

2020/21

Maranoa Regional Council

Our performance in focus

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*)

End of year report by function



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Strategic priority 1.

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

GETTING THE BASICS RIGHT

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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.



Our year at a glance

2020/21



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.

Water 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.

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.

Water 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.

1.1 WATER

What we do

We supply (on average) 8.5 megalitres of water per day to 10 communities across the region.

Water is sourced (via an approved allocation from the Queensland Government) predominantly from the Great Artesian Basin. The only exception to this is Surat, where water is sourced from the Balonne River (also within a Queensland Government approved allocation).

Depending on where the water is sourced from, there are different requirements for how the water is treated and then ultimately supplied to residents. The region's water supply is managed through 5 separate schemes (Central, Eastern, Injune, Surat and Western)

Depending on the time of year (winter / summer), customer needs and activity in the region, the actual amount will vary from the average.

Council is accountable to the Queensland Government which regulates the supply of water in Queensland - the Regulator is the Department of Regional Development, Manufacturing and Water.

Each year, we undertake works to:

- Operate and maintain the water infrastructure;
- Upgrade and construct new infrastructure to cater for growth in our region's population and for new or changing needs of our business and industry;
- Undertake scheduled renewal works to ensure the infrastructure keeps providing the required level of service.

Why we do it

Water is an essential service. Drinking water is needed for domestic, commercial and industrial use in each of our towns across the region.

River water is also used on gardens in Surat through a reticulated network.

What we must do

Legislation & Guidelines

- Water Supply (Safety and Reliability) Act 2008
- Water Supply (Safety and Reliability) Regulation 2011
- Public Health Act 2005
- Public Health Regulation 2018
- Australian Drinking Water Guidelines (current version)
- Drinking Water Quality Management Plan Guideline 2018
- Review and Audit Guideline 2019
- Water Quality and Reporting Guideline
- Planning Guidelines for Water Supply and Sewerage
- Capricorn Municipal Development Guidelines (CMDG).

Reporting and Plans

- Customer Service Standards
- Drinking Water Quality Management Plan (DWQMP)
- Quarterly Usage Reporting
- Annual DWQMP Report
- Annual Key Performance Indicator (KPI) Reporting.



Yuleba reservoir

How we are trending - Water

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Information for business planning						
Length of water mains	238.6 kms	238.6 kms	254.9 kms	267.5 kms	275.2 kms	275.2 kms
Total water sourced	3,793 ML	3,050 ML	3,344.20 ML	3,220.3 ML	3,276.7 ML	3,100.9 ML
Connected properties:						
- Residential	3,954	3,974	3,972	3,992	4,002	4,029
- Non-residential	922	988	1,017	1,025	1,035	1,196
Volume of potable (drinking) water supplied						
- Residential	1,499.4 ML	1,404.9 ML	1,535 ML	1,778.4 ML	1,716.1 ML	1,726.2 ML
- Commercial, municipal and industrial	476.4 ML	674.2 ML	689.3 ML	898.3 ML	920.3 ML	917.3 ML
Performance (KPIs) / compliance data / external reporting						
Total water main breaks	90	66	289	182	147	72
Water main breaks (per 100 kms) where service was interrupted						
<i>Target for water main breaks and leaks - less than or equal to 100 per 100 kms of main.</i>	37.7	27.7	113.4	68	55	26
Total unplanned interruptions	Not previously recorded			58	29	27
Incidence of unplanned interruptions (per 1,000 connections) where service was interrupted	Not previously recorded			390.5	54	109.665
<i>Target for unplanned interruptions per 1,000 properties - less than or equal to 300.</i>						
Water quality complaints per 1,000 connections	9.6	2.2	3.8	0.2	4.2	1.9
<i>Target for total complaints (water and sewerage) - less than or equal to 20.</i>						
Compliance with water quality criteria						
- E-coli - samples taken / Non-conformances	1,146 / Nil	1,135 / Nil	1,254 / 1	1,510 / Nil	1,779 / Nil	1,783 / Nil
- Chlorine - samples taken / Non-conformances	535 / Nil	968 / Nil	1,208 / Nil	480 / Nil	390 / Nil	256 / Nil

More about the numbers

Over the past four years there has been a general decline in the number of water main breaks. This can be attributed to a significant renewal programme that has targeted the mains with the most breaks. This has also seen a decline in the total number of unplanned water interruptions.

The net book value of the water infrastructure has reduced significantly. In 2019/20 the written down value of water infrastructure was \$46.189 million and in 2020/21 it is \$35.675 million. This is due to a change in depreciation methodology.

1.1 WATER

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
1.1.1 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.	✓
1.1.2 Continue to enhance our long term plans and financial forecasts for our water infrastructure. Further that these plans inform future investment in the water network - with a key focus on asset renewals. <i>"Doing the right things"</i>	Review of the asset management plan and implementation of the works program.	✓
1.1.3 Benchmark our operations against best practice standards, including independent (third party) verification of our systems' continual improvement for: - Quality - Safety - Environment <i>"Doing things right"</i>	Review and documentation for standard operating procedures. 2 third party (surveillance) audits (September 2020 and March 2021)	✓ ✓
1.1.4 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).	✓
1.1.5 Increase security of water for our region's towns, planning for and constructing approved projects: <ul style="list-style-type: none"> • advocating for additional funding where required from other tiers of government. • continuing to build a sound reputation with funding bodies through adherence to project timeframes and reporting deadlines. 	(a) Mitchell, Surat and Yuleba bores - complete installation. Replace Yuleba water tower with a new reservoir and booster system. Replace water take pumps to Surat treatment plant.	✓ ■ ■
1.1.6 Review water quality and supply for Amby.	New Bore in Amby.	■
1.1.7 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.	✓
1.1.8 Address firefighting capacity issues identified through consultant modelling and Council staff reviews.	(b) Extension of water mains in Wallumbilla.	■
1.1.9 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.		✓
1.1.10 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.		✓

Looking back - what we achieved in 2020/21

(a) 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.

In Yuleba, the original bore was nearing the end of its useful life. Yuleba's new bore will improve the water pressure in town and the town's original bore will be used as a backup water service.

The new bore in Surat is an emergency supply, in case the river supply is not available and also acts as a water supply supplement for the town's water allocation when needed.

The new bore in Mitchell has become the primary water source for Mitchell residents and businesses improving water flows, water pressure and fire-fighting capacity. The placement of the new bore allows the water to be pumped a very short distance into the reservoirs to then gravity feed water into the town, reducing energy costs.

Maranoa Regional Council received \$1 million in funding from the Australian Government through the Drought Communities Programme Extension for the Maranoa Water Supply Security, Surat and Yuleba Township Project.

The Mitchell Bore Project & New Mitchell Reservoir on Mitchell – St George Road are proudly funded by the Queensland Government's Local Government Grants and Subsidies Program and COVID Works for Queensland program in association with Maranoa Regional Council.



Yuleba reservoir and booster system



Mitchell reservoir

(b) Extension of water mains in Wallumbilla

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


































1.1 WATER



Yuleba bore and reservoir

Our projects 2020/21

 Undertaken / completed
  In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22364	Renewal/upgrade	Extension of water main - Wallumbilla North Road, Wallumbilla	Wallumbilla	
20191	Renewal/upgrade	Regional water project - firefighting capacity upgrade	Regional	
20276	Renewal/upgrade	Water main renewal Ivan Street - Alice to Bertha Street, Surat	Surat	
22208	Renewal/upgrade	Water main renewal/upgrade Miscamble Street, Roma	Roma	
22210	Renewal/upgrade	Water main renewal Cottell Street, Roma	Roma	
22212	Renewal/upgrade	Water main renewal Ivan Street, Surat	Surat	
22216	Renewal/upgrade	Water main renewal Soutter Street, Roma	Roma	
22217	Renewal/upgrade	Water main renewal Hawthorne Street, Roma	Roma	
22214	Renewal	Upgrade chlorination at Muckadilla	Muckadilla	
20273	Renewal	Water main renewal Bowen Street - Whip to Duke Street, Roma	Roma	
20277	Renewal	Water main renewal - Houston Road and Warrego Highway, Wallumbilla	Wallumbilla	
22171	Renewal	Water main renewal (under railway line), Mitchell	Mitchell	
22209	Renewal	Water main renewal Alfred St, Roma	Roma	
22219	Renewal	Water main renewal William Street, Roma	Roma	
22220	Renewal	Potable surface water intake pumps and variable speed drive (VSD), Surat	Surat	
22211	Renewal	Water main renewals, Injune	Injune	
19752	New	Supervisory Control and Data Acquisition (SCADA) system for water supplies - regional sites	Regional	
19753	New	Fire flow augmentation - Tiffin Street, Roma	Roma	
20192	New	Delivery main Bore 17 to Currey Street reservoirs, Roma	Roma	
20193	New	Meter connections in Roma	Roma	
20215	New	Bore 3 installation, Mitchell	Mitchell	
20272	New	Water booster system, Yuleba	Yuleba	
20801	New	Water Bore 2, Yuleba	Yuleba	
20802	New	Water Bore 1, Surat	Surat	
22184	New	New reservoir on Mitchell - St George Road	Mitchell	
22207	New	Booster pump upgrade, Jackson	Jackson	
22215	New	Chlorination at Reardon Reservoirs Billy Bob Way, Roma	Roma	
22221	New	Extend water main West Street, Wallumbilla	Wallumbilla	
22222	New	Reticulation and recirculation pumps for new reservoir, Mitchell	Mitchell	
22223	New	New Bore 3, Amby	Amby	
22429	New	Connect water main to Yuleba Pony Club, Yuleba	Yuleba	
22218	New	Water main renewal Bore 7 to Miscamble Street, Roma	Roma	
22202	Operating	Condition assessment bores Roma, Mitchell, Injune, Wallumbilla	Regional	

1.1 WATER

Our annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?	Procedure reference (where applicable)
Water billing process inputs			✓ / ✗	
Meter reading	2.2.2	2 billing periods with reading dates within 14 days of 30 November and 31 May	✓	-
Concessions <ul style="list-style-type: none"> dialysis patients major leaks 	2.2.4	Administered in accordance with Council's policies.	✓	W19
Programmed maintenance				
Water mains (Hydrants, valves, mains)	1.1.9	In accordance with approved program.	✓	WO7, W16
Water equipment (Dosing equipment, reservoir cleaning, bore pumps, booster pumps, lift pumps)		In accordance with approved program.		-
Reactive maintenance / customer service				
New connections and other alterations to water services	1.1.9	Upon request. Works completed within 20 working days of receipt of application and fee. If required, a quote will be provided within the 20 day period.	✓	-
Reconnections		Upon request. Works completed within 5 days.	✓	-
Response to urgent incidents and complaints (pressure, quality)		Response within Council's adopted Customer Service Standards. Complaint management in accordance with Council's Complaint Management Policy. Data collected on the number of complaints, complaint details and the actions undertaken. Target for response to urgent incidents - Amby, Jackson, Muckadilla, Mungallala - less than or equal to 240 mins. Other areas - less than or equal to 120 mins.	✓	AO5 WO6
Notification of planned interruptions		48 hours' notice if not urgent with media release and letter box drop.	✓	W13
User pays services				
Sale of water from standpipes	1.1.9	Upon request.	✓	-
Determination of water meter location and other service infrastructure		Fees in accordance with Council's adopted Fees & Charges Register.	✓	-
Meter testing / investigation			✓	-
Replacement of damaged or destroyed meters			✓	W21
Access to water facilities			✓	-
Inspections for extension to, or alteration of the network		Inspection and quote within 20 working days.	✓	-
Washdown facilities		Maintenance as required. Access and billing through the national Avdata washdown systems.	✓	WO2
Policy development and reviews				
Customer service standards	1.1.9, 2.2.2	No mandatory requirement for review this year. Last reviewed 12 April 2017 (review every 5 years).	Not applicable this year	-
Fees and charges register	1.1.9, 2.2.2, 2.2.9	Review conducted in accordance with published budget timetable.	✓	-
Asset management plan	1.1.1	Annual review.	✓	-

Our annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?	Procedure reference (where applicable)
Advocacy				
Advocate for funding from other tiers of government to assist in addressing ageing water infrastructure.	1.1.5	As opportunities arise.	✓	-
Compliance and reporting				
Drinking Water Quality Management Plan (DWQMP) Annual Report (<i>Sections 141, 142 Water Supply (Safety and Reliability) Act 2008</i>)	1.1.1 1.1.9	120 business days from 30 June.	✓	-
Notifications to Regulator: - Non-compliance with water quality criteria; or - Non-compliance with the health limits of the Australian Drinking Water Guidelines or other incidents impacting the ability to supply potable water to customers.		Notification to Regulator where required by legislation. Notification also to the Director Infrastructure Services and Chief Executive Officer of the details reported.	✓	AO5
Reporting to the Department of Regional Development, Manufacturing and Water on water usage and availability.		Annually through the Queensland Government website (Data extracted from the SWIM system). Quarter reporting through the water service provider surveys from the Queensland Government.	✓	-
Water network performance.		Incidence of unplanned interruptions Water main breaks and leaks recorded and trends monitored.	✓	W15
Performance reporting. (<i>Section 142A Water Supply (Safety and Reliability) Act 2008</i>)		Report prepared on or before 1 October and provided to Regulator via Queensland's SWIM system. Spreadsheet export published on Council's website.	✓	-
Water quality				
Water testing for E.coli	1.1.1	Number and frequency of samples recorded. Results within targets defined in the operational plan / legislation / Australian Drinking Water Guidelines. Summary extracts of water quality monitoring results included in the Drinking Water Quality Management Plan (DWQMP) annual report.	✓	-
Water testing of chlorine levels			✓	-
Water quality verification monitoring program		Annual program conducted. Results published on Council's website as part of the DWQMP annual report.	✓	-
Benchmarking of water quality against health-related and aesthetic guidelines		Annual reporting and publishing where the results do not align with the guidelines.	✓	-
Funding bodies				
Reporting	1.1.5	Due dates met for milestones and monthly reports.	✓	-
Input to development applications (expanding the network)				
• Information requests	1.1.10	6 business days.	✓	-

1.1 WATER

	Number of properties with a water connection	Litres per day to nearest thousand	Value of all water infrastructure 30 June 2021 \$
Central water scheme			
Roma	3,605	5,161,000	21,129,731
Muckadilla	14	20,000	261,499
Eastern water scheme			
Wallumbilla	194	207,000	1,366,615
Yuleba	130	100,000	505,616
Jackson	15	10,000	37,528
Injune water scheme			
Injune	312	760,000	2,891,790
Surat water scheme			
Surat	274	945,000	3,844,762
Western scheme			
Amby	51	54,000	484,402
Mitchell	630	996,000	4,786,118
Mungallala	39	72,000	366,954
Total	5,264	8,325,000	\$35,675,015

Our finances - Water

Operations and maintenance	2020/21 \$
Operating revenue	6,169,547
Rates and charges - service charges (access/infrastructure)	3,470,417
Rates and charges - usage charges (consumption)	2,404,033
Rates and charges - write-offs / interest	(19,357)
Fees and charges	277,371
Internal revenue	8,386
Sales of contract and recoverable works	28,697
Operating expenses	4,142,395
Employee costs	1,338,953
Materials and services	2,214,651
One-off projects (operating)	79,576
Indirect costs	326,096
Finance costs	183,119
Depreciation expense	1,452,351
Operating result / revenue for capital purposes	574,801

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21 \$
Capital funding	
Operating result / revenue for capital purposes	574,801
Use of infrastructure charges	-
Grants, subsidies	1,957,886
Other (use of capital grants received in advance)	-
Opening balance	2,051,872
Loan proceeds	-
Cash reserve for asset renewal	1,452,351
Total capital funding	6,036,910
Capital expenditure	
Asset renewal	749
New works	3,510,739
Upgrade works	110,067
Loan repayments	457,522
Total capital expenditure	5,287,882
Projected closing funds for future years	749,028

Financial sustainability ratios	
Operating surplus ratio	9%
Interest coverage ratio	3%
Asset sustainability ratio	83%

1.2 Sewerage

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

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



Our year at a glance

2020/21



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.

Sewerage 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.

Sewerage challenges

Storm events

Even though there has been considerable effort in relining very poor sewers 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.

1.2 SEWERAGE

What we do

We manage the complete sewerage (wastewater) service for 6 communities – collecting, transferring and treating wastewater from the collection point of the property, via underground mains to a central location in each town, and then treating it to the State Government's strict environmental requirements (Environmental Authority).

In Roma, Mitchell, Injune and Surat, the waste received is initially screened to remove debris and foreign matter.

Filtered effluent is then passed to Imhoff tanks (equivalent to advanced septic tanks). These tanks allow for the majority of solids to be removed in the form of sludge which is drained to drying beds before being disposed of onsite (buried).

The waste then continues through the process, passing through to primary lagoons where biological processes (microbes) break down additional contaminants within the waste.

The waste then continues to final lagoons where it passes through rock acting as a filter (in Surat and Roma) before being treated with chlorine and continuing onto re-use sites.

In the other towns, due to lower effluent volumes, waste is disposed of via evaporation.

Microbial processes are assisted by additional aeration provided by aerators installed in the primary lagoons in Roma.

In addition to household wastewater, wastewater is also received from commercial and industrial premises including trade waste and water that has been through wash-down systems and caravan dump points.

Each year, we undertake works to:

- Operate and maintain sewerage infrastructure;
- Upgrade and construct new infrastructure to cater for growth in our regions population, and for new or changing needs of our communities;
- Undertake scheduled renewal works to ensure the infrastructure keeps providing the required level of service.

Why we do it

A network of sewer mains and centralised treatment facilities at 6 of our towns provides for efficient handling of wastewater.

What we must do

Queensland Government

Environmental Authority (Department of Environment and Science)
Planning Guidelines for Water Supply and Sewerage
Capricorn Municipal Development Guidelines (CMDG)

Local Instruments

Maranoa Planning Scheme
Trade Waste Policy
Asset Management Policy
Asset Management Plan - Sewerage
Customer Service Standards

Whilst not compliance documents, the Sewerage Asset Management Plan draws on the following documents:

- Roma Sewage Treatment Plant Status Report (Widebay Water)
- Roma Sewage Treatment Plant Planning Report (Widebay Water)
- Maranoa Regional Urban Water Management Report (Widebay Water)
- Maranoa Sewage Treatment Plants Strategy Report (Widebay Water).



Roma's Sewage Pump Station.

How we are trending - sewerage

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Information for business planning						
Sewage treatment plants	6	6	6	6	6	6
Length of sewer mains	126.3 kms	126.3 kms	127.9 kms	128.4 kms	132.2 kms	132.2 kms
Total wastewater (sewage) treated	745.2 ML	968.6 ML	656.6 ML	Not able to be reported this year*	1,279 ML	1,281 ML
Connected residential properties	3,348	3,346	3,351	3,348	3,353	3,358
Connected non-residential properties	658	656	655	662	665	720
Charge per sewerage pedestal (toilet)	\$366.64	\$379.48	\$386.08	\$416.96	\$424.48	\$424.48
Total sewerage charges	\$2,361,123	\$2,458,942	\$2,499,130	\$2,767,615	\$2,859,436	\$2,772,353
Amount of reuse water supplied in Roma (through 0.855 kms of mains)	175 ML	295.7 ML	92.8 ML	138.3 ML	232.1 ML	289.9 ML
Performance (KPIs) / Compliance data / external reporting						
Due dates met for reports to regulator	✓	✓	✓	<i>Reports no longer required</i>		
Notifiable incidents	1	0	0	0	0	0
Sewerage mains breaks and chokes (per 100 kms)	20.7	11.5	19	34	27	21
Sewerage complaints (per 1,000 connections)	44.3	36.1	33.7	20.2	0	0

More about the numbers

The length of sewer mains has increased over the years since 2015/16 (from 126.3kms to 132.2kms for the last 2 years) as sewers from subdivisions have been added to the asset register.

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

There has been an increase in the fair value of the assets. This is largely reflective of the improvement in sewer main condition through the intensive relining program. There has been a reduction in the net book value of sewerage infrastructure assets - the written down value has dropped significantly (from \$50.161 million to \$47.009 million) due to a change in depreciation methodology.



Sewage treatment, Roma - Imhoff tanks

1.2 SEWERAGE

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>1.2.1 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>(a) 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>1.2.2 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"> - Quality - Safety - Environment <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>1.2.3 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). SCADA project complete.</p>	<p>✓</p>
<p>1.2.4 Reduce the risk over sewer overflows in Roma caused by storm events.</p>	<p>(b) 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>1.2.5 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>1.2.6 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>1.2.7 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>

Looking back - what we achieved in 2020/21

(a) Implementation of renewal works

Sewer relining projects

Sewer relining was undertaken to renew a number of towns' ageing sewerage infrastructure:

- Injune and Surat (2020/21 funding);
- Mitchell, Injune, Roma and Surat (funding brought forward from 2019/20).

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.

Relining sewer mains is a cost-effective way of helping to ensure the stability of the sewer network and to increase the longevity of the mains. Sewer relining extends the life of our sewer mains between 50 and 80 years.

The upgraded sewers will improve performance and reduce the risk of sewer main failures. The likelihood of chokes and overflows will be reduced considerably.

These works will continue in 2021/22.

(b) Manhole projects progressed

Council undertook sewer manhole inspections within Roma from October 2020 for three months.

Council staff visually inspected each manhole and manhole lid to determine their condition. The inspections allow Council to plan for a future renewal program and identify whether rehabilitation or replacement will be required.



Sewer relining works in Roma.

1.2 SEWERAGE

Our projects 2020/21

✓ Undertaken / completed ■ In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22200	Renewal/new/upgrade	Repair to Lagoon Bunding Roma Sewerage Treatment Plant	Roma	■
18888	Renewal	Sewer relining Mitchell 2019-20	Mitchell	✓
20281	Renewal	Sewer relining Injune 2019-20	Injune	✓
20282	Renewal	Sewer relining Surat 2019-20	Surat	✓
20524	Renewal	Sewer relining Roma 2019-20	Roma	✓
22198	Renewal	Sewer relining Surat (4,142m) 2020-21	Surat	✓
22199	Renewal	Sewer relining Injune (2,440m) 2020-21	Injune	✓
22203	Renewal	Repair to Sewerage Pump Station 2 Inlet pipe	Roma	✓
19756	New	Supervisory Control and Data Acquisition (SCADA) for sewerage facilities supplies - Roma and regional sites	Regional	✓
22657	New	Extend sewer main to service 3 & 5 Powell Street, Roma	Roma	✓



Roma Sewerage Treatment Plant

Our annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?	Procedure reference (where applicable)
Environmental authority (EA) compliance				
<ul style="list-style-type: none"> All sewage treatment plants (Injune, Mitchell, Amby, Mungallala, Surat, Roma) 	1.2.5	Compliance with general/common conditions (Part 1 of the Environmental Authority) and noise conditions (Part 2).	✓	SO3
<ul style="list-style-type: none"> Roma 		Compliance with waters, land and waste conditions (Part 3).	✓	SO3
<ul style="list-style-type: none"> Surat 		Compliance with land and waste conditions (Part 4).		
<ul style="list-style-type: none"> Mitchell, Mungallala and Amby 		Compliance with water and waste conditions (Part 5).		
<ul style="list-style-type: none"> Injune 		Compliance with water and waste conditions (Part 6).		
Programmed maintenance				
<ul style="list-style-type: none"> Programmed works for wastewater (sewer) mains through Closed Circuit Television (CCTV), manhole inspections, cockroach kill and smoke testing 	1.2.7	In accordance with approved program.	✓	-
<ul style="list-style-type: none"> Programmed works for pump maintenance, davits, aerators, dosing equipment, imhoff tanks, desludge ponds, green dome 		In accordance with approved program.	✓	-
Reactive maintenance / customer service				
<ul style="list-style-type: none"> New sewerage service connections 	1.2.7	Upon receipt of an application form at a Customer Service Centre and associated fee. Works completed within 20 working days of receipt of application and fee. If required, a quote will be provided within the 20 day period.	✓	-
<ul style="list-style-type: none"> Response to urgent incidents (sewer blockages, sewer overflow) and complaints 		Response within Council's adopted Customer Service Standards. Target for response to urgent incidents (blockages and overflow) - less than or equal to 120 mins. Complaint management in accordance with Council's Complaint Management Policy. Data collected on the number of complaints, complaint details and the actions undertaken. Target for total complaints (water and sewerage) - less than or equal to 20.	✓	AO4
<ul style="list-style-type: none"> Caravan dumps points (7 across the region) Roma - 14 Station Street Roma - Bassett Park camping area Wallumbilla - Showgrounds camping area, Warrego Highway Mitchell - Showgrounds, 205 Alice Street Injune - Truck Stop, 131 Carnarvon Highway Surat - Fisherman's Park, Carnarvon Highway Mungallala - Cobb & Co Rest Area, Tryconnel Street 		Available free of charge. Wastewater collected as required (usage is highly variable).	✓	-

1.2 SEWERAGE

Our annual services continued

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?	Procedure reference (where applicable)
User pays services				
• Assistance with locating sewerage infrastructure	1.2.7	Within 20 working days.	✓	-
• Inspections for extension to, or alteration of, the network		Inspection and quote within 20 working days.	✓	-
• Trade waste	1.2.7	Upon receipt of application - Onsite inspection and if found to be compliant issue of a trade waste certification and fee. Annual inspection.	✓	-
• Regulated waste receipt		As required by commercial activities in the region (workers' camps). <i>Note: Service only available to authorised waste carters.</i>	✓	SO8
• Sewerage plans		Upon request. Fees in accordance with Council's adopted Fees & Charges Register.	✓	-
Policy development and review				
• Customer service standards	1.2.7	No mandatory requirement for review this year. Last reviewed 12 April 2017 (review every 5 years).	Not applicable this year	-
• Fees and charges register		Review conducted in accordance with published budget timetable.	✓	-
• Asset management plan	1.2.1	Annual review.	✓	-
Compliance and reporting				
• Notifications to Regulator	1.2.6	Notification to Regulator as required. Notification also to the Director Infrastructure Services and Chief Executive Officer of the details reported.	✓	-
• Sewerage network performance		Total number of main breaks and chokes recorded and trends monitored. Target for total number of main breaks and chokes - less than or equal to 40 per 100 kms of sewer main.	✓	SO4
• Performance reporting		Report prepared on or before 1 October and provided to the Regulator via the Statewide Water Information Management (SWIM) system. Spreadsheet export published on Council's website.	✓	-
Input to development applications (expanding the network)				
• Information requests	1.2.8	6 business days	✓	-

	Number of properties with a sewerage connection	Value of all sewerage infrastructure 30 June 2020
Roma	3,088	35,025,456
Injune	208	2,465,815
Surat	223	2,796,400
Amby	29	359,042
Mitchell	451	5,783,569
Mungallala	24	578,301
Total	4,023	\$47,008,583

Our finances - Sewerage

Operations and maintenance	2020/21 \$
Operating revenue	2,923,864
Rates and charges - service charges	2,772,353
Fees and charges	149,355
Sales of contract and recoverable works	2,156
Operating expenses	1,395,999
Employee costs	539,311
Materials and services	588,091
One-off projects (operating)	14,861
Indirect costs	189,655
Finance costs	64,081
Depreciation expense	785,617
Operating result / revenue for capital purposes	742,248

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21 \$
Capital funding	
Operating result / revenue for capital purposes	742,248
Grants, subsidies	-
Use of infrastructure charges	14,566
Other - unspent loan	520,231
Opening balance	3,577,485
Loan proceeds	-
Cash reserve for asset renewal	785,617
Total capital funding	5,640,147
Capital expenditure	
Asset renewal	1,512,875
New works	212,438
Upgrade works	-
Loan repayments	122,868
Total capital expenditure	1,848,181
Projected closing funds for future years	3,791,966

Financial sustainability ratios	
Operating surplus ratio	25%
Interest coverage ratio	2%
Asset sustainability ratio	193%

1.3 Roads & drainage

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



Our year at a glance

2020/21



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.

Roads & 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 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

Locals and visitors can now enjoy improved carparking at Apex Park, Roma, 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

Late in 2020/21, work commenced on the restoration of Riggers Road Bridge, Roma. 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.

Roads & drainage 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, Apex Park Parking Area Improvements 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.

1.3 ROADS & DRAINAGE

What we do

We manage the region's road and drainage network including:

- Rural roads;
- Urban roads (Streets);
- Roads impacted by major industry (including forestry and coal seam gas);
- State-controlled roads where Council delivers works via a Road Maintenance Performance Contract (RMPC);
- Flood restoration.

Rural roads

We manage 5,609.187 kms of rural roads, with the Maranoa Region ranking 3rd in the State (out of 77 Councils) for the length of our road network.

Our rural roads provide an important transport link for residents, visitors, primary producers, other businesses and major industries.

Our roads are a mix of:

- sealed/bitumen roads (21%) - 1,172.384 kms; and
- unsealed roads (79%) - 4,436.803 kms.

These roads connect a rural area of 58,802.8 km² (equivalent to just under 86% of the land mass of Tasmania).

To put this in further context, whilst Tasmania services a population of more than 500,000, the Maranoa region has a population of 12,688, with approximately 30% of our residents living in the rural parts of our region.

Urban roads

Council delivers road services to ten regional townships (Roma, Wallumbilla, Yuleba, Jackson, Surat, Injune, Muckadilla, Amby, Mitchell and Mungallala).

Our teams undertake the approved level of service for its urban street networks with the aim of delivering the services in the most cost effective manner while considering associated risks. The elected Council considers the service levels to be provided for the region and what funds are allocated each year to provide those services. The Maranoa region has:

- 233.648 kilometres of urban streets - 79% sealed (183.652 kms), 16% gravel pavement (37.271 kms), 5% formed (12.725 kms)
- 28.707 kilometres of footpath
- 174.417 kilometres of kerb and channel.

Why we do it

We connect those who live and work within our region (our residents, visitors, primary producers, other businesses and industry) who use the road network for economic, social and educational purposes.

Resource sector roads

With the Maranoa region being located within the Surat Basin, several major Coal Seam Gas (CSG) developments within the region have added another major user group to Council's urban and rural road network. Use of our road network by project traffic raises additional challenges, such as:

- greater traffic volumes on roads – some of which may have only provided a service to a small number of rural properties in the past;
- larger percentage of heavy vehicles operating on Council's road network;
- increased maintenance requirements due to the traffic volume and compositions (i.e. the types of traffic); and
- accelerated damage to, and deterioration of, Council's road network asset.

These challenges make it vitally important for Council to have systems and processes in place to ensure the additional costs associated with the industry development is not borne by Council's already limited funding base.

Sustainably managing this process is not easy. Whilst focus is on ensuring roads are suitable for the current need, it is also important to ensure that Council and the region's ratepayers can afford to fund the renewal and maintenance of our road network over the long term.

What we must do

Australian Government

Electricity Supply Act 1995
Telecommunications Act 1997

Queensland Government

Aboriginal Cultural Heritage Act 2003
Environmental Protection Act 1994
Heavy Vehicle National Law Act 2012
Land Act 1994
Local Government Act 2009
Local Government Regulation 2012
Mineral and Energy Resources (Common Provisions) Act 2014
Manual of Uniform Traffic Control Devices (MUTCD)
Petroleum and Gas (Production and Safety) Act 2004

Local Laws and Subordinate Local Laws

Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) 2011
1.14 Undertaking Regulated Activities on Local Government Controlled Areas and Roads 2011
1.15 Carrying out Works on a Road or Interfering with a Road or its Operation 2011
4 Local Government Controlled Area Facilities and Roads 2011
1.2 Commercial Use of Local Government Controlled Areas and Roads 2011
1.1 Alteration or Improvement to Local Government Controlled Areas and Roads 2011

Other documents

Capricorn Municipal Development Guidelines (CMDG)
Any relevant Coordinator General Reports
Road Infrastructure Agreements



New road funding approved in 2020/21	Australian Government	Queensland Government	Industry contributions from coal seam gas companies through Road Infrastructure Agreements	Total
	R2R	TIDS/PTIIP		
<i>The following projects have been proudly funded by the Queensland Government through the Transport Infrastructure Development Scheme (TIDS), Passenger Transport Infrastructure Investment Program (PTIIP), Maranoa Regional Council and/or the Australian Government's Roads to Recovery Program.</i>				
Glenearn Road gravel resheet - Ch 21.32 to Ch 22.30 and Ch 24.48 to Ch 32.20	231,380			
Kimbler Road, Roma - bitumen seal extension	8,703			
Mt Moffatt Road - sealed pavement rehabilitation (bitumen) - Ch 26.96 to Ch 34.00	211,161	246,185		
Teelba Road - gravel resheet - Ch 57.19 to Ch 75.18	559,187	559,187		
Hoganthulla Inverts - gravel sheet of inverts between Ch 0.00 and 56.00	254,226	200,000		
Hoganthulla Road - gravel resheet	188,944			
Piggery Lane - gravel upgrade - Ch 0.00 - Ch 2.96	524,553			
Retreat Road - gravel resheet - Ch 5.00 - Ch 14.66	369,444			
Six Mile Road bitumen rehabilitation - Ch 3.85 - Ch 6.28	391,581			
Teelba Road bitumen rehabilitation - Ch 75.19 to Ch 76.39	147,388			
May Street / Blue Hills intersection upgrade, Wallumbilla	124,671			
Dunkeld Road - gravel resheets	636,230			
Dilqui Road floodway at Ch 26.82	117,131			
Binda Access Road floodway	35,000			
Cottage Creek Road floodway	64,411			
East Street, Wallumbilla - widen and seal - Ch 0.00 to Ch 0.44		306,762		
Russel Street, Wallumbilla - widen and seal - Ch 0.00 to Ch 0.48		321,366		
Long Distance Coach Stop Program (Persons with Disability (PWD) compliance)		27,500		
Total	3,864,010	1,661,000		
<i>The following projects have been funded through the Queensland Government's 2020/21 COVID Works for Queensland (W4Q) Program</i>		W4Q COVID-19		
Wallumbilla Footpath Connectivity Program - College St to Chadford St		50,407		
Adungadoo and town footpath connectivity improvement project - Various streets		286,445		
Footpath - Roberts Street, Surat		20,787		
Riverwalk extension Stage 1 Surat - Riverwalk to bridge		130,229		
Riverwalk extension Stage 2 Surat - Bridge to rest area plus pontoon		2,821		
Install footpath - Perry and Stephenson Street, Yuleba		43,888		
Total		534,577		
<i>These projects have been funded through the Australian Governments's Local Roads and Community Infrastructure (LRCI) Program</i>	LRCI			
Donnybrook Road - bitumen rehabilitation to Ch 1.69 (school bus routes) and bitumen rehabilitation - Ch 17.30 to Ch 19.80	445,937			
Repairs to Riggers Road Bridge, Roma to reopen	153,328			
Apex Park, Roma parking area improvements	120,806			
Dust suppression - bitumen Geoghegan Road and Roma Men's Shed	343,205			
Currey Street, Roma (Corfe Road to Geoghegan Road) gravel resheet to Ch 0.99	204,381			
Queen Street, Roma rehabilitation - Stage 1 bitumen rehabilitation	83,048			
Install footpath - Perry and Stephenson Street, Yuleba	36,817			
Total	1,387,522			
TOTAL	5,251,532	2,195,577	7,690,931	15,138,040

1.3 ROADS & DRAINAGE

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
<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"> • Size - 2.5 times the normal resheeting program value • Area - Dispersed across the region for approximately 250+ sites (compared to around 20 sites per annum) • Length of work - Largest project 3.8kms compared to 10 to 15 kms. 	<p>Complete by 30 June 2021 - no extensions (April 2019 event)</p> <p>"Event 11"</p>	✓
<p>1.3.2 Administer the Road Infrastructure Agreements including:</p> <ul style="list-style-type: none"> • consideration of the long term sustainable outcomes for the region; <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"> - Jenkinsen - Sunnyside - Swans - Stakeyard - Wallumbilla Nth/Raslie Rd Intersection <p>(a) Yuleba school zone safety signage upgrade</p>	✓ ✓
	<p>APLNG road use funded projects*</p> <p>Crossroads Rd</p>	✓
<ul style="list-style-type: none"> • validating actual vs forecast road use with a Council administered traffic counter program. 	<p>Annual subscription, counter deployment and hardware renewal as required.</p>	✓

SHARE-A-THANKS

Flashing lights Yuleba - Cameron Hoffmann & Karen McMillan

Positive feedback was received from Karan Hibbs 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."



Karan Hibbs

What we aim to do	2020/21	2020/21 Progress
1.3.3 Undertake an annual program of resheet, reseal and rehabilitation works based on: <ul style="list-style-type: none"> • expected life of the seal; • current level of service based on roughness measures; • condition determined by inspection; • priority within the road network; • available funding. 	(b) New gravel to sections of Council's road network 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.	➔
1.3.4 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	■
1.3.5 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). <i>* These include agreed segments of Local Roads of Regional Significance and approved works.</i>	(c) 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	✓
1.3.6 Undertake for roads and drainage network assets: <ul style="list-style-type: none"> • data collection and condition assessment; • analysis and long term planning (update to asset management plan). 	Roads	✓
	Footpaths	✓
	Kerb and channel	■
	Stormwater	✓
1.3.7 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"> • Footpaths; • Kerb and channel. 	Arthur St Roma	✓
	(d) Kerb and channel works, Chadford St, Wallumbilla	✓
1.3.8 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"> • Bitumen • Footpaths • Kerb and Channel • Stormwater 	Westgrove Rd	✓
	May St/Blue Hills Intersection	✓
	(e) Upgrade works including: - Apex Park carpark upgrade (Roma) - Geoghegan Rd (Roma) - Men's Shed Access (Roma)	✓
	(f) Footpath connectivity program - Robert St, Surat - Surat Riverwalk Extension Stage 1 - Perry St, Yuleba	✓
1.3.9 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 - Charles/Sarah Sts - Burrowes/Augusta Sts	✓

1.3 ROADS & DRAINAGE

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
1.3.10 Identify and annually consider instances where entire levels of service have been affected due to asset failure.	Muggins Lane	■
	(g) Restoration works - Riggers Rd Bridge, Roma	■
	Arthur St Roma car park shade sail replacement	✗
	Mt Owen Culvert replacement	✓
	(h) Rectification works - Saunders Street, Roma	✓
1.3.11 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	✓
1.3.12 Undertake programmed (planned) maintenance within approved service levels and budget. Undertake adhoc/reactive maintenance prioritised through officer inspections and reports.	Annual service	✓
1.3.13 Undertake ongoing condition monitoring of the road network by Council's road officers to identify defects and maintenance priorities.	Annual service	✓
1.3.14 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: - Primaries Rd loop extension (Roma Saleyards) - Heavy vehicle route upgrade (Amby)	✓
	Applications: - Arcadia Valley widening	✓
1.3.15 Continue to administer the National Heavy Vehicle laws within the region.	Annual service	✓
1.3.16 Undertake a review of Council's road policies to ensure they are financially sustainable.		➔
1.3.17 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	➔	
1.3.18 Continual improvement of work practices through development of an Integrated Management System (for Quality, Safety & Environment).	Surveillance audit - third party certification.	✓

Looking back - what we achieved in 2020/21

(a) Yuleba school zone safety signage upgrade

Council, along with Santos and the Yuleba State School Parents and Citizens Committee upgraded the School Zone Safety signage outside the Yuleba State School to include flashing warning lights.

(b) 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.

Being in control of the third longest road network (by length) in Queensland, it is important to continue to invest in gravel resheeting works to provide residents with roads that are resilient during periods of wet weather.

(c) Upgrade of East and Russell Streets, Wallumbilla

Council's Construction Team completed works in Wallumbilla on a project 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.

The project included:

- Reconstruction and widening of East Street, between the Warrego Highway and Swans Road;
- Reconstruction and widening of Russell Street, between Swans Road and Chadford Street (Wallumbilla North Road);
- Upgrade of stormwater drainage systems, including widened drains and additional under road culverts;
- Renewal of existing water mains within Russell Street;
- Upgrade of the Warrego Highway, Swans Road and Chadford Street intersections.

The works were needed as a result of the increased industry traffic travelling to the north of Wallumbilla. These upgrades are targeted at improving the heavy vehicle network through the town to ensure that it meets the requirements of industry and local vehicles, and increasing road safety. The upgrade aims to restrict all heavy vehicles from travelling past the Wallumbilla State School and through the town centre.

Furthermore, to help reduce the impacts of localised flooding during seasonal rain events, extensive stormwater analysis was undertaken for the detailed design. This has resulted in the inclusion of widened drainage channels and additional under road culverts to help carry the stormwater more efficiently.

(d) Kerb and channel works, Chadford Street, Wallumbilla

As part of this year's Capital Works Program, Council undertook the renewal of the kerb and channel in Chadford Street, Wallumbilla (between Warrego Highway and High Street).



Chadford Street kerb and channel - Works in progress.



Chadford Street kerb and channel - Completed works

(e) 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.
- Apex Park Roma parking area improvements (additional information over page).
- Upgrade of Currey Street and Geoghegan Road to bitumen standard.
- Dust suppression initiatives - Men's Shed, Roma.
- Construction of a new concrete box culvert - Mt Owen Road, Mitchell.



Asphalt surfacing of Queen Street, Roma.



Tree clearing works on Piggery Road in Mitchell.

1.3 ROADS & DRAINAGE

(f) Apex Park carpark upgrade, Roma

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

The project has created new sealed parking spaces, a cul-de-sac and additional kerb and channel to help improve drainage.

These works have made the carpark much safer for both vehicles and pedestrians.

This project has been fully funded through a \$200,000 grant under the Australian Government's Local Roads and Community Infrastructure Program.



Apex Park carpark works underway.



Apex Park carpark works completed.

(g) 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.

The new footpath in Yuleba, constructed along Perry Street and Stephenson Street, connects the school and southern part of town with the General Store, Council's Customer Service Centre and Garth Cox Park Precinct.

The footpaths in Roma 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.



Footpath connectivity program, Roma



Works underway on Roma's Adungadoo Pathway

New footpaths have also been constructed on Currey Street which connect to the footpaths around the Roma Hospital.

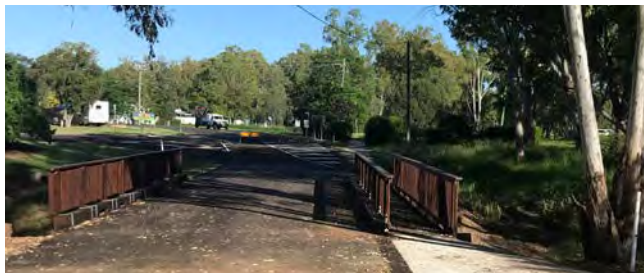
Following a period of community consultation Surat's Riverwalk Extension project was completed, and now connects the existing Riverwalk to the southern side of the Balonne River foot bridge.

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

(h) Restoration works - Riggers Road Bridge

Late in 2020/21, work commenced on the restoration of Riggers Road Bridge, Roma. 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.

Once completed and reopened, the bridge will provide an alternative exit from the Big Rig Parklands along McDowall Street. The restoration works also include the reconstruction of the handrails and pedestrian walkway to current day standards.



Riggers Road Bridge, Roma.

(i) 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.

With the need for the work originating from a State Government project, negotiations occurred to secure State funding for the rectification. These negotiations were finalised in July 2020, enabling the works to proceed.



Saunders Street works in progress



Saunders Street works completed

1.3 ROADS & DRAINAGE

Our projects 2020/21

✓ Undertaken / completed
 ■ In progress
 ✗ Not started

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
Capital Works Renewal				
19736	Renewal	Upgrade of footpaths - 50% contribution	Regional	✓
20310	Renewal	Arthur Street Roma, carpark (North) - replacement shade sail	Roma	✗
20328	Renewal	Glenearn Road gravel resheet - Ch 21.32 to Ch 22.30 and Ch 24.48 to Ch 32.20	Surat	✓
20329	Renewal	Thomby Road gravel resheet - Ch 26.85 to Ch 38.00 (asset register Ch 71.80 to Ch 83.00)	Surat	✓
20335	Renewal	Chadford Street, Wallumbilla kerb and channel	Wallumbilla	✓
20420	Renewal	Six Mile Lane gravel resheet - Ch 0.00 to Ch 9.10	Yuleba	✓
20537	Renewal	Saunders Street, Roma - rectification works	Roma	✓
22133	Renewal	Teelba Road gravel resheet - Ch 57.19 to Ch 75.18	Surat	✓
22134	Renewal	Hoganthulla Inverts - gravel sheet of inverts - Ch 0.00 to Ch 56.00	Mitchell	■
22137	Renewal	Retreat Road gravel resheet Ch 5.00 to Ch 14.66	Surat	✗
22139	Renewal	Six Mile Road bitumen rehabilitation - Ch 3.85 to Ch 6.28	Roma	✓
22140	Renewal	Teelba Road bitumen rehabilitation - Ch 75.19 to Ch 76.39	Surat	✓
22254	Renewal	Donnybrook Road bitumen rehabilitation to Ch 1.69 (school bus routes) and bitumen rehabilitation - Ch 17.30 to Ch 19.80	Roma	✓
22255	Renewal	Repairs to Riggers Road Bridge, Roma to reopen	Roma	■
22320	Renewal	Dunkeld Road gravel resheet - Ch 62.24 to Ch 70.70	Mitchell	✓
22321	Renewal	Dilqui Road gravel resheet - Ch 14.02 to Ch 22.46	Surat	✓
22322	Renewal	Overtone Road gravel resheet - Ch 8.30 to Ch 16.00	Surat	■
22324	Renewal	Dilqui Road floodway at Ch 26.82	Surat	✓
22328	Renewal	Dunkeld Road gravel resheeting - Ch 90.82 to Ch 100.30	Mitchell	✓
22329	Renewal	Bollon Road gravel resheeting - Ch 9.04 to Ch 18.90	Mitchell	✓
22330	Renewal	Bollon Road gravel resheeting - Ch 26.78 to Ch 39.78	Mitchell	✓
22331	Renewal	Bollon Road floodway - Ch 84.70	Mitchell	✓
22332	Renewal	Orallo Road gravel resheet - Ch 31.00 to Ch 37.46	Roma	✓
22333	Renewal	Bungeworgai Road gravel resheet - Ch 0.87 to Ch 3.50	Roma	✓
22335	Renewal	Merino Downs Road gravel resheet - Ch 6.64 to Ch 14.60	Roma	■
22336	Renewal	Yuleba Surat Road (Condamine to Carnarvon) Gravel Resheet - Ch 10.46 to Ch 13.70	Yuleba	✓
22337	Renewal	Santos GLNG SD20 - Sunnyside Road gravel resheet - Ch 1.20 to Ch 2.96	Yuleba	✓
22338	Renewal	Bassett Lane Roma (Orallo to Bitumen) gravel resheet - Ch 0.12 to Ch 3.40	Roma	✓

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22339	Renewal	Currey Street Roma (Bassett lane to Miscamble Street) gravel resheet to Ch 1.06	Roma	✓
22340	Renewal	Currey Street Roma (Corfe to Geoghegan) gravel resheet to Ch 0.99	Roma	✓
22342	Renewal	Queen Street Roma rehabilitation Stage 1 bitumen rehabilitation	Roma	■
22347	Renewal	Rural Road Annual Reseal Bitumen Program 2020/21	Regional	✗
22348	Renewal	Urban Street Annual Bitumen Reseal Program 2020/21	Regional	✗
22356	Renewal	Charles/Sarah Street, Surat replace damaged stormwater	Surat	✓
22357	Renewal	Burrowes/Augusta Street, Surat replace damaged stormwater	Surat	✓
20332	New	Long Distance Coach Stop Program (Persons with Disability (PWD) compliance) 2020/21	Regional	■
21886	New	Mt Moffatt Road sealed pavement rehabilitation (Bitumen) - Ch 26.96 to Ch 34.00	Mitchell	✓
22151	New	Wallumbilla footpath connectivity program - College Street to Chadford Street	Wallumbilla	✓
22154	New	Adungadoo and town footpath connectivity improvement project - Beetson Drive to Hospital	Roma	✓
22155	New	Adungadoo and town footpath connectivity improvement project - Wheeler Drive to Hospital	Roma	✓
22156	New	Adungadoo and town footpath connectivity improvement project - Charles Street	Roma	✓
22157	New	Adungadoo and town footpath connectivity improvement project - Edward Street - McDowall Street	Roma	✓
22158	New	Adungadoo and town footpath connectivity improvement project - Lovell Street - Hawthorne Street	Roma	✓
22161	New	Footpath - Roberts Street, Surat	Surat	✓
22162	New	Riverwalk extension Stage 1 Surat - Riverwalk to bridge	Surat	✓
22163	New	Riverwalk extension Stage 2 Surat - Bridge to rest area plus pontoon	Surat	✗
22345	New	Westgrove Rd shoulder grading plus resheet - Ch 0.00 to Ch 16.82	Injune	✓
22346	New	Womblebank Gap Rd shoulder resheet - Ch 2.13 to Ch 6.77	Injune	✓
22362	New	Mary Street, Mitchell stormwater project (design only) - for installation of new underground stormwater network	Mitchell	✗
22365	New	Driveway access - Rural Fire Brigade Shed, Mungallala	Mungallala	✗
22381	New	Mungallala culvert	Mungallala	✗
22382	New	Dust seal - one per annum	Regional	✗
22383	New	Arthur Street, Roma footpath	Roma	✓
22609	New	School zone installation Perry Street, Yuleba	Yuleba	✓
22644	New	Dust suppression 262 Currey Street, Roma	Roma	✓
22759	New	Install footpath - Perry and Stephenson Street, Yuleba	Yuleba	✓
18467	Upgrade	Raslie Road upgrade	Wallumbilla	✓
20104	Upgrade	Origin APLNG Crossroads Road upgrade and Horse Creek intersection Ch 0.00 to Ch 6.20 and Ch 0.00 to Ch 0.536	Yuleba	✓

1.3 ROADS & DRAINAGE

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
20271	Upgrade	Cycle network - Priority treatment design for Miscamble and Queen Street, Roma	Roma	✓
20312	Upgrade	East and Russell Street, Wallumbilla widen and seal	Wallumbilla	✓
20314	Upgrade	Muggins Lane culvert design and construction	Yuleba	■
20336	Upgrade	Design Golf Links remedial works	Roma	✓
20375	Upgrade	Stormwater infrastructure upgrade design, Roma	Roma	✓
20519	Upgrade	Santos GLNG - Emerys Road - Bitumen Widening - Ch 0.00 to Ch 5.76	Yuleba	✓
20540	Upgrade	Westgrove Road Ch 6.65 to Ch 7.52 - crest and curve widening including vegetation clearing, bulk earthworks, culvert extensions, and road pavement widening	Injune	✓
20813	Upgrade	Santos GLNG SD20 - Mountain Road upgrade - Ch 0.00 to Ch 3.80	Yuleba	✓
20814	Upgrade	Santos GLNG SD20 - Howards Road upgrade - Ch 2.82 to Ch 5.82	Yuleba	✓
20815	Upgrade	Santos GLNG SD20 - Box Gully Road upgrade - Ch 0.00 to Ch 4.38	Yuleba	✓
20816	Upgrade	Santos GLNG SD20 - Box Gully Road upgrade - Ch 4.38 to Ch 11.12	Yuleba	✓
21893	Upgrade	Santos GLNG SD20 - Fernleigh Road gravel resheet, upgrade Ch 0.00 - Ch 1.00	Yuleba	✓
22095	Upgrade	Origin APLNG - Crossroads Road upgrade - Section 2 - Ch 5.59 to Ch 12.00	Yuleba	✓
22136	Upgrade	Piggery Lane gravel upgrade Ch 0.00 - Ch 2.96	Mitchell	✓
22142	Upgrade	May Street / Blue Hills intersection upgrade, Wallumbilla	Wallumbilla	✓
22187	Upgrade	Santos GLNG SD20 - Jenkinsen Road upgrade - Ch 0.00 to Ch 2.217	Yuleba	✓
22188	Upgrade	Santos GLNG SD20 - Swans Road upgrade - Ch 5.48 to Ch 7.76	Yuleba	✓
22189	Upgrade	Santos GLNG SD20 - Stakeyard Road upgrade - Ch 2.80 to Ch 9.37	Yuleba	✓
22256	Upgrade	Apex Park, Roma parking area improvements	Roma	■
22258	Upgrade	Unsealed urban streets - dust suppression bitumen (Geoghegan Rd and Men's Shed)	Roma	✓
22349	Upgrade	Mt Owen Road culvert replacement - Simpsons Crossing	Mitchell	✓
22350	Upgrade	Binda Access Road floodway	Mitchell	✓
22351	Upgrade	Ulandilla drainage improvements	Mitchell	✗
22352	Upgrade	Knayers Lane floodway	Roma	✗
22353	Upgrade	Cottage Creek Road floodway	Yuleba	✓
22355	Upgrade	Floodway (site to be confirmed)	Regional	✗
22401	Upgrade	Wallumbilla North Road and Jenkinsen Road intersection upgrade	Wallumbilla	✓
22402	Upgrade	Wallumbilla North Road and Raslie Road intersection upgrade	Wallumbilla	✓
22544	Upgrade	Primaries Road, Roma loop extension	Roma	✗
22545	Upgrade	Heavy vehicle route upgrade - Amby	Amby	✗
22801	Upgrade	Miscamble Street, Roma culvert upgrade	Roma	✗
18919	Operating	Undertake design for stormwater mitigation projects	Regional	✓
20249	Operating	Department of Transport and Main Roads (DTMR) Prequalification - Preparation Prequalification Application	Regional	✗
20250	Operating	South West Regional Road and Transport Group (SWRRTG) asset management strategy contribution	Regional	✓
22740	Operating	IOR Petroleum contribution	Roma	✓

Improved Road Safety for the Maranoa for National Road Safety Week

National Road Safety Week 2020 kicked off in November and as part of a commitment to road safety, Council partnered with Apex Roma to install signage to improve road safety for pedestrians.

National Road Safety Week is an annual initiative from the Safer Australian Roads and Highways (SARAH) Group, partnering road safety organisations and government. The week ran from 15 November until 22 November 2020.

This year's partnership with Apex Roma, the Children Road Safety Signage Initiative, was the placement of signs in areas where children gather and play. The signs intend to give a clear message to drivers to slow down as children are nearby.

Having one of the largest local government road networks in Queensland (third largest by length), Council was proud to be part of National Road Safety Week 2020 to raise awareness around road safety in our community.

Throughout National Road Safety Week in November, a number of other initiatives were also announced to increase awareness around road safety, including:

- A colouring in competition for Preps to Year 4's (closed 14 December).
- The Roma CBD glowed yellow throughout the week.
- A number of video resources were shared to the community.
- Funding was approved for a number of Council sponsored driver training sessions for new licence holders or school leavers.



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

Council brings Youth Driver Training to the region

One of the key initiatives delivered in 2020/21 was the Youth Driver Training Program. Fully funded by Council, the Youth Driver Program provided young learner and provisional drivers the chance to work with highly skilled driver training specialists from Motor School.

Held over two sessions - one theory and one practical – the program was tailored to teach new licence holders essential driving skills, increase road safety knowledge and give students confidence and experience behind the wheel.

The program was well attended with Council receiving positive comments from a number of participants and their families.

1.3 ROADS & DRAINAGE

Our annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Rural Roads			
Programmed (planned) maintenance, and prioritised ad-hoc / reactive maintenance based on officer inspections and reports			
Vegetation management – Slashing / vegetation management of roads > average 250 vehicles / day	1.3.12	Within budget. Higher order roads are slashed as the priority when resources are limited.	✓
Vegetation management of roads > average between 40 and 249 vehicles per day	1.3.12	Programmed during peak growing season, supplemented by contract resources. Slashing operations are restricted when fire rating conditions are unfavourable.	✓
Vegetation management - Herbicide spraying on all roads	1.3.12	Within budget. Programmed following the roadside slashing delivery and at optimum times (peak growing season).	✓
Unsealed roads maintenance - Minor maintenance grading ('patrol grading')	1.3.12	Within budget.	✓
Unsealed roads maintenance - Major maintenance grading			✓
Unsealed roads maintenance - Shoulder maintenance grading			✓
Unsealed roads maintenance - Network inspections by Council officers by local area			✓
Sealed roads maintenance – Sealed network shoulder grading			✓
Sealed roads maintenance - Reactive maintenance <ul style="list-style-type: none"> Sealed surface defect repair program Replacement or repair of signs or posts that are damaged or deteriorated Reinstatement of line marking on sealed surfaces where existing markings have deteriorated Surface repair (pothole patching) 	1.3.12	Within budget. Programming based on: <ul style="list-style-type: none"> inspections timing of other planned works in the area notifications of asset failures severity of defect 	✓
Drainage maintenance - Clearing of debris and silt through culverts, pipes and pits and undertake minor repairs to head-walls	1.3.12, 1.3.9	Within budget.	✓
Flood damage restoration - Administration in accordance with the Australian Government's new Disaster Recovery Funding Arrangements model (effective 1 July 2018)	1.3.1	Resources prioritised based on emergent works (i.e. make safe after an event). Completion of works within approved timeframes after approval is received from the Queensland Government.	✓
Rural signs and lines	1.3.12	As identified through inspections and reports and within budget.	✓
Ad-hoc maintenance	1.3.12	Additional works as required and within the allocated budget.	✓

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Urban Roads			
Programmed (planned) maintenance, and prioritised ad-hoc / reactive maintenance based on officer inspections and reports			
Vegetation management – Slashing program	1.3.12	As required and within maintenance budget. Programmed during peak growing season, supplemented by contract resources.	✓
Vegetation management – Mowing program (urban streets)	1.3.12	Mowing performed by zone and according to the service level that has been set for streets. Priority 1: Mowing of urban streets in Roma CBD zone 12 times a year – on average each street is mowed once a month. Priority 2: Mowing of urban street Roma all zones – on average each street is mowed once every 4 to 6 weeks. Priority 3: Mowing of urban streets Roma all zones – on average each street is mowed once every 6-8 weeks. All other regional towns are mowed by priority; 1. main entrance ways 2. higher order roads 3. lower order roads. Programmed during peak growing season, supplemented by contract resources.	✓
Unsealed roads maintenance: • Minor maintenance grading • Major maintenance grading • Shoulder maintenance grading	1.3.12	Within budget.	✓
Sealed roads maintenance – Sealed network shoulder grading	1.3.12	Repair of potholes as required and within maintenance budget.	✓
Reactive maintenance: • Sealed surface defect repair program • Replacement or repair of signs or posts that are damaged or deteriorated • Reinstatement of line marking on sealed surfaces where existing markings have deteriorated • Surface repair (pothole patching)	1.3.12, 1.3.3	As required and within budget.	✓
Urban drainage maintenance - Clearing of debris and silt that may be impeding the free flow of water through culverts, pipes and pits and undertake minor repairs to head-walls	1.3.12, 1.3.9	As identified through inspections and reports and within budget.	✓
Flood damage restoration - Administration in accordance with the Australian Government's new Disaster Recovery Funding Arrangements model (effective 1 July 2018)	1.3.1	Resources prioritised based on emergent works (i.e. make safe after an event). Completion of works within approved timeframes after approval is received from the Queensland Government.	✓
Urban signs and lines	1.3.12	As identified through inspections and reports and within budget.	✓
Kerb and channel			✓
Pathways / footpaths			✓
Ad-hoc maintenance			✓

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Street sweeping	1.3.12	Streets in Roma CBD zone 120 times a year – on average each street is swept twice a week. Streets classified as commercial outside the Roma CBD zone 12 times a year – on average each street is swept every four weeks. All other streets 10 times a year – on average each street is swept every five weeks.	✓
Miscellaneous activities	1.3.12	Activities in the urban network including: removal of illegal dumping, toilet cleaning, BBQ cleaning, rubbish bin cleaning, sharps collection, sanitary bins, tree maintenance and removal, noxious weeds control.	✓
Inter-departmental service agreements	1.3.12	As required, to meet legislative compliance and Departmental needs in conjunction with the relevant Department Managers. Assistance is provided to: Airports, Water, Sewerage and Gas, Waste, Flood Mitigation/Levee, Cemeteries, Bassett Park, Disaster Management, State Road Maintenance Performance Contract (RMPC), Coal Seam Gas works' delivery.	✓
Resource sector roads			
Delivery of the following services:		Administration in accordance with the Road Infrastructure Agreements and relevant legislation.	
Traffic monitoring	1.3.2	Roads included in traffic counter program as developed throughout the region progresses.	✓
Regular network defect inspections	1.3.2	Ongoing	✓
Joint network inspections (with Coal Seam Gas representative)	1.3.2	6 monthly	✗ Impacted by organisational COVID-19 restrictions
Steering committee meetings (with Coal Seam Gas and Council representatives)	1.3.2	Quarterly	✓
Technical working group meetings (Engineering representatives)	1.3.2	Monthly	✓
Road maintenance	1.3.2, 1.3.12	As required, based on defect intervention levels.	✓
Capital renewals and upgrades	1.3.2, 1.3.3	Negotiation of renewals (return to new) or upgrade of the roads based on traffic use by the Coal Seam Gas industry.	✓
Coal seam gas activities within road reserves – e.g. pipeline crossings, new accesses.	1.3.2	Application reviews and relevant conditions imposed.	✓
Resource sector roads			
Compliance inspections	1.3.2	As required – based on number of permits issued and type of activity being undertaken.	✓
Auditing and acquittal	1.3.2	Annually	✓

Due to the travel and social distances restrictions, as a result of the COVID-19 pandemic, the 6-monthly joint network inspections were not undertaken in the first half of the 2020/21 financial year. This was due to a number of representatives (who typically attend these meetings) needing to come from south east Queensland. Inspections were still undertaken during the period, however the formal joint inspection was not able to be completed.

