required with funding applications for sport and recreation facilities.   | Annual service<br>Provide funding information to clubs.  | ■                |
| 4.12.3 Review and implement key plans with initiatives prioritised on an annual basis; <ul style="list-style-type: none"> <li>• Sport and Recreation Strategy</li> <li>• Masterplanning of multi-purpose precincts</li> <li>• Trails Strategy</li> <li>• Youth Precincts Strategy.</li> </ul> | Annual service<br>Review of Council's sport and recreation master plans and strategies   | ■                |
| 4.12.4 Deliver sport and recreation facilities and infrastructure projects for the community as funding is approved, including engagement with key stakeholders.  | Annual service<br>Facility infrastructure projects:<br>- Identification of projects<br>- funding opportunities<br>- engagement with key stakeholders.          | ✓                |
| 4.12.5 Implement initiatives to maximise use of facilities and participation in sport and recreation.   | Review opportunities for future development:<br>- Mitchell RSL Combined Sporting Complex<br>- Wattles Oval   | ■                |
| 4.12.6 Assist in development of sport and recreation leases, management and use agreements to clarify roles and responsibilities with regard to operation and maintenance of community facilities and land.   | Ongoing assistance:<br>- Safe/equitable use of Council facilities and equipment<br>- Maintenance of community facilities.                                      | ■                |
| 4.12.7 Identify and encourage district and regional sporting events.  | Annual service<br>District and regional sporting events  | ✓                |
| 4.12.8 Encourage and promote a regional approach to community wellbeing, delivered in collaboration with community partners.  | Continuation of Be Healthy and Safe Maranoa program.   | ✓                |
| 4.12.9 Coordinate community support services via interagency partnerships.  | Client support for referrals to emergency services<br>No Interest Loans (NILS) applications<br>Interagency collaboration<br>Christmas support                  | ✓<br>✓<br>✓<br>✓ |

More information is available in our function's end of year report (Sport, recreation and community wellbeing) - "Our performance in focus" - Pages 262 to 269, including a snapshot of Annual services.



## 4.13 Libraries

We provide library services and programs that connect people and support lifelong learning and enjoyment.

### Highlights

#### Public programming highlights

- **Larrikin Puppet Shows (December 2020)** - Shows were performed at Injune, Surat, Roma, Mitchell and Yuleba and received a great response from the community with just over 160 people attending.
- **Storytime by the pool (February 2021)** - Surat Library launched their first Splish, Splosh, Splash! Storytime. These sessions were delivered each Wednesday during the pool season and as part of our First 5 Forever program.
- **Harmony Week program (March 2021)** - A series of spice kits were developed, each containing spices to cook a recipe from abroad, interesting facts and links back to books available through the library.
- **First 5 Forever take home kits (May 2021)** - The program is aimed at improving early childhood literacy. These kits include talk, sing, read and play ideas, songs and rhymes and fun activities for parents to complete with their little readers. Each month 100 kits are produced and distributed amongst library borrowers.

#### Roma library celebrates 70 years

2020 marked the 70th Birthday of the Roma Library. Officially opened on Wednesday, 30 August 1950, the Library has embedded itself as an important part of the Roma community.

#### New Wallumbilla library a step closer

The construction of a new library for Wallumbilla progressed to the next stage, with Council seeking to secure funding approvals for the new facility following community consultation.

### Challenges

#### COVID-19

Maintaining community interest in Libraries during the COVID-19 pandemic was a challenge, at a time when everyone was encouraged to do things from home.

Libraries spent the latter part of the year re-inventing their presence in the community including creating a program of outreach activities in our communities and developing alternative ways to deliver our programs.

#### Library team

The team said goodbye to a long serving staff member and celebrated some impressive service milestones for team members.



HARMONY WEEK 2021 EVERYONE BELONGS maranoa

Promotional flyer - Library participation in Harmony Week 2021.



Roma Library's 70th birthday invitation and display.



More information is available in our function's end of year report (Libraries) - "Our performance in focus" - Pages 270 to 277.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed

| What we aim to do  | 2020/21  | 2020/21 Progress |
|--|--|------------------|
| 4.13.1 Continue to service eight library services across the region - Injune, Jackson, Mitchell, Mungallala, Roma, Surat, Wallumbilla and Yuleba, with regional collaboration in the development and delivery of public programs and other events. | Annual service<br>Public Programming<br>- Develop a 12-month public programming calendar;<br>- Completion and implementation of First 5 Forever mobile trailer;<br>- Develop a process to capture statistics for the online/virtual program. | ✔                |
|  | Roma library celebrates 70 years.  | ✔                |
| 4.13.2 Progressively plan for and construct a new fit for purpose library facility in Wallumbilla, providing temporary alternative accommodation in the interim in the Wallumbilla Hall.   | Community consultation - New Wallumbilla library (Wallumbilla Calico Cottage & Heritage Precinct).   | ✔                |
| 4.13.3 Continue "Library Corner", providing a range of activities and programs catering for diverse ages and interests.  | Annual service<br>Library Corner – Delivery of lifelong learning to school aged community members.   | ✔                |
| 4.13.4 Where practical, integrate provision of a range of services and infrastructure that library customers can access.   | Improve library infrastructure – Surat library layout, décor and operations.   | ✔                |
|  | Professional development - training for library staff.   | ✔                |
| 4.13.5 Ensure our library services comply with Queensland Government requirements, funding agreements and professional standards.  | Annual review – Compliance with State Library of Queensland's Library Standards and Guidelines and Service Level Agreement.  | ✔                |
|  |  |                  |



Designs for the new Wallumbilla library - Planned view towards the librarian's desk

More information is available in our function's end of year report (Libraries) - "Our performance in focus" - Pages 270 to 277, including a snapshot of Annual services.

**5.1 Continual improvement**

**Incidents and Lost time injury frequency rate**

- lowest number in the recorded **6** years.



**Personal incidents** - lowest number in the recorded **4** years.

**Workers' compensation** - Council's member rate (**1.152%**) continued to be below the LGW Workcare scheme rate (**1.3%**).

Total number of claims for 2020/21 were **80% lower** than 6 years ago.



**Integrated Maranoa Management System 'IMMS'**

- **8** internal audits conducted.
- **2** external surveillance audits undertaken
- **2** new processes approved by the leadership team.
- **1** additional function (Laboratory) achieved third party certification for Quality, Safety and Environment.



**251** drug and alcohol tests undertaken.

**5.3 Human resources and leadership**



**328** employees at 30 June 2021 (**305.84** full time equivalent employees).



**31** training programs coordinated with **299** attendances across all programs.



**4** apprentices / **5** trainees / **1** hosted community partnership trainee.

**5.2 Information and communications technology**



Information and communications technology (ICT) platform links **29 sites** across the region.



In-house support and management for **86 software** application services, including the geographical information system in use across Council.



Help desk support for **300** workstations, **66** virtual servers and **220** mobile services.



**5.5 Plant, fleet, workshops and depots**



**5** depots and **4** workshops including field servicing.



Operations and maintenance of plant: **\$5.03 million**.

Management of plant and equipment assets valued at **\$26.405 million** (30 June 2021) and associated plant investment program.

Plant and equipment additions (new assets): **\$4.901 million**.

Trade-ins / auctions: **\$1.186 million**.

**5.4 Communication and consultation**



**233** media releases, **85** responses to media enquiries and **132** Roma Saleyards' market reports.



**4,513** Facebook subscribers to the My Maranoa page as at 30 June 2021, an increase of **504** during 2020/21.



**Council meetings** available online via **YouTube**.



## 5.6 Quarry and quarry pits



**198,938 tonnes** of product sold (road-base, drainage materials, aggregates, pre-coated aggregate and concrete blends) from the Roma Quarry.



**Third party certification** maintained for Quality, Safety and Environment.

**Positive feedback** received during and following a Regulator's site inspection regarding the high standard of safety and health practices at the operation including plant and equipment, housekeeping, workshop and quarry pit and haul roads.



**Certification** maintained with the Department of Transport and Main Roads (TMR) as an "Approved Quarry Source". Coverage now includes aggregates for "asphalt surfacing" and "slurry sealing".

## 5.7 Customer service



**10,205** customer requests (external and internal to all departments). **3,527** requests processed by the front counter team members.



**17,274** telephone calls (external) received, with **89.46%** answered within 60 seconds.

## 5.8 Information management



**115,912** documents and **11,355** e-mails registered into the record management system (organisation wide).

**2** Right to Information (RTI) applications.  
**0** internal reviews.  
**1** external review.

**136** pages evaluated (complete or partial access).



**3,320** items of incoming correspondence (excluding invoices).

## 5.9 Laboratory



Testing for **water cartage businesses** - 12 samples with 248 tests performed.

Testing for **Council pools** - 135 samples with 1,068 tests performed.

Testing undertaken for Council services:



**Drinking water** 1,457 samples, 4,811 tests performed.

**Sewerage** 238 samples, 1,077 tests performed.

## Strategic priority 5 - Managing our operations well

We aim to implement contemporary best practice in business management - carefully managing the resources that our community has entrusted to us.



### 5.1 Continual improvement

We continue to improve all aspects of our operations, passing on what we learn to current and future employees by developing and progressively implementing our Integrated Maranoa Management System.

#### Highlights

##### Incidents in 2020/21

- Lowest number of incidents in the recorded six (6) years (people, assets, environment)
- Lowest number of people (personal) incidents in the recorded four (4) years (report only / near miss, first aid, medical treatment, lost time injury)
- Lowest lost time injury frequency rate in the recorded 6 years - 1.25.

##### Workers compensation

Council's member rate (**1.152%**) continued to be below the LGW Workcare scheme rate (**1.3%**).

##### Third party certification (Scope expansion)

The laboratory achieved third party certification for the first time for Quality and Environment as per the ISO standards.

##### Continued certification

The following functions retained certification for Quality, Safety and Environment:

- Roads and drainage (construction and maintenance)
- Water
- Sewerage
- Gas
- Quarry and quarry pits

#### Challenges

##### Notifiable incidents

Eight (8) incidents were notified to regulatory authorities.

##### Resourcing

Two key positions within the team became vacant. It took some time to find a suitable applicant for the Lead Workplace Health and Safety Officer. Recruitment continues for the other position.

##### COVID-19

COVID-19 restrictions delayed the Fit for Work Program. It also diverted resources to the COVID-19 response for Council functions.

##### Audit findings

Increase over the last 4 years in the number of audit findings not closed out within 90 days.




















Members of Council's Continual Improvement Team - Emma, Annette, Melissa and Peter.

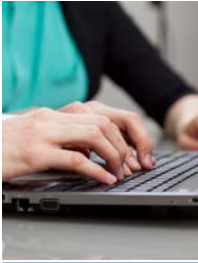
More information is available in our function's end of year report (Continual improvement) - "Our performance in focus" - Pages 280 to 289.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

 Undertaken / completed
  In progress
  Deferred

| What we aim to do   | 2020/21  | 2020/21 Progress   |
|---|--|--|
| 5.1.1 Plan how we do business through risk based thinking   | 'Switch on' to Safety Program - develop and distribute toolbox talks and newsletters (including quality, safety and environmental information)   |   |
|   | Development of operational risk registers for all function areas.  |   |
|   | Implement planned controls in risk registers.  |   |
| 5.1.2 Deliver our services and projects with excellence in mind.  | System development (quality, safety, environment)<br>Continual improvement - high risk.  |   |
| 5.1.3 Comply with our legal obligations   | Fit for Work Program   |   |
|   | Drug & awareness training for managers (additional).<br>Third party review of environmental legal obligations in line with the IMMS processes and updates spreadsheet.   | <br> |
| 5.1.4 Measure and benchmark our performance   | Gap analysis / comparison with best practice standards for the public and private sectors.   |   |
| 5.1.5 Listen to our interested parties and employees' ideas and expectations.   | Work Health and Safety (WHS) Committee   |   |
|   | Involvement of teams in process development.   |   |
|   | Employee communication and consultation framework  |   |
| 5.1.6 Take corrective action to learn from our experiences.   |  |   |
| 5.1.7 Develop a system for how we do business that helps to ensure: <ul style="list-style-type: none"> <li>• Quality in our services and projects</li> <li>• Management of our natural and built environment</li> <li>• Safety of our teams and community</li> <li>• Affordability for our current and future communities.</li> </ul> | Integrated Maranoa Management System (IMMS) -<br>Finalise the development/review of the following IMMS processes: <ul style="list-style-type: none"> <li>• Emergency Management</li> <li>• Our Safety Rules</li> <li>• Audit Management</li> <li>• Hazard Management</li> <li>• First Aid Management</li> <li>• Chemical Management</li> <li>• Risk and Opportunity</li> <li>• Fit for Work</li> <li>• Remote &amp; Isolated</li> </ul>  |    |
|   | <ul style="list-style-type: none"> <li>• Construction Work</li> <li>• Communication and Consultation</li> <li>• Contractor Management</li> <li>• Infection Control and Health Monitoring</li> </ul>  |   |
| 5.1.8 Use ISO standards (International standards organisation) to benchmark our systems of work against best practice in the private and public sectors.  | Recertification of the ISO Standards<br>ISO Quality 9001:2015<br>ISO Environment 14001:2015<br>ISO Work Health and Safety 4801:2001  |   |
| 5.1.9 Seek independent verification of our progress and compliance (third party certification).   | External audits and accreditation - Preparation for relicensing audits and work on scope expansion for the function of Laboratory (Quality & Environment)  |   |
| 5.1.10 Develop and implement online and other training packages to support business needs, and induct and refresh team members on our systems of work at Maranoa Regional Council.  | Online learning packages for the following processes: <ul style="list-style-type: none"> <li>• Chemical Management</li> <li>• Risk and Opportunity</li> <li>• Asbestos Management</li> <li>• Incident Management</li> <li>• Traffic Management</li> <li>• Construction</li> <li>• Contractor Management</li> <li>• Hazard Management</li> <li>• Emergency Management</li> <li>• Cultural Heritage</li> <li>• Weed and Pest Management</li> <li>• Consultation and Communication</li> </ul> |   |

More information is available in our function's end of year report (Continual improvement) - "Our performance in focus" - Pages 280 to 289, including a snapshot of Annual services.



## 5.3 Information and communications technology

We partner with all work areas to identify and implement technology solutions to enhance service delivery, productivity and the provision of information.

### Highlights

#### Cyber security

Seven (7) out of eight (8) essential controls as outlined by the Australia Cyber Security Centre were implemented to mitigate cyber security threats across Council's Information and Communications Technology (ICT) platforms.

#### Firewall migration

The Firewall migration was commenced to enhance Cyber Security and provide system flexibility within the Microsoft Azure platform allowing for Council's secure migration of systems into the Cloud.

#### Wireless links upgrade

An upgrade was undertaken of local wireless links between Council facilities to ensure greater connectivity, security and centralised support solutions through a unified management portal.

#### Security camera installation

Security cameras were implemented for all customer service facilities to enhance security for employees.

#### Weather stations upgrades

Upgrades were completed for weather stations through infrastructure, communication and a management portal to assist Council in the information gathering and decision-making during disaster events. This includes the installation of a high-resolution camera at Bungil Creek and Ashburn Road Roma.

#### Surat connectivity enhancement

Connectivity with Council facilities at Surat was enhanced through a new direct wireless bridge to Roma, providing cost efficient, fast data communications to all local employees to assist with providing services to the community.

#### Online mapping platform

A Maranoa Online Mapping platform was implemented to provide the community and businesses with interactive access to spatial information regarding community services, planning, infrastructure, projects, cemeteries and flood hazards.

The projects portal provides information about project location and status across the region.

#### Annual aerial imagery

This was the first year that Hodgson was included in Council's annual aerial imagery capture process.

### Challenges

#### Number of systems

As Council services and requirements change, there is a workload associated with migration and retirement of associated systems.

#### Data

There is an ongoing challenge with Geographical Information System (GIS) data collection, transformation and automation from external and internal platforms into a single mapping portal. The introduction of Feature Manipulation Engine (FME) software provides Council with a solution to create auditable visual workflows to manage data from multiple sources.



Council's Information and Communications Technology (ICT) Team.



Manager Rueben with Technical Officer Joel, viewing the online aerial imagery.

More information is available in our function's end of year report (Information and communication technology) - "Our performance in focus" - Pages 290 to 297.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21   | 2020/21 Progress   |
|---|---|--------------------|
| 5.2.1 Foster technology innovation to provide IT solutions for Council and our communities.   | Upgrades to Council's Standard Operating Environment.   | ✓                  |
|   | Central management of all software deployment and updates.                                      | ✓                  |
|   | Annual service  | ✓                  |
| 5.2.2 Implement an ICT security framework to ensure Council's systems, corporate and public data are protected.   | Review and implementation of the Australia Cyber Security Centre 'Essential 8' recommendations. | ■                  |
|   | Migration of Demilitarized Zone (DMZ) and hosted servers to the Microsoft Azure platform.       | ■                  |
|   | Annual service  | ✓                  |
| 5.2.3 Expand the availability of on-line information and services for our staff and community to increase efficiency in service delivery.   | Upgrade our communication platforms (external and internal):                                    |                    |
|   | - Develop and launch a new staff intranet platform.   | ✓                  |
|   | - Develop a new Council website platform.   | ■                  |
|   |   | Go-live in 2021/22 |
|   | Annual service  | ✓                  |
| 5.2.4 Develop resilient and reliable ICT infrastructure to ensure critical data and communications are maintained and accessible in both times of normal operations and emergency situations.   | Online Mapping Service  | ✓                  |
|   | Wireless Point-to-Point upgrade and replacement schedule.                                       | ■                  |
| 5.2.5 Participate in review of what information is needed to manage our business and use technology to ensure it is captured efficiently.   | Annual service  | ✓                  |
|   | Business Intelligence System (BIS) Budget reporting.  | ■                  |
| 5.2.6 Standardise and expand security video and access management systems for community, employee and asset safety, traffic and event management.   | Annual service  | ✓                  |
|   | Deployment of a centralised security camera platform  | ✓                  |
| 5.2.7 Review and refine Council's geographic information services, systems and data to ensure access to accurate information about Council's assets, infrastructure and services.   | Annual service  | ✓                  |
|   | Flood data updates on Council business systems.   | ✓                  |
| 5.2.8 Develop a transparency hub on our website to share our year with the community: <ul style="list-style-type: none"> <li>Regional growth dashboard</li> <li>Performance dashboard</li> <li>Council and community dashboard</li> </ul> This will: <ul style="list-style-type: none"> <li>- share information about the business (operational side) of Council.</li> <li>- be a way to increase the public's access to information (where practical and permitted by law).</li> </ul> | Annual service  | ✓                  |
|   |   | -                  |

More information is available in our function's end of year report (Information and communications technology) - "Our performance in focus" - Pages 290 to 297, including a snapshot of Annual services.



## 5.3 Human resources & leadership

We aim to secure the right people in the right positions at the right time, helping to ensure that our employees are job ready and productive in an environment where:

- our standards and expectations are clear and well known by our team members;
- progress is monitored;
- mentoring is provided;
- Council and its employees are compliant with industrial instruments and legislation.

### Highlights

#### New organisational structure adopted

At Council's meeting on 28 January 2021, a new high level structure was adopted that comprises 3 regional directors and 5 local directors, one for each of the geographic areas of the 5 former (pre-amalgamated) local governments.

The detailed structure was adopted at Council's meeting on 24 March 2021, with Stage 1 of the transition (where no budget impacts) approved to commence at the Special Meeting on 19 May 2021. Future stages are dependant on funding being made available through Council's 2021/22 budget adoption.

#### Dedicated resource for training and development

As part of the organisational restructure employee feedback, training and development was identified as a priority going forward. This initiated the reshaping of the Organisational Development and Human Resource team to include a dedicated training resource. The recruitment process for this position commenced in June 2021.

#### Other highlights

- **Role evaluation process**

A structured process has been developed to provide a consistent approach for the review and assessment of positions, classifications and salary alignment with Council's industrial instruments.

- **Candidate application process**

The online job application process has been enhanced, improving the candidate's experience and streamlining the recruitment process.

- **Employee lifecycle management**

Council's offboarding process (for resignations and other terminations) has been formalised to acknowledge an employee's service and departure. This new structured approach has provided an opportunity for sharing productive feedback and opportunities for continual improvement.

- **New human resources dashboard**

System reporting has been developed to provide key performance measures and human resource statistics via a dashboard for the management team. Finetuning will occur for the new Organisational Structure.

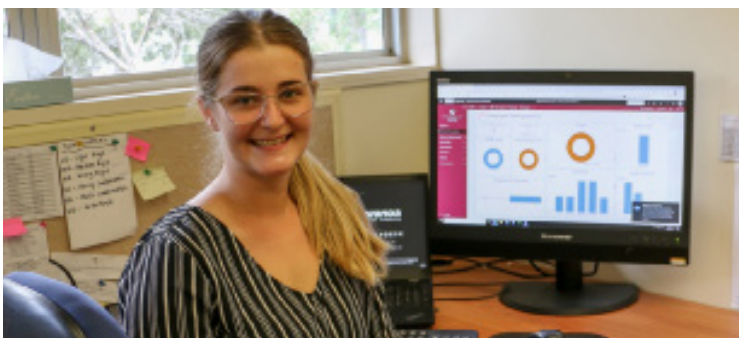
### Challenges

#### Annual salaries and wages budget

Transition to the new Organisational Structure added a layer of complexity when preparing the annual salaries and wages budget. Given the planned go-live part way through the financial year, the budget needed to be partially prepared on the current structure and partially on the new structure.

#### COVID-19

Ensuring continuity of Council's recruitment and onboarding processes was particularly challenging, mindful of social distancing and travel limitations at times.



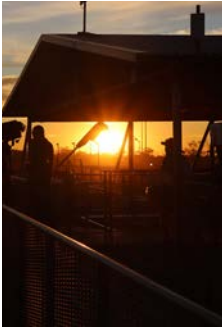
*Recruitment & Onboarding Officer, Jessica with the new Human Resources dashboard (statistical reporting).*

More information is available in our function's end of year report (Human resources and leadership) - "Our performance in focus" - Pages 298 to 305.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21   | 2020/21 Progress |
|---|---|------------------|
| 5.3.1 Undertake actions to ensure compliance with industrial legislation and instruments e.g. certified agreement, contracts, awards.   | Preliminary drafting of new Employee Code of Conduct commenced.   | ■                |
| 5.3.2 Continue to review Council's Organisational Structure to ensure that it is appropriate to the performance of Council's responsibilities.  | Council adopted new Organisational Structure reshaped to 5 Local Area Directorates and 3 Head Office / Regional Directorates.   | ■                |
| 5.3.3 Develop and rollout an employee handbook including associated human resource policies and processes.  | Draft policies endorsed by Employee Consultative Committee.   | ■                |
| 5.3.4 Prepare the draft salaries and wages budget for Council and verify compliance with industrial instruments.  | Salaries and wages budget prepared to align with previous Organisational Structure as full implementation of new Organisational Structure was proposed for first quarter 2021/22. | ✔                |
| 5.3.5 Implement initiatives to invest in our teams' training and learning in a way that is cost effective.  | Recruitment process commenced for dedicated resource to identify, prioritise and coordinate training needs.   | ✔                |
| 5.3.6 Contribute to content development for the on-line training platform to provide learning outcomes at a cost effective price and consistent quality.  | Annual service undertaken in partnership with Continual Improvement Team.   | ■                |
| 5.3.7 Identify and implement opportunities for traineeships and apprenticeships - aligning business needs and opportunities for individuals, cost effectively.  | Annual service (Funding, program management and acquittal)  | ✔                |
| 5.3.8 Implement a new continual improvement (performance management) framework aligned with the new Corporate and Operational Plans, and supported by key metrics and indicators for human resources. | Enhancement of human resources key metrics dashboard in partnership with the Information and Communications Technology (ICT).   | ■                |
| 5.3.9 Provide the senior management team with people management advice and support to assist in the achievement of productive workplace relations.  | Annual service  | ✔                |
| 5.3.10 Coordinate the recruitment, induction, onboarding, probation and skill verification processes for reviewed and approved positions.   | Annual service  | ✔                |
| 5.3.11 Undertake case management in relation to complex conduct, performance and fitness for work matters.  | Annual service  | ✔                |
| 5.3.12 Monitor and report employee leave entitlements, planning (e.g. parental leave) and leave management.   | Leave liability reporting dashboard enhancement.  | ✔                |
| 5.3.13 Process employee separations (e.g. retirement, resignations and terminations).   | Enhancement of exit interview process i.e. online exit survey established with follow up exit interviews.   | ✔                |
| 5.3.14 Provide a confidential short term counselling and employee support service through an external, independent provider for a range of personal and work related issues.                          | Annual service provided through Employee Assistance Program (EAP) service provider.   | ✔                |
| 5.3.15 Actively plan for the positions critical to Council's long-term sustainability.  | Position reviews undertaken during organisational restructure consultation process.   | ■                |
| 5.3.16 Implement a structure that strengthens operations locally (providing opportunities for collaboration at a local level on ideas for improvement and how to solve local issues).                 | Council proposal  | ✔                |
|   | Employee consultation   | ✔                |
|   | Adoption of final structure   | ✔                |
|   | Legal advice  | ✔                |
|   | Commencement of transition (Stage 1)  | ■                |
|   | Recruitment and selection policy development  | ■                |
| 5.3.17 Identify and support critical role connections across Council.   | Ongoing throughout the organisational restructure transitional process  | ■                |
| 5.3.18 Establish cross Council teams.   | Ongoing throughout the organisational restructure transitional process  | ■                |
| 5.3.19 Develop a back-up plan for identified local positions.   |   | ■                |
| 5.3.20 Undertake initiatives to ensure roles, responsibilities and accountabilities are well defined.   | Position descriptions updated to reflect transitional changes to positions under the new Organisational Structure   | ■                |



## 5.4 Communication and consultation

We aim to provide information for our community and interested parties about Council's decisions, services and projects through a diverse range of mediums.

### Highlights

#### Support for Council meeting video service continues

The community continues to take an interest in Council meetings and decision making as evidenced by the number of views on Council's YouTube Channel (Links available on Council's website). This is across all types of meetings - Ordinary Meetings, Special Meetings and the annual Special Budget Meeting. The highest number of views for 2020/21, at the time of writing, were:

- Ordinary Meeting - 25 November 2020 - 544 views
- Ordinary Meeting - 27/28 January 2021 - 472 views
- Special Meeting - 17 December 2020 - 634 views
- Special Budget Meeting - 2 September 2020 - 374 views

#### Upgrade of our communication platforms - New website

Two teams (working across communications and technology) have been working together to design a modern and user friendly website for the community and visitors. The site is set to go live in the first quarter of 2021/22.

#### Development of an internal staff newsletter

During the Organisational Restructure, one of the Communications positions commenced work on internal communications. A draft internal newsletter design has been prepared for a planned roll out in 2021/22.

#### Launch of a new community engagement platform - Have Your Say

The team worked extremely hard to create and launch Council's new engagement platform within a very tight timeframe. The platform went live in August 2020, with Council's Draft 2020/21 Budget being the first project.

Have Your Say is a dedicated page for our residents, ratepayers and businesses to keep up to date with Council projects and to Have Your Say on important issues, plans and projects that are happening in the Maranoa Region.

#### Communications service for Council functions

The small team worked with all departments across Council to prepare a wide range of communications. This included (for example) event programs, fact sheets, information brochures, advertisements, posters, community consultation material, invitations, certificates and project briefings.

#### Statutory documents

All of Council's plans and reports continued to be designed inhouse this year, ensuring that they are presented professionally and cost effectively.

#### Other highlights

- **The Today show visited the Roma Saleyards**

The Communications team along with the Tourism team hosted Today's weather reporter, Tim Davies, at the Roma Saleyards in October 2020.

