



MARANOA REGIONAL COUNCIL

ANNUAL REPORT 2021/2022

ACKNOWLEDGEMENTS - ACKNOWLEDGEMENTS

We acknowledge the:

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



Our annual report for 2021/22

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

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

- Our **community** members can view Council's progress as a whole, or across one or more of the functions delivered by Maranoa Regional Council. The 'Quick Facts' pages provide an easy to read overview for each of the 5 strategic priorities;
- Our **elected Council**, to whom our organisation is accountable, is able to review progress and consider any implications for finetuning of plans going forward;
- Our **management team** and **employees** have shared information about their own team's results and can learn more about the progress of all other functions;
- **New employees or applicants for positions** who may be interested in becoming part of our team can read about potential work areas or the organisation more broadly;
- **Function leaders** are able to consider recommendations and advice for the planning of service and project delivery, having reviewed the year's opportunities and challenges;
- **Government** (Australian and Queensland), in particular the Deputy Premier and Minister of State Development, Infrastructure, Local Government and Planning, is provided a comprehensive report on the year's results and Council's position at 30 June 2022.

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

Structure of our reporting

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

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

About this report

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

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

Our region

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

Our council

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

Our performance

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

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

Our finances

The financial section of this annual report includes:

- Community financial report;
- General purpose financial statements for the year ended 30 June 2022, audited by the Auditor-General;
- Management certificates;
- Current year financial sustainability statement for the year ended 30 June 2022, audited by the Auditor-General;
- Auditor-General's audit reports about the general purpose financial statement and the current year financial sustainability statement; and
- Long term financial sustainability statement for the financial year.

This report demonstrates the breadth of Council functions (including services and projects) provided to the community. On the following page is a table of contents that gives the starting page location for each section and sub-section.

Towards the back of the document, there are a number of other tools to help you navigate the report.

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INTRODUCTION TO THIS YEAR'S ANNUAL REPORT



A message from Mayor Tyson Golder

It is with pleasure that we introduce our Annual Report for 2021/22. Now, midway through our term, we are beginning to realise milestones set down at the start of the term. This year was a year of significant change for the organisation, with a full review of the way in which Council delivered its business through its staff structures. This change we call 'operating locally' was fully implemented in October 2021 and involved consultation and input from staff, Council and the community. As a result, we welcomed new senior management staff into the organisation, all of whom bring with them a diverse set of skills and experience.

During the year, despite the ongoing pandemic, we opened our new Bigger Big Rig, a project that was many years (and Councils) in the making. It broke all tourism visitation records at opening and continues to be a major attraction for visitors, boosting our tourism numbers significantly.

We realised over \$40m worth of capital projects during the year. This included nearly \$4m in water, sewerage and gas and \$29.4m in road improvements and flood reconstruction. Importantly, this also included approval of a significant number of multi-year grant applications, which have allowed us to commence over \$6.42m in facility improvements. This includes waste recycling at the Roma Landfill, Stage 1 of the Roma Skate Park and Youth precinct, the Injune CHIPs Museum, and the Basset Park jockey rooms. In addition, we invested \$1.4m into preventative measures such as our Feral Pest Initiative and pumps for our Roma Levee. We also supported the Mt Hutton Retirement Village so that Injune residents could remain within the township. These preventative measures will help to ensure our community's health and well-being for current and future years.

Council continues to contribute to wider stakeholder groups such as the South West Regional Organisation of Councils, the Western Queensland Alliance of Councils and the Darling Downs, South West Council of Mayors. These groups allow us the opportunity to advocate, and to raise awareness of local and regional issues, in conjunction with other Councils.

Throughout the year, Councillors have engaged across the many and varied community events. This has allowed us to build connections and support town development associations and groups as well as connecting with local issues. Highlights have included the Injune Centenary Celebrations, the Roma, Mitchell and Wallumbilla Shows, Easter in the Country, Bassett Park Race events and the Maranoa Christmas Street parties across the region.

We thank the Australian and Queensland Government for their ongoing support. Their support is vital for our Council as it allows us to achieve our vision and also to support the renewal of nearly \$1 billion in assets which require constant long term planning.

We express our appreciation, and acknowledge the efforts of all who have worked and partnered with Council over the year to ensure that our community continues to move forward. Finally, and not least, thank you to my fellow Councillors, our executive management team and all staff and volunteers who continue to pride themselves in delivering great outcomes for the region.

Cr Tyson Golder
Mayor

INTRODUCTION TO THIS YEAR'S ANNUAL REPORT



A message from Interim CEO Edwina Marks

This is my first report as Interim Chief Executive Officer, after taking on the role in January 2022. This report gives me the chance to reflect on our achievements for the year as well as the opportunity to look forward as we embrace a new 'operating locally' delivery model. The feedback has been very positive as communities respond to increased front line decision making and support, especially in relation to the resolution of long-standing legacy issues. This model goes against the trend, however as we demonstrate through this year's positive operating results, a more engaged and proactive Council can still deliver financially for the Council.

The covid pandemic continued to challenge us and we relied heavily on our contractors to step up and fill the void. The pandemic continued to create significant opportunities through stimulus monies, and we were able to address a back log of projects during the period.

From a revenue perspective, we realised around \$29.3m in grants and subsidies as well as \$19m of sales and other revenue resulting in an overall surplus in excess of \$20m. Additionally, we delivered an ambitious capital program completing over \$50m in works demonstrating how vital these sources of funding are. In any one year our Council needs to set aside over \$20m in depreciation to fund the renewal of over \$1 billion in assets and this requires constant and robust asset management planning.

Overall, our present financial position remains stable and during the year we continued to review our rating structure due to valuation changes in 2020/21. To complement this, we embarked on a journey of efficiencies and cuts to operations to support our future sustainability and this has served us well going into an uncertain economic period.

We continue to invest in local jobs and skills, and we were pleased to have several apprenticeships completed during 2022. These roles are vital to support younger people and are essential for future proofing our organisation with the skills that we need whilst ensuring our continued investment in the whole of the Maranoa community. In addition, we welcomed a range of new people into the region including senior managers. These employees, with wide experience and diverse skill sets, will place us well into the future especially as we embark on the Local Government Sustainability Framework journey which commences later this year.

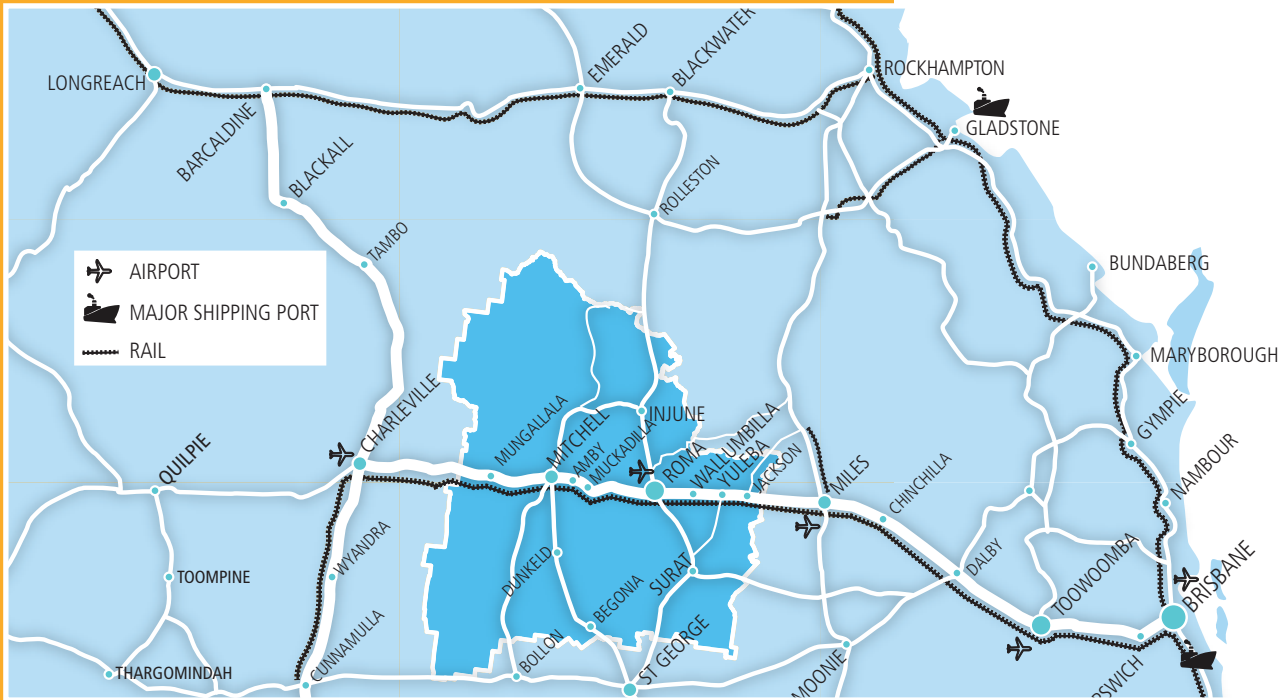
I give special thanks to my Executive and wider council team for their dedicated service and positive attitude, often in challenging times, to the community in which we live and serve.