Our finances - Roads & drainage

Operations and maintenance		2020/21
		\$
Operating revenue		14,115,747
Fees and charges		38,929
Grants, subsidies and contributions - operating		
Identified Roads Grant		3,674,911
Disaster Recovery Funding Arrangements		3,173,228
Energy sector		1,137,571
Black Spot Funding		100,000
Sales revenue (including recoverable works e.g. Road Maintenance Performance Contract (RMPC))		5,857,864
Other revenue		133,244
Operating expenses	18,547,170	18,547,170
Employee costs		6,768,570
Materials and services - operations and maintenance		10,033,698
Materials and services - flood damage restoration		1,377,717
One-off projects (operating)		367,113
Finance costs		72
Depreciation expense		10,466,226
Operating result / (deficit) - Contribution required from general revenue		(14,897,649)

Capital funding and expenditure (Renewal, new, upgrade works)		2020/21
		\$
Capital funding		
Queensland Disaster Resilience Funding		-
Transport Infrastructure Development Scheme		1,633,500
Works for Queensland		534,577
Disaster Recovery Funding Arrangements		-
Roads to Recovery		3,864,010
Local roads and community infrastructure		1,387,522
Heavy Vehicle Safety Productivity Program		-
Bridge Renewal Program		-
Grants, subsidies - other		489,583
Contributions		7,690,930
Loan proceeds		-
Cash reserve for capital		-
Total capital funding		15,600,122
Capital expenditure		
Asset renewal - annual program		7,673,714
Asset renewal - flood damage restoration		-
New works		1,568,330
Upgrade works		11,200,499
Loan repayments		-
Total capital expenditure		20,442,543

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.



Our year at a glance

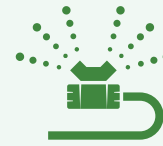
2020/21



We look after **10 towns** including **1,081.78** hectares of parks and other open spaces.



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.

Parks and open spaces 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

- 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.

Parks and open spaces 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 parkland as green as possible.

1.4 PARKS & OPEN SPACES

What we do

We maintain the region's parks and open space for ten regional towns (Roma, Wallumbilla, Yuleba, Jackson, Surat, Injune, Muckadilla, Amby, Mitchell and Mungallala).

Our services include:

- management of vegetation, including mowing;
- park inspections and maintenance (park structures and equipment);
- park irrigation and turf management;
- open space and horticultural maintenance.

Why we do it

The Town & Surrounds initiative for our local areas was introduced in July 2015 to ensure that local town services are delivered by local teams.

There are teams in each of our key centres:

- Mitchell & Surrounds - servicing Mitchell, Amby, Mungallala;
- Roma & Surrounds - servicing Roma and Muckadilla;
- Yuleba & Surrounds - servicing Yuleba, Wallumbilla and Jackson;
- Surat & Surrounds - servicing Surat;
- Injune & Surrounds - servicing Injune.

What we must do

Australian Standard

AS/NZS 4685.0:2017 Playground equipment and surfacing - Development, installation, inspection, maintenance, and operation.

SHARE-A-THANKS

Fence Clearing – Injune - Wendy Alderman

A representative of Injune State School 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.



Wendy Alderman



SHARE-A-THANKS

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



Chris Ferguson



How we are trending - Parks and open spaces

Annual expenditure	2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$
Roma, Muckadilla	923,937	938,774	1,147,910	1,183,702	1,063,674	1,140,645	924,542
Injune	110,672	236,555	175,029	171,471	183,140	140,214	161,682
Mitchell, Amby, Mungallala	315,689	409,095	467,814	404,104	347,951	304,723	406,883
Surat	196,956	280,225	291,498	302,315	313,428	228,115	225,963
Yuleba, Wallumbilla, Jackson	241,150	363,061	430,733	405,141	324,628	295,771	269,079
Total	\$1,788,404	\$2,227,711	\$2,512,984	\$2,466,734	\$2,232,821	\$2,109,468	\$1,988,149



Henricks Park, Injune

1.4 PARKS & OPEN SPACES

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>1.4.1 Undertake the following programs according to the service level priorities and budget approved by Council:</p> <ul style="list-style-type: none"> • Mowing • Park inspections and maintenance • Open space (including horticultural) maintenance • Park irrigation and turf management 	Annual service	✓
<p>1.4.2 Undertake renewal and upgrade works according to Council's annual operational plan and budget.</p>	(a) Renewal and upgrade works	✓
<p>1.4.3 Undertake a range of activities to keep public spaces in our urban areas tidy and clean.</p>	Annual service	✓
<p>1.4.4 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>1.4.5 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"> - Quality in our services and projects - Safety of our teams and community - Consistency in work practices across the region 	Work instructions: Tractor Slashing Repair Signs Herbicide Spraying	■
<p>1.4.6 Development of a standardised inspection process for Council's Parks & Open Spaces to ensure consistency across the region.</p>	-	■



Garth Cox Park, Yuleba.

Looking back - what we achieved in 2020/21

(a) Renewal and upgrade works

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

Council undertook community consultation in October and November 2020 for the master plan of the Roma Skate Park.

The master plan scope encompassed the entire park area opposite the hospital, including the skate park and surrounding parklands.

Council received 65 online surveys over the three-week consultation period, and over 40 people attended the 'drop-in' sessions held at the 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.



Our projects 2020/21

✓ Undertaken / completed ■ In progress ✗ Not started

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
20301	Renewal	Hospital Park Roma - Replace softfall in play area	Roma	✓
20302	Renewal	Roma Biggest Bottle Tree Preservation including signage parking improvements for root protection	Roma	■
22172	Renewal	Mungallala RV/Rest Area improvements	Mungallala	■
22252	Renewal	Adungadoo Pathway extend bollards to the bridge on Bungil St replace exercise equipment, chain fence, signage etc	Roma	✗
15198	New	Landscape & Master Plan PCYC Main Office and Cultural Centre Precinct	Roma	✓
20298	New	Big Rig Parklands Roma Irrigation Extension	Roma	✗
20300	New	Upgrade Irrigation controllers to WIFI ready - central based irrigation controllers to WIFI ready	Roma	■
20370	New	Cobb & Co Park Redevelopment Yuleba Stage 1	Yuleba	■
22123	New	Install exercise equipment on Adungadoo Pathway - Roma	Roma	✗
22366	New	Roma Cenotaph project - contribution	Roma	✗
22153	Upgrade	Jackson Hall area refurbishment - playground fencing & bollard	Jackson	✓
22169	Upgrade	Gwydir Laycock Park furniture - Injune	Injune	✗
22367	Upgrade	Campbells Park and Lake Neverfill Master Plan project Roma	Roma	■
22368	Upgrade	Mitchell Memorial Park upgrade	Mitchell	■
22758	Upgrade	Jackson Hall - Irrigation and Seating	Jackson	✓
22233	Operating	Roma Skate Park Precinct Master Plan Development	Roma	■
22234	Operating	Bungil Creek Ongoing vegetation management	Roma	✓
22369	Operating	Update the Yuleba Master Plan	Yuleba	■

1.4 PARKS & OPEN SPACES

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Programmed (planned) maintenance and prioritised ad-hoc / reactive maintenance based on officer inspections and reports			
Vegetation management, including mowing	1.4.1 & 1.4.3	<p>Mowing on a zone basis according to the service level that has been set for streets. Critical locations, such as town entrance ways, are mowed more frequently.</p> <ul style="list-style-type: none"> Priority 1: Mowing of urban streets in Roma CBD zone 12 times a year - on average each street is mowed once a month. Priority 1: Mowing of town entrance ways 12 times a year - on average each street is mowed once a month. Priority 2: Mowing of urban streets in Roma all zones and regional towns 3 times a year - on average each street is mowed once every 4 to 6 weeks. Priority 3: Mowing of urban streets in Roma all zones and regional towns 2 times a year - on average – each street is mowed once every 6 to 8 weeks. <p>As required and within maintenance budget. Programmed during peak growing season, supplemented by contract resources.</p>	✓
Park inspections and development	1.4.2, 1.4.4, 1.4.5, 1.4.6	<p>All playground equipment in parkland is required to be maintained in a safe and serviceable condition and fit for public use.</p> <p>Standard for playgrounds: AS/NZS 4685.0:2017 Playground equipment and surfacing- Development, installation, inspection, maintenance, and operation</p> <p>Inspection of playgrounds and play equipment for safety hazards, damaged equipment and fittings, vandalism, and graffiti.</p> <p>Removal of dangerous items at the time of inspection if possible or installation of temporary barricades or appropriate signage to restrict access to sites or facilities that are deemed unsafe or unserviceable.</p> <p>Note, make safe and report within 2hrs and report any unserviceable playground items to the nominated officer.</p>	✓
Open space / park maintenance - including horticulture maintenance	1.4.4	<p>Delivered according to agreed service level.</p> <p>Priority 1 - Regionally significant, generally with playground equipment; Approximately every 10 days during the growing season and within budget.</p> <p>Priority 2 - Major open spaces - generally with playground equipment or sporting fields, irrigation, gardens / manicured areas; Approximately every 3-6 weeks during the growing season or more often if inspections trigger it and within budget.</p> <p>Priority 3 - Local parks and reserves within a residential neighbourhood with play equipment, seating and landscaping; Approximately every 8 weeks or more often if inspections trigger it and within budget.</p> <p>As required and within maintenance budget. Programmed during peak growing season, supplemented by contract resources.</p>	✓
Park irrigation and turf management	1.4.4	Weekly and within the allocated maintenance budget.	✓
Miscellaneous activities - activities in the urban network including removal of illegal dumping, toilet cleaning, BBQ cleaning, rubbish bin cleaning, sharps collection, sanitary bins, tree maintenance and removal, noxious weeds control.	1.4.1	Completed in conjunction with the above service categories.	✓

Project highlights

Adungadoo Pathway

- 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 Pathway 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

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



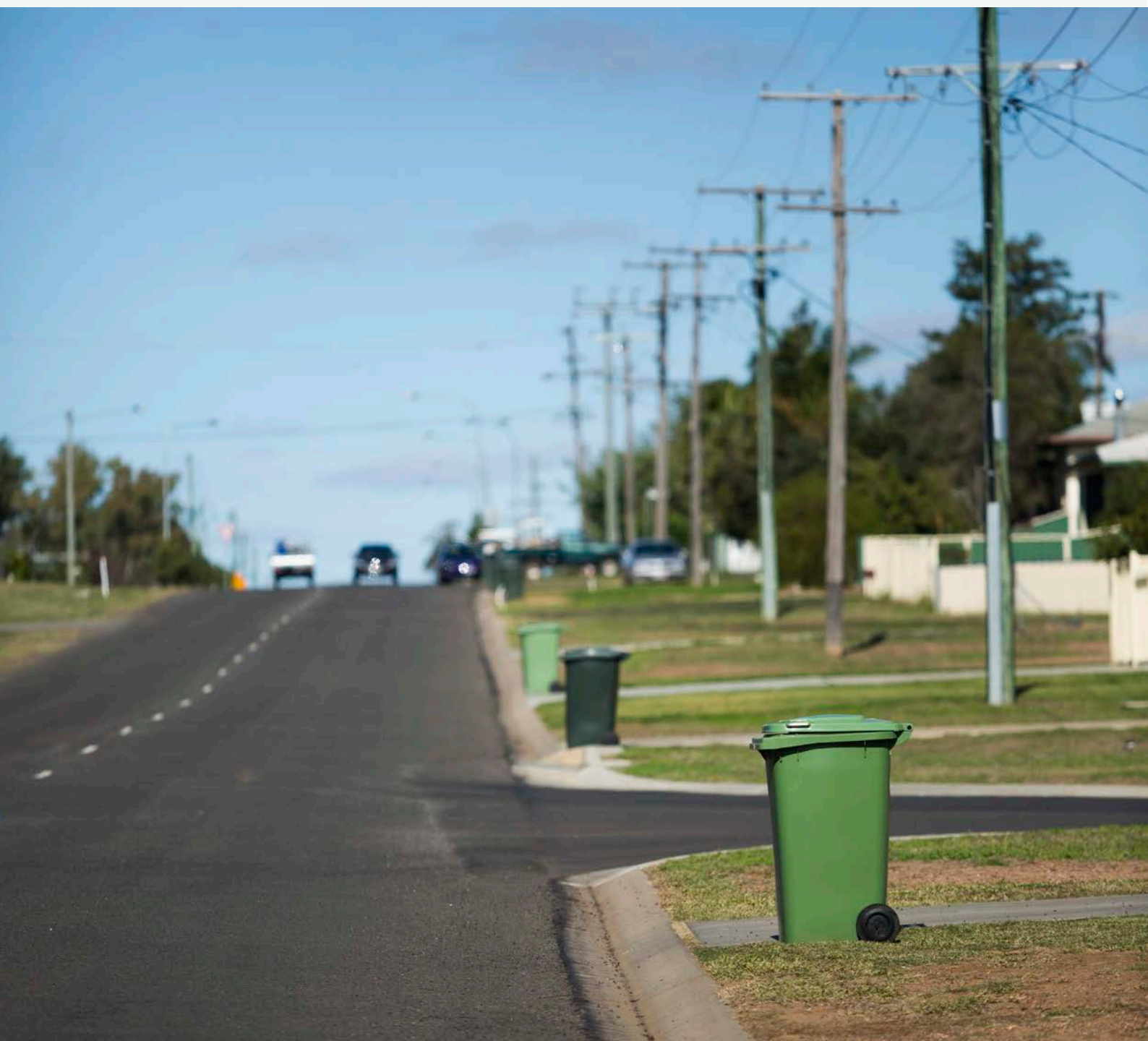
Our finances - Parks and open spaces

	2020/21
Operations and maintenance	\$
Operating revenue	-
Fees and charges	-
Operating expenses	2,067,303
Employee costs	1,351,782
Materials and services	702,683
One-off projects (operating)	12,838
Depreciation expense	143,538
Operating result / (deficit) - Contribution required from general revenue	(2,210,841)

	2020/21
Capital funding and expenditure (Renewal, new, upgrade works)	\$
Capital funding	
Grants, subsidies	43,417
Total capital funding	43,417
Capital expenditure	
Asset renewal	22,618
New works	50,354
Upgrade works	57,736
Total capital expenditure	130,708

1.5 Waste

We manage the waste generated and delivered to our towns by households, businesses and industry.



Our year at a glance

2020/21



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



33,342.54 tonnes across the Roma weighbridge.
45.86% 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.

Waste 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 tonne 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.

Waste challenges

Roma weighbridge

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.

Section 1.5 cover image - Council provides and funds a kerbside waste collection service delivered through local contractors.

1.5 WASTE

What we do

We collect waste weekly via contracts with 4 local businesses and the waste is disposed of to Council owned and operated facilities:

Council owned and operated facilities			Opening times	Source of waste / Number of collections per week (as at 30 June 2021)
Waste collection only	Hodgson			Household - 27 Public - 0
6 waste disposal facilities	Injune	Womblebank Gap Road	24 hours a day / 7 days a week	Household - 238 Public - 56 Commercial - 101
	Mitchell	St George Road	8am - 4.30pm / 7 days a week	Household - 577 Public - 155 Industrial - 32
	Roma	269 Short Street	7.30am - 5.30pm (last vehicle in at 5.20pm) 7 days a week (closed Good Friday & Christmas Day)	Household - 3,704
	Surat	Thomby Road / Silver Springs	24 hours a day / 7 days a week	Household - 285 Public - 35
	Wallumbilla	Tip Road	Will be moving to a locked facility with key access for local residents only.	Household - 160 Public - 36
	Yuleba	Perry Street		Household - 121 Public - 20
4 waste transfer stations	Jackson	Pei Road	Locked facility with key access for local residents only.	Household - 15 Public - 5 Industrial - 2
	Muckadilla	Rose Smith Lane		Public - 4 Industrial - 4
	Amby	Springfield Road	Will be moving to a locked facility with key access for local residents only.	Household - 29 Public - 10 Industrial - 2
	Mungallala	Redford Road		Household - 27 Public - 13 Industrial - 2
Total	Waste bin collections for the year			315,235
2 industrial bin sites	Dunkeld	Located at Dunkeld State School		60
	Begonia	Located at Begonia State School		32

Why we do it

Waste is generated by households, businesses and industry and must be disposed of in a way that does not impact the environment and must be consistent with the State Government's Environmental Authority - an approval for Council to receive different types of waste at each of its waste facilities. Each of the current landfill sites, do not accept every type of waste that is produced.

How waste is managed is rapidly changing, with regulatory and community expectations requiring waste streams to be reused, minimising waste going into landfill. As well as reducing our environmental footprint, the aim is also to reduce operational costs to the ratepayer in the longer term.

What we must do

Queensland Government

- Environmental Protection Act 1994
- Environmental Protection Regulation 2008
- Waste Reduction and Recycling Act 2011
- Local Government Act 2009
- Local Government Regulation 2012
- Work Health and Safety Act 2011
- Work Health and Safety Regulation 2011
- Planning Act 2016
- Planning Regulation 2017
- Building Act 1975
- Building Regulation 2006

Local Laws and Subordinate Local Laws

- Local Law No. 8

How are we trending - Waste

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Kerbside collections per week across the region	4,984	5,014	5,301	5,539	5,993	5,847	6,024	6,070
Roma landfill patrons	28,957	37,140	31,947	30,276	34,240	36,170	40,111*	42,527
Roma weighbridge (tonnage)								
- Roma kerbside waste	1,764.97	2,292.06	2,027.69	1,923.5	1,899.84	1,838.88	1,822.18	2,139.13
- Commercial and industrial waste	8,905.58	8,294.25	4,622.24	2,319.75	5,810.88	5,732.37	5,638.83	4,767.61
- Construction and demolition waste	12,905.58	21,876.54	8,213.05	10,312.45	5,891.45	15,476.27	38,072.70	17,991.22
- Municipal solid waste	5,706.45	8,786.30	8,006.45	7,798.67	8,876.93	6,210.32	6,431.33	5,185.88
Weighbridge total	29,282.58	41,249.15	22,869.43	22,354.37	22,479.10	29,257.84	51,965.04	33,342.54
<i>Included in the above totals are the following amounts that were recycled (tonnage):</i>								
Drums collected (DrumMUSTER program - individual)	N/a	1,845	15,114	16,098	956	345 Community groups implementing within region	6,946	383
Greenwaste	251.41	435.51	1,820.98	1,942.00	2,159.00	953.78	1,925.20	958.21
Tree root balls, stumps and large trunks	63.86	27.26	597.29	99.00	111.00	523.46	11.72	2.82
Concrete	4,445.21	11,603.53	4,219.56	4,174.00	3,833.00	1,552.76	1,403	2,698.44
Recycled waste	4,760.48	12,066.30	6,637.83	6,215.00	6,103.00	12,174.79	42,107.49	11,632.99
Total Recycled waste (tonnage)	9,520.96	24,132.60	13,275.66	12,430.00	12,206.00	15,204.79	45,447.41	15,292.46

* Quarter (Q)	Regional Waste Data (tonnes)	Patron count (Roma only)
Q1	4,002.08	10,370
Q2	3,670.55	11,570
Q3	3,039.39	11,211
Q4	2,653.25	9,376
Total	13,365.27	42,527

More about the numbers

- The amount of waste delivered to landfill has reduced – construction and demolition and commercial and industrial waste streams.
- Household waste tonnage has increased by approximately 5kg per wheelie bin service.
- The recycling of 'end of life' tyres has reduced a hazardous risk from Council managed landfills.
- 1,832.36 tonnes of steel, 0.25 tonnes of e-waste and 5.80 tonne of poly (HDPE) has been recycled this year.

With the implementation of Queensland's Waste Levy, and the Queensland Government using this financial resource to build an improved innovative waste economy, Council will continue to partner with external agencies to recycle matter - thereby also reducing the impact on the environment.

1.5 WASTE

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
1.5.1 Collect waste from towns and identified localities (Hodgson, Dunkeld, Begonia), via Council contractors on the approved days and frequency. Waste collection	Annual service <ul style="list-style-type: none"> Waste collection contract administration Waste collection service monitoring: <ul style="list-style-type: none"> Domestic waste Wheel-out, wheel-back service Industrial / skip bins from businesses and specific road stops. Skip bins from waste transfer facilities. 	✓
	Review / audit contractor requirements in accordance with agreement: <ul style="list-style-type: none"> insurance registration service provided to Council. 	■
	Annual service <ul style="list-style-type: none"> Communication with contractor - New and / or removed services. 	✓
	Consult Roma industrial land owners regarding wheelie bin service.	✓
1.5.2 Extract recyclable materials where it is economical to do so, to minimise waste going to landfill. Waste recycling	Annual services <ul style="list-style-type: none"> Green waste (domestic / commercial) Tree root balls Scrap metal (clean) Old batteries DrumMuster Clean soil Concrete Electronic / e-water 	✓
	Annual services (where possible) <ul style="list-style-type: none"> Contaminated soils Old tyres Oil waste Construction and demolition 	✓
	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.	✓
	(a) Regional Recycling Transport Assistance Program (Tyre shredding) in partnership with Balonne Shire Council.	✓ (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 (Collaborative projects to reduce waste going to landfill).	✓

What we aim to do	2020/21	2020/21 Progress
1.5.3 Comply with the Queensland Government's Environmental Authority and brief Council on compliance and progress of required actions. Compliance	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.	■ (Final letter from department pending)
1.5.4 Maintain and upgrade waste sites having regard to environmental legislative requirements, appearance considerations and funding constraints. Waste facilities	Roma waste facility ring road construction	■ Stage 1
	Resource recovery shed	■ (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.	■ (Design complete)
	Purchase hook bins for placement at transfer waste facilities – Mitchell, Wallumbilla, Jackson and Roma.	■ (Awaiting delivery)
Provide specifications and evaluation details for purchase of the hook bin truck.	✓	
1.5.5 Undertake a review of the accounting for rehabilitation of our landfills including: <ul style="list-style-type: none"> • assessing open and closed landfill sites; and • ensuring all future costs associated with our obligations under our Environmental Authority are included in the provision. Landfill rehabilitation	Landfill cell assets – develop landfill cell valuations with physical costs.	■
1.5.6 Implement the Queensland Government's waste levy.	Annual service <ul style="list-style-type: none"> • Waste levy administration 	✓
	Identification and mapping of Resource Recovery Areas for all refuse sites and provide to Department of Environment and Science (DES) for approval.	✓
	Annual service Volumetric surveys at Mitchell and Roma by 30 June.	✓
1.5.7 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.	✓ \$403,383
	Queensland Government reimbursement to local government for household waste levy in quarterly payments.	✓ \$670,650
1.5.8 Implement actions to progress the <i>Queensland Waste Management & Resource Recovery Strategy</i> .		✓

1.5 WASTE

Our projects 2020/21

✓ Undertaken / completed ■ In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22760	Renewal	Replace Deck Roma Waste Facility Weighbridge	Roma	✓
22259	New	Wallumbilla landfill refuse site locked waste transfer facility	Wallumbilla	■
22283	New	Purchase 12x15 m cubic bins	Regional	■
18356	Upgrade	Roma Waste Facility - Ring Road Drop Off Points	Roma	■
22091	Operating	Illegal Dumping Hotspot Project	Regional	✓
22236	Operating	Mulch green waste and timber waste located at the Roma Waste facility for recycling purposes	Roma	✓
22538	Operating	Mulch green waste located at Mitchell Waste Facility	Mitchell	✓

Looking back - what we achieved in 2020/21

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

Council partnered with Balonne Shire Council for the delivery of the Regional Recycling Transport Assistance Program funded through Department of Environment and Science in July 2020.

A tyre shredding plant was transported to the Roma Refuse Site in July to shred 300 tonne of tyres, which is Maranoa's 50% of the project amount. The plant has also shredded tyres at Charleville, Quilpie, Thargomindah and Cunnamulla.

Approximately 2,000 tonnes of tyres have been taken from South West Queensland, now that Maranoa's shredding is complete.

Tyre shredding is a positive recycling scheme as the materials can be reused in numerous environmentally friendly ways.

Once the tyres have been shredded, the shreds can be

converted into oil, char and non-condensable gas, and liberates the steel from the rubber. Tyre shreds can be used in roads, rubber playground surfaces and landscaping products.

Of the 300 tonnes, 200 tonnes were located at Roma Waste Facility and another 100 tonne of tyres came from Council's other waste facilities.

Tyres are a major waste stream that is frequently illegally dumped across the landscape causing an impact on the environment. A number of local governments within the region have been lobbying for the tyre stewardship program to be more efficient, making re-sale businesses and users more accountable for responsible disposal of this product.



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



Tyres before and after shredding.

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Environmental authority (EA) compliance			
<ul style="list-style-type: none"> Annual return and fee to the Department of Environment & Science (DES) for Environmental Authority (EA) - Waste 	1.5.3	<p>Completed.</p> <p>By due date.</p> <p>Change in annual notice and annual return process for EA holders.</p> <p>Annual return due 1 March (for previous calendar year)</p> <p>Annual fee to be paid by 1 March each annum.</p>	✓
<ul style="list-style-type: none"> Waste processes to be compliant with Department of Environment & Science (DES) issued Environmental Authority (EA) 	1.5.3	Compliance with general/common conditions (Part 1 of the Environmental Authority). (i)	✓
<ul style="list-style-type: none"> Roma, Surat, Mitchell and Injune waste facilities 	1.5.3	Compliance with noise conditions (Part 2 of the Environmental Authority).	✓
<ul style="list-style-type: none"> Roma waste facility 	1.5.3	Compliance with waste conditions (Part 3 of the Environmental Authority).	✓
<ul style="list-style-type: none"> Surat waste facility 	1.5.3	Compliance with waste conditions (Part 4 of the Environmental Authority).	✓
<ul style="list-style-type: none"> Mitchell waste facility 	1.5.3	Compliance with waste conditions (Part 5 of the Environmental Authority).	✓
<ul style="list-style-type: none"> Injune waste facility 	1.5.3	Compliance with land and waste conditions (Part 6 of the Environmental Authority).	✓
<ul style="list-style-type: none"> Yuleba, Jackson and Wallumbilla waste facilities 	1.5.3	Compliance with noise conditions (Part 7 of the Environmental Authority).	■
			<p>Yuleba Lot on Plan to be reviewed – historical</p> <p>Other sites complete</p>

Enhanced annual service - Mitchell waste facility

2020/21 saw the introduction of new waste management practices at the Mitchell waste facility.

Spanning two financial years over \$300,000 was spent constructing a new (below ground) waste disposal area that is being managed by Council. To complement the works, a drop off facility has also been constructed for residents to use.

Commencing Tuesday, 6 October 2020, Council managed the transfer of waste from the drop off point to the landfill site.

Residents now place domestic waste into two 15 cubic metre bins located on the southern side of the ramp at the entrance to the current landfill.

The previous site is now used to store waste that can be recycled (i.e. it has become a resource recovery area).

Safety of residents has been improved as they are able to drop off waste without directly accessing the landfill site.

Costs are being reduced by recycling (where possible) clean waste material.

Tips for safely transporting waste

For safe transportation, check the manufacturer's instructions and maximum weight load or otherwise ensure the construction of the trailer/tray is adequate for the load.

Spread the weight.

Confine the load within the trailer/tray.

Always cover and secure the load with straps or rope.

Dampen soil and sand before transporting to minimise dust.

If transporting a bin or skip, ensure the lid is closed, the load is covered and waste is properly secured.

Check the load regularly during transportation.

Sweep the trailer/tray after unloading.

When delivering materials, deposit all domestic waste in the allocated bins, and green waste and scrap metal as signed.

Queensland's Waste Management and Resource Recovery Strategy has the following three strategic priorities:

1. Reducing the impact of waste on the environment
2. Transitioning to a circular waste economy
3. Building economic opportunity

Key outcomes of the strategy include (but are not limited to):

- Reduction in the long-distance transport of waste
- Management of waste as a valuable resource
- Clear standards and guidelines for reuse, recycling & recovery
- Growth in economic value of waste management & resource recovery
- Increased jobs in waste – reuse, recycling & recovery areas
- Stimulated markets for new and innovative products containing recycled content & demand for recycled materials.

Mitchell Waste Transfer Facility

Reduce - Reuse - Recycle

This is your chance to make a difference - be part of helping to reduce our impact on the environment and to save money by changing waste habits.

1.5 WASTE





Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Waste collection contract administration			
A.L Cherry & M.G Pearce • Mungallala, Mitchell, Amby, Muckadilla, Dunkeld, Begonia	1.5.1	Weekly (exception of Begonia & Dunkeld - fortnightly) collection and disposal to landfill. Compliance with contract terms and conditions.	✓
Braca Pty Ltd • Roma, Hodgson, Wallumbilla, Yuleba, Jackson	1.5.1		✓
G.E Grams • Surat	1.5.1		✓
Julie Gray • Injune	1.5.1		✓
Waste collection service monitoring			
Communication with contractors.	1.5.1	Processing of new and / or removed services	✓
Domestic waste - 240 litre wheelie bin collection from the kerbside.	1.5.1	Weekly collection by zone. Zone maps available online - www.maranoa.qld.gov.au/waste-collection : <ul style="list-style-type: none"> Monday - Roma 'Blue' zone, Mitchell 'South' zone; Tuesday - Roma 'Green' zone, Mitchell 'North' zone; Wednesday - Amby, Hodgson, Roma 'Yellow' zone, Mungallala; Thursday - Roma 'Pink' zone, Jackson, Yuleba, Surat, Wallumbilla, Injune. 	✓
Wheel-out, wheel-back service (A service for residents who require assistance to place their bin on the kerb).	1.5.1	Requests approved by Council resolution; weekly service thereafter.	✓
Industrial / skip bins from businesses and specific road stops. Industrial bins from the following sites: <ul style="list-style-type: none"> • Mungallala • Amby • Muckadilla • Jackson • Mitchell • Dunkeld • Begonia 	1.5.1	Collection and disposal to registered landfill (Roma or Mitchell). <ul style="list-style-type: none"> Weekly Weekly Weekly Weekly Weekly Fortnightly Fortnightly 	✓

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Waste recycling (Reducing the amount of waste going to landfill)			
Green waste - domestic / commercial	1.5.2	Accepted at all locations.	✓
Green waste - tree root balls	1.5.2	By appointment.	✓ Roma only
Scrap metal (clean)	1.5.2	Annual tender from suppliers for recycle purposes from all sites.	✓
Old batteries	1.5.2	Annual tender from suppliers for recycle purposes from all sites.	✓
DrumMUSTER (Recycling of chemical plastic drums)	1.5.2	By appointment at Roma, Mitchell and Injune waste facilities. This is a joint initiative of: <ul style="list-style-type: none"> • National Farmers Federation; • CropLife Australia; • Agsafe; • Animal Health Alliance; • VMDA Inc; • Australian Local Government Association. 	✓
Clean soil	1.5.2	By appointment for Roma and Mitchell.	✓ Roma only
Concrete	1.5.2	Accepted daily at Roma waste facility. By appointment - Injune, Mitchell and Surat.	✓ Roma only
Electronic waste / e-waste	1.5.2	Designated area in Roma only.	✓
Waste recycling (where possible)			
Contaminated soils	1.5.2	By appointment at Roma only.	✓
Grease trap waste	1.5.2	Service discontinued during 2019/20 - no longer approved under the Environmental Authority.	N/A
Old tyres	1.5.2	Accepted daily at Roma waste facility. By appointment - Injune, Mitchell, Wallumbilla, Yuleba and Surat.	✓ Roma only
Oil waste - commercial and industrial	1.5.2	Accepted daily at Roma and Injune waste oil facility only.	✓
Construction and demolition waste	1.5.2	Accepted daily at Roma, and by appointment at other landfill sites. (Note: If the waste is coming from a business activity, it is requested that it be brought to Roma).	✓ Roma only
Waste to landfill			
Commercial and industrial waste	1.5.1	Accepted daily at Roma waste facility. By appointment - Injune, Mitchell, Wallumbilla, Yuleba, Surat.	✓ Dropped at other sites without approval

1.5 WASTE

Annual services continued

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Waste levy			
Data collection and remittance	1.5.6	Collection of waste data (monthly) from iWeigh system, provide detailed data to Department of Environment and Science for approval – once approved, implement monthly waste levy payment by due date.	 Continual improvement of iWeigh data
Volumetric survey	1.5.6	Volumetric surveys at Mitchell and Roma by 30 June.	
Asbestos	1.5.1	Waste producer must have approval from Council to deliver asbestos to site. 48 hours notice prior to delivery to registered site.	
Dead animals	1.5.1	Approval by Council waste officers prior to disposal at any waste facility.	

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 commenced working 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.



Wallumbilla landfill

Our finances - Waste

Operations and maintenance	2020/21 \$
Operating revenue	4,270,931
Rates and charges - service charges	1,605,809
Fees and charges	1,119,534
Fees and charges - Waste Levy Contribution non household waste	692,659
Grants, subsidies and contributions	852,929
Operating expenses	3,864,089
Employee costs	478,927
Materials and services	3,066,195
One-off projects (operating)	166,582
Indirect costs	152,385
Depreciation expense	50,002
Operating result / revenue for capital purposes*	356,840

*Does not include restoration provisions

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21 \$
Capital funding	
Operating result / revenue for capital purposes	356,840
Grants, subsidies	270,752
Other revenue	-
Estimated opening balance	206,231
Loan proceeds	-
Cash reserve for asset renewal	50,002
Total capital funding	833,825
Capital expenditure	
Asset renewal	14,212
New works	61,140
Upgrade works	132,442
Total capital expenditure	207,794
Projected closing funds for future years	676,031

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.



Our year at a glance

2020/21



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.

Cemeteries 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.

1.6 CEMETERIES

What we do

We provide and maintain the region's cemeteries.

The provision of cemetery services is truly a team effort. Whilst the initial applications are handled through Customer Service, Council has a senior officer (Manager) who looks after the process from beginning to end.

We are the service in Council that looks after our residents forever.

Amby Monumental Cemetery

Springhill Access Road, Amby

Hodgson Monumental Cemetery

Hopewell Lane, Hodgson

Injune Lawn Cemetery

Cemetery Road, off Carnarvon Highway, Injune South

Injune Wall of Remembrance

Cemetery Road, Off Carnarvon Highway, Injune South

Jackson Monumental Cemetery

Cemetery Road, off Warrego Highway, Jackson

Mitchell Monumental Cemetery

42 Alice Street, Mitchell

Mungallala Monumental Cemetery

Torwood Road, Mungallala South

Roma Monumental Cemetery

Lewis Street, Roma

Roma Lawn Cemetery and Ash Wall

Lewis Street, Roma

Surat Monumental Cemetery

Ivan Street, Surat

Surat Ash Wall

Ivan Street, Surat

Wallumbilla Monumental Cemetery

Wallumbilla North Road, Wallumbilla

Wallumbilla Lawn Cemetery and Wall of Memory

Wallumbilla North Road, Wallumbilla

Yuleba Lawn Cemetery & Wall of Memory

Cemetery Road, off Warrego Highway, Yuleba East.

Yuleba Monumental Cemetery

Cemetery Road, off Warrego Highway, Yuleba East.

Historical Cemeteries (closed for internments)

- Bindango Historical Cemetery
- Dulbydilla Historical Cemetery
- Euthella Historical Cemetery
- Injune Monumental Cemetery (Old Injune Cemetery)
- Muckadilla Historical Cemetery
- Yingerbay Historical Cemetery

Why we do it

We know that cemeteries provide a practical purpose, but they are also a special place for grieving family and friends, whether residents or visitors to our region.

Our cemeteries' records are of interest to those researching family history and others who want to know more about our region.

Our team members therefore take great care in the grave preparations, the maintenance of our cemeteries (current and historical) and their records.

What we must do

Queensland Government

Registry of Births, Deaths & Marriages

Local Laws and Subordinate Local Laws

Local Law No. 1 (Administration)

Subordinate Local Law No. 1.13 (Undertaking Regulated Activities regarding Human Remains) 2011

Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2011

Council policies

Cemeteries Operations Policy

Burials on Private Property Policy

Internal procedures

Procedures for Burial Bookings and Applications

Cemetery Procedure Manual

Cemeteries

By region	2016/17	2017/18	2018/19	2019/20	2020/21
Funerals/burials	74	68	75	66	61
Customer requests	69	312	235	211	425
Reservations		New data		50	43
Enquiries (e.g. families)		New data		224	301
Plaque orders	35	49	35	28	34
Headstone applications	44	53	43	30	44

By local area and type of request 2020/21	Injune	Mitchell / Amby / Mungallala	Roma / Hodgson / Muckadilla / Wallumbilla / Yuleba / Jackson	Surat	Total
Funerals/burials	6	14	40	1	61
Customer requests					425
Reservations	2	10	28	3	43
Enquiries (e.g. families)					301
Plaque orders			32	2	32
Headstone applications	6	4	33	1	44



1.6 CEMETERIES

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



Roma cemetery

Our projects 2020/21

✓ Undertaken / completed ■ In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
18360	New	Yuleba cemetery toilet replacement and shade plantings	Yuleba	✓
22152	New	Yuleba cemetery footpath - gates to ashwall	Yuleba	✓
22370	New	Wallumbilla cemetery - pest proof fence	Wallumbilla	✓
22224	Operating	Cemetery online mapping solution - software and installation	Regional	✓
22225	Operating	Replace shoring for grave site preparations at the Roma monumental and lawn cemeteries	Roma	✓

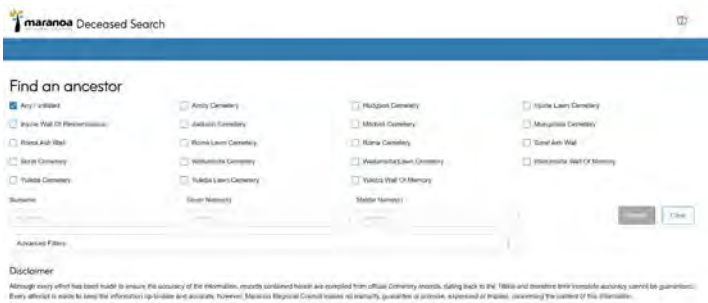
Looking back - what we achieved in 2020/21

(a) New Maranoa cemetery search platform 'Find an ancestor'

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

The new platform shows the location, born date, deceased date, service type, details, image and other notes.

The new service will no doubt be popular with family history researchers - it means that available Council information can be sourced from the comfort of home.



New Maranoa Cemetery Search platform 'Find an ancestor'

(b) Wallumbilla cemetery - pest proof fence

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



Wallumbilla cemetery fence

(c) New toilet blocks for the Injune and Yuleba cemeteries

Construction of new toilet blocks have been completed for both the Injune and Yuleba Cemeteries.

These projects have been funded through the Queensland Government's 2020/21 COVID Works for Queensland program.



Yuleba cemetery toilet



Injune cemetery toilet


1.6 CEMETERIES


Annual services

We do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Burial applications' processing	1.6.1	Upon receipt of application. Maintenance of register.	✓
Reservations (booking plots in advance)	1.6.1	Upon receipt of application. Maintenance of register (electronic and book), and issue of a reservation certificate.	✓
Private property burials	1.6.3	Upon receipt of application.	✓
Headstone applications	1.6.1	Upon receipt of application. Maintenance of register.	✓
Family history research requests	1.6.1	Upon request.	✓
Burial preparation and cemetery maintenance	1.6.1, 1.6.2	Upon request (Note: A burial application must be received 48 hours before the day of the funeral).	✓
Lawn cemetery and ashwall plaques	1.6.1, 1.6.2	Upon request from family members of the deceased.	✓
Historical cemeteries inspections	1.6.5	In accordance with a planned inspection program.	✓
State records	1.6.10	Submission of applications to the Queensland Government's Registry of Births, Deaths and Marriages after each funeral date.	✓

Maranoa Regional Council

Interactive Mapping






COMMUNITY SERVICES

Discover your nearest visitor information centre, sport and recreation area, health facility, government service and more.


VIEW MAP >



PLANNING

Find out about the Maranoa Planning Scheme here.


VIEW MAP >



INFRASTRUCTURE

Information on your local roads, water, gas, sewerage and stormwater infrastructure.


VIEW MAP >




FLOOD HAZARD

Locate which areas in the Maranoa may be subject to flooding.


VIEW MAP >




COUNCIL PROJECTS >



PLANNING PROPERTY REPORT >



CEMETERY >



EMERGENCY MANAGEMENT >

Cemetery link now available on Maranoa Regional Council's interactive mapping.
<https://mapservices.maranoa.qld.gov.au>

Our finances - Cemeteries

Operations and maintenance	2020/21
	\$
Operating revenue	149,108
Fees and charges	149,108
Operating expenses	214,774
Employee costs	70,752
Materials and services	111,717
One-off projects (operating)	32,305
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(65,666)

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21
	\$
Capital funding	
Grants, subsidies	125,096
Total capital funding	125,096
Capital expenditure	
Asset renewal	1,145
New works	67,625
Upgrade works	-
Total capital expenditure	68,770

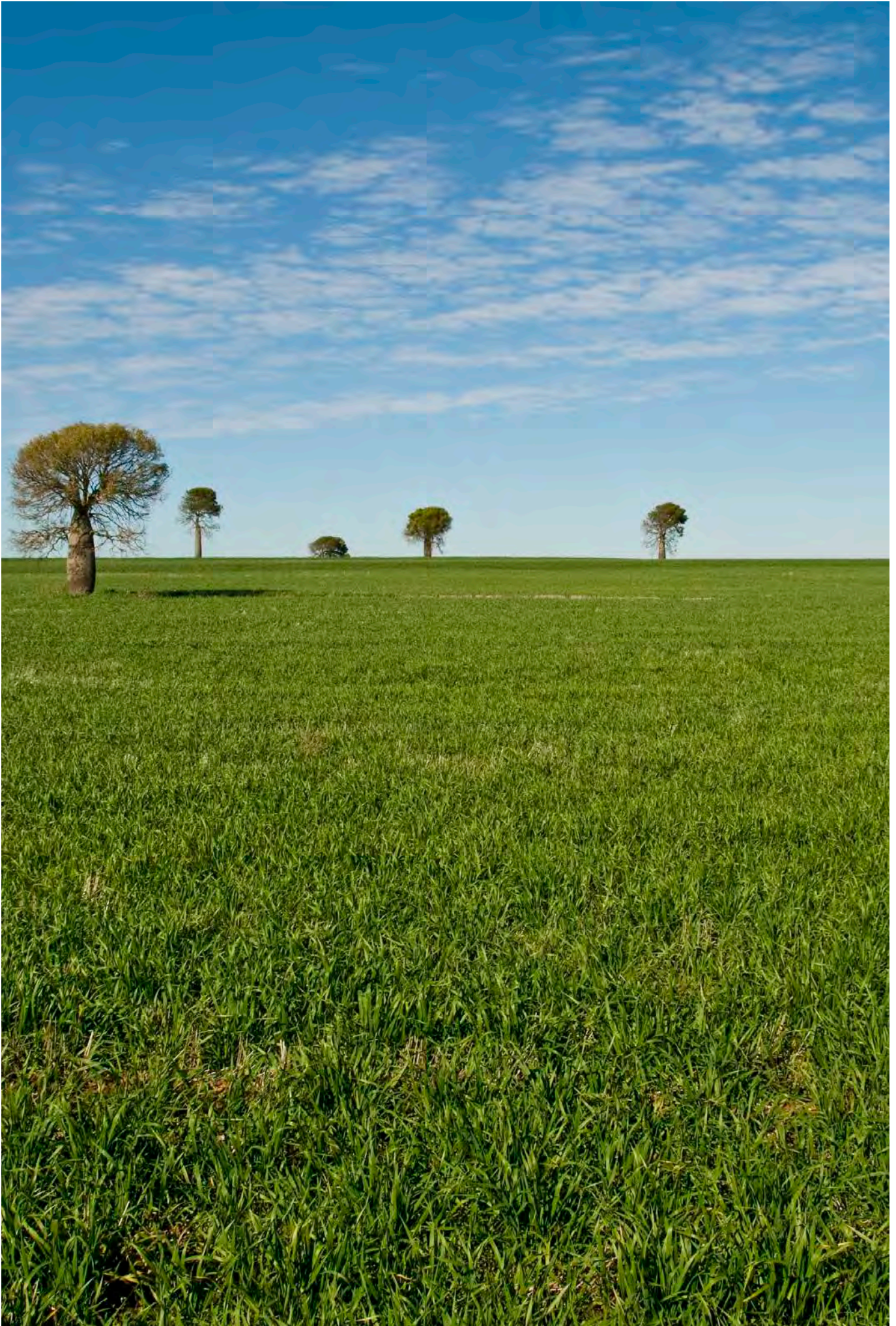


Strategic priority 2

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.

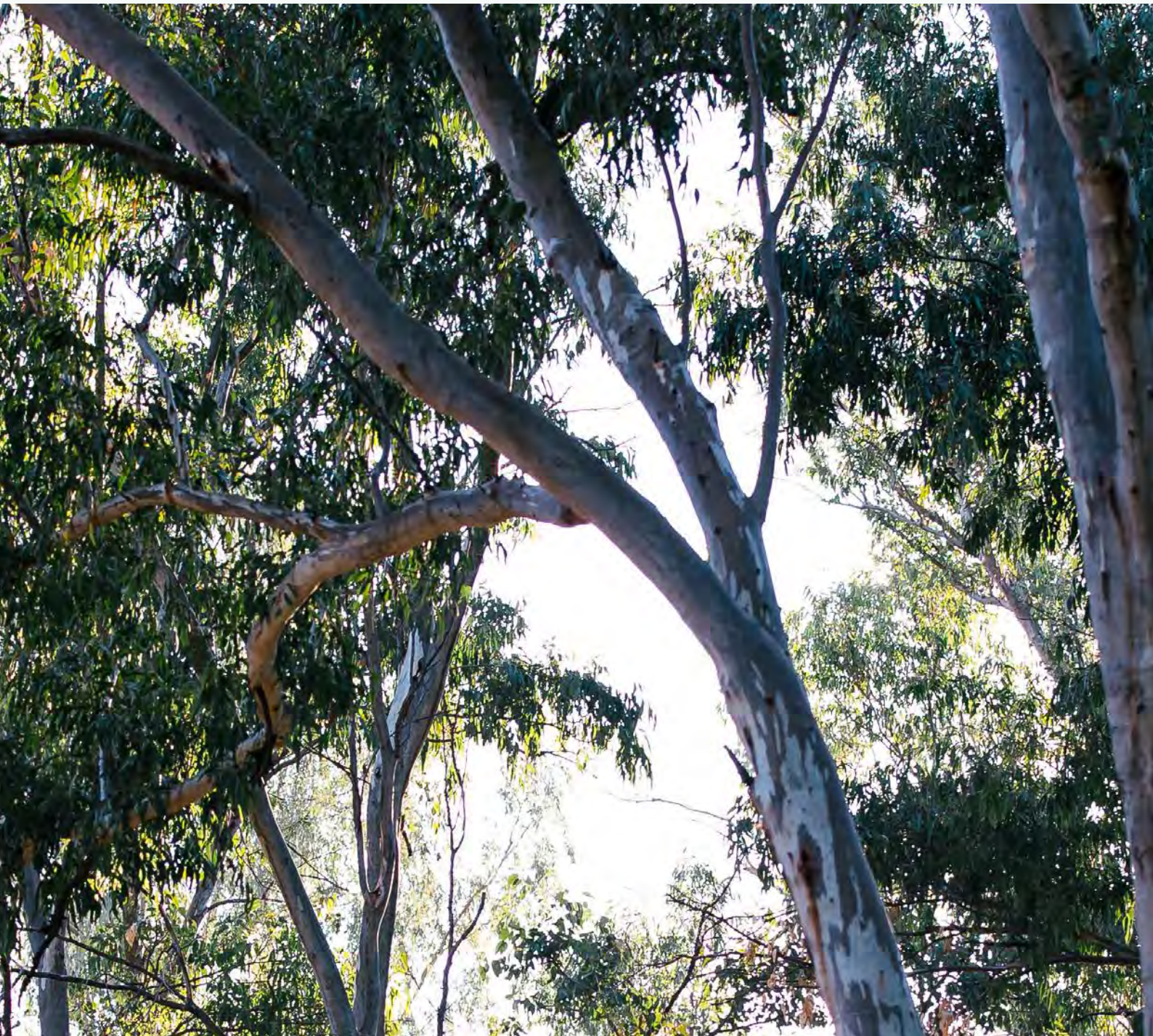
DELIVERING STRONG FINANCIAL MANAGEMENT

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2.1 Financial planning

We plan for our region's financial future by preparing and updating financial planning documents required by local government legislation and other financial sustainability initiatives for today and tomorrow.



Our year at a glance

2020/21



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

Financial planning 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.

Financial planning 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.

2.1 FINANCIAL PLANNING

What we do

We prepare for Council the 5 key financial documents that are required to form part of a local government's system of financial management (Section 104 of the *Local Government Act 2009*):

- 5-year corporate plan (Section 104 (5) (a) (i))
- Long-term asset management plan (Section 104 (5) (a) (ii))
- Long-term financial forecast (Section 104 (5) (a) (iii))
- Annual budget (Section 104 (5) (a) (iv))
- Annual operational plan (Section 104 (5) (a) (iv))

We aim to consider the short-term and longer term financial impacts of Council's policy development and decisions, on behalf of current and future residents.

For the new Corporate Plan, Council aims to demonstrate that it is representing the current and future interests of its residents by:

- ensuring financial plans extend beyond one decision and one financial year (current year budget integrated with its long-term forecast);
- planning for high value infrastructure and assets well in advance (looking forward for the next decade and beyond) and preparing business cases for major investments;
- having priority areas of focus for pursuit of grants.

Why we do it

It is often said that local government is the level of government closest to the people. Whilst this is a title that we value, it also presents challenges on a daily basis as there is the expectation that all requests made to Council can be implemented.

However, in local government, like any other tier of government, there are limited funds available. The elected members, and the employees who implement the elected Council's decisions, are constantly juggling many competing demands for Council services and projects. The task to prioritise the use of the limited funds is not an easy one, nor is how to get the balance right between raising rates and charges to meet more needs, and affordability of rates and charges in the community.

As well as juggling in the short term, all Councillors must represent the current and future interests of its residents. This means looking at the short term and longer term impacts of today's decisions. What is an easy or popular decision today, may create a financial burden for future ratepayers.

Our financial planning documents help us keep an eye on how our finances are tracking over the short, medium and long term.

What we must do

Local Government Act 2009

Local Government Regulation 2012

Australian Accounting Standards

Funding Guidelines (State, Federal Governments)

Planning Act 2016



Adopted Budget 2020/21



Budget 2020/21 overview

How we are trending - Financial planning

\$ million	2013/14 \$ million	2014/15 \$ million	2015/16 \$ million	2016/17 \$ million	2017/18 \$ million	2018/19 \$ million	2019/20 \$ million	2020/21 \$ millions
	\$ M	\$ M	\$ M	\$ M	\$ M	\$ M	\$ M	\$ M
Information for business planning								
Grants, subsidies, contributions and donations - operating (recurrent)	\$30.614	\$26.146	\$18.711	\$29.027	\$18.926	\$21.657	\$19.397	\$24.330
- capital	\$66.132	\$72.176	\$50.224	\$19.794	\$24.91	\$30.007	\$29.361	\$23.316
Size of Council operations								
- Operating revenue	\$115.271	\$94.351	\$75.694	\$82.5	\$73.531	\$81.562	\$85.956	\$92.165
- Expenditure (operating expenses excluding depreciation + capital expenditure and loan repayments)	\$183.047	\$160.488	\$118.756	\$104.6	\$100.1	\$106.796	\$119.859	\$103.995


2020/21 Budget process at a glance

- Budget Submissions & Financial Planning Standing Committee - 3 June 2020**
Council met to discuss the 2020/21 Budget.
- Budget Submissions & Financial Planning Standing Committee - 17 June 2020**
Council met to discuss the 2020/21 Budget.
- Budget Submissions & Financial Planning Standing Committee - 1 July 2020**
Council met to discuss the 2020/21 Budget.
- Council asks for Budget Extension**
Council wrote to the Minister for Local Government to request for an extension to the budget deadline because of COVID-19 effects and to allow for extra budget consultation with the community.
- Budget Submissions & Financial Planning Standing Committee - 7 July 2020**
Council met to discuss the 2020/21 Budget.
- Budget Submissions & Financial Planning Standing Committee - 15 July 2020**
Council met to discuss the 2020/21 Budget.
- Budget Submissions & Financial Planning Standing Committee - 21 July 2020**
Council met to discuss the 2020/21 Budget.
- Budget Submissions & Financial Planning Standing Committee - 29 July 2020**
Council met to discuss the 2020/21 Budget.
- Budget Submissions & Financial Planning Standing Committee - 5 August 2020**
Council met to discuss the 2020/21 Budget.
- Budget Submissions & Financial Planning Standing Committee - 11 August 2020**
Council met to discuss the 2020/21 Budget.
- Community Consultation**
Council asks Maranoa residents, ratepayers and business to provide their feedback on the draft Budget 2020/21.
- Council will consider community feedback on the draft Budget 2020/21 on 26 August 2020**
- Special Budget Meeting**
Wednesday, 2 September 2020
- Budget adopted**

2.1 FINANCIAL PLANNING

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
2.1.1 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"> • a 5-year corporate plan • a long-term asset management plans • a long-term financial forecasts • an annual operational plan. • an annual budget including revenue statement . (Section 104 (5) (a) of the <i>Local Government Act 2009</i>)	Mid plan refresh of corporate plan by new Council.	 Adopted 30 June 2021
	(a) Long-term asset management plans.	
	Long-term financial forecasts adopted with 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 end of September 2020.
2.1.2 Implement initiatives to strengthen Council's financial sustainability by: <p>Planning for:</p> <ul style="list-style-type: none"> - responsible surpluses - sufficient investment in asset renewals - net financial liabilities which can be serviced by our operating revenues <p>Using key indicators of sustainability to measure progress over the short, medium and longer-term.</p>	Measure indicators of financial sustainability long term forecasts.	
2.1.3 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.		
2.1.4 Actively identify and apply for grant and subsidy opportunities to assist in funding capital works and provide services to the community.	Annual service	
2.1.5 Develop and implement additional communication initiatives to keep our community and stakeholders updated about Council's financial plans.	(b) Have Your Say Maranoa – Online Platform	
	(c) Council projects in the online mapping platform	
2.1.6 Implement financial modelling software and continue to enhance financial projections.		
2.1.7 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	
2.1.8 Rebuild our financial system so that monitoring of budgets can be undertaken both regionally and locally for the new organisational structure.	-	

2.1 FINANCIAL PLANNING

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Short-term			
Project lifecycle financial planning	2.1.3	Progressive development and implementation of business cases. * Outline business cases prepared for budget deliberations. Detailed business cases predominantly for grant programs at this time.	✓
Grant and subsidy applications	2.1.4	Review of funding rounds as announced, ensuring alignment with Council plans.	✓
Alignment with Operational plan	2.1.1	Annual and periodic review to ensure alignment between budget and corporate and operational plans.	✓
Budget (12 month financial plan)	2.1.1	Adopted annually in June or July.	Ministerial extension sought and approved until end of September 2020. Adopted 2 September 2021.
Rates/revenue modelling	2.1.6	Model revenue options.	✓
Medium and long-term			
Asset management plans (10 year forward works programs)	2.1.1	Minimum annual review as plans are developed.	■ Plans to be finalised are Facilities and Airports. Reviews for Roads and drainage are pending completion of flood damage works.
Local government infrastructure plan (LGIP)		Review on a 5 yearly basis (from adoption of the Planning Scheme – September 2017) – earlier if required. An Interim LGIP amendment was not progressed due to there being little overall change in the status of Council's plans for future trunk infrastructure identified in the Schedule of Works.	Not required this year.
Long-term forecasts (10 year financial plan)	2.1.1 2.1.6	Adoption with the annual budget.	✓
All timeframes			
Policies (Financial)	2.1.3	Initial development as the need is identified and then minimum annual review.	✓ Budget related policies reviewed annually. ■ Other policies' review in progress.
Council decisions	2.1.3 2.1.7	Financial implications included in all agenda reports where applicable.	✓
Financial plan / budget communications			
Budget communications	2.1.5	Preparation and distribution of regional and local area publications about the annual budget and Council's financial plans.	✓

Our finances - Financial planning

Operations	2020/21
	\$
Operating expenses	324,274
Employee costs	227,875
Materials and services	96,399
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(324,274)

Connected Futures

The first five years

Maranoa Regional Council | Corporate Plan 2018-2023

Our Five Strategic Priorities

1. **Getting the basics right**
Focus our efforts on those services that our communities traditionally rely on local government to provide.
2. **Delivering strong financial management**
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 Queensland Government, assist in managing specific activities that can impact the health and safety of our local communities.
4. **Growing our region**
Partner with our local communities, government and business to grow our region, developing opportunities, lifestyle and attractions for current and future residents.
5. **Managing our operations well**
Implement contemporary best practice in business management – carefully managing the resources that our community has entrusted to us.