- **Bottle Tree Bulletin**

In July 2020, Council resolved to continue to publish the Bottle Tree Bulletin with Tenderer Booringa Action Group. The publication remains Council funded and is published and delivered to all households in the region each month.

### Challenges

#### New services and some position vacancies

Maintaining the same service delivery levels and working on a number of new projects while having some position vacancies made for a challenging year.



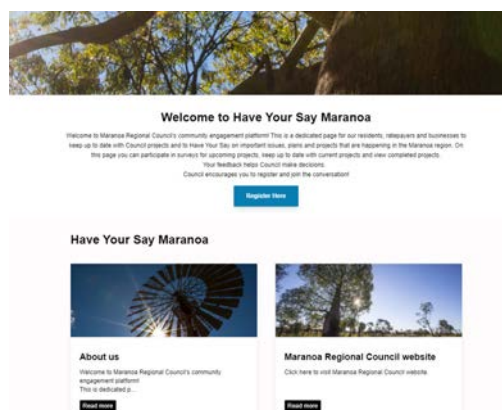
## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed    ■ In progress

| What we aim to do  | 2020/21  | 2020/21 Progress  |
|--|--|---|
| <b>5.4.1</b> Provide timely, proactive, relevant, accurate and consistent information about Council decision making, services, projects and events to: <ul style="list-style-type: none"> <li>• Community</li> <li>• Government</li> <li>• External stakeholders</li> </ul>  | Annual service<br>Council meeting videos uploaded to YouTube and website.<br>Production and posting of video contents and index.               | ✔<br>✔<br>✔   |
|  | Upgrade of our communication platforms (external and internal) <ul style="list-style-type: none"> <li>- website</li> <li>- intranet</li> </ul> | ■<br>✔  |
| <ul style="list-style-type: none"> <li>• Our teams</li> </ul>  | Development of an internal staff newsletter  | ■   |
| <b>5.4.2</b> Provide a community services directory for not-for-profit groups via an app and Council's website including: <ul style="list-style-type: none"> <li>- community groups' contact details and profiles;</li> <li>- upcoming events;</li> <li>- network contact lists for community groups in a centralised location.</li> </ul> | Subscription to an external provider of an online directory service.   | ■<br>Go-live will occur in the first quarter of 2021/22 |
| <b>5.4.3</b> Implement engagement initiatives to enable our community and employees to have information about Council's plans, services and projects and the opportunity to have their say.  | Launch of a new community engagement platform Have Your Say  | ✔   |
| <b>5.4.4</b> Provide a communications service (for other functions within Council) including graphic design, marketing and communications, advertising and planning, advice and delivery.  | Annual service   | ✔   |
| <b>5.4.5</b> Undertake design of statutory documents including corporate plan, operational plan and budget and annual report.  | Annual service   | ✔   |
| <b>5.4.6</b> Liaise with media about Council activities and undertake media monitoring of emerging issues.   | Annual service   | ✔   |
| <b>5.4.7</b> Review documents and other communication platforms in use across Council to ensure a consistent design (relevant to type) and professional presentation.  | Annually   | ✔   |



Ordinary Meeting - 25 November 2020 - 544 views  
Council Chambers, Roma Administration Centre



Have Your Say Maranoa homepage

More information is available in our function's end of year report (Communication and consultation) - "Our performance in focus" - Pages 306 to 313, including a snapshot of Annual services.



## 5.5 Plant, fleet, workshops and depots

We manage our plant, fleet, workshops and depots, including purchase and maintenance of plant, disposal of plant as required through trade or auction, and operations of our workshops and depots.

### Highlights

#### Plant Investment Program 2020/21

Council has taken delivery of three Kenworth T659 Prime Movers. These trucks will primarily be tasked with side tipper road train work, delivering materials to the various Council projects.

Other plant investment highlights for the year:

- The bulk diesel tank replacement - Wallumbilla Depot (installed and commissioned);
- Three replacement backhoe loaders - Mitchell (2) and Surat (1);
- One replacement excavator - Roma Quarry;
- Four replacement job trucks - Injune (2), Yuleba (1), Surat (1);
- Two replacement tractors and slashers - Injune and Yuleba.

### Challenges

#### Delivery timeframes

There were extended delivery timeframes for vehicles and plant replacement primarily due to the impacts of COVID-19.



Council's road train operators were very excited to hit the road in their new Kenworth T659 Prime Movers.

More information is available in our function's end of year report (Plant, fleet, workshops and depots) - "Our performance in focus" - Pages 314 to 321.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do   | 2020/21  | 2020/21 Progress |
|---|--|------------------|
| <b>5.5.1</b> Provide fit for purpose fleet assets (determined with input from operators) that continue to be well maintained and safe for use.  | Plant Investment Program 2020/21 including end user / plant operator input into specifications (Estimate \$6.287 million).<br>Continue to equip all light vehicles with UHF radios and driving lights.   | ■<br>✓           |
| <b>5.5.2</b> Maximise productivity for people and plant through: <ul style="list-style-type: none"> <li>Timely attention to scheduled &amp; unscheduled maintenance in accordance with legislation and manufacturers' requirements;</li> <li>Optimum replacement of fleet assets;</li> <li>Availability of critical parts and consumables;</li> <li>Modernisation of Council's bulk and mobile fuel supply equipment;</li> <li>Efficient collection of data critical to supporting the effective management and safety of fleet assets.</li> </ul>  | Continued installation of In Vehicle Monitoring Systems across the fleet.<br><br>Improvements to bulk fuel storage facilities. <ul style="list-style-type: none"> <li>Installation of compliant used bulk fuel tank at Wallumbilla Depot;</li> <li>Replacement of Surat and Yuleba tanks' high-flow pumps and associated valving.</li> </ul>                             | ✓<br><br>✓<br>✓  |
| <b>5.5.3</b> Promote asset life through standardisation of the fleet (where possible) to support the rotation of assets to maximise warranty coverage and minimise whole of life cost to Council.   | Equipping of all job trucks with the same accessories.   | ✓                |
| <b>5.5.4</b> Provide financially sustainable fleet assets that meet business requirements: <ul style="list-style-type: none"> <li>Fleet/plant hire rates that reflect whole of life costs and future replacement costs;</li> <li>Bulk purchasing for potential savings;</li> <li>Gaining maximum returns on disposal;</li> <li>Monitoring and reporting on fleet utilisation, inactivity and cost;</li> <li>Appropriate registrations and insurance coverage;</li> <li>Business case development (including options analysis and whole of life cost) for acquisition, retention and replacement of fleet assets.</li> </ul> | Implementation of new hire rates.<br><br>Development of an Asset Management Plan for Council's plant and vehicles.   | ✓<br><br>■       |
| <b>5.5.5</b> Provide a skilled and competent maintenance team supported by resourced workshops and field servicing equipment to 'keep the wheels turning'.  | Upskilling the team by providing: <ul style="list-style-type: none"> <li>Airconditioning training and licensing;</li> <li>Diagnostic and maintenance training for the new Caterpillar 12M graders.</li> </ul> Skills development and succession planning: <ul style="list-style-type: none"> <li>Apprentice Mechanic;</li> <li>Trainee - Automative Services.</li> </ul> | ✓<br><br>✓       |
| <b>5.5.6</b> Maintain and renew Council's accreditation in accordance with the National Heavy Vehicle Accreditation Scheme.   | Major revision of Council's NHVAS manual and staff inductions.   | ✓                |



Right - One of two replacement tractors and slashers - Injune and Yuleba.

Left - Three replacement backhoe loaders - Mitchell (2) and Surat (1).



More information is available in our function's end of year report (Plant, fleet, workshops and depots) - "Our performance in focus" - Pages 314 to 321, including a snapshot of Annual services.



## 5.6 Quarry and quarry pits

We aim to meet and grow internal and external customer demand for quarry materials in a sustainable business.

### Highlights

#### Supply of quarry products for external and internal customers

In 2020/21 the Roma Quarry produced, supplied and sold a total of 198,938 tonnes of material to external and internal customers. An upgrade to the Roma Quarry precoat plant was also undertaken. This was to prepare for supply of precoated aggregate to Council's reseal program.

#### Ongoing plant review

A new 29 tonne excavator was purchased for the Roma Quarry to replace the existing excavator onsite. The excavator is used in extracting blasted material and feeding the mobile crushing and screening plant for production of quarry materials.

#### Quarry pit optimisation

An experienced industry resource was engaged to assist in the management of the quarry and quarry pit operations.

#### Continued operation in accordance with the integrated management system (quality, safety and environment)

Positive feedback was received during and following a site inspection and audit regarding the high standard of safety and health practices at the quarry site including plant and equipment, housekeeping, workshop and quarry pit and haul roads.

To ensure compliance with the Heavy Vehicle National Law and Regulations and chain of responsibility obligations at the Roma Quarry, an upgrade to the site's weighbridge software system was implemented preventing the completion of a sale transaction or printing of a docket if the vehicle is over its gross mass limit.

#### Gravel pit material supply program for 2020/21

During the year, in total approximately 305.57 tonnes of roadbase material was used in delivering the Capital Works Program. The supply sources were made up of 167.592 tonnes from regional Council pits, 67.79 tonnes from the Roma Quarry and 70.191 tonnes from commercial suppliers.

#### Increased internal capability to successfully facilitate production of aggregates

The screening of aggregates was previously undertaken by a contractor however it was identified that potentially this could be undertaken by the quarry team. A screen was hired and, under the guidance of a quarry expert, the team members were trained to complete the works.

### Challenges

#### Plant

A breakdown in the cone crusher resulted in production pressures.



New excavator in use, Roma Quarry - Part of Council's 2020/21 Plant Investment Program.

More information is available in our function's end of year report (Quarry and quarry pits) - "Our performance in focus" - Pages 322 to 331.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed ■ In progress

| What we aim to do  | 2020/21   | 2020/21 Progress           |
|--|---|----------------------------|
| <b>5.6.1</b> Provide for our customers and Council: <ul style="list-style-type: none"> <li>• Optimum quality product and quarrying solutions</li> <li>• Customer focussed civil construction material supply</li> <li>• Safe and healthy quarrying operations, ensuring compliance with the <i>Mining and Quarrying Safety and Health Act 1999</i>.</li> <li>• Conscientious and responsible management of the environment and natural resources</li> </ul> <p>As a complementary / free of charge service, provide access to the weighbridge for local business owners.</p> | Supply of quarry products for external and internal customers.  | ✓                          |
|  | Gravel pit material supply program for 2020/21.   | ✓                          |
|  | Roma Quarry production - engage contract crushing services.   | ✓                          |
|  | Procure additional crushing and screening plant to enable production of quarry products meeting customer and council specifications and requirements.   | ✓                          |
| <b>5.6.2</b> Continually review plant owned and operated in relation to fitness for purpose and prepare any business cases for changes.  | Ongoing plant review.   | ✓                          |
| <b>5.6.3</b> Prepare and maintain a 10 year mining plan, for the Roma quarry, to guide the direction of operations and minimise operational costs.   | Finalise the 10 year mining plan and short term development plan for the Roma Quarry.   | ✓                          |
| <b>5.6.4</b> Undertake initiatives to develop all aspects of the the quarry business including: <ul style="list-style-type: none"> <li>- workforce initiatives (e.g. planning, training and development and management)</li> <li>- ongoing financial viability.</li> </ul>   | Commence works to upgrade communications infrastructure at the Roma Quarry.   | ■                          |
|  | Engagement of experienced industry resource to assist in the management of the Roma Quarry and provide advice.  | ✓                          |
|  | Continue to review and improve work practices (systems for quality, safety and environmental management).   | ✓                          |
| <b>5.6.5</b> Ensure the optimal use of quarry pits.  | Quarry pit optimisation - including planning for the annual capital works program.  | ✓                          |
| <b>5.6.6</b> Identify and plan for rehabilitation obligations for any pits which are no longer used or anticipated to be used to ensure compliance with conditions of the Environmental Authority and the <i>Environmental Protection Act 1994</i> .   | -   | Not applicable for 2020/21 |
| <b>5.6.7</b> Develop and implement a program to progressively rehabilitate the northern and eastern part of the Roma Quarry.   | Finalisation of 10 year Mine Plan and short term development plan and identification of areas within the quarry available for rehabilitation throughout the stages of the quarry development. | ✓                          |
| <b>5.6.8</b> Expand the scope of third party certification (encompassing quality, safety and environment), ultimately implementing an integrated system and undertake continual improvement.   | Continued operation in accordance with the integrated management system (quality, safety and environment).  | ✓                          |
|  | Completion of 10 Year Mining Plan   | ✓                          |
|  | Annual review of safety and health management system to ensure compliance with the <i>Mining and Quarrying Safety and Health Act 1999</i> .   | ✓                          |
| <b>5.6.9</b> Finalise outstanding matters from the purchase of the Roma quarry.  | Identify and design alternate access options in conjunction with stakeholder consultation.  | ✓                          |
| <b>5.6.10</b> Provide input where required for the National Competition Policy business activity review.   | Annual review   | ✓                          |

More information is available in our function's end of year report (Quarry and quarry pits) - "Our performance in focus" - Pages 322 to 331, including a snapshot of Annual services.



## 5.7 Customer service

We receive, process and report on requests received from customers (residents, visitors and businesses).

We also provide input into the policies and administer the system for how customer requests and complaints are managed within Council.

### Highlights

#### Adoption of new structure

On 24 March 2021, Council adopted a new Organisational Structure with the aim of further strengthening local operations. Included in the structure which will be fully implemented in 2021/22, is having the existing local customer service positions reporting directly to Local Area Directors.

#### After hours service numbers and rosters

A centralised roster has been developed for Council's after hours service numbers. This roster is published on Council's intranet and available for viewing by the leadership team and relevant managers. Previously, the after hours' emergencies were managed by individual departments.

#### Customer service during COVID-19

The Customer Service team remained fully operational during the height of the COVID-19 pandemic in other regions.

### Challenges

#### Facility booking module

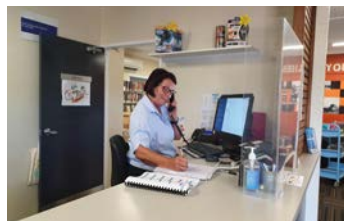
The facility booking module which was installed has presented the team new challenges as further use of system has uncovered issues within the module. New booking software will be investigated in the new financial year to look at resolving the current issues.

#### Updating facility hirers of COVID-19 requirements

The team has needed to remain up to date with the forever changing Queensland Government COVID-19 directives, and updating facility hirers on the changing requirements was a challenge for Customer Service Officers.

#### Loss of facilities

- The closure of the Community Hub resulted in the loss of a Customer Service Desk (point of contact) to service Community Safety and housing enquiries as well as a Customer Service Officer in the call centre. This resulted in an increased workload and customer presence at Roma's main reception, limiting the ability to answer calls within the target call time of 60 seconds.
- The relocation of Mitchell Customer Service to the Library has also had significant impact on the ability of the Customer Service Officer to answer calls within 60 seconds. As the Library is more of a drop-in Community Centre in Mitchell, the Officer is constantly interrupted and at times is performing the role of Librarian. The space is also not suitable for Customer Service operations as it provides no privacy for customers.



Service Centres (Top Left to Right) - Injune, Yuleba, Roma.

(Bottom Left to Right) - Mitchell, Surat.

More information is available in our function's end of year report (Customer service) - "Our performance in focus" - Pages 332 to 337.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed   ■ In progress   ➔ Deferred

| What we aim to do   | 2020/21   | 2020/21 Progress  |
|---|---|---|
| <b>5.7.1</b> Offer a range of ways to lodge requests with Council - in person, at one of our Customer Service offices, telephone, e-mail and letter.            | Promotion of e-services / inclusion in notices. | ✓   |
| <b>5.7.2</b> Implement and continue to improve Council's Customer Request System.   |   | ✓   |
| <b>5.7.3</b> Develop and periodically review policies applicable to customer service:<br>- Customer Service Policy<br>- Complaint Management Policy and Process |   | Policies are in place. Review has been deferred.<br>➔   |
| <b>5.7.4</b> Review customer service performance against service levels and seek feedback   | Refinement of dashboard.                        | ■   |
| <b>5.7.5</b> Provide and promote access to local customer service officers based in each service centre.  | Adoption of new Organisational Structure.       | ✓   |
|   | Transition preparations                         | ✓   |
| <b>5.7.6</b> Establish service level targets by request types.  |   | Service level targets are in place - a further review is planned as part of the new structure implementation. |
| <b>5.7.7</b> Establish a cross Council Customer Service team for communication and service standards.   |   | This will be implemented with the go-live of the new structure in 2021/22.                                    |
| <b>5.7.8</b> Coordinate the after hours service numbers and rosters.  | Annual service                                  | ✓   |
| <b>5.7.9</b> Review and implement processes for messages on hold.   | Annual service                                  | ✓   |
| <b>5.7.10</b> Continue to operate the Post Office for Yuleba.   | Annual service                                  | ✓   |



More information is available in our function's end of year report (Customer service) - "Our performance in focus" - Pages 332 to 337, including a snapshot of Annual services.



## 5.8 Information management

We provide policy, process, system and operational support for the management of Council's information.

We process right to information and information privacy access applications in accordance with Council's legislative obligations.

### Highlights

#### Records management system

An upgrade of Council's records management system was completed in February. Records Manager 8 was replaced with the newer Hewlett Packard product Content Manager 9 which has more features and higher flexibility.

#### Records disposal

Preparations were made during the year for the next records disposal. As per the state approved schedule, 403 boxes of records were identified and catalogued. These records were then transported from the archive facility in Mitchell to Roma and stored in readiness for disposal.

### Challenges

#### Document capture

With the speed and number of people and devices that can produce documents, it continues to be a challenge to ensure all records are created and stored in a central, electronic record management system.



Manager Dale and Officer Michelle at the Roma facility

More information is available in our function's end of year report (Information management) - "Our performance in focus" - Pages 338 to 343.



## Our progress towards implementing our 5-year corporate plan and annual operational plan

✔ Undertaken / completed    ■ In progress

| What we aim to do   | 2020/21   | 2020/21 Progress |
|---|---|------------------|
| <b>5.8.1</b> Manage and maintain Council's recordkeeping framework, policies, processes and system to ensure public records are reliable, available and secure as per legislative and Queensland Government requirements. | Annual service.   | ✔                |
|   | Classification review.  | ■                |
|   | Upgrade of records management software (RM8 to CM9).  | ✔                |
|   | Development of new online legal documents register (for Council's intranet) including audit. Preliminary testing. | ■                |
| <b>5.8.2</b> Retain and dispose of records in compliance with the <i>Public Records Act 2002</i> and <i>Public Records Regulation 2014</i> .  | Annual service.   | ✔                |
| <b>5.8.3</b> Collect, register and distribute daily incoming correspondence.<br><br>Information management officers and mail boxes maintained in Roma & Mitchell.   | Annual service.   | ✔                |
| <b>5.8.4</b> Assist employees with, and provide guidance in relation to, use of the record management system and recordkeeping within the public sector.  | Annual service.   | ✔                |
| <b>5.8.5</b> Process Right to Information applications in compliance with the <i>Right to Information Act 2009</i> and <i>Right to Information Regulation 2009</i> .  | Annual service.   | ✔                |
| <b>5.8.6</b> Processing Information Privacy access applications in compliance with the <i>Information Privacy Act 2009</i> and <i>Information Privacy Regulation 2009</i> .   | Annual service.   | ✔                |



Officer Yvonne at the Mitchell facility

More information is available in our function's end of year report (Information management) - "Our performance in focus" - Pages 338 to 343, including a snapshot of Annual services.



## 5.10 Laboratory

We provide water and sewerage testing for Council operations and to the public on a fee for service basis.

### Highlights

#### Water

147 samples were taken for Council pools and water cartage businesses with 1,316 tests performed.

#### Council services

The laboratory contributed to the operation of Council's water and sewerage networks and the provision of safe drinking water:

Water: 1,457 samples, 4,811 tests with no positive E.coli results  
 Sewerage: 238 samples, 1,077 tests

### Challenges

#### Backup resourcing

Given Council's size, the laboratory operates with only one qualified team member. However, testing needs to continue if the person is away from work for any reason. The Team Coordinator – Projects & Compliance is currently being trained as back-up for the laboratory to help ensure continuity of service provision. This is particularly pertinent over the Christmas break.

As the Laboratory function provides critical input to other essential services, a second back-up will be selected to study a Certificate IV in Laboratory Techniques through TAFE.

## Our progress towards implementing our 5-year corporate plan and annual operational plan

✓ Undertaken / completed

| What we aim to do  | 2020/21   | 2020/21 Progress |
|--|---|------------------|
| 5.9.1 Provide water microbiological testing (Water, Pools, Water Cartage). | Annual testing program for:<br>- Water supply<br>- Town pools | ✓                |
|  | Testing for external water carters (fee for service)          | ✓                |
| 5.9.2 Provide sewerage testing.  | Annual testing program for:<br>- Sewerage treatment plants    | ✓                |
| 5.9.3 Undertake a review of pricing.                                       |   | ✓                |



Laboratory technician, Carolina, in Council's laboratory.

More information is available in our function's end of year report (Laboratory) - "Our performance in focus" - Pages 344 to 347, including a snapshot of Annual services.



# Part 4

OUR FINANCES

# COMMUNITY FINANCIAL REPORT

The Community Financial Report is a simplified version of Council's audited financial statements. The aim of the report is to assist readers in evaluating Council's financial performance and position for the 2020/21 financial year without the need to interpret the annual financial statements.

Council's financial statements are audited each year by the Queensland Audit Office. Our goal is an unmodified audit opinion which essentially means 'a clean bill of health' for our financial statements. This year our financial statements were unmodified.

The key statements that are summarised in the Community Financial Report are:

- Statement of comprehensive income
- Statement of financial position
- Statement of changes in equity
- Statement of cash flows
- Financial sustainability ratios

The key financial highlights include:

- Unmodified financial statements
- Operating result – a surplus of \$5.648 million
- Net result – a surplus of \$21.208 million
- Capital expenditure - \$35.407 million
- Cash, cash equivalents and investments (financial assets) - \$108.26 million with \$0.829 million in interest received (including investment revenue)  
New borrowings of \$1.478 million

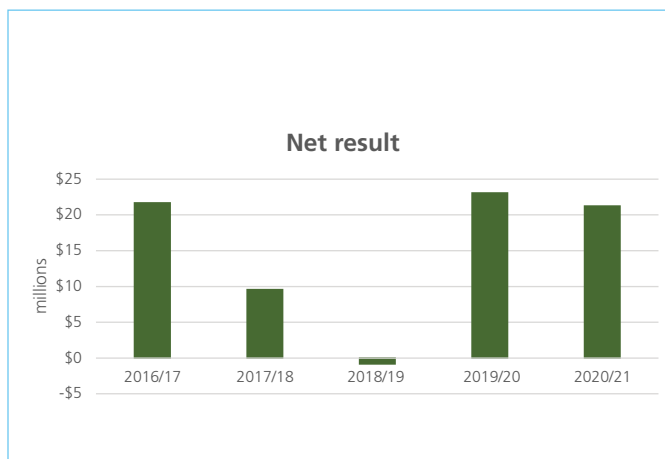
Council's annual financial statements are included in Part 4 - Financial information.

| 5 year financial summary   | 2016/17  | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--|----------|---------|---------|---------|---------|
|  | \$'000   | \$'000  | \$'000  | \$'000  | \$'000  |
| Capital expenditure  | 43,974   | 41,200  | 47,645  | 54,514  | 35,407  |
| Net result (income less expenses)  | 21,659   | 9,532   | (801)   | 23,043  | 21,208  |
| Increase/(decrease) in net assets (total comprehensive income)                         | (88,401) | 96,718  | (7,255) | 21,406  | 71,884  |
| Income - recurrent (operating) revenue and other income                                | 82,500   | 73,531  | 81,562  | 85,956  | 92,165  |
| Income - capital revenue   | 19,794   | 24,910  | 30,007  | 29,361  | 23,316  |
| Capital income / (loss)  | 160      | 93      | 49      | 157     | 418     |
| Expenses - recurrent (operating)   | 79,343   | 78,085  | 77,524  | 83,819  | 86,517  |
| Expenses - capital   | 1,452    | 10,917  | 34,895  | 8,612   | 8,174   |
| Cash, cash equivalents and investments (financial assets)                              | 66,062   | 72,988  | 84,973  | 81,352  | 108,260 |
| Restricted cash, cash equivalents and investments (external and internal restrictions) | 41,710   | 40,530  | 51,566  | 53,882  | 56,742  |
| Borrowings (loans)   | 12,964   | 14,321  | 17,385  | 18,920  | 18,885  |
| Works in progress  | 48,005   | 45,709  | 38,486  | 40,951  | 47,274  |
|  | %        | %       | %       | %       | %       |
| Percentage of total income from rates, levies and charges                              | 29.67%   | 31.62%  | 30.41%  | 31.66%  | 36.10%  |

## Statement of comprehensive income

The statement of comprehensive income measures how Council performed in relation to income and expenses for the year. For 2020/21, there was a net result of \$21.208 million (2019/20 – \$23.043 million) which is the difference between total income and total expenses.

The statement of comprehensive income shows both cash transactions and non-cash transactions. For example, all rates issued are included as income even though some ratepayers have not paid. The amount not paid would show in the statement of financial position as an amount owed to Council. In accounting terms this is referred to as accrual (rather than cash) accounting.