Edwina Marks
Interim CEO



PART 1
OUR REGION

ABOUT THE MARANOA REGION



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

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

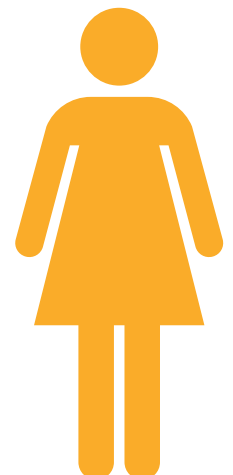
The region comprises an urban area of 31.7km² and a rural area of 58,802.8km² with approximately 70% of the permanent population living in the urban areas and approximately 30% in the rural areas.

Maranoa	
Median age	38
No. of families	3,165
Average children per family	1.9
Private dwellings	6,463
Average people per household	2.5
Median weekly household income	\$1,588
Median monthly mortgage repayments	\$1,300
Median weekly rent	\$220
Average motor vehicles per dwelling	2.1

All statistics in the above table were sourced from the ABS 2021 Census



Male - 49.9%



Female - 50.1%

2021 Census	Maranoa	Queensland	Australia
People (> 15 yrs) who did voluntary work through an organisation or group in the previous 12 months	22.8%	14.1%	14.1%
Walk to work	7.4%	2.6%	2.5%
Both partners employed full time (in couple families)	32.8%	22.9%	22.2%
Dwelling structure - seperate house	92.7%	74.8%	72.3%
Homes owned outright	33%	29.1%	31%
3 or more registered motor vehicles per household	26%	20%	18.8%
Employment			
Worked full-time	67.1%	55.8%	55.9%
Worked part-time	23.8%	30.5%	31.2%
Unemployed	2.5%	5.4%	5.1%

Our region's industries

The Maranoa Region is a key regional centre for agriculture, energy and resources. Key statistics for the year ended 30 June 2022:

- Gross regional product - \$1.70 billion
- Largest industry employer - Agriculture, forestry and fishing (1,246 jobs)
- Largest industry exporter - Mining (\$3.510 billion)
- Largest sales (total output) - Mining (\$4.175 billion)
- Largest number of registered businesses - Agriculture, forestry and fishing (1,334 - 52.5% of total businesses)

Figures have been provided by .id informed decisions in advance of release of the online information for the year ended 30 June 2022

COMMUNITY RECOGNITION

Australia Day awards

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



Mitchell and surrounds	
Citizen of the Year	Jan Chambers
Young Achiever Award	Karly Cicero
Community Organisation Award	Booringa Action Group Inc.
Sports Award	Bella Witt
Community Contribution Award	Laurane Martin

Jackson, Wallumbilla, Yuleba, Noonga and surrounds	
Citizen of the Year	Michael Taylor
Young Achiever Award	Dylan Ogden
Community Organisation Award	Wallumbilla SES Group
Cultural Award	Wallumbilla Show Rodeo Committee
Sports Award	Dylan Ogden
Community Contribution Award	Karen Sainty

Injune and surrounds	
Citizen of the Year	Jointly awarded to Des (posthumous) & Doro Warran
Young Achiever Award	Injune Youth Group Senior Girls
Community Organisation Award	Jointly awarded to: <ul style="list-style-type: none"> Bymount East State School P&C Association Injune State School P&C
Cultural Award	International Day of Difference Organising Committee
Community Contribution Award	Valda Hafemeister

Surat and surrounds	
Citizen of the year	Elizabeth McLean
Community Organisation Award	Surat Diggers Race Club
Cultural Award	Wendy McAlpine
Community Contribution award	Marie Murray

Roma and surrounds	
Citizen of the year	Baden Waldron
Young Achiever Award	Emma English
Community Organisation Award	Rotary Club of Roma
Cultural Award	Janet Rowlings
Sports Award	Mathew Gane
Community Contribution award	Scott McDonell

Andrea Murray Memorial award (regional award)

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

The recipient of the Andrea Murray Memorial Award for 2022 was Myrtil Butler-Woodall.

Myrtil (Tilly) is extremely involved in her community, having worked in the disability sector her entire adult life.

In 2019, Tilly founded the disability support company, Access Learning and Training, and has grown it into a very successful and much-loved support provider in the Booringa region.

This year, the company made the top 3 in Australia for "Most Outstanding Remote Service Program", according to the Australian Disability Service Awards.

Alongside her work with disabled people, Tilly also provides general assistance to those in aged care – she is often the port of call for anyone in the community who may require help and often provides assistance for those needing to gain access to NDIS.

Tilly, with her husband Kel, have welcomed many people into their home, caring and assisting them in any way they can.

Tilly is an absolute force of good to the Booringa region and surrounding areas. She is always looking for new ways to help others and implement real changes within the community.

Tilly's contribution to the disability sector within the Maranoa region is to be commended and she is a very deserving recipient of the Andrea Murray Memorial Award.



PART 2
OUR COUNCIL

OUR PURPOSE

A new corporate plan was developed and adopted in 2018.

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

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

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

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

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

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

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

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

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

1. Getting the basics right

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

2. Delivering strong financial management

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

3. Helping to keep our communities safe

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

4. Growing our region

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

5. Managing our operations well

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

Our motto

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

St. Jerome

Our logo

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

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



Our values

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

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

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

OUR COUNCIL

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

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

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

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

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

Role of councillors

A councillor must represent the current and future interests of the residents of the local government area. In summary, all councillors, including the mayor, are responsible for:

- 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.

Each councillor participates in the process of formulating, adopting and reviewing our corporate and operational plans. Councillors have regular meetings to make decisions to discuss local issues.

Role of mayor

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

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



OUR COUNCILLORS



Mayor Tyson Golder

Mobile: 0458 006 200

Email: mayor@maranoa.qld.gov.au

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

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

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

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

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

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



Deputy Mayor Geoff McMullen

Mobile: 0427 221 501

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

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

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

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

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



Councillor Cameron O'Neil

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Email: cameron.oneil@maranoa.qld.gov.au

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

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

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

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



Councillor George Ladbrook

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

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

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



Councillor John Birkett

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

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

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

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



Councillor Joh Hancock

Mobile: 0419 803 314

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

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

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

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



Councillor Wendy Taylor

Mobile: 0417 288 510

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

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

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

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



Councillor Mark Edwards

Mobile: 0409 428 214

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

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

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

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

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



Councillor Julie Guthrie

Mobile: 0417 792 717

Email: julie.guthrie@maranoa.qld.gov.au

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


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

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

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

OUR SERVICE CENTRES

ROMA



Cnr Bungil Street and Quintin Street, Roma
Phone: 07 4624 0600
Email: customer.roma@maranoa.qld.gov.au

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

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

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

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

100 Cambridge Street, Mitchell *
Phone: 07 4624 6900
Email: customer.mitchell@maranoa.qld.gov.au



MITCHELL

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

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

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

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

Coming soon

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

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

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

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

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

INJUNE



32 Hutton Street, Injune

Phone: 07 4626 0500

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

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

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

73 Burrowes Street, Surat

Phone: 07 4626 6100

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



SURAT

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

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

YULEBA



20 Stephenson Street, Yuleba

Phone: 07 4629 9000

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

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

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

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

GOVERNANCE FRAMEWORK

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

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

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

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

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

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

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

Corporate planning, operational planning, budgets

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

To implement the corporate plan, operational plans are developed each year. These plans detail where the focus will be for the year and the associated targets (what we are aiming for).

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

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

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

Our vision

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

Our mission

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

Our strategic priorities

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

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

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

Policies

Council has a significant number of policies that assist in its management and operation. Policies provide a structured framework for consistent and transparent decision-making and actions, and assists in achieving its corporate plan objectives. Council's policies are regularly reviewed for applicability and consistency with related documents and legislation.

Council policies that were reviewed or updated in 2021/22 included:

Debt (Borrowing) Policy 2021/22 (Resolution numbers SM/07.2021/08 – 7 July 2021, OM/07.2021/62 – 14 July 2021 and SM/07.2021/20 – 21 July 2021)

Good Neighbours Policy (Resolution numbers OM/09.2021/73 – 22 September 2021 and OM/04.2022/13 – 13 April 2022).

Non-Current Asset Accounting Policy (Resolution number: OM/07.2021/12 – 14 July 2021)

Public Interest Disclosure Policy (Resolution number OM.02.2022/40 – 9 February 2022)

Related Party Disclosures Policy (Resolution number OM/07.2021/13 – 14 July 2021)

Revenue Policy (Resolution number OM/03.2022/50 – 23 March 2022)

Roma Saleyards Annual Store Fundraiser Policy (Resolution number OM/04.2022/39 – 13 April 2022)

Water Restrictions & Water Schedule Policy (Resolution numbers OM/12.2021/37 – 8 December 2021 and OM/01.2022/16 – 25 January 2022)



Performance monitoring and reporting

Each year, a detailed review of the performance of each of Council's functions is undertaken in a consistent format. The summary results are included in Council's annual report (highlights, challenges and progress with implementing our plans) together with other legislative disclosure requirements.