OUR VISION

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

OUR PURPOSE

Plan and deliver services and projects for our communities while pursuing excellence in leadership and governance.
Manage community assets in a financially responsible way.
Partner with community, government and industry to grow our region.

Being part of a local government, we recognise the important role we have to deliver services and projects for our communities, and to carefully manage the resources that have been entrusted to us.

It is rewarding when we drive past former workites to see members of our community enjoying the projects and making use of the services that everyone has worked hard to deliver.

Whether a councillor or employee, being part of a local government is more than a job. A local government is integrally linked with the community - at the heart of it, we are in the business of people helping people.

What we are particularly mindful of is that what we do, and how we do it has the opportunity to make a difference, and touch many lives, even the lives of people who we may never meet.

Our priorities and our values reflect what is special and unique about being part of our local government. In this increasingly busy world we operate in, they serve as a reminder of what is truly important, and how to do the very best we can with what we've got.

OUR MOTTO

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

Mid plan refresh of corporate plan - adopted by Council on 30 June 2021

Council Resolution Number - SM/06.2021/50

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.



Our year at a glance

2020/21



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**).

Revenue collection 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).

Revenue collection 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.

2.2 REVENUE COLLECTION

What we do

We levy and collect rates, fees and charges.

Rates and charges are levied via the half-yearly rate notices.

Fees and charges are invoiced or payments are received through Council's Customer Service Centres.

Rates and charges are linked to land within the region, and the use of the land. There are 4 types of rates and charges, of which Council currently uses 3:

- *General rates*
For services, facilities and activities that are supplied or undertaken for the benefit of the community in general (rather than a particular person).
- *Utility charges*
For a service, facility or activity provided to a particular property (e.g. water, sewerage, waste).
- *Special rates and charges*
For services, facilities and activities that have a special association with particular land because it benefits from a particular service, facility or activity or contributes to its need. (e.g. pest management, rural fire brigades).

Fees and charges are based on a user-pays principle - where it is practical to charge an individual, business or group that uses particular facilities or services. There are two types of fees and charges (cost-recovery fees, sometimes referred to as 'regulatory' fees, and commercial fees).

Why we do it

The provision of services and projects are dependent on funding.

For the financial year ended 30 June 2021, rates and charges accounted for 45.4% of Council's operating revenue.

What we must do

Queensland Government

Local Government Act 2009

Local Government Regulation 2012

How was the revenue allocated in 2020/21?



How we are trending - Revenue collection

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rates notices issued								
- 1st half year	7,198	7,668	7,717	7,728	7,703	7,736	7,543	7,612
- 2nd half year	7,433	7,709	7,719	7,723	7,729	7,686	7,600	7,328
Rate arrears percentage	4.14%	4.97%	6.55%	9.14%	11.13%	8.88%	6.99%	7.00%
Gas billing reconnections	113	114	141	147	115	122	108	111
Gas billing disconnections	101	163	139	138	118	177	122	109
Gas billing new connections	17	58	39	14	2	2	2	1
	\$ million	\$ million	\$ million	\$ million	\$ million	\$ million	\$ million	\$ million
Utility charges:								
Water access	2.628	2.836	2.949	3.081	3.199	3.317	3.440	3.470
Other water (including usage)	2.067	2.003	1.601	1.807	2.007	2.323	2.477	2.404
Sewerage	2.168	2.265	2.361	2.459	2.499	2.701	2.751	2.764
Waste	1.105	1.167	1.233	1.394	1.457	1.542	1.560	1.563
Special rates	0.563	0.579	0.584	0.678	0.748	0.749	0.736	0.713
Discount for prompt payment	(1.543)	(1.849)	(1.916)	(1.842)	(1.935)	(1.007)	(1.172)	(1.326)
Pensioner remission	(0.279)	(0.264)	(0.272)	(0.279)	(0.287)	(0.287)	(0.292)	(0.246)
Net rates and charges	24.416	27.232	28.090	30.347	31.126	33.923	36.559	41.839
Outstanding rates and charges at year end	1.287	1.869	2.737	3.681	3.092	2.586	2.876	3.159
Gas sales	0.843	0.945	0.809	0.921	0.859	0.888	1.001	0.893
Fees and charges	4.677	5.469	2.682	2.038	2.212	2.499	3.493	3.953

	30 June 2021
Rate assessment numbers:	7,881
- General	6,740
- Water	5,677
- Sewerage	4,915
- Waste	4,690
Gas (active accounts)	569
	2020/21
Valuation adjustments	246
Waste service charge changes	12
Water access changes	63
Sewerage charge changes	29
Supplementary notices	163
New payment arrangements	216
Total number of ratepayers on payment arrangements	1,701
Number assessments outstanding	666
Debt recovery stages	
- 1st reminder	1,488
- 2nd reminder	847
Investments - interest earnings	\$769,285
Number of funding applications	31
Value of funding applications	\$15.97 million

More about the numbers

The **value** of outstanding rates and charges increased to be the highest in 4 years. This was the result of Council's ease on external debt recovery during the COVID-19 pandemic.











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%.

Also influencing the final rating figures was the changed composition of Council's revenue over the last 2 years, specifically the percentage of rates from the various sectors, as a result of Council's rate setting policies.

2.2 REVENUE COLLECTION

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
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.	(a) 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"> a range of convenient payment methods; information for the community 	Annual service Official launch of the on-line payment facility.	
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. (Criteria outlined in section 120 of the <i>Local Government Regulation 2012</i>)*	Annual service Implementation of the new Rates and Charges Rebate and Concession Policy.	
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.	(b) Annual service Commencement of the Rate Recovery Policy review and continued monitoring.	
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. 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. Collectively work towards ensuring: <ul style="list-style-type: none"> reporting is in line with funding agreements; responses to Australian and Queensland Governments' information requests are timely and accurate; work is completed within approved timeframes. 	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	

Looking back - what we achieved in 2020/21

(a) Rates revenue modelling

We continue to use the IBIS financial modelling software for our rates modelling and valuation analysis.

It is a cloud-based hosted service that sits over the top of Council's business systems and databases (Civica – Authority) providing Council with a powerful tool to model rating scenarios, analyse valuation movements and see the impact of changes by category, locality and ratepayer (or group of ratepayers).

The rate modelling software is providing Council the ability to review unlimited model options to finetune its rating structure for adoption with the budget.

(b) Outstanding rates and charges in focus

The recovery of outstanding rates and charges had been a focus for a number of years.

Council's Rate Recovery Policy outlines the significant number of steps Council goes through to recover these debts.

The second round of Sale of Land proceedings commenced in February 2019 with the auction held in July 2019. While outstanding rates and charges have remained below the peak of 2016/17, the amount outstanding at **30 June 2021** was higher than last year and higher than 2017/18 due to Council's ease on external debt recovery (COVID-19 rates relief package).

The table below outlines the trend of outstanding rates so that these can be monitored each year (to the nearest dollar).

Date	Rates and charges outstanding	Difference (\$)	Difference (%)	Notes
30/06/2013	\$1,989,946			
30/06/2014	\$2,022,174	\$32,228	1.62%	
30/06/2015	\$2,321,467	\$299,293	14.8%	
30/06/2016	\$2,858,534	\$537,067	23.13%	
30/06/2017	\$3,606,466	\$747,932	26.16%	New debt recovery process commenced in November 2016.
30/06/2018	\$3,104,709	-\$501,757	-13.91%	Bulk Statements of Liquidated Claim issued in May 2018.
30/06/2019	\$2,298,275	-\$806,434	-25.97%	Council commenced Round 1 of Sale of Land Proceedings in August 2018. Council commenced Round 2 of Sale of Land proceedings in February 2019.
30/06/2020	\$2,876,300	\$578,025	+25.15%	A pause on external debt recovery in response to COVID-19 has resulted in outstanding rates increasing during the second half of the financial year.
30/06/2021	\$3,159,323	\$283,023	+9.84%	Continued effect of Council's easing of debt recovery during COVID-19.

2.2 REVENUE COLLECTION

Annual services

✓ Undertaken / completed ■ In progress

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Rate levies and invoicing			
Notices	2.2.3	Rates modelling for Council's budget deliberations. Half yearly rates notices each financial year. Monthly and quarterly gas notices. Sundry invoices as required.	✓
Maintenance / updates of valuations on advice from the Valuer General.	2.2.3	As required during the year. Ongoing review of rating data.	✓
Processing of new or changed water, sewerage and waste services.	2.2.3	As required during the year.	✓
Issuing of supplementary rate notices.	2.2.3	As required during the year.	✓
Revenue collection and other administration on behalf of others			
Emergency management	2.2.2	Determination of levy category, collection twice a year through the rate notices and payment to the state government. Returns lodged three times yearly.	✓
Rural fire brigades	2.2.2	Collection and remittance of special charges for Amby, Mungallala, Yuleba and Orange Hill twice yearly (after each rates levy).	✓
State Government pensioner remission	2.2.4	Invoiced to the Queensland Concessions Unit after each rates levy and a final claim completed in December and June each year.	✓
Discounts, remissions and concessions' administration			
Discount	2.2.2, 2.2.6	Allowed before the end of the discount period and in accordance with Council's Revenue Statement.	✓
Council pensioner remission	2.2.4	Administered in accordance with Council's Pensioner Rate Concession Policy.	✓
Community organisations concessions	2.2.4	Administered in accordance with Council's Community Organisations - Rates and Charges Rebates and Concessions Policy.	✓
Other concessions	2.2.4	Considered by Council on a case by case basis.	✓
Debt recovery			
Follow up of outstanding debts	2.2.5	In accordance with Council's debt recovery policy. Payment arrangements processed upon request / report to Council if the requested term extends beyond the financial year.	✓
Investments			
Investments management	2.2.7	Manage and administer all investments consistent with Council's investment policy. Maintenance of investment register.	✓
Community information			
Frequently asked questions and answers (FAQ's)	2.2.2, 2.2.3, 2.2.4	Development and review of material for the community about rates, charges, concessions and other revenue matters - e.g. <ul style="list-style-type: none"> Frequently asked questions Rate notice inserts / brochures on rates and charges. 	■
Grants, subsidies and contributions			
Grant applications and administration	2.2.8	Additional initiatives to identify potential grant opportunities and actions required for grants secured.	✓
Fees and charges			
Register	2.2.9	Collated and reported to Council through the annual budget process. Assistance provided to departments and indexation applied where appropriate. Council meeting decisions monitored during the year and register updated as required. Online register maintained.	✓

Our finances - Revenue collection

Operations	2020/21 \$
Operating revenue	91,415
Rates and charges	117
Fees and charges	62,890
Other revenue	28,408
Operating expenses	289,717
Employee costs	211,637
Materials and services	78,080
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(198,302)

Our finances - General revenue

Operations	2020/21 \$
Operating revenue	46,320,447
Rural general rates	26,303,276
Urban general rates	4,870,443
General rates write-offs / adjustments	(238,686)
Rates interest other rates	107
Corporate grants and subsidies - general purpose	13,787,724
Corporate finance operating revenue	841,009
Rural fire levy	10,566
Corporate overhead recovery	746,008
Operating expenses	(1,470,657)
Corporate overhead recovery internal	(1,480,983)
Fire levy remittance	10,326
General revenue for services and projects	47,791,104

	2020/21 \$
Capital funding	
Industry contributions	4,730,000
Opening balance	1,250,000
Funds available for capital purposes	5,980,000
Restricted funds	5,980,000

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.



Our year at a glance

2020/21



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**

Accounting 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.

Accounting challenges

Reshaping of team

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.

2.3 ACCOUNTING

What we do

We provide a range of accounting services including preparation of financial returns and claims to government agencies, reconciliations of Council's accounts and management of Council's investments and borrowings.

We also process creditor and debtor accounts and payroll on behalf of all Council services and projects.

What we must do

Australian and Queensland Government

Legislation

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Statutory Bodies Financial Arrangements Act 1982*
- *Statutory Bodies Financial Arrangements Regulation 2007*
- *Public Sector Ethics Act 1994*

Australian Accounting Standards

Funding Guidelines

Asset Management Plans

Asset Management Policy.

Why we do it

As with any business, the keeping of good financial records is key to sound decision making and financial planning, as well as ensuring legislative compliance.

We have both internal and external users of Council's financial information including:

- Queensland Local Government Grants Commission
- Australian Bureau of Statistics
- Australian Taxation Office
- Queensland Treasury Corporation
- Department of Local Government, Racing and Multicultural Affairs.

The Queensland Audit Office (or their delegate) audits Council's annual financial statements each year.

Many of the financial returns that are completed impact how much revenue Council collects each year. Increased revenue from these sources reduce the impost on our region's ratepayers.

The preparation of the Queensland Local Government Grants Commission return each year is particularly important as it influences the amount of the financial assistance grant from the federal government.



Accounts Processing team members

How we are trending - Accounting

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Information for business planning								
Number of debtor invoices	7,252	6,550	3,948	5,052	4,039	3,957	3,247	3,585
Number of creditor invoices	25,151	25,161	22,295	19,175	18,796	19,840	20,207	18,585
External reporting								
Financial Assistance Grant								
- General purpose grant	\$12,221,161	\$12,707,492	\$13,029,264	\$13,415,220	\$13,338,815	\$14,076,870	\$12,950,475	\$13,680,248
- Identified road grant	\$3,294,719	\$3,336,746	\$3,386,959	\$3,401,647	\$3,488,356	\$3,616,586	\$3,769,406	\$3,674,911
Total	\$15,515,880	\$16,044,238	\$16,416,223	\$16,816,867	\$16,827,171	\$17,693,456	\$16,719,881	\$17,355,159
Debt level (Book value)	\$21.88 m	\$16.51 m	\$14.43 m	\$12.96 m	\$14.32 m	\$17.38 m	\$18.92 m	\$18.89m
Net community assets accounted for	\$810.488 m	\$871.613 m	\$822.357 m	\$733.956 m	\$830.674 m	\$823.361 m	\$838.114 m	\$910.00m
Operating revenue	\$115.271 m	\$94.351 m	\$75.694 m	\$82.5 m	\$73.531 m	\$81.562 m	\$85.956 m	\$92.17
Operating expenses	\$112.094 m	\$99.075 m	\$89.548 m	\$79.343 m	\$78.085 m	\$77.524 m	\$83.819 m	\$86.52
Operating surplus (where applicable)	\$3.177 m	n/a	n/a	\$3.157 m	n/a	\$4.038 m	\$2.137 m	\$5.65

(m = millions)

2.3 ACCOUNTING

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
2.3.1 Provide timely, accurate and complete financial information for: <ul style="list-style-type: none"> • Council to make decisions; • Our teams to manage maintenance, operational and project costs; • Reports to the community and other stakeholders; • Financial returns and claims to the Australian and Queensland governments; • Our employees' payroll records. 	Annual service Queensland Local Government Grants Commission (QLGGC) Return.	✓
	Desktop asset valuations for: - Land, Buildings & Other Structures - Water, Sewerage & Gas.	✓
	Comprehensive asset valuations for: - Roads, Drainage & Bridge network - Airports.	✓
	(a) 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.	✓ ✓ ■
2.3.2 Manage and administer all investments and borrowings, consistent with Council policies.	Annual service	✓
2.3.3 Manage Council's cash requirements for accounts and payroll processing.	Ongoing service	✓
2.3.4 Prepare and review policies (minimum frequency - annually) that underpin the preparation of Council's accounts.	Policy reviews applicable to accounting services.	■
2.3.5 Effective internal controls.	Annual service (b) Internal control environment (c) Financial statement preparation maturity	✓
2.3.6 Rebuild our financial systems for the implementation of the new organisational structure including but not limited to: <ul style="list-style-type: none"> • Payroll (new departments). • General ledger / work order structure. • Responsible officers for work orders. 	-	➡ Rebuild done in the test environment
2.3.7 Collate key metrics / indicators / baseline information prior to transition and operating locally.	-	➡

Looking back - what we achieved in 2020/21

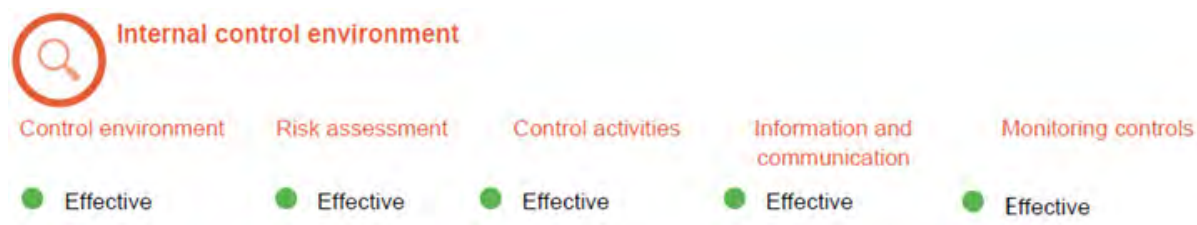
(a) Clean bill of health achieved for financial statements

Council once again achieved an unmodified audit opinion, or 'clean bill of health', for its financial statements and associated financial records for the seventh year in a row.

(b) Internal control environment

Council achieved all "green lights" for our internal control environment. This means that Council had no significant deficiencies matters in relation to internal controls raised by audit.

The internal control environment measures the following five areas with the following audit assessment:



(c) Financial statement preparation maturity

Queensland Audit Office has developed a financial statement preparation maturity model. This model replaces their previous assessment processes. The model brings scalability, responding to the client specific factors that influence reporting practices across the public sector.

It aims to bring focus to areas of development to allow clients to reach their targeted positioning. The model also facilitates the sharing of better practices across the public sector.



2.3 ACCOUNTING

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Taxation (Goods and Services Tax and Fringe Benefits Tax)	2.3.1	Monthly by statutory due date (21st of the following month). Annually by the statutory due date (21 May each year).	✓
Borrowings - Reconciliation to general ledger (repayments, interest and administration fees) - New borrowings (policy, long-term forecast and applications)	2.3.2	Monthly Policy and long-term forecast reviewed in conjunction with the annual budget. Applications submitted to the State Department (for Local Government) by the due date.	✓ ✓ ✓
Investments	2.3.2	Active management daily. Reconciliation of investment register monthly.	✓
Financial assets register - Maintenance of Financial Asset Register and processing of asset transactions - Reconciliation to general ledger - Revaluation of asset classes	2.3.1	Depreciation monthly, other transactions as required. Monthly Desktop valuation - Roads, Drainage and Bridge network, Airport, Land, Buildings, Water, Sewerage and Other Infrastructure 30 June 2020.	✓ ✓ ✓
Payroll Tax - Office of State Revenue (OSR)	2.3.1	Monthly by statutory due date (7th day of the following month).	✓
Bank reconciliation	2.3.3	Reconciled daily	✓
Internal advice and support	2.3.1	As required	✓
Trust register	2.3.1	Reconciled monthly	✓
Payroll	2.3.1	Fortnightly	✓
Accounts processing - creditors	2.3.1	Weekly payment runs (as standard).	✓
Accounts processing - debtors	2.3.1	Daily as required Monthly (1st day)	✓

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
General ledger reconciliations	2.3.1	Daily	✓
Data integrity checks including: - Trial Balance - Unbalanced transactions - Software (Civica Authority) Module Balance Check (Rates/Water, Accounts Payable, Accounts Receivable, Inventory Control, Plant, Goods Receipts, Purchasing Control, Purchasing GST Control, Trust)	2.3.1	Daily	✓
Other reconciliations	2.3.1	Monthly	✓
Queensland Local Government Grants Commission	2.3.1	Annual return completed by the due date.	✓
Australian Bureau of Statistics (ABS) - statistics	2.3.1	Quarterly	N/A
Fuel rebate claims	2.3.1	Monthly	✓
National competition policy business activity review	2.3.1	Report to Council each year.	✓

Our finances - Accounting

Operations	2020/21 \$
Operating revenue	6,871
Other revenue	6,871
Operating expenses	1,006,865
Employee costs	944,261
Materials and services	120,111
One-off projects (operating)	-
Finance costs	(57,507)
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(999,994)

Our finances - Corporate expenses

Operations	2020/21 \$
Operating expenses	1,767,971
Payroll oncosts	9,008,077
Corporate expenses	114,002
Payroll and Accounts Payable oncosts recovery	(7,354,108)
Operating result / (deficit) - Contribution required from general revenue	(1,767,971)

2.4 Procurement

We work to ensure that the procurement of goods and services for all functions has regard to all of the sound contracting principles detailed in the *Local Government Act 2009*:

- (a) value for money; and
- (b) open and effective competition; and
- (c) the development of competitive local business and industry; and
- (d) environmental protection; and
- (e) ethical behaviour and fair dealing.



Our year at a glance

2020/21



- **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

Procurement 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 the 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.

Procurement 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.

2.4 PROCUREMENT

What we do

Procurement

We provide a range of services:

- Council stores in Roma, Mitchell, Surat, Yuleba & Injune – Stocking parts/supplies that are required to support Council operations (e.g. signs, cleaning equipment and supplies, personal protective equipment, vehicle parts/supplies, and fuel and lubricants).
- Centralised procurement support to Council's operational staff, including the facilitation of quote/tender processes for the acquisition of goods and services.
- Advice related to contractual matters, supplier performance management, legislative compliance, and/or the development of scope of work / specification documents.

Strategic finance

We assist with analysing and reporting costs to help with decision making.

Program, contract and project management

We coordinate the capital works program as a whole to identify:

- the optimum sequencing of works;
- any efficiencies that can be achieved by combining works.

We also aim to achieve cost savings on high value capital expenditure through specialisation. Inhouse (day labour) construction is coordinated by the Project Management Office (PMO) and outsourced (contract) works are managed by the Contract Management Office (CMO).

What we must do

Information Privacy Act 2009
Right to Information Act 2009
Crime and Corruption Act 2001
Public Records Act 2002
Council's Procurement Policy
Public Sector Ethics Act 1994

Local Government Act 2009

For example:

Council will conduct its procurement and contracting activities in a manner that is financial sustainable by ensuring regard is had to the sound contracting principles when entering into a contract for—

(i) the supply of goods or services

"sound contracting principles" (Section 104(3) of the *Local Government Act 2009*):

- (a) value for money; and
- (b) open and effective competition; and
- (c) the development of competitive local business and industry; and
- (d) environmental protection; and
- (e) ethical behaviour and fair dealing.

Section 104 (8) specifies that the legislation does not require equal consideration to be given to each of the sound contracting principles. However it does require that all are considered when entering into a contract for the supply of goods or services.

Local Government Regulation 2012

For example:

- Council must not dispose of property (any value), plant and equipment (valued at >\$5,000) and/or other types of non-current assets (valued at >\$10,000) without first inviting written tenders or offering the asset for sale by auction (Section 227 *Local Government Regulation 2012*)
- Unless an exception applies, Council may not enter into a large-sized contractual arrangement (\$200,000 +) without first inviting written tenders (Section 226 *Local Government Regulation 2012*)
- Council must publish the relevant details for lump-sum contractual arrangements, valued at greater than \$200,000, on its website (including the value of the contract, the company or person with whom Council entered into the contract with, and the purpose of the contract) (Section 237 *Local Government Regulation 2012*).

Why we do it

All functions within Council rely on the procurement of goods (materials) and services to be able to deliver services and projects for the community.

Like any business, challenges in the sourcing of supplies (e.g. availability, price, quality and lead times) can impact the timely and effective delivery of services and projects. Planning for procurement on the part of project managers and working with the Procurement officers is critical to delivery of the annual works program.

Given that we are managing public funds, it is also critically important that the framework for local government procurement (established in the *Local Government Act 2009*) is followed.

This means we need to have regard to all of the sound contracting principles in all of our decision making.

For a period of time, a centralised process has been implemented to give a wholistic view of Council's procurement, and enable new systems and controls to be established.

Initially involving all purchases, over time the procurement function is being 'handed back' to the relevant areas, initially for the low value purchases.

Ultimately, the plan is for the appropriate delegations to be in place to enable the Procurement team to focus on the higher value / higher risk purchases and tenders.

How we are trending - Procurement

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$ million	\$ million	\$ million	\$ million	\$ million	\$ million	\$ million	\$ million
External reporting								
Materials and services - operating	66.169	39.285	30.060	28.338	27.317	28.431	33.749	37.146

	2018/19	2019/20	2020/21
Requisitions	16,810	17,001	17,046
- Number	\$89,863,519.52	\$85,400,134.66	\$87,639,421.50
- Value			
Tenders prepared		18	37
Contracts awarded in financial year		14 (includes 2 tenders issued in 2018/19, and awarded in 2019/20)	30 (includes 7 tenders issued in 2019/20 and awarded in 2020/21)
Tenders to be considered in subsequent financial year		6	7
Procurement requests		906	883
Store issues		15,037	13,243












Lynda and David in Council's Roma Store

2.4 PROCUREMENT

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

Looking back - what we achieved in 2020/21

(a) Tenders and contracts

Increased number of tenders

The Procurement team managed more than double the number of tenders in 2020/21 compared to the previous year. This included:

- 7 tenders prepared in 2019/20 and awarded in 2020/21.
- 37 tenders prepared in 2020/21.
- 30 tenders awarded in 2020/21 including 7 from 2019/20.
- 7 tenders to be awarded
- 7 tenders not awarded.

The increased number of tenders required to be prepared resulted in a significant workload for the small number of procurement resources:

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

(b) Refresh of panels and maintenance of tender calendar.

Tender calendar

The tender calendar was updated with the release and completion of tenders for additional suppliers to the following existing Registers of Pre-qualified Suppliers:

- Wet Hire of Plant
- Trade and Associated Services
- Vegetation Management
- Minor Works – Civil Construction and Maintenance
- Purchase and Removal of Valuable Recyclable Materials and the addition of new Approved Contractor Lists for:
 - Building Certification Services
 - Valuation Services.

Procurement in action



At Council's meeting on 28 October 2020, Council considered a tender evaluation for the Bigger Big Rig Interpretive Design and Construction. Council's resolved as follows (Resolution No. OM/10.2020/115):

That Council:

1. Select Xzibit Pty Ltd as the preferred supplier for Tender 21008 - Bigger Big Rig Interpretive Design and Construction Project.
2. Authorise the Chief Executive Officer (or delegate) to enter into final negotiations with Xzibit Pty Ltd, noting the tendered value of \$687,376.80 GST inclusive for Concept 1 and execute the contract if the final terms are acceptable.
3. Continue to work with the contractor (post tender award) with the view of maximising use of local contractors and suppliers where possible.

2.4 PROCUREMENT

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Procurement			
Release and evaluation of public tenders for large-sized contractual arrangements (\$200,000 +)	2.4.1	<p>Tenders released for large-sized contractual arrangements:</p> <ul style="list-style-type: none"> • Provide advice related to the development of scope of work / specification documents; • Collate tender documentation; • Invite public tenders via the approved portal; • Evaluate submissions through an evaluation panel including officers accountable for the service or project; • Table the panel's evaluation report for Council's consideration; • Notify tenderers of the outcome; • Raise requisition and/or draft contract for execution in conjunction with the accountable manager/officer. 	✓
Release and evaluation of public tenders for valuable non-current asset contracts	2.4.1	<p>Tenders released for large-sized contractual arrangements:</p> <ul style="list-style-type: none"> • Provide advice related to the development of scope of work / specification documents; • Collate tender documentation; • Invite public tenders via the approved portal; • Evaluate submissions through an evaluation panel including officers accountable for the service or project; • Table the panel's evaluation report for Council's consideration; • Notify tenderers of the outcome; • Raise requisition and/or draft contract for execution in conjunction with the accountable manager/officer. 	✓
Release and evaluation of quotation requests for small and medium-sized contracts (up to \$200,000)	2.4.1	<ul style="list-style-type: none"> • Invite quotes via direct request or vendor panel; • Evaluate submissions; • Raise requisition; • Notify suppliers of outcome. 	✓
Facilitate creditor payments, through verification of invoices etc.	2.4.1	As required.	✓
Release and evaluation of public tenders for preferred and pre-qualified supplier panels (\$200,000 + expenditure per year)	2.4.1	<p>Tenders released for prequalified supplier panels:</p> <ul style="list-style-type: none"> • Provide advice related to the development of scope of work / specification documents; • Collate tender documentation; • Invite public tenders via the approved portal; • Evaluate submissions through an evaluation panel including officers accountable for the service or project; • Table the panel's evaluation report for Council's consideration; • Notify tenderers of the outcome; • Prepare deed of agreement. 	✓
Sole supplier arrangements	2.4.1	<p>As required.</p> <p>Annual review and adoption by Council.</p>	✓
Procurement policy review	2.4.1	<p>Annually.</p> <p>The Procurement Policy was previously reviewed and subsequently adopted at the Council meeting on 18 March 2020. (Council Resolution: GM/03.2020/43).</p>	✗
Contracts			
Draft contracts / lease documents	2.4.1	<p>As required.</p> <p>Ensuring project/contract manager lead, and legal review for high risk items.</p>	✓
Provision of advice related to legislative compliance and procurement matters	2.4.1	As required.	✓
Publish details of contractual arrangements worth \$200,000 or more on the website and in our public office	2.4.1	As required.	✓

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Stores / inventory			
Maintain a reliable and efficient stockholding of standardised goods and parts through internal stores. <ul style="list-style-type: none"> Procure goods Management of stock including reordering levels, stock rationalisation and acquisition of new items Issuing stock to operational staff 	2.4.7	Ongoing	✓
Reconciliation of fuel use and assignment of expenditure to relevant cost centres (Work order/ General ledger)		Weekly	✓
Undertake scheduled stocktake		Monthly	✓
Maintain yards and depots (e.g. mowing, brush cutting, weed control etc.)		As required	✓
Local business support			
Point of contact for current and prospective suppliers	2.4.8	Ongoing (in Roma Depot only)	✓
Verification of businesses' local content to ensure accurate weighting		Ongoing	✓

Our performance in focus

Our finances - Procurement

	2020/21
Operations	\$
Operating revenue	7,497
Other revenue	7,497
Operating expenses	1,094,190
Employee costs	821,294
Materials and services	265,776
One-off projects (operating)	7,120
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(1,086,693)

2.5 Financial reporting

We measure and report on our finances through audited 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.



Our year at a glance

2020/21



'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.

Financial reporting highlights

Ratio targets

For the third consecutive year, Council has all three State Government specified 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.

Financial reporting 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.

2.5 FINANCIAL REPORTING

What we do

We prepare the general purpose financial statements and other financial accountability documents that are required by legislation for Council.

We also prepare financial reports for those who provide funding to Council for specific projects, whether through the Australian or Queensland Governments or other organisations.

What we must do

Local Government Act 2009
Local Government Regulation 2012
Australian Accounting Standards
Funding agreements

Why we do it

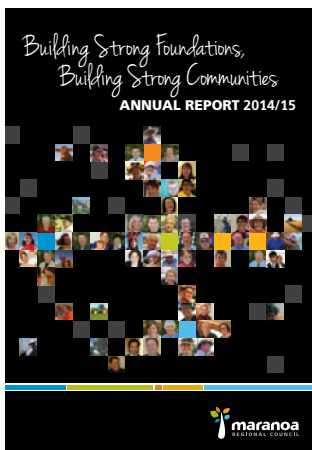
Council's core responsibilities to measure and communicate our financial performance are included in the *Local Government Act 2009* and *Local Government Regulation 2012*.

The four key financial accountability documents required to be prepared are:

- general purpose financial statements (Section 104 (5)(b)(i) of the *Local Government Act 2009*);
- asset registers (Section 104 (5)(b)(ii) of the *Local Government Act 2009*);
- an annual report (Section 104 (5)(b)(iii) of the *Local Government Act 2009*);
- annual review of implementation of the operational plan (Section 104 (5)(b)(iv)).

General purpose financial statements include the following primary statements and associated notes to the financial statements:

- Statement of Comprehensive Income ('Profit and Loss')
- Statement of Financial Position ('Balance Sheet')
- Statement of Changes in Equity
- Statement of Cash Flows ('Cash Flow Statement').



Some of Council's previous Annual Reports

How we are trending - Financial reporting

Financial ratios	Formula	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Target
Information for business planning / financial performance										
Current ratio	Current assets divided by current liabilities	3.21	5.00	5.38	5.99	5.29	4.96	3.72	3.79	Generally between 1:1 and 4:1 Higher percentage = higher liquidity
Asset consumption ratio	Written down value of physical stock of assets divided by the Gross value of physical stock of assets	75.28%	76.68%	74.67%	66.67%	73.1%	71.77%	71.80%	74.04%	Between 40 and 80%
Debt service cover	Net operating result (excluding capital items) + depreciation + interest expense divided by interest expense plus prior year current interest bearing liabilities	8.30	6.17	4.10	11.09	7.75	10.5	11.83	11.72	Greater than 2 times
Average useful life of depreciating assets	Property, plant and equipment divided by annual depreciation	32.14	32.75	30.86	33.80	37.54	39.81	41.15	44.74	Between 30 and 40 years
Council controlled revenue measures	Non-grant operating revenue divided by total operating (recurrent) revenue	77.62%	76.38%	75.99%	65.5%	74.82%	73.92%	77.43%	73.60%	Higher the per cent = greater independence
Compliance / external reporting										
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue	-5.92%	-5.01%	-18.3%	3.83%	-6.19%	4.95%	2.49%	6.13%	0 - 10%
Asset sustainability ratio	Infrastructure renewals divided by depreciation expense excluding plant and equipment depreciation	184.15%	21.86%	23.08%	52.2%	44.55%	205.94%	188.01%	134.35%	More than 90%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue	-24.98%	-46.94%	-68.83%	-63.3%	-71.85%	-42.68%	-28.88%	-43.58%	Less than 60%

2.5 FINANCIAL REPORTING

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 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 Internal Audit Plan – develop internal audit plan.	■

Looking back - what we achieved in 2020/21

For the third consecutive year, Council has all three State Government specified 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.

The statement is prepared each year 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 drawn from Council's audited general purpose financial statements.

The three measures of financial sustainability (ratios) reported in the statement are:

- Operating surplus ratio – The operating surplus ratio indicates the extent to which operational (recurrent) revenues raised cover operational expenses. It is calculated as the net operating result divided by total operating revenue (excluding capital items). The benchmark for this ratio is 0-10%. Council achieved 6.13%.
- Asset sustainability ratio – The asset sustainability ratio indicates the extent assets are being replaced as they reach the end of their useful lives. It is calculated as capital expenditure on replacement infrastructure assets (renewals) divided by depreciations expense on infrastructure assets. The benchmark for this ratio is greater than 90%. Council achieved 134.35%.

Looking back - what we achieved in 2020/21 continued

- Net financial liabilities ratio – The net financial liabilities ratio indicates the extent to which operating revenue can cover net financial liabilities. It is calculated as total liabilities less current assets divided by total operating revenue. The benchmark for this ratio is less than 60%. Council achieved -43.58% (A negative for this ratio is a good result). This means that Council’s financial management has continued on the right track. Whilst we are proud of this achievement for 2018/19, 2019/20 and 2020/21, Council must remain vigilant and continue to actively implement financial management strategies that will continue to strengthen our financial sustainability for current and future generations.

SHARE-A-THANKS

Thank you to Dee - Successful independent (external) audit of our 2019/20 financial statements !

Each year, local governments in Queensland are audited by a representative of the Queensland Audit Office. This year marked a significant milestone for Maranoa, as we received advice of the successful completion of the financial statements for the year ended 30 June 2020.

The milestone was significant because it was the 7th consecutive year that our Council team members have achieved a ‘clean bill of health’ for the annual financial statements.

For those who aren’t aware, the preparation of the statements is the culmination of a year’s work, with many team members contributing various inputs as part of their daily work. However, the overall coordination and professional expertise is provided by Dee Sullivan each year.

With the increasing complexity of local government financial reporting, the effort required to project manage each component of the financial reporting cannot be understated.

Congratulations to Dee and thank-you to all involved in making sure that the record is unblemished and success continued !



Annual services

✓ Undertaken / completed ■ In progress

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21
Preparation of financial statements	2.5.1	Preparation of: (a) a general purpose financial statement; (b) a current-year financial sustainability statement; (c) a long-term financial sustainability statement.	✓
		Compliance with Section 104 (5)(b)(i) of the <i>Local Government Act 2009</i> and Sections 176 and 177 of the <i>Local Government Regulation 2012</i> including prescribed accounting standard published by the Australian Accounting Standards Board: (a) Australian Accounting Standards; (b) Statements of Accounting Concepts; (c) Interpretations; (d) Framework for the Preparation and Presentation of Financial Statements.	✓
		Provision of draft financial statements with supporting workpapers to our auditors by the external auditor’s milestone date.	✓

2.5 FINANCIAL REPORTING

Annual services

✓ Undertaken / completed ■ In progress

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21
Audits of Council's financial statements	2.5.2	Sign-off of statements on or before 31 October 2020.	✓
		Unmodified audit opinion.	✓
		Availability of the audited financial statements on Council's website.	✓
Financial sustainability ratios and trends	2.5.3	Preparation and publishing of the financial sustainability statements and measures as determined by the Queensland Government: <ul style="list-style-type: none"> • Operating surplus ratio • Asset sustainability ratio • Net financial liabilities ratio 	✓
	2.5.3	Compliance with Section 178 of the <i>Local Government Regulation 2012</i> .	✓
	2.5.3	Monitoring of trends in other financial ratios: <ul style="list-style-type: none"> • Current ratio • Asset consumption ratio • Debt service cover • Council controlled revenue measures 	✓
Community financial report	2.5.3	Compliance with Section 179 of the <i>Local Government Regulation 2012</i> . * Prepared - pending adoption of the annual report	■ *
Special purpose reports	2.5.4	Preparation of reports for: <ul style="list-style-type: none"> • Australian Government (Roads to Recovery Funding Conditions 2019) • Queensland Government • Coal Seam Gas entities 	✓
	2.5.4	Compliance with funding bodies' reporting milestones (due dates).	✓
	2.5.4	Compliance with agreements with coal seam gas proponents.	✓
Audit committee	2.5.5	Convening of the audit committee and facilitation of reporting to the committee and Council. Minimum 2 meetings per year in accordance with Council policy.	✓
Financial reports to Council	2.5.6	Annual (Minimum) - Fund / business units Monthly - Whole of Council.	✓
	2.5.6	Quarterly Review - Whole of Council / Function	✓
Management reports	2.5.6	Dashboard and print reports - Function and Responsibility (local and regional) (* In conjunction with rebuild of financial systems for new structure, and rollout out of corporate performance measures).	■
Financial risks, controls, internal audit	2.5.7	Periodic review of financial risks. Arrange internal audits.	■
Asset registers	2.5.1	Recording of Council's non-current physical assets.	✓

Our finances - Financial reporting

Operations	2020/21 \$
Operating revenue	-
Operating expenses	88,291
Materials and services	88,291
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(88,291)

Strategic priority 3

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

HELPING TO KEEP OUR COMMUNITIES SAFE

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3.1 Animal control & community safety

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



Our year at a glance

2020/21



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).

Animal control & community safety 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.

Animal control & community safety 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.

3.1 ANIMAL CONTROL & COMMUNITY SAFETY

What we do

We work with the community to encourage responsible ownership of animals and uphold community standards across the entire Maranoa region. This includes responding to requests relating to:

- Animal registrations;
- Wandering animals;
- Dog attacks;
- Barking dogs and barking collar hire;
- Cat and dog trap hire;
- Prohibited animals – what can be kept in a town area and what can't;
- Excess animals (greater than what is permitted under Council's local law);
- Adoption and rehoming;
- Overgrown and unsightly allotments;
- Abandoned vehicles.

Our services are both proactive (through community education and inspection programs) and responsive to issues that arise in the community.

We also operate the Roma pound facility and provide an after-hours emergency response service for urgent animal control issues e.g. dog attacks.

Why we do it

Council has responsibilities delegated to it through Queensland Government legislation and it also makes local laws applicable to the region.

The ultimate goal is to ensure that humans and pets can live in harmony - without nuisance or fear of injury.

Ensuring compliance with the laws must be undertaken by officers authorised under the relevant legislation. Their responsibilities include:

- Seizing and impounding animals wandering at large;
- Declaring dogs as dangerous or menacing (where applicable);
- Investigating complaints including nuisance and dog attacks;
- Issuing notices and fines (State Penalties Enforcement Registry) to the identified non-compliant animal keeper/ carer;
- Issuing destruction orders in accordance with the local law and legislation;
- Entering onto land in certain circumstances.

Council also wants to support and encourage responsible pet ownership - our special events, education material and school visits help with raising awareness of everyone's responsibilities.

What we must do

Queensland Government

Local Government Act 2009
Animal Management (Cats & Dogs) Act 2008
Animal Management (Cats & Dogs) Regulation 2009
Workplace Health & Safety Act 2011
Animal Care & Protection Act 2001

Local Laws and Subordinate Local Laws

Local Law No 1 (Administration) 2011
Local Law No 2 (Animal Management) 2011
Local Law No 3 (Community and Environmental Management) 2011
Subordinate Local Law No 1.5 (Keeping of Animals) 2011
Subordinate Local Law No 2 (Animal Management) 2011
Subordinate Local Law No 3 (Community & Environmental Management) 2011

Other documents

Maranoa Regional Council Disaster Management Plan
Animal Disaster Plan (Evacuation of Roma Pound Facility)
Animal Disaster Management Sub Plan
Australia Government Investigations Standards
Animal Pound Care Standard Operating Procedure
Animal Sickness Management Standard Operating Procedure
Guidelines for Veterinary Personal Biosecurity
Queensland Dog Breeder Register

SHARE-A-THANKS

Thanks to the Community Safety Team! - Peta, Dian & Kait

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.



How we are trending - Animal control and community safety

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Customer requests Received and closed	No data	No data	No data	1,119	1,688	2,774	3,066
Dog attacks investigations	No data	15	42	49	35	41	73
Emergency response (after hours) Number of calls received Number of physical call outs	No data	No data	No data	267 79	288 103	291 82	406 88
Proactive patrols (hours)	No data	No data	No data	No data	225.25* *7 months of data	308.45	615.55
Roma pound facility Dogs impounded Cats impounded Other animals impounded Animals returned to owners Animals adopted/rehomed	244 - - 149 18	213 - - 128 64	202 - - 104 66	287 21* 0 149 74	309 56* 0 208 60	295 127 21 203 60	305 100 8 245 72
NOTE: *2017/18 & 2018/19 only includes feral/unowned cats - as a result of trapping programs							
Animal registrations Renewals processed New registrations Number of registered cats Number of registered dogs Animals marked as deceased or departed.	828 475 23 1,341 2	1,473 589 7 1,785 3	2,153 436 9 1,959 8	1,409 448 13 2,199 190	2,016 672 14 2,603 1,381	2,429 755 211 2,786 649	2,518 1,018 408 3,058 538
Inspection program results Properties inspected Advisories issued Infringements issued	263 No data	204 No data Nil	162 No data 40	Not conducted	366 54 102	272 47 78	163 39 12
Animal management compliance Advisory notices Compliance notices	No data	No data	No data	259 20	228 38	204 25	193 20
Overgrown and unsightly allotments Advisory notices Compliance notices	No data	No data	No data	71 15	12 4	64 19	97 27
Excess dogs Applications processed Renewal permits Permits cancelled	No data	56 0 0	8 - 43	5 14 8	1 12 3	13 13 4	19 21 8
Abandoned vehicles Requests received and actioned Vehicles impounded	No data	6 6	0 0	2 2	3 3	12 3	13 4
Infringements issued	23	76	47	56	161	120	38

More about the numbers

Customer requests are increasing year on year, substantiating the requirement for the provision of Community Safety & Compliance Services across the Maranoa Region. This year the average number of requests received and closed in a month was approximately 255. A similar trend is occurring in calls received to the emergency after hours animal management number, which increased this year by 115 calls.

Through successful recruitment and training, team members were available and job ready which is supported by the spike in proactive patrols conducted across the region this year. Total patrol hours for the year were 615, which is double the hours recorded last year.

In this financial year there was a considerable increase in the number of alleged dog attacks reported to Council. Investigations of this type are given top priority, and require a specific skill set by investigating officers to ensure the right result for all parties involved.

The selective inspection program continues to be a successful method of encouraging compliance for dog registration. This year it was encouraging to see a lower number of suspected unregistered dogs. This resulted in less properties requiring inspections and a substantial decrease in the number of infringements issued. During the period of inspections, an increase in new dog registrations was noted, with 352 new registrations being processed.

Council continues to work with animal owners, residents and rehoming agencies, with the aim to reunite more animals with their owners or alternatively find new homes for unclaimed animals, resulting in a lower euthanasia rate. This year the numbers are heading in the right direction with an increase in both the number of animals returned to owners, and those successfully placed through adoption or rehoming practices.

3.1 ANIMAL CONTROL & COMMUNITY SAFETY

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>3.1.1 Ensure compliance with the State Government's <i>Animal Management (Cats & Dogs) Act 2008</i> and Regulation 2019, Council's Local and Subordinate Local Laws pertaining to animal control.</p> <p><i>Compliance</i> - Ensuring pet owners are fulfilling their legal responsibilities.</p>	Annual service - Emergency response - Rapid response - Other animal management compliance - Excess dog approvals and renewal permits - Registration renewal	✓
	Annual service - Inspection program to check pet owners' compliance (Sample of properties). <i>Ongoing initiative</i>	✓
	(a) Refresher training programs for the team's rangers and officers.	✓
	COVID-19 fee waiver initiative.	✓
<p>3.1.2 Working with animal owners to improve community standards in relation to responsible animal ownership. Encouraging owners to take proactive steps in relation to:</p> <ul style="list-style-type: none"> • microchipping & registration; • adequate fencing & enclosures; • animal exercise & stimulation; • desexing; • walking dogs on a lead. <p><i>Prevention</i> - Community education and support to minimise the risk of animals causing harm or nuisance to others.</p>	Annual service - community education and events including:	✓
	Regular communication about responsible pet ownership.	✓
	(b) Regional Pet Education Program. School visits (Begonia, Teelba and Surat State Schools). <i>Ongoing initiative</i>	✓
	(c) Community educational initiatives Council's desexing program (Round 3). <i>Ongoing initiative</i>	✓
<p>3.1.3 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:</p> <ul style="list-style-type: none"> • overgrown and unsightly allotments; • abandoned vehicles and goods. <p><i>Prevention, Compliance and Response</i> - Community education, support and actions where property owners are causing impacts to others.</p>	Annual service - Abandoned vehicles and goods. - Overgrown and unsightly allotments.	✓
<p>3.1.4 Manage stray, unwanted and wandering animals in the community within approved service levels.</p> <p><i>Mitigation</i> - Reduce impact to the community caused by others' pet ownership.</p>	Annual service - Proactive patrols of public spaces	✓
	Annual service - Pound facility operation	✓
	Annual service - Emergency response	✓
	(d) Extension to Council funded trapping program (and other cat management initiatives). <i>Ongoing initiative</i>	✓
	Increase to the animal pound capacity.	✓

What we aim to do	2020/21	2020/21 Progress
3.1.5 Partner with other entities on animal control issues within the region. <i>Response - Collaboratively work to address identified issues.</i>	Annual service - Adoption / rehoming program - now also including cats. (With local vets and rescue organisation).	✓
3.1.6 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

Looking back - what we achieved in 2020/21

(a) Refresher training programs for the team's rangers and officers

Training and developing our rangers and officers to assist with the delivery of consistent compliance outcomes across the region.

Animal Control/Community Safety Officers are involved in investigating breaches of local and state legislation within our community. The training and development of officers is critical to ensuring a consistent, professional and fair approach as well as assisting to respond to and resolve issues within agreed timeframes. The team consists of two rangers, two officers, a lead investigator, administration officer and manager. 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

(b) Regional Pet Education Program (School visits)

Conduct awareness programs for younger audiences – Pet PEP (People and Pets Education Program)

In August 2020, Council entered into an agreement with the AVA (Australian Veterinary Association) to deliver Pet PEP (Pets & People Education Program). The COVID-19 pandemic presented some challenges in this space, however with the easing of restrictions, the Community Safety Team were on the road in the second half of the financial year conducting presentations with local schools in conjunction with the Roma Vet Clinic and Biosecurity Queensland. Presentations were delivered to Begonia, Teelba and Surat State Schools.

The AVA has now discontinued this program, however Biosecurity Queensland has indicated that they are willing to support a similar format in the future. Council will work with them and local vets to continue to deliver the program.

(c) Community education initiatives

Offering incentives and programs to animal owners to reduce the amount of unwanted stray animals and dog attacks within the Maranoa

Desexing vouchers to the value of \$100 were promoted to animal owners to coincide with National Desexing Month in September 2020 with 72 vouchers issued in total.

In partnership with the local vet, discounted microchipping was offered at the Farmers Connect Event in Roma in April 2021.

Due to an increase in concerns raised by residents on magpies – new content has been added to the Council website providing tips to residents on how to live with wildlife. This includes swooping birds, flying foxes, possums and snakes. Corflute signage has been designed and sourced and will be erected at various locations during the next magpie season to generate awareness of residents and visitors to the area of swooping birds.

A public notice was developed and issued to residents in August 2020 to generate awareness of registration requirements and to notify residents of the annual inspection program. During the first quarter of the financial year, 595 new registrations were processed which was an increase of 317 from the same time last year.

Council endorsed a 50% fee waiver as part of a COVID-19 incentive applying to the majority of services provided by the Community Safety & Compliance team including registration, impoundment fees and pet id tags.



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

3.1 ANIMAL CONTROL & COMMUNITY SAFETY

(d) 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. Free cat trap hire continues to be provided and Council covers the costs of euthanasia for feral/unowned cats. This year 51 traps were hired, resulting in 60 cats being impounded - 40 of the cats captured were identified as feral and euthanised. To support this program new resources were developed, with content added to the Council website. An animal trapping instruction guideline and new trap hire form has been developed and distributed to residents hiring traps. Due to the increase in unclaimed impounded cats, the Community Safety team has expanded the existing adoption and rehoming program to include cats and has increased the capacity of the pound to enable a greater number of cats to be housed.

Purrfect reunion

15 year old Junior was missing from his Roma residence for 8 weeks.

His owner was close to giving up hope of finding him when someone who had previously lost their cat and a friend forwarded her Council's post seeking Junior's owner.

Upon reunion, Junior's owner was overwhelmed with joy. Junior holds a very special place in his owner's heart as she revealed, "Junior was my daughter's cat. He is the only living connection I have with her now. Together we rescued Junior from a cat shelter, he was 7 weeks old at the time. The gratitude I feel to the people who found and rescued Junior is beyond words."



Junior

Tails of Success

Below are stories that show Council's successful adoption process. These stories featured on Council's Facebook page.

TAILS OF SUCCESS



Lolly

When did you adopt Lolly?
August 2020.

What made you adopt Lolly?
Lolly looked like she would fit in with my fur family.

What's your favourite thing about Lolly?
Lolly has a lovely personality.

Please contact Council's Community Safety Team on 1300 007 662 to set up a meet and greet today!



TAILS OF SUCCESS



Lana

When did you adopt Lana?
August 2020.

What made you adopt Lana?
I've always liked red dogs and was ready to adopt when she was available.

What's your favourite thing about Lana?
She is very energetic (sometimes) and friendly.

Please contact Council's Community Safety Team on 1300 007 662 to set up a meet and greet today!





Surat State School students receive a visit from Scooter and Tiahna

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it 2020/21?
Emergency response (outside business hours)	3.1.1 3.1.2	<p>Priority response to the following urgent issues outside of business hours:</p> <ul style="list-style-type: none"> • dog attacks; • dogs posing an imminent or immediate risk to the public; • wandering dogs in high traffic areas; • wandering dogs that have been secured; • stock on roads in urban areas. <p>An officer is rostered on call to provide this service on weekdays, weekends and public holidays.</p>	✓
Services during business hours (Monday to Friday - 8.20am to 5.00pm)			
Rapid response	3.1.1 3.1.2	<p>Priority deployment of an officer/s to respond to and investigate high risk animal management concerns. This includes providing advice and education or may include enforcement action. Priority areas include:</p> <ul style="list-style-type: none"> • dog attacks; • dogs posing an imminent or immediate risk to the public; • wandering dogs in high traffic areas; • wandering dogs that have been secured; • stock on roads in urban areas. 	✓
Other animal management compliance	3.1.1 3.1.2	<p>Response to and investigation of other animal management compliance concerns. This includes providing advice and education or may include enforcement action. Areas of focus include:</p> <ul style="list-style-type: none"> • unregistered animals; • wandering animals (low traffic areas); • excess animals; • prohibited animals; • animal nuisance – i.e. barking; • breach of regulated dog permit conditions; • hire of cat and dog traps; • hire of barking collars. 	✓
Proactive patrols of public spaces	3.1.4	<p>Daily patrols in Roma and on a frequent basis in the townships of Mitchell, Surat, Injune, Wallumbilla, Yuleba and Jackson, with the aim of securing wandering or stray dogs.</p> <p>Patrols are conducted more frequently if there is an increase in reports of wandering dogs or animal attacks.</p> <p>The aim is to visit regional towns a minimum of once each week.</p>	✓
Overgrown and unsightly allotments	3.1.3	<p>Response to and investigation of concerns relating to environment and community standards. This includes providing advice and education or may include enforcement action. Areas of focus include:</p> <ul style="list-style-type: none"> • overgrown allotments • fire hazards • unsightly allotments (accumulation of goods) • community safety hazards i.e. electric or barbed wire fencing, unsecured objects that may become airborne. 	✓
Abandoned vehicles	3.1.3	<p>Respond to and investigate concerns. This may include:</p> <ul style="list-style-type: none"> • impounding and disposal of vehicles if unclaimed. • conducting registration and property security searches. 	✓

3.1 ANIMAL CONTROL & COMMUNITY SAFETY

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it 2020/21?
Pound facility	3.1.4	<p>Provide a secure environment for the impound of animals. This includes general operation of the facility and includes:</p> <ul style="list-style-type: none"> • scheduled and unplanned maintenance; • care of impounded animals (feeding, exercising, cleaning); • temperament testing; • transport of animals to and from the facility; • disposal of animals and animal waste; • maintenance of supplies, tools and equipment; • attempting to reunite lost animals with owners (website, Facebook promotion, impound notices, microchip scanning). <p>(Pound capacity – 11 dogs and 5 cats.)</p> <p>It also includes maintenance of an evacuation plan for the impound facility during disaster events.</p>	✓
Adoption / rehoming program	3.1.5	<p>Reduce euthanasia rates of impounded animals through a responsible adoption or rehoming process. This includes:</p> <ul style="list-style-type: none"> • temperament testing of dogs/cats that are either unclaimed or surrendered to assess if suitable for rehoming; • developing adoption profiles; • advertising animals locally for adoption; • approaching rescue groups as required in attempt to rehome animals; • forming working agreements between Council and rescue organisation. 	✓
Animal cruelty	3.1.5	<ul style="list-style-type: none"> • Notification to the relevant agency - Biosecurity Queensland. 	✓
Registration renewal	3.1.1	<p>Annual registration renewal program within legislative requirements. This involves:</p> <ul style="list-style-type: none"> • issuing of renewal notices within legislative timeframes; • updating Council systems with new tag sets and fees; • the timely processing of animal registration renewals paid via online payment including BPAY which includes the issue of new registration tags; • follow up on overdue registration – via SMS and cold calling; • the timely processing of requests relating to changes in animal or animal owner details to maintain a high level of data integrity. i.e. deceased animals, change of address. <p>Dog/cat registration applies to all animals being kept within the Maranoa region - both in and out of town designated areas. Reduced rates apply for dogs located in non-designated town (rural) areas. Exemptions for working dogs and assistance dogs are available.</p> <p>Issue of animal registration renewal notices 14 days before renewal payment due date; animal registration renewal payment due by 30 June.</p>	✓
Excess dog approvals and renewal permits	3.1.1	<ul style="list-style-type: none"> • Processing and assessment of new excess dog applications • Assessment and issue of annual renewal permit 	✓
Inspection programs	3.1.1	<p>Annual inspection program assessing compliance to State legislation and Council Local laws pertaining to registration and regulated dog permit conditions.</p>	✓
Community education and events	3.1.2	<p>Delivery of education programs, media campaigns and events that increase awareness and encourage and promote responsible animal ownership. This includes:</p> <ul style="list-style-type: none"> • implementation of the annual communication plan; • dog/cat desexing program; • children and pet education in schools; • adoption/rehoming program. 	✓
Animal management disaster planning and response	3.1.6	<ul style="list-style-type: none"> • Information, response and assistance to the community during and post disaster events. • Participation in annual "Get Ready" program 	✓

Our finances - Animal control and community safety

Operations	2020/21 \$
Operating revenue	147,824
Fees and charges	145,974
Other revenue	1,850
Operating expenses	831,641
Employee costs	747,288
Materials and services	83,686
Finance costs	667
Depreciation expense	5,104
Operating result (deficit) - Contribution required from general revenue	(688,921)

Capital expenditure (Renewal, new, upgrade works)	2020/21 \$
Capital expenditure	-
Asset renewal	-
New works	-
Upgrade works	-
Total capital expenditure	-

3.2 Building control & pool safety

We assist in maintaining building standards and pool safety for current and future residents, and provide building information required by other tiers of government and the community.



Our year at a glance

2020/21



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**

Building control & pool safety 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 through 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 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 crisis.

Building control & pool safety 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.

3.2 BUILDING CONTROL & POOL SAFETY

What we do

Council provides a building certification service for all classes of buildings and all types of building works, including new work and additions and alterations.

We are responsible for assessing plumbing and drainage works for compliance and we provide a pool safety inspection and certification service by our Registered Pool Safety Inspectors (PSIs).

We record all building assessments, pool safety inspections and certificates completed by Council and all building assessments completed by the private building certification industry.

Our regulatory functions include routine reporting of our records to the Australian Bureau of Statistics and on request to the Queensland Building Construction Commission (QBCC).

Why we do it

Building certification

Most types of building work, including new buildings and structures, as well as additions and alterations to existing buildings, require approval by a licensed Building Certifier before starting construction. This involves an assessment of proposed building work for compliance with relevant State and National standards to ensure that health, safety and amenity is maintained in the public interest.

In 1998 Queensland introduced a private building certification system, enabling qualified professionals from the private sector to perform building assessments and inspections, and certify constructed works in accordance with relevant building standards and laws. Prior to this, these services could only be provided by authorised officers of the local government. These changes to the building laws have created greater choice for those wanting to carry out new building work.