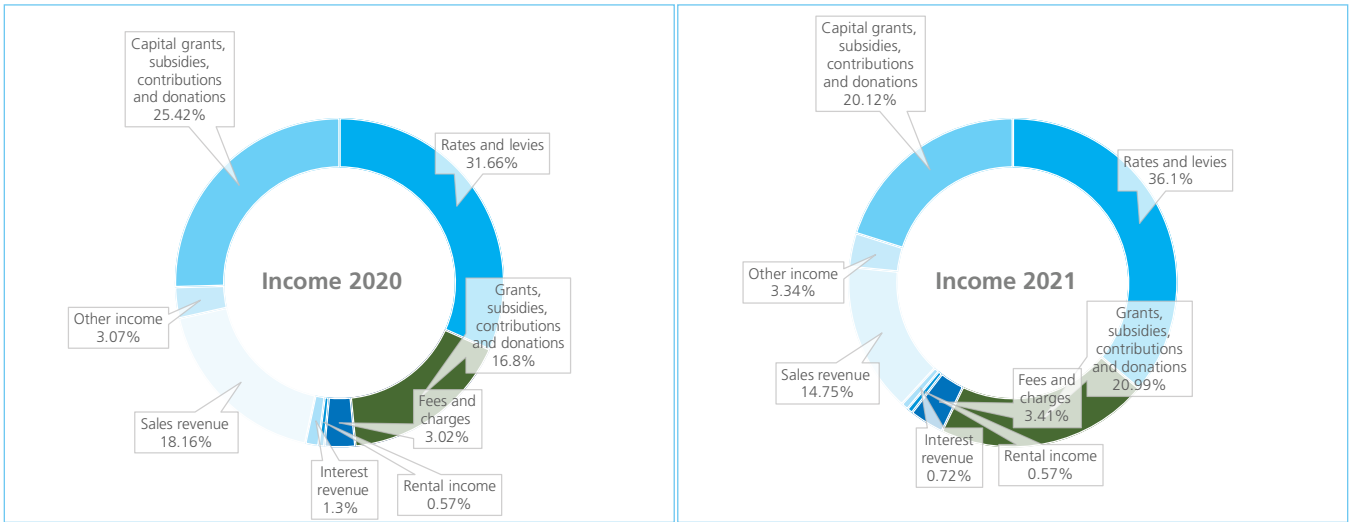
| 5 year summary of income and expenses            |                |               |                |                |                |
|--|----------------|---------------|----------------|----------------|----------------|
| Income   | 2016/17        | 2017/18       | 2018/19        | 2019/20        | 2020/21        |
|  | \$'000         | \$'000        | \$'000         | \$'000         | \$'000         |
| Rates, levies and charges (net of discounts)     | 30,347         | 31,126        | 33,923         | 36,559         | 41,839         |
| Fees and charges                                 | 2,038          | 2,212         | 2,499          | 3,493          | 3,953          |
| Rental income                                    | 603            | 644           | 643            | 656            | 663            |
| Interest received (including investment revenue) | 2,034          | 2,029         | 2,036          | 1,499          | 829            |
| Sales revenue - Saleyards                        | 3,699          | 4,053         | 4,420          | 4,054          | 3,627          |
| Sales revenue - Other                            | 12,135         | 12,147        | 13,703         | 16,915         | 13,473         |
| Grants (general purpose)                         | 25,504         | 16,882        | 17,693         | 16,720         | 17,355         |
| Grants (project based)                           | 12,190         | 12,673        | 19,448         | 17,094         | 18,051         |
| Contributions (recurrent and capital)            | 11,121         | 14,269        | 14,522         | 14,940         | 12,238         |
| Other revenue and donations                      | 2,623          | 2,406         | 2,682          | 3,387          | 3,453          |
| Capital income                                   | 160            | 93            | 49             | 157            | 418            |
| <b>Total Income</b>                              | <b>102,454</b> | <b>98,534</b> | <b>111,618</b> | <b>115,474</b> | <b>115,899</b> |

| Expenses                                 | 2016/17       | 2017/18       | 2018/19        | 2019/20       | 2020/21       |
|--|---------------|---------------|----------------|---------------|---------------|
|  | \$'000        | \$'000        | \$'000         | \$'000        | \$'000        |
| <b>Expenses - recurrent (operating):</b> |               |               |                |               |               |
| Employee costs                           | 29,861        | 28,924        | 27,646         | 28,915        | 28,894        |
| Materials and services                   | 28,338        | 27,317        | 28,431         | 33,749        | 37,146        |
| Finance costs                            | 973           | 1,126         | 1,638          | 1,391         | 1,035         |
| Depreciation                             | 20,171        | 20,718        | 19,809         | 19,764        | 19,442        |
| Expenses - capital                       | 1,452         | 10,917        | 34,895         | 8,612         | 8,174         |
| <b>Total expenses</b>                    | <b>80,795</b> | <b>89,002</b> | <b>112,419</b> | <b>92,431</b> | <b>94,691</b> |
| <b>Net result</b>                        | <b>21,659</b> | <b>9,532</b>  | <b>(801)</b>   | <b>23,043</b> | <b>21,208</b> |

## Income

Council's total income for the financial year was \$115.899 million.

A breakdown of Council's 2020/21 income is shown below.



Maranoa Bottle Trees and landscape.

## Net rates, levies and charges - \$41.839 million

- General rates levied totalled \$32.497 million less discounts allowed of \$1.326 million and Council pensioner remissions of \$0.246 million.
- Special rates and charges from wild dog management, state government precept and rural fire brigades -\$0.713 million.
- Water charges of \$3.470 million for access infrastructure charges and \$2.404 million for water usage (consumption) and other water revenue (rental, sundries).
- Sewerage charges of \$2.764 million
- Waste management charges of \$1.563 million.

## Fees and charges - \$3.953 million

This amount includes user fees and charges of \$1.73 million, with the balance comprising:

- Town planning, building and development fees - \$0.43 million
- Animal registrations - \$0.124 million
- Infringements - \$0.018 million
- Licences and registrations - \$0.024 million
- Cemetery fees - \$0.151 million
- Other statutory fees - \$1.134 million
- Other fees and charges - \$0.342 million.

## Interest revenue - \$0.829 million

This comprises:

- Interest on investments - \$0.768 million
- Interest on outstanding rates and charges - \$0.06 million
- Bank interest - \$0.001 million.

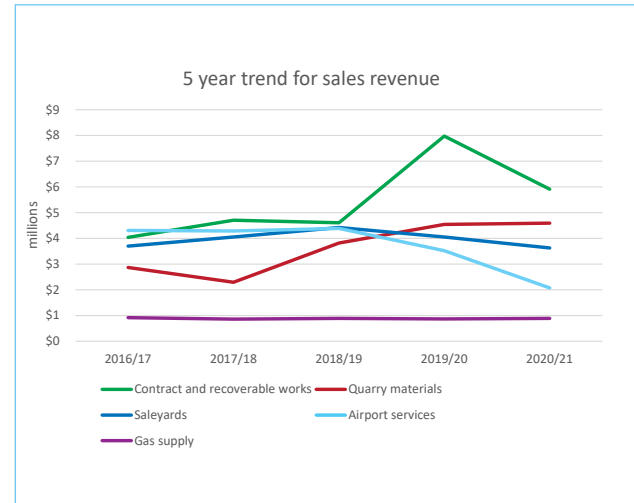
Council actively managed its cash investments in 2020/21 following Council's investment policy which allows for a diversified portfolio of investments used to maximise returns, while minimising risk. During 2020/21 continued record low interest rates have adversely affected the amount of interest earned compared to prior years.



## Sales revenue - \$17.1 million

Sales revenue accounted for a significant portion of Council income (\$20.969 million in 2019/20).

- Quarry materials - \$4.594 million
- Airport services - \$2.075 million
- Saleyards - \$3.627 million
- Contract and recoverable works - \$5.911 million
- Gas supply - \$0.893 million.



## Operating grants, subsidies, contributions and donations - \$24.33 million

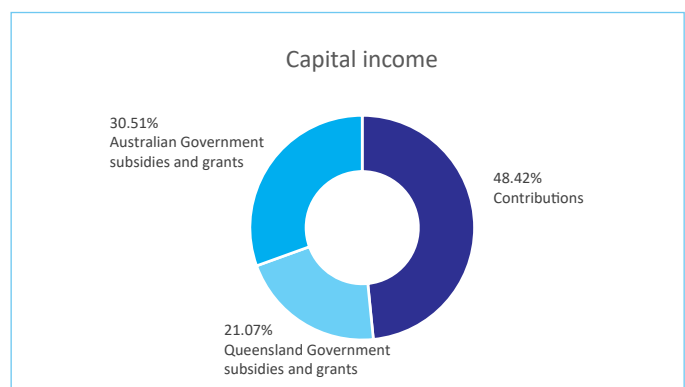
- The majority of Council's operating grants came from the Australian Government in the form of an annual Financial Assistance Grant of \$17.355 million.
- Other grant revenue included \$3.173 million for flood damage.
- Contributions - \$0.949 million.
- Australian Government subsidies and grants - \$1.038 million.
- Queensland Government subsidies and grants - \$1.813 million.

## Capital revenue - \$23.316 million

Capital revenue varies from year to year depending on the level of grant funding secured and also the level of upgrade works funded by the energy sector (in the form of contributions).

- Queensland government subsidies and grants - \$4.912 million (21.07%)
- Australian government subsidies and grants - \$7.115 million (30.51%)
- Contributions - \$11.289 million (48.42%)

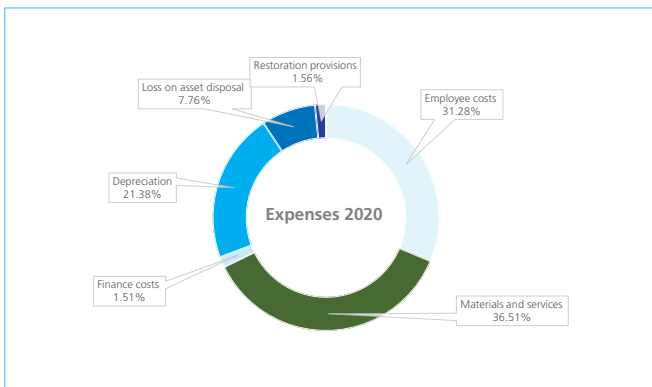
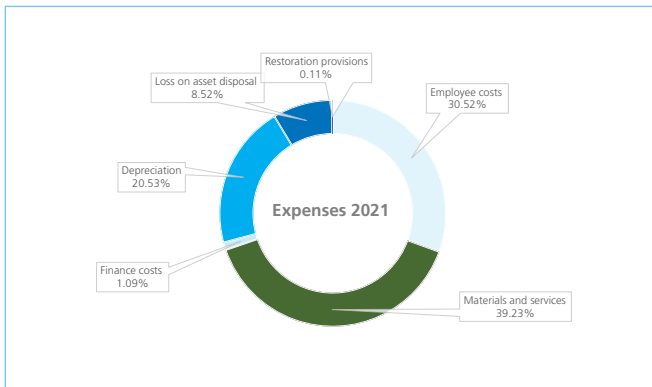
The following chart indicates the sources of capital revenue received in 2020/21.



## Expenses

Council's total expenses for 2020/21 were \$94.691 million.

Expenses consist of materials and services, employee costs, depreciation, capital expenses and finance costs. A breakdown of Council's 2020/21 expenses is shown below.



Council provides a wide range of services to the community. This work is performed by Council staff and in some instances contractors. Where there are local suppliers and local contractors that provide the goods or service and value for money can be achieved, these are used so that the money flows back into the local community.

The three major expense categories are materials and services, employee costs and depreciation.

Materials and services accounted for \$37.146 million of all recurrent (operating) expenses. The costs for materials and services incorporate our payments to suppliers for the provision of hundreds of services and projects to the community such as roads, parks, water, sewerage, footpaths, libraries, pools, airports, community halls and compliance and includes payments for purchases like bitumen materials, electricity, fuel and other operational costs.

Employee and councillor costs of \$28.894 million included employee salaries and wages, superannuation, leave entitlements and councillors' remuneration.

Council's depreciation expense this year was \$19.442 million. Although this does not represent cash spent, it recognises the value of our assets 'consumed' during the period.

| Operating result               | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------------------------|---------|---------|---------|---------|---------|
|                                | \$'000  | \$'000  | \$'000  | \$'000  | \$'000  |
| Operating (recurrent) revenue  | 82,500  | 73,531  | 81,562  | 85,956  | 92,165  |
| Operating (recurrent) expenses | 79,343* | 78,085  | 77,524  | 83,819  | 86,517  |
| Operating surplus / (deficit)  | 3,157   | (4,554) | 4,038   | 2,137   | 5,648   |
| Operating surplus ratio        | 3.83%   | -6.19%  | 4.95%   | 2.49%   | 6.13%   |

\* restated.



Ooline trees



## Statement of cash flows

Cash and cash equivalents was \$108.26 million as at 30 June 2021. This cash balance is sufficient to cover Council's restricted assets and commitments including unspent government grants and subsidies of \$8.463 million, contract liabilities of \$11.442 million, unspent developer contributions \$3.772 million, unspent loan monies \$4.889 million and internally imposed expenditure restrictions – reserves for future works \$28.176 million.

The statement of cash flows is similar to your personal bank statement. If you summarised your bank statements for the year it would be your cash flow statement.

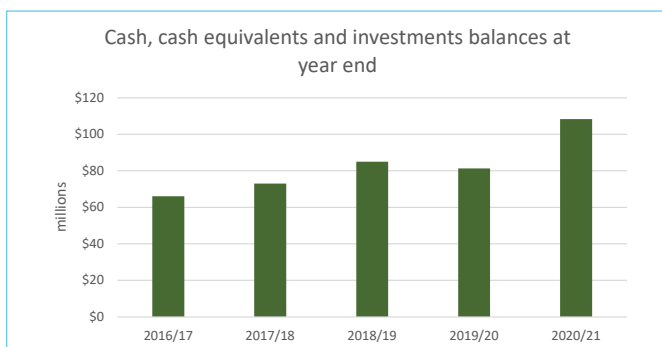
Council's cash flow statement only reports on cash movements and shows:

1. How much money we started the year with;
2. Where the incoming money came from;
3. Where the money was spent;
4. How much money we had left at the end of the year.

The statement of cash flows quantifies the inflows and outflows of cash for the organisation during the financial year.

Cash flows for the period are separated into operating, investing and financing activities.

- Operating activities – includes all areas such as rates, fees and charges, grants, employee costs (operating), material and services, interest – Net inflow of \$35.802 million.
- Investing activities - includes money Council receives and spends when buying or selling property, plant and equipment and invests cash – Net outflow of \$10.359 million.
- Financing activities – incorporates cash receipts if Council takes out new loans or cash payments if Council repays loans – Net outflow of \$0.035 million.



## Statement of changes in equity

### Community equity:

#### Asset revaluation surplus - \$325.754 million

This amount represents an accumulation of the net increase in value of Council's non-current assets having regard to asset condition, useful life and time value of money.

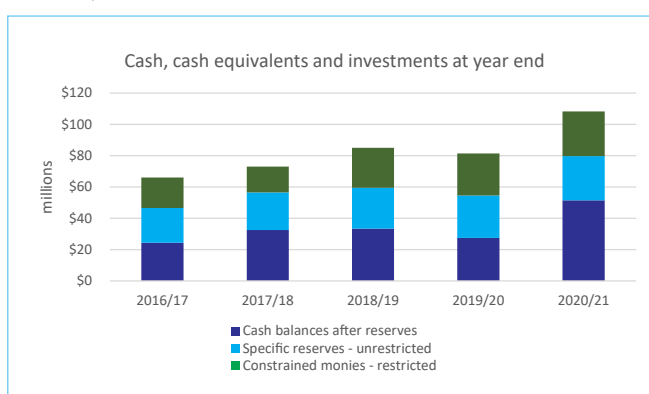
#### Retained surplus - \$584.244 million

This amount represents Council's estimated net wealth at the end of the year.

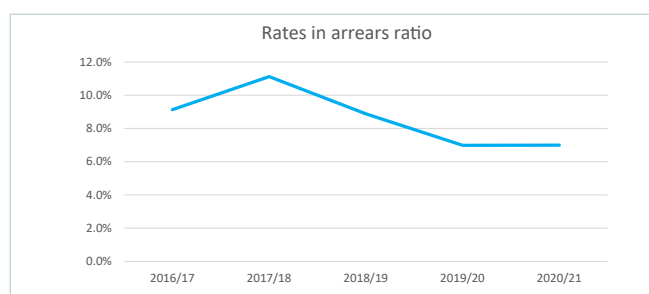
## Statement of financial position

### Current assets - \$116.798 million

The major component of current assets was cash, cash equivalents and financial assets (investments) totalling \$108.26 million at 30 June 2021. Of these funds, \$28.566 million has external restrictions on how it is spent (i.e. specific grants, subsidies and contributions not spent) while a further \$28.176 million has internally imposed restrictions (specific Council reserves).



The other component is rates and other receivables. Below are the percentages of rates in arrears over the last five years. The rates in arrears ratio was 7.00% in 2020/21, an increase of 0.01% on the prior year. Rate arrears are still well below the 2017/18 level of 11.1%. Council continues to actively manage rates in arrears.



| Cash flow   | 2016/17  | 2017/18  | 2018/19 | 2019/20  | 2020/21  |
|---|----------|----------|---------|----------|----------|
|   | \$'000   | \$'000   | \$'000  | \$'000   | \$'000   |
| Opening cash and cash equivalents balance                           | 27,452   | 28,177   | 21,880  | 54,521   | 33,902   |
| Net cashflow from operating activities - net inflow                 | 20,499   | 21,126   | 25,719  | 24,178   | 35,802   |
| Net cashflow from investing activities - net inflow / (net outflow) | (18,313) | (28,780) | 3,858   | (46,332) | (10,359) |
| Net cashflow from financing activities - net inflow / (net outflow) | (1,461)  | 1,357    | 3,064   | 1,535    | (35)     |
| Closing cash balance  | 28,177   | 21,880   | 54,521  | 33,902   | 59,310   |
| Plus investments on hand  | 37,885   | 51,108   | 30,452  | 47,450   | 48,950   |
| Total cash, cash equivalents and financial assets (investments)     | 66,062   | 72,988   | 84,973  | 81,352   | 108,260  |

Council also runs its own stores which supply goods across all depots in the region. The current inventories held (including quarry stock) has decreased by \$249,000 to \$1.595 million. Council plans to continue to monitor and review the level of these goods and materials.

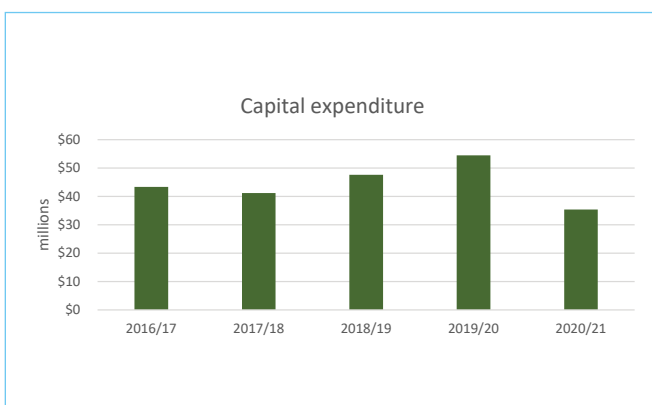
## Non-current assets - \$869.834 million

This figure is the value of Council's land, buildings, plant and equipment, infrastructure assets and capital works in progress at 30 June 2021.

Our infrastructure assets assist in delivering essential services to our community. It is extremely important to have effective management of our assets (including long term planning) to meet community needs for current and future generations. Council adopted Asset Management Plans (AMP) for rural roads and urban streets (roads and drainage) in 2017/18 and water, sewerage and gas in 2020/21.

| Asset group                       | \$'000         |
|-----------------------------------|----------------|
| Land and site improvements        | 44,939         |
| Buildings                         | 96,428         |
| Plant and equipment               | 26,405         |
| Road, drainage and bridge network | 518,682        |
| Water                             | 35,675         |
| Sewerage                          | 47,009         |
| Other infrastructure              | 32,558         |
| Airport                           | 20,864         |
| Work in progress                  | 47,274         |
| <b>Total</b>                      | <b>869,834</b> |

Council's asset management plans contain strategies on how we will upgrade and renew our existing assets. The chart below shows what we have spent on replacing and improving our infrastructure over the past five years.



## Liabilities

### Council owes \$18.885 million in loans

Local governments, in general, have a very high level of assets under their control but are limited in revenue raising opportunities. This means that the majority of Councils in Queensland have to rely on borrowing or substantial grants to fund major capital works, while using their general revenue (rates, fees and charges) to provide services and maintain community assets.

Details of all loan balances as at 30 June 2021 are as follows:

| Loan balances - 30 June 2021                                  |                   |
|---|-------------------|
| Description of purpose  | \$                |
| Levee   | 2,053,450         |
| Water infrastructure (Roma)                                   | 2,889,601         |
| Roma Saleyards Precinct - truck stop infrastructure           | 1,760,943         |
| Roma Saleyards Precinct - land purchase and washdown facility | 1,940,620         |
| Roma Airport runway   | 2,176,948         |
| Water bores   | 298,797           |
| Sewer relining  | 2,648,797         |
| Energy upgrade facilities                                     | 1,165,270         |
| Bigger Big Rig Tourism Infrastructure                         | 2,606,435         |
| Saleyards new building  | 545,678           |
| Roadworks   | 798,124           |
| <b>Total</b>  | <b>18,884,663</b> |



| Comparative loan balances |            |
|---------------------------|------------|
|                           | \$ million |
| 2016/17                   | 12.964     |
| 2017/18                   | 14.321     |
| 2018/19                   | 17.385     |
| 2019/20                   | 18.920     |
| 2020/21                   | 18.885     |

## Financial sustainability ratios

### Operating surplus ratio

The Operating Surplus Ratio indicates the extent to which operational (recurrent) revenues raised cover operating (recurrent) expenses.

Calculated as: Net operating result/Total operating revenue (excluding capital items).

The Financial Management Sustainability Guideline 2013 has set the target of between 0% and 10%. Council's performance when compared to the last few years has been negatively impacted in part due to loss of sales revenue and maintaining service levels to customers at previous levels. The ratio for 2020/21 is 6.13% and is within the target range.

### Asset sustainability ratio

The Asset Sustainability Ratio indicates the extent to which assets are being replaced as they reach the end of their useful lives.

Calculated as: Capital expenditure on replacement infrastructure assets (renewals)/Depreciation expense on infrastructure assets.

The Financial Management Sustainability Guideline 2013 has set the target at greater than 90%. Achieving this target indicates that Council is renewing and replacing its assets at a greater rate than they are wearing out.

The ratio was 134.35% in 2020/21, which is within the target range. Council has made a concerted effort to achieve the recommended target.

### Net financial liabilities ratio

The Net Financial Liabilities Ratio indicates the extent to which operating revenue (including grants and subsidies) can cover net financial liabilities (e.g. loans).

Calculated as: (Total liabilities – current assets)/Total operating revenue.

The Financial Management Sustainability Guideline 2013 has set the target as not greater than 60%.

Councils that have net financial liabilities that are greater than 60 per cent of operating revenue have a limited capacity to increase loan borrowings and may experience stress in servicing current debt.

Council has a negative 43.58% ratio, which means that Council has ability to increase its loan borrowing. In the case of this particular ratio, a negative ratio is a strength.

| Key local government financial indicators |  | 2021 actual result | Benchmark        | Within limits |
|---|--|--------------------|------------------|---------------|
| Ratio                                     | Description  |                    |                  |               |
| Operating surplus ratio                   | This is the indicator of the extent to which operating (recurrent) revenue raised cover operational expenses only or is available for capital funding. | 6.13%              | 0-10%            | Yes           |
| Asset sustainability ratio                | This ratio helps to show whether Council is replacing assets as their service potential is used up.  | 134.35%            | Greater than 90% | Yes           |
| Net financial liabilities                 | This ratio explains the extent to which operating revenue can cover net financial liabilities.   | -43.58%            | Less than 60%    | Yes           |

| 5 year trend - local government financial indicators |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|
| Ratio  | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| Operating surplus ratio                              | 3.83%*  | -6.19%  | 4.95%   | 2.49%   | 6.13%   |
| Asset sustainability ratio                           | 52.2%*  | 44.55%  | 205.94% | 188.01% | 134.35% |
| Net financial liabilities                            | -63.3%  | -71.85% | -42.68% | -28.94% | -43.58% |

\* Restated

# Maranoa Regional Council

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2021

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## General Purpose Financial Statements

for the year ended 30 June 2021

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## Maranoa Regional Council

## Statement of Comprehensive Income

for the year ended 30 June 2021

| \$'000   | Notes  | 2021           | 2020           |
|--|--------|----------------|----------------|
| <b>Income</b>  |        |                |                |
| <b>Revenue</b>   |        |                |                |
| <b>Recurrent revenue</b>                                 |        |                |                |
| Rates, levies and charges                                | 3a     | 41,839         | 36,559         |
| Fees and charges   | 3b     | 3,953          | 3,493          |
| Sales revenue  | 3c     | 17,100         | 20,969         |
| Grants, subsidies, contributions and donations           | 3d(i)  | 24,330         | 19,397         |
| Other revenue  |        | 3,451          | 3,383          |
| <b>Total recurrent revenue</b>                           |        | <b>90,673</b>  | <b>83,801</b>  |
| <b>Recurrent other income</b>                            |        |                |                |
| Rental income  |        | 663            | 656            |
| Interest received  |        | 829            | 1,499          |
| <b>Total recurrent other income</b>                      |        | <b>1,492</b>   | <b>2,155</b>   |
| <b>Total recurrent revenue and other income</b>          |        | <b>92,165</b>  | <b>85,956</b>  |
| <b>Capital revenue</b>                                   |        |                |                |
| Grants, subsidies, contributions and donations           | 3d(ii) | 23,316         | 29,361         |
| <b>Capital other income</b>                              |        |                |                |
| Capital income   | 4      | 418            | 157            |
| <b>Total capital revenue and other income</b>            |        | <b>23,734</b>  | <b>29,518</b>  |
| <b>Total income</b>                                      |        | <b>115,899</b> | <b>115,474</b> |
| <b>Expenses</b>  |        |                |                |
| <b>Recurrent expenses</b>                                |        |                |                |
| Employee and councillor costs                            | 5      | 28,894         | 28,915         |
| Materials and services                                   | 6      | 37,146         | 33,749         |
| Finance costs  | 7      | 1,035          | 1,391          |
| Depreciation and amortisation                            | 11     | 19,442         | 19,764         |
| <b>Total recurrent expenses</b>                          |        | <b>86,517</b>  | <b>83,819</b>  |
| <b>Other expenses</b>                                    |        |                |                |
| Capital expenses   | 8      | 8,174          | 8,612          |
| <b>Total other expenses</b>                              |        | <b>8,174</b>   | <b>8,612</b>   |
| <b>Total expenses</b>                                    |        | <b>94,691</b>  | <b>92,431</b>  |
| <b>Net result</b>  |        | <b>21,208</b>  | <b>23,043</b>  |
| <b>Other comprehensive income</b>                        |        |                |                |
| <b>Items that will not be reclassified to net result</b> |        |                |                |
| Increase/(decrease) in asset revaluation surplus         | 11     | 50,676         | (1,637)        |
| <b>Total other comprehensive income for the year</b>     |        | <b>50,676</b>  | <b>(1,637)</b> |
| <b>Total comprehensive income for the year</b>           |        | <b>71,884</b>  | <b>21,406</b>  |

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

## Statement of Financial Position

as at 30 June 2021

| \$ '000                              | Notes | 2021           | 2020           |
|--------------------------------------|-------|----------------|----------------|
| <b>Assets</b>                        |       |                |                |
| <b>Current assets</b>                |       |                |                |
| Cash and cash equivalents            | 9     | 59,310         | 33,902         |
| Financial assets                     | 9     | 48,950         | 47,450         |
| Receivables                          | 10    | 6,053          | 13,418         |
| Inventories                          |       | 1,595          | 1,844          |
| Contract assets                      | 12    | 517            | 1,170          |
| Other assets                         |       | 373            | 372            |
| <b>Total current assets</b>          |       | <b>116,798</b> | <b>98,156</b>  |
| <b>Non-current assets</b>            |       |                |                |
| Property, plant and equipment        | 11    | 869,834        | 813,286        |
| <b>Total non-current assets</b>      |       | <b>869,834</b> | <b>813,286</b> |
| <b>Total Assets</b>                  |       | <b>986,632</b> | <b>911,442</b> |
| <b>Liabilities</b>                   |       |                |                |
| <b>Current liabilities</b>           |       |                |                |
| Payables                             | 13    | 13,423         | 11,811         |
| Contract liabilities                 | 12    | 11,442         | 8,919          |
| Borrowings                           | 14    | 1,731          | 1,536          |
| Provisions                           | 15    | 4,251          | 4,117          |
| <b>Total current liabilities</b>     |       | <b>30,847</b>  | <b>26,383</b>  |
| <b>Non-current liabilities</b>       |       |                |                |
| Borrowings                           | 14    | 17,154         | 17,384         |
| Provisions                           | 15    | 28,633         | 29,561         |
| <b>Total non-current liabilities</b> |       | <b>45,787</b>  | <b>46,945</b>  |
| <b>Total Liabilities</b>             |       | <b>76,634</b>  | <b>73,328</b>  |
| <b>Net community assets</b>          |       | <b>909,998</b> | <b>838,114</b> |
| <b>Community equity</b>              |       |                |                |
| Asset revaluation surplus            |       | 325,754        | 275,078        |
| Retained surplus                     |       | 584,244        | 563,036        |
| <b>Total community equity</b>        |       | <b>909,998</b> | <b>838,114</b> |

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

## Statement of Changes in Equity

for the year ended 30 June 2021

| \$ '000   | Notes | Asset<br>revaluation<br>surplus | Retained<br>surplus | Total<br>equity |
|---|-------|---------------------------------|---------------------|-----------------|
| <b>2021</b>   |       |                                 |                     |                 |
| Balance as at 1 July  |       | 275,078                         | 563,036             | 838,114         |
| <b>Restated balance as at 1 July</b>                          |       | <b>275,078</b>                  | <b>563,036</b>      | <b>838,114</b>  |
| <b>Net result</b>   |       | –                               | 21,208              | 21,208          |
| <b>Other comprehensive income for the year</b>                |       |                                 |                     |                 |
| - Increase/(decrease) in asset revaluation surplus            | 11    | 49,664                          | –                   | 49,664          |
| - (Increase)/decrease in future rehabilitation - refuse sites |       | 1,012                           | –                   | 1,012           |
| <b>Other comprehensive income</b>                             |       | <b>50,676</b>                   | <b>–</b>            | <b>50,676</b>   |
| <b>Total comprehensive income for the year</b>                |       | <b>50,676</b>                   | <b>21,208</b>       | <b>71,884</b>   |
| <b>Balance as at 30 June</b>                                  |       | <b>325,754</b>                  | <b>584,244</b>      | <b>909,998</b>  |
| <b>2020</b>   |       |                                 |                     |                 |
| Balance as at 1 July  |       | 276,715                         | 546,646             | 823,361         |
| Adjustment on initial application of AASB 15 / AASB 1058      |       | –                               | (6,653)             | (6,653)         |
| <b>Restated balance as at 1 July</b>                          |       | <b>276,715</b>                  | <b>539,993</b>      | <b>816,708</b>  |
| <b>Net result</b>   |       | –                               | 23,043              | 23,043          |
| <b>Other comprehensive income for the year</b>                |       |                                 |                     |                 |
| - Increase/(decrease) in asset revaluation surplus            | 11    | (1,637)                         | –                   | (1,637)         |
| <b>Other comprehensive income</b>                             |       | <b>(1,637)</b>                  | <b>–</b>            | <b>(1,637)</b>  |
| <b>Total comprehensive income for the year</b>                |       | <b>(1,637)</b>                  | <b>23,043</b>       | <b>21,406</b>   |
| <b>Balance as at 30 June</b>                                  |       | <b>275,078</b>                  | <b>563,036</b>      | <b>838,114</b>  |

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.