The document is prepared for both internal and external stakeholders and contains detailed financial and non-financial information about Council's activities and performance.

Ethical framework - codes of conduct

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

External audit - financial

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

The Queensland Audit Office's appointed contract auditor for Maranoa Regional Council is Pitcher Partners. Council's statements for the previous financial year were certified by the Queensland Audit Office on 12 October 2021, with an Unmodified Audit Opinion and well before the 31 October deadline. This is effectively a 'clean bill of health' for Council's financial statements and a pleasing result for the year.

External audit - systems and compliance

Council is progressively implementing a management system to address the operational risks captured in our organisational vision:

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

One external audit was conducted during the year with the findings as follows.

Date	External audits	Findings
28 March - 1 April 2022	<p>Surveillance audit:</p> <p>Compliance to ISO 9001:2015 (QUALITY) and Compliance to ISO 14001:2015 (ENVIRONMENT)</p> <p>Scope: Quality and Environmental Management Systems for:</p> <ul style="list-style-type: none"> • Road Construction and Maintenance activities including Design and implementation of traffic management plans, including operational traffic control • Water • Sewerage • Gas • Laboratory • Quarry and Quarry Pits <p>Compliance to AS/NZS4801 (Safety Management System) for all Council operations</p>	<p>3 minor non conformances</p> <p>8 observations</p> <p>5 closures of 5 findings from previous audits / addressed</p>

Internal and external audits - Saleyards

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

- External audits (EUCAS and NSQA) were both completed on 9 November 2021.
- Internal audits were completed on 17 September 2021 and 1 April 2022.

Internal audit - financial

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

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

Internal audit - Systems and compliance

Internal audits for 2021/22 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 16 internal audits have been completed. Locations included laboratory, across council work sites, Mitchell maintenance delivery and works, Mitchell construction sites, Roma Quarry & Pits, System Audit across Council, Injune Pool and Wallumbilla Pool.

The Continual Improvement Team is continuing to review and develop the processes and associated documents to assist staff with the continual improvement process and close out the audit findings.

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

Community Engagement

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

Collectively, the elected members:

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

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

Informing our community

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

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



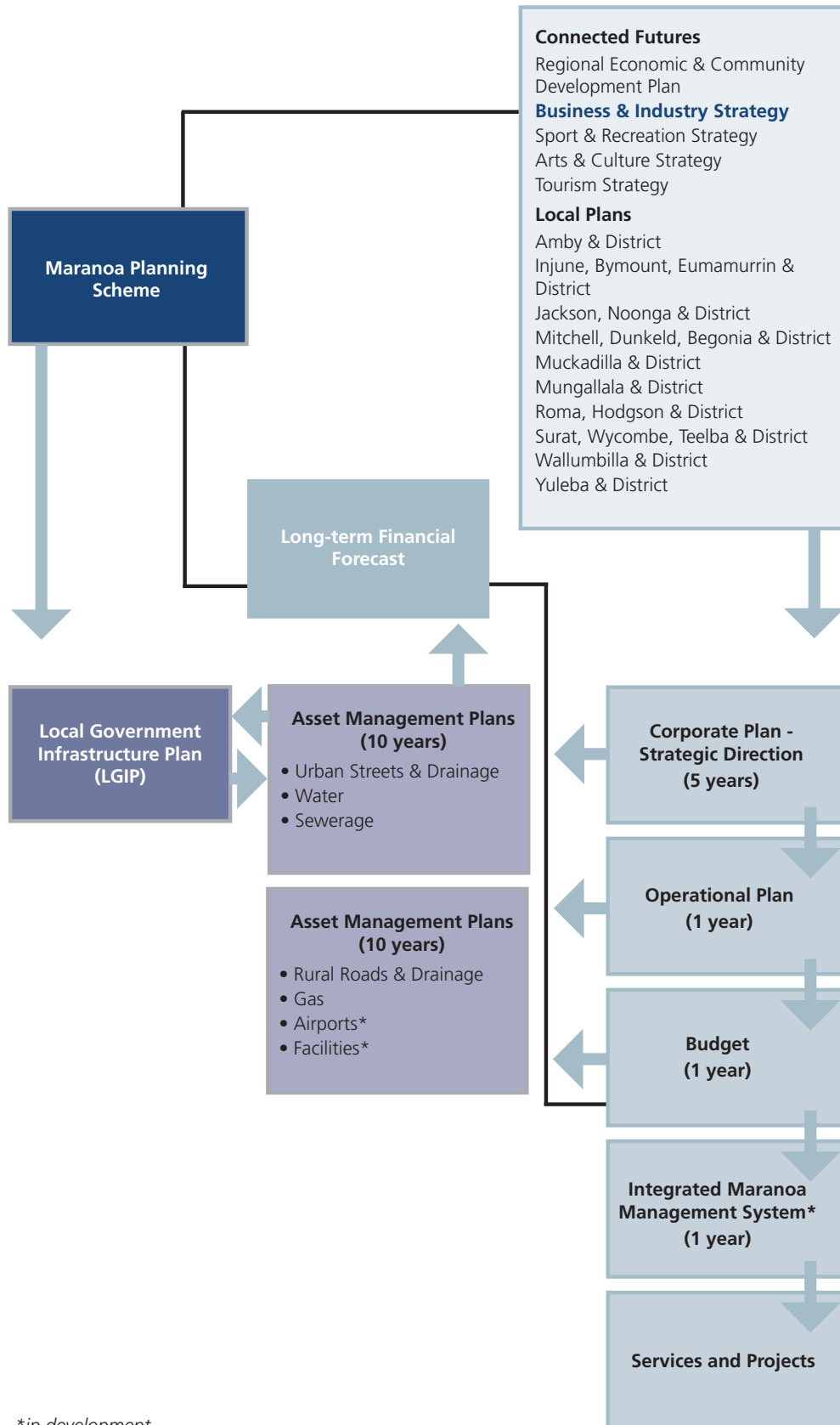
Maranoa Regional Council is third party certified to the following standards - **ISO 9001:2015 (QUALITY)** and **ISO 14001:2015 (ENVIRONMENT)** - for Road Construction and Maintenance activities including design and implementation of traffic management plans and operational traffic control, and for Quarry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