For building works that are certified by the private industry, Council receives notification upon engagement of the certifier, and upon completion and final certification of the constructed works. This enables Council to maintain a record of all building work that is carried out in the region.

Pool safety

Compliant pool barriers help save lives by preventing young children from accessing swimming pools.

All pools, including spas and some portable pools, must now comply with the pool safety standard.

The standard applies to homes with new or existing pools as well as short and long-term accommodation premises. This includes new and existing pools in houses, unit complexes, hotels, motels, backpacker accommodation, caravan parks and mobile van parks.

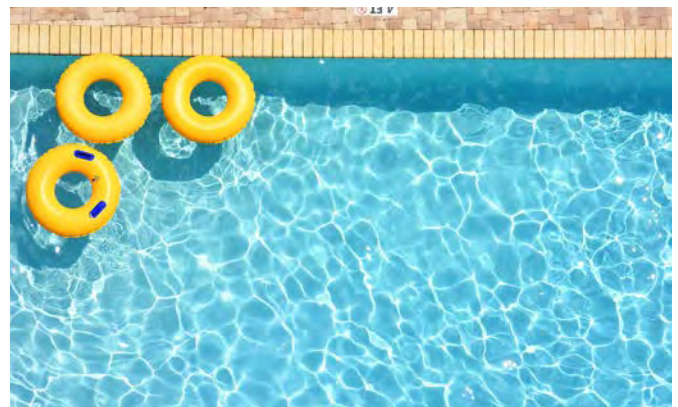
All pools in Queensland must be registered on the State pool safety register. The pool safety register includes a record of pools in Queensland, pool safety certificates issued and a list of all licensed pool safety inspectors.

Council has 2 registered pool safety inspectors, and runs an annual program where domestic pool inspections are undertaken free of charge. This year's program was extended to run for 3 months, from December to February.

The Queensland Building and Construction Commission (QBCC) is responsible for pool safety inspector licensing, compliance and disciplinary functions.

For more information visit:

<https://www.qbcc.qld.gov.au/home-building-owners/pool-safety/overview>



What we must do

Local instruments

Maranoa Planning Scheme 2017
Adopted Infrastructure Charges Resolution

Queensland Government

Local Government Act 2009
Planning Act 2016
Planning Regulation 2017
Building Act 1975
Building Regulation 2021
Building and Construction Commission Act 1991

Building and Construction Legislation (Non-conforming Building Products—Chain of Responsibility and Other Matters) Amendment Act 2017

Plumbing and Drainage Act 2018

Plumbing and Drainage Regulation 2019

Standard Plumbing and Drainage Regulation 2003

Queensland Plumbing and Wastewater Code

Queensland Development Code.

Australian Government

National Construction Code (NCC)

Building Code of Australia (BCA)

Plumbing Code of Australia (PCA)

Australian Standards

Disability Discrimination Act 1992 (DDA)

Disability (Access to Premises—Building) Standards 2010.



How we are trending - Building control and pool safety

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Building approvals	301	236	131	117	101	111	134	193
Council certification	161 (53.5%)	125 (53.0%)	97 (74.0%)	89 (76.1%)	77 (76.2%)	90 (79.6%)	100 (74.6%)	160 (83%)
Dwellings, units and duplexes	39	25	9	11	9	7	13	31
Demolitions	1	7	7	5	4	6	9	7
Commercial and industrial approvals	22	19	22	25	25	24	24	15
Additions and alterations to dwellings	34	24	20	15	13	8	16	31
Sheds, carports (Class 10a)	61	45	27	24	20	31	28	63
Special structures (Class 10b)	New measure in 2018/19					7	8	5
Pools	4	5	13	9	6	7	2	8
Private certification	140 (46.5%)	111 (47.0%)	34 (26.0%)	28 (23.9%)	24 (23.8%)	23 (20.4%)	34 (25.4%)	33 (17%)
Building records searches	45	47	44	25	32	59	38	100
Plumbing approvals	191	126	45	35	30	27	31	65
Plumbing assessment fees waived	COVID-19 initiative							\$50,516
Pool safety inspections	No data	44	39	74	41	67	40	69
Pool safety certificates issued	12	33	23	38	27	42	17	43
Inspection fees waived (Pool safety campaign)						\$5,244	\$3,601	\$7,623.40
Community projects assistance								
- Number of not-for-profit organisations that received fee waivers						11	14	5
- Building application fees						\$10,191.90	\$3,125.48	\$4,276.75
- Plumbing and drainage application fees						\$1,868.60	\$11,556.82	\$826.70
- Total value						\$12,060.50	\$14,682.30	\$5,103.45

More about the numbers

Overall, the number of building approvals increased by 44.03% on last year, despite a reduced number of approvals for some building classes. Council certification increased by 60% and has remained higher than private certified works in the region.

A notable increase in approvals was observed across the following building classifications:

New dwellings	+ 138.46%
Domestic renovations/extensions	+ 93.75%
Domestic sheds	+ 125%

A corresponding increase in approvals for plumbing and drainage work was also observed (+110%).

A reduced number of approvals were granted for special structures, commercial and industrial work, and demolition work compared to last year. Most notably, the number of approvals for commercial and industrial work decreased by 37.5%.

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

Pool safety certification has also shown a marked increase from last year, rising 152.94%.

3.2 BUILDING CONTROL & POOL SAFETY

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
3.2.1 Provide a building, plumbing and drainage, and pool inspection and certification service including: <ul style="list-style-type: none"> Assessment and timeframes in accordance with the Queensland Government's Development Assessment Rules. Mandatory compliance inspections and certification for compliant completed works. 	Annual service	✓
	(a) Implementation of regular visitation days at Council's regional Customer Service Centres.	✓
	Promote free pre-lodgement meetings and advice.	✓
3.2.2 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.	✓
3.2.3 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	✓
3.2.4 Provide assistance to the community through: <ul style="list-style-type: none"> pre-lodgement meetings upon request; community projects assistance. 	Annual service	✓
3.2.5 Conduct an annual pool safety campaign waiving Council fees.	Annual service (b) Free pool inspection during summer December 2020 – February 2021*. * Campaign extended	✓
3.2.6 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).	✓ (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.	✓



Brochures advising of the Building (and Planning) team's visitation days at Council's regional Customer Service Centres.

Looking back - what we achieved in 2020/21

(a) Implementation of regular visitation days at Council's regional Customer Service Centres

Building and Planning Team visit towns across the region

Building and Planning Officers were available to meet with residents at Council's Customer Service Centres in Injune, Mitchell, Roma and Surat in 2020/21.

Residents were able to drop in and visit the team to ask questions about a new building project or development proposal, or to obtain information or advice.

The team visited each town a minimum of 8 times through the year as part of the visitation program. Additional town visits occurred in response to customer requests.

(b) Free pool inspections during summer

Residents were able to take advantage of the free domestic pool safety inspections during the 2020/21 summer.

Council extended its Pool Safety Campaign by one month, to February 2021, to allow more time for residents to take advantage of the free service and increase compliance.

Residents were able to make sure their pools were compliant by booking a free inspection normally valued at over \$280 each.



Building control and pool safety inspection.

3.2 BUILDING CONTROL & POOL SAFETY

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Applications			
Building works	3.2.1	Assessment and timeframes in accordance with the Queensland Government's Development Assessment Rules. Mandatory compliance inspections and certification for compliant completed works.	✓
Plumbing and drainage works	3.2.1	Assessment and timeframes in accordance with the Queensland Government's Development Assessment Rules. Mandatory compliance inspections and certification for compliant completed works.	✓
Assistance to the community			
Pre-lodgement meetings, information and advice	3.2.1, 3.2.4	Upon request.	✓
Community projects assistance	3.2.4	As required.	✓
Building information			
Building approval records	3.2.3	Applications recorded electronically once accepted by Council as properly made.	✓
Building record searches	3.2.3	Within 5 business days. Upon request.	✓
Development application (DA) tracking	3.2.3	Online/live tracking service - available 24 hours a day / 7 days a week.	✓
Information and guidance material	3.2.3	Accessible via Council's website - 24 hours a day / 7 days a week.	✓
Compliance			
Inspections and follow up of suspected unlawful works	3.2.2	Inspections for Council approved building work at various stages during the construction process. Depending on the type of building work, this can include inspections of the footings and frame, and in all cases upon final completion of the work. Investigation of suspected unlawful works as identified. Rectification works required immediately where there is a potential risk to public safety.	✓
Statistical reporting			
Development assessment statistics	3.2.3	Monthly	✓
Australian Bureau of Statistics (ABS)	3.2.3	Monthly	✓
Pool safety			
Inspections and certification	3.2.1	Upon request.	✓
Pool safety campaign	3.2.5	December, January, February.	✓

Our finances - Building control & pool safety

Operations	2020/21
	\$
Operating revenue	220,112
Fees and charges	210,119
Internal revenue	9,993
Operating expenses	384,632
Employee costs	368,011
Materials and services	16,621
Depreciation expense	-
Operating result (deficit) - Contribution required from general revenue	(164,520)



Building inspection in progress.

3.3 Environmental & 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.



Our year at a glance

2020/21



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.

Environmental & public health 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.

Environmental & public health 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).

3.3 ENVIRONMENTAL & PUBLIC HEALTH

What we do

We provide advice and guidance to anyone wanting to open a commercial food premises or any business that has the potential to impact the environment.

We work with the community to ensure practices and processes that occur within the urban areas do not affect the health and wellbeing of residents and the immediate environment in which everyone lives – with particular focus on air quality and water quality.

We manage and monitor numerous illness, infection or disease causing activities carried out in the region by business, industry and community organisations – food safety, mosquito control, reticulated water, swimming pool monitoring and personal appearance services (e.g. tattoo, skin piercing).

What we must do

Queensland Government

Local Government Act 2009

Environmental Protection Act 1994

Food Act 2006

Health Act 1937

Public Health (Infection Control for Personal Appearance Services) Act 2003

Nature Conservation Act 1992

Neighbour Disputes (Dividing Fence & Trees) Act 2011

Local Laws and Subordinate Local Laws

Local Law No. 3 (Community and Environmental Management) 2011

Subordinate Local Law No. 3 (Community and Environmental Management) 2011.

Why we do it

Local government have been contributing to the management of environmental and public health risks for many years. Officers have experience in dealing first hand with businesses, industry and community; the people, the processes and the products and how these elements fit together.

We also ensure that all take out food prepared by commercial or volunteer organisations within the Maranoa region meets national food safety standards. It is important that:

- Businesses along the food supply chain have a sound knowledge and understanding of their responsibilities;
- Potential threats to the integrity of food supply are identified and dealt with decisively;
- Consumers maintain their confidence in the food produced within the Maranoa region.

Licensable premises in the region categorised by risk	2018/19	2019/20	2020/21
High (e.g. aged care, child care)	48	51	52
Medium (e.g. cafe, caterer depending on the food prepared and number of people served)	85	78	87
Low (food premises)	3	11	16
Low (water carriers)	9	8	9
Community groups (dependent of the type of food prepared)	18	13	9
Food premises and water carriers	163	162	173
Personal appearance services	1	0	0
Total	164	162	173



New Maranoa Regional Council website banner providing information on COVID-19

How we are trending - Environmental and public health

Service	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Commercial food licences issued and renewals	189	260	151	165	175	154	168	197
Commercial food business inspections	199	335	79	64	140	95 ^(a)	149	90
Temporary food licences	6	9	4	1	5	1	4	2
Personal appearance service licences	0	0	1	1	2	1	0	0
Caravan park licences	0	10	10	8	9	9	9	9
Non-conformances to legislation			*		7	0	0	0
Number of reinspections of premises			*		9	5	6	8
Health searches - change of ownership	4	0	1	1	1	2	3	3
Food recalls	0	4	13	21	34	31	30	21
Notifiable diseases	86	83	79	92	17	6 ^(b)	32	16

* new data collected for 2017/18, 2018/19 and 2019/20
 (a) Environmental health officer role vacant for 6 months
 (b) Change in reporting process by Queensland Health

More about the numbers

Not represented in the above numbers is the workload associated with providing regional support for implementation of the Queensland Government's directives relating to the COVID-19 pandemic.

During 2020/21 there were no cases of COVID-19 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 directives and related information (e.g. for events like weddings).

Queensland's COVID Safe Future

RESTRICTIONS EASED TO DATE

HOW FAR WE'VE COME...

RESTRICTIONS FOR QUEENSLAND

From 1 October 21 JANUARY 2021

RESTRICTIONS FOR QUEENSLAND

From 1 October 21 MARCH 2021

THE NEW NORMAL

COVID-19 Roadmaps published by the Queensland Government

3.3 ENVIRONMENTAL & PUBLIC HEALTH

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>3.3.1 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"> • Impact the environment (e.g. air, water, noise, erosion/soil degradation); • Cause illness, infection or disease. <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. (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>	✔ Refer "More about the numbers"
<p>3.3.2 Ensure compliance with the Queensland Government's legislation:</p> <ul style="list-style-type: none"> • Food Act 2006 • Environmental Protection Act 1994 • Public Health Act 2005 • Biosecurity Act 2014 <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</p> <p>Legislation compliance monitoring for:</p> <ul style="list-style-type: none"> • Licensed premises • Water quality - swimming pool/spa pool 	✔
<p>3.3.2 Ensure compliance with the Queensland Government's legislation continued.</p>	<p>(a) Illegal Dumping Hot Spot Program</p> <ul style="list-style-type: none"> • Implement funding requirements. • Complete reports and acquittal by 30 June 2021. 	✔
<p>3.3.3 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</p> <p>Flying fox monitoring and Department of Science reporting. (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. (Funding for permanent roosts only).</p>	✔
<p>3.3.4 Partner with other agencies to identify and manage mosquitoes in our towns.</p>	<p>Monitoring of mosquitoes –</p> <p>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>3.3.5 Provide environmental health consultancy services (to other councils)</p>	<p>Barcoo Shire Council</p> <p>Paroo Shire Council</p>	✔ MOU* in place

* Memorandum of Understanding.

Looking back - what we achieved in 2020/21

(a) Illegal Dumping Hot Spot Program

Maranoa Regional Council has been among 32 local governments that have participated in a six-month grant program funded by the Queensland Government.

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

In March 2021, Council commenced an education campaign focusing on behavioural change in the community by raising awareness of the impacts of illegal dumping. Impacts include damage to the environment by contaminating and degrading land and plant and animal habitats, and polluting waterways.

The campaign also encouraged everyone to report illegal dumping or suspected activity.

Min Mi Water Reserve, Six Mile Reserve and Two Mile Reserve, which had become hotspots for illegal dumping, are now outfitted with newly installed signage and increased surveillance with remote action cameras and compliance activities to deter illegal dumping and promote that there are regular patrols in the area.

Evaluation results have shown that the campaign has been a success and Council is encouraged that these hotspot locations have been kept free of waste since the commencement of the project. Council staff will continue to regularly visit the selected hotspots.

This project is proudly supported by the Queensland Government.



Illegal dumping sign and camera located near Roma.

3.3 ENVIRONMENTAL & PUBLIC HEALTH

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Amendment to an activity subject to the <i>Environmental Protection Act 1994</i>	3.3.1	As required - any weekday during Council business hours.	✓
Applications for activities under the <i>Environmental Protection Act 1994, Food Act 2006</i> , Local Law No. 1 and regulated activities on local government controlled areas and roads	3.3.2	Inspection of site any weekday or weekends if and when required. Inspection of all licensed premises - minimum once a year.	✓
Food safety programs (review) for 'at risk' residents (Child care/aged care)	3.3.2	Within 10 days.	✓
Non-compliances with licence and/or regulated conditions	3.3.1	Inspection as required, subject to a current delegation.	✓
Nuisance complaints (e.g. <i>Biosecurity Act 2014, Public Health Act 2005, Local Laws</i>)	3.3.1	Issue of compliance notices where applicable.	None issued – not required
Asbestos removal applications	3.3.1, 1.5.3	As required. Review of application and presented information (percentage of contamination and type).	✓
Notifiable diseases (<i>Public Health Act 2005</i>)	3.3.1	Mapping, monitoring and actions in partnership with Queensland Health.	✓
Mobile food outlets	3.3.2	Monitored annually.	✓
Annual report to Queensland Health	3.3.2	September each year.	✓
Surat flying foxes	3.3.3	Annual initiative to undertake actions to relocate the flying foxes away from the water supply and adjacent town of Surat.	✓
Mosquito control	3.3.4	Partnership with Queensland Health to trap and identify mosquitoes (to reduce the likelihood of an outbreak of illness).	Project placed 'on hold' for this year due to COVID-19 resourcing requirements
Water quality monitoring		Potable water and aquatic facilities.	✓
Environmental health newsletter	3.3.2	Quarterly	✗
Environmental health consultancy services (to other councils)	3.3.5	Service delivery consistent with agreements / memorandums of understanding (MOUs).	None to Paroo
Paroo Shire			✓
Barcoo Shire			✓

Our finances - Environmental and public health

Operations	2020/21 \$
Operating revenue	73,517
Fees and charges	73,517
Operating expenses	262,592
Employee costs	216,044
Materials and services	46,548
Operating result (deficit) - Contribution required from general revenue	(189,075)

3.4 Emergency management & 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.



Our year at a glance

2020/21



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



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

Emergency management & flood mitigation 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 you're covered

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

3.4 EMERGENCY MANAGEMENT & FLOOD MITIGATION

What we do

We work with all staff, agencies and residents to deliver the four key elements of Queensland's disaster management framework for the Maranoa region (PPRR - Prevention, Preparedness, Response and Recovery).

Council partners with the relevant government and non-government agencies including:

- Undertaking a comprehensive all-hazards approach to disaster planning and preparedness to minimise the impact of future disasters;
- Planning our activities around the State's Inspector General of Emergency Management's (IGEM) assurance framework;
- Supporting the Local Emergency Coordination Committees (LECC's);
- Upskilling all Council staff to form part of the disaster management teams across the region;
- Implementing a coordinated governance structure that includes the Local Emergency Coordination Committees (LECC's) and the Local Disaster Management Group (LDMG);
- Assisting the local agencies' and communities' capability to develop and implement local plans;
- Promoting that community resilience is a shared responsibility for all Queenslanders.

Prevention

We continue to apply for Queensland and Australian Government funding to deliver infrastructure and other solutions where practical.

This includes implementing measures to build resilience and to mitigate the economic, environmental, human and social, roads, transport and building impacts of disasters on our communities.

The Maranoa Planning Scheme and associated Planning Scheme Policies enable Council to plan for a sustainable future as well as taking into account the potential hazards and land-use planning.

Preparedness

We aim to promote to all members of the community the importance of being aware of the types of hazards and potential disasters that are likely to occur, and to understand the risks associated with these hazards.

Where prevention is not possible, disaster management planning establishes community networks and arrangements to reduce risks, prepare for, respond to and recover from disasters.

Local Disaster Management Plan

We prepare and update the Local Disaster Management Plan in accordance with the requirements of the *Disaster Management Act 2003*.

The purpose of the Plan is to detail arrangements for the coordination and management of resources, to keep communities within the region safe prior to, during, and after a disaster.

Response

We aim to provide a locally led, cohesive, well trained and coordinated response to disaster events, partnering with the Queensland Government and other agencies to ensure a timely response.

We support the Local Emergency Coordination Committees in Mitchell, Injune, Surat and Wallumbilla/Yuleba to have a locally led disaster management response.

Recovery

We assist affected communities to regain an appropriate level of functioning following a disaster across the five functions of:

- economic;
- environment;
- human and social;
- roads and transport;
- buildings.

Why we do it

Although the requirement for disaster management exists in the Queensland Government's *Disaster Management Act 2003*, it is a priority of Council to:

- ensure all residents and visitors in the region are aware of the disaster risks and the mitigation and preparedness options; and
- provide a comprehensive response and recovery capability to ensure that our residents and visitors are safe.

What we must do

Queensland Government

Disaster Management Act 2003

Disaster Management Regulation 2014

Prevention, Preparedness, Response and Recovery Disaster Management Guideline

Emergency Management Assurance Framework (EMAF).

How we are trending - Emergency management and flood mitigation

Australian and Queensland Government Funded Programs	Expenditure by financial year						
	2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$
Type of works approved for funding							
1. Emergent (Emergency works)	273,471	-	121,404	244,032	50,821	1,456,884	0
2. Restoration	3,761,192	1,176,321	1,434,999	10,819	298,140	313,476	1,923,553
3. Betterment	-	-	-	-	210,123	0	0
Total expenditure	\$4,034,663	\$1,176,321	\$1,556,403	\$254,850	\$559,084	\$1,770,360	\$1,923,553

Our performance in focus













Eastern Diversion Channel - part of the Stage 2A Flood Mitigation Project, Roma.

3.4 EMERGENCY MANAGEMENT & FLOOD MITIGATION

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)	
	(a) 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)
	(b) 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
(c) Queensland Government's Get Ready program.		

Looking back - what we achieved in 2020/21

(a) Community Resilience Workshop

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 with and recovery from declared disasters.

Team members from Council's Economic, Human Resources, Environmental, Infrastructure and Building teams joined together to create the strategy.

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.



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

(b) 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.

(i) Entry Level Camera - Location: Ashburns Road diversion channel causeway

Approved funding: \$25,000; Council's co-contribution: \$5,000

When minor flooding occurred in February 2020, the causeway had to be manually monitored to ensure that it was closed in a timely manner. The installation of a camera allows images to be updated every 15 minutes which will allow monitoring of the diversion channel remotely, and allow Council to act quickly in closing the causeway entry to all vehicles before the flood level reaches the invert of the causeway.



Camera - Ashburns Road diversion channel causeway.

(ii) Rain/river gauge - Location: Bungil Creek

Approved funding: \$60,000; Council's co-contribution: \$5,000

With the construction of the diversion channel, the main body of water is diverted out of the creek via the diversion channel back into the creek on the eastern side of the town. It was identified that monitoring is required where the diversion channel goes back into the creek to monitor the levels if the creek backs up the water. The gauge will allow for advanced timely, effective and appropriate response including evacuations if required.

(c) 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.



When it comes to extreme weather events in Queensland, it's not a matter of 'if' but 'when'.

You can't control the weather or when the next disaster will hit Queensland, but you can be aware and prepared. Get Ready Queensland helps you to take the steps to protect what's most important to you.

It's easy to Get Ready in 3 simple steps.



Get Ready Queensland flyer

3.4 EMERGENCY MANAGEMENT & FLOOD MITIGATION

Our projects 2020/21

✓ Undertaken / completed
 ■ In progress
 ✗ Not started

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21
20337	New	Minor Local Drainage Mitchell - Priority 2	Mitchell	■ (Design complete)
20363	New	Roma Flood Mitigation Stage 2b	Roma	■
20368	New	Roma Flood Levee Monument	Roma	✗
20369	New	Plant and Equipment - Levee	Roma	■
22284	New	Disaster management generators - Injune	Injune	■
22527	New	Supply and installation entry level camera	Roma	✓
22528	New	Supply and installation rain/river station	Regional	■
20243	Operating	Update flood warning river height stations	Regional	■
20843	Operating	COVID-19 - Response	Regional	✓
22226	Operating	Stockroute firefighting fittings installation	Regional	■

Annual services

What we do	Corporate plan reference	What we are aiming for	Did we achieve it in 2020/21?
Compliance with legislation			
Manage events in the region	3.4.1	As required.	✓
Hold meetings of the Local Disaster Management Group (LDMG)	3.4.1	Minimum – every 6 months.	✓
Develop and implement emergency management staff roles and responsibilities	3.4.1	Ongoing review to ensure currency.	Ongoing
Coordinate training for staff and supporting agencies	3.4.1	As identified including refresher training.	✓
Review the effectiveness of the Local Disaster Management Plan	3.4.1	Minimum once during the year.	✓
Plan and map required actions and monitor progress with implementation of the State Government's Inspector-General Emergency Management (IGEM) Assurance Framework	3.4.1	Minimum once during the year / action ongoing.	✓
Building community resilience			
Provide support to the Local Emergency Coordination Committees in Mitchell, Injune, Surat, Wallumbilla/Yuleba, including holding regular all-hazards planning meetings with key State Government agencies	3.4.5	From late 2019 - Quarterly.	✓
Participate in the Queensland Government's 'Get Ready' campaign	3.4.7	In accordance with the State's program.	✓
Provide support in relation to the flood gauge network	3.4.1	As required.	✓
Engage with the business community and vulnerable sectors of our community (including the aged) to support resilience and planning for disasters	3.4.1		✓
Prepare funding applications for mitigation and preparedness projects and acquit successful funded projects	3.4.7	As funding opportunities are identified.	✓

Our finances - Emergency management & flood mitigation

Operations and maintenance	2020/21 \$
Operating revenue	122,562
Other revenue	1,164
Grants, subsidies and contributions	121,398
Operating expenses	520,919
Employee costs	154,559
Materials and services	114,976
One-off projects (operating)	147,947
Finance costs	103,437
Depreciation expense	117,434
Operating result / (deficit) - Contribution required from general revenue	(515,791)

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21 \$
Capital funding	
Contribution from general revenue	-
Grants, subsidies	120,000
Transfer/adjustment other reserves	-
Opening balance (disaster management reserves)	1,692,786
Total capital funding	1,812,786
Capital expenditure	
Asset renewal	-
New works	301,973
Upgrade works	-
Loan repayments	133,557
Total capital expenditure	435,530
Projected closing funds for future years (Emergency management)	1,642,978

3.5 Street lighting & 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.



Our year at a glance

2020/21



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 (approximately 1km).

Street lighting & public space lighting 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 are scheduled to be completed mid 2021/22.

Street lighting & public space lighting 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.

3.5 STREET LIGHTING & PUBLIC SPACE LIGHTING

What we do

Council pays monthly street lighting electricity accounts to Ergon Energy as they currently own and maintain the majority of the street lights installed across the Maranoa region.

Number of street lights	
Mitchell and Surrounds	
Amby	23
Mungallala	26
Mitchell	185
Roma and Surrounds	
Roma	784
Muckadilla	6
Injune	90
Surat	79
Yuleba / Wallumbilla / Jackson and Surrounds	
Yuleba	37
Wallumbilla	51
Jackson	6
TOTAL	1,287

Council provides a number of related services:

- Consideration of residents' requests for additional street lights and application to Ergon Energy.

New installations are prioritised based on road user volumes and are subject to Council's funding availability. In some situations nearby residents will also be consulted to identify if the additional lighting is desired.

- Audit to proactively identify faults.
- Notification of faults to Ergon Energy where these have been reported to Council (Note: Residents can report these directly to Ergon Energy).
- Conditioning new developments to ensure that street lighting meets the requirements of the Australian Standard.

Why we do it

We aim to provide:

- a well-planned and affordable street lighting network that focusses on improving road user and pedestrian safety at night - particularly at intersections, traffic islands and pedestrian crossing points.
- improved safety for pedestrians through the progressive review of lighting in public spaces and identification of any potential improvements for budget consideration.

Note:

- Only local governments (Councils) or the Department of Transport and Main Roads can apply to Ergon Energy for street lighting connections.
- Street lighting is not designed to provide security lighting for private property.
- Council's preference is not to install shields on street lights, as this can reduce lighting levels below that required by the Australian Standards, resulting in public safety issues.

Where a resident can demonstrate extreme hardship due to light spill into their property from an adjacent street light, the installation of a shield on the light may be considered.

Shields are not appropriate in new residential subdivisions where the street lighting has been specifically designed and installed to meet the lighting requirements of the Australian Standard.

- Street lighting designs must be prepared by an approved consultant and are to be certified by a registered engineer.

What we must do

Capricorn Municipal Design Guidelines (CDMG)

AS 1158 – Lighting for Roads and Public Spaces



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

How we are trending - Street lighting and public space lighting

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Street lighting expenses	\$209,586	\$186,510	\$189,543	\$201,065	\$225,230	\$200,126	\$181,822

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.	(a) 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

Looking back - what we achieved in 2020/21

(a) Adungadoo Pathway lighting project

Quarter 4 of 2020/21 saw the commencement of the Adungadoo Pathway Lighting Project.

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). The works have been designed to the relevant Australian Standards for footpath lighting and include:

- low power consumption LED* luminaries;
- waterproof cables with electrical joints all above flood levels;
- day/night sensors for automatic lighting activation and timer switches if lighting is not required to be on the whole night.

The design has also given consideration to retrofitting the lights with a central solar power generation unit in the future when this technology becomes more efficient and affordable.

The Adungadoo Pathway Lighting Project is scheduled to be completed in early 2021/22.

3.5 STREET LIGHTING & PUBLIC SPACE LIGHTING

Our projects 2020/21

✓ Undertaken / completed

■ In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22160	New	Footpath/walking trail lighting trial - Roma	Roma	■
22182	Operating	Street lighting upgrade - Roma CBD - McDowall / Wyndham Street	Roma	■

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Faults			
<ul style="list-style-type: none"> Proactive (inspection of the street lighting network for brightness, damage and faults and report all findings to Ergon Energy). Reactive 	3.5.2	Annually	✓
	3.5.5	As required <i>Note: Council or residents can report faults directly to Ergon Energy:</i> <ul style="list-style-type: none"> Telephone: 13 22 96 Online: https://www.ergon.com.au/network/outages-and-disruptions/report-a-problem/faulty-streetlight <i>Ergon will need to be provided with the street address of the pole and it is helpful if the number on the pole can also be provided.</i> <ul style="list-style-type: none"> Emergencies such as exposed live wires should be reported immediately by telephoning Ergon on 13 19 62. Downed power lines should be reported directly to Emergency Services on 000. 	✓
Electricity account processing			
<ul style="list-style-type: none"> Mitchell & Surrounds (Mitchell, Amby, Mungallala) Roma & Surrounds (Roma, Muckadilla) Injune Surat Yuleba & Surrounds (Yuleba, Wallumbilla, Jackson) 	3.5.3	Monthly	✓
Electricity network			
New applications	3.5.1	Upon receipt Includes consideration of supporting information and road user volumes as required.	Not applicable for this year

Our finances - Street lighting and public spaces

	2020/21
Operations and maintenance	\$
Operating expenses	185,930
Employee costs	3,472
Materials and services	178,351
One-off projects (operating)	4,107
Depreciation expense	-
Operating result (deficit) - Contribution required from general revenue	(185,930)



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.

Strategic priority 4

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

GROWING OUR REGION

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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.



Our year at a glance

2020/21



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.

Elected members and governance 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.

Elected members and governance 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.

4.1 ELECTED MEMBERS AND GOVERNANCE

What we do

The Mayor and Councillors are elected by the community to collectively form the region's local government.

In summary, elected members:

- Participate in formal decision making (Council meetings), for matters within the jurisdiction of local government;
- Engage with our communities to provide information and seek a range of views as an input into Council priorities, policies and decision making.
- Advocate to the Queensland and Australian Government for matters that are within their jurisdiction, and are important to our region.

Prior to participating in Council's decision making, Councillors also participate in informal briefings and review all relevant information via officer (employee) reports including technical advice and recommendations.

Photo (below)

Top - left to right

Cr Geoff McMullen, Cr Cameron O'Neil, Cr Johanne Hancock

Middle - left to right

Cr Wayne (George) Labrook, Cr Tyson Golder (Mayor), Cr John Birkett

Bottom - left to right

Cr Julie Guthrie, Cr Wendy Taylor, Cr Mark Edwards.

Why we do it

Section 12 of the *Local Government Act 2009* details the following responsibilities of councillors (elected members):

- (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.*

Council recognises that decision making is enhanced through community engagement initiatives, both formal and informal, which include Councillors:

- Speaking with residents who Councillors may not ordinarily come in contact with;
- Being available and visible in various towns and communities;
- Seeking broader input and information for the determination of Council's priorities;
- Gaining greater knowledge of Council and community assets;
- Gaining a broader understanding of local issues;
- Achieving a balance of perspectives;
- Communicating the background to Council's decisions.



How we are trending - Elected members and governance

Resolutions (Council decisions)	Total
2011/12	291
2012/13	360
2013/14	583
2014/15	860

Resolutions (Council decisions)	Total
2015/16	771
2016/17	787
2017/18	1,056
2018/19	921
2019/20	816
2020/21	957

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

4.1 ELECTED MEMBERS AND GOVERNANCE

Look back - what we achieved in 2020/21

(a) Advocacy forums (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 Council (SWROC). Each forum will expand and strengthen advocacy opportunities to all tiers of government.

(b) Rating, organisational structure and governance review

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

- Rating amendments and the associated new budget
- Organisational restructure

The 2020/21 budget adoption was deferred, following a request to the Minister, to September 2020. On 14 October 2020 Council resolved to give notice of the intention to consult over change (for the Organisational Structure). The restructure consultation (preliminary stage and detailed stage), collation and consideration of feedback, development of recommendations, Council deliberations and transition planning occurred through to May 2021, with various stages and milestone decisions on:

- 28 January 2021 - Adoption of the high level structure (Council resolution: OM/01.2021/72);
- Preparation of the transition and funding plan;
- 24 March 2021 - Adoption of the detailed structure (Council resolution: OM/03.2021/69);
- 19 May 2021 - Adoption of Stage 1 of the transitional changes (Council resolution: SM/05.2021/08).

There was a resultant delay in finalising annual priorities due to a redirection of resources to the above tasks. To address this, a whole of Council governance review was undertaken. This ensured completion and alignment of financial planning and accountability documents, and re-establishment of the governance framework for the new financial year.

Council worked on a number of priorities concurrently, including a detailed review of each of Council's functions by the new term of Council. The work culminated in:

- Corporate Plan 2018-2023 - Refresh (Council resolution: SM/06.2021/50);
- Operational Plan 2020/21 (Council resolution: SM/06.2021/51) and preparations for the 2021/22 Plan;
- Annual Review of the Implementation of the Operational Plan (Council resolution: SM/06.2021/52) for the year ended 30 June 2020 and preparations for the next report - for the year ended 30 June 2021;
- Annual Reports - for the year ended 30 June 2020 and preparations for the next report - for the year ended 30 June 2021;
- Quarterly Budget Review 2020/21 (Council resolution: SM/06.2021/53);
- Preparation of the new budget - 2021/22.

Rates modelling also continued in relation to Council resolutions on:

- 24 March 2021 (Council resolution: OM/03.2021/69);
- 19 May 2021 (Council resolution: SM/05.2021/16);
- 2 June 2021 (Council resolution: SM/06.2021/04).

(c) Council meetings out and about

In 2020/21 Council took their Council 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.



Council Meeting - Yuleba



Council Meeting - Mitchell



Council Meeting - Surat



Council Meeting - Injune

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Whole of Council Community engagement	4.1.1	By resolution of Council.	✓
Local town improvement group meetings	4.1.1	Rotational attendance based on Councillor availability.	✓
Representation on community committees	4.1.1	Upon invitation, and nominated by Council.	✓
Project specific engagement and other community events	4.1.1	As required.	✓
Individual community engagement	4.1.1	As initiated by each Councillor.	✓
Deputations to the elected Councillors	4.1.1	Determined through diary meetings.	✓
Advocacy to other tiers of government	4.1.2	Formal submissions as opportunities arise. Informal advocacy on Council-endorsed priorities.	✓
Council decision making and policy development	4.1.3, 4.1.4	On the second and fourth Wednesday of the month with the exception of December and January (only one meeting in each). Scheduling for informal briefings is determined in consultation with Councillors, however generally in the first and third week of the month.	✓

Our finances - Elected members and governance

	2020/21
Operations and maintenance	\$
Operating revenue	-
Other revenue	-
Operating expenses	1,274,401
Employee costs	314,942
Materials and services	959,459
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(1,274,401)

4.2 Economic development & local business

We encourage additional investment in the Maranoa, developing our economy.

We encourage competitive local business through partnerships with community, industry and government.



Our year at a glance

2020/21



New **Country University 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.

Economic development & local business 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 launch;
- 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, and the Member for Maranoa, 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 Flip project bringing "Fibre to the Premise (FTTP)"
- A tourism industry surge of visitors continues to bring opportunities for the hospitality sector.

Economic development & local business challenges

Housing stock

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

Section 4.2 cover image - Visit Roma President Charlie Eames, Santos Maranoa Regional Manager Andrew Snars, Mayor Tyson Golder, Councillor Wendy Taylor and Commerce Roma President Cyril Peet supporting The Shop Local Resource Kit.

4.2 ECONOMIC DEVELOPMENT AND LOCAL BUSINESS

What we do

We partner with community, government and business to grow our local economy.

This includes initiatives that enable existing businesses in our community to be sustainable and grow, and attract additional investment and new business to our region.

We aim to:

- Ensure that every working age resident can have a job;
- Provide quality lifestyles for residents;
- Ensure business and industry is energetic, adaptable and responsive;
- Build futures for the next generations.

Why we do it

It is important to encourage new business and industry to the region. It generates additional employment opportunities and increases availability of services.

Local jobs, when combined with quality lifestyle, bring population increase, which in turn increases the long term sustainability of our communities.

What we must do

Local Planning Instruments

Maranoa (Region Wide) Economic and Community Development Plan
Maranoa Business and Industry Development Strategy
Maranoa Community Plan/s
Maranoa Planning Scheme 2017

Queensland Government

Darling Downs Regional Plan
Queensland Plan
Darling Downs & South West (DD&SW) Regional Plan (DD&SW Regional Development Australia).

In partnership with the community, we implement the Maranoa Business and Industry strategy, with the key objectives including:

- *Attracting, encouraging and creating new business*
 - Ensure the region provides locational advantages for business
 - Facilitate new and diverse business investment
 - Reduce risks associated with new business establishment
 - Develop and execute an investment attraction marketing campaign
- *Supporting and assisting current business*
 - Provide support to local business
 - Facilitate local and regional business networks
 - Provide business with access to local economic data
 - Whole of Council service delivery to local business
 - Physical improvements to enhance business accessibility and visual amenity for customers and service providers
 - Enhance the visual amenity of our towns
- *Attracting new residents and visitors*
 - Growing the population of the Maranoa
 - Attracting more visitors to the Maranoa
- *Leveraging existing facilities, land and resources*
 - Leverage existing transport assets
 - Leverage existing industrial infrastructure
 - Provision of land and utilities for work camps
 - Pursue external funding and partnerships for infrastructure improvements
 - Utilise waste products from Council and business facilities
- *Developing skills and entrepreneurship*
 - Provide learning and skill development strategies adapted to regional conditions
 - Foster business, social and environmental entrepreneurship
 - Support and assist regional workforce development
- *Building community partnerships*
 - Work with the community to ensure alignment of Council programs and community aspirations
 - Empower local communities to develop their economy and lifestyle
 - Encourage community leaders to participate in the development and promotion of the region.

How we are trending - Economic development and local business

Economic indicators	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021
Estimated resident population ¹	12,926	12,847	12,788	12,665	12,688	12,688
Gross regional product ²	\$1.235 billion (Reduction of 2.2% since the previous year) (0.36% of Queensland)	\$1.449 billion (Increase of 17.3% since the previous year) (0.41% of Queensland)	\$1.671 billion (Increase of 15.4% since the previous year. (0.46% of Queensland)	\$1.610 billion (Reduction of 3.6% since the previous year) (0.44% of Queensland)	\$1.574 billion (Reduction of 2.2% since the previous year) (0.43% of Queensland)	\$1.538 billion (Reduction of 2.3% since the previous year) (0.41% of Queensland)
Local employment / jobs ²	8,287	8,002	8,139	8,179	8,068	8,130
Employed residents ²	7,178	6,931	7,008	7,038	6,970	6,972
Local businesses ²	2,445	2,394	2,473	2,468	2,487	2,529

Industry information						
- Largest employer ²	Agriculture, forestry and fishing 1,360 jobs	Agriculture, forestry and fishing 1,241 jobs	Agriculture, forestry and fishing 1,244 jobs	Agriculture, forestry and fishing 1,253 jobs	Agriculture, forestry and fishing 1,381 jobs	Agriculture, forestry and fishing 1,246 jobs
- Largest exporter ²	Agriculture, forestry and fishing \$540 million	Mining \$1,475 million	Mining \$1,869 million	Mining \$2,379 million	Mining \$3,162 million	Mining \$3,456 million
- Largest sales (total output) ²	Mining \$805 million	Mining \$2,346 million	Mining \$2,883 million	Mining \$3,003 million	Mining \$3,972 million	Mining \$3,980 million
- Largest number of registered businesses ²	Agriculture, forestry and fishing 1,305 53.4% of total businesses	Agriculture, forestry and fishing 1,284 53.6% of total businesses	Agriculture, forestry and fishing 1,333 53.9% of total businesses	Agriculture, forestry and fishing 1,322 53.6% of total businesses	Agriculture, forestry and fishing 1,310 52.7% of total businesses	Agriculture, forestry and fishing 1,334 52.7% of total businesses

1. Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in economy.id by .id informed decisions - note, the updated figure as at 30 June 2021 is not yet available.

2. Figures have been provided by .id informed decisions in advance of release of the online information for the year ended 30 June 2021.

Note: Prior year comparatives are updated as at the date of each annual report's preparation and therefore these may be different from previous reports.

More about the numbers

The full economic profile as at 30 June 2021 was not available online from Council's provider at the time of publication of this document. However, a preview of some of the figures were sourced and are provided in the above table.

The most significant change is with the Gross Regional Product (GRP), and the comparative figures have also been updated.

This is due to Australian Bureau of Statistics' (ABS) updates. The Gross Regional Product has decreased significantly (it was \$2.19 billion in the original published data for 30 June 2020, and is now \$1.538 billion at 30 June 2021). ABS has decreased the value of mining (especially oil and gas) in Queensland. This has affected Maranoa's GRP and mining value added. Unlike value, employment has remained relatively consistent.

4.2 ECONOMIC DEVELOPMENT AND LOCAL BUSINESS



Think Local First This Christmas campaign

The Think Local First This Christmas campaign was launched in December 2020 to raise awareness of Maranoa businesses.

When customers spent \$10 or more in one transaction at a participating store, they went into the draw to win one of five \$500 local shopping vouchers at a Maranoa business of their choice.

In addition, one lucky regional winner won \$1,000 worth of shopping vouchers. A winner was drawn from Surat, Injune, Mitchell, Yuleba/Wallumbilla and Roma.

The campaign was an initiative of the COVID-19 Taskforce incorporating Council, Commerce Roma, Visit Roma and development associations across the region.

How we are trending - Local business

Business operating within the Maranoa region are encouraged to register to receive a star rating (5, 4, 3, 2, 1) based on how 'local' their business is (The 3 key criteria are ownership, employees, office location). For example:

- 5 stars - if a business has their head office in the region, at least 90% of their employees live in the region, and the business is 100% locally owned (i.e. the company's owners/directors live in the region).
- 1 star - if a company has an office in the region - either as a ratepayer or long-term lessee, and employs some residents.

Local businesses receive additional points in quotation and tender evaluation (15 points for 5 stars down to 3 points for 1 star) recognising their different contributions to the local economy. The initiative will progressively incorporate additional marketing and promotion initiatives for businesses that register to receive a star rating.

Local spend by category of business	2017/18		2018/19		2019/20		2020/21	
	\$	%	\$	%	\$	%		
5 Star	13,489,985	39.9	15,936,247	41.0	15,579,716	30	14,647,290	23
4 Star	57,239	0.2	73,516	0.2	59,383	0	0	0
3 Star	1,591,624	4.7	2,559,945	6.6	2,997,663	6	1,459,119	2
2 Star	507,207	1.5	724,535	1.9	561,820	1	3,417,119	5
1 Star	3,861,337	11.4	3,417,088	8.8	3,126,624	6	2,527,686	4
Local presence/rating not yet known	5,729,847	16.9	6,352,708	16.3	22,132,655	43	22,115,583	34
Sub-total - Spend with business with a known local presence	25,237,239	74.6	29,064,039	74.8	44,457,861	87	44,166,057	68
Business external to the region or unknown local presence	8,593,511	25.4	9,794,364	25.2	6,676,290	13	20,674,103	32
Total spend (excluding government and utility providers and other goods/services that are not available locally)	33,830,750	100	38,858,403	100	51,134,151	100	64,840,901	100

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
4.2.1 Provide a range of business support initiatives including but not limited to the participation in the Maranoa Business Awards and Business Excellence program. <i>Business support</i>	Annual service	✓
	(a) Business support - Maranoa Business Awards - Business Excellence Program - Think Local This Christmas campaign	✓ ✓ ✓
4.2.2 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. <i>Partnerships</i>	Annual service	✓
	Participation in Western Queensland Rail Alliance to develop a business case for Freight and Logistics improvement in the region.	✓
4.2.3 Promote the regional locational advantages of “Investing, Living, Visiting” the Maranoa through Council publications and initiatives, including: <ul style="list-style-type: none"> • Representations at key industry events, forums and advocacy opportunities. • Preliminary studies and reports that identify opportunities to attract businesses and industry to diversify the regional economy. • Hosting visits to the region of potential investors and facilitating their interactions with Council and the business community. • Identifying and examining options for population growth. <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).	✓
4.2.4 Create an environment that is conducive to growth through progressive integration of Council’s Planning Scheme, Economic & Community Development Plan and Business & Industry Strategy. <i>Planning</i>	Review local community plans to align with the short and long-term goals of the community.	■
4.2.5 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. <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.	✓
4.2.6 Participate in initiatives that support innovation, develop skills and entrepreneurship. <i>Innovation</i>	(c) Opening of Country University Centre.	✓
	Opening of Innovation Hub.	✓
4.2.7 Build community, business, and industry partnerships to grow our economy and local employment. <i>Employment growth opportunities</i>	Investigation of meatworks development opportunities in the Maranoa.	✓
4.2.8 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. <i>Collaboration with other local governments</i>	(d) Involve Maranoa in the South West Regional Economic Development Association (Now South West Queensland Regional Organisation of Councils (SWQROC)) Investment Attraction program	✓
4.2.9 Monitor and report on key economic indicators over time. <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.	

4.2 ECONOMIC DEVELOPMENT AND LOCAL BUSINESS

Looking back - what we achieved in 2020/21

(a) 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 Maranoa Regional Council.

The Maranoa Business Awards showcase the talents and achievements of our regional businesses and reinforces the opportunities and benefits of what supporting local brings.

Support was also provided through the Business Excellence Program (BEP) - The program is an initiative of Council, Queensland Government (State Development), Roma Commerce and Tourism, and Santos. It has been developed to provide support and training to businesses that operate in the Maranoa region. The parties work collaboratively to implement a series of support workshops and initiatives to build capacity within the local business community.

This year, the following events were conducted:

- Innovation network launch;
- Business growth facilitation workshops.

(b) Partnership with the COVID-19 Taskforce

• COVID-19 Recovery 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.

Council and Santos have committed their financial and in-kind support to the COVID-19 Taskforce.

In the lead up to this financial year (May and June), businesses in the Maranoa were surveyed by the COVID-19 Recovery Taskforce.

The survey sought feedback on the impacts, challenges and opportunities that have arisen during COVID-19. The results have provided valuable data as an input into priorities for the group to assist in the region's recovery phase.

Results of the survey indicated that each business sector has been impacted differently. The accommodation and food sector, and arts, recreation and entertainment sectors, recorded the largest percentage of decreased turnover and job losses.

Agriculture (for which Maranoa had 1,327 recorded businesses at the time) had the least change in turnover and job loss. The major challenges that businesses have faced include reduced access to regular supplies, managing restrictions including business shut downs, travel, social distancing and cleaning, lack of new and existing customers, no income, and staffing issues and challenges associated with transitioning into an online platform.

A number of businesses experienced opportunities that, prior to COVID-19, they never thought would have been possible. Changing sales platforms to online models, website development, time to upskill and plan financial strategies, and the ability to do much needed maintenance on their businesses, were some of the recorded opportunities.

An essential component of the survey was to seek input into how the Taskforce could assist businesses in the recovery phase. Businesses' suggestions include promotion of small business, promotion of tourism and events, a shop local campaign and increase in local investment.



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.

• Shop Local Resource Kit

A Shop Local Resource Kit has been developed to help sustain businesses and the community post COVID-19.

By encouraging residents to continue to support their local businesses by spending locally it brings significant advantages to the Maranoa - e.g. enhancement of customer service opportunities, the creation and sustainability of local jobs and improved liveability of all of the towns across the region.



Maranoa Business Awards 2020 - photo courtesy of Roma Commerce and Tourism - Cr Cameron O'Neil, Tracy Lynch, Katrina Marsh, Camille Johnson, Richard Johnson, Tallis Landers, Shane Sellars

(c) 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, and the Member for Maranoa, the Honourable David Littleproud MP, with Councillors in attendance.



Country University Centre opening, Roma

(d) 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.

A component of the project involved preparing an investment prospectus for the South West and each of the local government areas.

The group called on government, investors, and businesses to look southwest and discover the region's accessibility, amazing lifestyle, and affordability. The project targeted big and small investment - corporate growers, industry, tourism operators and roadhouses, along with health professionals, tradespeople, retailers and everything in-between.

The initiative was made possible thanks to a \$300,000 funding boost through the Queensland Government's Remote Area Boards Program.



Investment attraction brochures - South West and Maranoa Region.

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Business support – assisting current businesses	4.2.1	<ul style="list-style-type: none"> Maranoa Business Awards Business Excellence Program 	✓
Partnerships with key agencies and organisations	4.2.2	<ul style="list-style-type: none"> Toowoomba and Surat Basin Enterprise (TSBE) Regional Development Australia (RDA) - Darling Downs and South West Queensland Queensland Government - Department of State Development, Infrastructure, Local Government and Planning. Roma Commerce and Tourism Booringa Action Group Surat and District Development Association Advance Injune Wallumbilla Town Improvement Group Yuleba Development Group 	✓
Investment attraction - attracting, encouraging and creating new businesses	4.2.3	Initiatives within the annual operating budget.	✓
People attraction – attracting new residents (liveability)	4.2.3	Initiatives within the annual operating budget.	✓
Planning	4.2.4	Development and updating of the Business and Industry Strategy, and links to the Economic and Community Development Plan.	✓
Exploring opportunities for multiple uses of Council assets -facilities, land or resources to support economic development.	4.2.5	As opportunities arise.	✓
Supporting innovation – developing skills and entrepreneurship	4.2.6	Collaboration with community and government. Initiatives within the annual operating budget.	✓
Employment growth opportunities	4.2.7	As opportunities arise.	✓
Collaboration with other local governments	4.2.8	<ul style="list-style-type: none"> South West Regional Organisation of Councils (SWQROC) / South West Region Economic Development (SWRED) 	✓
Economic indicators/statistical service	4.2.9	<ul style="list-style-type: none"> Subscription service - id.profile 	✓

4.2 ECONOMIC DEVELOPMENT AND LOCAL BUSINESS

Our projects 2020/21

✓ Undertaken / completed
 ■ In progress
 ✗ Not started

Project ID	Asset work type	Project name	Local area	
18830	Operating	Window Decal and Community Noticeboard	Roma	✗
20182	Operating	Surat Digital Connectivity	Surat	✓
20247	Operating	Feasibility Study for Yuleba Cobb and Co Park	Yuleba	■
20551	Operating	Regional Universities Centre - Maranoa	Regional	✓
21881	Operating	COVID-19 Taskforce	Regional	✓
22378	Operating	Mt Hutton Retirement Village - Council contribution	Injune	✓
22726	Operating	Regional Connectivity Contribution NBN Application	Regional	✓

Our finances - Economic development

	2020/21
Operations	\$
Operating revenue	129,112
Fees and charges	1,018
Grants subsidies and contributions	53,094
Other revenue	75,000
Operating expenses	686,568
Employee costs	400,083
Materials and services	46,156
One-off projects (operating)	240,329
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(557,456)

Our finances - Local business

	2020/21
Operations	\$
Operating revenue	-
Operating expenses	
Employee costs	-
Materials and services	207,043
Depreciation expense	207,043
Operating result / (deficit) - Contribution required from general revenue	(207,043)

Our finances - Saleyards industrial precinct

	2020/21
Operations and maintenance	\$
Operating revenue	569,239
Fees and charges	413,723
Other revenue	155,516
Operating expenses	311,729
Employee costs	24,586
Materials and services	180,464
Finance costs	106,679
Depreciation expense	16,996
Operating result	240,514

	2020/21
Capital expenditure and funding (Renewal, new, upgrade works)	\$
Capital expenditure	
Asset renewal	-
New works	-
Upgrade works	-
Loan repayments	240,158
Total capital expenditure	240,158

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.



Our year at a glance

2020/21



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.

Tourism 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 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

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.

Tourism 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.

4.3 TOURISM

What we do

Council operates two 7 day a week accredited Visitor Information Centres, one in Roma at the Big Rig, and one in Injune.

Council also provides support to 3 other Visitor Information Centres at Wallumbilla, Surat and Mitchell.

We work in partnership with local tourism and progress associations to market the region. We also plan, actively seek funding and implement initiatives for key tourism precincts, attractions, events and other product development.

We aim to help ensure:

- *Every visitor becomes a tourist;*
- *Every visitor wants to stay another night;*
- *A future for the next generation;*
- *A committed and responsive Maranoa tourism industry is developed and sustained.*

What we must do

Local Instruments

Maranoa (Region Wide) Economic and Community Development Plan

Maranoa Tourism Strategy

Maranoa Community Plans:

Amby and District
Injune, Bymount, Eumamurrin and District
Jackson, Noonga and District
Mitchell, Dunkeld, Begonia and District
Muckadilla and District
Mungallala and District
Roma, Hodgson, Orange Hill and District
Surat, Wycombe, Teelba and District
Wallumbilla and District
Yuleba and District

Other reference documents

Visit Roma Visitor Economy Action Plan 2017-2020

Queensland Government

Outback Destination Tourism Plan 2017-2020

Tourism and Events Queensland (TEQ) Palaeo Tourism Experience Development Program

Tourism and Events Queensland (TEQ) Best of Queensland Experiences Program

Australian Government

Tourism 2020 long-term strategy

Why we do it

Tourism brings additional customers to our region's businesses and therefore its growth as a sector is key to the economic development of the region.

Each of our local communities already has a strong focus on tourism - our aim is to complement not replicate what is already happening at a local level.

We aim to be a partner in the Maranoa Tourism Collaborative to support and expand tourism where regional coordination can value add to the industry - e.g:

- destination marketing;
- pursuit of funding;
- networking;
- product development;
- event promotion.

By converting more of the passing traffic to visitors of the Big Rig facility, we also hope to encourage them to stay longer both in Roma and the region and visit the many attractions on offer.

In partnership with the community, we implement the Maranoa Tourism strategy, with the key strategies including:

- *Position Maranoa as a destination of Outback Queensland.*
- *Upgrade and progressively expand the Big Rig to become a "must see" attraction in Outback Queensland with a focus on oil, gas, and geology.*
- *Continue to enhance marketing of the Maranoa.*



Roma Revealed - Consumer-centric brand

How we are trending - Tourism

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of people that visited Maranoa Visitor Information Centres	57,601	56,384	58,816	64,059	55,161	81,209
Visitors to the Big Rig Oil Patch and Night Show	4,875	4,638	5,188	7,424	5,103	11,604

More about the 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.

Visitation to the region has increased, which has been a trend experienced by all of Outback Queensland as international borders remain closed and Queenslanders are choosing to explore their own backyard and preferring to remain within a few hours drive of home. The comprehensive online media campaign that Maranoa Regional Council commenced in mid-2020 provided people with all the information they needed to plan a trip to our region. The Big Rig implementing a very consumer-friendly online booking system also really helped capitalise on visitors' interest in coming to the region.



The Big Rig - Roma Visitor Information Centre and site of the Big Rig Oil Patch and Night Show

4.3 TOURISM

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.	(a) 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 – - Implement Roma Revealed Tourism campaign including website, social media channels. - Individual brochure promoting specific attractions and experiences - 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 - 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 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.	(b) Community Consultation - Calico Cottage, Wallumbilla - Cobb & Co Changing Station Foyer Design	✓ ✓
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 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. (c) Regional Tourism Marketing Campaign	✓



Launch of the Tourism Operator, Business & Event 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.

Looking back - what we achieved in 2020/21

(a) Construction of The Bigger Big Rig

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

Stage 1 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.

Funding for Stage 1 of the Big Rig Oil, Gas and Energy Centre Expansion, including the Big Rig tower and treewalk project has been provided by the Queensland Government through the Outback Tourism Infrastructure Fund (\$1,230,000), the Queensland Tourism Icons Program (\$125,000) and the Building our Regions program (\$1,628,700), in addition to Visit Roma Inc. (\$10,000) and Maranoa Regional Council (\$2,824,987).



Bigger Big Rig construction

(b) Community Consultation - Calico Cottage, Wallumbilla - Tourism precinct

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.

The Multi-Purpose Council Facility will incorporate a number of Council services including library, customer service, and Visitor Information Centre. It will allow Council to better support the Wallumbilla Calico Cottage volunteers, and the precinct overall will provide more space for the Wallumbilla Heritage Association to expand the Wallumbilla Historical Museum. It is intended to be a space that the Wallumbilla community is proud of, and one that local residents and visitors can enjoy.

In order to bring the community's vision for this space to life, the project is proposed to be funded through the APLNG Community Investment Project Funding, as part of the APLNG Worker Transition Agreement. The Agreement, which was signed by Council and APLNG in 2019, includes community investment funding of \$1.25 million from APLNG for the Wallumbilla community, as one of the two closest towns to the APLNG Reedy Creek facilities.

A beautified Wallumbilla Calico Cottage & Heritage Precinct was a key component of the 2011 Wallumbilla Placemaking Plan, and in 2018 the Wallumbilla Heritage Tourism Precinct was developed in consultation with the community.



Wallumbilla Calico Cottage & Heritage Precinct architectural design

(c) Regional Tourism Marketing Campaign implemented

The Roma Revealed Facebook page had 15K Followers as of June 2021 with average impressions over 940.4K each month. The Roma Revealed Instagram page had 1K Followers as of May 2021 and reached over 510.7K each month. The monthly Roma Revealed eNewsletter had 1,777 plus subscribers as of June 2021 and growing each month. The Roma Revealed YouTube channel was launched in March 2021, subscriber acquisition in motion. The Roma Revealed consumer-centric website went live in November 2020 and by June 2021 it was consistently achieving 8-11,000 sessions per month.