## Statement of Cash Flows

for the year ended 30 June 2021

| \$ '000  | Notes | 2021            | 2020            |
|--|-------|-----------------|-----------------|
| <b>Cash flows from operating activities</b>                |       |                 |                 |
| Payments to suppliers and employees                        |       | (70,529)        | (72,950)        |
| Receipts from customers                                    |       | 75,082          | 67,026          |
|  |       | <u>4,553</u>    | <u>(5,924)</u>  |
| <b>Receipts</b>  |       |                 |                 |
| Rental income  |       | 663             | 656             |
| Interest and investment revenue received                   |       | 829             | 1,499           |
| Non capital grants and contributions                       |       | 30,457          | 28,811          |
| <b>Payments</b>  |       |                 |                 |
| Borrowing costs  |       | (700)           | (864)           |
| <b>Net cash inflow (outflow) from operating activities</b> | 19    | <u>35,802</u>   | <u>24,178</u>   |
| <b>Cash flows from investing activities</b>                |       |                 |                 |
| <b>Receipts</b>  |       |                 |                 |
| Proceeds from sale of property, plant and equipment        |       | 1,287           | 1,586           |
| Grants, subsidies, contributions and donations             |       | 26,251          | 23,594          |
| <b>Payments</b>  |       |                 |                 |
| Payments for financial assets                              |       | (1,500)         | (16,998)        |
| Payments for property, plant and equipment                 |       | (36,397)        | (54,514)        |
| <b>Net cash inflow (outflow) from investing activities</b> |       | <u>(10,359)</u> | <u>(46,332)</u> |
| <b>Cash flows from financing activities</b>                |       |                 |                 |
| <b>Receipts</b>  |       |                 |                 |
| Proceeds from borrowings                                   |       | 1,478           | 2,825           |
| <b>Payments</b>  |       |                 |                 |
| Repayment of borrowings                                    |       | (1,513)         | (1,290)         |
| <b>Net cash flow (outflow) from financing activities</b>   |       | <u>(35)</u>     | <u>1,535</u>    |
| <b>Net increase/(decrease) for the year</b>                |       | <u>25,408</u>   | <u>(20,619)</u> |
| plus: cash and cash equivalents - beginning                |       | 33,902          | 54,521          |
| <b>Cash and cash equivalents - closing</b>                 | 9     | <u>59,310</u>   | <u>33,902</u>   |
| Additional information:                                    |       |                 |                 |
| plus: Investments on hand – end of year                    | 9     | 48,950          | 47,450          |
| <b>Total cash, cash equivalents and financial assets</b>   |       | <u>108,260</u>  | <u>81,352</u>   |

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 1. Information about these financial statements

**(a) Basis of preparation**

The Maranoa Regional Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2020 to 30 June 2021. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

These financial statements comply with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB). Council is a not-for-profit entity for financial reporting purposes and complies with Australian Accounting Standards as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention except for the revaluation of certain classes of property, plant and equipment.

**(b) New and revised Accounting Standards adopted during the year**

Maranoa Regional Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2020. None of the standards had a material impact on reported position, performance and cash flows.

**(c) Standards issued by the AASB not yet effective**

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2021, these standards have not been adopted by Council and will be included in the financial statements on their effective date. The standards are not expected to have a material impact on Council's financial statements in the period of initial recognition.

**(d) Estimates and Judgements**

Council make a number of judgements, estimates and assumptions in preparing these financial statements. These are based on the best information available to Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The significant judgements, estimates and assumptions relate to the following items and specific information is provided in the relevant note:

- Valuation and depreciation of Property, Plant & Equipment - Note 11
- Provisions - Note 15
- Contingent Liabilities - Note 17
- Financial instruments and financial risk management – Note 21
- Revenue recognition - Note 3

**(e) Rounding and Comparatives**

The financial statements are in Australian dollars and have been rounded to the nearest \$1,000, unless otherwise stated.

Comparative information is generally restated for reclassifications, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standard / comparative information is prepared on the same basis as prior year.

**(f) Taxation**

Council is exempt from income tax, however Council is subject to Fringe Benefits Tax, Goods and Services Tax ('GST') and payroll tax on certain activities. The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

**(g) Impacts from the COVID-19 pandemic**

Council has assessed the impact of the COVID-19 global pandemic and found there were no material implications for the financial year ending 30 June 2021.

However, Council acknowledges that the COVID-19 restrictions have impacted some industries within the region and has initiated the following financial incentives:

- Fee waivers have been provided for selected Council Fees & Charges. The value of this incentive was \$340,055.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 2a. Council functions – component descriptions

Details relating to the Council's functions / activities as reported in Note 2(b) are as follows:

#### OFFICE OF THE CEO

The objective of this function is to provide open and accountable leadership through our Corporate Vision of Quality, Safety, Environment and Affordability. It includes organisational development, recruitment and onboarding, and human resource management.

#### CORPORATE AND COMMUNITY SERVICES

The objective of this function is to provide professional corporate and community services including financial management, information and communication technology, information management, customer service, animal control and community safety, elected member services, communications, cemeteries and integrated quality, safety and environment (including enterprise risk) and asset management.

#### DEVELOPMENT FACILITIES AND ENVIRONMENT

The objective of this function is to provide emergency management, town planning, building control and pool safety, environmental and public health, facilities, rural land management, economic development, tourism, sport and recreation, local development and events, arts and culture, libraries, council housing, affordable land and housing across our region.

#### ENERGY SECTOR ROADWORKS

The objective of this function is to deliver identified road projects that mitigate energy sector impacts ensuring they are undertaken within time, cost and scope of expectations, with a high level of monitoring and supervision.

#### ROAD NETWORK

The objective of this function is to administer, maintain, renew and upgrade the region's road network, incorporating the related functional areas of kerb and channel, stormwater drainage, lighting, footpaths and other pathways.

#### INFRASTRUCTURE SERVICES

The objective of this function is to demonstrate best practice in our service and delivery. Includes depots, commercial road activities, quarry pits, town and surrounds (including parks, gardens and reserves), street lighting and public space lighting and flood mitigation.

#### WASTE

The objective of this function is to provide affordable collection, receipt and disposal of waste generated by households, businesses and industry that is compliant with legislation and the agreed service levels for presentation and maintenance of Council's waste facilities.

#### GAS

The objective of this function is to provide a safe and reliable retail supply to an expanding distribution network within a commercially viable framework.

#### PLANT, FLEET AND WORKSHOPS

The objective of this function is to provide a competitively priced, reliable and fit for purpose plant that enables the delivery of Council's services and programs.

#### WATER INFRASTRUCTURE

The objective of this function is to provide water for domestic, commercial and industrial use in accordance with legislation and Council standards, established for the safety and benefit of the community.

#### SEWERAGE INFRASTRUCTURE

The objective of this function is to provide for the transporting and treating of effluent from domestic, commercial and industrial properties within defined urban areas in accordance with legislation and Council standards, established for safety and benefit of the community.

#### QUARRY (ROMA)

The objective of this function is to provide Council and external customers, within our region and beyond, aggregate road base and rock suitable for use in asphalt, concrete, road construction and infrastructure construction works.

#### AIRPORTS

The objective of this function is to provide an air transport gateway to the Maranoa region that supports the commercial expansion and social connection of the region.

#### SALEYARDS (ROMA)

The objective of this function is to provide an accredited centre for store, prime, stud and special sales, private weighing and spelling services.

# Maranoa Regional Council

## Notes to the Financial Statements for the year ended 30 June 2021

### Note 2b. Council functions - analysis of results by function

| Functions<br>\$ '000                    | Recurring grants    |                   | Gross program income |                   | Capital<br>other | Total<br>income | Gross program expenses |                | Capital<br>expenses | Total<br>expenses | Net result<br>from<br>recurring<br>operations | Net<br>result  | Total<br>assets |
|---|---------------------|-------------------|----------------------|-------------------|------------------|-----------------|------------------------|----------------|---------------------|-------------------|---|----------------|-----------------|
|   | Recurring<br>grants | Capital<br>grants | Recurring<br>other   | Capital<br>grants |                  |                 | Recurring              | Capital        |                     |                   |   |                |                 |
| <b>2021</b>                             |                     |                   |                      |                   |                  |                 |                        |                |                     |                   |   |                |                 |
| Corporate and community services        | 17,463              | 125               | 32,316               | 125               | -                | 49,904          | (9,885)                | -              | (9,885)             | 39,894            | 40,019  | 118,132        |                 |
| Office of the CEO                       | 117                 | -                 | 1                    | -                 | -                | 118             | (1,302)                | -              | (1,302)             | (1,184)           | (1,184)                                       | -              |                 |
| Development, facilities and environment | 1,414               | 1,596             | 2,734                | 1,596             | 3                | 5,747           | (17,777)               | (129)          | (17,906)            | (13,629)          | (12,159)                                      | 127,438        |                 |
| Energy sector roadworks                 | 927                 | 10,631            | 3,948                | 10,631            | -                | 15,506          | (5,279)                | -              | (5,279)             | (404)             | 10,227  | -              |                 |
| Road network                            | 3,274               | 8,569             | 163                  | 8,569             | -                | 12,006          | (22,288)               | (6,064)        | (28,352)            | (18,851)          | (16,346)                                      | 569,339        |                 |
| Infrastructure services                 | -                   | 44                | 3,182                | 44                | -                | 3,226           | (5,441)                | -              | (5,441)             | (2,259)           | (2,215)                                       | 3,868          |                 |
| Waste                                   | 492                 | 3,380             | 271                  | 271               | 140              | 4,283           | (3,826)                | -              | (3,826)             | 46                | 457   | 2,660          |                 |
| Gas                                     | -                   | -                 | 1,083                | -                 | -                | 1,083           | (774)                  | (31)           | (805)               | 309               | 278   | 5,167          |                 |
| Plant, fleet and workshops              | 575                 | -                 | 96                   | -                 | 275              | 946             | (44)                   | (555)          | (599)               | 627               | 347   | 21,045         |                 |
| Water infrastructure                    | -                   | 1,958             | 6,385                | 1,958             | -                | 8,343           | (5,793)                | (232)          | (6,025)             | 592               | 2,318   | 37,661         |                 |
| Sewerage infrastructure                 | -                   | -                 | 2,924                | -                 | -                | 2,924           | (2,182)                | (957)          | (3,139)             | 742               | (215)   | 48,391         |                 |
| Quarry (Roma)                           | -                   | -                 | 5,411                | -                 | -                | 5,411           | (4,883)                | (106)          | (4,989)             | 528               | 422   | 2,292          |                 |
| Airports                                | 68                  | 122               | 2,403                | 122               | -                | 2,593           | (2,949)                | (100)          | (3,049)             | (478)             | (456)   | 27,708         |                 |
| Saleyards (Roma)                        | -                   | -                 | 3,809                | -                 | -                | 3,809           | (4,094)                | -              | (4,094)             | (285)             | (285)   | 22,931         |                 |
| <b>Total</b>                            | <b>24,330</b>       | <b>23,316</b>     | <b>67,835</b>        | <b>23,316</b>     | <b>418</b>       | <b>115,899</b>  | <b>(86,517)</b>        | <b>(8,174)</b> | <b>(94,691)</b>     | <b>5,648</b>      | <b>21,208</b>                                 | <b>986,632</b> |                 |
| <b>2020</b>                             |                     |                   |                      |                   |                  |                 |                        |                |                     |                   |   |                |                 |
| Corporate and community services        | 16,833              | 68                | 28,086               | 68                | -                | 44,987          | (9,725)                | (12)           | (9,737)             | 35,194            | 35,250  | 99,177         |                 |
| Office of the CEO                       | 87                  | -                 | 145                  | -                 | -                | 232             | (1,543)                | -              | (1,543)             | (1,311)           | (1,311)                                       | -              |                 |
| Development, facilities and environment | 893                 | 1,232             | 2,396                | 1,232             | -                | 4,521           | (15,527)               | (421)          | (15,948)            | (12,238)          | (11,427)                                      | 127,553        |                 |
| Energy sector roadworks                 | 331                 | 14,006            | 5,011                | 14,006            | -                | 19,348          | (4,364)                | -              | (4,364)             | 978               | 14,984  | -              |                 |
| Road network                            | 262                 | 6,904             | 373                  | 6,904             | -                | 7,539           | (22,304)               | (4,762)        | (27,066)            | (21,669)          | (19,527)                                      | 505,298        |                 |
| Infrastructure services                 | 6                   | -                 | 3,867                | -                 | -                | 3,873           | (5,773)                | -              | (5,773)             | (1,900)           | (1,900)                                       | 3,807          |                 |
| Waste                                   | 325                 | -                 | 3,233                | -                 | -                | 3,558           | (3,859)                | (1,396)        | (5,255)             | (301)             | (1,697)                                       | 2,326          |                 |
| Gas                                     | -                   | -                 | 921                  | -                 | -                | 921             | (768)                  | (96)           | (864)               | 153               | 57  | 4,468          |                 |
| Plant, fleet and workshops              | 660                 | 40                | 40                   | -                 | 157              | 857             | 834                    | (311)          | 523                 | 1,534             | 1,380   | 20,552         |                 |
| Water infrastructure                    | -                   | 1,137             | 6,585                | 1,137             | -                | 7,722           | (6,209)                | (831)          | (7,040)             | 376               | 682   | 48,293         |                 |
| Sewerage infrastructure                 | -                   | -                 | 2,872                | -                 | -                | 2,872           | (2,431)                | (31)           | (2,462)             | 441               | 410   | 51,205         |                 |
| Quarry (Roma)                           | -                   | -                 | 5,271                | -                 | -                | 5,271           | (4,765)                | (95)           | (4,860)             | 506               | 411   | 2,566          |                 |
| Airports                                | -                   | 282               | 3,531                | 282               | -                | 3,813           | (3,462)                | (360)          | (3,822)             | 69                | (9)   | 24,633         |                 |
| Saleyards (Roma)                        | -                   | 5,732             | 4,228                | 5,732             | -                | 9,960           | (3,923)                | (297)          | (4,220)             | 305               | 5,740   | 21,564         |                 |
| <b>Total</b>                            | <b>19,397</b>       | <b>29,361</b>     | <b>66,559</b>        | <b>29,361</b>     | <b>157</b>       | <b>115,474</b>  | <b>(83,819)</b>        | <b>(8,612)</b> | <b>(92,431)</b>     | <b>2,137</b>      | <b>23,043</b>                                 | <b>911,442</b> |                 |

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 3. Revenue

| \$ '000   | 2021          | 2020          |
|---|---------------|---------------|
| <b>(a) Rates, levies and charges</b>  |               |               |
| Rates and annual charges are recognised as revenue when the council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period. |               |               |
| General rates   | 32,497        | 27,059        |
| Water   | 3,470         | 3,440         |
| Water consumption, rental and sundries  | 2,404         | 2,477         |
| Sewerage  | 2,764         | 2,751         |
| Waste management  | 1,563         | 1,560         |
| Special rates and charges   | 713           | 736           |
| <b>Total rates and utility charge revenue</b>   | <b>43,411</b> | <b>38,023</b> |
| Less: discounts   | (1,326)       | (1,172)       |
| Less: pensioner remissions  | (246)         | (292)         |
| <b>Total rates, levies and charges</b>  | <b>41,839</b> | <b>36,559</b> |

**(b) Fees and charges**

Revenue arising from fees and charges is recognised at the point in time when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay on arrival. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

|                               |              |              |
|-------------------------------|--------------|--------------|
| Building and development fees | 209          | 118          |
| Infringements                 | 18           | 52           |
| Licences and registrations    | 24           | 91           |
| Town planning fees            | 221          | 145          |
| Animal registrations          | 124          | 126          |
| Cemetery fees                 | 151          | 125          |
| Other statutory fees          | 1,134        | 1,375        |
| User fees and charges         | 1,730        | 1,301        |
| Other fees and charges        | 342          | 160          |
| <b>Total fees and charges</b> | <b>3,953</b> | <b>3,493</b> |

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 3. Revenue (continued)

**(c) Sales revenue**

Sale of goods revenue is recognised at the point in time that the customer obtains control of the goods. Revenue from services is recognised when the service is rendered.

Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for use of equipment and employees. This revenue and the associated costs are recognised by reference to the stage of completion of the contract activity based on costs incurred at the reporting date. Where consideration is received for the service in advance it is included in contract liabilities and is recognised as revenue in the period when the service is performed. There are no contracts in progress at the year end. The contract work carried out is not subject to retentions.

| \$ '000                        | 2021          | 2020          |
|--------------------------------|---------------|---------------|
| <b>Rendering of services</b>   |               |               |
| Contract and recoverable works | 5,911         | 7,977         |
| Saleyards                      | 3,627         | 4,054         |
| Gas supply                     | 893           | 868           |
| Airport services               | 2,075         | 3,524         |
| <b>Total sale of services</b>  | <b>12,506</b> | <b>16,423</b> |
| <b>Sale of goods</b>           |               |               |
| Quarry materials               | 4,594         | 4,546         |
| <b>Total sale of goods</b>     | <b>4,594</b>  | <b>4,546</b>  |
| <b>Total sales revenue</b>     | <b>17,100</b> | <b>20,969</b> |

**(d) Grants, subsidies, contributions and donations****Grant income under AASB 15**

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligations is satisfied.

Performance obligations vary in each agreement but include rural services projects, such as noxious weed spraying and collaborative feral pest initiatives. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of the benefit.

**Grant income under AASB 1058**

Assets arising from grants in the scope of AASB 1058 are recognised at the asset's fair value when the asset are received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

**Capital grants**

Capital grants received to enable Council to acquire or construct an item of property, plant and equipment to identified specifications which will be under Council's control and under an agreement which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed. For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 3. Revenue (continued)

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by the Council.

Physical assets contributed to Council by developers in the form of roadworks, stormwater, water and wastewater infrastructure and park equipment are recognised as revenue when the development becomes "on maintenance" (i.e. the Council obtains control of the assets and becomes liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. Non-cash contributions with a value in excess of the recognition thresholds are recognised as non-current assets. Those below the thresholds are recorded as expenses.

| \$ '000   | 2021          | 2020          |
|---|---------------|---------------|
| <b>(i) Operating</b>  |               |               |
| General purpose grants  | 17,355        | 16,720        |
| Queensland government subsidies and grants                            | 1,813         | 1,243         |
| Australian government subsidies and grants                            | 1,038         | 854           |
| Donations   | 2             | 4             |
| Contributions   | 949           | 356           |
| Flood damage grants   | 3,173         | 220           |
| <b>Total recurrent grants, subsidies, contributions and donations</b> | <b>24,330</b> | <b>19,397</b> |

#### (ii) Capital

Capital revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers.

|   |               |               |
|---|---------------|---------------|
| Queensland government subsidies and grants                          | 4,912         | 5,162         |
| Australian government subsidies and grants                          | 7,115         | 9,615         |
| Contributions   | 11,289        | 14,584        |
|   | <b>23,316</b> | <b>29,361</b> |
| <b>Total capital grants, subsidies, contributions and donations</b> | <b>23,316</b> | <b>29,361</b> |

#### (iii) Timing of revenue recognition for grants, subsidies, contributions and donations

| \$ '000              | 2021                                  |                              | 2020                                  |                              |
|----------------------|---------------------------------------|------------------------------|---------------------------------------|------------------------------|
|                      | Revenue recognised at a point in time | Revenue recognised over time | Revenue recognised at a point in time | Revenue recognised over time |
| Grants and subsidies | 23,893                                | 23,753                       | 19,138                                | 29,620                       |
|                      | <b>23,893</b>                         | <b>23,753</b>                | <b>19,138</b>                         | <b>29,620</b>                |

## Notes to the Financial Statements for the year ended 30 June 2021

### Note 4. Capital income

| \$ '000  | Notes | 2021       | 2020       |
|--|-------|------------|------------|
| <b>(a) Gain / loss on disposal of non-current assets</b>       |       |            |            |
| Proceeds from the disposal of property, plant and equipment    |       | 627        | 820        |
| Less: carrying value of disposed property, plant and equipment | 11    | (349)      | (663)      |
|  |       | <u>278</u> | <u>157</u> |
| <b>Gain on disposal of non-current assets</b>                  |       | <u>278</u> | <u>157</u> |
| <b>(b) Provision for restoration of land</b>                   |       |            |            |
| Discount rate adj. - refuse restoration                        | 15    | 140        | -          |
|  |       | <u>140</u> | <u>-</u>   |
| <b>Total capital income</b>                                    |       | <u>418</u> | <u>157</u> |

### Note 5. Employee and councillor costs

| \$ '000  | Notes | 2021          | 2020          |
|--|-------|---------------|---------------|
| Employee benefit expenses are recorded when the service has been provided by the employee. |       |               |               |
| Wages and salaries   |       | 20,608        | 20,031        |
| Councillors remuneration   |       | 783           | 788           |
| Annual, sick and long service leave entitlements   |       | 4,419         | 4,828         |
| Superannuation   | 18    | 3,017         | 2,915         |
|  |       | <u>28,827</u> | <u>28,562</u> |
| Other employee related expenses  |       | 67            | 353           |
| <b>Total employee and councillor costs</b>   |       | <u>28,894</u> | <u>28,915</u> |

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

#### Additional information:

Total Council employees at the reporting date:

|   |  |            |            |
|---|--|------------|------------|
| Elected members                             |  | 9          | 9          |
| Other                                       |  | 305        | 325        |
| <b>Total full time equivalent employees</b> |  | <u>314</u> | <u>334</u> |



## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 6. Materials and services

| \$ '000   | 2021          | 2020          |
|---|---------------|---------------|
| Expenses are recorded on an accruals basis as Council receives the goods or services. |               |               |
| Advertising and marketing   | 83            | 122           |
| Administration supplies and consumables   | 60            | 60            |
| Audit of annual financial statements by the Auditor-General of Queensland             | 67            | 97            |
| Communications and IT   | 1,492         | 1,417         |
| Consultants   | 45            | 83            |
| Contractors   | 6,356         | 8,825         |
| Donations paid  | 321           | 159           |
| Power   | 1,657         | 1,924         |
| Subscriptions and registrations   | 209           | 125           |
| Travel  | 2             | 9             |
| Insurance   | 1,586         | 988           |
| Commercial waste levy   | 576           | 707           |
| Legal services  | 695           | 724           |
| Materials issued from store   | 1,392         | 1,532         |
| Plant and vehicle running costs   | 1,777         | 1,992         |
| Operations and maintenance  | 15,295        | 13,499        |
| Other materials and services  | 5,533         | 1,486         |
| <b>Total materials and services</b>   | <b>37,146</b> | <b>33,749</b> |

Total audit fees quoted by the Queensland Audit Office relating to the 2020-21 financial statements are \$101,000 (2020: \$101,000).

### Note 7. Finance costs

| \$ '000  | Notes | 2021         | 2020         |
|--|-------|--------------|--------------|
| Finance costs charged by the Queensland Treasury Corporation |       | 661          | 587          |
| Bank charges   |       | 51           | 124          |
| Impairment of receivables                                    |       | 45           | 189          |
| Change in expected credit loss                               | 10    | (58)         | (36)         |
| Quarry rehabilitation  | 15    | 24           | 26           |
| Landfill rehabilitation                                      | 15    | 312          | 501          |
| <b>Total finance costs</b>                                   |       | <b>1,035</b> | <b>1,391</b> |

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 8. Capital expenses

| \$ '000  | Notes | 2021           | 2020           |
|--|-------|----------------|----------------|
| <b>(a) Loss on disposal of non-current assets</b>              |       |                |                |
| Proceeds from the disposal of property, plant and equipment    |       | 660            | 758            |
| Less: carrying value of disposed property, plant and equipment | 11    | <u>(1,206)</u> | <u>(1,157)</u> |
|  |       | <u>546</u>     | <u>399</u>     |
| <b>Loss on disposal of non-current assets</b>                  |       | <u>546</u>     | <u>399</u>     |

### (b) Provision for restoration of land

|   |    |            |              |
|---|----|------------|--------------|
| Discount rate adjustment to refuse restoration provision    |    | –          | 1,346        |
| Discount rate adjustment to quarry rehabilitation liability |    | <u>106</u> | <u>95</u>    |
|   | 15 | <u>106</u> | <u>1,441</u> |

The discount rate adjustment to the quarry rehabilitation liability was adjusted recognised as a capital expense as there was an insufficient asset revaluation reserve in the relevant asset class.

| \$ '000                           | 2021         | 2020         |
|-----------------------------------|--------------|--------------|
| <b>(c) Other capital expenses</b> |              |              |
| Loss on write-off of assets       | <u>7,522</u> | <u>6,772</u> |
|                                   | <u>7,522</u> | <u>6,772</u> |
| <b>Total capital expenses</b>     | <u>8,174</u> | <u>8,612</u> |

### Note 9. Cash and cash equivalents

| \$ '000   | 2021          | 2020          |
|---|---------------|---------------|
| Cash and cash equivalents in the statement of cash flows include cash on hand, all cash and cheques receipted but not banked at the year end, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. |               |               |
| <b>Cash and cash equivalents</b>  |               |               |
| Cash at bank and on hand  | 2,337         | 2,379         |
| Deposits at call  | <u>56,973</u> | <u>31,523</u> |
| <b>Net cash and cash equivalents</b>  | <u>59,310</u> | <u>33,902</u> |
| <b>Investment securities - current</b>  |               |               |
| Term deposits   | <u>48,950</u> | <u>47,450</u> |
| <b>Total current investments securities</b>   | <u>48,950</u> | <u>47,450</u> |
| <b>Financial assets - non-current</b>   |               |               |
| <b>Total cash, cash equivalents and investments</b>   | 108,260       | 81,352        |

## Notes to the Financial Statements for the year ended 30 June 2021

### Note 9. Cash and cash equivalents

| \$ '000   | 2021          | 2020          |
|---|---------------|---------------|
| <b>(i) Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:</b> |               |               |
| Unspent government grants and subsidies   | 8,463         | 8,673         |
| Contract liabilities  | 11,442        | 8,919         |
| Unspent loan monies   | 4,889         | 4,016         |
| Unspent developer contributions   | 3,772         | 5,166         |
| <b>Total externally imposed restrictions on cash assets</b>   | <b>28,566</b> | <b>26,774</b> |
| <b>(ii) Internal allocations of cash at the reporting date:</b>   |               |               |
| Internal allocations of cash may be lifted by a Council with a resolution.  |               |               |
| Future capital works  | 28,176        | 27,108        |
| <b>Total internally allocated cash</b>  | <b>28,176</b> | <b>27,108</b> |
| <b>Total unspent restricted cash</b>  | <b>56,742</b> | <b>53,882</b> |

All term deposits comply with the Investment Policy and are less than 12 months in maturity. Some grants and contributions included in the restricted cash disclosures are not sufficiently specific to be recognised as contract liabilities.