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

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

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

OUR INTEGRATED PLANNING FRAMEWORK



**in development*

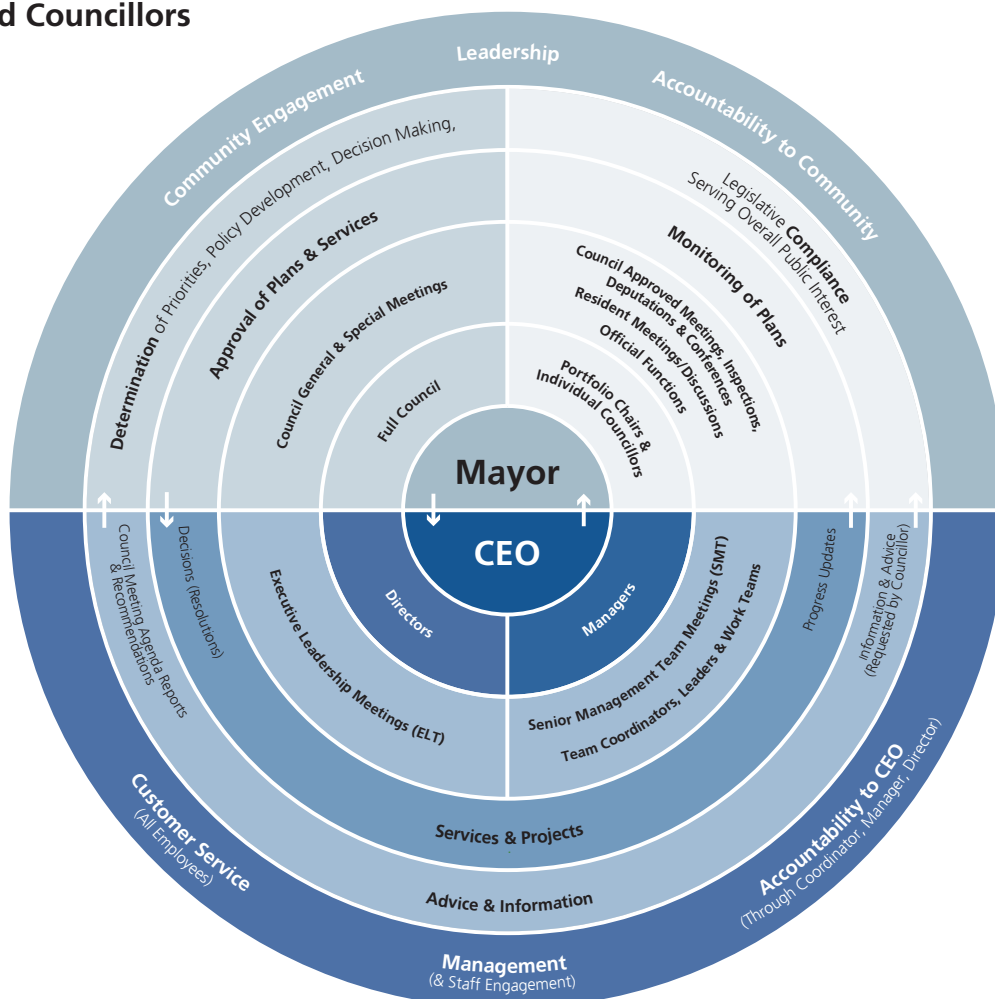
OUR TEAM

Roles

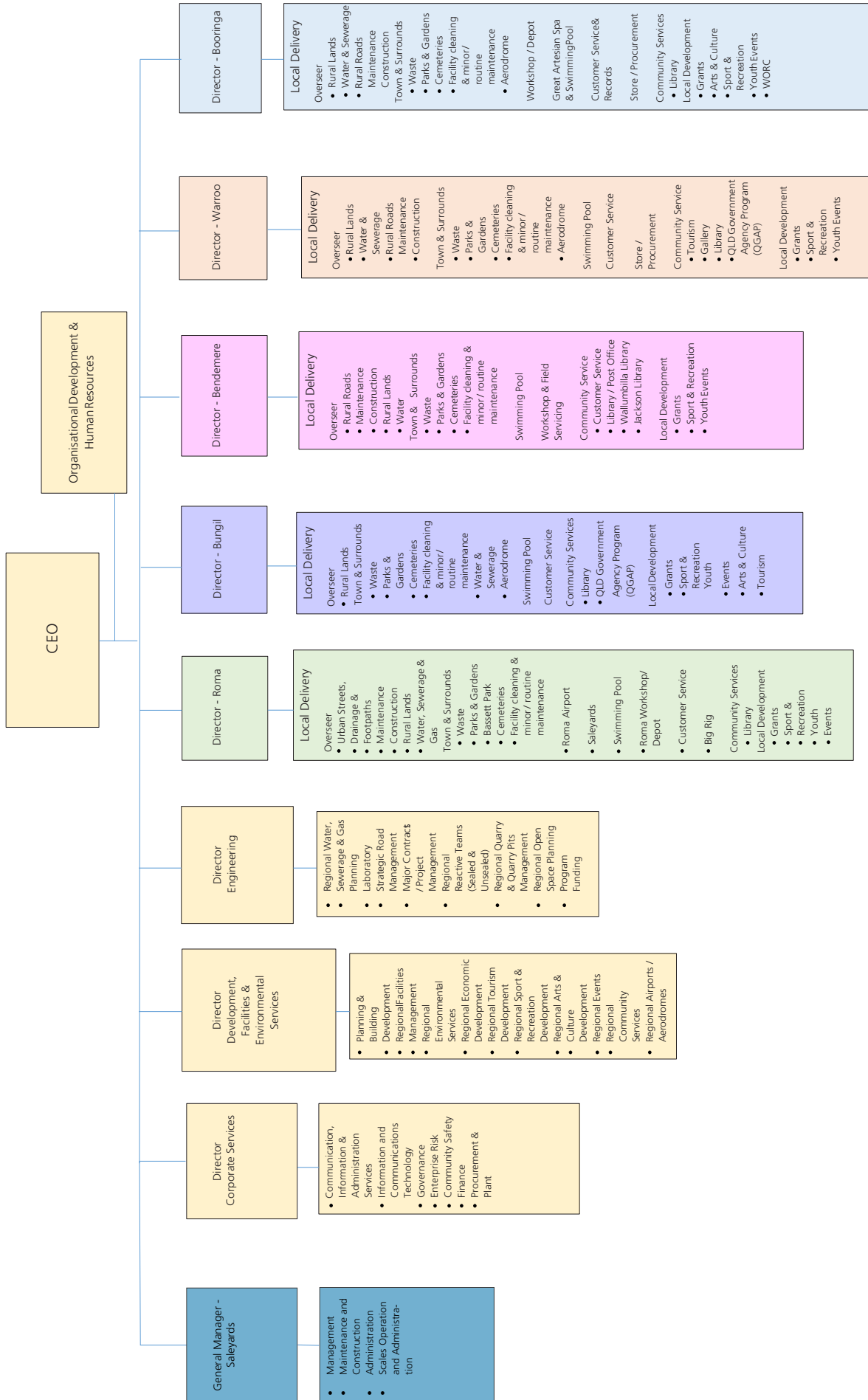
For those who are new to the local government industry, it can take some time to gain an understanding of how the system of local government works. The following diagram aims to provide a quick visual guide (a 'ready reckoner') that summarises the key roles and responsibilities within the *Local Government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

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

Mayor and Councillors



Organisational structure



OUR PEOPLE

At the end of the year Council had 319.6 full time equivalent (FTE) positions (this included 281 employees with full time employment). The equivalent figure for the previous year was 305.84.

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

The FTE number is a snapshot in time as some positions were vacant as at 30 June 2022 and recruitment will follow in the new financial year.

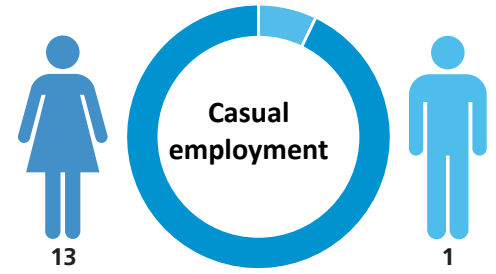
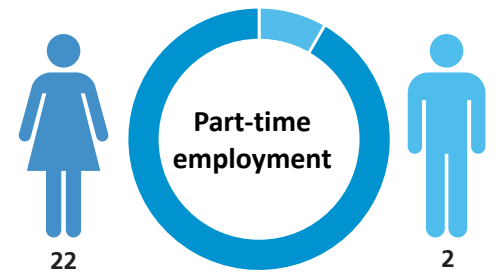
Staff turnover rate as at 30 June 2022 was 21.65%.

Length of service

Years of service	Number of employee 2021/22
0 to 5	136
6 to 10	86
11 to 15	49
16 to 20	14
21+	34



Council teams participating in training.



Employee assistance program (EAP)

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

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

Age profile of employees

Age group (2021/22)	Number of employees
16 - 20	2
21 - 29	48
30 - 44	100
45 - 55	74
56 - 64	80
65 +	15

Generational profiles of employees

Generational profiles (2021/22)	Number of employees
Generation Z / Post-Millennials (1997 - 2012)	21
Generation Y / Millennials (1981 - 1996)	101
Generation X (1965 - 1980)	115
Baby Boomers (1945 - 1964)	81
Silent Generation (1928 - 1945)	1
Greatest Generation (1910 -1927)	0



OUR VOLUNTEERS

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

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

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

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

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

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

Volunteers' week attendance	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
Injune	73	50	<i>Please note, events for Volunteers Week 2020 were unable to be held due to COVID-19 restrictions.</i>	16	8	13	14
Mitchell / Mungallala	60	51		25	9	16	19
Roma	43	35		85	21	26	49
Surat	14	14		21	10	15	10
Wallumbilla / Yuleba	49	10		28	17	22	14
Total	239	160		175	65	92	106

Tourism volunteer numbers	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
Saleyards' tour volunteers	6	5	5	5	5	4	3
Wallumbilla tourism volunteers	15	11	18	30	25	38	38
Roma tourism volunteers	9	11	21	24	40	35	30
Surat tourism volunteers	7	13	16	16	16	15	19
Injune tourism volunteers	32	32	36	39	36	34	39
Roma miniature train driver volunteers	4	7	7	8	9	12	5
Total	73	106	103	122	131	138	134

Roma Saleyards' tours	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
Numbers attending	9,213	8,926 (Interpretive Centre visitors)	3,123	4,240	3,686	4,323	3,453



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

SHARE-A-THANKS

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

Warroo Town and Surrounds Team

Warroo visitors approached staff to say how clean and well kept the toilets and grounds are at Surat's Fisherman's Park. All thanks to Row who does the cleaning and the Town and Surrounds Team who keep the camping ground and town looking good.



Entrance to Fisherman's Park, Surat

Information Management - Michelle Scott

A customer expressed how impressed they were with the excellent Customer Service shown by Michelle Scott in dealing with a very sensitive issue with their Cemetery enquiry. Great work Michelle.

Community Safety - Tiahna Luke

A customer has sent in a letter of thanks.