4.3 TOURISM

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Destination marketing			
Regional visitor guide	4.3.2	Annually	✓
Liaison with coach companies	4.3.2	Annually	✓
Regional calendar of events	4.3.8	Annually	✓
Maintenance of Outback Queensland Tourism Association membership	4.3.4	Annual	✓
Meetings with tourism associations to assess current marketing initiatives and develop and implement new marketing strategies	4.3.4	Twice yearly	✓
What's On in the Maranoa	4.3.8	Weekly	✓
Attendance at tourism association meetings (new product and promotion opportunities - experiences and activities)	4.3.4	Bimonthly	✓
Conversion of business, event, function and sport visitors, friends, relatives and travellers into tourists	4.3.8	Monthly	✓
Professional operation of 'The Big Rig' as a regionally significant tourism attraction	4.3.1	7 days a week.	✓
Industry partnerships and skill development			
Operation of two accredited Visitor Information Centres and support for three other Visitor Information Centres across the region	4.3.1, 4.3.3	7 days a week.	✓
Industry networking	4.3.4	One major event each year.	✓
Volunteer familiarisation ('famil') / visits to the region's tourism assets	4.3.3	One each year.	✓
Skill development opportunities (partnership with industry)	4.3.4	Twice yearly.	✓
Tourism planning and projects			
Master plans	4.3.5	Master plans as funding becomes available.	✓
Maranoa tourism strategy initiatives	4.3.2	Within the approved budget.	✓
Funding applications and associated reports and acquittals	4.3.6	As opportunities are identified.	✓

Our projects 2020/21

✓ Undertaken / completed ■ In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
20372	New	Directional & Trail Signage	Regional	✓
19819	Operating	Tourism enhancement, Roma Airport	Roma	✓
22376	Operating	Mitchell tourism precinct - consultation	Mitchell	■
22683	Operating	Marketing and Promotion of the new Bigger Big Rig	Roma	■

Our finances - Tourism

	2020/21
Operations and maintenance	\$
Operating revenue	327,203
Fees and charges	306,337
Grants subsidies and contributions	20,866
Operating expenses	692,423
Employee costs	400,528
Materials and services	220,204
One-off projects (operating)	27,191
Finance costs	44,500
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(365,220)

	2020/21
Capital expenditure and funding (Renewal, new, upgrade works)	\$
Capital expenditure	
Asset renewal	-
New works	22,482
Upgrade works	-
Loan repayments	166,207
Total capital expenditure	188,689

4.4 Airport

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



Our year at a glance

2020/21



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



1 non-compliance notice (now rectified) during a Civil Aviation Safety Authority (CASA) audit.

Airports 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.

Airports challenges

COVID-19

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%.

4.4 AIRPORTS

What we do

We own, operate and manage 4 aerodrome facilities within the Maranoa region. Roma Airport operates Regular Public Transport (RPT) flights between Roma and Brisbane through the security screened terminal - 3kms north of town. It also operates as the central hub providing maintenance support, compliance and operational monitoring to Council's Aerodrome Landing Areas (ALAs) in Injune, Surat and Mitchell.

Our aerodromes consist of 5 runways and 1 dedicated helipad:

	Length (metres)	Width (metres)	Surface
Roma main runway	1,504	30	Asphalt
Roma secondary runway	804	18	Grass
Injune runway	1,200	18	Chip seal
Injune helipad	43	30	Chip seal
Surat runway	1,047	15	Chip seal
Mitchell runway	1,430	30	Chip seal

All 4 of Council's aerodromes are equipped with pilot activated remote lighting controls to allow safe runway landings for aircraft day or night and have aerodrome serviceability and technical inspections undertaken at regular intervals to monitor for any changes to the facilities that might impact safe aircraft operations.

Why we do it

Council, as the owner and operator of aviation facilities, is required to operate and maintain its aerodromes in accordance with the relevant legislation including the Civil Aviation Safety Regulation (CASR) and Aviation Transport Security Regulation (ATSR).

Further to this, we aim to provide safe and sustainable facilities to enhance the region's liveability, connectivity and economic prosperity, and provide access to services and markets outside the region. Therefore, it is critical that our aerodromes are fit for purpose, safe and maintained to a high standard.

We also need to plan for the future to ensure that our facilities can grow (e.g. not become land locked) and adapt to changing needs (e.g. type of aircraft).

What we must do

Australian Government

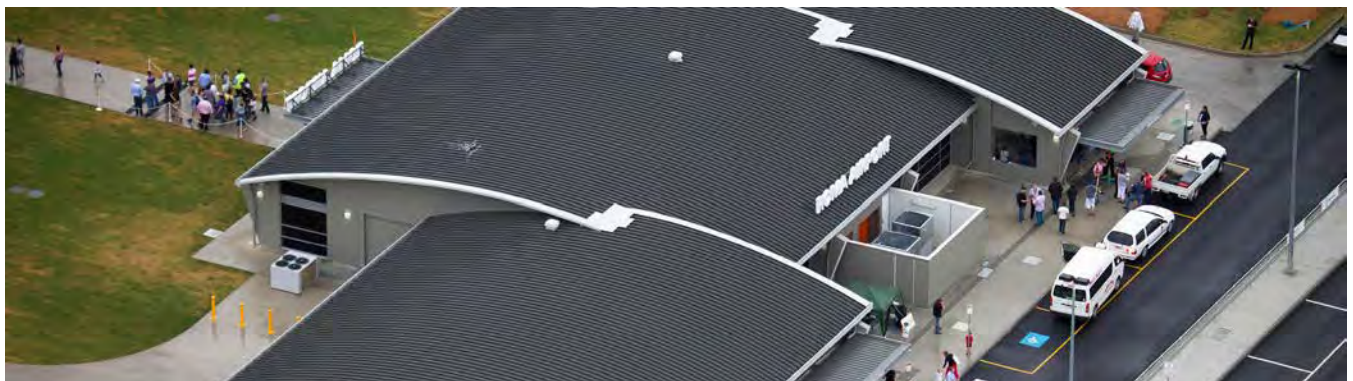
- Civil Aviation Act 1988
- Civil Aviation Safety Regulations 1998
- Manual of Standards Part 139 – Aerodromes
- Civil Aviation Advisory Publication 92-1 (1)
- Aviation Transport Security Act 2004
- Aviation Transport Security Regulations 2005
- Transport Safety Investigation Act 2003
- Transport Safety Investigation Regulations 2003
- Radio Communications Act 1992
- Radio Communications Regulations 1993

Queensland Government

- State Planning Policy 2017
- Environmental Protection Act 1994
- Work Health and Safety Act 2011
- Work Health and Safety Regulations 2011
- Radiation Safety Act 1999
- Radiation Safety Regulations 2010
- Weapons Act 1990
- Weapons Regulations 1996
- Nature Conservation Act 1992
- Nature Conservation Regulations 2006
- Local Government Act 2009
- Local Government Regulation 2012
- Building Act 2015
- Building Regulation 2006
- Building Fire Safety Regulation 2008

Local Laws and Subordinate Local Laws

- Local Law No. 5 (Parking) 2011
 - Roma Aerodrome Regulated Off Street Parking Area
- Local Law No. 7 (Aerodromes) 2011.



Roma airport terminal

How we are trending - Airports

Year	Passenger numbers	
2000/01	11,196	
2001/02	10,532	
2002/03	10,219	
2003/04	11,477	
2004/05	14,402	
2005/06	16,247	
2006/07	22,331	
2007/08	29,965	
2008/09	39,979	Flight numbers
2009/10	47,415	*
2010/11	57,482	356
2011/12	90,483	1,178
2012/13	211,344	2,557
2013/14	317,587	3,548
2014/15	228,661	3,130
2015/16	105,027	1,781
2016/17	86,625	1,210
2017/18	85,902	1,208
2018/19	89,003	1,250
2019/20	70,973	1,098
2020/21	39,761	786

* data based on weight class and it would be very difficult to accurately determine what is regular passenger transport (RPT), charter and general aviation.

2020/21	Regular Passenger Transport (RPT)	Charter	Royal Flying Doctor Service	LifeFlight	Angel Flight	General Aviation
Roma	666	121	600	91	6	2,862
Injune	0	87	20	0	4	81
Surat	0	1	16	2	0	16
Mitchell	0	1	35	0	0	5

More about the numbers

The Queensland's resources industry has maintained operations during the period of the COVID-19 pandemic with Fly-in-Fly-Out (FIFO) workers making up a large part of aviation operations in the Maranoa region.

Repeated lockdowns, evolving health requirements and domestic travel restrictions did however result 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%.

4.4 AIRPORTS

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
4.4.1 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.	✔
4.4.2 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.	✔
4.4.3 Manage the contract for screening of passengers and items on Regular Public Transport (RPT) and selected Charter flights.	(a) Delivery of screening equipment upgrades. Execution of long term scheduled maintenance program for screening equipment.	✔
4.4.4 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.	✔
4.4.5 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	✔
4.4.6 Manage the services contracts and leases of business tenancies.	Review of schedules, daily contractor management and monitoring in response to COVID-19.	✔
4.4.7 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.	✔
4.4.8 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.	✔
4.4.9 Manage the Roma Airport car park.	Review of Roma Airport carpark fees and charges in response to COVID-19.	✔
4.4.10 Administer landing and pavement concession requests.	Undertake engineering review of pavement and aircraft capacities associated with pavement concession requests.	✔
4.4.11 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.	✔
4.4.12 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.	✔
4.4.13 Complete the Roma Airport runway overlay project with partnership funding from the State Government.	Completed 2019/20	
4.4.14 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.	■
4.4.15 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.	✔
4.4.16 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.	✔

Our projects 2020/21

✓ Undertaken / completed
 ■ In progress
 ✗ Not started

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
20347	Renewal	Roma Airport Sewerage Upgrade	Roma	✗
22204	Renewal	Reconstruction of Mitchell Aerodrome aircraft parking apron and reseal taxiway	Mitchell	■
20478	Upgrade	Roma Airport Screening Equipment Upgrade	Roma	✓
22206	Operating	Refurbishment of checked baggage x-ray unit for radiation and mechanical reliability and safety	Roma	✓
22396	Operating	Airports - Route Restart Program	Roma	✓

Looking back - what we achieved in 2020/21

(a) Delivery of screening equipment upgrades

In order to meet new strengthened aviation security requirements set by the Department of Home Affairs, Council performed upgrades to the security screening equipment and processes at Roma Airport. The enhanced screening measures included system upgrades, installation of state of the art body scanning equipment and the refurbishment of existing security screening infrastructure.

The project was funded by the Federal Government under the Regional Airport Security Screening Fund (RASSF) with the objective of meeting the new security requirements whilst maintaining a positive passenger experience for the travelling public.



Roma Airport entrance signage.

4.4 AIRPORTS

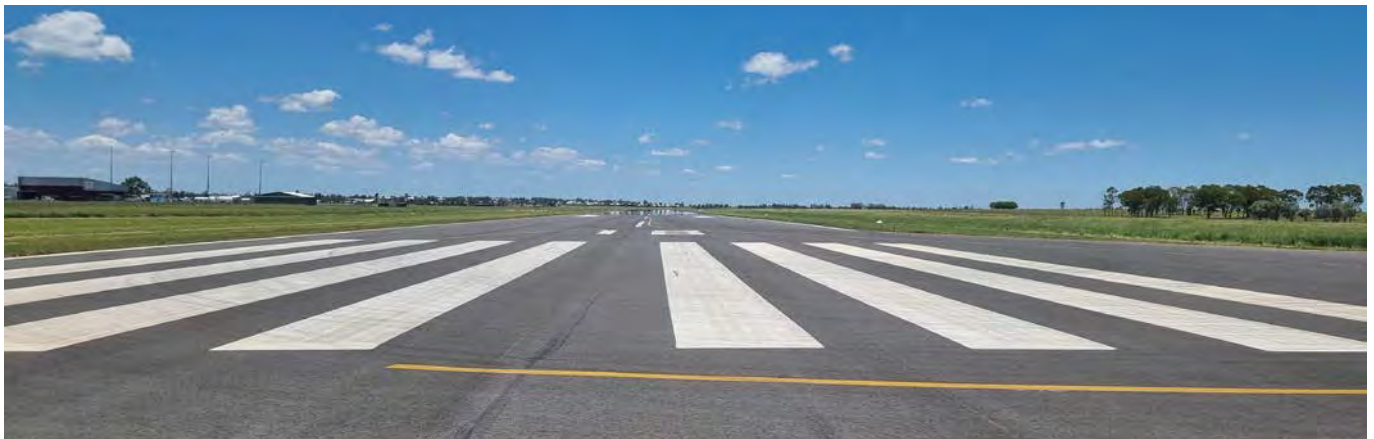
Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Airport access			
Issuing and control of Visitor Identification Cards under the Aviation Transport Security Regulations	4.4.1	Provided as required for airport users.	✓
Identity verification services to Aviation Security Identification Card (ASIC) issuing bodies	4.4.1	Ad hoc service provided to ASIC applicants by appointment.	✓
Works safety supervision and airside escorting of vehicles and personnel	4.4.1	Provided by arrangement in advance of works or for infrequent access to airside facilities.	✓
Airport induction and airside driving authorisations	4.4.1	Provided by arrangement with notice; duration approximately 2 hours.	✓
Aviation Security Identification Card (ASIC) verification of airside persons	4.4.1	Daily interaction with persons airside.	✓
Issuing gate codes for airside access	4.4.1	Daily as requested, pilot escorting for non-ASIC holders.	✓
Access control and monitoring to airside and security restricted areas	4.4.1	Daily during operational hours.	✓
Airport maintenance			
Terminal and general facility cleaning	4.4.2	Daily facility cleaning with monthly carpet cleaning.	✓
Line marking of movement areas	4.4.2	As identified in inspections or directed by the Civil Aviation Safety Authority (CASA).	✓
Runway, taxiway and apron maintenance	4.4.2	Daily foreign object and debris removal, crack patching and minor time limited works.	✓
Passenger and baggage screening equipment maintenance	4.4.2	Programmed quarterly maintenance contract in place, daily inspection and calibration, periodic licensing and safety certification of radiation sources.	✓
Runway lighting inspection and maintenance	4.4.2	Daily foreign object and debris removal, crack patching and minor time limited works.	✓
Fence and gate maintenance keeping animals off runways	4.4.2	Daily inspection of fences and gates at Roma with weekly minor repairs undertaken, major fence breaches rectified immediately. Twice weekly inspections for Aerodrome Landing Areas (ALAs), faults rectified as required.	✓
Start and end of trip facility maintenance	4.4.2	Airconditioning inspections programmed quarterly, lighting, electrical, plumbing and building defects identified and rectified as required.	✓
Slashing and grounds keeping of airports	4.4.2	Slashing of flight strips when grass height exceeds 150mm, annual airside and landside boundary slashing (Roma), weekly lawn and garden maintenance.	✓
Airport operations			
Screening of passengers and items on Regular Public Transport (RPT) and selected Charter flights	4.4.3	Daily during operational periods.	✓
Wildlife hazard control	4.4.5	Daily before and after Regular Public Transport (RPT) and large charter operations.	✓
Statutory inspections of aerodrome serviceability and technical compliance as required under the Civil Aviation Safety Regulations and Civil Aviation Advisory Publication 92-1 (1)	4.4.4	Daily serviceability inspections of Roma and twice weekly for Aerodrome Landing Areas (ALAs), annual technical and electrical inspections at Roma and 3 yearly rotating compliance inspections of Aerodrome Landing Areas (ALAs).	✓
Obstacle Limitation Surface (OLS) and Procedures for Air Navigation Services — Aircraft Operations (PANS-OPS) monitoring and hazard management	4.4.5	Daily monitoring. Notices to Airmen (NOTAMs) and regulatory agency referrals as required.	✓

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Airport operations continued			
Planning assessment for developments in the vicinity of aerodromes	4.4.5	As required assessment of development implications to airspace.	✓
Contract management for services to Council and leases of business tenancies	4.4.6	Annual review of schedules, daily contractor management and monitoring.	✓
Roma Aerodrome compliance and user meetings	4.4.8	Minimum annual Aerodrome Security and Safety Committee meetings, Regional Industry Consultative Meetings held 6-monthly.	✓
Foreign object/debris and aircraft safety monitoring	4.4.5	Daily before and after Regular Public Transport (RPT) and large charter operations.	✓
Passenger and aircraft monitoring	4.4.3	Daily monitoring of passenger movement through Security Restricted Areas.	✓
Emergency response preparedness and exercises	4.4.7	Rotating schedule of desktop and full activation exercises annually, planning and de-brief meetings held prior to and following exercises, continual update of Aerodrome Emergency Plan and Aerodrome Manual following exercises.	✓
Carpark operations			
Secure car park cash management	4.4.9	Quarterly reconciliation of cash on site, quarterly banking and pay station cash in transit actions as required.	✓
Car park equipment maintenance	4.4.9	Weekly cleaning and inspection of entry, exit and pay station machines with reactionary maintenance for breakdowns, annual supplier maintenance program.	✓
Responding to ticket and payment issues with customers	4.4.9	Daily as required.	✓
Car park postpaid account management	4.4.9	Monthly reconciliation and invoicing of accounts. Account cards set up as requested by customers.	✓
Landing requests			
Processing and approving landing requests	4.4.10	As requested assessment of aircraft landing requests, allocation of parking bays and notification to Aerodrome Landing Area (ALA) reporting officers.	✓
Pavement concessions	4.4.10	As requested engineering review of pavement and aircraft capacities.	✓
Asset management, renewal, upgrade and new works for the Roma Airport and regional aerodromes			
Inform annual budget submissions based on an asset management plan	4.4.12, 4.4.14	Prepare annual budget submissions for maintenance and renewal projects, informed by the adopted Asset Management Plans for Roma and Council's Aerodrome Landing Areas (ALAs) in Injune, Surat and Mitchell (once developed).	■
Compliance			
Compliance – Adherence to regulatory changes and timely close out of compliance issues identified through internal auditing and external compliance activities by regulators based on risk	4.4.15	<p>Capitalise on industry consultation forums to prepare for regulatory reforms.</p> <p>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.</p> <p>Development of risk based corrective action plans within 4 weeks of finalisation of compliance inspections, audits or process reviews that identify gaps.</p>	✓

4.4 AIRPORTS

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21
Financial management			
Use condition assessments and asset management processes to identify major maintenance and renewal projects and identify external funding sources and opportunities to minimise cost to Council.	4.4.11	Develop scopes of work for design of maintenance and renewal projects at Council's Aerodrome Landing Areas (ALA's) in Injune, Surat & Mitchell as identified in condition assessments. Complete design and preliminary costing of projects. Identify and apply for external funding opportunities as they arise in alignment with Council's financial priorities.	■
Aviation safety			
Continued implementation of Wildlife Hazard Management Plan controls to reduce bird strike occurrences.	4.4.5	Removal of trees, shrubs and other attractive potential bird habitats within the airside area as required.	✓
Continual improvement of work management processes focusing on delivery of key aviation safety tasks across Council's aerodromes (Airports Operations Manual)	4.4.5	Periodically review process mapping of statutory activities at all aerodromes. Maintain a weekly and monthly work plan to program compliance and aviation safety activities with performance reporting. Monitor performance and review work plans where required.	✓



Roma Airport runway

Our finances - Airports

Operations and maintenance	2020/21 \$
Operating revenue	2,471,147
Fees and charges	2,075,036
Grants subsidies and contributions	68,000
Other revenue	328,111
Operating expenses	2,128,995
Employee costs	577,616
Materials and services	1,157,467
One-off projects (operating)	182,579
Indirect costs	130,468
Finance costs	80,865
Depreciation expense	819,639
Operating result (Deficit) - Contribution required from general revenue	(477,487)

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21 \$
Capital funding	
Operating result / revenue for capital purposes	-
Grants, subsidies	121,500
Other	-
Opening balance	4,565,614
Loan proceeds	-
Cash reserve for asset renewal	342,152
Total capital funding	5,029,266
Capital expenditure	
Asset renewal	29,900
New works	-
Upgrade works	121,500
Loan repayments	96,564
Total capital expenditure	247,964
Transfer from reserves for Tourism project	2,758
Projected closing funds for future years	4,778,544

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.



Our year at a glance

2020/21

1

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



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

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



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

Saleyards 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.

Saleyards 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.

4.5 SALEYARDS

What we do

Council provides an accredited centre for store, prime, stud and special sales, and private weighing and spelling. Set on a generous 123 acres, the centre operates as a 24/7 facility which is accredited with both the NSQA (National Saleyards Quality Assurance) and EUCAS (European Union Cattle Accreditation Scheme).

Saleyards' facilities include:

- 373 Selling pens, 7 drafts, 217 receival/delivery yards, 33 cable yards, 6 large spelling yards;
- Load in/out facilities – 3 double ramps and 2 body truck ramps;
- Bull and stud selling area (225 seating capacity) and wash facilities;
- 2 weighbridges;
- 2 vet crushes;
- Amenities;
- Administration buildings including checkoff room and load out office;
- Canteen (kitchen and eating areas).

Additional facilities on site:

- 3 bay truck wash and 2 bay seed wash;
- Truck hardstand area for Type 2 road trains;
- Truck hardstand area for B-Double trucks;
- 137 carparks (plus parking for 6 caravans) with an overflow parking capacity of 37 carparks;
- Truck stop and refueling facility.

Depending on the season and availability of cattle, each auction typically attracts 200-450 people, and sell between 250,000 and 400,000 cattle annually. The saleyards' highest annual throughput was set in 2009 with 413,000 cattle sold through the facility. The centre has a proven track record in the processing of large scale cattle numbers on any given sale day, with the record sale just under 13,000 head (12,783 head sold 26 March 2013).



Why we do it

Saleyards are important assets to regional communities and townships, providing a hub for employment, economic activity and trade.

The Roma Saleyards is a major agricultural industry asset in the context of the regional economy and beyond. Cattle are transported from local properties, as well as further afield including the Northern Territory, northern New South Wales, Cameron's Corner in South Australia and east from Alice Springs.

More recently the Roma Saleyards has drawn large numbers of tourists to the region and is a key driver of broader economic activity through visitor spending.

Roma Saleyards' business philosophy

The Roma Saleyards provides an important community service, given the economic and social benefits that accrue to the Maranoa region and beyond.

For this reason Council does not aim to run the facility at a profit, nor does the revenue from the Saleyards go towards any other part of Council operations.

Council does however, as manager of the asset, need to ensure that it gets sufficient income so that the facility is operated, maintained and upgraded to meet industry demands and standards.

Council also ensures that, as the facility serves customers outside the Maranoa region, the financials are separately accounted for so that the general ratepayer is not subsidising the operations.

What we must do

Queensland Government

Local Government Act 2009

Heavy Vehicle National Law (Queensland)

Australian Animal Welfare Standards and Guidelines – Livestock at Saleyards and Depots (Saleyards Welfare Standards) - Edition one, Version One – 23 February 2018

Australian Animal Welfare Standards for the Land Transport of Livestock

Stock Handling Guidelines at Saleyards – Department of Employment, Economic Development and Innovation, Biosecurity Queensland

Australian Livestock & Property Agents Association (ALPA) Livestock Auction Terms and Conditions of Sale

Australian Veterinary Emergency Plan

Plans and Procedures

Roma Saleyards Quality Manual

Roma Saleyards European Union Management Plan and Operating Procedures

Roma Saleyards Biosecurity Plan including Stock Standstill Procedures



How we are trending - Saleyards

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Cattle sold - store and prime sales									
- Number of head	384,907	347,243	372,546	335,667	310,525	304,843	319,035	275,258	238,309
- Gross sale value (\$ excluding GST)	\$206.18m	\$155.92m	\$239.05m	\$308.35m	\$338.23m	\$267.02m	\$238.3m	\$260.34m	\$318.22m
- Council yard dues (\$ revenue)			\$3.01m	\$2.86m	\$2.7m	\$2.92m	\$3.33m	\$3.52m	\$3.16m
Cattle sold - stud sales									
- Number of head	1,430	1,422	966	842	842	849	891	901	915
- Gross sale value (\$ excluding GST)	\$5.16m	\$3.12m	\$2.71m	\$4.25m	\$5.85m	\$5.15m	\$4.35m	\$3.73m	\$6.39m
- Council yard dues (\$ revenue)	*	*	\$22,648	\$29,460	\$38,180	\$64,029	54,640	\$49,761	\$75,013
Private weighing and scanning, spelling numbers									
- Weigh only	5,007	7,579	8,272	10,406	8,496	14,952	1,226	3,783	3,138
- Scan only	0	0	0	73	0	89	-	0	0
- Weigh and scan	1,153	846	34	357	1,686	590	2,238	1,877	1,635
- Spelling	*	*	*	34,543	49,864	25,323	27,362	44,064	50,963

More about the numbers

Store Sale numbers decreased in 2020/21 compared to 2019/20 mainly due to the continuing drought conditions. Prices have remained strong due to demand.

Prime sales continued to be incorporated in the Tuesday store sale which shows the extent of the continuing drought.

Spelling numbers increased in 2020/21 compared to 2019/20.



2020/21 events at the Roma Saleyards

Above - Channel 9 Today Show's Tim Davies presenting the national weather forecast at Roma Saleyards on 20 October 2020.

Left - "Are you lonesome tonight" - Opera Queensland on 25 June 2021.

4.5 SALEYARDS

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
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	Prior year project.	
- Provide an alternative access into the saleyards for heavy vehicles via Primaries Road	Secure funding (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	(a) 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.	■
Saleyards improvement plans		
<i>Stage 1 – Productivity Improvements</i>	COMPLETE	
Construct new selling pens, 2 drafts, and a new workshop in new location. This provided for more receival / delivery yards near the ramps.		
<i>Stage 2 – Safety and Productivity Improvements</i>	COMPLETE	
Design & construct new yards to connect the new Stud Stock Selling Arena with the existing yards		
Upgrade Ramp 3 *	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	✓



What we aim to do	2020/21	2020/21 Progress
Upgrade Ramp 2 * - Install new ramp (offset) - Reconfigure yards connecting to new ramp to separate workers and cattle	Preliminary designs Consultation with stakeholders	✓ ✓
Upgrade Body Truck Ramps - Remove existing body truck ramps - Install new body truck ramps and reconfigure yards connecting to the ramps; separating workers and cattle <i>This project will be shovel ready for when funding is available.</i>	Preliminary designs	✓
Pound draft - Install a pound draft for smaller consignments of cattle, connecting directly with the selling pen area (i.e. body truck loads) <i>This project will be shovel ready for when funding is available.</i>	Preliminary design and consultation with stakeholders.	✓
Saleyard Improvement Plan Stage 3 - 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	✓
Saleyard Improvement Plan Stage 4 - Investigate options for increased shade areas across the facility for workers, users and livestock.		■
4.5.5 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.	✓
4.5.6 Continue to undertake Council's responsibilities in relation to the operation of the selling centre: <ul style="list-style-type: none"> • National Livestock Identification System (NLIS) compliance scanning and transaction processing; • Weighing of sold cattle; • Maintenance of sale records for data entry, invoicing, issuing buyer check off and delivery advices, waybills. • Humane destruction and disposal services. 	Annual service Tender for NLIS compliance scanning and data collection services.	✓
4.5.7 Undertake programmed maintenance of the: <ul style="list-style-type: none"> • the selling pens including cleaning, re-gravelling and water trough cleaning; • the weighbridges including calibration, certification, checking and cleaning. 	Annual service	✓
4.5.8 Implement and manage contracts / agreements: <ul style="list-style-type: none"> • canteen; • movement and control of all cattle after they are sold; • multipurpose facility cleaning. 	Annual service Manage contracts	✓
4.5.9 Undertake regular cleaning of the yards including: <ul style="list-style-type: none"> • the penning and draft area surrounding the weighbridges; • receival / delivery yards (including re-gravelling and water trough cleaning); • cable yards (including water trough cleaning); • drafts. 	Annual service	✓



4.5 SALEYARDS

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

Our projects 2020/21

✓ Undertaken / completed ■ In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
19767	New	Roma Saleyards Improvement Plan Stage 2 Safety Security and Productivity Improvements - Detailed Designs	Roma	■
20305	New	Roma Saleyards Dump Ramp Facility - construct near Ramp 1	Roma	■
19375	Upgrade	Roma Saleyards Improvement Plan	Roma	■
19766	Upgrade	Roma Saleyards Improvement Plan Stage 2: Reconfigure Ramp 2	Roma	■
TBA	Upgrade	Roma Saleyards Auctioneer walkways	Roma	■
20854	Operating	Roma Saleyards Economic Impact Assessment	Roma	■



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



Roma Saleyards Volunteers with Tim Davies.

Looking back - what we achieved in 2020/21

(a) 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.

The project, which was initiated in response to a safety concern identified by management, has seen six 30 metre light poles installed in the area. Each pole has been fitted with four energy efficient LED floodlights per post.

Council selected the LED light technology for this project due to the expected cost savings from energy use – with potential energy savings in the order of \$33,000 per annum. Additionally, LED lights have a longer lifespan and have reduced annual maintenance and replacement costs.



Councillors view new lighting at Roma Saleyards



New lighting in operation at Roma Saleyards

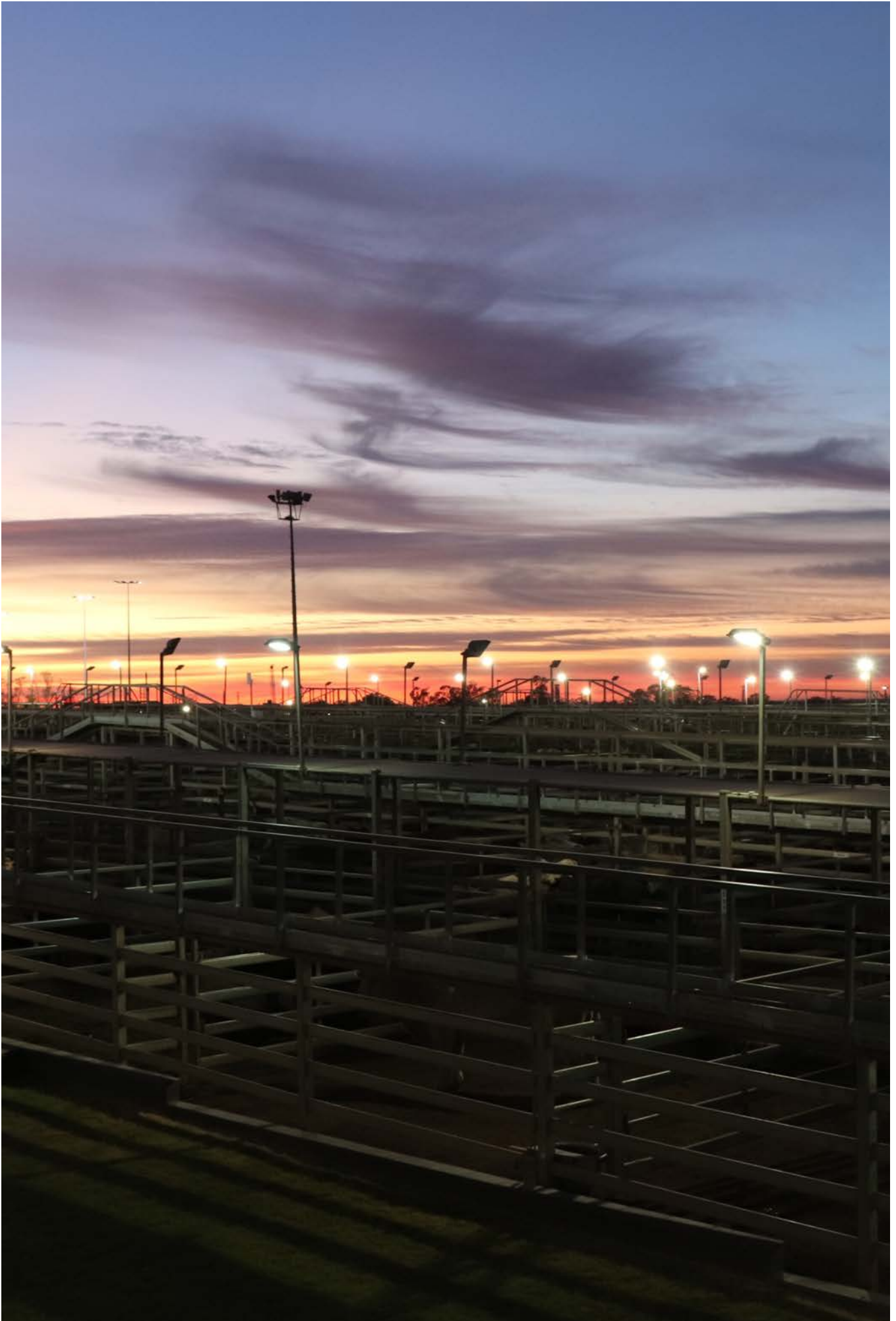


4.5 SALEYARDS

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Programmed (planned) maintenance and reactive maintenance			
<p>Selling pens - cleaning, regravelling, water trough cleaning</p> <p><i>Why?</i> To provide clean selling facilities for stakeholders and livestock, with the provision of suitable drinking water for cattle penned for sale.</p>	4.5.1, 4.5.7	<ul style="list-style-type: none"> On average, each of the 375 selling pens is cleaned seven (7) times per year. The frequency varies depending on throughput and weather conditions. 	✓
<p>Weighbridges - calibration and certification, checking and cleaning</p> <p><i>Why?</i> To provide accurate and reliable weighing services to stakeholders.</p>	4.5.1, 4.5.6, 4.5.7	<ul style="list-style-type: none"> Bi-annual inspection, calibration and certification by an external provider (Provider certified by the Australian Government - National Measurement Institute (NMI)). Visual inspection and test weigh prior to each sale on each weighbridge. Zero operation and indication undertaken at the change of each Agency's weighing on each weighbridge. Zero tracking is undertaken after each weigh (visual check by scale operator). Each weighbridge is cleaned after each sale. 	✓
<p>Penning and draft area surrounding weighbridges - cleaning</p> <p><i>Why?</i> To provide clean weighing facilities for workers and cattle.</p>	4.5.1, 4.5.9	<ul style="list-style-type: none"> On average, the penning and draft area surrounding the weighbridges is cleaned 15 times per year (every 3 weeks). This frequency varies depending on throughput and weather conditions. 	✓
<p>Receival / delivery yards - cleaning including water trough and regravelling</p> <p><i>Why?</i> To provide clean facilities and the provision of suitable drinking water for cattle, as well as minimising the risk of spreading disease and contaminants.</p>	4.5.1, 4.5.9	<ul style="list-style-type: none"> On average, each of the 72 receival / delivery yards is cleaned five (5) times per year. This frequency varies depending on throughput and weather conditions. 20% of the receival/delivery yards are re-graveled each year – on average each receival/delivery yard is re-graveled once every 5 years. Each water trough in the receival/delivery yards is cleaned 24 times per year (fortnightly with the exception of Christmas shutdown period). 	✓
<p>Cable yards - cleaning, including water trough</p> <p><i>Why?</i> To provide clean facilities and provision of suitable drinking water for cattle, as well as minimising the risk of spreading disease and contaminants.</p>	4.5.1, 4.5.9	<ul style="list-style-type: none"> Each of the 33 cable yards is cleaned once a year, however an additional cleaning may be required due to weather conditions. Each water trough in the cable yards is cleaned 24 times per year (fortnightly with the exception of the Christmas shutdown period). 	✓

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Drafts - cleaning <i>Why?</i> <i>To provide clean drafting facilities for users.</i>	4.5.1, 4.5.9	<ul style="list-style-type: none"> On average, each of the 5 drafts is cleaned six (6) times per year. This frequency varies depending on throughput and weather conditions. 	✓
Facility - general maintenance and repairs, ground maintenance including mowing, slashing, waste collection, amenities cleaning, dust suppression, street sweeping of internal roads. <i>Why?</i> <i>To provide a facility and grounds that is clean, well maintained for users and visitors.</i>	4.5.1, 4.5.10	<p>GENERAL MAINTENANCE</p> <ul style="list-style-type: none"> Visual inspection of the yards is undertaken three (3) times per week. Repairs are undertaken as required or reported. On average there are approximately 500 general maintenance repairs throughout the year. (e.g. replace broken rails, gates, latches etc). Lubricate all gates, slam latches and hinges monthly. <p>GROUNDS MAINTENANCE</p> <ul style="list-style-type: none"> Generally mowing around the office and canteen is undertaken weekly, depending on weather conditions. Slashing around the facility is done as required. <p>WASTE</p> <ul style="list-style-type: none"> Approximately 7 bins around the canteen area are manually emptied after each store, prime and special sale. Approximately 35 bins throughout the yards are manually emptied once a week. <p>AMENITIES</p> <ul style="list-style-type: none"> All amenities are inspected each day and cleaned if required. All amenities are routinely cleaned after each store, prime and special sale, with one additional clean over the weekends. <p>DUST SUPPRESSION</p> <ul style="list-style-type: none"> As required. Within the yards using a sprinkler system. <p>STREET SWEEPING</p> <ul style="list-style-type: none"> Internal roads, turnarounds and hardstand parking using a water truck. Monthly excluding Christmas shutdown period. 	✓
Vet crushes - general maintenance. <i>Why?</i> <i>To ensure the crushes are clean and ready for use.</i>	4.5.1, 4.5.10	<ul style="list-style-type: none"> Inspected after each use. Grease and clean the two (2) crushes once a month. 	✓
Quality assurance			
National Saleyards Quality Assurance Certification <i>Why?</i> <i>Provides assurance to Council and stakeholders that Roma Saleyards is operated within the National standard for the operation of a saleyard.</i>	4.5.1, 4.5.6, 4.5.7, 4.5.9, 4.5.10	<ul style="list-style-type: none"> Annual audit / continued certification <p>This evaluates the capability of the saleyards activities to ensure compliance with:</p> <ul style="list-style-type: none"> a) National Saleyards Quality Assurance Program (NSQA), and b) National Standard for the Operation of Australian Saleyards. 	✓
Contracts			
Participation in tender specification, evaluation, contract management	4.5.8	<ul style="list-style-type: none"> Canteen Movement and control of all cattle after they are sold Multipurpose facility cleaning 	✓
Other services			
Private services on fee for service basis	4.5.11	Weighing, National Livestock Identification System (NLIS) Compliance and Scanning, Spelling, Unloading and loading of cattle for spelling, private weighing and scanning (on request).	✓



Roma Saleyards pens and walkways

Our finances - Saleyards

	2020/21
	\$
Operations and maintenance	
Operating revenue	3,239,327
Fees and charges	3,232,948
Other revenue	6,379
Operating expenses	3,369,997
Employee costs	730,711
Materials and services	2,457,100
One-off projects (operating)	7,800
Indirect costs	174,386
Depreciation expense	395,551
Operating result (Deficit) - Contribution required from general revenue	(526,221)

	2020/21
	\$
Capital expenditure and funding (Renewal, new, upgrade works)	
Capital funding	
Opening balance	508,784
Total capital funding	508,784
Capital expenditure	
New works	17,918
Upgrade works	14,877
Total capital expenditure	32,795
Transfer from reserves for net operating result (excluding depreciation)	130,670
Projected closing funds for future years	345,319



Roma Saleyards courtyard

4.6 Gas

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



Our year at a glance

2020/21



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



Reinvested **gas sales** income (around \$0.89 million) in operating, maintaining and improving the gas network.



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

Gas 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.

Gas 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.

4.6 GAS

What we do

Council holds a retail and distribution authority for the supply of natural gas within the township of Roma, with the authority (licence) issued under the *Gas Supply Act 2003*.

We purchase natural gas from a wholesale provider, odourise the natural gas received and distribute it to the town of Roma.

The distribution network supplies gas from the wholesaler's Bungil Creek facility (situated approximately 2 kms east of Roma on the Warrego Highway) to a total of 680 customers through 37.66 kms of reticulated gas pipe. Council delivers an annual volume of gas of around 22 terajoules increased to close to 28 terajoules in 2020/21.

Why we do it

Roma is only one of 2 local governments in Queensland to have a reticulated gas network. The early local governments no doubt sought to obtain a benefit for local residents of the oil and gas resources mined in the region. That service continues to be provided annually, and the network of mains is extended where it is commercially viable to do so.

Today, numerous customers rely on the network to provide gas for industrial, commercial and domestic use.

What we must do

Local Instruments

Maranoa Planning Scheme

Queensland Government Legislation

Local Government Act 2009

Gas Supply Act 2003

Gas Supply Regulation 2007

Petroleum and Gas (Production and Safety) Act 2004

Petroleum and Gas (Safety) Regulation 2018

Work Health and Safety Act 2011

Work Health and Safety Regulation 2011

Environmental Protection Act 1994

Australian Standards

Australian Standards and Codes, including ISO 9001, AS4801 and ISO 14001.

AS 2832.1-2015, Cathodic Protection of Metals, Part 1: Pipes and Cables

AS 2885.0- 2018, Gas and Liquid Petroleum, General requirements

AS 2885.3- 2012, Gas and Liquid Petroleum, Operation and Maintenance

AS 4645.1-2018, Gas Distribution Networks, Network Management

AS 4645.3-2018, Gas Distribution Networks, Plastic Pipe System

AS 4568 – 2005, Preparation of a Safety and Operating plan for Gas Networks

AS 5601-2004, Gas Installations



Gas service

How we are trending - Gas

	2016/17	2017/18	2018/19	2019/20	2020/21
Information for business planning					
Length of gas mains (kms)	30.361	30.361	30.361	33.00	37.66
Accounts		672	683	674	696
Cubic metres		594,997	594,517	577,737	732,071
Megajoules		22,742,567.99	22,701,534.84	22,117,341.80	27,925,430.17
Billed		\$55,241.24	\$468,606.94	\$949,965.82	\$984,656.14
Analysis by class (customer break-up)					
Number of customers:					
Accounts					
- Industrial	16	17	22	19	4
- Commercial	63	60	65	60	69
- Domestic	549	492	528	582	611
- Inactive	175	249	234	-	
- Total connections	803	818	849	651	680
Usage (MJ):					
- Industrial					12,593,189
- Commercial					11,393,523
- Domestic					3,938,523
Billed:					
- Industrial					438,835
- Commercial					270,386
- Domestic					275,435

*Note, from 2019/20 only high risk areas and 1 zone were surveyed.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Pricing Industrial / Commercial									
Cents per MJ (to customer) >15000MJ	\$0.030	\$0.031	\$0.032	\$0.033	\$0.033	\$0.033	\$0.035	\$0.035	\$0.015
Subsidy per MJ	-	-	-	-	-	-	-	-	\$0.020
Total subsidy from general rates	-	-	-	-	-	-	-	-	\$195,043
Gas reconnections	83	113	114	141	147	115	63	112	111
Gas disconnections	108	101	163	139	138	118	53	94	109
Gas new connections	20	17	58	39	14	2	2	2	1
Performance (KPIs)									
Due dates met for reports to regulator	-	-	-	-	✓	✓	✓	✓	✓
Notifiable incidents	1	0	0	0	1	2	0	0	3
Compliance data / external reporting									
<i>Extract from Note 2 (b) of Council's Financial Statements:</i>									
Gas total assets (net) (\$'000)	234	7,149	6,218	6,184	5,397	4,689	4,996	4,468	5,167
Gas income from operations (\$'000)	1,237	842	946	811	922	862	890	921	1,083
Gas expenses from operations (\$'000)	823	643	863	598	590	586	820	768	774
Net result (\$'000)	414	199	83	213	332	276	70	153	309
Annual leak detection program									
Class 1	-	-	-	-	3	5	1	0*	5
Class 2	-	-	-	-	1	31	51	8*	3
Class 3	-	-	-	-	93	113	352	41*	28

4.6 GAS

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>4.6.1 Continue to enhance our long term plans and financial forecasts for our gas infrastructure. 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>4.6.2 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"> - Quality - Safety - Environment <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>4.6.3 Upgrade the network to reduce the risk of loss of supply to customers.</p>	<p>Network upgrade projects</p>	✓
<p>4.6.4 Develop and implement a SCADA system (Supervisory Control and Data Acquisition) to efficiently monitor and control the gas assets in real time.</p>		✓
<p>4.6.5 Progressively replace old meters to ensure reliability and accuracy, with a key focus on industrial and commercial meters as a priority.</p>	<p>(a) Continuation of meter replacement program</p>	✓
<p>4.6.6 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>4.6.7 Carry out an annual leakage survey (to detect any leakages of gas from the network). 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).</p> <p>Purchase of equipment for inhouse use.</p> <p>(b) Initiation of valve replacement program</p>	<p>✓</p> <p>✓</p>
<p>4.6.8 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>4.6.9 Provide annual services (including programmed and reactive maintenance and operations) and monitor compliance with target timeframes.</p>		✓

Looking back - what we achieved in 2020/21

(a) Continuation of meter replacement program

Each year Council replaces meters that have reached the end of their useful lives. This is to ensure reliability and accuracy of the meters.

In 2020/21 65 meters were replaced - 26 commercial meters and 39 domestic meters.

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



Domestic gas meter

(b) Initiation of 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.

The program identifies faulty and leaking valves and replaces them or removes them from the network if they are no longer required. This will be an annual program from now on.



Gas valve



Commercial gas meter

Our projects 2020/21

✔ Undertaken / completed ■ In progress

Project ID	Asset work type	Project Name	Local Area	Did we achieve it in 2020/21?
22191	Renewal	Renew gas main Soutter Street, Roma	Roma	✔
22192	Renewal	Renew gas main Bowen Street, Roma (Currey to Cottell)	Roma	✔
22193	Renewal	Renew gas main Charles Street, Roma	Roma	✔
22194	Renewal	Gas meter replacement 2020/21	Roma	✔
22195		Gas valve replacement 2020/21	Roma	✔
20291	New	Gas odourant system installation	Roma	■
20292	New	Gas Supervisory Control and Data Acquisition (SCADA) equipment	Roma	■
22197	New	Gas detector	Roma	✔

4.6 GAS

Our annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?	Procedure reference (where applicable)
Programmed operations and maintenance				
Leakage surveys	4.6.6	Leaks responded to according to risk (Class 1, 2, 3) with Class 1 addressed immediately.	✓	G14 - Leak Survey
Valves inspections and cleaning	4.6.8	Minimum of a fifth of the valves each year.	✓	G15 - Gas Valve Operation
Odourant recharge	4.6.8	Weekly monitoring at key points. Levels checked at least once per month.	✓	G04 - Odourant Bottle Changeout G05 - Odourant Sniff Test
Replacement of old meters	4.6.4	Ultimately at end of useful life (Current backlog).	✓	
Pressure logging	4.6.8	Loggers calibrated and serviced (Minimum once during the year).	✓	G13 Operations Gas
Daily operations	4.6.8	Carry out daily operations to ensure gas is supplied safely and effectively.	✓	G13 Operations Gas
Reactive maintenance				
<ul style="list-style-type: none"> Response to unplanned asset failures 	4.6.8	As required, prioritised according to risk and budget.	✓	A03 – Incidence Response – Gas
Asset management plan				
<ul style="list-style-type: none"> Program informed by an up to date asset management plan. 	4.6.1	Reviewed annually.	✓	
Reporting to regulators				
<ul style="list-style-type: none"> Annual safety report 	4.6.7	On or before 1 September.	✓	
<ul style="list-style-type: none"> Gas annual report 		Due 31 October.	✓	
<ul style="list-style-type: none"> Safety and health fee return 		By 31 July.	✓	
<ul style="list-style-type: none"> Close out of action items arising from audits 		By the dates approved by the Regulator.	✓	
Customer service				
<ul style="list-style-type: none"> Urgent incidents 	4.6.8	Immediate response.	✓	A03 Incidence Response – Gas G10 Reported Gas Leak Investigation
<ul style="list-style-type: none"> Planned interruptions to service delivery 		Target - 48 hours' notice if not urgent.	✓	
<ul style="list-style-type: none"> New services 		Within 20 working days after receipt of application and fee. If required, a quote will be provided within the 20 day period.	✓	G01 Domestic Service Connection
<ul style="list-style-type: none"> Reconnections and disconnections 		Works completed with 5 working days after receipt of application and fee.	✓	G13 Operations
<ul style="list-style-type: none"> Investigation of complaints about gas supply 		Internal review in accordance with Council's Complaint Policy & Process.	✓	
<ul style="list-style-type: none"> New development 		Information request - Within 4 business days. Decision - Within 6 business days.	✓	
<ul style="list-style-type: none"> Assistance with locating gas service infrastructure 		Within 20 days.	✓	G13 Operations Gas
Safety and regulatory systems				
<ul style="list-style-type: none"> Safety management system 	4.6.2	Continually improved and periodically reviewed by the Regulator.	✓	
<ul style="list-style-type: none"> Measurement scheme 	4.6.7		✓	

Our finances - Gas

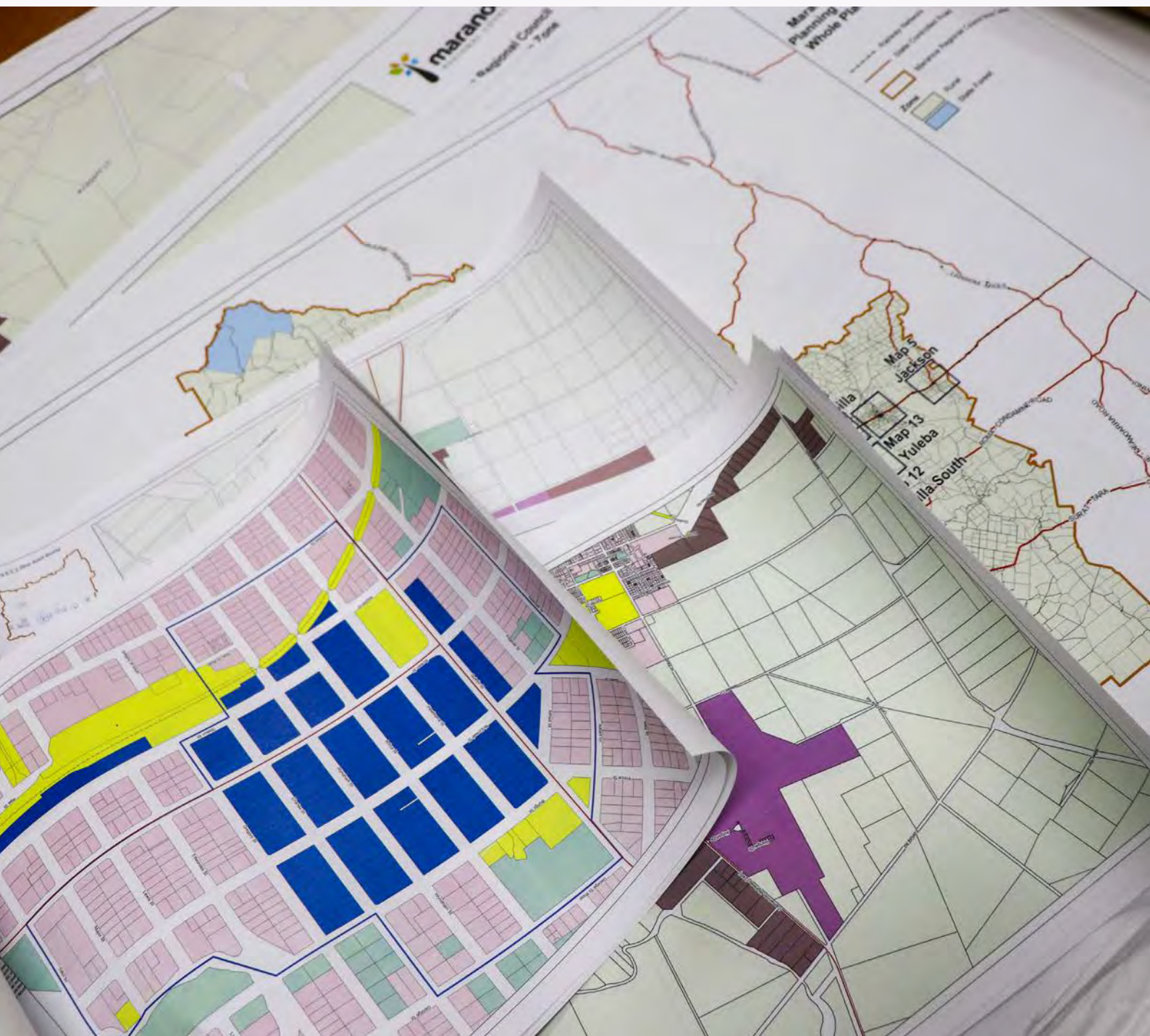
Operations and maintenance	2020/21 \$
Operating revenue	1,082,721
Rates and charges	1,384
Fees and charges	891,447
Internal revenue (Subsidisation from general rates)	195,043
Sales of contract and recoverable works	(5,153)
Other revenue	-
Operating expenses	586,524
Employee costs	216,628
Materials and services	314,718
Indirect costs	55,178
Depreciation expense	187,135
Surplus - revenue available for capital purposes	309,062*

Capital expenditure and funding (Renewal, New, Upgrade)	2020/21 \$
Capital funding	
Operating result / revenue for capital purposes	309,062
Opening balance	746,478
Loan proceeds	-
Cash reserve for asset renewal	187,135
Total capital funding	1,245,675
Capital expenditure	
Asset renewal	211,138
New works	84,894
Upgrade works	135,732
Total capital expenditure	431,764
Projected closing funds for future years	813,911

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.



Our year at a glance

2020/21



Minor and administrative amendments to the Maranoa Planning Scheme adopted.



86 applications approved.



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



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

Town planning 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).

Town planning 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.

4.7 TOWN PLANNING

What we do

We strategically plan for 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.

We manage existing and new development, land uses and works to ensure our infrastructure and resources can meet the future needs and expectations of our community.

Council's long term plans to manage and facilitate growth are embedded in our local planning scheme and infrastructure plan. We use these tools to guide and assess development in the region.

In planning for the development of our region, Council is governed by the Queensland Government's *Planning Act 2016* and *Planning Regulation 2017*.

Why we do it

We develop and apply a planning scheme to manage future growth and change in the region, ensuring that it continues to be a desirable community for people to live and invest. The planning scheme is a strategic planning document that guides the way land and buildings are used and developed, and sets the standards for new infrastructure to service the region over the next 10+ years.

Proposals for new development are assessed against the planning scheme to ensure that they are compatible with surrounding land uses, they respond appropriately to site constraints, that any impacts can be managed, and that their infrastructure requirements can be met. This process is imperative to preserving the social, economic and environmental qualities of the region and ensuring the long term vision and aspirations of the broader community will not be compromised.

What we must do

Local planning instruments

Maranoa Planning Scheme 2017

Local Government Infrastructure Plan (LGIP)

Adopted Infrastructure Charges Resolutions

Queensland Government

Local Government Act 2009

Planning Act 2016

Planning Regulation 2017

State Planning Policy

Development Assessment Rules

Environmental Protection Act 1994

Transport Infrastructure Act 1994

Land Act 1994

Petroleum Act 1923

Petroleum and Gas (Production and Safety) Act 2004

Queensland Development Code

Other documents

Capricorn Municipal Development Guidelines



Surat - One of the ten towns in the Maranoa region.

How we are trending - Town planning

Development assessment statistics	2013/14	2014/ 15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Material change of use (MCU) approvals and Assessable building works*	55	55	29	27	27	34	36	38
Reconfiguring a lot (ROL) approvals	22	5	7	8	5	9	10	10
Operational (OP) works approvals	18	15	6	7	3	7	0	6
Negotiated decisions	No Data		1	3	1	0	1	2
Combined MCU, ROL and OP works	3	0	0	0	0	1	1	0
Survey plan endorsement	0	0	5	3	4	7	3	6
Request to change existing approvals	6	17	7	2	5	9	11	7
Generally in accordance	-	-	-	-	-	-	-	2
Exemption Certificates	-	-	-	-	-	-	-	9
Applications to extend the currency period of existing approvals	1	2	4	4	6	2	2	6
Planning certificates	57	30	19	19	16	12	15	7
- Limited	15	3	10	9	4	5	9	3
- Standard	11	8	2	8	9	6	2	2
- Full	31	19	7	2	3	1	4	2
Infrastructure charges recovered	\$2,091,362	\$1,121,514	\$295,356	\$22,929	\$92,862	\$337,885	\$61,795	\$0**
Fee waivers - COVID-19 relief package							COVID-19 initiative	\$186,176
Residential lot data								
Reconfiguration of a lot approvals (including subdivision and boundary realignment)	12	8	9	8	5	0	0	1
Operational works approvals associated with allotment reconfigurations	3	0	3	0	1	0	0	0
New lots approved	54	42	35	27	4	0	0	6
New lots created	43	35	18	17	2	22	0	0
Compliance								
Investigations into alleged development offences and non-compliances	***						27	13

* Assessable building works include development for a "Dwelling house" and/or ancillary residential outbuilding that is inconsistent with the provisions of the applicable planning scheme codes.

** 100% of infrastructure charges waived as part of Council's COVID-19 stimulus concessions (total value = \$9,612).

*** New statistic measured in 2019/20.

More about the numbers

A total of 86 development assessments were completed. This is relatively consistent with the previous year across the range of development types. Whilst there was a notable increase in operational works approvals compared to last year, this appears to have been an anomaly.

A significant number of applicants took advantage of Council's financial relief recovery package on offer during the COVID-19 pandemic, resulting in a total of \$186,176 in application fee waivers for the year.

4.7 TOWN PLANNING

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
4.7.1 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.	✔
	(a) 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.	■
4.7.2 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	✔
4.7.3 Provide town planning advice and information to developers, other Council departments and the broader community, including: <ul style="list-style-type: none"> • planning and development certificates; • pre-lodgement meetings upon request, • print and online information; • community projects assistance. 	Annual service	✔
4.7.4 Undertake compliance inspections for new or changed uses or where there is suspected unlawful development, initiating compliance action where required.	Annual service	✔
4.7.5 Collate statistics required by the Queensland Government in relation to development activity in the region and development information for the broader community.	Annual service	✔
4.7.6 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"> • Maranoa Planning Scheme – zoning, local plans, overlays, Local Government Infrastructure Plan (LGIP); • Council infrastructure/services; • Flood hazard. 	(b) Continued development of online mapping services to release for public use.	✔
4.7.7 Provide planning consultancy services to other councils on a fee for service basis.	Planning services to other councils.	✔

Our projects 2020/21

✔ Undertaken / completed ■ In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
Not applicable	New	Development infrastructure charges	Regional	■
	Operating	Mapping services online - Regional	Regional	✔

Looking back - what we achieved in 2020/21

(a) Amendments to the Maranoa Planning Scheme

On 10 February 2021, Council adopted a minor amendment to the Maranoa Planning Scheme. The amendment took effect on and from 19 February 2021, with the purpose and general effect being to:

- update the Roma flood hazard overlay map, recognizing new topographic data, refined infrastructure information (constructed road, rail, levee and diversion channel levels) and additional survey data of historical flood events;
- update the flood hazard overlay code; and
- clearly identify the categories of assessment and assessment benchmarks that apply to development within the flood hazard overlay.

Temporary Local Planning Instrument No. 1 of 2019 (Roma Flood Hazard Overlay – Stage 2A) was simultaneously repealed.

An administrative amendment was adopted on 9 June 2021 for the purpose of updating redundant and outdated terms, clarifying explanatory matters and improving the format and presentation of the planning scheme, amongst other amendments of an administrative nature.



Maranoa Planning Scheme cover featuring Maranoa towns.

(b) 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.

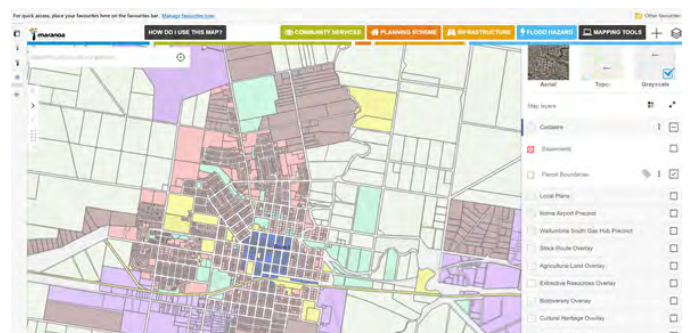
The new mapping service allows users to view property information, town planning zones and overlays, local infrastructure, government and community services, high quality aerial imagery and more.