#### Trust Funds

In accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account include those funds from the sale of land for arrears in rates, deposits for the contracted sale of land, security deposits lodged to guarantee performance and unclaimed monies (e.g. wages). The Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements since Council has no control over the assets.

#### Trust funds held for outside parties

Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities

|                   |            |            |
|-------------------|------------|------------|
| Security deposits | 73         | 265        |
|                   | 512        | 496        |
|                   | <b>585</b> | <b>761</b> |

### Note 10. Receivables

Receivables, loans and advances are amounts owed to Council at year end. They are recognised at the amount due at the time of sale or service delivery or advance. Settlement of receivables is required within 30 days after the invoice is issued.

Debts are regularly assessed for collectability and allowance is made, where appropriate, for impairment. All known bad debts were written-off at 30 June. If an amount is recovered in a subsequent period it is recognised as revenue.

The loss is recognised in finance costs. The amount of the impairment is the difference between the asset's carrying amount and the present value of the estimated cash flows discounted at the effective interest rate.

Subsequent recoveries of amounts previously written off in the same period are recognised as finance costs in the Statement of Comprehensive Income.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 10. Receivables (continued)

| \$ '000  | 2021         | 2020          |
|--|--------------|---------------|
| <b>Current</b>   |              |               |
| Rates and charges  | 3,159        | 3,294         |
| Other debtors  | 2,521        | 10,272        |
| GST recoverable  | 665          | 203           |
| <b>Total</b>   | <b>6,345</b> | <b>13,769</b> |
| <b>less: Provision for impairment</b>                              |              |               |
| Other  | (292)        | (351)         |
| <b>Total provision for impairment - receivables</b>                | <b>(292)</b> | <b>(351)</b>  |
| <b>Total current receivables</b>                                   | <b>6,053</b> | <b>13,418</b> |
| <b>Movement in accumulated impairment losses is as follows:</b>    |              |               |
| Opening balance at 1 July  | 351          | 391           |
| Add  |              |               |
| Increases (or decreases) in the allowance for expected credit loss | (58)         | (36)          |
| Less   |              |               |
| Impaired receivables written-off during year                       | (1)          | (4)           |
| <b>Balance at the end of the year</b>                              | <b>292</b>   | <b>351</b>    |

Refer also to Note 21 for further information about credit risk.

Interest is charged on outstanding rates (4.0% per annum from 1 July 2020, previously 8.95% per annum).

**Disclosure - credit risk exposure and impairment of receivables**

Receivables are measured at amortised cost which approximates fair value at reporting date. Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. Settlement of these amounts is required within 30 days from invoice date.

When Council has no reasonable expectation of recovering an amount owned by a debtor, and has ceased enforcement activity, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Accounting for impairment losses is dependent upon the individual group of receivables subject to impairment. The loss allowance for grouped receivables reflects lifetime expected credit losses (ECL) and incorporates reasonable and supportable forward-looking information. Economic changes impacting debtors, and relevant industry data form part of the impairment assessment.

Council has identified 4 distinctive groupings of its receivables: rates and charges, sales of services or goods, funding and other debtors.

**Rates and charges:** Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts and therefore the expected credit loss is immaterial. Impairment of rates and charges will occur only if arrears are deemed to be greater than the proceeds Council would receive from the sale of the respective property.

**Sales of services or goods:** included in this group are charges for airport services, saleyards and quarry materials. Council recognises impairment on these sales based on historical analysis.

**Funding:** payable by State and Commonwealth governments and their agencies. A credit enhancement exists as these payments are effectively government guaranteed and both the State and Commonwealth Governments have high credit ratings, accordingly Council determines the level of credit risk exposure to be immaterial and therefore does not record an expected credit loss for these counterparties. Also includes Energy Sector funding under contract agreements which Council determines the level of credit risk exposure to be immaterial.

**Other debtors:** Council identifies other debtors as receivables which are not rates and charges; sales of services or goods; or grants.

Council uses a provision matrix to measure the expected credit losses on statutory charges and other debtors. Loss rates are calculated separately for groupings with similar loss patterns. The calculations reflect historical observed default rates calculated using credit losses experienced on past transactions from the last 6 years for each group. Loss rates are based

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## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 10. Receivables (continued)

on actual credit loss experience over the past 6 years, current conditions and the Council's view of economic conditions over the expected lives of the receivables.

In Council's statements after reviewing macro economic conditions, Council reached the conclusion that forward looking conditions indicated no foreseeable expected deviations from historically calculated ratios, thus no forward looking adjustments were made. Council does not expect that the rate of loss on debtors outstanding as at 30 June 2021 will materially increase as a result of the COVID-19 pandemic.

Loss rates are calculated using a 'roll rate' method based on the probability of a receivable progressing through successive stages of delinquency to write-off.

The following tables provide information about the expected losses for trade receivables for each group of trade receivables as at 30 June 2021 and 30 June 2020.

| 2021                              | Closing balance<br>\$ '000 | Loss given<br>default<br>% | Lifetime<br>expected credit<br>loss<br>\$ '000 |
|-----------------------------------|----------------------------|----------------------------|--|
| <b>Ageing</b>                     |                            |                            |  |
| <b>Sales of services or goods</b> |                            |                            |  |
| Current                           | 743                        | 2%                         | 12   |
| 31-60 days                        | 12                         | 11%                        | 1  |
| 61-90 days                        | 9                          | 37%                        | 3  |
| 90+ days                          | 39                         | 79%                        | 31   |
| <b>Total</b>                      | <b>803</b>                 |                            | <b>47</b>                                      |
| <b>Other debtors</b>              |                            |                            |  |
| Current                           | 423                        | 0%                         | 1  |
| 31-60 days                        | 71                         | 15%                        | 11   |
| 61-90 days                        | 1                          | 34%                        | -  |
| 90+ days                          | 302                        | 77%                        | 233  |
| <b>Total</b>                      | <b>797</b>                 |                            | <b>245</b>                                     |
| <b>2020</b>                       |                            |                            |  |
| <b>Ageing</b>                     |                            |                            |  |
| <b>Sales of services or goods</b> |                            |                            |  |
| Current                           | 529                        | 1%                         | 4  |
| 31-60 days                        | 11                         | 7%                         | 1  |
| 61-90 days                        | 2                          | 29%                        | 1  |
| 90+ days                          | 28                         | 74%                        | 21   |
| <b>Total</b>                      | <b>570</b>                 |                            | <b>27</b>                                      |
| <b>Other debtors</b>              |                            |                            |  |
| Current                           | 2,868                      | 2%                         | 47   |
| 31-60 days                        | 57                         | 14%                        | 8  |
| 61-90 days                        | 121                        | 35%                        | 42   |
| 90+ days                          | 314                        | 72%                        | 227  |
| <b>Total</b>                      | <b>3,360</b>               |                            | <b>324</b>                                     |

## Maranoa Regional Council

### Notes to the Financial Statements

for the year ended 30 June 2021

#### Note 11. Property, plant and equipment

| \$ '000  | Works in progress |               | Land and site improvements |               | Buildings      |               | Plant and equipment |               | Road, drainage and bridge network |                  | Water      |            | Sewerage   |            | Other infrastructure |            | Airport    |  | Total |  |
|--|-------------------|---------------|----------------------------|---------------|----------------|---------------|---------------------|---------------|-----------------------------------|------------------|------------|------------|------------|------------|----------------------|------------|------------|--|-------|--|
|  | Cost              | Fair Value    | Fair Value                 | Cost          | Fair Value     | Cost          | Fair Value          | Fair Value    | Fair Value                        | Fair Value       | Fair Value | Fair Value | Fair Value | Fair Value | Fair Value           | Fair Value | Fair Value |  |       |  |
| <b>2021</b>  |                   |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| Measurement basis  |                   |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| <b>Opening gross balance</b>   | 40,951            | 45,473        | 133,955                    | 45,844        | 645,005        | 83,040        | 72,135              | 42,762        | 23,802                            | 1,132,767        | 35,407     |            |            |            |                      |            |            |  |       |  |
| Additions - new  | 35,407            | (75)          | (65)                       | (4,106)       | (14,120)       | (517)         | (1,101)             |               |                                   | (4,246)          |            |            |            |            |                      |            |            |  |       |  |
| Disposals  |                   |               | (39)                       |               |                |               |                     |               |                                   | (16,220)         |            |            |            |            |                      |            |            |  |       |  |
| Write-offs   |                   |               |                            |               |                |               |                     |               |                                   | (39)             |            |            |            |            |                      |            |            |  |       |  |
| Revaluation decrements to equity (ARS)                                 |                   |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| Revaluation increments to equity (ARS)                                 |                   |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| Work in progress transfers   | (29,084)          | 252           | 503                        | 4,901         | 18,405         | 3,486         | 973                 | 4,116         | 116                               | 27,117           |            |            |            |            |                      |            |            |  |       |  |
| Adjustments and other transfers  |                   | (486)         | (2)                        | (65)          | (1,329)        | 1,820         | 1,898               | 1,305         |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| <b>Total gross value of property, plant and equipment</b>              | <b>47,274</b>     | <b>45,125</b> | <b>134,830</b>             | <b>46,135</b> | <b>665,806</b> | <b>87,829</b> | <b>73,905</b>       | <b>49,957</b> | <b>23,918</b>                     | <b>1,174,779</b> |            |            |            |            |                      |            |            |  |       |  |
| <b>Opening accumulated depreciation and impairment</b>                 |                   | 136           | 36,915                     | 19,664        | 183,384        | 36,851        | 21,974              | 15,326        | 5,231                             | 319,481          |            |            |            |            |                      |            |            |  |       |  |
| Depreciation expense   |                   | 50            | 2,206                      | 2,863         | 10,540         | 1,418         | 772                 | 947           | 646                               | 19,442           |            |            |            |            |                      |            |            |  |       |  |
| Disposals  |                   |               | (3)                        | (2,688)       |                |               |                     |               |                                   | (2,691)          |            |            |            |            |                      |            |            |  |       |  |
| Revaluation increments to equity (ARS)                                 |                   |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| Revaluation decrements to equity (ARS)                                 |                   |               |                            |               | (38,495)       |               |                     |               |                                   | (41,987)         |            |            |            |            |                      |            |            |  |       |  |
| Adjustments and other transfers  |                   |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| Write-offs   |                   |               | 4                          | (7)           | (763)          |               | 4,786               | 424           |                                   | 19,401           |            |            |            |            |                      |            |            |  |       |  |
| <b>Total accumulated depreciation of property, plant and equipment</b> |                   | 186           | 38,402                     | 19,730        | 147,124        | 306           | (636)               | (61)          |                                   | (8,698)          |            |            |            |            |                      |            |            |  |       |  |
| <b>Total net book value of property, plant and equipment</b>           | <b>47,274</b>     | <b>44,939</b> | <b>96,428</b>              | <b>26,405</b> | <b>518,682</b> | <b>35,675</b> | <b>47,009</b>       | <b>32,558</b> | <b>20,864</b>                     | <b>869,834</b>   |            |            |            |            |                      |            |            |  |       |  |
| <b>Other information</b>   |                   |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| Asset Revaluation Surplus  |                   | 23,102        | 34,340                     |               | 191,253        | 26,688        | 23,522              | 23,480        | 3,359                             | 325,754          |            |            |            |            |                      |            |            |  |       |  |
| Range of estimated useful life (years)                                 |                   | 0-10          | 8-130                      | 3-100         | 10-200         | 6-210         | 6-210               | 10-200        | 13-210                            |                  |            |            |            |            |                      |            |            |  |       |  |
| <b>*Asset additions comprise</b>                                       |                   |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| Asset renewals on infrastructure                                       | 22,205            |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| Asset renewals on other asset classes                                  | 2,142             |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| Other additions  | 11,060            |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |
| <b>Total asset additions</b>   | <b>35,407</b>     |               |                            |               |                |               |                     |               |                                   |                  |            |            |            |            |                      |            |            |  |       |  |

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# Maranoa Regional Council

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 11. Property, plant and equipment (continued)

| \$ '000  | Works in progress |                 | Land and site improvements |                | Buildings     |                | Plant and equipment |               | Road, drainage and bridge network |               | Water         |                  | Sewerage   |            | Other infrastructure |            | Airport    |            | Total |  |
|--|-------------------|-----------------|----------------------------|----------------|---------------|----------------|---------------------|---------------|-----------------------------------|---------------|---------------|------------------|------------|------------|----------------------|------------|------------|------------|-------|--|
|  | Cost              | Fair Value      | Cost                       | Fair Value     | Fair Value    | Cost           | Fair Value          | Fair Value    | Fair Value                        | Fair Value    | Fair Value    | Fair Value       | Fair Value | Fair Value | Fair Value           | Fair Value | Fair Value | Fair Value |       |  |
| <b>2020</b>  |                   |                 |                            |                |               |                |                     |               |                                   |               |               |                  |            |            |                      |            |            |            |       |  |
| Measurement basis  |                   |                 |                            |                |               |                |                     |               |                                   |               |               |                  |            |            |                      |            |            |            |       |  |
| <b>Opening gross balance</b>   | 38,486            | 41,911          | 124,611                    | 124,611        | 43,059        | 638,272        | 80,019              | 80,019        | 65,232                            | 43,013        | 24,059        | 1,098,662        |            |            |                      |            |            |            |       |  |
| Additions - new  | 54,514            | —               | —                          | —              | —             | —              | —                   | —             | —                                 | —             | —             | 54,514           |            |            |                      |            |            |            |       |  |
| Disposals  | —                 | (32)            | (135)                      | (135)          | (4,687)       | (6,816)        | (1,647)             | (1,647)       | (2,803)                           | (464)         | (644)         | (4,854)          |            |            |                      |            |            |            |       |  |
| Write-offs   | —                 | —               | (1,216)                    | (1,216)        | —             | (12,716)       | —                   | —             | —                                 | (1,136)       | (111)         | (13,590)         |            |            |                      |            |            |            |       |  |
| Revaluation decrements to equity (ARS)                                 | —                 | —               | —                          | —              | —             | —              | —                   | —             | —                                 | —             | —             | —                |            |            |                      |            |            |            |       |  |
| Revaluation increments to equity (ARS)                                 | —                 | 1,476           | 2,376                      | 2,376          | —             | —              | 1,985               | 1,985         | 5,938                             | —             | —             | 11,775           |            |            |                      |            |            |            |       |  |
| Work in progress transfers   | (52,049)          | 1,895           | 8,319                      | 8,319          | 7,272         | 26,265         | 2,683               | 2,683         | 3,768                             | 1,349         | 498           | —                |            |            |                      |            |            |            |       |  |
| Adjustments and other transfers  | —                 | 223             | —                          | —              | —             | —              | —                   | —             | —                                 | —             | —             | —                |            |            |                      |            |            |            |       |  |
| <b>Total gross value of property, plant and equipment</b>              | <b>40,951</b>     | <b>45,473</b>   | <b>133,955</b>             | <b>133,955</b> | <b>45,644</b> | <b>645,005</b> | <b>83,040</b>       | <b>83,040</b> | <b>72,135</b>                     | <b>42,762</b> | <b>23,802</b> | <b>1,132,767</b> |            |            |                      |            |            |            |       |  |
| <b>Opening accumulated depreciation and impairment</b>                 | —                 | 107             | 35,111                     | 35,111         | 20,169        | 177,018        | 35,261              | 35,261        | 23,089                            | 14,557        | 4,820         | 310,112          |            |            |                      |            |            |            |       |  |
| Depreciation expense   | —                 | 29              | 2,120                      | 2,120          | 2,520         | 11,016         | 1,402               | 1,402         | 732                               | 997           | 948           | 19,764           |            |            |                      |            |            |            |       |  |
| Disposals  | —                 | —               | (4)                        | (4)            | (3,025)       | (2,596)        | —                   | —             | —                                 | —             | —             | (3,029)          |            |            |                      |            |            |            |       |  |
| Revaluation increments to equity (ARS)                                 | —                 | —               | —                          | —              | —             | —              | —                   | —             | —                                 | —             | —             | —                |            |            |                      |            |            |            |       |  |
| Revaluation decrements to equity (ARS)                                 | —                 | —               | 344                        | 344            | —             | —              | 1,006               | 1,006         | 944                               | 4             | (253)         | (2,849)          |            |            |                      |            |            |            |       |  |
| Write-offs   | —                 | —               | (656)                      | (656)          | —             | (2,054)        | (818)               | (818)         | (2,771)                           | (232)         | (284)         | (6,815)          |            |            |                      |            |            |            |       |  |
| <b>Total accumulated depreciation of property, plant and equipment</b> | <b>—</b>          | <b>136</b>      | <b>36,915</b>              | <b>36,915</b>  | <b>19,664</b> | <b>183,384</b> | <b>36,851</b>       | <b>36,851</b> | <b>21,974</b>                     | <b>15,326</b> | <b>5,231</b>  | <b>319,481</b>   |            |            |                      |            |            |            |       |  |
| <b>Total net book value of property, plant and equipment</b>           | <b>40,951</b>     | <b>45,337</b>   | <b>97,040</b>              | <b>97,040</b>  | <b>25,980</b> | <b>461,621</b> | <b>46,189</b>       | <b>46,189</b> | <b>50,161</b>                     | <b>27,436</b> | <b>18,571</b> | <b>813,286</b>   |            |            |                      |            |            |            |       |  |
| <b>Other information</b>   |                   |                 |                            |                |               |                |                     |               |                                   |               |               |                  |            |            |                      |            |            |            |       |  |
| Range of estimated useful life (years)                                 | Not depreciated   | Not depreciated | 8-130                      | 8-130          | 3-100         | 10-200         | 6-210               | 6-210         | 6-210                             | 10-200        | 13-210        | —                |            |            |                      |            |            |            |       |  |
| <b>*Asset additions comprise</b>                                       |                   |                 |                            |                |               |                |                     |               |                                   |               |               |                  |            |            |                      |            |            |            |       |  |
| Asset renewals on infrastructure                                       | 32,366            | —               | —                          | —              | —             | —              | —                   | —             | —                                 | —             | —             | 32,366           |            |            |                      |            |            |            |       |  |
| Asset renewals on other asset classes                                  | 9,249             | —               | —                          | —              | —             | —              | —                   | —             | —                                 | —             | —             | 9,249            |            |            |                      |            |            |            |       |  |
| Other additions  | 12,899            | —               | —                          | —              | —             | —              | —                   | —             | —                                 | —             | —             | 12,899           |            |            |                      |            |            |            |       |  |
| <b>Total asset additions</b>   | <b>54,514</b>     | <b>—</b>        | <b>—</b>                   | <b>—</b>       | <b>—</b>      | <b>—</b>       | <b>—</b>            | <b>—</b>      | <b>—</b>                          | <b>—</b>      | <b>—</b>      | <b>54,514</b>    |            |            |                      |            |            |            |       |  |

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## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 11. Property, plant and equipment (continued)

#### (a) Recognition

Each class of property, plant and equipment is stated at cost or fair value less, where applicable, accumulated depreciation and accumulated impairment losses.

Replacement of a major component of an asset, in order to maintain its service potential, is treated as the acquisition of a new asset. However, routine operating maintenance, repair costs and minor renewals to maintain the operational capacity and useful life of the non-current asset is expensed as incurred.

Expenditure incurred in accordance with natural disaster relief and recovery arrangements on road assets is analysed to determine whether the expenditure is capital in nature. The analysis of the expenditure requires Council engineers to review the nature and extent of expenditure on a given asset. For example, expenditure that patches a road is generally maintenance in nature, whereas a kerb to kerb rebuild is treated as capital. Material expenditure that extends the useful life or renews the service potential of the asset is capitalised.

#### Land under roads

Land under the roads and reserve land which falls under the *Land Act 1994* or the *Land Title Act 1994* is controlled by the Queensland Government pursuant to the relevant legislation. This land is not recognised in these financial statements.

#### (b) Measurement

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including freight in, design fees and all other establishment costs.

Items of plant and equipment with a total value of less than \$5,000, and infrastructure assets and buildings with a total value of less than \$10,000 are treated as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised.

Property, plant and equipment received in the form of contributions, are recognised as assets and revenues at fair value by Council valuation where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date.

Direct labour and materials and an appropriate proportion of overheads incurred in the acquisition or construction of assets are treated as capital expenditure. Assets under construction are not depreciated until they are completed and commissioned, at which time they are reclassified from work in progress to the appropriate property, plant and equipment class.

Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity and useful life of the non-current asset is expensed as incurred, while expenditure that relates to replacement of a major component of an asset to maintain its service potential is capitalised.

#### (c) Depreciation

Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and commissioned ready for use, at which time they are reclassified from work in progress to the appropriate property, plant and equipment class.

Land is not depreciated as it has an unlimited useful life. Depreciation on other property, plant and equipment assets is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the Council. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

Road formation and earthworks are considered to be a non depreciable asset under AASB Interpretation 1055 – *Accounting for Road Earthworks*.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Council.



## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 11. Property, plant and equipment (continued)

Major spares purchased specifically for particular assets that are above the asset recognition threshold are capitalised and depreciated on the same basis as the asset to which they relate.

The depreciable amount of improvements to or on leasehold land is allocated progressively over the estimated useful lives of the improvements to the Council or the unexpired period of the lease, whichever is the shorter.

Depreciation methods, estimated useful lives and residual values of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted where necessary to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions. The condition assessments performed as part of the annual valuation process for assets measured at written down current replacement cost are used to estimate the useful lives of these assets at each reporting date.

#### Key judgements and estimates

Straight line depreciation is used as that is consistent with the even consumption of service potential of these assets over their useful life to the Council.

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain software and IT equipment.

#### (d) Valuation

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

#### Valuation Processes

Council's valuation policies and procedures are reviewed annually taking into consideration an analysis of movements in fair value and other relevant information.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment assets at least once every three years. This process involves the valuer physically sighting a representative sample of Council assets across all asset classes and making their own assessments of the condition of the assets at the date of inspection.

In the intervening years, Council uses independent qualified valuers, internal engineers and asset managers to assess the cost assumptions associated with all infrastructure assets, the results of which are considered in combination with an appropriate cost index for the region. Together these are used to form the basis of a management valuation for infrastructure asset classes in each of the intervening years. With respect to the valuation of the land and site improvements and buildings classes in the intervening years, management engage independent qualified valuers to perform a "desktop" valuation. A desktop valuation involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

An analysis performed by management has indicated that, on average, the variance between an indexed asset value and the valuation by an independent valuer when performed is not significant and the indices used by Council are appropriate. Further details in relation to valuers, the methods of valuation and the key assumptions used in valuing each different asset class are disclosed below.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life. Separately identified components of assets are measured on the same basis as the assets to which they relate.

In accordance with AASB 13 fair value measurements are categorised on the following basis:

**Level 1:** Quoted prices (unadjusted) in active markets for identical assets or liabilities,

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 11. Property, plant and equipment (continued)

**Level 2:** Inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly or indirectly,

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

**(1) The following table presents all assets and liabilities that have been measured and recognised at fair values:**

| \$ '000                                    | Date of latest comp. valuation | Fair value measurement using         |                                       |   | Total          |
|--|--------------------------------|--------------------------------------|---------------------------------------|---|----------------|
|  |                                | Level 1 Quoted prices in active mkts | Level 2 Significant observable inputs | Level 3 significant unobservable inputs |                |
| <b>2021</b>                                |                                |                                      |                                       |   |                |
| <b>Property, plant and equipment</b>       |                                |                                      |                                       |   |                |
| Land and site improvements                 | 30/06/19                       | –                                    | 44,939                                | –                                       | 44,939         |
| Buildings - residential                    | 30/06/19                       | –                                    | 5,835                                 | –                                       | 5,835          |
| Buildings - other                          | 30/06/19                       | –                                    | –                                     | 90,593                                  | 90,593         |
| Road, drainage and bridge network          | 30/06/21                       | –                                    | –                                     | 519,670                                 | 519,670        |
| Water                                      | 30/06/19                       | –                                    | –                                     | 35,681                                  | 35,681         |
| Sewerage                                   | 30/06/19                       | –                                    | –                                     | 47,009                                  | 47,009         |
| Other infrastructure assets                | 30/06/19                       | –                                    | –                                     | 32,558                                  | 32,558         |
| Airport                                    | 30/06/21                       | –                                    | –                                     | 20,864                                  | 20,864         |
| <b>Total property, plant and equipment</b> |                                | <b>–</b>                             | <b>50,774</b>                         | <b>746,375</b>                          | <b>797,149</b> |
| <b>2020</b>                                |                                |                                      |                                       |   |                |
| <b>Property, plant and equipment</b>       |                                |                                      |                                       |   |                |
| Land and site improvements                 | 30/06/19                       | –                                    | 45,337                                | –                                       | 45,337         |
| Buildings - residential                    | 30/06/19                       | –                                    | 5,569                                 | –                                       | 5,569          |
| Buildings - other                          | 30/06/19                       | –                                    | –                                     | 91,471                                  | 91,471         |
| Road, drainage and bridge network          | 30/06/19                       | –                                    | –                                     | 461,621                                 | 461,621        |
| Water                                      | 30/06/19                       | –                                    | –                                     | 46,189                                  | 46,189         |
| Sewerage                                   | 30/06/19                       | –                                    | –                                     | 50,161                                  | 50,161         |
| Other infrastructure assets                | 30/06/19                       | –                                    | –                                     | 27,436                                  | 27,436         |
| Airport                                    | 30/06/18                       | –                                    | –                                     | 18,571                                  | 18,571         |
| <b>Total property, plant and equipment</b> |                                | <b>–</b>                             | <b>50,906</b>                         | <b>695,449</b>                          | <b>746,355</b> |

### (2) Transfers between level 1 and level 2 fair value hierarchies

During the year, there were no transfers between Level 1 and Level 2 Fair Value hierarchies for recurring fair value measurements.

## Maranoa Regional Council

### Notes to the Financial Statements

for the year ended 30 June 2021

#### Note 11. Property, plant and equipment (continued)

##### (3) Valuation techniques used to derive level 2 and level 3 fair values

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

##### **Land and site improvements (level 2)**

Land and site improvements assets were comprehensively valued by APV Valuers as at 30 June 2019. A desktop revaluation update was subsequently undertaken effective 30 June 2021.

Level 2 valuation inputs were used to value land held in freehold title (investment and non-investment) as well as land used for special purposes, which is restricted in use under current zoning rules. The direct comparison to sales approach is the preferred and most commonly used approach in land valuations. In this approach to value, the property is compared to recently sold properties which are of a similar type. This comparison is adjusted to take into consideration the characteristics of the land, such as size, zoning, topography, configuration etc. The most significant inputs into this valuation approach are price per square metre.

##### **Buildings (level 2 and 3)**

Buildings assets were comprehensively valued by APV Valuers as at 30 June 2019. A desktop revaluation update was subsequently undertaken effective 30 June 2021.

Level 2 inputs were used to determine the fair value of a range of properties. This included the bulk of residential and commercial properties. The residential properties fair value has been derived from sales prices of comparable properties after adjusting for differences in key attributes such as property size. The most significant inputs into this valuation approach are price per square metre.