"Tiahna,

Thank you for your kindness with me with regards to my dog recently. It meant the world to know someone had her back and helped me find the best case scenario without any judgement. You are a treasure to our animals!"

Warroo Local Development - Dianne Clayton

A special thanks to Dianne Clayton for her efforts in helping to create an online Christmas Storytime session for our libraries in December last year. This session accompanied our First 5 Forever take home kit.

Di donned her reindeer antlers and flashing red nose to read "Rudolph Picks his Nose" by West Australian author Jenny Lynch.

We were chuffed to receive an email from Jenny today to say she saw the recording and that she loved it. She also requested a copy of our First 5 Forever pack.

So great to see our efforts reaching far and wide across Australia.

Roma Saleyards - Paul Klar and Team

Congratulations to the Roma Saleyards team on the positive feedback they have received from the Roma Droughtmaster Bull Sale Committee following the recent Roma Droughtmaster Bull Sale. The following are extracts from a letter of appreciation Council received.

The committee of the Roma Droughtmaster Bull Sale would like to pass on its thanks to the Maranoa Regional Council and to all the staff who work at the Roma Saleyards following the annual bull sale held in late October this year.

The selling pens were in good order and well-prepared for the 100+ bulls which came from many areas of Queensland as well as NSW. The saleyards staff, and in particular, Paul Klar, went out of their way to ensure the sale ran smoothly. The selling centre and the grassed area where we held the presale Meet & Greet are a credit to the Council.

Booringa Towns and Surrounds Team

Keith and Judith Everett would like to compliment the MRC Mitchell mowing staff who mowed over the past two days – road edges and median strip in Dublin Street and footpaths in Ann and Dublin Streets in Mitchell. The mowing job this time was well done.

Thank you to the Booringa Towns and Surrounds Team.

Community Safety Team - Darren Thomson and Dian Mackay

The Community Safety Team have been praised by the head of the Roma Middle School Campus for their prompt and professional response to a recent dog attack. A special thank you to Dian Mackay who was the lead investigator and Darren Thomson and Georgie Jackson for their assistance in securing the dogs involved.



Community Safety Officers - Dian Mackay and Darren Thomson

Roads Team

A Customer has sent in a letter of thanks.

"I want to thank the Council for the recent repair work carried out on the gravel section of Burtons Road. This work obviously was a major undertaking and the completed work is magnificent and a credit to the workers involved. Again, I thank the Council for its efforts and consideration to perform this work which is greatly appreciated. Thank you, thank you!"

Maranoa Regional Council

Maranoa Netball Association sent a card of thanks to the team at Maranoa Regional Council for working so hard to make their first ever netball carnival held in Roma such a huge success.



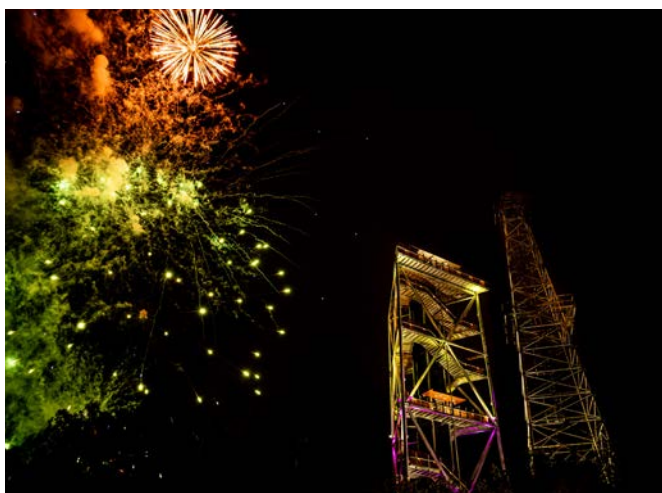
Thank you card received from Maranoa Netball Association

Community Safety - Jason Scott

Customer Beth from Mitchell called Council to pass on that she was very grateful for the assistance provided by Lead Investigator, Jason Scott, from the Community Safety Team. Beth remarked that Jason was very polite and extremely helpful when she called requesting assistance as a dog had entered her yard and then her house. The dog was friendly however it was a large breed and Beth was quite concerned. There were no staff available at the time to provide immediate assistance, however, between Beth and Jason and the use of Council systems, the dog was able to be identified and its owner contacted, and they came to collect the dog. Well done Jason - a win-win situation for all parties involved.

Maranoa Regional Council

There are absolutely no words to express my thanks to ALL (and there are heaps) of the Maranoa Regional Council staff who helped make the celebrations for the opening of the Big Rig Tower on the weekend possible - it took a tonne of effort from a magnitude of Council staff and I am grateful beyond words. It was a fantastic Community Celebration for a catalytic tourism project that will provide economic benefit to the region for many generations. Thank you to each and every one of you.



Opening of the Big Rig Tower

Water Sewerage Gas - Matthew Liston and Team

Will Campbell is wishing to thank the guys who replaced the water main at 21 Soutter Street Roma. He is so pleased with the work that was done. He is also pleased that he now has better water pressure. Matt Liston is very pleasant to deal with. Will can't say enough about the whole team on the job.

Community Safety Team

A customer has forwarded a thank you email to the Community Safety Team - very grateful for the safe return of their four-legged family member - Bessie. In the customer's words:

"Thanks for your help today returning the errant Bessie to us. Attached is a photo of the opportunistic escapologist in her beautiful princess frock. When we took her home, we discovered that the front gate had the jockey strap removed and opened slightly. Thanks again for your help!"



Bessie in her princess costume



AROUND THE REGION

Here is our year at a glance, highlighting key moments, milestones and events along with a snapshot of our Council Teams journey over the last 12 months.



Mayor Tyson Golder with Jim McDonald MP, Deputy Chair of the Committee and Member for Lockyer, Ann Leahy MP, Shadow Minister for Local Government, Disaster Recovery, Deb Frecklington MP, Shadow Minister for Water, Construction of Dams; and Shadow Minister for Regional Development and Manufacturing and Member for Nanango and Jim Madden MP, Member for Ipswich West meeting at the Roma Saleyards to discuss issues facing the region.



Mayor Tyson Golder and Federal Member for Maranoa David Littleproud announcing The Australian Government and Maranoa Regional Council will deliver \$6 million to rehabilitate and widen around 15 kilometres of Arcadia Valley Road to increase road safety while supporting quicker and more reliable trips year-round for commuters and freight. The project is being funded on an 80:20 split between the Australian Government, under its almost \$5 billion Roads of Strategic Importance (ROSI) initiative, and the Maranoa Regional Council.



In August 2021, Roma on Bungil Gallery present the first Sculptures Out Back Exhibition. The Exhibition was a great success, encouraging visitors to the region to stop and take a stroll learning about the stories of the Sculptures and their Sculptors from all around Australia.

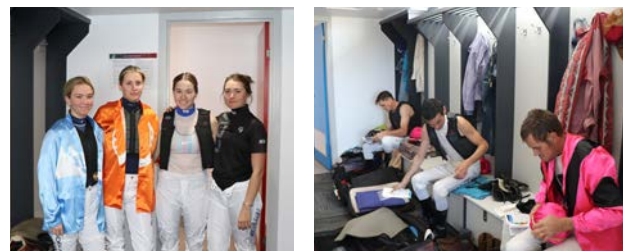


In December 2021, Council hosted a ribbon cutting ceremony to mark the opening on the Riggers Road Road in Roma. After the restoration, the bridge reopen as a one-way bridge to provide an alternative for vehicles wanting to leave the Big Rig Parklands. The reopening also provided a direct link from one of Council's major tourist attractions to the Roma CBD.

This project has been funded through a \$275,000 grant under the Australian Government's Local Roads and Community Infrastructure Program. This program supports local councils to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.



Mayor and Councillors at the official opening of the New Yuleba Bore. The New Yuleba Bore will ensure a long-term water supply for the towns. Maranoa Regional Council received \$1 million in funding from the Australian Government through the Drought Communities Programme (DCP) Extension for the Maranoa Water Supply Security, Surat and Yuleba Townships Project.



In June 2022, the Bassett Park Jockey Room upgrade officially opened. Jockeys were able to enjoy the new rooms at the Roma Rugby Races in June 2022.



In June 2022, staff from the quarry attended the Annual Quarrying and Mining Safety and Health Conference in Brisbane, co-hosted by the Institute of Quarrying Australia, Cement Concrete and **Aggregates Australia** and Resources Safety and Health Queensland. It was a great opportunity to discuss current and emerging safety issues affecting the quarry industry.



In June 2022, members of the Human Resources and Regional Economic and Community Development teams attended a careers expo at TAFE in Roma. Local high school students had to opportunity to visit the stalls to complete fun activities, win prizes, enjoy a sausage sizzle and learn all about different career pathways.



In June 2022, 71 employees undertook Traffic Management Implementation Training in Roma.



In September 2021, 13 employees completed First Aid and CPR training.



In September 2021, quarry staff from across the Maranoa met together for a day of training and Safety Reset.