The service has been designed with interactive features. It also integrates State Government mapping of the Maranoa region and links users to site specific information from other external websites.

The online mapping service was developed with the support of the Queensland Government through the Innovation and Improvement Fund.



Online mapping home page



Online mapping screen and sample layers

4.7 TOWN PLANNING

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Applications			
New development applications	4.7.2	Assessment and timeframes in accordance with the State Government's Development Assessment Rules.	✓
Development application (DA) tracking	4.7.2	Online/live tracking service - available 24 hours a day / 7 days a week.	✓
Assistance to the community			
Pre-lodgement meetings and advice	4.7.3	Upon request.	✓
Community projects assistance	4.7.3	Assistance provided in accordance with Council's policy.	✓
Strategic planning			
Maranoa planning scheme	4.7.1	Amendments in accordance with the process established by the State Government. (This involves a series of steps including community consultation and review by interested State agencies before it can be approved by the Minister and adopted by Council).	✓
Infrastructure planning	4.7.1	Formal review within 5 years of adoption. Internal review every 2 years. (Note: No mandatory requirement for review this year).	✓
Development information			
Planning and development certificates	4.7.3	Limited certificate within 5 business days, Standard certificate within 10 business days and Full certificate within 30 business days.	✓
Development application decisions	4.7.3	Published on website within 5 business days of the decision.	✓
Development information online	4.7.3	Updated online as policies and property and infrastructure data updates occur. Minimum monthly. From 2019/20 this incorporates both Development and Infrastructure Charges information in a single register.	✓
Compliance			
Inspections and follow up of suspected unlawful works	4.7.4	Inspections prior to the commencement of a new or changed use or registration of a plan of survey to subdivide or reconfigure land. Inspections and investigations as suspected unlawful activities and works are observed or reported.	✓
Statistical reporting			
Development assessment statistics	4.7.5	Quarterly.	✓
Reporting to the Queensland Government			✓
Planning consultancy services			
Paroo Shire	4.7.7	Service delivery consistent with agreements / memorandums of understanding (MOUs).	✓
Barcoo Shire			
Balonne Shire			
Quilpie Shire			

Right - Surat - One of the ten towns in the Maranoa region.

Our finances - Town planning

Operations	2020/21 \$
Operating revenue	309,732
Fees and charges	221,148
Grants, subsidies and contributions	76,000
Internal revenue	12,584
Internal revenue - Other	-
Operating expenses	711,237
Employee costs	354,750
Materials and services	281,626
One-off projects (operating)	74,861
Depreciation expense	-
Operating result (deficit) - Contribution required from general revenue	(401,505)



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.



Our year at a glance

2020/21



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.

Rural lands 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).

Rural lands 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).

4.8 RURAL LANDS

What we do

We provide a range of rural land services including management of stock routes, control of weeds and control of wild dogs in partnership with the State Government and landowners.

Land management - stock routes

We are responsible for managing and maintaining the following, under the guidelines set by the Department of Natural Resources, Mines and Energy:

- 30,530 hectares of unused stock route;
- 31,640 hectares of minor stock route;
- 8,698 hectares of secondary stock route;
- 11,410 hectares of primary stock route;
- 82,278 hectares total stock route land.

The above total land does not include any reserves that interact with the stock route network:

- Reserves - 11,470 hectares;
- Camping and water reserves - 7,158 hectares.

Water facilities

On these routes there are a number of water facilities – underground water (bores), man made water holes and natural water holes, for which neighbouring landholders may have approved water agreements.

- 36 approved water agreements;
- 1,066 watering points within the region;
- 722 water facilities that require maintenance each year.

The Maranoa region has:

- **14.14%** of the State's total number of water agreements;
- **18.3%** of the State's water facilities that must be maintained.

What we must do

Queensland Government

Biosecurity Act 2014

Environmental Protection Act and applicable subordinate legislation

Local Government Act 2009

Local Government Regulation 2012

Planning Act 2016

Building 2015

Work Health and Safety Act 2011

Stock Route Management Act 2002

Stock Route Management Regulation 2003

Land Act 1994

Queensland Stock Route Network Management Strategy 2014-19

Transport Infrastructure Act 1994

Local Laws and Subordinate Local Laws

Local Law No. 2 (Animal Management) 2011

Local Law No. 2 (Animal Management) 2011

Weed management

The following weeds of national significance are controlled within the region and in partnership with landholders and natural resource management agencies:

- Parthenium;
- Mother of Millions;
- Harrisia Cactus;
- Rope Pear;
- African Boxthorn;
- Green Cestrum;
- Cats Claw Creeper;
- Mesquite;
- Lantana;
- Parkinsonia;
- Prickly Acacia;
- Giant Rats Tail Grass;
- Water Lettuce;
- Rubber Vine;
- Water Hyacinth;
- Honey Locust.

Why we do it

Many within, and from outside our region, rely on access to rural land for their business. Pest plants negatively impact production on these lands.

Wild dogs pose a risk to stock, and native species through causing injury and death. The wild dogs can also be responsible for the spread of disease such as hydatids to domestic animals and people.

The livestock industry rely on well maintained stock routes to walk stock on the State's stock route network system.



Council's Rural Lands Officer, Martin, at the boundary line between Murweh Shire and Maranoa Region – the furthest north west point of the stock route within the Maranoa Region.

How we are trending - Rural lands

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Stock route water facilities						
Upgrades to stock route water facilities	\$130,000	\$135,000	\$148,957	\$165,350	\$189,000	\$171,015
Number of water agreements	31	27	27	27	34	27
Gross revenue from water agreements	\$10,440*	\$8,498*	\$8,363*	\$8,191*	\$10,490*	\$10,854*
Community water facilities						
Number of community water facility agreements					<i>New statistic</i>	30
Community water facility revenue					<i>New statistic</i>	\$12,049.50
Stock route travel						
Number of head of cattle	63,559	51,891	91,889	153,022	7,900	21,800
Number of permits	95	71	122	140	16	19
Value of travel permits	\$7,200*	\$3,687*	\$9,885*	\$8,034*	\$872*	\$2,487*
Stock route agistment						
Number of head of cattle	4,728	8,154	22,747	21,288	4,038	3,089
Number of permits	23	36	48	63	50	15
Value of agistment permits	\$8,836*	\$25,304*	\$43,590*	\$42,172*	26,779*	\$3,013*
Pest control						
Dog meat (kgs) - Baiting campaign	16,280	15,800	17,880	13,550	6,640	12,840
Pig meat (kgs) - Baiting campaign	2,420	2,700	2,820	3,700	1,660	3,200
Factory bait - Dog (single bait)	9,264	8,404,	8,784	8,472	14,060	8,232
Factory bait - Pig (single bait)	-	-	-	-	864	32
Area of land baited (hectares)	3,227,258	3,164,716	3,803,662	3,387,179	2,652,416	3,751,299
Participating landholders	538	472	521	431	375	402
Weed spraying chemical	\$18,803	\$18,753	\$22,511	\$10,399	\$20,775	\$31,801
Wild dog eradication / control	2,162	1,569	1,606	1,960	2,402	1,931
Wild dog bonus payment expenditure (ex GST)						\$96,550
Feral cats trapped (New program – Grant funded)					N/A	40
Foxes trapped in urban areas (new Program – Grant funded)						Nil

* 50% paid to Department of Resources - Travel permits and Agistment permits.

More about the numbers

- **Watering the Maranoa** - Commissioning of the bores funded for construction under the Watering the Maranoa project saw a surge in the uptake of water agreements from residents and community groups for these community water facilities. Applications for water agreements for the Hodgson community bore are steadily increasing, year on year.
- **Stock route facilities** - The value shown in the table incorporated upgrade and repairs of 12 stock route facilities progressed across the Maranoa region to benefit landholders and stock route users.
- **Weed spraying chemical** - There has been an increase in chemical costs due to the delivery of the Crush the Cactus project.

4.8 RURAL LANDS

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
4.8.1 Manage the State Government regulated stock routes, water facilities, including upgrade works as funding is approved by the State Government.	(a) Management of stock route water facilities including capital works and repairs for 12 stock route facilities. Maintenance/Council funded works.	✓ (10) ■ (2)
4.8.2 Manage priority weeds in accordance with Council's Pest Management Plans in partnership with landholders and natural resource management agencies.	(b) Deliver "Crush the Cactus" project. Deliver Department of Transport and Main Roads funding to control infestations of pest plants in the State's Road corridor. (c) Partner with Murilla Landcare to control Harrisia Cactus at Jackson.	✓ ✓ ✓
4.8.3 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. Install fire off-takes at selected stock route water facilities.	✓ ■
4.8.4 Administer twice yearly coordinated baiting campaigns and carry out adhoc baiting upon request for 3 or more landholders	(d) Delivery of the Maranoa Enhanced Vertebrate Pest Management Project. Coordinated baiting campaign in November and April. Ad hoc baiting upon request from landholders.	■ ✓ ✓
4.8.5 Administer the Wild Dog State Precept.	Payment of the State Government Precept – Wild Dog Barrier Fence Maintenance \$318,594 Payment of on ground and research component - \$88,984	✓ ✓
4.8.6 Coordinate the receipt and payment of wild dog bonus payments.	(e) Review and update the procedure for processing of Wild Dog Scalp Forms to improve timeframes.	✓
4.8.7 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. Deliver and complete the following funded projects: (b) Australian Government - Crush the Cactus Project (d) Australian Government - Maranoa Enhanced Vertebrate Pest Management Queensland Government's Feral Pest Initiative - Round 2 (f) Barrier fence to the Border Collaborative Area Management Project (Final reporting obligations to be finalised) Round 2.2 (g) Pests without Borders Project Round 3 (h) Maranoa Collaborative Area Management Project – Stage 3	✓ ✓ ✓ ✓ ✓ ■ ■

Our projects 2020/21

✓ Undertaken / completed ■ In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22128	New	Maranoa Enhanced Vertebrate Pest Management Project - Capital	Regional	■
18838	Operating	Queensland Feral Pest Initiative Round 2 - Collaborative Area Management Project	Regional	✓
19826	Operating	Agforce Research and Development - Pimelea Think Tank Program	Regional	✓
19979	Operating	Queensland Feral Pest Initiative 2.2 - Mentoring Project	Regional	■
20262	Operating	Queensland Feral Pest Initiative Round 3 - Collaborative Area Management Project	Regional	■
20869	Operating	Crush the Cactus Project	Regional	✓
20873	Operating	Department of Resources - Emergency Stock Route Capital Works – Pegvale	Regional	✓
20874	Operating	Emergency Stock Route Capital Works – Euthella	Regional	✓
22129	Operating	Maranoa Enhanced Vertebrate Pest Management Project – Operating	Regional	■
22449	Operating	Department of Resources - Capital Works – Walhallow	Regional	✓
22450	Operating	Department of Resources - Capital Works – Mitchell	Regional	✓
22451	Operating	Department of Resources - Capital Works – Pegleg	Regional	✓
22452	Operating	Department of Resources - Capital Works – Bindango	Regional	✓
22453	Operating	Department of Resources - Capital Works – Pegvale	Regional	✓
22778	Operating	Department of Resources - Capital Works – Forestvale	Regional	✓
22779	Operating	Department of Resources - Capital Works – Eumamurrin	Regional	✓
22780	Operating	Department of Resources - Capital Works – Possession Creek	Regional	✓
22789	Operating	Department of Resources - Capital Works – Deepwater (2 year project)	Regional	■
22788	Operating	Department of Resources - Capital Works – Solitary (2 year project)	Regional	■

Looking back - what we achieved in 2020/21

(a) Management of stock route facilities

• Repairs and capital works

Funding was secured from the Department of Resources for the upgrade of ten (10) stock route water facilities that are located on the primary route in this region. This brings the total of funding to \$799,322.30 over the past five years, with upgrades to 46 facilities. This year there were emergency works also approved for a further two (2) facilities.

These facilities are used extensively by local landholders in providing stock water. Council has also received complimentary feedback from drovers that have used the upgraded facilities, which have the capacity to water 1,500 head of cattle in shorter timeframes. A new community use has been initiated this year, with the inclusion of fire fighting 'off takes' that has the potential to reduce time for firefighting unit fills.



Mitchell stock route water facility, being used by the Mitchell Campdraft driving committee prior to their annual campdraft in March 2021.

4.8 RURAL LANDS

• Participation in consultation - Stock Route Management Regulation

Council team members provided initial feedback through the Local Government Association of Queensland on 12 January 2021. Topics raised included:

- Travelling stock circling (travel) on the stock route network (accessing available feed during drought times).
- Landholders fencing sections of the stock route into their land.
- Unfit stock travelling on the network.
- Cancellation of permit due to stock being incapable of travelling the legislative distance of 10km.
- Requirement of a vet certificate or statutory declaration prior to stock travelling on the network as part of a condition of the permit.
- Offence options for unfit stock using the stock route network – not the responsibility of local government - applicable legislation is the Animal Care and Protection Act 2001.
- Consistent decision making by all local governments, so there is no confusion to the client.

More formal consultation directly with the State Government will likely occur in 2021/22.

(b) Crush the Cactus project

The final acquittal report to the funding body was completed in February 2021 for the project.

With total approved funding of \$210,000 works were undertaken over multiple years to control succulent pest plants on public land.

The project was initially planned to span 18 months (funding announced on 29 March 2019), but was subsequently extended by another six months due to wet weather.

The project was funded through the Community Combating Pest and Weed Impacts During Drought Program – Biosecurity Management Pest and Weeds – an Australian Government initiative.



Land Management Trainee, Ben, treating Queen of the Night cactus.

(c) Partnership with Murilla Landcare

Murilla Landcare were successful last year in receiving a community grant for the control of *Harrisia Cactus* in and around Jackson township.

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.



Harrisia Cactus - Jackson

(d) Maranoa Enhanced Vertebrate Pest Management Project

Funding of \$405,000 was approved just prior to the start of the financial year for this project and will span 18 months.

It has several components, both operational and capital:

1. Employment of a feral animal control officer, for the control of vertebrate pests in industrial, commercial and peri-urban areas of Maranoa region.
2. Upgrade and enhancement of Council's capacity to undertake coordinated baiting programs.
3. Provision of access to baiting material used by landholders for adhoc control projects.

The new Feral Animal Control Officer funded through the program commenced a trapping program for feral cats and foxes in the industrial, commercial and peri-urban areas of the Maranoa region, with 40 feral cats trapped by 30 June 2021.

This project was funded through the Community Combating Pest and Weed Impacts During Drought Program – Biosecurity Management Pest and Weeds – Round 2 – an Australian Government initiative.

(e) Processing of Wild Dog Scalp forms

The claim form for additional bonus payments was jointly reviewed by the Rural Lands and Accounts Processing teams to ensure all sections met legislative requirements, eliminated payment by cheque and inserted timeframes between receipt of the form and payment.

This has provided a more consistent process for these payments, and also provided a reference number within Council's record management system for ease of reference and tracking.

(f) Barrier fence to the Border Collaborative Area Management Project

A three (3) year project, with total funding of \$685,600, 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.



Barrier fencing

(g) Pests without Borders Project

Funding of \$360,000 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.

COVID-19 restrictions suppressed this project for six months. A contract variation was completed to extend the project and a review of the project milestones and dates was undertaken - now due for completion by 30 June 2022.

The project is funded by the Queensland and Australian Governments as part of the Queensland Feral Pest Initiative.

(h) Maranoa Collaborative Area Management Project - Stage 3

Funding of \$750,000 has been approved to build on the work already undertaken as part of the Queensland Feral Pest Initiative Rounds 1 and 2. The funding will provide for the establishment of Collaborative Area Management Groups, consisting of two or more landholders, to construct exclusion fencing that will enclose member properties. The contribution is capped at 50% of the materials' cost or \$2,700 per kilometre.

During 2020/21 Council requested a variation to the original agreement, to enable a second round of Expressions of Interest (EOI) to be called. Subsequent to this EOI, Council approved two additional Collaborative Area Management Projects – Albany Downs and Strathmere/Wycombe. Project induction for each of the Collaborative Area Management Groups has been completed. To date, 2 of the 3 Collaborative Area Management Agreements approved in Round 1 that have been presented to Council have been executed - one declined by the applicant. Unallocated funding was returned.

The project is funded by the Queensland and Australian Governments as part of the Queensland Feral Pest Initiative.



Capital works - Pegleg water facility

4.8 RURAL LANDS

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Wild dog management			
Coordinated baiting campaigns	4.8.4	Two for the year (April/May and October/November).	✓
Wild dog advisory committee	4.8.4	Generally quarterly.	Group disbanded by Council resolution
Receipt and payment of wild dog bonus payments	4.8.6	Within budget.	✓
Queensland feral pest initiative (QFPI)	4.8.5	Applications submitted as opportunities arise. Funding administered in accordance with the funding agreements.	QFPI Round 6 application submitted ✓
Stock route management			
Stock route water facility capital works	4.8.1	Applications submitted by November each annum. Progress report on current stock route capital works funded projects (November and March each annum) Funding administered in accordance with the funding agreements. Complete stock route water facility stock take – update the State's Stock Route Management System (online)	Applications for 6 projects submitted ✓ ✓ ✓
Stock routes revenue collection and remittance	4.8.1	Quarterly payments to Department of Resources.	
Stock route monitoring	4.8.1	As required.	✓
Water agreements	4.8.1	Monitoring and implementation in accordance with the terms of the agreements.	✓
Weed management and other rural land activities			
Control of weeds - State controlled roads	4.8.2	Annual program.	✓
Control of weeds - Council lands	4.8.2	Annual program.	✓
Rural lands monitoring	4.8.2	As required.	✓

Other highlights

- Bait handling**

Council installed 2 x 6m refrigerated chillers (1 at Mitchell and 1 at Roma) for the storage of fresh bait meat as well as the purchase of storage and handling equipment for bait meat.

Our finances - Rural lands

	2020/21
Operations and maintenance	\$
Operating revenue	1,661,092
Rates and charges	702,407
Fees and charges	14,548
Grants subsidies and contributions	942,745
Other revenue	1,392
Operating expenses	1,865,585
Employee costs	449,046
Materials and services	711,171
One-off projects (operating)	705,368
Depreciation expense	20,038
Operating result - Contribution from general revenue	(224,531)

Capital expenditure and funding (Renewal, New, Upgrade)	2020/21
	\$
Capital funding	
Grants, subsidies	80,000
Total capital funding	80,000
Capital expenditure	
New works	33,145
Total capital expenditure	33,145



Exclusion fencing construction.

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.



Our year at a glance

2020/21



\$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.

Facilities 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 facilities, to help mitigate the economic impacts of the COVID-19 pandemic.

Facilities challenges

COVID-19

The team continued management of changing COVID-19 restrictions in Council facilities to comply with Queensland Health Directives.

4.9 FACILITIES

What we do

We manage Council's land and building assets in 10 towns and surrounding localities across the region. The number of buildings (*as at the last audited accounts) were:

Buildings	Number	Value
Managed by the facilities' team	400	70,835,813
Managed as part of specific services	158	25,591,772
Total	558	\$96,427,585

The types and levels of service that are catered for in Council's property portfolio include:

- Highly regulated services such as kindergartens and food preparation areas;
- High profile community and operational services such as libraries, council administration centres, tourism attractions, meetings rooms and function spaces;
- Public sporting and recreational facilities at a variety of levels;
- Public toilets;
- Council field operations depots and workshops;
- Storage facilities and shelters;
- Residential housing and workers accommodation;
- Land – vacant freehold and reserve land under the trusteeship of Council.

The Facilities team manages just over 87% of Council's facilities assets through their lifecycle, including occupancy and management of any associated tenancy matters, maintenance of the assets, management of risk associated with the provision and use of the assets, through to disposal or end of life.

(The balance is managed by specific service areas within Council).

Why we do it

Our facilities are fundamental to Council's service delivery to the community and contribute to the overall quality of life for our region's residents.

Our goal is to ensure that these facilities can deliver the type and level of service required now and into the future.

The assets include those inherited from the earlier, pre-amalgamated councils, and additions to the portfolio since 2008.

To ensure there are always public amenities available when needed, Council cleans and maintains 46 public toilet facilities. That is a total of 211 toilet pedestals available in 9 communities across the region!

What we must do

Legislation & Guidelines

Aboriginal Cultural Heritage Act 2003

Building Act 1975

Building Regulation 2006

Building Fire Safety Regulation 2008

Code of Practice – How to Safely Remove Asbestos

Code of Practice – How to Manage and Control Asbestos in the Workplace

Electrical Safety Act 2002

Electrical Safety Regulation 2013

Fire and Emergency Services Act 1990

Land Act 1994

Local Government Act 2009

Local Government Regulation 2012

Maranoa Planning Scheme 2017

Native Title Act 1993

Neighbourhood Disputes (Dividing Fences and Trees) Act 2011

Residential Tenancies and Rooming Accommodation Act 2008

Residential Tenancies and Rooming Accommodation Regulation 2009

Royal Life Saving Society of Queensland - Guidelines for Safe Pool Operations

Work Health and Safety Act 2011

Work Health and Safety Regulation 2011



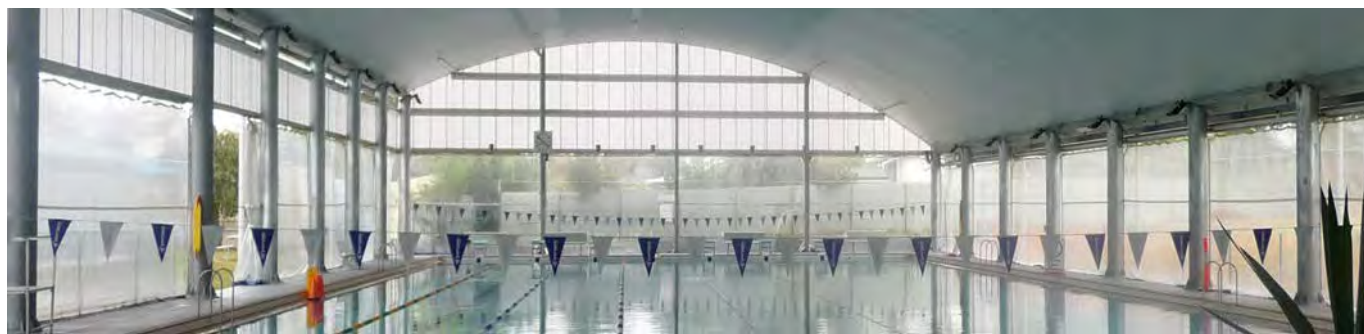
Walkway between the Council Chambers and the Community Hub.

How we are trending - Facilities

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Information for business planning						
Building maintenance requests						
In progress at beginning of the year / carried forward					55	28
+ New requests					639	671
- Completed					666	648
In progress / open at end of year					28	55
Other customer requests for Facilities						
In progress at beginning of the year / carried forward					54	56
+ New requests					1,870	1,998
- Completed					1,896	1,978
In progress / open at end of year					28	192
Pool attendances						
Great Artesian Spa, Mitchell				18,224	16,109	26,179
Mitchell Memorial Pool				5,153	2,687	3,257
Denise Spencer Memorial Pool, Roma				37,430	19,573	8,189
Surat Swimming Pool				4,382	4,592	3,416
Injune Swimming Pool				5,605	5,830	4,915
Wallumbilla Swimming Pool				1,928	1,760	979
Total pool attendances				72,722	50,551	46,935
Compliance / external reporting						
<i>Extract from Note 12 of Council's Financial Statements:</i>						
Depreciation expense - Buildings (\$ million)	1.335	2.093	2.147	2.187	2.12	2.206
Gross value of buildings at 30 June (Determined by an independent valuer*) (\$ million)	118.58	124.169	127.05	124.61	133.955	134.83
Written down value of buildings at 30 June (i.e. after depreciation) \$ million*	96.745	94.664	97.003	89.5	97.04	96.428
Written down value of land and site improvements at 30 June (Determined by an independent valuer*) - \$ million	49.145	43.118	43.167	41.804	45.337	47.274

More about the numbers

Land and site improvement assets were comprehensively valued by APV Valuers as at 30 June 2019. A desktop revaluation update was subsequently undertaken effective 30 June 2021.



Denise Spencer Memorial Pool, Roma

4.9 FACILITIES








































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"> • Wallumbilla Hall • Mitchell Hall 	✔
	(a) Facility upgrades <ul style="list-style-type: none"> • Bassett Park Stables • Roma Touch Fields (internal road) 	✔
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.	■
* 11 leases and 21 tenancy agreements		
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. (b) Upgrade Injune wading pool 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	✔
	- Roma Airport design - Roma Saleyards quotation	
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.		■

Our projects 2020/21

 Undertaken / completed
  In progress
  Not started

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
17468	Renewal	Bassett Park kitchen refurbishment - design only	Roma	
19803	Renewal	Surat wading pool - replace pipework valves & outlets	Surat	
19804	Renewal	Surat wading pool - fibreglass the wading pool & walls	Surat	
20357	Renewal	Surat Cobb and Co Changing Station painting	Surat	
21882	Renewal	171 Alice Street Mitchell (insurance)	Mitchell	
22124	Renewal	Bassett Park - Rodeo chutes, announcers' box, big screen	Roma	
22132	Renewal	Bassett Park racing stables expansion - Roma	Roma	
22166	Renewal	Surat Cobb and Co Changing Station (including library) - interior and exterior painting	Surat	
22239	Renewal	Surat Pool - concourse and fibreglassing	Surat	
22240	Renewal	External painting - Jackson library	Jackson	
22241	Renewal	External and internal painting - Mitchell hall	Mitchell	
22243	Renewal	Surat Cobb and Co Changing Station - install air-conditioning in the foyer	Surat	
22244	Renewal	Stage replacement Bassett Park under the marquee	Roma	
22245	Renewal	Refurbish existing amenities blocks - Mitchell showgrounds	Mitchell	
22246	Renewal	Kenniff Courthouse Mitchell - replace verandah, stairs and handrails	Mitchell	
22249	Renewal	Roma Recreation Centre (PCYC) roof renewal (leak)	Roma	
22292	Renewal	Injune Caravan Park	Injune	
22295	Renewal	Replace roof and guttering Council house - 11 Adelaide St Mitchell	Mitchell	
22297	Renewal	Restump Council house 27 Edinburgh St Mitchell	Mitchell	
22298	Renewal	External painting Council house 36 Edinburgh St Mitchell	Mitchell	
22299	Renewal	Toilet block Wallumbilla depot (new)	Wallumbilla	
22301	Renewal	Upgrade bathroom, underground plumbing and re-level Council house 72 Burrowes St Surat	Surat	
22302	Renewal	Replace roof and guttering Council house 54 Ronald St Injune	Injune	
22303	Renewal	Roller door replacement Mitchell depot workshop	Mitchell	
22304	Renewal	Bathroom upgrade Council house 17 Railway Pde Injune	Injune	
22306	Renewal	Roma auditorium audio visual upgrade including HDMI	Roma	
22308	Renewal	Roma pool replace CCTV	Roma	
22310	Renewal	Replace verandah Injune community centre (old information centre)	Injune	
22312	Renewal	Replace public seating Roma auditorium	Roma	
22314	Renewal	Hibernian Hall beam renewal	Roma	
22437	Renewal	Bathroom renewal - Unit 1, 1 Liverpool Street Mitchell	Mitchell	
22741	Renewal	Mitchell Administration Centre renovations	Mitchell	
20138	New	The Bigger Big Rig - observation tower and tree walk	Roma	
20340	New	Boundary fence Bendemere Pony Club - cash contribution for materials supply only	Yuleba	
20355	New	Surat Cobb and Co Changing Station aquarium - generator	Surat	
22167	New	Injune lawn cemetery new toilet facility and shade plantings	Injune	
22168	New	Injune Hall precinct - additional shading	Injune	
22247	New	Construction of toilet block - Mungallala Sportgrounds	Mungallala	
22250	New	Wallumbilla showgrounds connect toilet block	Wallumbilla	

4.9 FACILITIES

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22251	New	Surat State Emergency Service (SES) project - fencing, sealed car park, landscaping of new site	Surat	■
22294	New	Mitchell pool installation - concrete path from chemical shed to plant room	Mitchell	✓
22296	New	Bassett Park - Installation of ex Roma Saleyards donga	Roma	✗
22300	New	Surat pool - purchase new thermal blanket	Surat	✓
22305	New	Purchase Lot 9 on SP119660 from Qld Rail in Yuleba for expansion of parkland	Yuleba	■
22309	New	Install staff canteen Bassett Park	Roma	✗
22311	New	New access point Mitchell depot mezzanine area	Mitchell	✗
22313	New	Installation of irrigation tank Mitchell RSL	Mitchell	✓
22315	New	Fence house Warroo complex	Surat	✓
22316	New	Shed installation Cultural Heritage Injune Preservation Society	Injune	✗
22317	New	Installation of grease trap screening fence Injune multipurpose centre	Injune	✗
22318	New	Roma Family History ramp contribution	Roma	✓
22374	New	Surat Shire Hall disabled toilet facility	Surat	✗
22570	New	Warroo Sporting Complex tank 90,000 litres - Tank 2	Surat	✓
22571	New	Warroo Sporting Complex tank 90000 litres - Tank 1	Surat	✓
22797	New	Relocation Historical Building (Hospital)	Roma	✓
19800	Upgrade	Injune Swimming Wading Pool - upgrade and repair	Injune	✓
19808	Upgrade	Energy upgrades to Council facilities across the Maranoa region	Regional	✓
20188	Upgrade	Internal road upgrade Roma Touch Fields	Roma	✓
20356	Upgrade	Cobb and Co Changing Station Foyer Upgrade - design only	Surat	✓
20358	Upgrade	Detailed design for Calico Cottage Precinct Wallumbilla	Wallumbilla	■
22164	Upgrade	Surat Oval irrigation upgrade	Surat	✓
22165	Upgrade	Surat swimming pool BBQ area	Surat	✓
22170	Upgrade	Injune Rodeo Grounds - upgrade sewerage management	Injune	✓
22238	Upgrade	Surat Library entry upgrade	Surat	✓
22242	Upgrade	Injune Swimming Pool facilities upgrade	Injune	✗
22248	Upgrade	Warroo Sports Complex toilet upgrade - 3 public toilet blocks	Surat	✓
22293	Upgrade	Mitchell Saleyards house bathroom upgrade	Mitchell	✓
22372	Upgrade	Mitchell memorial pool and Shire hall fencing 2100mm high for compliance and safety	Mitchell	■
22373	Upgrade	Chadford Hall Wallumbilla upgrade (painting and guttering)	Wallumbilla	✓
22380	Upgrade	Bassett Park jockey room upgrade	Roma	✗
22391	Upgrade	Surat Cobb & Co Changing Station - Foyer upgrade	Surat	■
22438	Upgrade	Disability ramp - 107 Miscamble Street Roma	Roma	✓
22446	Upgrade	Big Rig Oil and Gas Museum amenities upgrade	Roma	✓
19506	Operating	Aquatic facility compliance review	Regional	✓
19829	Operating	Implementation of energy review audit - Energy savings initiatives Roma pool	Regional	✗
20248	Operating	Asbestos report in Buildings	Regional	✓
20423	Operating	Mitchell Dance Studio community consultation	Mitchell	■
20558	Operating	Feasibility study - Roma pool upgrade	Roma	■
22227	Operating	Wall plate and projector to allow HDMI access to the audio visual equipment - Injune hall	Injune	✓
22229	Operating	Purchase of materials to fabricate a new drag broom for Bassett Park	Roma	✓
22739	Operating	Rectification works for Asbestos A emergency works	Regional	✓

Looking back - what we achieved in 2020/21

(a) Facility upgrades

- 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.

Local business, JEM Building Pty Ltd, undertook the construction works.

The Bassett Park Racing Stables Expansion Project is 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 upgrades have improved the safety for users with formalised access road, pedestrian pathways and designated parking for both bicycles and cars within the grounds. It will also reduce dust for members and nearby residents.

The Internal Road Improvement Roma Touch Fields Project has been funded by the Queensland Government's \$600 million Works for Queensland program.



New Bassett Park stables.



Councillors at the Roma Touch Field on the new internal road.

(b) Upgrade of wading pools

The Injune and Surat Wading Pool upgrades were completed in September 2020.

The upgrades included a reseal and repairs to the fibreglass lining of the wading pools and the installation of colourful interactive features (Injune and Surat).

Injune saw the refurbishment of the existing aqua mushroom and a safer entry into the pool via the new steps and safety rail.

Surat had an aqua mushroom installed and new entry stairs with the works incorporating extra plumbing to aid filtration and circulation. The addition of a small slide has proved popular with the children of the district.



Injune wading pool.



Surat wading pool.

Other highlights:

- **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.

4.9 FACILITIES

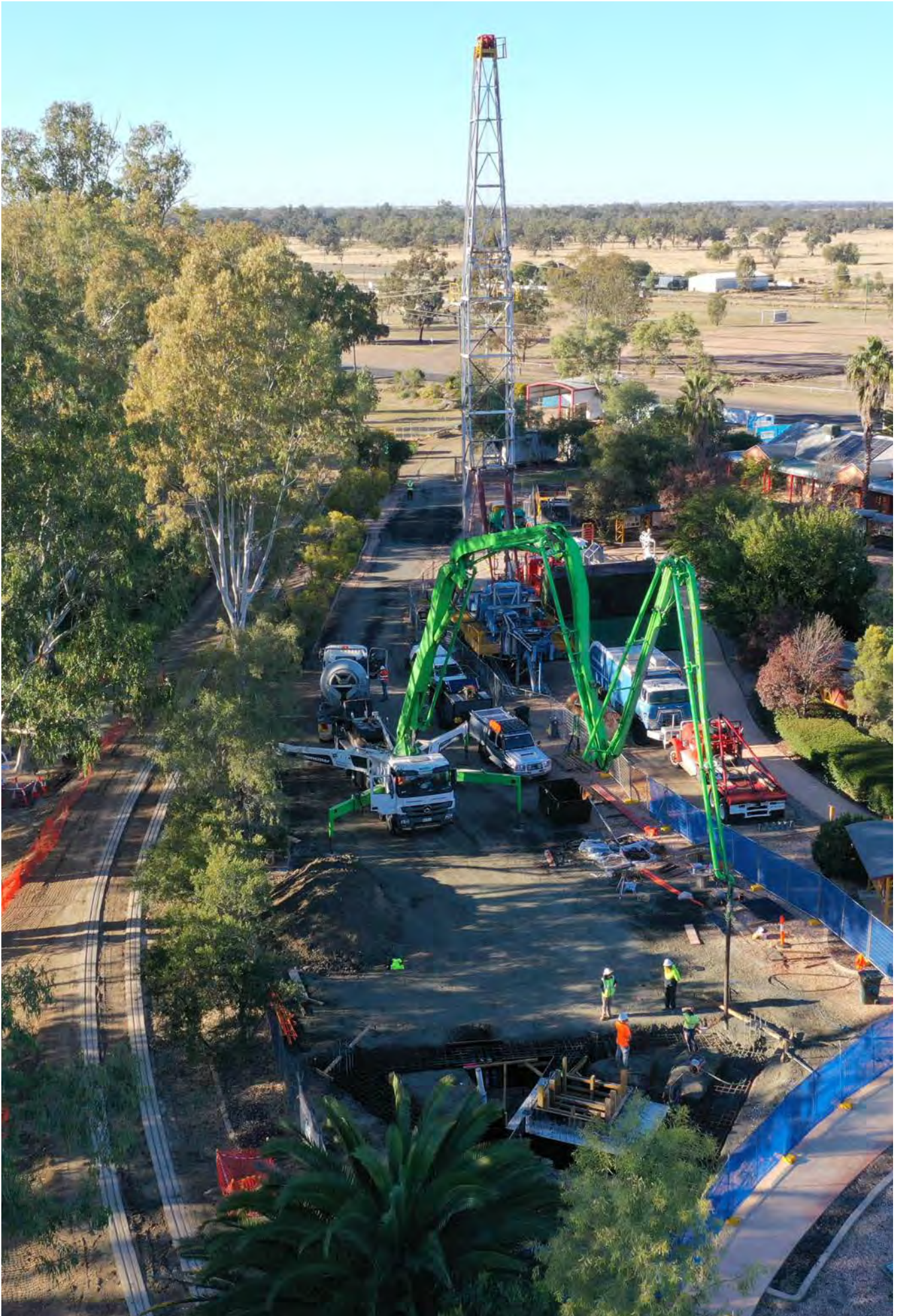
Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Maintenance, renewal and planned upgrade of Council facilities.	4.9.1	Includes: <ul style="list-style-type: none"> • Maintain Council owned building and structures through cleaning, reactive and planned maintenance activities. • Prioritise maintenance and upgrade works that present a risk to staff or public safety. • Undertake fire safety in accordance with regulations. • Coordinate the annual preventative maintenance program including pest control electrical safety checks and gutter clean. • Regularly assess the condition of buildings and structures and identify maintenance and upgrade requirements. • Ensure new builds and upgrades meet the current and anticipated needs of the organisation and users - providing input into specifications and evaluation processes for facilities. • Deliver capital works/special projects on time and within budget. 	 
Hire of facilities and land	4.9.2	Includes 436 buildings across 10 towns/ localities: <ul style="list-style-type: none"> • Coordinate hire of council buildings and spaces after the hire forms have been completed and payment of hire fees and bond received. • Support hire process including pre and post hire inspections, bond refund and delivery of any Council approved requests eg. Set up. • Monitor and record approved fee waivers calculate the impact of subsidies and fee waivers on Council's budget. 	
Disposal of surplus property and acquisition of new property	4.9.2	Includes: <ul style="list-style-type: none"> • Acquisition of additional property. • Sale of Council property and land deemed surplus to current and future requirements. • Identify and dispose of buildings and structures that have reached the end of their useful life. 	
Management of community and Council housing	4.9.2	Includes 90 houses, both Council owned and low-cost community housing, within Council's rental portfolio: <ul style="list-style-type: none"> • Enter into residential tenancy contracts. • Manage tenancies including regular onsite inspections in accordance with regulations. • Lodge bond payments with Residential Tenancies Authority. • Monitor rental payments and act on arrears. • Provide tenants with notices including breach and eviction notices where required. • Undertake fire safety in accordance with regulations. • Annual preventative maintenance program including pest control electrical safety checks and gutter clean. 	
Development and review of leases and agreements and compliance monitoring. (includes user agreements and management agreements)	4.9.3	Includes: <ul style="list-style-type: none"> • Coordinate the development and renewal of leases, tenancy arrangements and user agreements for Council buildings and land. • Monitor compliance with the requirements of leases and agreements including regular on-site inspections. • Maintain a database of current public liability certificates of currency for all tenants. 	
Management and maintenance of swimming pools	4.9.4	Includes 6 swimming pools: <ul style="list-style-type: none"> • Engage contract pool managers. • Ensure contracted managers maintain required insurances. • Monitor compliance with requirements of management agreements including regular on-site inspections. • Provide chemicals and equipment for pool operation. • Operate pools in accordance with Queensland Royal Life Saving Society -Guidelines for Safe Pool Operations (subject to budget, environmental and building/structural restraints). • Communicate with swimming clubs. • Undertake mediation between clubs and pool managers where required. 	

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Management of Council's insurance portfolio and response to claims.	4.9.5	Includes: <ul style="list-style-type: none"> • Maintain public liability and professional indemnity insurance coverage. • Maintain asset and supplementary coverage. • Review insurance coverage annually. • Manage claims in the interests of the organisation. • Present damages claims under the insurance excess premium to Council Ordinary Meeting for consideration and decision. • Lodge damages claims over the insurance excess premium with Council's insurers. 	✓
Asset management	4.9.6	Includes: <ul style="list-style-type: none"> • Strategic asset management of Council's buildings. • Plan, forecast, develop and monitor community assets. • Implement and manage an asset management system and plans for facilities. 	<div style="display: flex; justify-content: space-around;"> ✓ ✗ </div>
Native Title	4.9.7	Includes: <ul style="list-style-type: none"> • Participate as a named respondent to native title claims over the region. • Meet all Federal Court timeframes and deadlines. • Collaborate with other local governments and the State in responding to claims. • Negotiate Land Use Agreements, including joint agreements with other local governments. • Participate in meetings with applicant groups and with other local governments. • Prepare and present thorough, detailed reports to Council meeting for consideration and decision. • Provide the senior management team with native title compliance advice and support. • Address native title where relevant to future works. 	✓
Maintenance of workers' camps for employees' use	4.9.2	Includes 4 camps - Begonia, Dunkeld, Injune and off Bargunya Road in the far south-west of the region) providing accommodation for employees when working remotely: <ul style="list-style-type: none"> • Undertake an annual inspection program. • Coordinate maintenance as identified by users. 	✓
Management and operation of Bassett Park	4.9.2	Includes: <ul style="list-style-type: none"> • Coordination of user group, horse trainers and casual hirers. • Routine and reactive maintenance of the race track, buildings, oval, stables, yards, open space and associated infrastructure. • Support and assistance for annual events including Easter in the Country, Roma Show, Roma Cup and Picnic Races in accordance with Council's direction. 	✓



Bassett Park stables expansion (Exterior and Interior)



The Bigger Big Rig Construction Project

Our finances - Facilities

Operations and maintenance	2020/21 \$
Operating revenue	1,065,474
Fees and charges	247,591
Other revenue	154,144
Rental and levies	663,739
Operating expenses	7,289,088
Employee costs	1,577,736
Materials and services	5,506,456
One-off projects (operating)	188,984
Finance costs	15,912
Depreciation expense	2,496,005
Operating result / (deficit) - Contribution required from general revenue	(8,719,619)

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21 \$
Capital funding	
Contributions	80,000
Grants, subsidies	1,381,438
Other - insurance recoveries	101,000
Loan proceeds	-
Cash reserve for asset renewal	-
Total capital funding	1,562,438
Capital expenditure	
Asset renewal	1,379,423
New works	583,559
Upgrade works	499,489
Loan repayments	295,758
Total capital expenditure	2,758,229

Facilities by location	Buildings	Buildings	Land	Land Parcels	Total
	\$	Number	\$	Number	\$
	30 June 2021		30 June 2021		30 June 2021
Roma	51,585,576	209	33,772,325	167	85,357,901
Muckadilla	83,178	3	115,000	6	198,178
Mitchell	15,873,547	114	3,215,000	73	19,088,547
Amby	389,513	6	80,000	7	469,513
Mungallala	952,800	12	170,000	16	1,122,800
Surat	10,863,825	78	2,230,000	45	13,093,825
Injune	8,872,801	67	2,526,000	36	11,398,801
Wallumbilla	3,292,801	33	1,165,000	18	4,457,801
Yuleba	3,979,653	28	1,546,000	45	5,525,653
Jackson	533,891	8	120,000	5	653,891
Total	\$96,427,585	558	\$44,939,325	418	\$141,366,910

4.10 Arts & 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.



Our year at a glance

2020/21



\$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**.

Arts & culture 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 come along and 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 come along on 30 June 2021 and meet with Gibson Architects 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.

Arts & culture 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.

Section 4.10 cover image - Injune Creek Art Gallery, Injune.

4.10 ARTS & CULTURE

What we do

We help to arrange arts and cultural activities and projects within the community in partnership with the State Government (Arts Queensland), and the many arts and cultural groups forming part of our regional communities.

Depending on the event, project or activity, Council's role may be host, organiser, supporter, provider, funder, joint funder or a combination of any of these.

Our vision is for every resident to be an arts and culture participant in one of our many facilities and activities!

What we must do

Queensland Government

Arts Queensland Funding Guidelines

Queensland Art Gallery & Gallery of Modern Art (QAGOMA)

Museums and Galleries Queensland

Local documents

Local Plans

Arts and Culture Policy 2016-2020

Why we do it

Our aim is to add to the lifestyle available within the Maranoa region through a range of arts and cultural projects and programs.

We aim to maximise use of the region's museums, galleries, studios and performance spaces, enabling residents and visitors to enjoy visual arts, music, performing arts, social history and cultural heritage.



In partnership with the community, we aim to deliver the outcomes envisioned in the Maranoa Arts and Culture strategy including:

- *Local heritage is protected, valued and accessible;*
- *Indigenous, outback and other cultures have continuity, diversity, and energy;*
- *Place-making and architecture support arts, culture and heritage;*
- *Educators, businesses, agencies, Council, and communities collaborate to provide creative spaces and creative activity support;*
- *Visual arts and performing arts have display and performance opportunities;*
- *Maranoa region can host visiting nation standard exhibitions and performances;*
- *Arts and culture are valued as an industry.*



New mural - Wallumbilla Pool

Wallumbilla is home to a new mural, made possible through the Regional Arts Development Fund and Wallumbilla Town Improvement Group.

Street artists The Zookeeper and DRAPL, designed and created the mural located at the Wallumbilla Pool.

Regional Arts Development Fund is a partnership between the Queensland Government and Maranoa Regional Council to support local arts and culture in regional Queensland.

How we are trending - Arts and culture

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Regional Arts Development Fund (RADF) grants	\$47,970	\$42,857	\$38,947	\$37,857	\$42,857	\$44,716	\$42,857	\$22,030
Queensland Government funding	\$30,000	\$30,000	\$24,000	\$25,000	\$25,000	\$25,000	\$24,000	\$29,500

Regional Arts Development Fund (RADF) 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
Total		\$22,030

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.



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.

Maranoa residents were invited to enjoy the evening comprising of a cabaret-style performance, exploring the extraordinary qualities and similarities of Opera and Country Music with complimentary champagne on arrival, followed by canapés at interval and a licensed bar.

The state-wide tour was made possible through a partnership with Beef Australia and is a continuation of Opera Queensland's commitment to regional audiences.

4.10 ARTS & CULTURE

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
<p>4.10.1 Development of partnerships for long term arts and culture strategic planning.</p> <p><i>Planning</i></p>		➡
<p>4.10.2 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>4.10.3 Assist when needed with community groups' grant applications to other funding providers.</p> <p><i>Other external funding</i></p>		✓
<p>4.10.4 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 Dissemination of grant opportunities to regional groups and encourage project development.	✓
<p>4.10.5 Source and coordinate arts and cultural events and programs within the Maranoa.</p> <p><i>Events</i></p>	Annual service (a) Hosted events in the Maranoa Classical and theatrical events incorporating past favourites, Festival of Small halls, Opera in the Saleyards etc.	✓
<p>4.10.6 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	✓
	(b) Product development - Investigate the concepts of open air museums, art spaces and alternative to galleries for artistic display.	✓
	(c) Conservation of the Yuleba War Memorial Mural	✓
<p>4.10.7 Provide input into placemaking and facilities (spaces and places) from an arts and culture perspective.</p>	Council projects (d) Community Consultation - Surat Cobb & Co Store Museum (e) Complete refurbishment of the Cobb and Co Store Museum - New exhibition - "Surat Basin Display" (f) Assistance with development of the Heritage Museum concept in Injune.	✓ ✓ ✓
<p>4.10.8 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: - Council cultural facilities - Maranoa Art Gallery.	✓
<p>4.10.9 Facilitate gallery and museum development opportunities for community groups, individuals and volunteers.</p>		➡

Our projects 2020/21

✔ Undertaken / completed ■ In progress ✘ Not started

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
20376	Operating	History of Injune and Surrounds	Injune	✔
20432	Operating	The Peter Keegan Oil and Gas Museum Project	Roma	✔
20550	Operating	Cobb & Co Store Museum - update / new exhibitions	Surat	✔
22375	Operating	Reproduction of artworks for installation on the east side of the Mitchell Memorial Pool	Mitchell	✘

Looking back - what we achieved in 2020/21

(a) Hosted events in the Maranoa

2020/21 events 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 (Opera Queensland).



Above - Promotional material for hosted events (Queensland Symphony Orchestra and Funny Mummies).

(b) Open air exhibition - Sculptures Out Back

Council has provided in-kind 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).

An initiative of the Roma on Bungil Gallery, Council's financial contribution is for the Maranoa Art Prize.

(c) Conservation of the Yuleba War Memorial Mural

Council invited the Yuleba community to come along and meet with Blair Paintings Conservation & Studio204 to discuss the treatment proposal for the conservation of the Yuleba War Memorial Mural.

Housed in the Yuleba Memorial Hall, the mural is incredibly detailed depicting many theatres of war, and was painted by a jackeroo, Robert Fred (known as Fred) Doyle in 1964.

Residents were able to view the finished works on Friday, 21 August 2020.



Yuleba Memorial Hall mural

4.10 ARTS & CULTURE

(d) Community Consultation - Surat Cobb & Co Store Museum

Council invited the Surat community to come along on 30 June 2021 and meet with Gibson Architects to discuss the vision for the development of a preliminary design to upgrade the Cobb & Co Changing Station foyer.

This was a great opportunity to share ideas for input into developing draft concepts for this space.

Once drafted, the concepts will again be presented to the community for further feedback and approval. Additional funding will then be sought to progress development of detailed designs for a shovel ready project.

It was also an opportunity for the community to take a look at the newly refurbished fish tanks and viewing glass and have a chat with attending Councillors.



Above - Cobb and Co Changing Station foyer in Surat featuring the refurbished fish tanks.

(e) New exhibition - Cobb & Co Store Museum, Surat

A new exhibition, "The Surat Basin", was officially opened on 18 May 2021 (International Museum Day).

This exhibition takes visitors on a journey through the formation of the Surat Basin.

The community and tourists were able to experience the exhibition at the official opening through a compilation of imagery, rock specimens, audio visual works and a large fibreglass artwork created by artist Paul Stumkat.



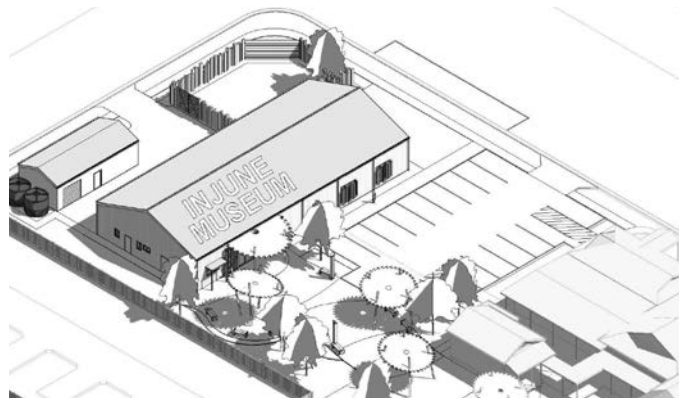
Exhibition invitation

(f) 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 driven by the desire of the community to save the history, including the stories of the pioneers of the Injune district. It will also create another tourism attraction in the Maranoa and we look forward to welcoming the economic benefits to the town.

This project has been funded through a \$950,000 grant under the Australian Government's Local Roads and Community Infrastructure Program.



Injune Heritage Museum concept drawing.

Annual services

✓ Undertaken / completed ■ In progress ➔ Deferred / carried forward

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Creating partnerships (community projects)	4.10.1	Regular arts group meetings. Other opportunities as they arise.	➔
Assisting with funding opportunities for community groups	4.10.2 4.10.3 4.10.4	Minimum 2 rounds per year for the Regional Arts Development Fund. Other funding as opportunities arise, including assistance with grant writing.	■ (1 Round)
Updating and implementing placemaking plans	4.10.7	Quarterly through Arts Group meetings.	➔
Providing facilities (spaces and places) for arts and cultural activities	4.10.7	This is continually reviewed as an agenda item at Arts Group meetings and subject to budget consideration.	✓ Community consultation and funding sought for the Heritage Museum in Injune
Preserving history and heritage for current and future residents	4.10.6	We are approaching our Arts and Cultural planning to build a pipeline of projects for which we can work toward attracting investment. Planning is influenced by specific historical events and milestone commemorations, e.g. ANZAC Day, COVID-19 pandemic or historical anniversaries.	
Delivering a range of annual and one-off budgeted Council events	4.10.5	Minimum 3 per year. Examples of these are the Festival of Small Halls, Opera Queensland performances, and visits from the Queensland Symphony Orchestra.	✓

Our performance in focus

Our finances - Arts and culture

	2020/21
Operations	\$
Operating revenue	36,379
Fees and charges	476
Grants subsidies and contributions	35,903
Operating expenses	220,877
Employee costs	60,058
Materials and services	86,914
One-off projects (operating)	73,905
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(184,498)

4.11 Local development and events

We contribute to development of our local communities through planning, programs and events, including grant and in-kind support programs, event promotion and Council event management.



Our year at a glance

2020/21



\$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.

Local development and events 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.

Local development and events 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.

4.11 LOCAL DEVELOPMENT & EVENTS

What we do

Our Local Development Officers (LDOs) work with each of our communities to lead planning, economic and community development and events at a local level. Each LDO provides general support across a number of areas including:

- Economic and local business development;
- Tourism;
- Sport and recreation;
- Arts and culture;
- Council events.

They also work closely with and are able to access regional support in each of the above areas.

As part of the new Corporate Plan, Council has recommitted to a Local Development Officer in each of our communities:

- Injune & Surrounds;
- Mitchell, Amby, Mungallala & Surrounds;
- Surat & Surrounds;
- Yuleba, Wallumbilla, Jackson & Surrounds;
- Roma & Surrounds.

We also coordinate grant programs for:

- Council funding to community groups;
- Funding from other tiers of government and industry partners to Council;

As a new initiative in the Corporate Plan, we will also be actively promoting and marketing the Maranoa as a place to hold conferences and events.

Why we do it

A diverse range of programs and events adds to the richness of community life in the region. Our events are popular with residents but often also encourage visitors to stay a little longer, providing a welcome boost to the local economy.

The conferences and events that we are able to attract to the region also provide a valuable boost for many of the region's businesses.

As we continue to encourage fly-in fly-out workers to become permanent residents, the liveability of our region is becoming increasingly more important to promote. Our programs and events provide a wonderful array of activities for all ages to enjoy.

The assistance we provide on an annual basis to community groups, and the partnerships we establish with community, government and business also enable the delivery of projects and services that otherwise might not be achievable.

What we must do

Local Instruments

- Maranoa (Region Wide) Economic and Community Development Plan.
- Grants Policy
- Local Plans for each community
- Obligations to sponsorship bodies
- Placemaking Strategies for each community.

Queensland Government

- Darling Downs Regional Plan
- DD&SW Regional Plan (DD&SW Regional Development Australia)
- Local Government Act 2009
- State Government funding programs and agreements.

For more information, please visit www.maranoa.qld.gov.au or call your Local Development Officer on 1300 907 662.



For more information, please contact your local Development Officer on 1300 907 662 or your local RSL sub-branch.

All ANZAC Day commemorations will be undertaken in a COVID Safe way and all Public Health Directives will be followed as required. Attendees are asked to please remember to socially distance, wash hands or use hand sanitiser regularly and stay home if sick.



How we are trending - Local development and events

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
In-kind assistance	\$10,723	\$5,977	\$42,956	\$24,812	\$49,814	\$44,858	\$15,892	\$31,223
Fee waivers	Included as in-kind	Included as in-kind	Included as in-kind	\$47,828	\$47,447	\$31,926	\$45,838*	\$24,164
Ongoing assistance	\$104,600	\$69,026	\$53,572	\$29,078	\$35,964	\$18,709	\$8,610	\$10,942
Sponsorship/cash contributions	-	\$16,363	\$202,358	\$68,400	\$25,750	\$32,250	\$40,814	\$96,126
Community grants								
\$ value	\$105,244	\$103,838	\$133,801	\$139,890	\$79,125	\$122,641	\$102,546	\$123,868
Number of groups supported	17	15	19	26	11	21	20	25
Total	\$220,567	\$195,204	\$432,687	\$310,008	\$238,100	\$205,526	\$213,700	\$286,323

* \$12,143 (hall hire) +\$33,695 (building application fee waivers)

More about the numbers

Major grants and community grants		
Organisation	Project	Funding amount
Round 1		
Roughlie Community Centre Inc	Community Centre outdoor area	\$7,887.00
Queensland Country Women's Association (QCWA) - Roma Branch	CWA Roma Branch technology update	\$2,901.55
Queensland Blue Light Association - Mitchell	Blue Light equipment upgrade	\$1,008.50
Injune and District Men's Shed	External works at the Injune Men's Shed	\$3,000.00
Eumamurrin Gun Club	Crowd capacity	\$2,800.00
Surat Hospital Auxiliary	Surat hospital fete	\$2,355.00
Begonia Golf and Sports Club Inc	Community hall renewal	\$14,000.00
Roma Polocrosse Club Inc	Water infrastructure	\$8,000.00
Maranoa Horse and Pony Club	Permanent horse yards	\$8,000.00
Warroo Retirement Village Association Inc	Socialising at Warroo	\$1,985.00
TOTAL ROUND 1		\$51,937.05
Round 2		
U3A	Roma business photo book	\$8,000.00
Life Christian Church Roma	Secure child safety fencing	\$3,000.00
Roughlie Community Centre Inc	Air conditioning for community hall	\$6,425.00
Mitchell Golf Club	Miclub - One Golf Package - software package	\$4,493.00
Hodgson Soldiers Memorial Hall & Recreation Association	Hodgson camp oven dinner	\$1,000.00
Roma Contract Bridge Club	Furniture renewal	\$2,148.00
Bendemere Arts Association Inc	New furniture	\$1,684.50
Roma and District Lapidary and Minerals Society Inc	Purchase shipping container	\$1,830.00
Surat and District Development Association Inc	Cobb & Co Festival social media plan 2021	\$2,850.00

4.11 LOCAL DEVELOPMENT & EVENTS

Major grants and community grants		
Organisation	Project	Funding amount
Round 2 continued		
Surat Pool Advocates	Surat pool seating	\$3,000.00
Roma Pony Club Inc	Installation of shades over stables	\$9,910.00
Booringa Action Group	Raku workshop / art workshop	\$2,986.00
Seeds of Connection	Seniors week retreat	\$3,470.00
The Rotary Club of Roma	Big Yellow BBQ	\$20,000.00
Gunggari Native Title Aboriginal Corporation	Cultural sites survey	\$1,134.00
TOTAL ROUND 2		\$71,930.50

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 and 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 (Returned and Services League)	Set up	\$211.00
Mitchell State School	Delivery of chairs	\$346.00
Care Outreach	Cleaning	\$210.00
Tooolombilla Rodeo	Use of plant and equipment	\$5,700.00
Maranoa Netball Association	Installation of 2 grass courts	\$3,000.00
Mitchell Campdraft	In kind assistance	\$11,653.00
Toowoomba Catholic Schools	Equipment hire and set up	\$618.90
Total		\$31,222.90

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 and tables	\$368
Roma Turf Club	Fee waiver	\$5,540
Variety 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
Total		\$24,164

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		
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 and promotion	\$10,000
Livestock & Rural Transporters Association	Cash sponsorship	\$9,091
Waroo Retirement Village	Advertising sponsorship	\$10,000
Easter in the Country	Annual sponsorship	\$15,000
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
Total		\$96,126

Due to restrictions imposed by COVID-19, Council instead hosted a number of COVID-Safe Christmas activities, including:

- Roving Santa with photo opportunities
- Live Christmas music performance
- Colouring-in competition, with entries to be displayed in art galleries and libraries across the region
- Christmas movie screenings
- Community Christmas Luncheon
- Christmas Hamper Drive.