Some residential properties were located in isolated locations where there was no evidence to support a market approach. These properties were valued using the cost approach and due to the range of assumptions used to determine the fair value have been classified as Level 3.

Specialised buildings were valued using the cost approach using professionally qualified Registered Valuers. The approach estimated the replacement cost for each building by componentising the buildings into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on square metres could be supported from market evidence (Level 2) other inputs (such as estimates of residual value, useful life, pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using Level 3 valuation inputs.

In determining the level of accumulated depreciation the assets have been disaggregated into significant components, and further disaggregated into short and long-term components, which exhibit different useful lives and service potential patterns. Allowance has been made for the typical asset life cycle and renewal treatments of each component, and the condition of the asset. When assessing the level of remaining service potential or the rate of consumption of that service potential (depreciation) a range of factors are considered including condition, obsolescence, restrictions and other relevant factors. They can generally be described and split into two types, holistic and component specific. Holistic factors impact at the whole asset level and include factors such as functionality, capacity, utilisation, safety and obsolescence. Component specific factors include physical condition and breakage and repair history.

The consumption score methodology is based on assessing the relative level of remaining service potential. The scale is as follows:

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## Maranoa Regional Council

### Notes to the Financial Statements

for the year ended 30 June 2021

#### Note 11. Property, plant and equipment (continued)

| Phase Points | Description   |
|--------------|---|
| 0.00 - 0.99  | New or very good condition - very high level of remaining service potential.  |
| 1.00 - 1.99  | Not new but in very good condition with no indicators of any future obsolescence and providing a high level of remaining service potential.   |
| 2.00 - 2.99  | Aged and in good condition, providing an adequate level of remaining service potential. No signs of immediate or short term obsolescence.   |
| 3.00 - 3.99  | Providing an adequate level of remaining service potential but there are some concerns over the asset's ability to continue to provide an adequate level of service in the short to medium term. May be signs of obsolescence in short to mid-term. |
| 4.00 - 4.99  | Indicators showing the need to renew, upgrade or scrap in near future. Should be reflected by inclusion in the Capital Works Plan to renew or replace in short-term. Very low level of remaining service potential.                                 |
| 5.00         | At intervention point. No longer providing an acceptable level of service. If remedial action is not taken immediately the asset will need to be closed or decommissioned.  |

The Indexation Percentage for the Building Valuations has been derived from reference to actual costs where details have been provided of recent construction, costing guides issued by the Australian Institute of Quantity Surveyors, Rawlinson's (Australian Construction Handbook), Construction Data from the Australian Bureau of Statistics and APV's own internal market research and costings. Analysis of these construction cost guides and research has determined that the approximate increase in building costs over the period from the 30 June 2020 to 30 June 2021 for each building type is:

| Building Category | Index %  |
|-------------------|----------|
| Residential       | 0.50%    |
| Commercial        | 0%       |
| Industrial        | 0.00%    |
| Civic             | 0%       |
| Amenities         | 0%       |
| Other Structures  | 0 - 2.7% |

#### Infrastructure assets

All Council infrastructure assets were fair valued using written down current replacement cost (CRC). This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. Where existing assets were over designed, had excess capacity, or were redundant an adjustment was made so that the resulting valuation reflected the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output within the Council's planning horizon.

The unit rates (labour and materials) and quantities applied to determine the CRC of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks. The CRC was determined using methods relevant to the asset class as described under individual asset categories below.

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## Maranoa Regional Council

### Notes to the Financial Statements for the year ended 30 June 2021

#### Note 11. Property, plant and equipment (continued)

##### Roads and airport

##### Current replacement cost:

Roads, drainage and bridge and airport assets were comprehensively valued by APV Valuers as at 30 June 2021.

Council categorises its road infrastructure into urban and rural roads and the further sub-categorises these into sealed and unsealed roads. Roads are split into segments which vary in length depending on the attributes of each segment and the previous construction history – as described below. All road segments are then componentised into formation, pavement and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

All road network infrastructure assets were valued using Level 3 valuation inputs using the cost approach.

CRC was calculated by reference to asset linear and area specifications, estimated labour and material inputs, services costs, and overhead allocations. Segment lengths and widths and pavement depths are actual where known from design plans and/or construction records, or are confirmed by field measure. Unconfirmed pavement depths are assumed constructed to 200mm for sealed roads and 150mm for unsealed roads. Council also assumes that all raw materials can be sourced from local quarries. For internal constructions estimates, material and services prices were based on existing supplier contract rates and supplier price lists while labour wage rates were based on Council's Certified Agreement. All direct costs were allocated to assets at standard usage quantities according to recently completed similar projects. Where construction is outsourced, CRC was based on the average of completed similar projects over the last few years, where sufficiently representative capital works have been undertaken; otherwise, these were based on rates supplied by an independent valuer determined using professional judgement, and externally available cost data.

CRC for airport assets was calculated based on expected replacement costs. In all cases the assets were disaggregated to component level to ensure a reliable measure of cost and service capacity and deterioration of estimated remaining life.

##### Accumulated depreciation:

In determining the level of accumulated depreciation, roads and airports were disaggregated into significant components which exhibited different useful lives and bridges are summarised into one lump sum item.

Useful lives are an estimate of the total service capacity in years for that type of asset. The remaining useful life of the asset is determined based on an asset condition rating, which reflects both physical characteristics (e.g. age and physical condition) as well as holistic factors such as functionality, capability, utilisation and obsolescence. Accumulated depreciation represents the decline in service potential (i.e. the difference between useful life and remaining useful life) for an asset. In periods when a comprehensive valuation is not undertaken, the remaining useful of the asset is then calculated based purely on the time elapsed since the previous valuation, as adjusted for any known improvements or deterioration in asset condition.

In order to assess the level of remaining service potential the following consumption scoring methodology was applied.

| Phase Points | Description   |
|--------------|---|
| 0.00 - 0.99  | New or very good condition - very high level of remaining service potential.  |
| 1.00 - 1.99  | Not new but in very good condition with no indicators of any future obsolescence and providing a high level of remaining service potential.   |
| 2.00 - 2.99  | Aged and in good condition, providing an adequate level of remaining service potential. No signs of immediate or short term obsolescence.   |
| 3.00 - 3.99  | Providing an adequate level of remaining service potential but there are some concerns over the asset's ability to continue to provide an adequate level of service in the short to medium term. May be signs of obsolescence in short to mid-term. |

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## Maranoa Regional Council

### Notes to the Financial Statements

for the year ended 30 June 2021

#### Note 11. Property, plant and equipment (continued)

|             |   |
|-------------|---|
| 4.00 - 4.99 | Indicators showing the need to renew, upgrade or scrap in near future. Should be reflected by inclusion in the Capital Works Plan to renew or replace in short-term. Very low level of remaining service potential. |
| 5.00        | At intervention point. No longer providing an acceptable level of service. If remedial action is not taken immediately the asset will need to be closed or decommissioned.  |

#### Water, sewerage and gas infrastructure

##### Current replacement cost:

Water, sewerage and gas infrastructure assets were comprehensively valued by APV Valuers as at 30 June 2019. A desktop revaluation update was subsequently undertaken effective 30 June 2021.

All water, sewerage and gas network infrastructure assets were valued using Level 3 valuation inputs using the cost approach. CRC was calculated using a range of sources including actual construction or purchase prices for recent projects, appropriate APV databases where APV record details of actual costs from recent projects that are sourced directly from their clients. Preference is provided to nearby locations. Rawlinson's Construction Guide or similar guide and benchmarking against other valuations. An allowance was then made to adjust for condition and comparability.

The indexation percentage for the infrastructure desktop valuations effective 30 June 2021 has been derived from reference to costing guides issued by the Australian Institute of Quality Surveyors, Rawlinson's (Australian Construction Handbook), construction data from the Australian Bureau of Statistics and APV's own internal market research and costings.

The analysis of these construction cost guides and research has determined that the approximate increase in infrastructure costs over the period from 1 July 2020 to 30 June 2021 is as following:

| Infrastructure Category | Index %     |
|-------------------------|-------------|
| Water active assets     | 0.5% - 4.3% |
| Water passive assets    | 1.40%       |
| Sewerage active assets  | 0% - 4.3%   |
| Sewerage passive assets | 1.3% - 2.2% |
| Gas infrastructure      | 1.40%       |

During the year there were a number of new projects completed where the actual cost was recorded and the impact of depreciation at year end was negligible. While these could be classified as valued at Level 2 given the low proportion of the total portfolio that these represented and the likelihood that in future valuations they would most likely be valued at Level 3 we have adopted a policy that all road and water network infrastructure assets are deemed to be valued at Level 3.

##### Accumulated depreciation:

In determining accumulated depreciation, assets were either subject to a site inspection or an assessment to determine remaining useful life. Where site inspections were conducted (i.e. for active assets), the assets were allocated a consumption assessment, which was used to estimate remaining useful life. Refer to consumption scoring methodology in Roads and airport section.

For assets that are not available for visual inspection the useful life remaining was based on age and adjusted where there were known factors to impact on the condition.

continued on next page ...

## Notes to the Financial Statements for the year ended 30 June 2021

### Note 11. Property, plant and equipment (continued)

#### (4) Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

| \$ '000                                  | Buildings     | Total         |
|--|---------------|---------------|
| <b>2021</b>                              |               |               |
| <b>Opening balance - 1/7/19</b>          | 84,004        | 84,004        |
| Transfers from/(to) level 2              | (119)         | (119)         |
| Purchases                                | 8,298         | 8,298         |
| Disposals (WDV)                          | (551)         | (551)         |
| Depreciation and impairment              | (1,938)       | (1,938)       |
| FV gains - other comprehensive income    | 1,777         | 1,777         |
| <b>Closing Balance - 30/6/20</b>         | <b>91,471</b> | <b>91,471</b> |
| <b>Opening balance - 1/7/20</b>          | 91,471        | 91,471        |
| Transfers from/(to) level 2 FV hierarchy | (250)         | (250)         |
| Purchases                                | 357           | 357           |
| Disposals (WDV)                          | (78)          | (78)          |
| Depreciation and impairment              | (1,992)       | (1,992)       |
| FV gains – other comprehensive income    | 1,085         | 1,085         |
| <b>Closing balance - 30/6/21</b>         | <b>90,593</b> | <b>90,593</b> |

Accounting standards require disclosure of movements for level 3 fair value measurements and disclosure of transfers into and out of level 3. The need for a separate disclosure arises as the buildings class contains both level 2 and level 3.

### Note 12. Contract balances

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.

When an amount of consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

| \$ '000                              | 2021       | 2020         |
|--------------------------------------|------------|--------------|
| <b>(a) Contract assets</b>           |            |              |
| <b>Current</b>                       |            |              |
| Contract assets                      | 517        | 1,170        |
| <b>Total current contract assets</b> | <b>517</b> | <b>1,170</b> |

## Notes to the Financial Statements for the year ended 30 June 2021

### Note 12. Contract balances (continued)

| \$ '000  | 2021          | 2020         |
|--|---------------|--------------|
| <b>(b) Contract liabilities</b>  |               |              |
| <b>Current</b>   |               |              |
| <b>Grants</b>  |               |              |
| Funds received upfront to construct Council controlled assets  | 11,260        | 8,325        |
| <b>Total grants</b>  | <b>11,260</b> | <b>8,325</b> |
| <b>Other services</b>  |               |              |
| Deposits received in advance of services provided  | 182           | 594          |
| <b>Total other services</b>  | <b>182</b>    | <b>594</b>   |
| <b>Total current contract liabilities</b>  | <b>11,442</b> | <b>8,919</b> |
| <b>Revenue recognised that was included in the contract liability balance at the beginning of the year</b> |               |              |
| Funds to construct Council controlled assets   | 5,363         | 1,455        |
| Deposits received in advance of services provided  | 412           | 55           |
| <b>Total revenue included in the contract liability</b>  | <b>5,775</b>  | <b>1,510</b> |

### (c) Significant changes in contract balances

The main driver behind the increase in contract liability balances is Disaster Recovery Funding Arrangements (DRFA) funding received during the 2020/2021 year, with works to be completed during the 2021/2022 year.

### Note 13. Payables

| \$ '000  | 2021          | 2020          |
|--|---------------|---------------|
| Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms. |               |               |
| <b>Current</b>   |               |               |
| Creditors and accruals   | 6,807         | 5,420         |
| Prepaid rates  | 567           | 607           |
| Employee related accruals  | 589           | 585           |
| Annual leave entitlements  | 4,619         | 4,582         |
| Other  | 841           | 617           |
| <b>Total current payables</b>  | <b>13,423</b> | <b>11,811</b> |



# Maranoa Regional Council

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 14. Borrowings

Borrowings are initially recognised at fair value plus any directly attributable transaction costs. Thereafter, they are measured at amortised cost. Principal and interest repayments are made quarterly in arrears.

All borrowings are in \$A denominated amounts and interest is expensed as it accrues. No interest has been capitalised during the current or comparative reporting period. Expected final repayment dates vary from 15 June 2024 to 15 June 2039. There have been no defaults or breaches of the loan agreement during the period.

Council adopts an annual debt policy that sets out Council's planned borrowings for the next nine years. Council's current policy is to only borrow for capital projects and for a term no longer than the expected life of the asset. Council also aims to comply with the Queensland Treasury Corporation's borrowing guidelines and ensure that sustainability indicators remain within acceptable levels at all times.

| \$ '000                                 | 2021          | 2020          |
|---|---------------|---------------|
| <b>Current</b>                          |               |               |
| Loans - Queensland Treasury Corporation | 1,731         | 1,536         |
| <b>Total current borrowings</b>         | <b>1,731</b>  | <b>1,536</b>  |
| <b>Non-current</b>                      |               |               |
| Loans - Queensland Treasury Corporation | 17,154        | 17,384        |
| <b>Total non-current borrowings</b>     | <b>17,154</b> | <b>17,384</b> |

### Reconciliation of Loan Movements for the year

#### Loans - Queensland Treasury Corporation

|  |               |               |
|--|---------------|---------------|
| Opening balance at beginning of financial year | 18,920        | 17,385        |
| Loans raised                                   | 1,478         | 2,825         |
| Principal repayments                           | (1,513)       | (1,290)       |
| <b>Book value at end of financial year</b>     | <b>18,885</b> | <b>18,920</b> |

The QTC loan market value at the reporting date was \$20,149,788 (2020: \$20,773,173). This represents the value of the debt if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts.

### Note 15. Provisions

#### Long service leave

A liability for long service leave is measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The value of the liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in the Council's employment or other associated employment which would result in the Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The yields attaching to Commonwealth Government guaranteed securities at the reporting date are used to discount the estimated future cash outflows to their present value. The provision is discounted using the Commonwealth Bond yield rates published on the Department of State Development, Infrastructure, Local Government and Planning website.

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer this liability beyond 12 months long service leave is classified as a current liability. Otherwise it is classified as non-current.

#### Restoration Provisions

A provision is made for the cost of restoration in respect of refuse dumps and quarries where it is probable the Council will be liable, or required, to incur such a cost on the cessation of use of these facilities. The provision is measured at the expected cost of the work required, discounted to current day values using the interest rates attaching to Commonwealth Government guaranteed securities with a maturity date corresponding to the anticipated date of the restoration.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 15. Provisions (continued)

Within each restoration provision there may be many site locations some of which can be on Council controlled land and some that are not. The following account treatments apply depending on the site location:

**Restoration on land not controlled by Council**

Where the restoration site is on State reserves which Council does not control, the cost of the provisions for restoration of these sites is treated as an expense in the year the provision is first recognised. Changes in the provision due to either time, discount rate or expected future costs are treated as a capital expense or capital income in the reporting period in which they arise.

**Restoration on land controlled by Council**

A provision is recognised for the estimated discounted cost of restoration, where required. The estimated cost of restoration is capitalised within land and improvement assets and is not immediately expensed.

As land and improvement assets are measured at fair value, the effects of a change in the measurement of a restoration provision that results from changes in the estimated timing or amount of the outflow of resources required to settle the obligation, or change in the discount rate are recognised within the asset revaluation surplus as follows:

Council has not historically recognised an asset for its landfill cells assets, and accordingly changes in the landfill restoration provision have been recognised as an expense/(benefit) in profit and loss in prior years. Council obtained a valuation of its landfill cell assets during the year and recognised these the other infrastructure asset class. As the related assets are now recognised on Council's balance sheet, Council now recognises changes in the provisions in accordance with the discussion below.

Changes in the provision not arising from the passage of time are added to or deducted from the asset revaluation surplus for other infrastructure. If there is no available revaluation surplus, increases in the provision are treated as an expense and recovered out of future decreases (if any). Changes to the provision resulting from the passage of time (the unwinding of the discount) are treated as a finance cost.

The Council has the following restoration provisions:

*Quarry Rehabilitation*

The provision represents the present value of the anticipated future costs associated with the closure of the quarries, refilling the basin, and reclamation and rehabilitation of these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for quarry rehabilitation is reviewed at least annually and updated based on the facts and circumstances available at the time. All Council quarries are situated on Council controlled land.

*Refuse Sites Rehabilitation*

The provision represents the present value of the anticipated future costs associated with the closure of the refuse sites, decontamination and monitoring of historical residues and leaching on these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for refuse rehabilitation is reviewed at least annually and updated based on the facts and circumstances available at the time. The Mitchell and part of Roma refuse sites are on Council controlled land. All other refuse sites are on State reserves.

| \$ '000                             | 2021          | 2020          |
|-------------------------------------|---------------|---------------|
| <b>Current</b>                      |               |               |
| Long service leave                  | 4,251         | 4,117         |
| <b>Total current provisions</b>     | <b>4,251</b>  | <b>4,117</b>  |
| <b>Non-current</b>                  |               |               |
| Long service leave                  | 638           | 856           |
| Quarry rehabilitation               | 2,112         | 1,982         |
| Refuse restoration                  | 25,883        | 26,723        |
| <b>Total non-current provisions</b> | <b>28,633</b> | <b>29,561</b> |

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## Notes to the Financial Statements for the year ended 30 June 2021

### Note 15. Provisions (continued)

| \$ '000   | Notes | 2021          | 2020          |
|---|-------|---------------|---------------|
| <b>Details of movements in provisions</b>                       |       |               |               |
| <b>Quarry rehabilitation</b>                                    |       |               |               |
| Balance at beginning of financial year                          |       | 1,982         | 1,637         |
| Increase in provision due to unwinding of discount              | 7     | 24            | 26            |
| Increase/(decrease) in provision due to change in discount rate | 8     | 106           | 95            |
| Change in provision arising from revision of future cost        |       | –             | 224           |
| <b>Balance at end of financial year</b>                         |       | <b>2,112</b>  | <b>1,982</b>  |
| <b>Refuse restoration</b>                                       |       |               |               |
| Balance at beginning of financial year                          |       | 26,723        | 24,876        |
| Increase in provision due to unwinding of discount              | 7     | 312           | 501           |
| Increase/(decrease) in provision due to change in discount rate |       | (1,152)       | 1,346         |
| <b>Balance at end of financial year</b>                         |       | <b>25,883</b> | <b>26,723</b> |

#### Quarry rehabilitation

This is the present value of the estimated cost of restoring the quarry site to a useable state at the end of its useful life which is expected to be 2036.

#### Refuse restoration

This is the present value of the estimated cost of restoring the refuse disposal site to a useable state at the end of its useful life. The sites are expected to close from 2022 to 2080 and the rehabilitation costs incurred from 2026 to 2111 to allow a period for settlement.

### Note 16. Commitments for expenditure

| \$ '000  | 2021          | 2020         |
|--|---------------|--------------|
| <b>Capital Commitments (exclusive of GST)</b>  |               |              |
| <b>Commitment for the construction of the following assets contracted for at the reporting date but not recognised as liabilities:</b> |               |              |
| <b>Property, plant and equipment</b>   |               |              |
| Infrastructure   | 11,701        | 6,984        |
| <b>Total commitments</b>   | <b>11,701</b> | <b>6,984</b> |
| <b>These expenditures are payable as follows:</b>  |               |              |
| Within the next year   | 11,701        | 6,984        |
| <b>Total payable</b>   | <b>11,701</b> | <b>6,984</b> |

### Note 17. Contingent liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

#### Local Government Mutual

The Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 17. Contingent liabilities (continued)

As at 30 June 2021 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

## Local Government Workcare

The Council is a member of the Queensland local government workers compensation self-insurance scheme, Local Government Workcare. Under this scheme the Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. The Council's maximum exposure to the bank guarantee is \$525,802 (2020: \$480,519).

## Note 18. Superannuation - regional defined benefit fund

Council contributes to the LGIAsuper Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIAsuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of the Council.

Council may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIAsuper trust deed changes to council's obligations will only be made on the advice of an actuary.

The last completed actuarial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2018. The actuary indicated that "At the valuation date of 1 July 2018, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions.

The next triennial actuarial review was due on 1 July 2021.

The most significant risks that may result in LGIAsuper increasing the contribution rate, on the advice of the actuary, are:

Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.

Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

| \$ '000   | Notes | 2021         | 2020         |
|---|-------|--------------|--------------|
| Superannuation contributions made to the Regional Defined Benefits Fund |       | 117          | 133          |
| Other superannuation contributions for employees                        |       | 2,900        | 2,782        |
| <b>Total superannuation contributions paid by Council for employees</b> | 5     | <b>3,017</b> | <b>2,915</b> |

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 19. Reconciliation of net result for the year to net cash inflow/(outflow) from operating activities

| \$ '000   | 2021            | 2020            |
|---|-----------------|-----------------|
| <b>Net operating result from income statement</b>   | 21,208          | 23,043          |
| <b>Non-cash items</b>   |                 |                 |
| Depreciation and amortisation   | 19,442          | 19,764          |
|   | <u>19,442</u>   | <u>19,764</u>   |
| <b>Losses/(gains) recognised on fair value re-measurements through the income</b>             |                 |                 |
| Unwinding of discount rates on reinstatement provisions                                       | 336             | 527             |
|   | <u>336</u>      | <u>527</u>      |
| <b>Investing and development activities</b>   |                 |                 |
| Net (profit)/loss on disposal of assets   | 268             | 242             |
| Loss on write-off of assets   | 7,522           | 6,772           |
| Non cash capital grants and contributions   | (25,258)        | (23,594)        |
| Capital expenses  | (33)            | 1,441           |
|   | <u>(17,501)</u> | <u>(15,139)</u> |
| <b>Changes in operating assets and liabilities:</b>   |                 |                 |
| (Increase)/decrease in receivables  | 7,424           | (2,987)         |
| Increase/(decrease) in credit loss allowance  | (59)            | (40)            |
| (Increase)/decrease in inventories  | 249             | 101             |
| (Increase)/decrease in contract assets  | 653             | (1,158)         |
| (Increase)/decrease in other assets   | (1)             | (158)           |
| Increase/(decrease) in payables   | 1,387           | (3,241)         |
| Increase/(decrease) in contract liabilities   | 2,523           | 2,255           |
| Increase/(decrease) in employee leave entitlements  | (84)            | 579             |
| Increase/(decrease) in other liabilities  | 225             | 633             |
|   | <u>12,317</u>   | <u>(4,016)</u>  |
| <b>Net cash provided from/(used in) operating activities from the statement of cash flows</b> | <u>35,802</u>   | <u>24,179</u>   |

### Note 20. Events after the reporting period

There were no material adjusting or non-adjusting events after balance date.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 21. Financial instruments and financial risk management

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#### (a) Financial assets and financial liabilities

Council has exposure to the following risks arising from financial instruments; (i) interest rate risk, (ii) credit risk, and (iii) liquidity risk.

This note provides information (both qualitative and quantitative) to assist statement users evaluate the significance of financial instruments on the Council's financial position and financial performance, including the nature and extent of risks and how the Council manages these exposures.

#### Financial risk management

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

Council's management approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

The Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council.

The Council's audit committee oversees how management monitors compliance with the Council's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Council. The Council audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

Council does not enter into derivatives.

#### Credit risk

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the Council's investments and receivables from customers.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations. The carrying amount of financial assets represents the maximum credit exposure.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar State/Commonwealth bodies or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*.

No collateral is held as security relating to the financial assets held by the Council.

The carrying amounts of financial assets at the end of the reporting period represent the maximum exposure to credit risk for the Council.

#### Cash and cash equivalents

The Council may be exposed to credit risk through its investments in the QTC Cash Fund and QTC Working Capital Facility. The QTC Cash Fund is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed. Working Capital Facility deposits have a duration of one day and all investments are required to have a minimum credit rating of "A-", therefore the likelihood of the counterparty having capacity to meet its financial commitments is strong.

#### Other financial assets

Other investments are held with financial institutions, which are rated A1+ to A2 based on rating agency Standard & Poor's ratings, and whilst not capital guaranteed, the likelihood of a credit failure is assessed as low. Some investments were held with unrated Authorised Deposit-taking Institutions only to the value of the Government guarantee on deposits and only one deposit per institution.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 21. Financial instruments and financial risk management (continued)

**Receivables**

In the case of rate receivables, the Council has the power to sell the property to recover any defaulted amounts and therefore generally for rates debtors the credit risk is low.

In other cases, the Council assesses the credit risk before providing goods or services and applies normal business credit protection procedures to minimise the risk. Council considers that debtors with an outstanding balance greater than 90 days to be in default.

By the nature of the Council's operations, there is a geographical concentration of risk in the Council's area. Because the area is largely agricultural and energy sector, there is also a concentration in these sectors.

The Council does not require collateral in respect of trade and other receivables. The Council does not have trade receivables for which no loss allowance is recognised because of collateral.

The exposure to credit risk for trade receivables by type of counterparty was as follows:

| \$ '000                    | 2021         | 2020          |
|----------------------------|--------------|---------------|
| Rates and utility charges  | 3,159        | 3,294         |
| Sales of services or goods | 803          | 570           |
| Funding                    | 126          | 5,296         |
| Other debtors              | 797          | 3,360         |
| GST recoverable            | 475          | 203           |
| Expected credit loss       | (292)        | (351)         |
| <b>Total</b>               | <b>5,068</b> | <b>12,372</b> |

**Liquidity risk**

Liquidity risk is the risk that the Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Council's reputation.

**Exposure to liquidity risk**

Council is exposed to liquidity risk through its normal course of business and through its borrowings with Queensland Treasury Corporation.

The Council manages its exposure to liquidity risk by maintaining sufficient cash deposit, both short and long term, to cater for unexpected volatility in cash flows. These facilities are disclosed in note 14.

Council does not have any overdraft facilities at the reporting date.

The following table sets out the liquidity risk in relation to financial liabilities held by the Council. It represents the remaining contractual cashflows (principal and interest) of financial liabilities at the end of the reporting period, excluding the impact of netting agreements:

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 21. Financial instruments and financial risk management (continued)

| \$ '000     | 0 to 1 year  | 1 to 5 years | Over 5 years  | Total contractual cash flows | Carrying amount |
|-------------|--------------|--------------|---------------|------------------------------|-----------------|
| <b>2021</b> |              |              |               |                              |                 |
| Payables    | 6,807        | –            | –             | 6,807                        | 6,807           |
| Loans - QTC | 2,272        | 7,550        | 12,908        | 22,730                       | 18,885          |
|             | <u>9,079</u> | <u>7,550</u> | <u>12,908</u> | <u>29,537</u>                | <u>25,692</u>   |
| <b>2020</b> |              |              |               |                              |                 |
| Payables    | 5,420        | –            | –             | 5,420                        | 5,420           |
| Loans - QTC | 2,111        | 7,682        | 13,454        | 23,247                       | 18,920          |
|             | <u>7,531</u> | <u>7,682</u> | <u>13,454</u> | <u>28,667</u>                | <u>24,340</u>   |

The outflows in the above table are not expected to occur significantly earlier and are not expected to be for significantly different amounts than indicated in the table.