In March 2022, Maranoa Regional Council welcomed a crew from Murweh Shire Council to join in with 1080 Licence training at Bassett Park.

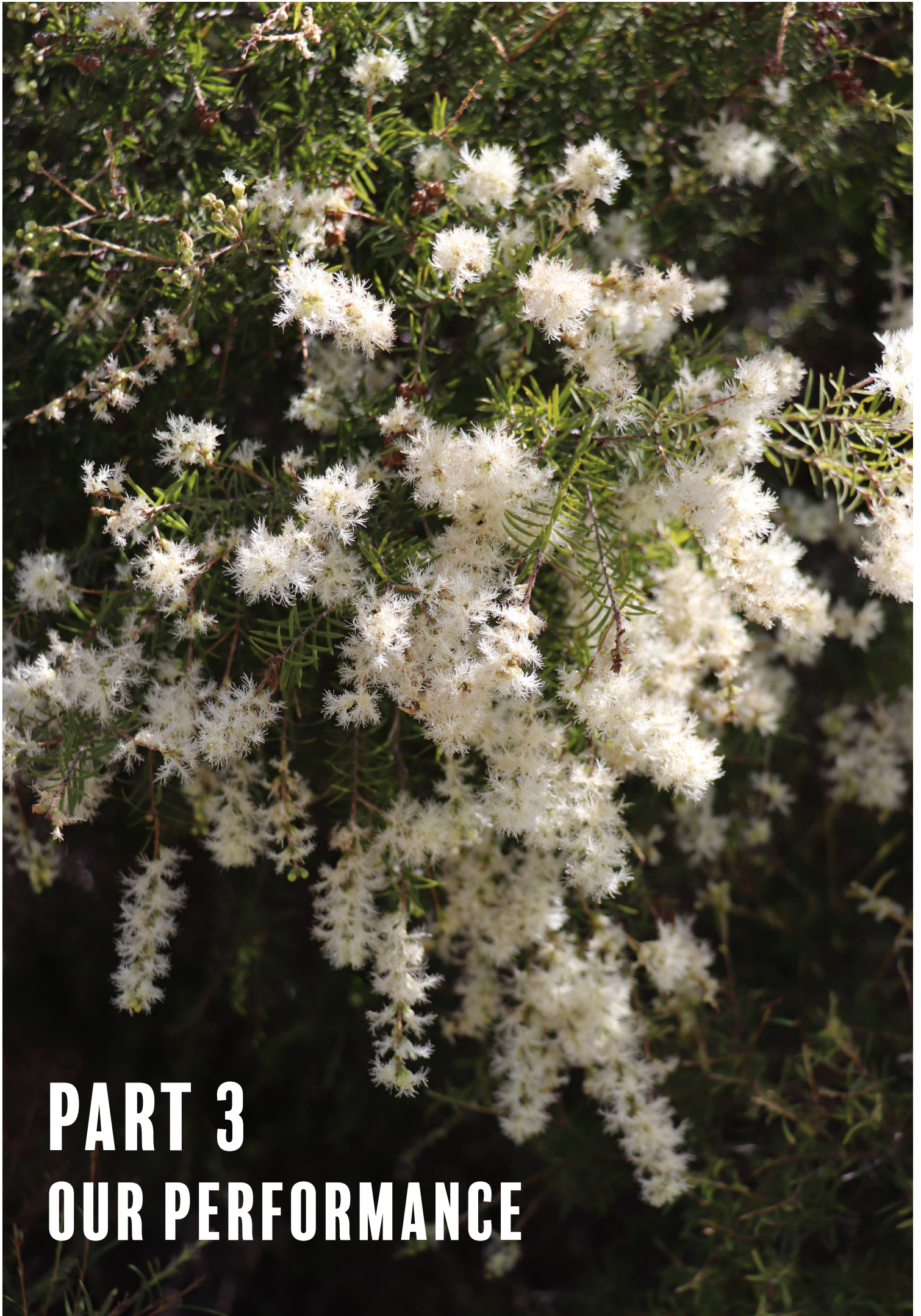


OUR TEAM

Here is a small glance at some of our Council teams around the region







PART 3
OUR PERFORMANCE

STRATEGIC PRIORITY 1 - QUICK FACTS 2021/22

1.1 Water



Supplied the equivalent of **2.8 olympic size swimming pools** of water each day (on average) for domestic, commercial and industrial use.



Managed **\$43.4 million** of water infrastructure, with no non-compliances with the State Government's water quality criteria.



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

1.2 Sewerage



Transported and treated the equivalent of **390.8 olympic sized swimming pools** of sewage.



Managed **\$48.2 million** of sewerage infrastructure.



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

1.3 Roads and drainage



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



Managed **\$566 million** of road, drainage and bridge infrastructure
Rural Roads: **5,610 kms**
Urban Roads/Streets: **234 kms**



Completed 43 kms of gravel resheeting (new layer of gravel) across Councils rural road network



1.5 Waste



A total of **21,052 tonnes** of waste was taken over the Roma Weighbridge. **43%** of this waste was recovered & recycled



The QLD Governments **Waste Levy** monthly detailed data reports supplied by Council to the QLD Department of Environment and Science – Paying a total of **\$1,053,617 for the year**



1.4 Parks, gardens and reserves



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



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



\$2.163 million spent for maintenance of all parks in the Maranoa Region for 2021/22.

1.6 Cemeteries



Prepared for **82** burials.



Cared for **17 cemeteries** and **6 historical cemeteries**.



1 cemetery project approved through the Queensland Government's **Works for Queensland** COVID 2021/22 program.

Strategic priority 1 - Getting the basics right

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





1.1 Water

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

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

Highlights

The cyber security assessment of the new SCADA system concluded that this is a very secure system, requiring only very minor defects to be addressed.

The new Amby bore is now fully operational and providing good quality water to the community.

Risk assessments have been carried out for 3 significant water sites in Roma. The report will be provided in the new year. Feedback indicates there is room for improvement but no major issues were reported.

Council received external funding for 4 planning projects, 2 of which are for water. These are for:

- updating the Roma hydrogeological model; and
- updating the water models for Roma and Mitchell.

Challenges

As part of the bore condition inspections, the pumps are sent off for servicing. The pumps were found to be in poor condition requiring additional works to be carried out.

The new bore in Mitchell was struck by lightning resulting in significant damage and putting this bore out of service for some time. The two older bores had to be used to provide the daily demand.

The condition inspection of the old Yuleba bore found the pump casing to be in very poor condition, requiring replacement. This delayed reinstating this bore at a time when the new bore started exhibiting supply issues. This forced the need to truck water to Yuleba from Wallumbilla.

The reservoir cleaning/inspection exercise highlighted some issues with access to the reservoirs. This will need to be addressed.



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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
1.1.1 Review, audit, report on and ensure compliance with the Queensland Government approved Drinking Water Quality Management Plan.	Annual service Plan review and (external) audit by 1 October 2021.	
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 - planning and prioritising our infrastructure regionally, with local input and knowledge.	
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>	Development of electronic workflows and checklists.	
	Annual external (third party) audit and associated actions (March 2022).	
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.	Installation of a SCADA system to monitor and control dosing equipment and installation of digital meters were required.	
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. 	Annual service	
	Mungallala bore - apply for external funding.	
	Replacement of lift pumps to the water tower in Surat.	
	Aim to secure funding for additional water main renewal and firefighting capacity projects.	
1.1.6 Review water quality and supply for Amby.	Ongoing monitoring.	
1.1.7 Improve bore security through regular inspections, purchase of spare parts and programmed replacement of bores and pumps	Condition assessment of bores - 3 x Roma, 2 x Mitchell and 1 x Yuleba	
1.1.8 Address firefighting capacity issues identified through consultant modelling and Council staff reviews.	Address firefighting capacity in Yuleba.	
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.	Annual service	
	Customer service standard review by 12 April 2022.	



1.2 Sewerage

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

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

Highlights

During previous storms there were overflows on properties in Ivy Street in Roma. Reflux valves were subsequently installed at these properties. During the following storm events no properties reported any overflows.

The annual servicing of the sewage pump stations was completed. Only some remedial works were required.

The relining project has been completed leaving very few sewer mains in poor condition requiring renewals in the short term. This is a significant improvement from the previous years.

The flow meters have now been installed at the sewage pump stations and the flows can now be determined for each pump station through the SCADA system.

Council secured external funding for the planning of 2 sewerage projects. These are:

- Feasibility study for sewerage networks in Wallumbilla and Yuleba;
- Feasibility study and cost estimate for new distribution chamber and screen at Roma STP.

Challenges

Sewage pump station 1 in Roma is the largest pump station in the region and has had a number of issues this year. The pumps had to be serviced or replaced due to their condition. There have been a lot of faults with the controls, resulting in numerous alerts and call outs. Most have been resolved but some are still being investigated.