Additionally, Council sponsored a total of \$7,500 to 15 local community associations to support their annual Christmas celebrations this year.



MARANOA
Christmas
LUNCHEON

Join us for a community meal with a side of entertainment at Maranoa Regional Council's annual Christmas Luncheon.

This is a free event with everyone in the region invited, especially those who may be away from friends and family this festive season.

Sunday, 6 December 2020
11.30am - 2.30pm
Roma Bowls Club

Bus service available from Yuleba at 10:35AM
Bus service available from Surat, Mitchell & Injune at 10:15AM
Doors open at 11.30am
Music, luncheon & games from 12pm
RSVP required by Friday, 27 November 2020

Limited numbers for bus service & table reservations
COVID Safe sign in required
RSVP to Council's Customer Service at 1300 007 662




Maranoa Regional Council's Annual
Christmas **HAMPER**
APPEAL

Monday, 2 November - Monday, 23 November

 **Monetary Donations**
Online: <https://hamper-donations2020.eventbrite.com.au>
In Person: At any Council Customer Service Centre
By Cheque: Maranoa Regional Council
PO Box 620 Roma QLD 4455

 **Non-Perishable Food Donations**
Donations accepted at any Council Customer Service Centre and Library, St Vincent de Paul Shop Roma or Salvation Army Store Roma

- Pasta and pasta sauce
- Rice and sauce (stir fry/meal base)
- Powdered mash and gravy
- Tinned vegetables (corn, peas, baked beans)
- Christmas cakes/puddings
- Sweet biscuits
- Savoury crackers
- Long life custard
- Long life milk



Council does not collect direct nominations. Nominations are provided by service organisations for eligible households not receiving fortnightly COVID-19 supplement payments. *Some exceptions may apply at the discretion of nominators
For more information contact Council's Community Support at 1300 007 662.

4.11 LOCAL DEVELOPMENT & EVENTS

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. Grants – 2 Rounds per year <ul style="list-style-type: none"> • Small Grants • Community Grants • Major Grants Non-Financial Assistance <ul style="list-style-type: none"> • Minor • Major • Ongoing 	Annual service (a) 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 initiatives.	COVID-19 response to enable community connection in an online environment.	✔
	(b) Yuleba street banners	✔
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"> • Australia Day • ANZAC Day • Volunteers Week • Seniors Week • NAIDOC Week • Youth Week • Holiday program 	(c) Annual service (Events)	✔
	(d) Australia Day 2021	
4.11.8 Regional events attraction, marketing and promotion.	Reshaped position Regional Events Attraction	✔

Our projects 2020/21

✔ Undertaken / completed

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
20418	Operating	00020412 - Tackling Regional Adversity through Intergrated Care (TRAIC) Funding - Old WO 20134	Regional	✔
20413	Operating	00020413 - Empowering Communities	Regional	✔
22230	Operating	00022230 - Community Banners - Wallumbilla	Wallumbilla	✔
22231	Operating	00022231 - Community Banners - Yuleba	Yuleba	✔
22232	Operating	00022232 - Community Banners - Surat	Surat	✔
22615	Operating	00022615 - 2020 Christmas Celebrations - Community	Regional	✔
22643	Operating	00022643 - Ride-on Mower (Hodgson)	Hodgson	✔

Looking back - what we achieved in 2020/21

(a) Community grants

Community groups received funding across two rounds for Council's 2020/21 Grants Funding Program:

- Round 1 - \$51,937.05 - 10 groups
- Round 2 - \$71,930.50 - 15 groups

This was in addition to inkind / non financial assistance.

(b) 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.



Yuleba street banners

(c) Events

The Local Development team hosted 182 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.

Key dates on the event calendar were:

- Senior Week - Friday, 14 August 2020 to Sunday, 23 August 2020.
- Johnny Cash Tribute Band and Luncheon - Thursday, 27 August 2020.
- Drive-in Movie, Bassett Park, Roma (Part of the School Holiday Program) - 22 January 2021.
- Australia Day Celebrations - 26 January 2021.
- Youth Week - Saturday, 10 April to Sunday, 18 April 2021.
- Anzac Day - 25 April 2021.
- Volunteers Week events - 15 May to 6 June 2021.
- Winter School Holiday Program - from 24 June 2021 (to 10 July 2021).

New activities were introduced for the Summer School Holiday Program, including a drive-in movie and the regional Ninja Warrior course.

The activities on offer in this year's winter school holiday (June / July) program included:

- Science shows and STEM workshops (science, technology, engineering and mathematics)
- Turning trash into treasure
- Skateboarding workshops
- Storm Co Kids club
- Pokémon tournament

- Cooking classes with Rohan Ballon
- NAIDOC celebrations at the Surat Riverwalk
- Art and crafts
- Basketball Clinic

(d) Australia Day 2021

The region celebrated Australia Day on Tuesday, 26 January with Australia Day Awards and plenty of activities that kept everyone entertained!

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.

It was a great time to come together as a community and celebrate those who have gone above and beyond in our region.



Australia Day celebrations

4.11 LOCAL DEVELOPMENT & EVENTS

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Grants and other funding			
Community grants	4.11.1	(a) Two rounds each year	✓
Community drought support	4.11.2	Subject to (external) government funding	✓
Sponsorship	4.11.1	Case-by-case basis throughout the year	✓
Non-financial assistance	4.11.1	Case-by-case basis throughout the year	✓
State and federal government funding	4.11.2	Proactive searches for funding opportunities and opening of funding rounds.	✓
		Applications and business cases submitted by the due date.	✓
		Administration of funding agreements for successful projects in accordance with agreement terms and milestones.	✓
Community based programs			
Local plans	4.11.3	Annual review with ongoing reference to daily activities.	✓
Program development	4.11.3	Biannual Maranoa Holiday Program across the region.	✓
Group and individual development and recognition	4.11.3	Ongoing activities, with regular meetings.	✓
Work outreach camp program (WORC)			✓
Placemaking planning and projects			✓
Events			
Council event management	4.11.5	As required.	✓
Council event coordination		Update of conferences and events management guidelines and checklists.	✓
Community festivals and events support	4.11.5	Monthly through community group meetings and other opportunities.	✓
National and state recognised events	4.11.5	As required	✓
		Proactive attraction of new events and conferences.	
Travelling events	4.11.5	As required	✓

4.12 Sport, recreation & 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.



Our year at a glance

2020/21



\$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.

Sport, recreation & community wellbeing 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 John's 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.

Sport, recreation & community wellbeing 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.

Section 4.12 cover image - Maranoa Netball Courts.

4.12 SPORT, RECREATION & COMMUNITY WELLBEING

What we do

We provide practical support and assistance to our region's sport and recreational clubs and groups both at a local level through our Local Development Officers, and regionally through a dedicated Sport & Recreation Development Coordinator.

We also plan for sport, recreation and entertainment precincts and regional leisure activities, helping ensure that planned and upgraded infrastructure and facilities are fit-for-purpose.

We aim to encourage:

- *Every resident to be a sport and recreation participant;*
- *Every visitor to be a sport and recreation participant;*
- *The Maranoa sport and recreation industry to be committed, energetic and responsive;*

We are building futures for the next generation.

Currently, the function also provides a number of programs in conjunction with other agencies in the region that enhance the wellbeing of our residents.

These include:

- Be Healthy and Safe Maranoa;
- Community Support.

Council's Be Healthy Maranoa initiative has been a State and National Heart Foundation Award winner.

Why we do it

We want to encourage participation in sport and recreation activities and help clubs and groups to grow strong.

We seek to maximise use of the region's sport and recreational facilities and be involved in programs that contribute to the wellbeing of our residents.

What we must do

Local Instruments

Maranoa (Region Wide) Economic and Community Development Plan

Maranoa Sport and Recreation Strategy

Maranoa Community Plans

- Amby and District
- Injune, Bymount, Eumamurrin and District
- Jackson, Noonga and District
- Mitchell, Dunkeld, Begonia and District
- Muckadilla and District
- Mungallala and District
- Roma, Hodgson, Orange Hill and District
- Surat, Wycombe, Teelba and District
- Wallumbilla and District
- Yuleba and District

Other Plans

- Youth Precinct Master Plan
- Regional Trails Strategy

Master Plans

- Bassett Park Master Plan
- Wallumbilla Show Grounds Redevelopment Master Plan
- Warroo Sporting Complex Master Plan
- Feasibility Study for Multi-Purpose Equestrian Centre

Queensland Government

- Local Government Act 2009

In partnership with the community, we contribute to the implementation of the Maranoa Sport and Recreation Strategy working towards:

- *Sustainable and shared community leadership for sport and recreation in the Maranoa;*
- *Local communities and visitors are aware of the diverse sport and recreation opportunities across the Maranoa;*
- *Funding for sport and recreation facilities and activities is optimised and equitable across the Maranoa;*
- *Access to sport and recreation facilities and activities is optimised and equitable across the Maranoa for all ages and abilities;*
- *Every urban community has access to trails which facilitate sport and recreation in conjunction with arts, culture and tourism;*
- *The Maranoa has the capacity to host inter-regional (and some state) level sporting and recreation events for selected activities and for other opportunities as they arise;*
- *Sport and recreation events encourage resident and visitor participation as competitors and spectators;*
- *Sport and recreation are valued as an industry;*
- *Alignment of the Maranoa sport and recreation plan with the Maranoa tourism plan.*



Roma Recreation Centre - Maranoa Wall of Fame for individuals who have represented Australia.

How we are trending - Sport, recreation and community wellbeing

Sport and recreation	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of sport and recreational events	4	22 (Get out Get Active Round 1)	27 (Get out Get Active Round 2)	92 (Get out Get Active Round 2)	52 (Get out Get Active Round 3)	5 (including completion of Get Out Get Active Round 3)	1	10
Total attendance at events	56	347	384	905	835	207	100	212
Number of workshops	2	2	2	2	3	1	5	3
Total attendance at workshops	12	18	22	19	25	15	90	42
Special events	N/a	N/a	N/a	N/a	1 (Andre Moore Basketball Workshop)	3 (Outback Masters Golf Carnival Paul Briggs Boxing Workshop Skate Park event for R U OK Day)	0	0

Be Healthy Maranoa	2016/17	2017/18	2018/19	2019/20	2020/21
Programs delivered	29	41	15	2	22 <i>Skate Park events in all Centres with Jay Hetherington from Gold Coast for June/July School Holiday programming</i>
Individual program sessions	76	76	23	14	23
Program participants	711	558	216	20	2,189
Community health events	17	27	2	11	5
Participants in community health events	825	1,531	250	160	96
Smoothie bike events (Pedal to make your own smoothie!)	9	10	2	0	6
Partnership meetings	12	8	2	2	8
New partners	3	2	0	0	3
Media articles	21	47	1	0	15

More about the numbers

Media articles were generated for Community Support initiatives on Council's website and Facebook pages.

Programs delivered: 22

Some Community Support Programs delivered include the Christmas Relief Appeal, Community Christmas Luncheon, Harmony Week activities, RUOK Comedy Shows and Laughter Clinic, NAIDOC programming at local schools, Youth Cooking Courses, Elder's Pamper Day, the Blanket Drive, Emergency Pantry Support, Walkabout Barber, Hygiene Cases and the Community Café.

Individual Program Sessions: 23

Program Participants: 2,189

4.12 SPORT, RECREATION & COMMUNITY WELLBEING

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 (a) Sport and recreation club support and assistance	■
	Assist clubs to develop 5 year plans and Work Health and Safety management requirements.	
	Sporting & 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 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"> • Sport and Recreation Strategy • Masterplanning of multi-purpose precincts • Trails Strategy • Youth Precincts Strategy. 	Annual service 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 Facility infrastructure projects – -Identification of projects -funding opportunities -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: -Mitchell RSL Combined Sporting Complex -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: - Safe/equitable use of Council facilities and equipment - Maintenance of community facilities.	■
4.12.7 Identify and encourage district and regional sporting events.	Annual service (b) 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 No Interest Loans (NILS) applications (c) Interagency meetings (d) Christmas support	✔

Looking back - what we achieved in 2020/21

(a) 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.

(b) District and regional sporting events

Assistance was provided to the:

- Darling Downs Inter-District Championships at Maranoa Netball Precinct. Three grass courts were prepared at Bassett Park with new net posts.
- Mercy Shield (St Johns School, Roma) - The Mercy Shield gives senior students an opportunity to represent the school in preparation for The Confraternity Carnival ('Confro' is the premier rugby league competition for Catholic and independent secondary schools in Queensland) and the Queensland Independent Secondary Schools Netball Carnivals.

(c) Interagency collaboration

Council continued to work with other agencies in the region to provide community support services. Interagency meetings were held once every 6 weeks addressing community concerns and service provision gaps. 2020/21 saw an increase in the number of support services and resources available to the community, including the Emergency Pantry for those facing immediate food insecurity, and the installation of Headspace, supporting the mental well-being of the region's youth.

(d) Christmas support

Maranoa residents' Christmas were a little merrier after Council's Christmas Hamper Appeal distributed 210 hampers, made possible by the region's generosity.

The community donated an overwhelming number of food items while also contributing approximately \$1,600. Additionally, 167 children had presents under the Christmas tree after the Salvation Army provided a generous selection of toys.

Other highlights

• 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?

R U OK?'s mission is to inspire everyone to connect with the people around them, asking the question R U OK? and supporting anyone who is struggling.

Mark McConville and Rob Brown performed on the night, bringing laughter as the best medicine. Council invited community members to enjoy an evening out connecting with family and friends, and laughing the night away.

• 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.

For the month of April, Council accepted any new or pre-loved blankets and winter wear including coats and jumpers, and this year also accepted donations of warm bedding for pets.

Blankets and winter wear were distributed to community members in need through all Council Customer Service Centres across the region from Monday, 17 May 2021.

• 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. Planned to go live with Council's new website, the directory will be a valuable resource to new and existing residents, as well as anyone thinking of making the Maranoa their new home.



Councillors with Christmas Hampers

4.12 SPORT, RECREATION & COMMUNITY WELLBEING

- Harmony Week**

Harmony Week ran from Monday, 15 March to Sunday, 21 March 2021. The event celebrates and encourages inclusiveness, respect and belonging for all Australians, regardless of cultural or linguistic background.

This year, the program included:

- Harmony Cookbook - A delicious collection of international recipes supplied by Maranoa residents.
- Spice Kits from the Local Library - Adult library borrowers could redeem a free spice kit containing spices, instructions, fun facts and suggested reads.
- Filipino Cooking Class
- Bollywood Dance Class
- Queensland Symphony Orchestra performance



Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Club support and assistance	4.12.1	During regular sporting club interactions. At least two organisation building workshops per year.	✓ ✗
Funding opportunities for Council and Individual groups	4.12.2	Ongoing as per release of funding guidelines.	✓
Master planning / community planning	4.12.3	Through attendance at scheduled advisory group meetings and monthly sporting club interactions.	✗ Advisory Groups not operational during this term of Council
Club governance support	4.12.1	Through attendance at scheduled advisory group meetings and monthly sporting club interactions.	✓ Governance assistance with support for updating Constitutions and meeting procedures
Sport and recreation facilities	4.12.4	According to master plans, community priorities and Council budget allocations each year. Projects approved and delivered through Council's annual Operational Plan & Budget.	✓ ✓
Sport and recreation events	4.12.7	Identify and encourage district and regional sporting events.	✓ With assistance from Natalie Walsh Regional Events Attraction Coordinator

Our finances - Sport, recreation & community wellbeing

Operations	2020/21
	\$
Operating revenue	120,656
Grants subsidies and contributions	120,580
Other revenue	76
Operating expenses	442,813
Employee costs	155,535
Materials and services	287,278
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(322,157)



September 2020 - The Yuleba and District Bowls Club recently installed an AED (automated external defibrillator), which was made possible by the support from Maranoa Regional Council and Senex through the Small Community Grants Program.

The state-of-the-art lifesaving unit not only delivers the required jolt to re-start the heart, but also provides the operator with audible instructions for its proper and safe use, and gives feedback on the pace and depth of chest compressions.

4.13 Libraries

We provide library services and programs that connect people and support lifelong learning and enjoyment.



Our year at a glance

2020/21



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.

Libraries 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.

Libraries 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.

4.13 LIBRARIES

What we do

We provide 8 libraries:

- Injune - Multipurpose Complex, Hutton Street;
- Jackson - Edward Street;
- Mitchell - Library Gallery Building, Cambridge Street;
- Mungallala - Adjoining the Mungallala Memorial Hall, Redford Street;
- Roma - Community Arts Centre, 38-44 Hawthorne Street;
- Surat - Cobb & Co Changing Station, Burrowes Street;
- Wallumbilla - School of Arts Memorial Hall, corner of High and Chadford Streets;
- Yuleba - Customer Service Centre, Stephenson Street.

Library users have access to an array of books, magazines, compact discs, public computers and the internet. Access is also available via the Rural Libraries Queensland network to a diverse range of collections, services and activities.

We provide activities such as storytelling sessions, book clubs, children's education groups, parenting sessions, seniors' technology workshops and much more!

Membership is free, as is our WiFi!

Why we do it

Our places and spaces meet users' educational, information and recreational needs. We want to create a welcoming, inclusive and stimulating environment where lifelong learning, self-empowerment and creativity is encouraged and a love of reading is nurtured.

What we must do

Local Instruments

Maranoa Libraries Strategic Plan 2015-2020

Maranoa Community Plans

Queensland Government

Service Level Agreement with the Library Board of Queensland

State Library of Queensland

Rural Libraries Queensland

Department of Human Services

Smart Services

In partnership with the community, we contribute to the implementation of the Maranoa Arts and Culture strategy, with a key objective being:

- *Libraries make literature and technology accessible to all residents.*

SHARE-A-THANKS

Thank-you to the Library Team

Maranoa Regional Council is fortunate to have a library team comprising many long-serving employees.

In 2020/21, the team farewelled Ellen Smith who retired after 22 years of service to the Maranoa community.

On behalf of Maranoa Regional Council, thank-you to Ellen - also to the continuing team members who are contributing each day to enriching the lives of residents across the region.

Photo (left to right) - Tammy Bohnet (upcoming 25 years' service milestone), Ellen Smith (22 years' service) and Glenda McKnight (20 years' service).



How we are trending - Libraries

By year

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Circulations – loans, returns and renewals	114,753	119,489	123,255	119,821	127,113	130,152	116,900	118,538	101,404
Library programs and events	213	219	250	241	244	283	277	241	392
Public library visits	55,601	52,923	41,748	47,325	47,591	43,841	45,960	41,892	33,270
Free internet and Wi-Fi	-	-	-	-	-	-	-	4,743	1,559
Loans of electronic resources (e-books, e-audio & downloadable videos)	Not available	677	941	2,257	4,116	6,107	10,307	8,929	15,544
New memberships	552	719	706	808	744	630	542	463	435
Membership total at 30 June	3,794	4,287	4,577	3,245	3,390	3,426	3,010	2,950	2,782

By location (2020/21)

	Number of circulations	Number of public library visits	Number of people who accessed free internet and WiFi	Free memberships (new)
Injune	6,317	11,656	222	34
Jackson	3,138	386	-	3
Mitchell	15,078	2,294	325	57
Roma	54,872	12,547	754	267
Surat	7,126	4,909	154	64
Wallumbilla	9,069	803	24	4
Yuleba	1,875	221	13	1
Mungallala	2,929	454	67	3
Total	100,404	33,270	1,559	435

Note: Membership totals don't always reflect what is happening in our libraries. Memberships are purged from our library records after a 2-year period of inactivity, so while our total membership at the end of each year isn't always an increased figure, we are always welcoming a steady flow of new borrowers to our libraries. Library Programs and events do not include online/virtual programming.

More about the numbers

The number of public library visits and related statistics were a by-product of the COVID-19 pandemic. Maintaining community interest in Libraries 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.

4.13 LIBRARIES

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 (a) Public Programming - Develop a 12-month public programming calendar; - Completion and implementation of First 5 Forever mobile trailer; - Develop a process to capture statistics for the online/virtual program. (b) 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 (c) 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 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.	✔
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.	✔
	Professional development - training for library staff.	✔

Looking back - what we achieved in 2020/21

(a) Public programming highlights

- Larrikin Puppet Shows**

Larrikin Puppets visited the Maranoa in December of 2020. Shows performed at Injune, Surat, Roma, Mitchell and Yuleba received a great response from the community with just over 160 people attending.

- Storytime by the pool**

Surat Library launched their very first Splash, Splosh, Splash! Storytime at the pool event in February 2021. These sessions were delivered each Wednesday during the pool season and as part of our First 5 Forever program.

- Harmony Week program**

In March 2021, Libraries delivered a very successful Harmony Week program. 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 saw the introduction of our First 5 Forever take home kits across the Maranoa. 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.



HARMONY WEEK 2021 | EVERYONE BELONGS 

Promotional flyer - Library participation in Harmony Week 2021.

(b) 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.

During August and September staff invited former and current Roma residents to share their memories, stories and photos about their experience of visiting Roma Library. Submitted stories and photographs were used to develop a display for Roma Library's 70th Birthday party held on Wednesday, 16 August 2020.

Avid and long-time library members, councillors and staff were invited to join the Library for the special occasion that included the cutting of a birthday cake.

A plaque in the Library pays homage to Roma Town Library's first Librarian. It reads, "In memory of PAUL BAUERS who laboured long in this library to give us a greater appreciation of the written word. 21st May, 1961".

Paul Bauers was an interesting man. Originally from Victoria, he was very 'sporty', deeply involved in Labor politics, and worked in the Railway from the early 1900s up until his appointment as librarian in 1950 at the age of 65. He wrote regularly for the Western Star and had a segment on 4ZR Radio.



Roma Library 70th birthday display.



Memorial plaque for Paul Bauers placed in the Roma Library.

(c) 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.

The library, once constructed, will form part of a larger complex - Wallumbilla Calico Cottage and Heritage Precinct which will include:

1. Parklands

From the trucking yards in the east, to the historic grain shed, the parklands will create an attractive open space area to exhibit historical agricultural equipment. Three windmills will create a highly visible and interesting display to attract attention early.

2. Railway Grain Storage Shed

The historic railway grain storage shed will remain a major feature of the site, with the Wallumbilla Heritage Association continuing to operate the Wallumbilla Heritage Museum in this space.

3. Multi-Purpose Council Facility

A key, new feature of the site will be the new Wallumbilla Council Facility, housing Council and community facilities including:

- Calico Cottage
- Visitor Information Centre
- Library** & Multi-Purpose Room
- Council Customer Service Office
- Cafe

During the year, Council sought feedback on its proposal to nominate the Wallumbilla Calico Cottage & Heritage Precinct as the Wallumbilla APLNG Community Project. Under an agreement with Council, APLNG has committed \$1.25 million for Community Project Funding for Wallumbilla being one of the closest communities to the Reedy Creek Temporary Workers' Camp.

The feedback period closed on Friday 12 February 2021. As a result of the positive community response, the project was put forward for allocation of the funding.



Designs for the new Wallumbilla library - Planned view towards the librarian's desk.

4.13 LIBRARIES

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Library services			
Core public library services	4.13.1, 4.13.5	Published opening times. Free membership. Free use of internet and Wi-Fi. Annual reports to the State Library of Queensland.	✓
Authoritative, accessible information services	4.13.1	Innovation in development of collections online access e.g. OPAC (Online Public Access Catalogue). Enhanced features and functions of the Maranoa libraries website.	✓
Collections and services to support individual and community quality of life	4.13.1	Library Corner program. High quality library collections that aligns with community needs and the direction of digital collections. Responsiveness to the changing demographic profile of the Maranoa. Established priorities for the Maranoa local history collection.	✓
Customer service			
Quality service and a commitment to pursue excellence	4.13.5	Staff training and development 3 times a year. Active participation in the development and improvement of service delivery. Following Council's customer service charter in all interactions with customers.	✓
Infrastructure			
Places for the community to come together	4.13.4	Well-designed physical spaces for our eight libraries. Physical spaces that safely cater for diverse and contemporary needs. Investment in maintenance, sustainability and efficiency improvements.	✓



Our finances - Libraries

Operations	2020/21 \$
Operating revenue	61,472
Fees and charges	-
Grants subsidies and contributions	61,472
Operating expenses	537,297
Employee costs	520,683
Materials and services	16,614
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(475,825)



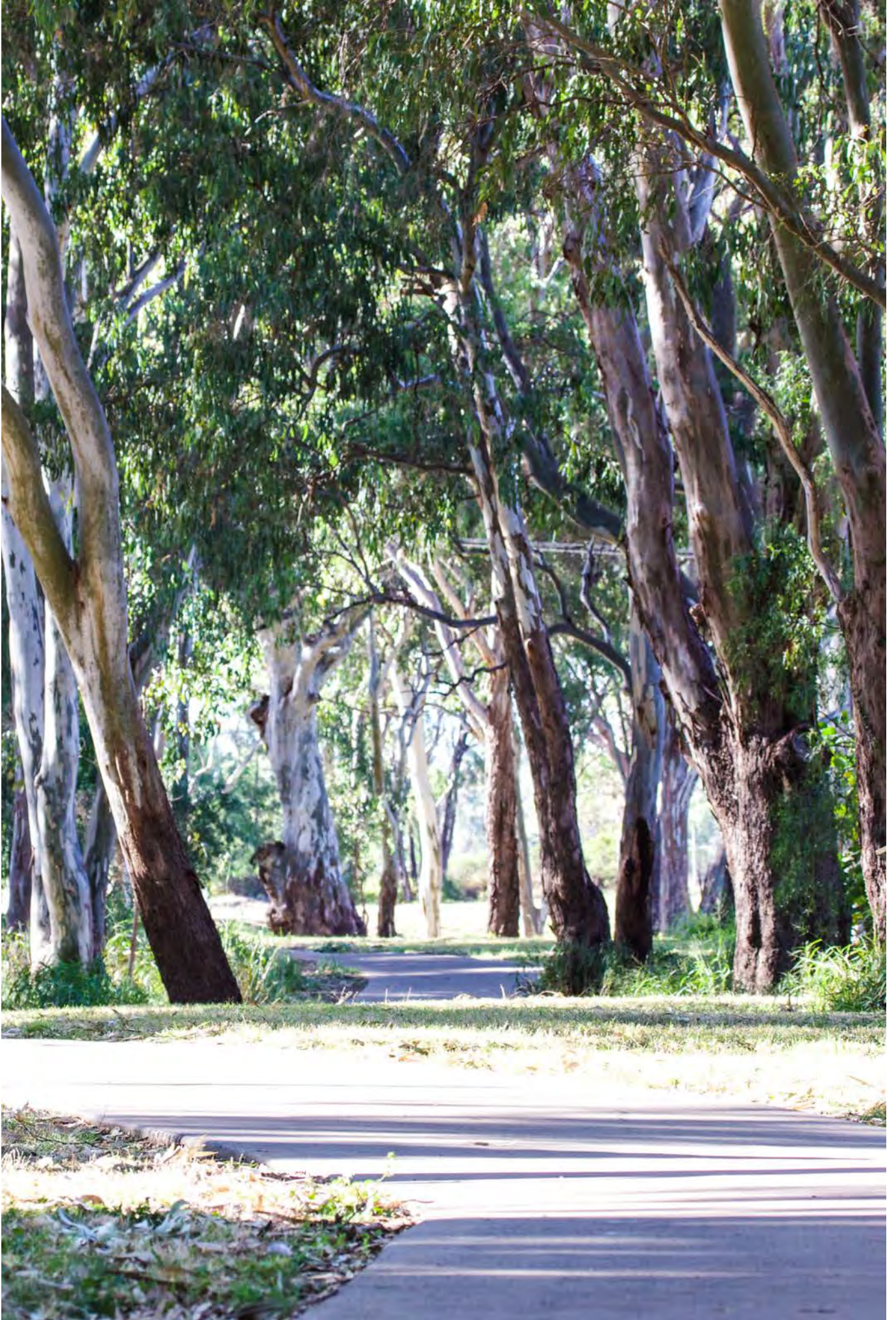
Planned new Wallumbilla Calico Cottage & Heritage Precinct including Library.

Strategic priority 5

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

MANAGING OUR OPERATIONS WELL

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5.1 Continual improvement

We continue to improve all aspects of our operations, passing on what we learn to current and future employees and those we work with to deliver services and projects.



Our year at a glance

2020/21



Incidents and Lost time injury frequency rate
- lowest number in the recorded **6** years.

Personal incidents - lowest number in the recorded **4** years.

Council workers' compensation premium (**1.152%**) continues to be below the 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.

Continual improvement 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%**). Total number of claims for 2020/21 were **80% lower** than 6 years ago.

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

Continual improvement 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.

Section 5.1 cover image - Works site, Gregory Street, Roma (Council and contractors).

5.1 CONTINUAL IMPROVEMENT

What we do

Continual improvement is the process of planning, doing, checking and acting (Plan-Do-Check-Act cycle). Improving the way we do business involves the ongoing review and evaluation of how we deliver our services and projects against what was planned.



As the framework for our continual improvement, we are developing an Integrated Maranoa Management System (IMMS). It is a suite of policies, processes, procedures and resources that will ultimately assist us in delivering our services and projects consistently, effectively and efficiently.



In developing the system we are benchmarking ourselves against the best private and public sector management systems in Australia and across the globe through the progressive third-party certification of the IMMS to ISO standards.

This lays the groundwork for us to deliver quality services and infrastructure for our residents and ratepayers, at an affordable price, while protecting the safety of our teams, community and the environment.

What we must do

Australian Government

Heavy Vehicle National Law Act 2012

Queensland Government

Local Government Act 2009

Local Government Regulations 2012

Environmental Protection Act 1994

Environmental Protection Regulations 2008

Work Health and Safety Act 2011

Work Health and Safety Regulation 2011

Work Health and Safety (QLD) Codes of Practice

Electrical Safety Act 2002

Electrical Safety Regulation 2013

Workers' Compensation and Rehabilitation Act 2003

Our ultimate goal is to achieve third-party certification for all of our customer facing services and the support services that they are dependent upon.

Why we do it

All local government employees have a responsibility under Section 13 (2)(f) of the *Local Government Act 2009* that relates to "improving all aspects of the employee's work performance". Section 13 (2)(a) also includes "implementing the policies and priorities of the local government in a way that promotes:

- (i) the effective, efficient and economical management of public resources; and
- (ii) excellence in service delivery; and
- (iii) continual improvement"

These responsibilities apply to all levels of Council.

We therefore need to strive to always do things better than we have before.

At Council we are developing a structured way to continually review our operations through an integrated management system. Once fully developed, it will help us to:

- **Use what we have effectively**

Knowing what our customers and stakeholders / interested parties need and what we can afford means we can use what we have wisely.

- **Increase productivity and efficiency**

Errors, rework and inefficient processes can be costly.

- **Improve decision making**

Evidence-based decision making and risk-based thinking rather than 'gut-feelings', guesses and trial and error make for improved decision making.

- **Engage with our employees**

Working together with employees who undertake their roles on a daily basis provides valuable perspectives on what things are working well and potential improvements.

It also provides an opportunity for information to be shared about why things are done a certain way.

This provides a benefit for the community we service as we can pass on what we learn to current and future employees. It also makes for a productive and rewarding workplace.

- **Innovate and implement best practice**

Developing a system for how we do things at Maranoa enables us to innovate locally, but also look at what the best are doing.

Progressively benchmarking our system to Australian, New Zealand or International standards enables us to keep the way we do business current - i.e. staying up-to-date with the latest business innovations and best practices in all areas of industry.

Workers' Compensation and Rehabilitation Regulation 2014

Building Fire Safety Regulation 2008

Mining and Quarrying Safety and Health Act 1999

Mining and Quarrying Safety and Health Regulation 2017

Petroleum and Gas (Production and Safety) Act 2004

Petroleum and Gas (Production and Safety) Regulation 2004

Civil Aviation Safety Regulation 1998

Public Sector Ethics Act 1994

Information Privacy Act 2009

ISO Standards

ISO 9001:2015 Quality Management Systems

ISO 14001:2015 Environmental Management Systems

AS/NZ 4801 Occupational Health and Safety Management Systems (ISO

45001 Occupational Health and Safety Management Systems)

How we are trending - Continual improvement

Workers' compensation	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Information for business planning						
Total claims	30	20	24	31	12	6
Accepted claims	27	20	24	31	11	6
Average incurred loss (\$'s per claim)	\$13,305	\$8,485	\$3,514	\$15,168	\$2,932	\$29,484
Highest incurred loss (\$'s)	\$217,269	\$61,922	\$31,415	\$243,258	\$8,748	\$124,576
Total incurred (\$'s)	\$399,157	\$169,700	\$84,340	\$470,209	\$35,180	\$176,905
Claims > 10 days lost time	8	7	4	8	6	2
Lost time injury frequency rate	4.12	2.29	2.73	3.96	1.81	1.25
LGW Workcare scheme rate (%)	1.35%	1.3%	1.3%	1.3%	1.3%	1.3%
Member scheme rate (%)	0.833%	0.8%	1.008%	0.952%	1.047%	1.152%
Audit program						
Audit findings recorded	-	-	214	98	24	39
Actioning	-	-	6	2	9	33
Verified closed	-	-	208	96	15	6
Outstanding > 90 days	-	-	8	10	15	28
Internal audits conducted	-	-	3	10	9	8
Implementation / monitoring / review						
Management review meetings	n/a	2	2	3	4	5
Work health and safety committee meetings	2	3	3	4	5	3
Drug and alcohol tests undertaken	n/a	n/a	374	447	212	251
Notification of significant events to authorities	n/a	2	5	5	1	8
Communication						
Toolbox talks issued	-	-	8	6	5	1
Toolbox talk completion rate	-	-	93.5%	90.4%	83.9%	82%
Newsletters issued	-	-	4	4	2	1
Newsletter quiz completion rate	-	-	n/a	n/a	82%	83%
Safety alerts issued	-	-	10	n/a	20	18
Adhoc information sharing	-	-	n/a	n/a	6	1

5.1 CONTINUAL IMPROVEMENT

More about the numbers - Quality, Safety and Environment

Incident reporting and investigations

This year there were 152 incidents reported which was the lowest in the six recorded years. Contributing to this reduction is the frequency of hazard inspections and the implementation of the Integrated Maranoa Management System. High risk areas have commenced implementing functional procedures, monitoring progress and undertaking reviews, as required.

Year	Number of reported incidents	Type of incident		
		People	Assets	Environment
2020/21	152	68	66	18
2019/20	170	85	77	8
2018/19	190	101	80	9
2017/18	181	82	93	6
2016/17	178	New data classification from 2017/18 onwards		
2015/16	153			

Personal incidents reported by mechanism of injury

In 2020/21 there has been a decrease in the number of injuries - the lowest in the four (4) recorded years. Twenty-five percent (25%) of injuries can be contributed to 'falls on the same level' (including trips and slips). Asset incidents contributed to forty-three percent (43%) of the overall incidents. Damage to an asset made up forty-eight percent (48%) of asset incidents. Environmental incidents contributed to twelve percent (12%) of the overall incidents, of which sixty-one percent (61%) were due to harmful / incorrect disposal. A majority of these incidents occurred with the incorrect disposal of hazardous substances at refuse sites.

People (personal) incidents	2017/18	2018/19	2019/20	2020/21	% variance
Report only / near miss	22	36	43	38	+19%
First aid	28	28	31	19	+11%
Medical treatment	16	29	5	7	-83%
Lost time injury	16	8	6	3	-25%
Total	82	101	85	67	-16%

We will continue to closely monitor incidents, across all ages of our workforce.

Age spread	16-20	21-29	30-44	45-54	55-64	65+	Total
Total	2	40	102	86	80	18	328

Lost time injury rate, workers' compensation and rehabilitation

Our lost time incident rate (number of lost time injuries multiplied by 100, divided by the number of workers) saw a decrease from last year (1.81 in 2019/20 compared to 1.25 for the 2020/21 year).

Year	Lost time injury rate
2020/21	1.25
2019/20	1.81
2018/19	3.96
2017/18	2.73
2016/17	2.48
2015/16	4.12

The total number of claims and accepted claims incurred has decreased by 50%, from 12 to 6. However, some long-term injuries incurred in the previous two years will influence Council's workers' compensation premium for the next 3 to 4 years.

We will continue to focus on reducing the severity of incidents through risk management initiatives and encourage an early and safe return to work for injured workers. The 2020/21 Local Government Workcare (LGW) scheme rate was 1.3%, while Maranoa Regional Council's rate was 1.152%.

Audits

• External

A third-party external surveillance audit was undertaken in September 2020 resulting in 2 minor non-conformances and 3 observations. This audit included scope expansion for Quality and Environment for Council's Laboratory function.

In March 2021, Council's quality, safety and environmental management systems underwent an external surveillance audit against the relevant Australian and International Standards.

	Surveillance Audit - September 2020	Certification Audit - March 2021
Non-conformances	2	1
Observations	3	4
Areas of concern	0	0
Closure of findings from previous audits / addressed	15 of 17	4 of 5

• Internal

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.

Notification of significant events to authorities

In 2020/21, eight (8) incidents were notified to regulatory authorities.

Date	Details	Reference	Authority
24 September 2020	Plant rollover- contractor		Workplace Health and Safety Queensland
21 September 2020	Non-work-related passing of a team member	14-1984	Workplace Health and Safety Queensland
3 December 2020	Asbestos containing material exposure - Mitchell	I2013952	Workplace Health and Safety Queensland
27 November 2020	Asbestos containing material - Bassett Park		Workplace Health and Safety Queensland
27 January 2021	Fogging incident	I-78215	Workplace Health and Safety Queensland
4 May 2021	Trip - Mitchell		Workplace Health and Safety Queensland
7 June 2021	Power pole strike		Workplace Health and Safety Queensland
9 June 2021	Gas leak		Workplace Health and Safety Queensland

Other notices

No improvement notices were issued by the Office of Industrial Relations.



Members of Council's Continual Improvement team - Emma, Annette, Melissa and Peter

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 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) Continual improvement - high risk.	 
5.1.3 Comply with our legal obligations	Fit for Work Program Drug & awareness training for managers. Third party review of environmental legal obligations in line with the IMMS processes and updates spreadsheet.	 
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"> • Quality in our services and projects • Management of our natural and built environment • Safety of our teams and community • Affordability for our current and future communities. 	Integrated Maranoa Management System (IMMS) - Finalise the development/review of the following IMMS processes: <ul style="list-style-type: none"> • Emergency Management • Our Safety Rules • Audit Management • Hazard Management • First Aid Management • Chemical Management • Risk and Opportunity • Fit for Work • Remote & Isolated 	
	<ul style="list-style-type: none"> • Construction Work • Communication and Consultation • Contractor Management • Infection Control and Health Monitoring 	
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 ISO Quality 9001:2015 ISO Environment 14001:2015 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"> • Chemical Management • Risk and Opportunity • Asbestos Management • Incident Management • Traffic Management • Construction • Contractor Management • Hazard Management • Emergency Management • Cultural Heritage • Weed and Pest Management • Consultation and Communication 	

5.1 CONTINUAL IMPROVEMENT

Looking back - what we achieved in 2020/21

Continual Improvement engaged a contractor to develop 12 e-Learning packages relating to Maranoa Regional Council's Integrated Maranoa Management System (IMMS).

Filming for HS.13 Chemical Management e-Learning package took place in May 2021 and included a number of Council sites and employees.

Image (right) - Council team members involved in the filming and development of the first e-Learning package.



Our projects 2020/21

✔ Undertaken / completed ■ In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22882	Operating	E-learning package	Regional	■
20242	Operating	IMMS Elements Training Package Progression of the framework/policy development	Regional	■

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Work health and safety			
Develop and distribute toolbox talks and newsletters (including quality, safety and environmental information)	5.1.2	8 toolbox talks 4 newsletters Safety alerts. Adhoc – Information Sharing.	■ ■ ✔ ■
Work health and safety committee facilitation	5.1.2 5.1.5	Minimum quarterly meetings.	✔
Audit program			
Internal Audits - including in-scope services for IMMS maintenance and out-of-scope services for IMMS expansion	5.1.4	Deliver as per internal schedule based on risk and business need.	✔
External Audits - including surveillance (yearly) and recertification audits (every three years) for in-scope services and expansion certification audits for out-of-scope services	5.1.4 5.1.8 5.1.9	Facilitate as per certification body's schedule.	✔
Close out of audit items within a 90 day period (unless exemption applies) with evidence supplied in the audit register for verification	5.1.6	All audit action items closed out within 90 period.	■
Integrated Maranoa Management System (IMMS) system development and maintenance			
System development - Develop corporate level documentation to meet the needs of multiple services across Council to reduce the duplication of policies, processes and procedures for quality, safety and environment elements	5.1.3 5.1.5 5.1.7 5.1.9	Development of system tools to meet business needs and risk requirements as needed.	■

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
System maintenance - Ensure the relevancy and currency of corporate level policies, processes and procedures contained in the IMMS	5.1.3 5.1.7	Review of corporate processes and tools as required to meet business needs or legislative changes.	■
Ongoing support, commitment, implementation and improvement of corporate and operational elements of the IMMS	5.1.3 5.1.7	Improvements actioned as required.	■
Support, coaching and advice			
IMMS related support, coaching and advice	5.1.2	Manage requests for support as required according to internal workflows.	■
Management review			
Executive Leadership Team (ELT) commitment to management review meetings to review implementation and IMMS performance	5.1.2 5.1.3 5.1.4 5.1.5 5.1.7 5.1.8	Minimum 4 meetings per year.	✓
Minutes from management review meetings	5.1.2	Distributed to Executive Leadership Team within 15 days after meeting.	■
Actioning and improvement of objectives relating to the IMMS performance report e.g. audit, incident, hazard, communications performance measures, safety rule breaches (KPIs) etc.	5.1.2	Quarter over quarter reduction in or improvement of, IMMS elements described in performance report.	■
Preparation and distribution of IMMS performance report for organisational objectives reporting e.g. audit, incident, hazard, communications, performance measures, safety rule breaches (KPIs)	5.1.2	4 quarterly reports, distributed within 2 weeks after end of quarter.	■
Fitness for work			
Implementation of Council's fit for work process	5.1.2	Logistical planning and liaison with the external testing contractor. Testing following workplace incidents.	✓
Induction			
Corporate induction of employees and contractors (Monitored for compliance, not controlled by E-Risk)	5.1.7	General Council induction on-line for all employees and contractor employees.	✓

Our finances - Continual improvement

	2020/21
Operations	\$
Operating revenue	-
Operating expenses	663,422
Employee costs	403,029
One-off projects (operating)	18,280
Materials and services	242,113
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(663,422)

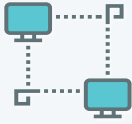
5.2 Information & communications technology

We partner with all work areas to identify and implement technology solutions to enhance service delivery, productivity and the provision of information.



Our year at a glance

2020/21



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.



ICT services provides support, management and security for **300** workstations, **66** virtual servers and **220** mobile services.

Information & communications technology (ICT) 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.

Geographic Information System (GIS) highlights

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.

Information & communications technology (ICT) 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.

5.2 INFORMATION & COMMUNICATIONS TECHNOLOGY

What we do

The Information and Communications Technology (ICT) function is responsible for the architecture, hardware, software, networking and security systems across Council.

We provide helpdesk support, service deployment and maintenance of Council systems. We help ensure that Council can operate during times of both normal business operations and disasters.

The ICT team partners with all functions across Council to identify and implement technology solutions for business needs - assisting in service delivery including provision of information and productivity initiatives.

ICT provides the delivery and maintenance of all geographic information systems (GIS) for Council. This includes the gathering, managing and analysing of data.

Why we do it

Every function or service that Council provides is underpinned by its Information and Communications Technology (ICT) platform, therefore it is critically important for Council to maintain a high level of ICT business continuity.

Council is also entrusted with public and commercial information and records - it is vital therefore that Council provide a high degree of information security to abate the risk of information systems and records being compromised.

Through strategic planning of our technology infrastructure and working with all stakeholders, the team provides Council with a secure, sustainable, and reliable ICT platform.

What we must do

Queensland Government

Information Privacy Act 2009 and Information Privacy Regulation 2009
Right to Information Act 2009 and Right to Information Regulation 2009
Integrity Act 2009 and Integrity Regulation 2011
Crime and Corruptions Act 2001 and Crime and Corruption Regulation 2005
Public Records Act 2002 and Public Records Regulation 2014
Public Sector Ethics Act 1994 and Public Sector Ethics Regulation 2010
Local Government Act 2009 and Local Government Regulation 2012

Australian Government

Copyright Act 1968 (Cth)

Council is also drawing from work undertaken and published by the Australian Signals Directorate / Australian Cyber Security Centre as follows:

- The Australian Government Information Security Manual (ISM) assists in the protection of information that is processed, stored or communicated by organisations' systems. It can be found at <https://www.cyber.gov.au/acsc/view-all-content/ism>.
- The Strategies to Mitigate Cyber Security Incidents complements the advice in the ISM. The complete list of strategies can be found at <https://www.cyber.gov.au/acsc/view-all-content/publications/strategies-mitigate-cyber-security-incidents>.
- The Essential Eight Maturity Model complements the advice in the Strategies to Mitigate Cyber Security Incidents. It can be found at <https://www.cyber.gov.au/acsc/view-all-content/publications/essential-eight-maturity-model>.



Council's Information and Communications Technology (ICT) Team.

How we are trending - Information and communications technology (ICT)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Telecommunications						
Telecommunication and data expenses	\$614,544	\$680,673	\$611,235	\$631,769	\$666,774	\$568,950
Printing						
Total printing jobs	293,202	336,259	302,160	282,219	278,904	259,620
Pages per day	3,857	4,194	4,193	3,757	3,848	3,664
Printing costs	\$133,291	\$124,140	\$91,870	\$79,525	\$64,917	\$81,129
Total printed pages	-	-	-	1,371,410	1,408,718	1,337,066
Unreleased print jobs (pages)	-	-	-	36,111	59,702	42,798
Greenhouse gases (CO2) in kilograms not emitted due to unreleased print jobs	-	-	-	309.9	477.1	354.4
Servers						
Physical production servers	13	12	12	13	11	10
Physical virtual host servers	11	11	9	9	7	6
Virtual servers	27	27	42	64	66	52
Council's business software (Civica Authority)						
Financial transactions	298,614	329,635	291,191	319,976	320,409	318,994
Non-financial transactions	1,050	1,674	9,242	55,164	63,187	66,967
Server administration services (virtual and physical)						
Actioned and prevented firewall security alerts – all threat categories	-	-	-	-	33,333	30,079
Email traffic and risk review						
Processed inbound mail	n/a	n/a	n/a	3,574,094	4,185,348	971,544
Spam filtered	n/a	n/a	n/a	2,888,659	3,689,151	736,079
Viruses detected				624	449	122

More about the numbers

- Physical server requirements continue to drop as Council migrates services to the cloud and retires legacy services. This reduction in host servers means a significant permanent reduction in capital expenditure.
- Non-financial transactions continue to increase as Council consolidates services for use in our existing platforms such as the Customer Request Management system and other Council registers.
- Telecommunications expenses continue to be reduced through consolidation of services and migration to better service plans to reduce overall usage costs. Changes in ICT processes and issuing of services have also contributed to the annual reduction.
- Printing costs have increased this year due to the increase in colour print usage. Education and controls have been put in place to reduce this for next financial year. It is noteworthy though that even with the increase this year, the costs remain well below 2015/16 to 2017/18. The introduction of dedicated software has contributed greatly to reducing annual printing costs.





















Council's ICT Administrator, Neal.

5.2 INFORMATION & COMMUNICATIONS TECHNOLOGY

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
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.	(a) 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
	(b) Annual service (IT solutions enhance safety and efficiency of service delivery)	
	(c) Online Mapping 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.	Wireless Point-to-Point upgrade and replacement schedule.	
	Annual service	
5.2.5 Participate in review of what information is needed to manage our business and use technology to ensure it is captured efficiently.	Business Intelligence System (BIS) Budget reporting.	
	Annual service	
5.2.6 Standardise and expand security video and access management systems for community, employee and asset safety, traffic and event management.	Deployment of a centralised security camera platform	
	Annual service	
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.	Flood data updates on Council business systems.	
	Annual service	
5.2.8 Develop a transparency hub on our website to share our year with the community: <ul style="list-style-type: none"> • Regional growth dashboard • Performance dashboard • Council and community dashboard <p>This will:</p> <ul style="list-style-type: none"> - share information about the business (operational side) of Council. - be a way to increase the public's access to information (where practical and permitted by law). 	-	Planned for 2021/22

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22285	Renewal	Server Replacement Programme	Regional	✔
19769	New	Photocopier Schedule Replacement Program	Regional	✔
22286	New	Core uninterruptable power supply (UPS) replacement	Regional	✔
22287	New	Wireless Redundant Link	Regional	✔
22288	New	Customer Service Security Camera System	Regional	■
22289	New	Workstation Replacement Program	Regional	■
19837	Operating	Sharepoint intranet/internet service agreement - Sharing our Year	Regional	■

Looking back - what we achieved in 2020/21

(a) Review and implementation of the Australia Cyber Security Centre 'Essential 8' recommendations

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.

Preventative measures continue to be progressed including:

- Upgrade of the Council's Firewall security to provide greater visibility and action concerning intrusion prevention and detection.
- Greater controls of identity management through single sign-on technologies to ensure account management aligns with Council's organisational policies.
- Staff education through simulated cyber attacks.
- Development of an array of compressive policies, acceptable usage and business continuity planning documents.
- Resilient backup solutions for Cloud and on premises platforms.
- Application and operating system patch management.
- Endpoint anti-virus solutions.
- Multifactor authentication for all staff requiring access to Council systems.
- Data encryption of all portable and attractive devices.

(b) IT solutions enhance safety and efficiency of service delivery

Projects included:

- **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.
- **Surat connectivity enhancement** - Connectivity with Council facilities 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.
- **Security camera installation** - Security cameras were implemented for all customer service facilities to enhance security for employees.
- **Weather stations upgrades** - These were completed 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.

(c) Development of an Online Mapping Service

A Maranoa Online Mapping platform has been implemented to provide the community and businesses with interactive access to spatial information regarding community services, planning, infrastructure, projects, cemeteries and flood hazards.

The new mapping service, available free of charge, allows users to view various maps, showing property information, town planning zones and overlays, local infrastructure, government and community services, high quality aerial imagery and more.

The service has been designed with interactive features, including the ability to search for a property, turn map layers on and off, and generate a PDF print out. It integrates State Government mapping of the Maranoa region and links users to site specific information from other external websites.

The online mapping service is available on Council's website. It is mobile-friendly and can be accessed from anywhere on any device.

The mapping service will continue to be updated with new and improved information as it becomes available.

The online mapping service is a joint initiative of Maranoa Regional Council and the Queensland Government.

It can be accessed via <https://mapservices.maranoa.qld.gov.au>

Annual aerial imagery

Also enhancing Council's geographic information system this year was the inclusion, for the first time, of Hodgson in Council's annual aerial imagery capture process.

This provides ease of visibility for Council and the community of infrastructure and other development for the locality in a convenient online format.



Manager Rueben with Technical Officer Joel, viewing the online aerial imagery.

5.2 INFORMATION & COMMUNICATIONS TECHNOLOGY

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it for 2020/21?
Server administration services - Installation and configuration - Maintenance and support - Backup and recovery management - Recovery management - Server performance management	5.2.1	Fortnightly server and workstation security patching. Critical security patches deployed within 30 days of release.	✓
	5.2.2		
	5.2.3	Monthly review of security services to identify incidents and breaches.	✓
	5.2.4		
Database services - Planning and advisory services - Installation and configuration - Maintenance and support - Backup and recovery - Performance management	5.2.1	Nightly backup and scheduled maintenance programs of all database services.	✓
	5.2.2		
	5.2.3		
	5.2.5	Daily review of database performance and capacity.	✓
ICT client support services - Software installation and support - Hardware break/fix support - Print management - Security remediation - Hardware supply - Training suite management - User account management - E-mail services - Public access terminal management - Public wi-fi services - Audio and visual hardware support - Electronic door security management - ICT hardware disposal - File storage management - State emergency service ICT support	5.2.1	Continual delivery of ICT clients' support services ensuring minimal downtime and impact to Council operations.	✓
	5.2.2		
		Monthly review of print management services.	✓
Network infrastructure and security services - Local area network administration - Wide area network administration - Wireless bridge services - Demilitarised zone (DMZ) platform - Firewall management - Emergency response services	5.2.1	Quarterly system patching and proactive maintenance on all active network equipment.	✓
	5.2.3		
	5.2.4		
	5.2.6	Quarterly review of network infrastructure security and access.	✓
Telecommunications services - Voice over internet (VOIP), public switched telephone network (PSTN) & voicemail services - Mobile phone service management - Satellite phone services - Video conferencing - Short message service (SMS) distribution services	5.2.1	Monthly review of telecommunication services.	✓
	5.2.4		
		Monthly review of mobile device management systems.	✓
Business systems services - Report development and management services - Planning and advisory services - Installation and configuration - Maintenance and support - Backup and recovery - Performance management	5.2.1	Monthly patching and system enhancement review.	✓
	5.2.3		
	5.2.7	Monthly Geographical Information System (GIS) system data review and update.	✓
		Continual improvements of GIS data through finalisations processes.	
Disaster management services	5.2.4	Annual maintenance of all weather and information gather stations.	✓
		Biannual update and testing of business continuity and disaster management plan.	✓
		Local disaster management connectivity kit maintained biannually.	✓
Geographic Information Services (GIS)	5.2.1	Monthly GIS system data review and update.	✓
	5.2.7	Continual improvements of GIS data through finalisation processes.	✓

Our finances - Information & communications technology (ICT)

	2020/21
Operations	\$
Operating revenue	7,540
Other revenue	7,540
Operating expenses	2,243,625
Employee costs	724,755
Materials and services	1,491,870
One-off projects (operating)	27,000
Depreciation expense	167,164
Operating result / (deficit) - Contribution required from general revenue	(2,403,249)

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21
	\$
Capital expenditure	
Asset renewal	43,378
New works	175,523
Upgrade works	-
Total capital expenditure	218,901

ONLINE MAPPING TOOLS

The Online mapping tool provides access to local mapping within the Maranoa Regional Council area.

View property information, town planning zones and overlays, local infrastructure, government and community services, high resolution aerial imagery and more.

The maps can be viewed as interactive maps, which allow you to search a property and navigate the maps, change scales and move around the region. The tool also integrates State Government mapping and provides links to various external websites.

Find the Online mapping tool at <https://mapservices.maranoa.qld.gov.au/>

The online mapping service is a joint initiative of Maranoa Regional Council and the Queensland Government.

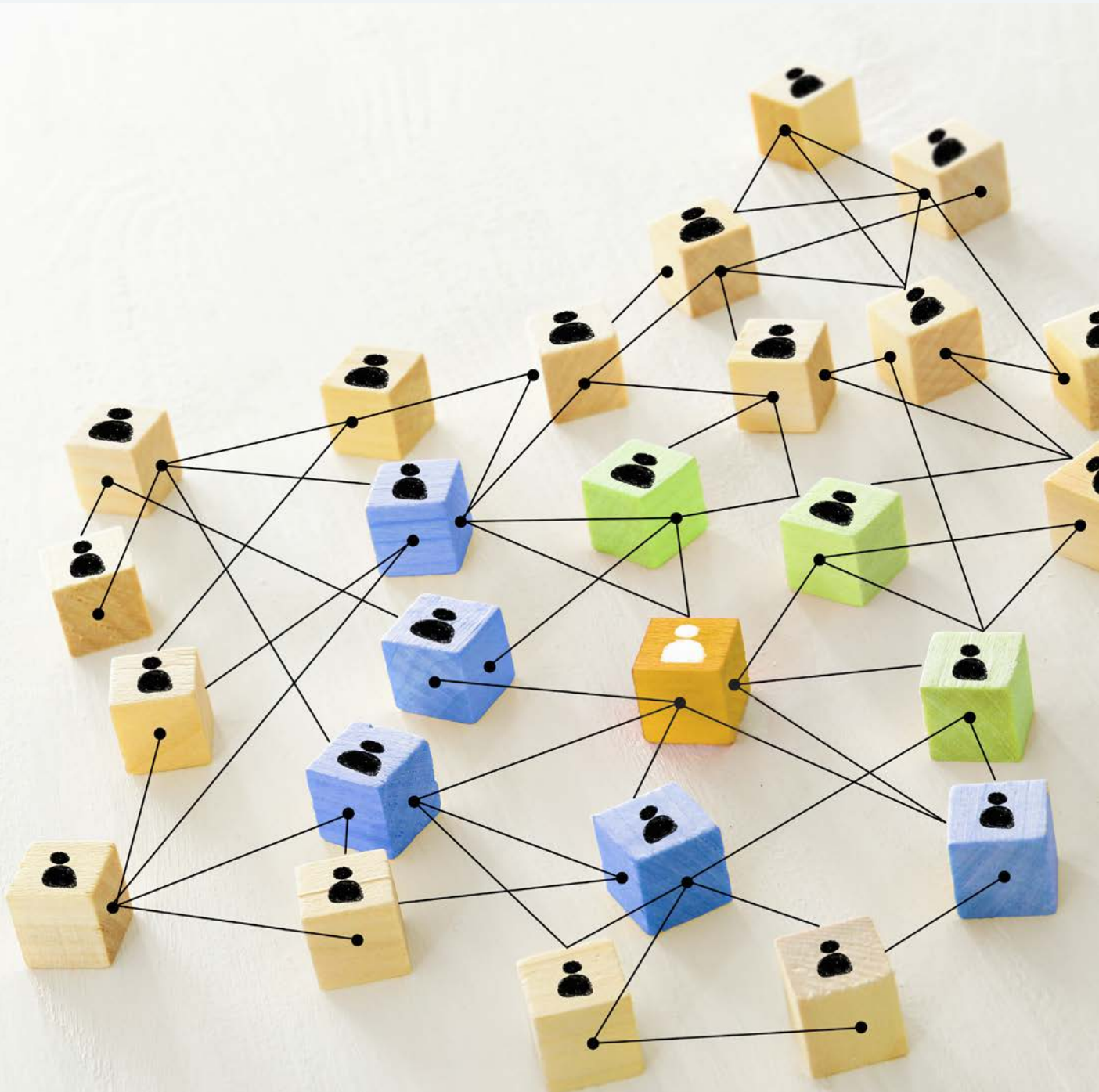
Online mapping - A joint initiative of Maranoa Regional Council and the Queensland Government.