## Market risk

The Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

*Sensitivity*

Sensitivity to interest rate movements is shown for variable financial assets and liabilities based on the carrying amount at reporting date.

The Council does not account for any fixed-rate financial assets or financial liabilities at fair value through profit or Loss, therefore a change in interest rates at the reporting date would not affect profit or loss.

The following interest rate sensitivity analysis depicts what effect a reasonably possible change in interest rates (assumed to be 1%) would have on the profit and equity, based on the carrying values at the end of the reporting period. The calculation assumes that the change in interest rates would be held constant over the period.

| \$ '000           | Net carrying amount | Net result<br>1% increase | 1% decrease  | Equity<br>1% increase | 1% decrease  |
|-------------------|---------------------|---------------------------|--------------|-----------------------|--------------|
| <b>2021</b>       |                     |                           |              |                       |              |
| QTC cash fund     | 56,973              | 570                       | (570)        | 570                   | (570)        |
| Other investments | 48,950              | 490                       | (490)        | 490                   | (490)        |
| Loans - QTC       | (18,885)            | (189)                     | 189          | (189)                 | 189          |
| <b>Net</b>        | <u>87,038</u>       | <u>871</u>                | <u>(871)</u> | <u>871</u>            | <u>(871)</u> |
| <b>2020</b>       |                     |                           |              |                       |              |
| QTC cash fund     | 31,523              | 315                       | (315)        | 315                   | (315)        |
| Other investments | 47,450              | 475                       | (475)        | 475                   | (475)        |
| Loans - QTC       | (18,920)            | (189)                     | 189          | (189)                 | 189          |
| <b>Net</b>        | <u>60,053</u>       | <u>601</u>                | <u>(601)</u> | <u>601</u>            | <u>(601)</u> |

In relation to the QTC loans held by the Council, the following has been applied:

QTC Fixed Rate Loan - financial instruments with fixed interest rates which are carried at amortised cost are not subject to interest rate sensitivity.

QTC Generic Debt Pool - the generic debt pool products approximate a fixed rate loan. There is a negligible impact on interest sensitivity from changes in interest rates for generic debt pool borrowings.

QTC Client Specific Pool - client specific pool products are often rebalanced to a target benchmark duration.



## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 21. Financial instruments and financial risk management (continued)

This partially exposes clients to the level of interest rates at the time of rebalancing. Sensitivity on these products is provided by QTC through calculating the interest effect over the period.

## Note 22. Transactions with related parties

## (a) Associates

| \$ '000                 | Details | Amount of transactions during year |
|-------------------------|---------|------------------------------------|
| <b>2021</b>             |         |                                    |
| <b>Associates total</b> |         | 22                                 |
|                         |         | <u>22</u>                          |
| <b>2020</b>             |         |                                    |
| <b>Associates total</b> |         | 22                                 |
|                         |         | <u>22</u>                          |

Annual contribution to Regional Economic Development Association

## (b) Key management personnel

## Transactions with key management personnel

Key Management Personnel (KMP) are persons having authority and responsibility for planning, directing and controlling the activities of Council, directly or indirectly. At Maranoa Regional Council KMP's are considered to include Mayor and Councillors, Chief Executive Officer and Directors.

| \$ '000   | 2021         | 2020         |
|---|--------------|--------------|
| <b>The compensation paid to key management personnel for comprises:</b> |              |              |
| Short-term employee benefits  | 1,517        | 1,458        |
| Post-employment benefits  | 165          | 158          |
| Long-term benefits  | 14           | 5            |
| <b>Total</b>  | <u>1,696</u> | <u>1,621</u> |

## (c) Other Related Parties

## Transactions with other related parties

| \$ '000   | Details | Amount of transactions during year |
|---|---------|------------------------------------|
| <b>2021</b>   |         |                                    |
| Purchase of materials and services from entities controlled by KMP                          |         | –                                  |
| Purchase of materials and services from entities controlled by a close family member of KMP |         | –                                  |
| Payments to non-profit associations a KMP is a controlling committee member                 | iii     | 1                                  |
| Purchase of materials and services from entities controlled by a close family member of KMP | iv      | 1                                  |
| Purchase of materials and services from entities controlled by KMP                          | v       | 1                                  |

continued on next page ...

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## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 22. Transactions with related parties (continued)

| \$ '000   | Details | Amount of transactions during year |
|---|---------|------------------------------------|
|   |         | <u>3</u>                           |
| <b>2020</b>   |         |                                    |
| Purchase of materials and services from entities controlled by KMP                          | i       | 10                                 |
| Purchase of materials and services from entities controlled by a close family member of KMP | ii      | 36                                 |
| Payments to non-profit associations a KMP is a controlling committee member                 | iii     | 35                                 |
| Purchase of materials and services from entities controlled by a close family member of KMP | iv      | 1                                  |
| Purchase of materials and services from entities controlled by KMP                          |         | –                                  |
|   |         | <u>82</u>                          |

i. Maranoa Regional Council purchased travel and accommodation booking services from an entity controlled by a member of key management personnel. All purchases were at arm's length and were in the normal course of council operations.

ii. Maranoa Regional Council purchased building and construction services from an entity controlled by a close family member of key management personnel. All purchases were at arm's length and were in the normal course of council operations.

iii. Community funding assistance payments were made to non-profit community organisations of which key management personnel are committee (controlling) members.

iv. Maranoa Regional Council purchased stationery items and used postal services from an entity controlled by a close family member of key management personnel. All purchases were at arm's length and were in the normal course of council operations.

v. Maranoa Regional Council purchased meat supplies from an entity controlled by a member of key management personnel. All purchases were at arm's length and were in the normal course of council operations.

General Purpose Financial Statements  
for the year ended 30 June 2021

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**Management Certificate**  
for the year ended 30 June 2021

These General Purpose Financial Statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with Section 212(5) of the Regulation, we certify that:

- i. the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- ii. the General Purpose Financial Statements, as set out on pages 2 to 38, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Tyson Golder  
Mayor  
11 October 2021



Julie Reitano  
Chief Executive Officer  
11 October 2021

## INDEPENDENT AUDITOR'S REPORT

To the councillors of Maranoa Regional Council

### Report on the audit of the financial report

#### Opinion

I have audited the financial report of Maranoa Regional Council.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2021, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive Officer.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Other information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Maranoa Regional Council's annual report for the year ended 30 June 2021 was the current year financial sustainability statement, long-term financial sustainability statement and annual report.

The councillors are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the councillors for the financial report**

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.

- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

#### **Report on other legal and regulatory requirements**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

#### **Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, any other Act and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



Michael Claydon  
as delegate of the Auditor-General

12 October 2021

Queensland Audit Office  
Brisbane

## General Purpose Financial Statements

for the year ended 30 June 2021

## Current Year Financial Sustainability Statement

| \$ '000  | Actual<br>2021 | Target<br>2021 |
|--|----------------|----------------|
| <b>Measures of financial sustainability</b>  |                |                |
| <b>1. Operating surplus ratio</b>  |                |                |
| Net result (excluding capital items) <sup>1</sup>  | 6.13%          | 0% - 10%       |
| Total operating revenue (excluding capital items) <sup>2</sup>   |                |                |
| An indicator of which the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. |                |                |
| <b>2. Asset sustainability ratio</b>   |                |                |
| Capital expenditure on the replacement of assets (renewals)  | 134.35%        | > 90.00%       |
| Depreciation expense   |                |                |
| An approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.                 |                |                |
| <b>3. Net financial liabilities ratio</b>  |                |                |
| Total liabilities less current assets  | (43.58)%       | < 60.00%       |
| Total operating revenue (excluding capital items) <sup>2</sup>   |                |                |
| An indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.  |                |                |

(1) Includes only recurrent revenue and recurrent expenditure disclosed in the income statement. Excludes capital revenue grants, contributions, donations and subsidies received for capital acquisitions, capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties (refer to note 5 for exclusions), and any capital expenditure such as write-off of assets, movements in provisions for restoration and rehabilitation and revaluation decrements that hit the statement of comprehensive income.

(2) Includes only recurrent revenue disclosed in the income statement. Excludes capital revenue grants, contributions donations and subsidies received for capital acquisitions. Also excludes any capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties (refer to note 5 for exclusions).

**Note 1 - basis of preparation**

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2021.

General Purpose Financial Statements  
for the year ended 30 June 2021

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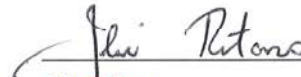
Certificate of Accuracy  
for the year ended 30 June 2021

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current year financial sustainability statement has been accurately calculated.



Tyson Golder  
Mayor  
11 October 2021



Julie Reitano  
Chief Executive Officer  
11 October 2021



## INDEPENDENT AUDITOR'S REPORT

To the councillors of Maranoa Regional Council

### Report on the current-year financial sustainability statement

#### Opinion

I have audited the accompanying current-year financial sustainability statement of Maranoa Regional Council for the year ended 30 June 2021, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current-year financial sustainability statement of Maranoa Regional Council for the year ended 30 June 2021 has been accurately calculated.

#### Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current-year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current-year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

#### Other Information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Maranoa Regional Council's annual report for the year ended 30 June 2021 was the general purpose financial statements, long-term financial sustainability statement and annual report.

The councillors are responsible for the other information.

My opinion on the current-year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the councillors for the current-year financial sustainability statement**

The councillors are responsible for the preparation and fair presentation of the current-year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

### **Auditor's responsibilities for the audit of the current-year financial sustainability statement**

My objectives are to obtain reasonable assurance about whether the current-year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.



- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

A handwritten signature in black ink that reads "M. Claydon".

Michael Claydon  
as delegate of the Auditor-General

12 October 2021

Queensland Audit Office  
Brisbane

**Maranoa Regional Council**  
**General Purpose Financial Statements**  
 for the year ended 30 June 2021

**Unaudited Long Term Financial Sustainability Statement**

| \$ '000  | Target<br>2021 | Actual<br>2021  | 2022     | 2023     | 2024     | 2025     | 2026     | Forecast |          |         |          |          |
|--|----------------|-----------------|----------|----------|----------|----------|----------|----------|----------|---------|----------|----------|
|  |                |                 |          |          |          |          |          | 2027     | 2028     | 2029    | 2030     | 2031     |
| <b>Measures of financials sustainability</b>   |                |                 |          |          |          |          |          |          |          |         |          |          |
| <b>1. Operating surplus ratio</b>  |                |                 |          |          |          |          |          |          |          |         |          |          |
| Net result (excluding capital items) <sup>1</sup>  |                |                 |          |          |          |          |          |          |          |         |          |          |
| Total operating revenue (excluding capital items) <sup>2</sup>   | 0% - 10%       | <b>6.13%</b>    | 3.06%    | 3.49%    | 2.93%    | 2.30%    | 1.69%    | 1.03%    | 0.31%    | (0.54)% | (1.17)%  | (1.66)%  |
| An indicator of which the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. |                |                 |          |          |          |          |          |          |          |         |          |          |
| <b>2. Asset sustainability ratio</b>   |                |                 |          |          |          |          |          |          |          |         |          |          |
| Capital expenditure on the replacement of assets (renewals)  |                |                 |          |          |          |          |          |          |          |         |          |          |
| Depreciation expense   | > 90.00%       | <b>134.35%</b>  | 178.05%  | 101.65%  | 116.22%  | 102.89%  | 111.80%  | 135.55%  | 147.71%  | 129.26% | 100.55%  | 100.59%  |
| An approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.                 |                |                 |          |          |          |          |          |          |          |         |          |          |
| <b>3. Net financial liabilities ratio</b>  |                |                 |          |          |          |          |          |          |          |         |          |          |
| Total liabilities less current assets  |                |                 |          |          |          |          |          |          |          |         |          |          |
| Total operating revenue (excluding capital items) <sup>2</sup>   | < 60.00%       | <b>(43.58)%</b> | (17.01)% | (20.05)% | (18.94)% | (22.01)% | (24.47)% | (21.39)% | (11.32)% | (7.27)% | (10.02)% | (13.29)% |

An indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.

(1) Includes only recurrent revenue and recurrent expenditure disclosed in the income statement. Excludes capital revenue grants, contributions, donations and subsidies received for capital acquisitions, capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties (refer to note 5 for exclusions), and any capital expenditure such as write-off of assets, movements in provisions for restoration and rehabilitation and revaluation decrements that hit the statement of comprehensive income.

(2) Includes only recurrent revenue disclosed in the income statement. Excludes capital revenue grants, contributions donations and subsidies received for capital acquisitions. Also excludes any capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties (refer to note 5 for exclusions).

**Maranoa Regional Council Financial Management Strategy**

continued on next page ...

## General Purpose Financial Statements for the year ended 30 June 2021

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Council aims to operate within a set of conservative guide-posts to ensure we are financially sustainable in the short, medium and long term. We have the above three sustainability indicators that have been set by the Department of State Development, Local Government and Planning to help monitor the long-term sustainability of all councils across Queensland. In summary, our operating ratio has been adversely affected by depreciation expenditure. Over the coming year, Council anticipates receipt of contributions from the Resource Sector towards Council road network with the impact showing in the asset sustainability ratio.

These ratios are the relevant measures of financial sustainability required to be reported under section 178(1) of the *Local Government Regulation 2012*.

Definitions are sourced from the Financial Management (Sustainability) Guideline issued by the Department of State Development, Local Government and Planning.

General Purpose Financial Statements  
for the year ended 30 June 2021

Certificate of Accuracy - Long Term Financial Sustainability Statement

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Certificate of Accuracy

for the long-term financial sustainability statement prepared as at 30 June 2021


This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



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Tyson Golder  
Mayor  
11 October 2021



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Julie Reitano  
Chief Executive Officer  
11 October 2021



# Part 5

OUR LEGISLATIVE  
COMPLIANCE

# OUR LEGISLATIVE COMPLIANCE

## Local Government Act 2009

### Identifying beneficial enterprises (s41)

|   |     |
|---|-----|
| A local government's annual report for each financial year must contain a list of all the beneficial enterprises that the local government conducted during the financial year. | Nil |
|---|-----|

### Identifying significant business activities (s45)

|  |   |
|--|---|
| A local government's annual report for each financial year must—<br>(a) contain a list of all the business activities that the local government conducted during the financial year; and       | (Council resolution: SMB/09.2020/21)<br>Airport<br>Building certification<br>Gas<br>Quarry<br>Roads<br>Saleyards<br>Sewerage<br>Waste<br>Water<br>Plant |
| (b) identify the business activities that are significant business activities; and   | Nil<br>Not applicable   |
| (c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied; and | Not applicable  |
| (d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.               |   |

### Annual review of the implementation of the annual operational plan (s104 (5) (b) (iv), s104 (7))

|   |   |
|---|---|
| A local government must carry out a review of the implementation of the annual operational plan annually. | Our performance in focus (Refer companion document to annual report). |
|---|---|

### Senior management remuneration packages (s201)

A local government's annual report for each financial year must state the total of all remuneration packages payable to the senior management and the number of employees in senior management who are being paid in each band of remuneration. Each band of remuneration is an increment of \$100,000. Senior management includes the Chief Executive Officer (CEO) and the Director positions that report directly to the CEO.

The total of all remuneration packages was \$860,026.55 for the 2020/21 financial year. The number of employees in senior management who are being paid each band of remuneration:

| Total remuneration package (including superannuation) | Number of senior management employees (CEO and Directors) |
|---|---|
| \$250,000 - \$350,000                                 | 2   |
| \$150,000 - \$250,000                                 | 1   |

The position of Director - Infrastructure Services was vacant for the 2020/21 financial year. The incumbent's remuneration has not been included in the total remuneration value for the leadership team. The number of Senior Management Employees listed above reflects the number of filled Senior Management positions at 30 June 2021.

## Local Government Regulation 2012

### Preparation of the annual report (s182)

|   |  |
|---|--|
| Adopt annual report within one month after the QAO provides the Auditor General's Audit Report. | Final audit report received 12 October 2021. |
| Annual report placed on Council website within two weeks after Council adopting the report.     |  |



## Local Government Regulation 2012

### Financial statements (s183)

The annual report for a financial year must contain —  
(a) the general purpose financial statement for the financial year, audited by the auditor-general; and  
(b) the current-year financial sustainability statement for the financial year, audited by the auditor-general; and  
(c) the long-term financial sustainability statement for the financial year; and  
(d) the auditor-general's audit reports about the general purpose financial statement and the current-year financial sustainability statement.

Pages 140 to 179.

Pages 183 to 184.

Pages 188 to 190.

General purpose financial statement - Pages 180 to 182.  
Current-year financial sustainability statement - Pages 185 to 187.

### Community financial report (s184)

The annual report for a financial year must contain the community financial report for the financial year.

Pages 132 to 139.

### Particular resolutions (s185)

The annual report for a financial year must contain -  
(a) a copy of the resolutions made during the financial year under section 250(1) - expenses reimbursement policy or amendment;

At the Council Meeting on 27 January 2021 Council considered a report to remove the preamble and explanatory note from when the policy was adopted on 10 June 2020:

**Resolution No. OM/01.2021/06**

**Moved Cr McMullen**

**Seconded Cr Guthrie**

***That Council amend Resolution Number GM/06.2020/52 (removing the preamble / 'explanatory' note) and simply retain the section 'Policy as adopted'***

(b) a list of any resolutions made during the financial year under section 206(2) - which refers to an amount set for when assets are treated as an expense).

The Non-Current Asset Accounting Policy was reviewed and presented at the meeting held on 22 July 2020 - Resolution No. OM/07.2020/40.

| Asset class                       | Asset threshold (GST exclusive)* |
|-----------------------------------|----------------------------------|
| Land and Site Improvements        | \$1                              |
| Buildings                         | \$10,000                         |
| Plant and Equipment               | \$5,000                          |
| Road, Drainage and Bridge Network | Network Asset                    |
| Water                             | Network Asset                    |
| Sewerage                          | Network Asset                    |
| Other Infrastructure              | \$10,000                         |
| Airport                           | \$10,000                         |

\* below which is treated as an expense.

### Councillors (s186)

Section 186 (1) (a) for each councillor, the total remuneration, including superannuation contributions, paid to the councillor during the financial year;

Councillor remuneration is determined by the Local Government Remuneration Commission.

Council resolution: GM/04.2020/07:

That Council:

- Note the findings of the Local Government Remuneration Commission review.
- Set the remuneration of the Mayor, Deputy and Councillors at current levels after July 1 2020 for a period of twelve (12) months as:
  - Mayor \$130,584
  - Deputy Mayor \$81,615
  - Councillor \$69,372

[The amounts were included in the minutes for completeness when confirmed at the Ordinary Meeting on 13 May 2020).

Superannuation contributions are pursuant to Section 226 of the *Local Government Act 2009*.

| Councillor             | Remuneration gross payment* | Superannuation contributions | Total remuneration |
|------------------------|-----------------------------|------------------------------|--------------------|
| Cr Tyson Golder        | \$130,584                   | \$15,670.20                  | \$146,254.20       |
| Cr Cameron O'Neil      | \$69,372                    | \$8,324.94                   | \$77,696.94        |
| Cr Geoff McMullen      | \$81,615                    | \$9,793.94                   | \$91,408.94        |
| Cr Wayne Ladbrook      | \$69,372                    | \$8,324.94                   | \$77,696.94        |
| Cr Mark Edwards        | \$69,372                    | \$8,324.94                   | \$77,696.94        |
| Cr John Birkett        | \$69,372                    | \$8,324.94                   | \$77,696.94        |
| Cr Wendy Taylor        | \$69,372                    | \$8,324.94                   | \$77,696.94        |
| Cr Julie-Marie Guthrie | \$69,372                    | \$8,324.94                   | \$77,696.94        |
| Cr Johanne Hancock     | \$69,372                    | \$8,324.94                   | \$77,696.94        |

Section 186 (1) (b) the expenses incurred by, and the facilities and resources provided to, each Councillor during the financial year under the local government's Expenses Reimbursement Policy.

| Facilities and resources provided |                           |   |                            |                      |              |
|-----------------------------------|---------------------------|---|----------------------------|----------------------|--------------|
| Councillor                        | Administrative assistance | Electronic communications for correspondence and diary management | Council issued credit card | Council mobile phone | Council iPad |
| Cr Tyson Golder                   | ✓                         |   |                            |                      |              |
| Cr Cameron O'Neil                 |                           | ✓   | ✓                          | ✓                    |              |
| Cr Geoff McMullen                 |                           | ✓   |                            |                      | ✓            |
| Cr John Birkett                   |                           | ✓   |                            | ✓                    | ✓            |
| Cr Mark Edwards                   |                           | ✓   |                            | ✓                    | ✓            |
| Cr Julie Guthrie                  |                           | ✓   |                            | ✓                    | ✓            |
| Cr Johanne Hancock                |                           | ✓   | ✓                          | ✓                    | ✓            |
| Cr Wayne (George) Ladbrook        |                           | ✓   |                            |                      | ✓            |
| Cr Wendy Taylor                   |                           | ✓   |                            | ✓                    | ✓            |

Diary management (scheduling of appointments, meetings and invitations) and administrative assistance was coordinated through the Elected Members' Support and Community Engagement Officers.

The Elected Members' Support and Community Engagement Officers prepared all meeting agendas and coordinated draft minutes for Maranoa Regional Council. They also coordinated citizenship ceremonies and civic events (e.g. project openings and community engagement).

Diary management and administrative support for Councillors (including appointments, deputations, meetings, functions and events) was provided by the Elected Members' Support and Community Engagement Officers.

| Expenses and reimbursements |  |                 |                |             |
|-----------------------------|--|-----------------|----------------|-------------|
| Councillor                  | Professional development, conferences, advocacy, forums, meetings and other events (including travel, accommodation and meals) | Vehicle mileage | Other expenses | Total       |
| Cr Tyson Golder             | \$100  | -               | \$15,136.64    | \$15,236.64 |
| Cr Cameron O'Neil           | \$1,265.52   | \$1,083.28      | \$413.83       | \$2,762.63  |
| Cr Geoff McMullen           | \$4,073.91   | \$1,936         | -              | \$6,009.91  |
| Cr John Birkett             | \$147.73   | \$10,742        | \$3,000        | \$13,889.73 |
| Cr Mark Edwards             | -  | -               | \$3,000        | \$3,000.00  |
| Cr Julie Guthrie            | \$537.68   | \$16,052        | \$3,000        | \$19,589.68 |
| Cr Johanne Hancock          | \$3,474.32   | \$23,632        | \$460.19       | \$27,566.51 |
| Cr Wayne (George) Ladbrook  | -  | \$8,048         | \$3,000        | \$11,048    |
| Cr Wendy Taylor             | \$13.92  | -               | \$3,413.85     | \$3,427.77  |

Section 186 (1) (c) the number of local government meetings that each Councillor attended during the financial year;

| Councillor                    | Ordinary/<br>General<br>Meetings | Special<br>Meetings | Special<br>Budget<br>Meeting | Budget<br>Submissions<br>and Financial<br>Planning<br>Standing<br>Committee | Workshops/<br>Briefings | Total |
|-------------------------------|----------------------------------|---------------------|------------------------------|---|-------------------------|-------|
| Cr Tyson Golder               | 24                               | 22                  | 1                            | 7   | 21                      | 75    |
| Cr Geoff McMullen             | 24                               | 21                  | 1                            | 7   | 21                      | 74    |
| Cr Cameron O'Neil             | 24                               | 22                  | 1                            | 7   | 21                      | 75    |
| Cr John Birkett               | 24                               | 22                  | 1                            | 7   | 21                      | 75    |
| Cr Mark Edwards               | 24                               | 22                  | 1                            | 7   | 21                      | 75    |
| Cr Julie Guthrie              | 24                               | 23                  | 1                            | 7   | 21                      | 76    |
| Cr Johanne Hancock            | 24                               | 23                  | 1                            | 7   | 21                      | 76    |
| Cr Wayne (George)<br>Ladbrook | 24                               | 23                  | 1                            | 7   | 21                      | 76    |
| Cr Wendy Taylor               | 24                               | 22                  | 1                            | 7   | 21                      | 75    |

Section 186 (1) (d) the total number of the following during the financial year -

- (i) orders made under section 150(2) of the Act;
- (ii) orders made under section 150AH(1) of the Act;
- (iii) decisions, orders and recommendations made under section 150AR(1) of the Act;

Nil

Nil

1

Section 186 (1) (e) each of the following during the financial year—

(i) the name of each councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made;

Tyson Golder

(ii) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors;

The Tribunal has determined on the balance of probabilities, the allegation, that on 9 November 2017 Councillor Tyson Golder - the Mayor and Councillor of the Maranoa Regional Council, engaged in misconduct as defined in section 176(3)(b)(ii) of the Act, as his conduct involved a breach of trust placed in him as a Councillor has been sustained.

The Tribunal ordered pursuant to 150AR (1) of the Act (being an order substantially the same as an order that could have been made under the former section 180), that:

- a. Pursuant to section 150AR(1)(b)(i) of the Act, Councillor Golder make an admission at the next Council meeting that he engaged in misconduct;
- b. Pursuant to section 150AR(1)(b)(iii) of the Act, Councillor Golder attend relevant training to address the conduct;
- c. The training to be at the expense of Councillor Golder and undertaken within 90 days of receipt of this Order.

(iii) a summary of the decision, order or recommendation made for each councillor; and

Section 186 (1) (f) the number of each of the following during the financial year—

- (i) complaints referred to the assessor under section 150P(2)(a) of the Act by local government entities for the local government;
- (ii) matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission;
- (iii) notices given under section 150R(2) of the Act;
- (iv) notices given under section 150S(2)(a) of the Act;
- (v) decisions made under section 150W(1)(a), (b) and (e) of the Act;
- (vi) referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act;
- (vii) occasions information was given under section 150AF(4)(a) of the Act;
- (viii) occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a councillor;
- (ix) applications heard by the conduct tribunal about the alleged misconduct of a councillor.

(i) - 0

(ii) - 0

(iii) 8

(iv) - 0

(v) - Section 150W(1)(a) - 11

(v) - Section 150W(1)(e) - 8

(vi) - 0

(vii) - 0

(viii) - 0

(ix) - 1

## Administrative Action Complaints (s187)

(1) The annual report for a financial year must contain

(a) a statement about the local government's commitment to dealing fairly with administrative action complaints; and

Council is committed to the provision of the highest quality and level of services to its community and welcomes feedback. The investigation of concerns or complaints can lead to improvements within Council and the manner in which we maintain services within our community. All complaints received by Council will be considered on their merits and addressed in an equitable and unbiased manner through an established complaints process available on Council's website. Complainants will be treated courteously. Council adopted a new Complaint Management Policy and Process on 22 May 2019 (Council resolution: GM/05.2019/66).

(b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process.

Council wants to be open, accountable and responsive to the public's needs.  
A review of Council's complaints process was completed on 22 May 2019.  
Council worked with the Queensland Ombudsman and Crime and Corruption Commission to ensure that the policy addressed legislative compliance and was based on best practice.

No updates occurred, or were required, during 2020/21.

The complaints framework (policy and process) is readily available to all employees and members of the public via Council's website:

<http://www.maranoa.qld.gov.au/council/policies>

Governance: Complaint Management Policy and Process.

Additional steps planned:

- Incorporating appropriate content and training into the Corporate Induction process;
- Training Customer Service Officers and other relevant Council employees on lodgement of complaints;

Previously it was difficult to assess the local government's performance, however the new policy provides greater clarity on who conducts internal reviews, the complaint review steps and current status. Each complaint is provided with a reference number and target timeframes.

|   | Made in previous year/s | Current year 2020/21 | Total |
|---|-------------------------|----------------------|-------|
| (2) The annual report must also contain particulars of:   |                         |                      |       |
| (a) the number of the following during the financial year:  |                         |                      |       |
| (i) administrative action complaints made to the local government (during the 2020/21 financial year)                     | N/a                     | 23                   | 23    |
| (ii) administrative action complaints resolved by the local government under the complaints management process            | 2                       | 16                   | 18    |
| (iii) administrative action complaints not resolved by the local government under the complaints management process; and  | 8*                      | 7                    | 15    |
| (b) the number of administrative action complaints under paragraph (a)(iii) that were made in a previous financial year * |                         |                      |       |

Number of complaints brought forward from 2019/20 = 10 (7 + prior period adjustment of 3)

Not resolved (including unable to be resolved) as at 30 June 2021 = (10 + 23) - 18 (Resolved) = 15.