The draft assessment report for the Roma sewage pump stations 1 and 11 was received. This showed that both pump stations needed larger pumps as well as larger diameter rising mains adding a large cost to the forward works program. These projects have now been included in the reviewed asset management plan.

The update to the sewage treatment plants strategy report was completed. This identified a number of projects required for Roma and Mitchell, adding further costs to the forward works program. These projects have been included in the reviewed asset management plan.



Sewer relining works in Roma

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
1.2.1 Continue to enhance our long term plans and financial forecasts for our sewerage infrastructure. 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) <i>"Doing the right things"</i>	Annual service Review of the asset management plan - planning and prioritising our infrastructure regionally, with local input and knowledge. Implementation of renewal works.	
	Sewer relining project in Mitchell & Roma.	
1.2.2 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>	Development of electronic workflows and checklists.	
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.	Installation of SCADA to monitor and control dosing equipment and installation of digital meters where required.	
1.2.4 Reduce the risk over sewer overflows in Roma caused by storm events.	Manhole projects (where risk of inundation) - locate and address.	
	Reline sewers in poor condition.	
	Increase the capacity of Roma pump station 1 to handle larger inflows.	
1.2.5 Ensure compliance with Environmental Authority requirements, and report compliance and progress of required actions.	Annual service	
	Environmental Authority - Injune	
	Monitor parameters as required and addressed issues as they arise.	
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.	Annual Service	
	Customer service standard review by 12 April 2022	
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.	Annual Service	



1.3 Roads and drainage

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

Highlights

A major reconstruction of Queen Street, Roma – one of Council's busiest urban streets was completed in Quarter 1. This section of urban street network had been progressively deteriorating over the last few years.

The project, which involved a full width asphalt correction and overlay to Queen Street, was completed in late July 2021 and saw the placement of approximately 800 tonnes of new asphalt. New road and cycleway line marking treatments were also installed to help improve the safety for road users at these locations. This project was funded through the Australian Government Local Roads and Community Infrastructure funding program and the Maranoa Regional Council.

Works on the Apex Park Parking Improvement Project were completed in Quarter 1. The completed project includes new and formalised sealed parking spaces, carpark lighting, a direct link to the Adungadoo footpath, a cul-de-sac and additional kerb and channel to help improve drainage. Having improved the carpark for both vehicles and pedestrians, the carpark now provides a great opportunity for walkers to use the location as a base to use the Adungadoo footpath. This project was funded through the Australian Government Local Roads and Community Infrastructure funding program.

At the end of Quarter 2, Riggers Road Bridge was reopened after being closed for many years. The bridge was reopened as a one-way bridge and provides an alternative for vehicles wanting to leave the Big Rig Parklands. The reopening will also provide a direct link from one of Council's major tourist attractions to the Roma CBD. This project was funded through the Australian Government Local Roads and Community Infrastructure funding program.

The Ashmount Road rehabilitation project was approximately 8.0kms recycled and rehabilitated. The section of road had badly deteriorated, increasing wear and tear on vehicles and increasing overall travel times. This project was funded by the Australian Government's Roads to Recovery Program and Queensland Government's Transport Infrastructure Development Scheme.

Challenges

A major challenge during the first and second quarters of the year was the Covid-19 pandemic. Urban town teams were challenged by the ever-changing Covid-19 requirements and making sure our teams were kept abreast of what was required from a Council perspective.

A program of works was established for the region with delivery scheduled for completion by June 2022. The programming works identified that Council did not have the resource capacity to deliver the entire flood damage program within the required timeframe of 30 June 2022.

Two tender packages - one for rural road grading, and one for drainage structure repairs – were awarded in Q2, works commenced on these packages in early Q3.

Approximately 4 weeks of program was lost during Quarter 2 due to the inclement weather received across the region in November/December.

The timeframe for delivery across the entire flood damage package was monitored closely, and with a La Nina event predicted in late 2021, resourcing of the program was continually adapted based on progress against the established program and completion rate.

Given the size of the program, a majority of Council roadwork resources were dedicated to the program from about September/October 2021.



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

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

What we aim to do	2021/22	2021/22 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>* These include agreed segments of impacted roads and negotiated works.</p>	<p>Complete by 30 June 2022 - no extensions (February 2020 event) "Event 12" Refer note*</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>Negotiate the relevant roadworks and formalise in a Service Level Agreement with the Coal Seam Gas proponent.</p>	✓
	<p>APLNG road use funded projects* Mt Everdale</p>	✓
	<p>Annual subscription, counter deployment and hardware renewal as required.</p>	✓



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

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

What we aim to do	2021/22	2021/22 Progress
<p>1.3.3 Undertake an annual program of resheet, reseal and rehabilitation works based on:</p> <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. 	<p>Programs:</p> <ul style="list-style-type: none"> • Urban reseal • Urban bitumen rehabilitation • Rural reseals • Rural bitumen rehabilitation <p>Prioritising Council funding towards rehabilitation works (while flood recovery efforts focus on gravel resheet / renewal works).</p>	✓
<p>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.</p>	<p>Merino Downs Rd, Sandlewood Downs Rd, Riversleigh Rd, Munnaweena Rd</p>	✓
<p>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).</p> <p><i>These include agreed segments of Local Roads of Regional Significance and approved works.</i></p>	<p>Gravel resheeting for:</p> <ul style="list-style-type: none"> • Hoganthulla Rd • Redford Rd • Ashmount Rd • Long Distance Coach Stop <p>Completed within the approved year.</p> <p>Annual Review of the 4 year program (including confirmation of LRRS) completed</p>	✓
<p>1.3.6 Undertake for roads and drainage network assets:</p> <ul style="list-style-type: none"> • data collection and condition assessment; • analysis and long term planning (update to asset management plan). 	<p>Kerb and channel</p> <p>Roads Footpaths</p> <p>Kerb and channel</p> <p>Planning and prioritising our infrastructure regionally, with local input and knowledge.</p>	✓
<p>1.3.7 Implement the prioritised other transport network asset renewal and special maintenance program based on the asset management plan for:</p> <ul style="list-style-type: none"> • Footpaths; • Kerb and channel. 	<p>McDowall St & Roma Bowen St, Roma</p>	✓
	<p>Fifth Ave, Injune, Second Ave, Injune & Louisa St, Mitchell</p>	✓
<p>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:</p> <ul style="list-style-type: none"> • Bitumen • Footpaths • Kerb and Channel • Stormwater 	<p>Regional footpath improvement project</p>	■
	<p>Surat Riverwalk Extension Stage 2</p>	■
<p>1.3.9 Undertake works to increase flood immunity, manage stormwater and reduce maintenance costs.</p>	<p>2 locations for concrete floodways.</p> <p>Stormwater relining/cleaning including Lovell Street / Elanora Avenue.</p> <p>Bridge pedestrian handrail replacement program.</p> <p>Ivy Street, Roma outlet protection / treatment.</p>	■

What we aim to do	2021/22	2021/22 Progress
<p>1.3.10 Identify and annually consider instances where entire levels of service have been affected due to asset failure.</p>	<p>Muggins Lane, Yuleba</p> <p>Riggers Rd Bridge, Roma</p> <p>Arthur St, Roma Carpark Shade Sail replacement</p> <p>Dunkeld Road culvert replacement</p>	<p>✓</p>
<p>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.</p>	<p>Hoganthulla / Mt Moffatt Rd intersection</p> <p>Mary St, Mitchell stormwater design</p> <p>Charles St, Roma widening design</p> <p>Unsealed Urban Streets within the Priority Infrastructure Area.</p>	<p>✓</p>
<p>1.3.12 Undertake programmed (planned) maintenance within approved service levels and budget. Undertake adhoc/reactive maintenance prioritised through officer inspections and reports.</p>	<p>Annual service</p> <p>Coordination with flood recovery works</p>	<p>✓</p>
<p>1.3.13 Undertake ongoing condition monitoring of the road network by Council's road officers to identify defects and maintenance priorities.</p>	<p>Annual service</p> <p>Involvement in the documentation and recording of flood recovery works.</p>	<p>✓</p>
<p>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.</p>	<p>Project delivery:</p> <ul style="list-style-type: none"> - Primaries Rd loop extension (Roma Saleyards) - Heavy vehicle route upgrade (Amby) 	<p>✓</p>
<p>1.3.15 Continue to administer the National Heavy Vehicle laws within the region.</p>	<p>Annual Service</p> <p>Review process under Operating Locally.</p>	<p>✓</p> <p>➔</p>
<p>1.3.16 Undertake a review of Council's road policies to ensure they are financially sustainable.</p>	<p>Construction of Roads for Access to Property</p> <p>Dust Seal Policy</p> <p>External Requests for Temporary Road Closure Policy</p> <p>Grids and Gates Policy</p> <p>Property Accesses & Access Driveways</p> <p>Register of Roads including Road Hierarchy</p> <p>Requests for Capital Upgrade of Roads</p> <p>Road Naming Policy</p> <p>Road Network Standards – Maintenance</p> <p>Renewal and Upgrade</p> <ul style="list-style-type: none"> - Road Network Design Standards <p>Works in Road Reserves Policy</p>	<p>■</p>
<p>1.3.17 Provide information to the community to raise awareness of key network management practices.</p>	<p>Finalisation of factsheets and public release.</p>	<p>➔</p>
<p>1.3.18 Continual improvement of work practices through development of an Integrated Management System (for Quality, Safety & Environment).</p>	<p>Surveillance audit - Third Party Certification.</p> <p>Maintenance</p> <p>RPEQ Engineer review of standard maintenance practices.</p> <p>Detailed review of high value / high risk maintenance activities, and associated employee engagement and training (e.g. grading).</p> <p>Construction</p> <p>Use and refinement of project management plans, with a focus on identifying opportunities to streamline documentation for like projects.</p> <p>Contract Management</p> <p>Finalisation of contract selection matrix (for use by project officers).</p>	<p>■</p>



1.4 Parks and open spaces

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

Highlights

Successful delivery of the Roma and the Booringa annual Christmas Street Party's.