Within Council, the successful delivery was the result of the combined efforts of the Information and Communications Technology (ICT) and Planning and Building Development teams.

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;
- our teams enjoy working.



Our year at a glance

2020/21



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.

Human resources & leadership 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.

Human resources & leadership 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.

5.3 HUMAN RESOURCES & LEADERSHIP

What we do

Our teams of employees deliver a diverse range of services across the Maranoa region. It is important therefore that we have the right people in the right positions at the right time and ensure that our employees are job ready and productive through relevant induction, training and human resources practices.

The Human Resources team members work closely with the departmental Managers and the executive team (3 Directors and Chief Executive Officer) providing both strategic advice and operational delivery of human resource related services.

We also work together in teams across the organisation with the aim of achieving the best outcomes for Council and the community, irrespective of Directorate and Department boundaries. Key teams include:

- Executive Leadership Team (ELT) - CEO & Directors
- Senior Management Team (SMT) - ELT + Managers and key officers providing support across departments.
- Work teams - Delivery of services and projects.
- Cross council teams - for employees performing a similar function to assist in communication, process development and improvement, problem-solving and support.

Why we do it

We want to deliver quality services and projects.

What we must do

Australian Government

Anti-Discrimination Act 1991
Public Sector Ethics Act 1994

Queensland Government

Local Government Act 2009
Industrial Relations Act 2016
Queensland Local Government Industry (Stream A) Award – State 2017
Queensland Local Government Industry (Stream B) Award – State 2017
Queensland Local Government Industry (Stream C) Award – State 2017
Crime and Corruption Act 2001
Human Rights Act 2019
Integrity Act 2009
Public Interest Disclosure Act 2010

Local Instruments

Maranoa Regional Council Certified Agreement 2019
Employee Code of Conduct

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Estimated residential population*	13,434	13,292	12,926	12,847	12,788	12,665	12,688	12,688
Operating expenses - employees' and councillors' remuneration (excluding capital) \$ million	29.809	32.008	33.088	29.861	28.924	27.646	28.915	28.894
Per capita	\$2,218.92	\$2,408.07	\$2,559.80	\$2,324.36	\$2,261.81	\$2,182.87	\$2,278.92	\$2,277.27

* Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in economy.id by .id, the population experts (28 June 2021)

In the 5 years - 2013/14 to 2018/19 - operating expenses (employees' and councillors' remuneration) per capita reduced by 1.62%. Across the 6 years, a total increase of only 2.7%.

How we are trending - human resources and leadership

	2016/17	2017/18	2018/19	2019/20	2020/21
Information for business planning and compliance/external reporting					
Positions at 30 June					
- Number	396	372	355	341	328
- Full time equivalent (FTE)	359	349.77	331	324.63	305.84
2013/14 - 402					
2014/15 - 397					
2015/16 - 407					
Employment type at 30 June					
- Full time	345	325	309	300	287
- Part time	16	18	17	20	20
- Casual	35	29	29	21	21
Employees by gender					
- Male	249	232	221	214	208
- Female	147	140	134	127	120
New employees during financial year					
	66	64	38	34	35
Employee separations during financial year					
- Retirement	2	11	3	4	8
- Other	53	57	54	41	40
Employee turnover rate					
	21%	17%	15%	13%	14%
Award coverage (Queensland Local Government Industry)					
- Stream A	202	182	191	166	159
- Stream B	154	152	125	130	128
- Stream C	21	16	18	25	23
- Other	0	3	3	3	3
- Non-award	19	19	18	17	15
Skill development					
- Apprentices	5	3	3	3	4
- Trainees	0	3	3	3	5
- Work experience / student placements / community	0	0	0	0	0
- Training partnership programs	9	4	13	4	1
Length of service (years)					
- 0-5	237	222	185	144	130
- 6-10	86	83	89	103	107
- 11-15	18	20	36	46	47
- 16-20	21	15	15	16	13
- 21+	34	32	30	32	31
Age profiles					
- 16-20	3	2	0	2	2
- 21-29	58	52	44	37	40
- 30-44	132	124	116	106	102
- 45-55	107	95	95	90	86
- 56-64	80	87	88	88	80
- 65+	16	12	12	18	18
Where our employees live					
- Injune and surrounds	New	10	10	11	9
- Mitchell, Amby, Mungallala and surrounds	data	57	54	52	49
- Roma and surrounds	collected	231	219	211	211
- Surat and surrounds	2017/18	38	38	38	35
- Yuleba, Wallumbilla, Jackson and surrounds	onwards	35	32	27	23
- Other		1	2	2	1
Leave					
- Annual leave (\$ million)	3.699	3.833	4.015	4.582	4.62
- Long service leave (Current) (\$ million)	3.241	3.308	3.915	4.117	4.25
- Long service leave (Non-current) (\$ million)	0.827	0.8	0.479	0.856	0.64
- Total	7.767	7.941	8.409	9.555	9.51
Operating expenses					
- employees' and councillors' remuneration	29.861	28.924	27.646	28.915	28.894
Capitalised expenses					
- employees' remuneration for projects	5.264	4.802	4.486	4.267	3.712

5.3 HUMAN RESOURCES & LEADERSHIP

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
5.3.1 Undertake actions to ensure compliance with industrial legislation and instruments e.g. certified agreement, contracts, awards.	Preliminary drafting of new 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.	(a) 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.	(b) 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	✔
	(a) Employee consultation	✔
	(a) Adoption of final structure	✔
	Legal advice	✔
	(a) 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	■

Looking back - what we achieved in 2020/21

(a) 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 5 local areas include the 10 towns and surrounding localities:

- Bendemere (Yuleba, Wallumbilla, Jackson and Surrounds)
- Booringa (Mitchell, Amby, Mungallala and Surrounds)
- Bungil (Injune, Muckadilla and Surrounds)
- Roma
- Warroo (Surat and Surrounds)

Consultation was scheduled in two stages - Preliminary (High level structure) and Detailed (What the proposed structure meant for each employee's position).

Internal (employee) consultation

Employee consultation on the Preliminary Stage took place on 12 November 2020 (morning and afternoon sessions) where employees had the opportunity to:

- hear first hand from the Mayor and Councillors about their vision for the new structure;
- receive written and elected member responses to the first round of questions raised through employee feedback boxes that had been placed in workplaces across the region.

The boxes were returned to the workplaces and remained open for a short period for any residual questions.

Council resolved on 25 November 2020 to set a date for decision on the structure - the meeting scheduled for 27 January 2021. This required the conclusion of the next (detailed) stage including consultation with all employees and preparation of the report for that meeting.

Council held Special Meetings on 17 and 21 December 2020 to provide further instructions for the period leading up to 27 January 2021.

External (community) consultation

Following notification to employees, the high level structure was published on Council's "Have your Say" community engagement platform and via printed forms. Feedback was open through to 25 January 2021.



Join the conversation
HAVE YOUR SAY MARANOA

Community consultation held online (<https://haveyoursay.maranoa.qld.gov.au/maranoa-regional-council-organisational-structure>) and via printed response forms.

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.

(b) 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 key focus of the position is to identify, prioritise and coordinate the training needs for the workforce.

It is envisaged that this position will contribute to increased productivity, greater employee engagement, innovation and best practice and development of our teams' skills and capabilities. This dedicated resource will also provide support in the change management process for the organisational restructure.

The recruitment process for this position commenced in June 2021.

5.3 HUMAN RESOURCES & LEADERSHIP

Other highlights for the year

Role evaluation process

A structured and methodical 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.

Training programs

31 training programs were coordinated with 299 attendances across all programs.

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.

Our finances - Human resources & leadership

	2020/21
Operations	\$
Operating revenue	74,414
Fees and charges	3,914
Grants subsidies and contributions	70,500
Operating expenses	2,493,275
Employee costs	1,908,486
One-off projects (operating)	22,500
Materials and services	562,289
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(2,418,861)



Recruitment & Onboarding Officer, Jessica, and Manager Information and Communications Technology, Rueben, with the new Human Resources dashboard (statistical reporting).

5.4 Communication & consultation

We aim to provide information for our community and interested parties about Council's decisions, services, projects and events through a diverse range of mediums.



Our year at a glance

2020/21



223 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**.

Communication & consultation 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.

Communication & consultation 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.

5.4 COMMUNICATION & CONSULTATION

What we do

We aim to keep our many audiences (ratepayers, residents and our community overall) up to date with accurate information on decisions, services, projects and events.

A variety of communication tools and methods are used to effectively reach our audiences – including but not limited to media releases, e-newsletters, print and radio media and online platforms (website/social media).

The most recent addition to Council's regular communications has been the uploading of Council meetings to YouTube. This new initiative was launched on 16 April 2020 with the community able to view the post election meeting for the 2020-2024 term of Council.

What we must do

Queensland & Australian Governments

- *Local Government Act (2009)*
- *Local Government Regulation 2012*
- *Privacy Act 2014*
- Funding Guidelines

Council policies

- Media Policy
- Draft Social Media Policy
- Advertising Spending Policy
- Communications Strategy (Draft)
- Community Engagement Framework (Draft)
- Corporate Style Guide

Why we do it

Communication underpins every part of our operations including how we:

- engage with residents on issues that are important to them;
- keep residents up to date with services and projects;
- help residents, business and industry to access Council services across the region;
- encourage visitors to come and stay a while in the Maranoa region;
- encourage new businesses and industry to consider investing in our region;
- help new residents quickly settle into our communities;
- communicate our performance, and demonstrate accountability to our ratepayers;
- share information during emergencies and natural disasters.

There is not a single service or project undertaken by Council that doesn't benefit from well thought through communication.

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.

Previously, very few people would be able to attend Council meetings and sit in the public gallery for long periods due to home and work commitments. However, now community members and other stakeholders are able to view some or all of the meetings at a time convenient to them, and in the comfort of their own home.

Due to the popularity of the service, an index is now prepared to enable ease of access to individual agenda items that may be of particular interest. At the time of writing the number of views were as follows.

Ordinary meetings	Views
8 July 2020	147
22 July 2020	161
12 August 2020	259
26 August 2020	153
9 September 2020	327
23 September 2020	163
14 October 2020	202
28 October 2020	162
11 November 2020	162
25 November 2020	544

Ordinary meetings continued	Views
9 December 2020	240
27/28 January 2021	472
10 February 2021	314
24 February 2021	258
10 March 2021	257
24 March 2021	251
14 April 2021	284
28 April 2021	98
12 May 2021	149
26 May 2021	292
9 June 2021	367
23 June 2021	241
Budget Submissions and Financial Planning Standing Committee meetings	Views
1 July 2020	86
7 July 2020	86
15 July 2020	83
21 July 2020	80
29 July 2020	67
5 August 2020	117
11 August 2020	84
Special Budget Meeting	Views
2 September 2020	374

How we are trending - Communication and consultation

Communication method	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Information for business planning								
Media releases	183	248	124	275	197	260	231	223
Media enquiries	87	134	62	62	34	25	69	85
Advertisements	-	-	112	116	114	131	116	54
Roma Saleyards market reports *	-	-	-	-	159	249	182	132
Web requests	-	-	-	-	184	267	124	156
e-Newsletters	23	23	21	36	62	35	35	7
Facebook responses	20	20	176	25	420	133	66	24

* Previously undertaken via a contract - now prepared inhouse (i.e. by one of Council's Communications Officers)



First Ordinary Meeting of 2020/21 - 9 July 2020
Ernest Brock Room, Roma Cultural Centre
(COVID-19 venue to ensure appropriate social distancing)



Ordinary Meeting - 25 November 2020 - 544 views
Council Chambers, Roma Administration Centre

Special Meeting - 17 December 2020 - 634 views
Council Chambers, Roma Administration Centre

Special meetings	Views
2 July 2020	128
29 July 2020	116
19 August 2020	105
3 September 2020	119
3 September 2020	117
16 September 2020	98
1 October 2020	103
7 October 2020	82
23 October 2020	101
4 November 2020	92
18 November 2020	114
2 December 2020	117
17 December 2020	634
21 December 2020	220
17 March 2021	135
7 April 2021	88
21 April 2021	111
19 May 2021	105
2 June 2021	158
16 June 2021	133
29 June 2021	82
30 June 2021	107



5.4 COMMUNICATION & CONSULTATION

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

✓ Undertaken / completed ■ In progress ➡ Deferred

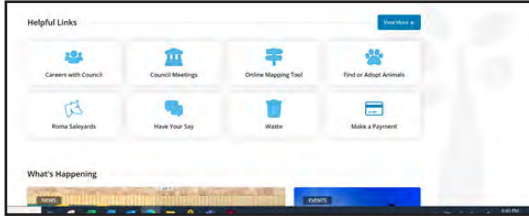
What we aim to do	2020/21	2020/21 Progress
5.4.1 Provide timely, proactive, relevant, accurate and consistent information about Council decision making, services, projects and events to: <ul style="list-style-type: none"> • Community • Government • External stakeholders 	Annual service Council meeting videos uploaded to YouTube and website. Production and posting of video contents and index.	✓ ✓ ✓
	(a) Upgrade of our communication platforms (external and internal) - website - intranet	■ ✓
<ul style="list-style-type: none"> • Our teams 	(b) Development of an internal staff newsletter	■
5.4.2 Provide a community services directory for not-for-profit groups via an app and Council's website including: <ul style="list-style-type: none"> - community groups' contact details and profiles; - upcoming events; - network contact lists for community groups in a centralised location. 	Subscription to an external provider of an online directory service.	■ Go-live will occur in the first quarter of 2021/22
5.4.3 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.	(c) Launch of a new community engagement platform Have Your Say	✓
5.4.4 Provide a communications service (for other functions within Council) including graphic design, marketing and communications, advertising and planning, advice and delivery.	(d) Annual service	✓
5.4.5 Undertake design of statutory documents including corporate plan, operational plan and budget and annual report.	(e) Annual service	✓
5.4.6 Liaise with media about Council activities and undertake media monitoring of emerging issues.	Annual service	✓
5.4.7 Review documents and other communication platforms in use across Council to ensure a consistent design (relevant to type) and professional presentation.	Annually	✓

Looking back - what we achieved in 2020/21

(a) 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. This includes an update and review of content for the new site. The topics most accessed by the community will be easily accessible via new Helpful Links on the home page.

The site is set to go live in the first quarter of 2021/22.



New website development in progress.

(b) Development of an internal staff newsletter

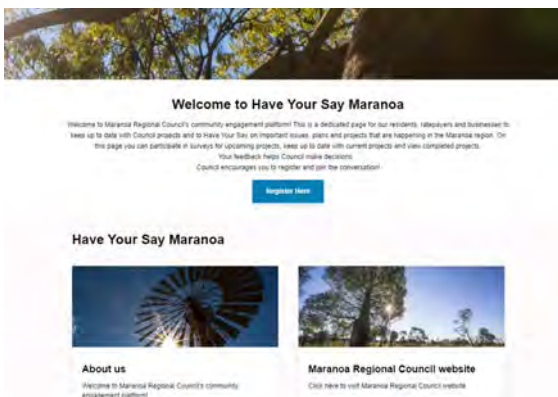
During the Organisational Restructure, one of the Communications positions commenced work on internal communications. A draft internal newsletter design has been prepared for a planned roll out in 2021/22.

(c) 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. On this page the community is able to participate in surveys for upcoming projects, keep up to date with current projects and view completed projects.

The platform was well received in the community with 21 responses and 933 page visits recorded on the Draft Budget 2020/21 Have Your Say page.



Have Your Say Maranoa homepage.

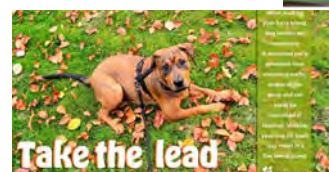
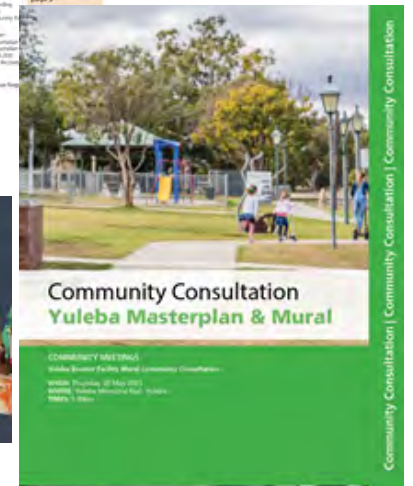
(d) Communications service for Council functions

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, responses to media enquiries and project briefings.

This year, the team provided support to such diverse projects as:

- Surat Cobb and Co Changing Station Foyer Design Upgrade
- Injune Grease Trap
- Injune Cemetery Toilet
- Surat Water Strategy
- Maranoa Swimming Pools
- Maranoa Regional Council Organisational Structure
- Roma Skate Park Master Plan
- Maranoa Liveability Study
- Surat Riverwalk Extension Project
- Bigger Big Rig Project (just to name a few).

This is in addition to the day to day support to services such as Community Safety, Local Development and Events (e.g. School Holiday programs) Roads, Water, Sewerage and Gas which are heavily reliant on Council's communication networks as part of their annual service delivery.



Sample of communications showing some of the diversity.

5.4 COMMUNICATION & CONSULTATION

(e) 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. A special acknowledgement goes to Ms Sophie Kluckhohn, Lead Corporate Communications and Design Officer, who juggled new initiatives like Have your Say, budget consultation and website development, as well as continuing to support the team in a suite of annual communications for Council.



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.

Our annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Media releases	5.4.1	As required	✓
Website maintenance	5.4.1		✓
Online event calendar	5.4.2		✓
Advertising	5.4.4		✓
Statutory publications	5.4.5		✓
General publications	5.4.4		✓
Editorial service	5.4.4		✓
Media liaison	5.4.6		✓
Media enquiries	5.4.6		✓
Media interview preparation	5.4.6		✓
Graphic design	5.4.4		✓
Photography	5.4.4		✓
Community engagement	5.4.3		✓
Electronic newsletters and bulletins	5.4.1		✓
Council meeting videos	5.4.1		Each Council Meeting
Facebook	5.4.1	As required	✓
Instagram	5.4.1	As required	✓
Council News	5.4.2	Monthly	✗

Council News was not produced monthly. During the 2020/21 financial year there were resourcing limitations due to positions becoming vacant as well as competing project priorities.

Our finances - Communication & consultation

Operations	2020/21
	\$
Operating revenue	-
Operating expenses	355,303
Employee costs	259,851
Materials and services	95,452
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(355,303)



(Above) and (Left) Sample of statutory documents designed inhouse

5.5 Plant, fleet, workshops & 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.



Our year at a glance

2020/21



Responsibility for 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**

Plant, fleet, workshops & 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.

Plant, fleet, workshops & depots challenges

Delivery timeframes

There were extended delivery timeframes for vehicles and plant replacement primarily due to the impacts of COVID-19.

5.5 PLANT, FLEET, WORKSHOPS & DEPOTS

What we do

We provide plant and equipment management services for a large and varied fleet, and equipment assets:

Plant and equipment	Number	Value \$
Managed by the plant team	530	\$21,044,642
Managed as part of specific services	126	\$5,360,141
Total (30 June 2021)	656	\$26,404,783

Plant includes:

- Heavy trucks and trailers
- Yellow plant (graders, loaders, rollers etc.)
- Light fleet (utilities, wagons, trailers etc.)
- Small plant (mowers, chainsaws, brushcutters etc.)
- Fixed plant (generators)
- Quarry plant (crushers, screens etc.)
- Specialised plant (community train, parenting van, Cobb & Co Coach)
- State Emergency Services (SES) and rural fire services plant.

We provide plant that operates across many functions of Council, including roads, water, sewerage, gas, waste, airports and quarry and quarry pits. Our activities support the provision of Council and community facilities such as showgrounds, swimming pools and service centres just to name a few.

Plant and fleet maintenance

We maintain plant and fleet including scheduled (planned) and unscheduled (reactive) work activities. Maintenance work includes inspections, servicing, assessing plant and fleet conditions, prioritising, scheduling and recording what was done to develop and maintain service delivery. There are currently four operational Council workshops across the region providing in house, field service and breakdown support.

Depots

We perform regular inspections of sites and service infrastructure i.e. fuel storage equipment at each Depot, and proactively seek to meet all Workplace Health and Safety Guidelines and recommendations.

Why we do it

We support the services provided by Council by helping to ensure the plant and fleet are fit for purpose, replaced and maintained and able to meet desired operational requirements.

In relation to plant and fleet, there are relevant Australian and International standards, legislative requirements, codes of practice, design rules, manufacturers' recommendations, industry practice, environmental considerations and safety requirements that need to be managed.

For replacement of plant we consider:

- Age;
- Hours;
- Kilometres;
- Condition;
- Operational requirements.

What we must do

Motor Vehicle Policy

Procurement Policy

No Smoking Policy

Mining and Quarrying Safety and Health Act 1999

Mining and Quarrying Safety and Health Regulation 2017

Transport and Main Roads guidelines

Heavy Vehicle National Law Act 2012

National Heavy Vehicle Accreditation Scheme (NHVAS)

NHVAS Manual

Transport Operations (Road Use Management—Road Rules) Regulation 2009

Vehicle Standard (Australian Design Rule – Definitions and Vehicle Categories) 2005

Work Health and Safety Regulation 2011 (Pressure Vessels)

Queensland Government Smoking Policy (November 2016)

Workplace Health and Safety Act 1995

Tobacco and Other Smoking Products Act 1998

Australasian New Car Assessment Program (ANCAP) Safety Ratings

Environmental Protection Act 1994

Local Government Act 2009

Local Government Regulation 2012



One of four replacement job trucks - Injune (2), Yuleba (1), Surat (1)

How we are trending - Plant, fleet, workshops & depots

	2013/14 (\$M)	2014/15 (\$M)	2015/16 (\$M)	2016/17 (\$M)	2017/18 (\$M)	2018/19 (\$M)	2019/20 (\$M)	2020/21 (\$M)
Information for business planning								
Value of plant and equipment assets (Net book value at 30 June)	\$20.795	\$24.738	\$22.277	\$22.171	\$22.619	\$22.89	\$25.98	\$26.405
Depreciation	\$3.162	\$3.178	\$2.982	\$2.398	\$2.614	\$2.423	\$2.52	\$2.86**
Additions of plant and equipment	\$2.591	\$8.244	\$1.949	\$3.425	\$3.824	\$3.503	\$7.272	\$4.901*
Plant operations and maintenance (excluding depreciation and loss on sale)	\$5.99	\$5.8	\$4.8	\$4.5	\$4.6	\$4.8	\$4.89	\$5.03
Plant internal recoveries (plant hire)	\$14.97	\$10.43	\$8.5	\$9.7	\$9.6	\$8.6	\$8.39	\$7.42
Scheduled servicing - services completed	n/a	475	810	853	729	560	559	587
Reactive maintenance - repairs completed	n/a	2,306	3,550	3,846	3,085	2,984	2,052	1,700
Fuel tax credits - total claim value	\$0.35	\$0.24	\$0.18	\$0.14	\$0.29	\$1.59	\$0.66	\$0.575

* Plant only purchases \$4.262 million (i.e. excluding equipment)

** Plant only depreciation \$2.295 million (i.e. excluding equipment)

Our projects 2020/21

■ In progress

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
18376	Replacement	Plant Investment Program	Regional	■



New excavator, Roma Quarry - Part of Council's 2020/21 Plant Investment Program.

5.5 PLANT, FLEET, WORKSHOPS & DEPOTS

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
5.5.1 Provide fit for purpose fleet assets (determined with input from operators) that continue to be well maintained and safe for use.	(a) Plant Investment Program 2020/21 including end user / plant operator input into specifications (Estimate \$6.287 million).	■
	Continue to equip all light vehicles with UHF radios and driving lights.	✓
5.5.2 Maximise productivity for people and plant through: <ul style="list-style-type: none"> • Timely attention to scheduled & unscheduled maintenance in accordance with legislation and manufacturers' requirements; • Optimum replacement of fleet assets; • Availability of critical parts and consumables; • Modernisation of Council's bulk and mobile fuel supply equipment; • Efficient collection of data critical to supporting the effective management and safety of fleet assets. 	(b) Continued installation of In Vehicle Monitoring Systems across the fleet.	✓
	Improvements to bulk fuel storage facilities.	✓
	<ul style="list-style-type: none"> • Installation of compliant used bulk fuel tank at Wallumbilla Depot (a); • Replacement of Surat and Yuleba tanks' high-flow pumps and associated valving. 	✓
5.5.3 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.	✓
5.5.4 Provide financially sustainable fleet assets that meet business requirements: <ul style="list-style-type: none"> • Fleet/plant hire rates that reflect whole of life costs and future replacement costs; • Bulk purchasing for potential savings; • Gaining maximum returns on disposal; • Monitoring and reporting on fleet utilisation, inactivity and cost; • Appropriate registrations and insurance coverage; • Business case development (including options analysis and whole of life cost) for acquisition, retention and replacement of fleet assets. 	Implementation of new hire rates.	✓
		Development of an Asset Management Plan for Council's plant and vehicles.
5.5.5 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"> • Airconditioning training and licensing; • Diagnostic and maintenance training for the new Caterpillar 12M graders. 	✓
	Skills development and succession planning: <ul style="list-style-type: none"> • Apprentice Mechanic; • Trainee - Automotive Services. 	✓
5.5.6 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.	✓



Bulk diesel tank replacement - Wallumbilla Depot (installed and commissioned).

Looking back - what we achieved in 2020/21

(a) Plant Investment Program 2020/21

Three Kenworth T659 Prime Movers added to Council's fleet

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. The trucks are fitted with 575 horse power Cummins engines and are rated to a 110T GCM. These trucks are supported locally by Mount Machinery.

Other plant investment highlights for the year:

- The bulk diesel tank replacement - Wallumbilla Depot (installed and commissioned);
- Three replacement backhoe loaders - Surat and Mitchell;
- One replacement excavator - Roma Quarry;
- Five replacement job trucks - Construction teams in Mitchell, Roma, Surat and Yuleba;
- Two replacement tractors and slashers - Injune and Yuleba.

(b) Continued installation of In Vehicle Monitoring Systems (IVMS) across the fleet

Since late 2020 the team has been installing and evaluating an updated version of the Teletrac Navman IVMS.

The first two operational units were the utilities engaged in the unsealed road survey project for Council's Strategic Road Management team. As at 30 June 2021, there were 123 Council vehicles and plant items equipped with IVMS.

The updated system still records all the standard data as the previous versions, including ignition on/off, system health check, location, speed, hours of use and kilometres travelled. However it will also report significant impacts (vehicle accidents) and harsh operation, and incorporates an 'Emergency/Duress Alarm' button which when depressed for approximately 5 seconds will send an alert email to the Department Manager as well as the Plant Department.

The investment in this technology has three primary goals - Safety, Security and Productivity. This updated system will communicate either by Global System for Mobile Communications (GSM) or Satellite.



In vehicle monitoring system - Emergency duress alarm.



Council's road train operators were very excited to hit the road in their new Kenworth T659 Prime Movers.

5.5 PLANT, FLEET, WORKSHOPS & DEPOTS

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Scheduled servicing: <ul style="list-style-type: none"> • Light trailers • Generators (fixed) • Light and heavy vehicles and heavy trailers • Plant servicing • Small plant • Miscellaneous plant. 	5.5.2	Annually Quarterly 10,000 kms 250 hours Based on condition.	✓
Reactive maintenance	5.5.2	As required.	✓
National Heavy Vehicle Accreditation Scheme (NHVAS)	5.5.6	Compliance with national requirements.	✓
National Heavy Vehicle Accreditation Scheme (NHVAS) internal compliance audits	5.5.6	Quarterly	✓
Calibration of fuel dispensing meters	5.5.4	Annually	✓
Insurance policies	5.5.4	Annually	✓
Roadside assistance membership	5.5.2		
Associations and registrations (e.g. workshop licences, pressure vessels' compliance)	5.5.5		
Motor vehicle registrations	5.5.2	Bi-annually	✓
Third party plant assessments		Annually	✓
Plant hire charges and review	5.5.4	Fortnightly processing of standard charges; Manual charges as required; Minimum annual review of plant hire.	✓
Management of maintenance records	5.5.2	Daily	✓
Procurement and disposal of plant and equipment	5.5.1, 5.5.2 5.5.4	Approved plant investment program completed.	■
Pool vehicle fleet, workshops, depots, community and tourism plant, wash down facilities, fuel and state emergency service vehicles operations.	5.5.1	Consistent with approved services.	✓



Our finances - Plant, fleet, workshops and depots

	2020/21
Operations and maintenance	\$
Operating revenue	8,496,910
Grants, subsidies and contributions	575,016
Other revenue	37,777
Sales of contract and recoverable works	58,376
Internal revenue - recoveries	7,418,259
Profit on sale of assets	275,005
Internal general revenue contribution	132,477
Operating expenses	5,167,030
Employee costs	895,381
Indirect expenses - corporate	323,906
Materials and services	3,947,743
Depreciation expense	2,295,373
Operating result / revenue for capital purposes	1,034,507

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21
	\$
Capital funding	
Operating result / revenue for capital purposes	1,034,507
Sale proceeds - trade ins/auctions	1,186,024
Opening balance	6,626,800
Cash reserve for asset renewal	2,295,373
Total capital funding	11,142,704
Capital expenditure	
Plant purchases	4,262,391
Total capital expenditure	4,262,391
Projected closing funds for future years	6,880,313

Left - Three replacement backhoe loaders - Mitchell (2) and Surat (1).

Right - One of two replacement tractors and slashers - Injune and Yuleba.



5.6 Quarry & quarry pits

We aim to meet and grow internal and external customer demand for quarry materials in a sustainable business, with focus on the safety and health of our team and the environment in which they work.



Our year at a glance

2020/21



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".

Quarry & quarry pits 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 pre-coated 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.

Quarry & quarry pits challenges

Plant

A breakdown in the cone crusher resulted in production pressures.

5.6 QUARRY & QUARRY PITS

What we do

Roma Quarry, situated 34kms north of Roma on the Carnarvon Highway, supplies premium quality quarry products including road-base, drainage materials, a large range of aggregates, pre-coated aggregate and concrete blends.

We also provide value added services such as advice on quarry product selection for various construction and building application needs. We take pride in providing hassle free logistic solutions to ensure the right type and quantity of products ordered are delivered at the right location and time. We provide total quarrying, crushing and screening services for campaign crushing and gravel winning.

We also manage an extensive network of gravel pits within the Maranoa region with the aim of ensuring that the right gravel is 'just a stone's throw away'.

Currently we have 95 active gravel pits strategically located across the region to minimise the cartage distance to road construction and road maintenance while also balancing the cost of compliance with State Government requirements.

With the advancement of Council's Asset Management Plans for Roads providing more detail about Council's forward works programs, we are now in the position to further review the optimum positioning of gravel pits having regard to the quality of product needed and the location of the upcoming projects.

Why we do it

Maranoa Regional Council, the owner and operator of Roma Quarry and Quarry Pits recognises the need for quarry products to sustain the growth and development of the region. As there are a limited number of quarry operators within the region, Council is committed to operating and managing the Roma Quarry and Quarry Pits to ensure value for money products are readily available for Council operations, local businesses and individuals.

The operation, maintenance and management of the quarry pits is vital in reducing the construction and maintenance costs of Council's road programs. We aim to do this by minimising the operations' costs and the carting cost of quarry material as suitable quarry pits are established as close as reasonably practical to the job site.

The conscientious and responsible management of natural resources like rocks and minerals is paramount in minimising the environmental impact of our operation. Therefore it is critical we work closely with regulatory bodies to ensure legal compliance and a high standard of quality, transparency, safety and health are maintained.

What we must do

Queensland Government

Work Health and Safety Act 2011
Work Health and Safety Regulations 2011
Mining and Quarrying Safety and Health Act 1999
Mining and Quarrying Safety and Health Regulation 2017
Explosives Act 1999
QGL02-Guideline for Management of Respirable Crystalline Silica in Queensland Mineral Mines and Quarries
Environmental Protection Act 1994
Environmental Protection Regulation 2008
Local Government Act 2009
Local Government Regulation 2012
Aboriginal Cultural Heritage Act 2003
Land Act 1994

Fisheries Act 1994
Forestry Act 1959
Nature Conservation Act 1992
Queensland Heritage Act 1992
Planning Act 2016
Water Supply (Safety and Reliability) Act 2008
Water Act 2000.

Other Documents

Capricorn Municipal Development Guidelines (CMDG)
Materials Testing Manual – Department of Transport and Main Roads.



How we are trending - Quarry and quarry pits

	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Information for business planning								
Roadbase	7,062	1,813	1,371	961	819	1,174	1,253	1,953
Subbase	305	167	169	304	421	615	877	592
Aggregates	2,030	1,231	806	548	254	369	1,561	570
Compliance / external reporting*								
Total income	17,014	6,713	4,050	3,704	2,940	4,288	5,271	5,411
- Including quarry sales	15,122	5,737	3,420	2,867	2,294	3,818	4,546	4,594
Recurring expenses	15,690	6,468	3,149	3,639	2,902	3,738	4,765	4,883
Capital expenses/ - Capital gain	-	351	408	-31	8	136	95	106
Net result from recurring operations	1,324	245	901	65	38	550	506	528
Net result (gain/-loss)	1,324	-106	493	96	30	414	411	422
Assets	3,345	6,637	5,414	5,834	2,343	2,301	2,566	2,292

* Source: General purpose financial statements.

More about the numbers

The above figures relate specifically to the operation of the Roma Quarry. In 2020/21 the Roma Quarry produced and sold a total of 198,938 tonnes of material (including roadbase, subbase, aggregates, precoated aggregate and other products), generating a total revenue of \$5.41 million.

With total costs (recurrent and capital) of \$5 million for the year, in 2020/21 the Roma Quarry returned a net margin of 8.22%. Although there were a number of challenges, operations were maintained and the business achieved an operating surplus.

Road project highlights 2020/21

Projects that sourced material from Roma Quarry included:

- Donnybrook Road gravel resheet
- Currey Street, Roma (Bassett Lane to Miscamble Street) gravel resheet
- Apex Park Roma – parking improvements
- Road Maintenance Performance Contract (RMPC) Carnarvon Highway (Injune Rolleston)
- Emerys Road gravel resheet
- Crossroads Road upgrade

5.6 QUARRY & QUARRY PITS

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
5.6.1 Provide for our customers and Council: <ul style="list-style-type: none"> • Optimum quality product and quarrying solutions • Customer focussed civil construction material supply • Safe and healthy quarrying operations, ensuring compliance with the <i>Mining and Quarrying Safety and Health Act 1999</i>. • Conscientious and responsible management of the environment and natural resources <p>As a complementary / free of charge service, provide access to the weighbridge for local business owners.</p>	(a) 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.	✓
5.6.2 Continually review plant owned and operated in relation to fitness for purpose and prepare any business cases for changes.	(b) Ongoing plant review.	✓
5.6.3 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.	✓
5.6.4 Undertake initiatives to develop all aspects of the the quarry business including: <ul style="list-style-type: none"> - workforce initiatives (e.g. planning, training and development and management) - ongoing financial viability. 	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)	✓
5.6.5 Ensure the optimal use of quarry pits.	(c) Quarry pit optimisation - including planning for the annual capital works program.	✓
5.6.6 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
5.6.7 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.	✓
5.6.8 Expand the scope of third party certification (encompassing quality, safety and environment), ultimately implementing an integrated system and undertake continual improvement.	(d) 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 Mining and Quarrying Safety and Health Act 1999.	✓
5.6.9 Finalise outstanding matters from the purchase of the Roma quarry.	Identify and design alternate access options in conjunction with stakeholder consultation.	✓
5.6.10 Provide input where required for the National Competition Policy business activity review.	Annual review	✓

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22454	New	Quarry Network Connectivity Project	Roma	■
19844	Operating	Quarry - Ground Water Management	Roma	■
19845	Operating	Quarry - Phone Line	Roma	■
19846	Operating	Quarry - Road Access	Roma	■

Looking back - what we achieved in 2020/21

(a) 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 (including roadbase, subbase, aggregates, precoated aggregate and other products). An upgrade to the Roma Quarry precoat plant was undertaken. This was to prepare for supply of precoated aggregate to Council's reseal program whilst ensuring safety and environmental requirements were achieved.

(b) 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.

(c) Quarry pit optimisation

An experienced industry resource was engaged to assist in the management of the quarry and quarry pit operations.

A review of production processes including contract crushing arrangements at the Roma Quarry commenced immediately on appointment.

Changes to the crushing and screening plant configuration were made to enable production of roadbase, aggregates and rip rap compliant with specifications.

These changes allowed for alternative contract crushing arrangements to be determined and customer demand for quarry materials to be met during this transition period.

(d) Continued operation in accordance with the integrated management system (quality, safety and environment)

An audit was conducted by the Mines Inspectorate - Resources Safety and Health Queensland (the Queensland Government Regulator) late in quarter four (4). Positive feedback was received during and following the 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.

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

Early in first quarter of the financial year, a review of the potential gravel material sources required to support the delivery of the 2020/21 Capital Works Program was undertaken. This was to ensure the most efficient and cost effective sources were located.

Sources such as Council managed gravel pits, the Roma Quarry and commercial suppliers are considered when undertaking this review and planning.

The program includes:

- Volumes and types of materials required;
- The preferred source of material;
- Current status of permits and approvals and any additional information that may be required;
- Preferred extraction and production methodology;
- Procurement strategy.

Due to the ongoing flexibility in the Capital Delivery Program, the Material Supply Program is reviewed and updated regularly to ensure any associated constraints are considered when planning the projects.

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
- 70.191 tonnes from commercial suppliers.



New excavator in use, Roma Quarry- Part of Council's 2020/21 Plant Investment Program.

5.6 QUARRY & QUARRY PITS

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Supply of road-base, drainage materials, aggregates, pre-coated aggregate and concrete blends <i>Manage the mining/crushing and screening operation to produce the normally demanded products.</i>	5.6.1	Throughout the year - the production of road-base and aggregate are alternated based on the quality of shot rock, material demand and stockpile availability.	✓
Sales and delivery of quarry products <i>Coordinate the logistics required to deliver quarry products.</i>	5.6.1	As required / sales agreement.	✓
Campaign crushing <i>Supply of mining/crushing and screening equipment and machinery for campaign crushing subject to legal compliance and machinery availability.</i>	5.6.1	As required and subject to plant availability.	✓
Product quality assurance <i>Work with NATA accredited laboratories to ensure product specification conformance certification.</i>	5.6.1	Annually, when there is a specific request or when there is new product.	✓
Weighbridge <i>Provide a heavy vehicle weighing service for local business owners.</i>	5.6.1	Weekdays 7am - 3pm (standard opening hours of the Roma Quarry). No charge.	✓
Plant review	5.6.2	Ongoing review of plant owned and operated within the Roma Quarry.	✓
Workforce initiatives (e.g. planning, training and development and management)	5.6.4	Planning and implementation of workforce initiatives to ensure that team members can deliver products and services that meet Council's quality, safety and environmental expectations.	✓
Other business development	5.6.4	Other initiatives to develop all parts of the quarry business (including financial viability).	✓
Integrated Maranoa Management System (IMMS) for Quarry and Quarry Pits	5.6.8	Development and maintenance of the Quarry and Quarry Pits Operating Manual, within the corporate management system framework.	✓
National competition policy business activity review	5.6.10	Provide input where required for the annual review and report to Council.	✓

Other highlights

- **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

Our finances - Quarry

	2020/21
Operations and maintenance	\$
Operating revenue	5,410,564
Other revenue	816,833
Sale of goods and major services	4,593,731
Operating expenses	4,877,609
Employee costs	566,241
Finance costs	23,683
Indirect expenses - corporate	56,418
Materials and services	4,231,267
Provision for restoration capital expense	
Depreciation expense	16,240
Operating result / revenue for capital purposes	516,715

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21
	\$
Capital funding	
Operating result / revenue for capital purposes	516,715
Opening balance	1,448,598
Cash reserve for asset renewal	16,240
Total capital funding	1,981,553
Capital expenditure	
New works	55,005
Total capital expenditure	55,005
Projected closing funds for future years	1,926,548

5.6 QUARRY & QUARRY PITS

Our finances - Quarry pits

	2020/21
Operations and maintenance	\$
Operating revenue	1,052,349
Internal revenue	1,052,349
Operating expenses	933,447
Employee costs	102,415
Indirect expenses - corporate	56,418
Materials and services	774,614
Operating result / revenue for capital purposes	118,902

Capital funding and expenditure (Renewal, new, upgrade works)	2020/21
Capital funding	\$
Operating result / revenue for capital purposes	118,902
Estimated opening balance	2,685,944
Total capital funding	2,804,846
Capital expenditure	-
Asset renewal	-
Total capital expenditure	-
Projected closing funds for future years	2,804,846



Above and Right - Apex Park. The carpark project used Roma Quarry product in 2020/21.



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.



Our year at a glance

2020/21



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.

Customer service 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 is in the process of implementation, 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.

Customer service 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 an extra Customer Service Officer being 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.

5.7 CUSTOMER SERVICE

What we do

We have customer service offices in each of our local areas:

- Yuleba – servicing Yuleba, Wallumbilla, Jackson and surrounds
- Mitchell – servicing Mitchell, Amby, Mungallala and surrounds
- Surat – servicing Surat and surrounds
- Injune – servicing Injune and surrounds
- Roma – servicing Roma, Muckadilla and surrounds.

Council offers a call centre number that is answered by Customer Service Officers across the region (1300 007 662). Local numbers are also now available for residents who would like to contact their local office directly.

What we must do

Queensland Government

Information Privacy Act 2009

Information Privacy Regulation 2009

Internal

Customer Request Policy

Complaint Management Policy & Process

Code of Conduct

Why we do it

Customer service is not the sole responsibility of our officers on the front counters or on the telephones in each of our towns.

Our new Corporate Plan embeds Customer Service as part of everyone's responsibility:

- Strategic Priority - "Managing our operations well" includes **Provide customer service**.
- Our strategic performance indicators includes **Customer Requests**. In summary:
 - The elected council sets the direction and expectations through the Customer Request Policy;
 - Employees implement and advise on the policy.
- Some of our values are particularly applicable to customer service including:
 - Striving for excellence - in our services and projects
 - Being respectful of other people
 - Showing empathy
 - Demonstrating accountability for the accuracy and timeliness of our reporting and by care and diligence in undertaking our responsibilities.



Injune Customer Service Centre

32 Hutton Street, Injune

Phone: 07 4626 0500

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



Yuleba Customer Service Centre

20 Stephenson Street, Yuleba

Phone: 07 4629 9000

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



Roma Customer Service Centre

Cnr Bungil Street and Quintin Street, Roma

Phone: 07 4624 0600

Email: customer.roma@maranoa.qld.gov.au



Surat Customer Service Centre

73 Burrowes Street, Surat

Phone: 07 4626 6100

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



Mitchell Customer Service Centre

100 Cambridge Street, Mitchell

Phone: 07 4624 6900

Email: customer.mitchell@maranoa.qld.gov.au

How we are trending - Customer service

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Telephone calls answered (numbers)	32,909	29,558	26,091	21,458	19,830	18,768	51,609	49,399	46,818
External				*			19,602	18,204	17,274
Internal				*			32,007	31,195	29,544
Call answered within 60 seconds				*			91.28%	90.26%	89.46%
Average call time				*			3.04 minutes	2.36 minutes	2.25 minutes
Calls transferred ***				*			2,176	3,848	3,433
Calls resolved at first point of contact (by Customer Service team) ***				*			4,613	7,204	6,106
Call to local areas numbers:									
Injune				*			243	275	278
Mitchell				*			116	163	136
Roma including Community Hub				*			267	700	885
Surat				*			150	135	150
Yuleba				*			2	20	20
Yuleba Post Office				*			24	684	324
After hours emergencies				*			1,841	1,980	1,916
Receipts processed				*			41,281	48,203	47,355
Counter enquiries - walk in requests	57,719	38,464	23,765	21,231	14,327	11,099	12,835	15,332	9,648
Customer requests handled by all departments (external and internal)	2,979	6,039	8,564	7,728	11,458	11,918	17,228	23,028	10,205
Customer requests processed by front counter				*			5,026	3,210	3,527
Facility bookings by Customer Service team				*			237**	864	1,097
E-mails received through Council's promoted e-mail addresses				*			4,481	3,480	3,353

* New data for 2018/19 onwards

** Quarter 4 onwards

*** From 5 September 2018 (go-live of the new Customer Request System)

More about the numbers

The number of counter enquiries (walk in requests) is significantly reduced on previous years' figures (e.g. 15,332 in 2019/20 to 9,648 in 2020/21 - this was the lowest number in the history of data collection which commenced in 2012/13). This in part may have been influenced by COVID-19. However, whilst taking the necessary precautions, a highlight for the year was ensuring Customer Service remained fully operational during the height of the COVID-19 pandemic in other regions.

Interestingly though the overall number of requests received and handled by all departments (external and internal) was more than half of last year - this can be by letter, e-mail, phone or counter. This was the lowest number in 5 years. Contributing to this result may have been the availability of online payments for rates and registration renewals.

5.7 CUSTOMER SERVICE

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
5.7.1 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.	✓
5.7.2 Implement and continue to improve Council's Customer Request System.		✓
5.7.3 Develop and periodically review policies applicable to customer service: - Customer Service Policy - Complaint Management Policy and Process		Policies are in place. Review has been deferred. →
5.7.4 Review customer service performance against service levels and seek feedback	Refinement of dashboard.	■
5.7.5 Provide and promote access to local customer service officers based in each service centre.	(a) Adoption of new Organisational Structure.	✓
	Transition preparations	✓
5.7.6 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.
5.7.7 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.
5.7.8 Coordinate the after hours service numbers and rosters.	(b) Annual service	✓
5.7.9 Review and implement processes for messages on hold.	Annual service	✓
5.7.10 Continue to operate the Post Office for Yuleba.	Annual service	✓

Looking back - what we achieved in 2020/21

(a) 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 is in the process of implementation, is to have the existing local customer service positions report directly to Local Area Directors.

Draft brochures have been prepared to more broadly publicise the existing local area numbers and e-mail addresses. It is intended to release the brochures upon go-live of the new structure and commencement of the full complement of Local Area Directors.

There are a number of additional steps in the change process:

- Selection and training for individuals who will provide back-up for the positions.

This will be particularly important with the option for calls to go directly to the local officers rather than through the 1300 general number.

- Exploring opportunities to multiskill local customer service and administration officers.

With some of the workload soon to be removed from local operations (i.e. helping to service the 1300 number), it will be important to supplement the roles with other duties that can be performed locally.

(b) 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 resourcing was managed solely by individual departments.

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Receiving customer requests			
Local and regional customer service offices and officers	5.7.5	Serviced during normal business hours. Local numbers - As some phones are answered by a single Customer Service Officer, if the person is away from their desk for any reason, or on another call, residents have the option to either leave a message for the officer to call back, or to contact the regional number.	✓
Local and regional e-mail addresses	5.7.1	Acknowledged no later than the next business day. New customer request e-mail address maintained and promoted. (customer.service@maranoa.qld.gov.au)	This remains the target - a formal tracking mechanism is to be developed
Local and regional telephone numbers	5.7.1	98% of calls through to the 1300 007 662 number answered within 60 seconds.	✗
After hours emergencies service	5.7.8	On-call roster maintained for all service areas where emergencies arise; 1300 007 662 call centre software maintained to direct calls to the on-call employee/s.	✓
By mail/post	5.7.1	Servicing of two postal addresses: <ul style="list-style-type: none"> • PO Box 620, Roma, Queensland 4455 • PO Box 42, Mitchell, Queensland 4465. (Note: Any requests forwarded by letter that relate to a customer request is to be entered into the customer request system).	✓
Messages on hold	5.7.9	Review, coordinate and implement processes for messages on hold.	✓
Yuleba Post Office	5.7.10	Operate and maintain.	✓

	2020/21
Operations	\$
Operating revenue	62,036
Other revenue	62,036
Operating expenses	772,626
Employee costs	757,543
Materials and services	15,083
Depreciation expense	-
Operating result / (deficit) - Contribution required from general revenue	(710,590)



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.



Our year at a glance

2020/21



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).

Information management 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.

Information management 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.

5.8 INFORMATION MANAGEMENT

What we do

We provide a range of records (document) management services within Council, including:

- managing and maintaining Council's recordkeeping framework, policies, processes and system to ensure public records are reliable, available and secure as per legislative and State Government requirements;
- providing recommendations to the Chief Executive Officer in relation to the retention and disposal of records in compliance with the **Public Records Act 2002** and **Public Records Regulation 2014**;
- collecting, registering and distributing daily incoming correspondence to Council;
- assisting employees with use of the record management system and recordkeeping within the public sector;
- processing **Right to Information** applications in compliance with the **Right to Information Act 2009** and **Right to Information Regulation 2009**.
- processing **Information Privacy** access applications in compliance with the **Information Privacy Act 2009** and **Information Privacy Regulation 2009**.

Why do we do it

The **Public Records Act 2002** governs recordkeeping for all Queensland public authorities (including Councils).

The Act aims to ensure that public records of Queensland are made, managed, kept, and, if appropriate, preserved in a usable form for the benefit of present and future generations.

The Act defines both a public authority (which includes local governments) and a public record. It also includes specific recordkeeping requirements that all agencies must comply with, specifically:

- what records need to be kept, by who, and why
- who is responsible for records
- how records should be created and managed
- when records can be disposed of
- who authorises disposal of records.

What we must do

Queensland Government

Public Records Act 2002

Public Records Regulation 2014

Information Privacy Act 2009

Information Privacy Regulation 2009

Right to Information Act 2009

Right to Information Regulation 2009

Records governance policy

Records governance implementation guideline

Local Government Act 2009

Queensland Government records policy introduced June 2018

The policy sets out the principles of recordkeeping for Queensland Government agencies and public authorities (including councils) to meet minimum recordkeeping requirements now and into the future.

Policy requirement 1: Agencies must ensure records management is supported at all levels of the business.

Policy requirement 2: Agencies must systematically manage records using governance practices that are integrated and consistent with broader agency frameworks.

Policy requirement 3: Agencies must create complete and reliable records.

Policy requirement 4: Agencies must actively manage permanent, high-value and high-risk records and information as a priority.

Policy requirement 5: Agencies must make records discoverable and accessible for use and re-use.

Policy requirement 6: Agencies must dispose of records in a planned and authorised way.

The aim is to lift records management capability within all Queensland public authorities and enable them to establish their own fit-for-purpose records and information governance practices.

Source: <https://www.qgcio.qld.gov.au/documents/records-governance-policy>



Officer Yvonne at the Mitchell facility

How we are trending - Information management

Right to information / information privacy	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Right to information (RTI) applications	4	9	2	6	3	2
Information privacy applications	Nil	Nil	Nil	Nil	Nil	Nil
Completed applications	4	4	3	6	1	1
On-going applications	Nil	2	1	Nil	Nil	1
Withdrawn / lapsed	Nil	2	Nil	Nil	1	1
Internal review applications	Nil	1	1	2	1	Nil
External review applications	Nil	Nil	1	1	1	1

Information management / records	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Information for business planning							
Incoming correspondence (not including invoices)	*	*	9,747	3,703	2,812	3,149	3,320
- Roma						2,253	2,705
- Mitchell						896	615
Customer requests (external)						42	23
Customer requests (internal)						348	416
Documents registered into the records management system (organisation wide)	104,745	103,705	116,155	104,613	107,355	137,274	115,912
E-mails registered (council@maranoa.qld.gov.au)	*	*	4,417	4,101	4,481	7,789	11,355
Cheques	1,786	1,265	967	787	652	592	349
- Roma						478	334
- Mitchell						114	15
Archive boxes created	203	293	341	259	148	305	172
Records management system (RM8) licences available				New data			22

*data not available

More about the numbers

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.



Manager Dale and Officer Michelle at the Roma facility

5.8 INFORMATION MANAGEMENT

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
5.8.1 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.	■
	(a) Upgrade of records management software (RM8 to CM9).	✓
	Development of new online legal documents register (for Council's intranet) including audit. Preliminary testing.	■
5.8.2 Retain and dispose of records in compliance with the <i>Public Records Act 2002</i> and <i>Public Records Regulation 2014</i> .	Annual service.	✓
5.8.3 Collect, register and distribute daily incoming correspondence. Information management officers and mail boxes maintained in Roma & Mitchell.	Annual service.	✓
5.8.4 Assist employees with, and provide guidance in relation to, use of the record management system and recordkeeping within the public sector.	Annual service.	✓
5.8.5 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.	✓
5.8.6 Processing Information Privacy access applications in compliance with the <i>Information Privacy Act 2009</i> and <i>Information Privacy Regulation 2009</i> .	Annual service.	✓

Our projects 2020/21

✓ Undertaken / completed

Project ID	Asset work type	Project name	Local area	Did we achieve it in 2020/21?
22237	Operating	Upgrade Electronic Document Management System (Records Management System)	Regional	✓

Looking back - what we achieved in 2020/21

(a) Upgrade of records management software

An upgrade of Council's records management system was completed in February 2021. Records Manager 8 was replaced with the newer Hewlett Packard product Content Manager 9 which has more features and higher flexibility.

The migration/upgrade of RM8 (Records Manager 8) to CM9 (Content Manager 9) was achieved with little interruption to registering incoming and outgoing documents of the organisation.

Our central records management system has links to various third party software which must be integrated with CM9 – these include Microsoft Office, our business software (Authority) and InfoCouncil (Council meeting agendas and minutes software).

The successful project outcome was achieved with the combined effort of the Information and Communications Technology and Information Management Teams.

Annual services

✓ Undertaken / completed ■ In progress ➔ Deferred

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?
Public sector recordkeeping	5.8.1	Administration of the Records Management System	✓
		Maintenance of the classification structure and document properties	■
Right to information and information privacy access applications	5.8.5 5.8.6	Applications processed in accordance with legislative timeframes	✓
Incoming correspondence / mail processing	5.8.3	Mail registered and entered into the electronic document management system daily.	✓
Publication scheme	5.8.5	Reviewed annually – Published on website.	➔
Annual disposal of records in compliance with the Appropriate retention and disposal schedules	5.8.2	Disposals undertaken annually.	✓
Employee induction and refresher training	5.8.4	Training provided as requested. Information Management tips and hints issued on a regular basis via the intranet.	✓

Our finances - Information management

	2020/21
Operations	\$
Operating revenue	52
Fees and charges	52
Operating expenses	211,430
Employee costs	168,923
Materials and services	27,314
One off projects (operating)	15,193
Operating result (deficit) - Contribution required from general revenue	(211,378)

5.9 Laboratory

We provide water and sewerage testing for Council operations and to the public on a fee for service basis.



Our year at a glance

2020/21



Testing for water cartage businesses
- 12 samples with 248 tests performed.

Testing for Council pools - 135 samples with 1068 tests performed.



Testing undertaken for Council services:

Drinking water

1,457 samples, 4,811 tests performed.

Sewerage

238 samples, 1,077 tests performed.

Laboratory 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

Laboratory 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.

5.9 LABORATORY

What we do

We undertake microbiological testing of water for:

- Council's 10 potable (drinking) water schemes (Roma, Mitchell, Surat, Injune, Amby, Mungallala, Muckadilla, Wallumbilla, Yuleba, Jackson);
- 5 pools (Roma, Mitchell, Surat, Injune and Wallumbilla).

We also undertake testing for Council's sewerage function for each of the 4 Sewerage Treatment Plants (Roma, Mitchell, Surat, Injune).

The testing is to ensure compliance with the State Government approved Drinking Water Quality Management Plan (DWQMP) and Environmental Authority.

Our laboratory also undertakes testing for external customers on a fee for service basis.

Why we do it

The testing is to ensure compliance with the State Government approved Drinking Water Quality Management Plan (DWQMP) and Environmental Authority, and to meet the needs of our customers.

What we must do

Water testing in accordance with the approved Drinking Water Quality Management Plan (DWQMP)

Sewerage Treatment Plant testing in accordance with Environmental Authority EPPR00407513.

Water quality guidelines for public aquatic facilities December 2019

How we are trending - Laboratory

	2017/18	2018/19	2019/20	2020/21
Samples analysed	2,009	2,164	1,882	1,953
Tests carried out on samples	9,073	8,143	6,490	7,204

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
5.9.1 Provide water microbiological testing (Water, Pools, Water Cartage).	Annual testing program for: - Water supply - Town pools	✓
	Testing for external water carters (fee for service)	✓
5.9.2 Provide sewerage testing.	Annual testing program for: - Sewerage treatment plants	✓
5.9.3 Undertake a review of pricing.		



Laboratory technician, Carolina, in Council's laboratory.

Annual services

What we do	Corporate plan reference	What we aim for	Did we achieve it in 2020/21?																														
Water microbiological testing																																	
<ul style="list-style-type: none"> Water 10 potable water schemes Pools 5 Pools - Roma, Mitchell, Surat, Injune, Wallumbilla Water Cartage 	5.9.1	<p>Tested weekly (Roma) Tested monthly (all other schemes)</p> <p>Internal customers are the facilities team for the town pools, during the pool season testing is as per the table below:</p> <table border="1"> <thead> <tr> <th>Town</th> <th>Frequency</th> <th>No. of Pools</th> <th>Tests</th> <th>Total Monthly Tests</th> </tr> </thead> <tbody> <tr> <td>Injune</td> <td>Monthly</td> <td>2</td> <td>8</td> <td>16</td> </tr> <tr> <td>Mitchell</td> <td>Monthly</td> <td>3</td> <td>8</td> <td>24</td> </tr> <tr> <td>Roma</td> <td>Weekly</td> <td>2</td> <td>8</td> <td>84</td> </tr> <tr> <td>Surat</td> <td>Monthly</td> <td>2</td> <td>8</td> <td>16</td> </tr> <tr> <td>Wallumbilla</td> <td>Monthly</td> <td>1</td> <td>8</td> <td>8</td> </tr> </tbody> </table> <p>**Pools are tested for pH, Total Chlorine, Free Chlorine, HPC, Coliforms, E.coli, FC and Pseudomonas.</p> <p>External customers are Water Carters, with only 10 samples analysed per month. This can vary with the number of water tankers the carters have in service.</p>	Town	Frequency	No. of Pools	Tests	Total Monthly Tests	Injune	Monthly	2	8	16	Mitchell	Monthly	3	8	24	Roma	Weekly	2	8	84	Surat	Monthly	2	8	16	Wallumbilla	Monthly	1	8	8	✓
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Sewerage Treatment Plants (sites - Roma, Mitchell, Surat, Injune)	5.9.2	<p>Tested quarterly (external towns) Tested fortnightly (Roma)</p> <p>* Inter-departmental charging is carried out on a minimum of a monthly basis, to allow for budgets to be accurately tracked.</p> <p>Stock costs register is now being maintained to allow for costs to be directly charged to work units being issued items.</p>	✓																														

Our finances - Laboratory

	2020/21
Operations	\$
Operating revenue	184,661
Fees and charges	184,661
Operating expenses	168,472
Employee costs	93,252
Indirect expenses - corporate	16,073
Materials and services	59,147
Operating result	16,189