## Overseas Travel (s188)

|   |  |
|---|--|
| (1) The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year—<br>(a) for a councillor—the name of the councillor;<br>(b) for a local government employee—the name of, and position held by, the local government employee;<br>(c) the destination of the overseas travel;<br>(d) the purpose of the overseas travel;<br>(e) the cost of the overseas travel. | Nil overseas travel by a councillor or employee. |
| (2) The annual report may also contain any other information about the overseas travel the local government considers relevant.   | Not applicable                                   |

## Expenditure on grants to community organisations (s189)

|  |  |
|--|--|
| (i) The annual report for a financial year must contain a summary of<br>(a) the local government's expenditure for the financial year on grants to community organisations; and  | Details in the tables below.   |
| (b) expenditure from each councillor's discretionary fund, including —<br>(ii) the name of each community organisation to which an amount was allocated from the fund; and (iii) the amount and purpose of the allocation. | Not applicable - Maranoa Regional Council councillors do not have discretionary funds. |

Maranoa Regional Council is committed to supporting local and regional initiatives that provide opportunities for the community to access and participate in a wide range of recreational, cultural, environmental, community and economic development projects and activities. There are a number of programs through which Council supports and develops local community organisations:

- Major grants and community grants (2 funding rounds per financial year)
- Non-financial assistance (In-Kind Assistance)
- Ongoing assistance
- Regional Arts Development Fund
- Sponsorship.

In February 2019 Council signed an agreement with Senex, who have agreed to contribute \$15,000 per annum over the next 3 years for a Small Grants category, for funding between \$500-\$3,000.

## Major grants and community grants

| Organisation  | Project                                 | Funding amount |
|---|---|----------------|
| <b>Round 1</b>  |   |                |
| Surat Hospital Auxiliary                                  | Surat Hospital Fete                     | \$2,355        |
| Eumamurrin Gun Club                                       | Crowd Capacity                          | \$2,800        |
| Injune and District Men's Shed Inc                        | External works at the Injune Men's Shed | \$3,000        |
| Queensland Blue Light Association Inc – Mitchell Branch   | Blue Light Equipment Upgrade            | \$1,008.50     |
| QCWA – Roma Branch  | CWA Roma Branch Technology Update       | \$2,901.55     |
| Warroo Retirement Village Association Inc                 | Socializing at Warroo                   | \$1,985        |
| Roughlie Community Centre                                 | Community Centre Outdoor Area           | \$7,887        |
| Maranoa Horse and Pony Club Inc                           | Permanent Horse Yards                   | \$8,000        |
| Roma Polocrosse Club Inc                                  | Water infrastructure                    | \$8,000        |
| Begonia Golf and Sports Club Inc                          | Community Hall Renewal                  | \$14,000       |
| Total Round 1   |   | \$51,937.05    |
| <b>Round 2</b>  |   |                |
| Hodgson Soldiers Memorial Hall and Recreation Association | Hodgson Camp Oven Dinner                | \$1,000        |
| Life Christian Church Roma                                | Secure Child Safety Fencing             | \$3,000        |
| Gunggari Native Title Aboriginal Corporation              | Cultural Sites Survey                   | \$1,134        |
| Booringa Action Group                                     | Raku Workshop / Art Workshop            | \$2,986        |
| Surat Pool Advocates                                      | Surat Pool Seating                      | \$3,000        |

|   |  |                     |
|---|--|---------------------|
| Surat and District Development Association Inc      | Cobb and Co Fesitval Social Media Plan 2021  | \$2,850             |
| Roma and District Lapidary and Minerals Society Inc | Purchase shipping container                  | \$1,830             |
| Bendemere Arts Association Inc                      | New Furniture                                | \$1,684.50          |
| Roma Contract Bridge Club                           | Furniture Renewal                            | \$2,148             |
| Mitchell Golf Club                                  | Miclub - One Golf Package - Software Package | \$4,493             |
| Roughlie Community Centre Inc                       | Air Conditioning for Community Hall          | \$6,425             |
| U3A   | Roma Business Photo Book                     | \$8,000             |
| Seeds of Connection                                 | Seniors week retreat                         | \$3,470             |
| Roma Pony Club Inc                                  | Installation of Shade over stables           | \$9,910             |
| The Rotary Club of Roma                             | Big Yellow BBQ                               | \$20,000            |
| Total Round 2                                       |  | \$71,930.50         |
| <b>Total</b>  |  | <b>\$127,867.55</b> |

### Non-financial (in-kind) community assistance

The provision of non-financial assistance is based on the applicant's ability to meet eligibility criteria.

| Organisation                 | Nature of request             | Assistance value   |
|------------------------------|-------------------------------|--------------------|
| Surat Aboriginal Corporation | Delivery of chairs & tables   | \$600.00           |
| Bendemere Pony Club          | Water installation            | \$8,327.00         |
| St Patricks School Mitchell  | Delivery of chairs            | \$346.00           |
| Churches together Injune     | Hall set up                   | \$211.00           |
| Injune RSL                   | Set up                        | \$211.00           |
| Mitchell State School        | Delivery of chairs            | \$346.00           |
| Care Outreach                | Cleaning                      | \$210.00           |
| Tooolombilla Rodeo           | Use of plant & equipment      | \$5,700.00         |
| Maranoa Netball Association  | installatin of 2 grass courts | \$3,000.00         |
| Mitchell Campdraft           | In kind assistance            | \$11,653.00        |
| Toowoomba Catholic Schools   | Equipment hire & set up       | \$618.90           |
| <b>Total</b>                 |                               | <b>\$31,222.90</b> |

Total is not inclusive of the change to the Fees and Charges Structure. This allows any community group to hire local halls for free, and 50% discount for Maranoa residents. A total of **\$31,222.90** was contributed through fee waivers.

### On-going assistance

Applications for on-going assistance include waivers of Council's fees and charges, roads closures, grounds maintenance work etc. Eligible applications are only entitled to receive one On-going Assistance per term of Council. Council provided assistance to a value of \$10,942 to community groups and organisations in 2020/21.

### Fee waivers

| Organisation                    | Nature of request          | Funding amount  |
|---------------------------------|----------------------------|-----------------|
| Surat Aboriginal Corporation    | Chairs & tables            | \$368           |
| Roma Turf Club                  | Fee waiver                 | \$5,540         |
| Varity Bash                     | Fee waiver                 | \$3,666         |
| Dunkeld Pony Club               | Fee waiver                 | \$1,053         |
| Roma Show Society               | Venue hire                 | \$139           |
| CUC Maranoa                     | Fee waiver of rental fees  | \$2,000         |
| Sheehan Events                  | Fee waiver - airport       | \$7,750         |
| Roma Show Society               | Hire of Bassett Park       | \$2,649         |
| Injune Cricket Association      | Fee Waiver - Cricket Day   | \$110           |
| Rapid Relief Team               | Fee waiver - charity event | \$528           |
| Department of State Development | Equipment hire             | \$361           |
| <b>Total</b>                    |                            | <b>\$24,164</b> |

Council provides support to community organisations through the waiver of building application fees and charges. Applications are assessed on a case by case basis. In 2020/21 Council provided **\$24,164** in fee waivers.

*(\$810 was approved as a fee waiver for the Outback Air Race however the event was subsequently postponed to 2022 due to COVID-19 and the fee waiver was not required in 2020/21).*

## Sponsorship 2020/21

| Organisation                               | Sponsorship type   | Funding amount  |
|--|--|-----------------|
| Roma Historical Precincts                  | Cash sponsorship   | \$10,000        |
| Rugby 7s                                   | Cash sponsorship   | \$1,000         |
| Easter in the Country                      | Mobile kitchen for Saleyards   | \$10,285        |
| Surat Aboriginal Corporation               | Bamba Gii marketing & promotion  | \$10,000        |
| Livestock & Rural Transporters Association | Cash sponsorship   | \$9,091         |
| Waroo Retirement Village                   | Advertising sponsorship  | \$10,000        |
| Easter in the Country                      | Annual sponsorship   | 15000           |
| Roma Cup                                   | Annual sponsorship   | \$5,000         |
| ANZAC Day                                  | Annual sponsorship   | \$4,500         |
| My Maranoa Christmas Party                 | Annual sponsorship   | \$14,500        |
| Mercy Shield                               | Printing of carnival booklets (Refer also Sport, recreation and community wellbeing) | \$1,750         |
| Sculptures Out Back                        | Prize money (Refer also Arts and culture)  | \$5,000         |
| <b>Total</b>                               |  | <b>\$96,126</b> |

## Regional Arts Development Fund 2020/21

The Regional Arts Development Fund is a partnership between the Queensland Government and Maranoa Regional Council to support local arts and culture in regional Queensland.

| Organisation                                | Project                                   | Funding amount  |
|---|---|-----------------|
| Surat Patchwork Group                       | Piecing it all together                   | \$960           |
| Surat Aboriginal Corporation                | Artwork workshop                          | \$2,134         |
| Bymount Creative Circle                     | Art in the Garden                         | \$4,300         |
| Roma and District Eisteddfod                | 2020 Roma and District Eisteddfod         | \$2,500         |
| Wallumbilla Town Improvement Group          | Wallumbilla Street Art Workshop           | \$4,271         |
| Injune Creek Patchworkers                   | Slow Stitching in the Maranoa             | \$1,865         |
| Maranoa Regional Council & Opera Queensland | Are you Lonesome tonight - Roma Saleyards | \$6,000         |
| <b>Total</b>                                |   | <b>\$22,030</b> |

The total annual budget was made up of \$29,500 from Arts Queensland and \$12,857 contribution from Maranoa Regional Council. Total expenditure was \$22,030 and the remaining funding of \$17,201 will be carried forward into the 2021/22 financial year for RADF grant applications.



Regional Arts Development Fund partnership

## Other Contents (s190 (1)(a), (b), (c) of the Local Government Regulation 2012)

(1) The annual report for a financial year must contain the following information:  
 (a) the chief executive officer's assessment of the local government's progress towards implementing its 5-year corporate plan and annual operational plan;  
 (b) particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year;  
 (c) an annual operations report for each commercial business unit;

Reported in **Part 3 - Our performance** - Pages 39 to 130 (Summary by strategic priority and function including progress with implementing our plans).

Companion document - **Our performance in focus** - Pages 1 to 407. (Annual review of the implementation of the operational plan - end of year report by function, incorporating progress with implementing the corporate plan).

**Introduction** - Pages 5 to 6.

Not applicable.



**Other contents – Joint Local Government Activity (s190(1)(d)(i) of the Local Government Regulation 2012)**

(d) details of any action taken for, and expenditure on, a service, facility or activity –  
(i) supplied by another local government under an agreement for conducting a joint government activity; and

Nil

**Other contents – Special Rates and Charges (s190(1)(d)(ii) of the Local Government Regulation 2012)**

(d) details of any action taken for, and expenditure on, a service, facility or activity –  
(ii) for which the local government levied special rates or charges for the financial year;

**State Government Precept Special Rate**

Council has made a special rate ‘State Government Precept Special Rate’ of 0.00024541 cents in the dollar on the unimproved capital value of all rateable land categorised as Category 39 – Rural, to fund the cost of the State Government Precept charge, research and ‘on-ground’ works, which includes a coordinated approach for the control of wild dogs on rural properties throughout the region via the Wild Dog Barrier Fence.

The levy generated total revenue of \$406,438.78 in the 2020/21 reporting period. Expenditure for the year included \$318,594 (for the wild dog barrier fence) and \$88,984 (for on ground works and research).

**Rural Fire Brigade – Special Charge**

The Rural Fire Brigade Special Charge was levied on all rateable lands serviced by the rural fire brigades.

**Rural Fire Brigade Special Charge**

Rural Fire Brigade Annual Charge per assessment - Amby \$74.58, Mungallala \$74.58, Yuleba \$74.58, Orange Hill \$50.00

This was for the purpose of offsetting the cost of the ongoing operation and maintenance of the Rural Fire Brigades. The calculations were based on budgets previously provided, inclusive of a percentage increase to accommodate rising costs. This levy generated revenue of \$20,504.07 for the 2020/21 financial year which was distributed to the brigades.

**Pest Management Special Rate**

Council has made a special rate ‘Pest Management Special Rate’ of 0.00017856 cents in the dollar on the unimproved capital value of all rateable land categorised as Category 39 – Rural, to fund the cost of pest animals and pest plants management across the Maranoa, including meat and factory baits for two coordinated baiting programs and adhoc baiting, wild dog bonus payments for scalps and the treatment of high priority pest plants in accordance with Council’s Pest Management Plan.

The levy generated total revenue of \$295,728.99 in the 2020/21 reporting period. Expenditure for the year included:

| <b>Pest Animal Control</b> |  | <b>\$</b>           |
|----------------------------|--|---------------------|
| Bonus payments             |  | 97,567.39           |
| Coordinated baiting        |  | 67,596.83           |
| Ad-hoc baiting             |  | 46,133.58           |
| <b>Sub-total</b>           |  | <b>\$211,297.80</b> |
| <b>Pest Weed Control</b>   |  | <b>\$</b>           |
| Parthenium                 |  | 136,437.55          |
| Mother of Millions         |  | 53,825.49           |
| Harrisia Cactus            |  | 10,771.39           |
| Boxthorn                   |  | 9,935.36            |
| Other weed control         |  | 21,667.59           |
| <b>Sub-total</b>           |  | <b>\$232,637.38</b> |
| <b>Total</b>               |  | <b>\$443,935.18</b> |

## Other contents - Number of Invitations to change tenders (s190(1)(e) of the Local Government Regulation 2012)

The annual report must contain the number of invitations to change tenders under section 228(7) of the *Local Government Regulation 2012* during the year.

There was 1 invitation to change a tender under section 228(7). This was:

- Tender 21028 - Provision of Accommodation Camp - Hoganthulla Rd.

## Other contents – List of Registers (s190(1)(f) of the Local Government Regulation 2012)

The annual report must contain a list of registers kept by the local government.

### Local government

- Register of Interests (s 171B - *Local Government Act 2009* / s 289 - *Local Government Regulation 2012*)
- Register of Delegations (s 260 - *Local Government Act 2009* / s 305 - *Local Government Regulation 2012*)
- Register of Local Laws (s 31 - *Local Government Act 2009* / s 14 - *Local Government Regulation 2012*)
- Register of Roads (s 74 - *Local Government Act 2009* - s 57 - *Local Government Regulation 2012*)
- Register of Cost-Recovery Fees (s 98 - *Local Government Act 2009*)
- Asset Register (s 180 - *Local Government Regulation 2012*)

### Planning and building development

- Register of Infrastructure charges - *Planning Act 2016* - s 264(1), *Planning Regulation 2017* - Schedule 22
- Register of Exemption Certificates - *Planning Act 2016* - s264(2), *Planning Regulation 2017* - Schedule 22
- Private Certifier Application Register - *Planning Act 2016* - s.264(1), *Planning Regulation 2017* - Schedule 22
- Application Register – *Planning Act 2016* – s.264(1), *Planning Regulation 2017* – Schedule 22

### Airports

- Weapons Register - Airports (*Weapons Act 1990* / *Weapons Regulation 2016*)
- Roma Airport – Method Of Work Plan (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / MOS 139 10.11.2.2)
- Aviation Security Incident Register (*Aviation Transport Security Act 2004* / *Aviation Transport Security Regulation 2005* / Transport Security Program)
- Roma Airport – Animal Strike Register (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / MOS 139 / Aerodrome Manual / Wildlife Hazard Management Plan – Section 4.1 – Strike and Cull)
- Roma Airport – Wildlife Hazard Management Plan Cull Register (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / MOS 139 / Aerodrome Manual / Wildlife Hazard Management Plan – Section 4.1 – Strike and Cull)
- Roma Airport Airside Risk Register (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / MOS 139 / Aerodrome Manual / Safety Management System Manual Section 1.8)
- Roma Airport – Notice to Airmen Register (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / Manual of Standards 139 10.3.10 / Aerodrome Manual Part 2 Section 4)
- Roma Airport – AUA and ADA (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / Manual of Standards 139 / Aerodrome Manual Part 2 Section 10 – Control Measures)
- Drug and Alcohol Management Plan Register (*Civil Aviation Regulation 1998* Part 99)
- Security Access Control Database Register (*Aviation Transport Security Regulations 2005*)
- Visitor Identification Card Register (*Aviation Transport Security Regulations 2005*)

### Saleyards

- Weapons Register - Saleyards (*Weapons Act 1990* / *Weapons Regulation 2016*)

### Environmental health, rural lands, waste

- Food Licensing Register (*Food Act 2006*) \*
- Waste Collection (urban and commercial/industrial) Register (*Local Government Act 2009*)\*\*

### Animal management

- General Animal Register (*Animal Management (Cats and Dogs) Act 2008*)
- Regulated Dog Register (*Animal Management (Cats and Dogs) Act 2008*)
- Dog Breeders Register (*Animal Management (Cats and Dogs) Act 2008*).

\* Register maintained in Council's business software (Authority).

\*\* Included within Council's rates system (Authority).

The following are also maintained within the State's Stock Route Management System (commonly referred to as SRMS).

- Stock Route Water Facility Agreement Register – (*Stock Route Management Act 2002*)\*
- Stock Route Agistment Register – (*Stock Route Management Act 2002*)\*
- Stock Route Travel Permit Register – (*Stock Route Management Act 2002*)\*

For compliance with the *Work Health & Safety Act 2011*, Australian Standards and ISO Standards relating to Council's Safety, Quality & Environment the following registers are maintained:

- Hazardous Chemical Register
- Risk Register
- Incident Register
- Hazard Register
- Audit Register
- Legal and other requirements ENV R002 Register
- Communications Register including Switch on to Safety – Toolbox Talks / Newsletters
- Consultation Function Team meetings / project / adhoc Register
- Hazardous Chemical – Master Register
- Calibration Register
- First Aid Officer Register
- First Aid Kit Register
- Snake Bite Kit Register
- Fire Warden Register
- Health and Safety Representatives Register
- Sharps Register
- Immunisation and Vaccination Register.

**Other**

- Cemetery Register

### Other contents - Summary of all concessions for rates and charges granted (s190(1)(g) of the Local Government Regulation 2012)

Other contents – Summary of all concessions for rates and charges granted (s190(1)(g))

#### **Pensioner concessions**

Council recognises that certain types of pensioners have contributed rates over a period of time and should be afforded a concession to alleviate the impact of rates and charges thereby assisting pensioner property owners to remain in their own homes.

In accordance with Section 120 (1) (a) of the *Local Government Regulation 2012*, Council adopted a Pensioner Rate Concession Policy that granted pensioners a concession of 50% of the general rate, with a maximum limit of \$234.76 per annum.

Eligibility was based on meeting the requirements to qualify under the State Government Pensioner Rate Subsidy Scheme.

Overdue rates of pensioners subject to this section and policy incurred interest in accordance with Section 3.4 of Council's Revenue Statement.

Note: This concession was in addition to the Queensland Government's Pensioner Rate Subsidy and further details with respect to eligibility and application of this concession were outlined in Council's Pensioner Rate Concession Policy.

Total value of pensioner concessions granted – \$130,706.54

Number of pensioners who received maximum concession – 526

Number of pensioners who received a part concession – 62

#### **Non-profit community organisation concessions**

A concession was available for general rates to certain organisations where the land use was considered to contribute to the social, cultural or sporting welfare of the community.

A general rate concession of up to 100% was allowed for non-profit and charitable organisations. The concession was subject to written application for the concession.

21 community groups received a concession on the general rates in the 2020/21 financial year with a total value of \$16,240.01.

In addition, the following concessions were provided to non-profit community organisations for water charges:

- Water access infrastructure charge concessions - 39 groups with concessions totalling \$50,542.54.
- Water usage charges - 10 groups with concessions totalling \$31,849.94.

### Hardship concessions

Council recognises that individuals can experience difficulty in meeting their rate commitments and that in some cases it may be appropriate, where genuine financial hardship has been demonstrated, to grant a rates concession to the land owner, for example financial hardship as a result of drought.

Applications for concessions on the grounds of hardship were considered by Council on a case by case basis.

5 applications received hardship concession for the 2020/21 year, totalling \$62,809.36.

Note: Council may grant eligible applicants a concession by granting the applicant a deferred payment option and or waiving of interest and or approving a full or partial waiver of rates.

### Other contents – Report on Internal Audit (s190(1)(h) of the Local Government Regulation 2012)

The annual report must contain the report on the internal audit for the financial year;

Reported on pages 25 to 26.

### Other contents – Summary of Investigation Notices under section 49 (s190(i) of the Local Government Regulation 2012)

The annual report must contain a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints;

Nil

### Other contents – Responses to QCA's Recommendations (s190(j) of the Local Government Regulation 2012)

The annual report for a financial year must contain the local government's responses in the financial year on the QCA's recommendations on any competitive neutrality complaints under section 52(3).

Not applicable.



# Part 6

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# ACRONYMS

| Acronym | Details  |
|---------|--|
| AASB    | Australian Accounting Standards Board                        |
| ABS     | Australian Bureau of Statistics                              |
| ANZAC   | Australian and New Zealand Army Corps                        |
| APLNG   | Australia Pacific Liquefied Natural Gas                      |
| AS/NZ   | Australian / New Zealand                                     |
| ATO     | Australian Taxation Office                                   |
| CASA    | Civil Aviation Safety Authority                              |
| CBD     | Central Business District                                    |
| CEO     | Chief Executive Officer                                      |
| CH      | Chainage   |
| CMO     | Contract Management Office                                   |
| CPA     | Certified Practising Accountant/s                            |
| CRC     | Current Replacement Cost                                     |
| CSIRO   | Commonwealth Scientific and Industrial Research Organisation |
| DAF     | Department of Agriculture and Fisheries                      |
| DES     | Department of Environment and Science                        |
| DRFA    | Disaster Recovery Funding Arrangements                       |
| EAP     | Employee Assistance Program                                  |
| EUCAS   | European Union Cattle Accreditation Scheme                   |
| FTE     | Full-time Equivalent   |
| GST     | Goods and Services Tax                                       |
| ICT     | Information & Communications Technology                      |
| IMMS    | Integrated Maranoa Management System                         |
| ISO     | International Organisation for Standardisation               |
| KMP     | Key Management Personnel                                     |
| LECC    | Local Emergency Coordination Committees                      |
| LED     | Light Emitting Diode   |
| LGIP    | Local Government Infrastructure Plan                         |
| LGM     | Local Government Mutual                                      |
| LRRS    | Local Roads of Regional Significance                         |
| MBA     | Master of Business Administration                            |
| MOU     | Memorandum of Understanding                                  |
| MRC     | Maranoa Regional Council                                     |
| NAIDOC  | National Aborigines and Islanders Day Observance Committee   |
| NHVAS   | National Heavy Vehicle Accreditation Scheme                  |
| NSQA    | National Saleyards Quality Assurance                         |

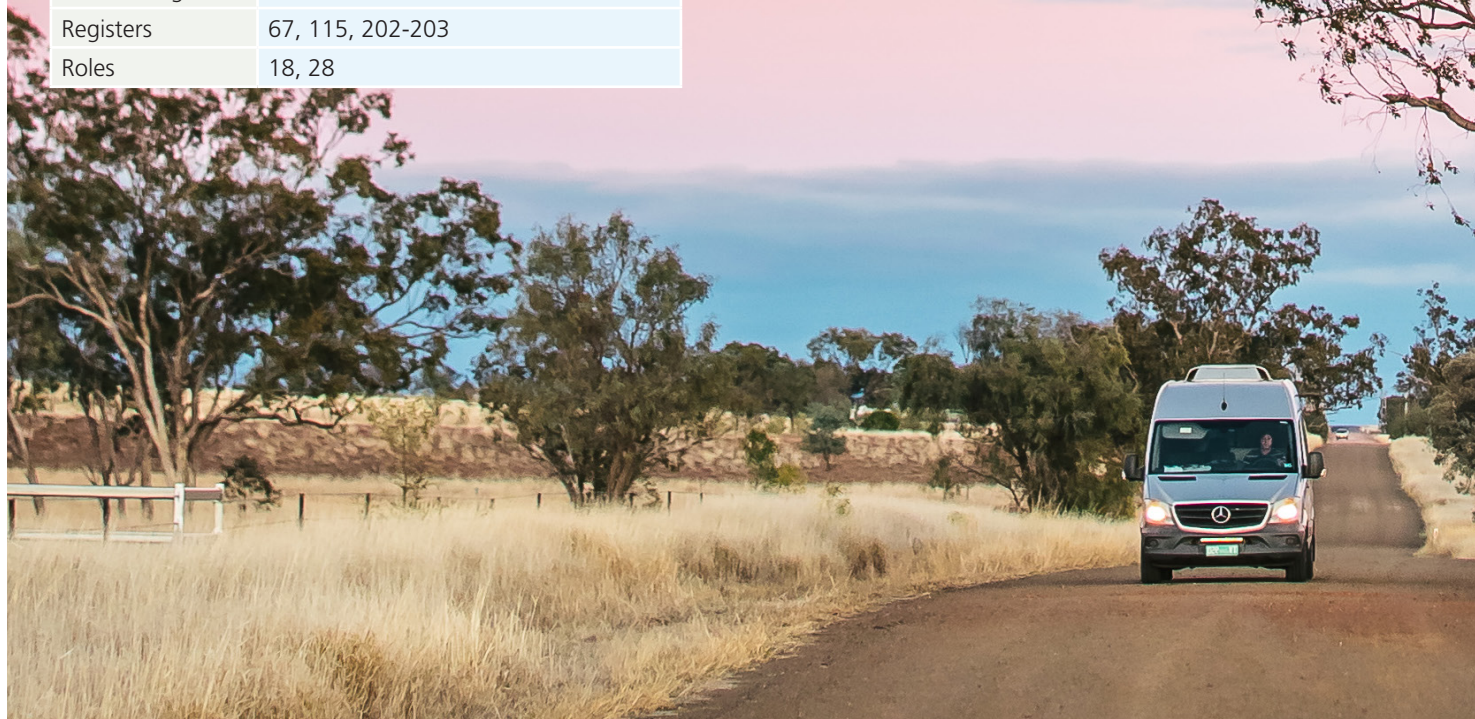
| Acronym | Details   |
|---------|---|
| QAO     | Queensland Audit Office                                 |
| Qld     | Queensland  |
| QLGGC   | Queensland Local Government Grants Commission           |
| QRA     | Queensland Reconstruction Authority                     |
| QTC     | Queensland Treasury Corporation                         |
| OM      | Ordinary Meeting  |
| PAYG    | Pay as you go   |
| RMPC    | Road Maintenance Performance Contract                   |
| RADF    | Regional Arts Development Fund                          |
| RSL     | Returned and Services League                            |
| SCADA   | Supervisory Control and Data Acquisition                |
| SWQROC  | South West Queensland Regional Organisation of Councils |
| TAFE    | Technical and Further Education                         |
| TMR     | Transport and Main Roads                                |
| WHS     | Workplace Health and Safety                             |



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**Phone:** 1300 007 662

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Injune: 32 Hutton Street

Mitchell: 100 Cambridge Street

Surat: 73 Burrowes Street

Yuleba: 20 Stephenson Street

For all Building, Planning & Environmental  
Enquiries: 1 Cartwright Street, Roma