Positive community consultation for the upgrade to Mitchell's Memorial Park was received.

Positive feedback has been received following the Rugby Sevens Event held in Roma.

Challenges

To provide additional support to the ever increasing request for local support to the regions events and in-kind assistance requests.

Urban towns/parks & open spaces teams were challenged daily as COVID 19 requirements regarding travel/tourists and locals changed on a weekly basis during the 2021/22.

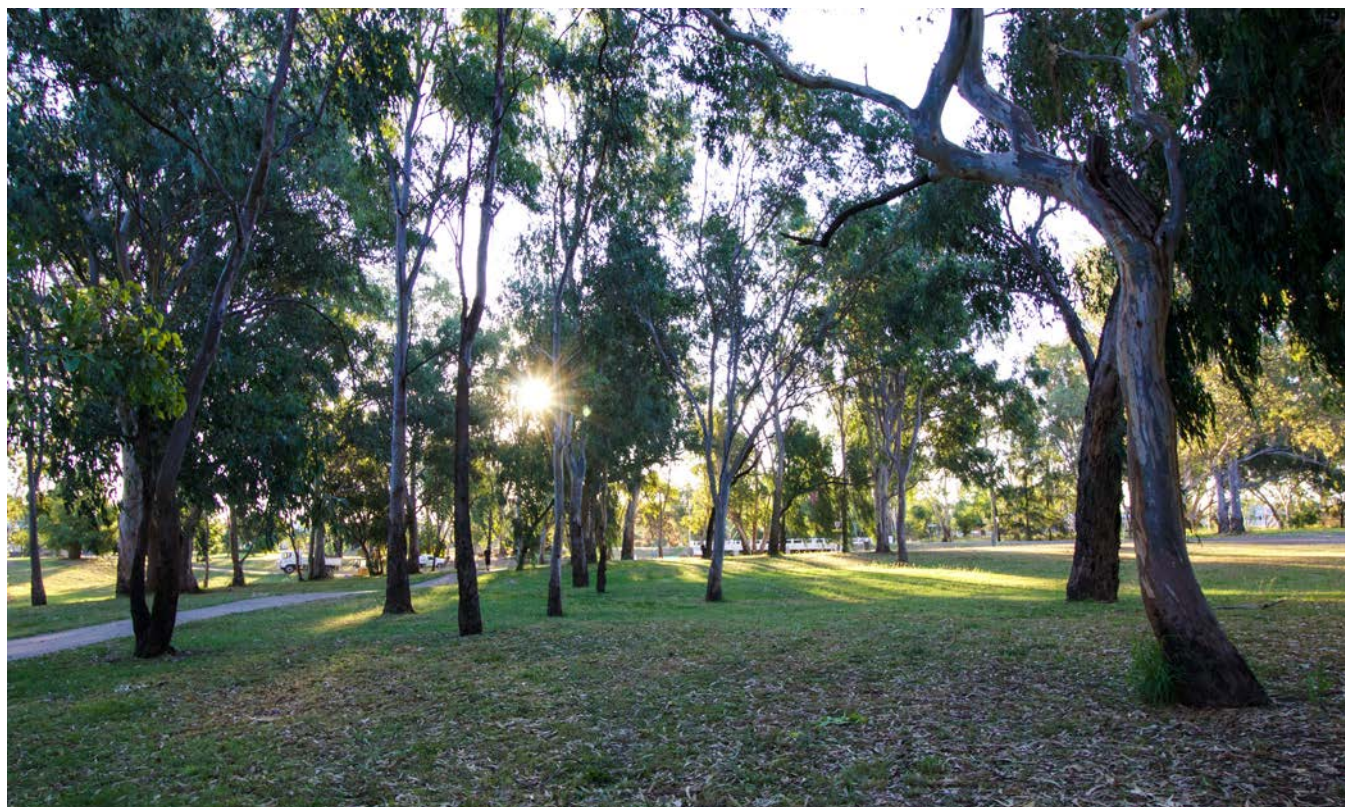
Vegetation regrowth has impacted on service deliveries across the region. Local Area contractors have been engaged to maintain services delivery programs.



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

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

What we aim to do	2021/22	2021/22 Progress
1.4.1 Undertake the following programs according to the service level priorities and budget approved by Council: <ul style="list-style-type: none"> • Mowing • Park inspections and maintenance • Open space (including horticultural) maintenance • Park irrigation and turf management 	Annual service	✓
1.4.2 Undertake renewal and upgrade works according to Council's annual operational plan and budget.	Annual Service	✓
	Renewal and upgrade works	✓
1.4.3 Undertake a range of activities to keep public spaces in our urban areas tidy and clean.	Annual service	✓
1.4.4 Investigate options to reduce energy, water and other costs, while still enhancing the amenity of our towns.	Project pending completion of the SCADA project (Water, Sewerage & Gas)	➔
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: <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 	Development of Standard Operating Procedures	➔
1.4.6 Development of a standardised inspection process for Council's Parks & Open Spaces to ensure consistency across the region.	Development, rollout and training for Town and Surrounds teams.	➔



Adungadoo Pathway, Roma



1.5 Waste

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

Highlights





Roma Ring Road and Resource Recovery Centre – construction of the facility has been completed

Challenges

Commercial and industrial waste streams being deposited at rural unmanned sites without approval.









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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
<p>1.5.1 Collect waste from towns and identified localities (Hodgson, Dunkeld, Begonia), via Council contractors on the approved days and frequency.</p> <p><i>Waste collection</i></p>	<p>Annual service</p> <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. <p>Review / audit contractor requirements in accordance with agreement:</p> <ul style="list-style-type: none"> - insurance - registration - service provided to Council. <p>Annual service</p> <ul style="list-style-type: none"> • Communication with contractor - New and / or removed services. <p>Audit of physical status of wheelie bins that are in service.</p> <p>Write to Roma Industrial landowners providing an option to be 'in' or 'out' of the wheelie bin service.</p>	<p></p> <p></p> <p></p> <p></p> <p></p>
<p>1.5.2 Extract recyclable materials where it is economical to do so, to minimise waste going to landfill.</p> <p><i>Waste recycling</i></p>	<p>Annual services</p> <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 <p>Annual services (where possible)</p> <ul style="list-style-type: none"> • Contaminated soils • Old tyres • Oil waste • Construction and demolition <p>Transition of composting arrangements at Roma Waste Facility. (Lead agency - Department of Environment and Science).</p> <p>Review of land options for commercial operator - tyre recycling based at Roma.</p> <p>Resolution No. OM/09.2021/86 (Part)</p> <p>2. Implement its procurement process by calling for tenders to allow operators 'Access and Use' of its freehold land located on the northern boundary of the Roma Refuse site for a minimum period of three years.</p> <p>Participate in South West Regional and Darling Downs Regional Waste groups (Collaborative projects to reduce waste going to landfill).</p> <p>6 month land licence with a commercial operator (to store and shred tyres at Roma)</p> <p>Partner with commercial recyclers to increase residual waste recycling.</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
<p>1.5.3 Comply with the Queensland Government's Environmental Authority and brief Council on compliance and progress of required actions.</p> <p><i>Compliance</i></p>	<p>Attend compliance inspections of waste facilities with Department of Environment and Science officers.</p> <p>Report to Council regarding findings from the inspections, including rectification actions to be taken.</p>	
<p>1.5.4 Maintain and upgrade waste sites having regard to environmental legislative requirements, appearance considerations and funding constraints.</p> <p><i>Waste facilities</i></p>	<p>Roma waste facility ring road construction - Stage 2.</p> <p>Introduction of the Roma waste facility ring road and undercover area and traffic flow over weighbridge:</p> <ul style="list-style-type: none"> - change in waste processes - visual map for clients <p>Information flyers for the broader community.</p> <p>Review of service levels and associated staffing for the new resource recovery shed.</p> <p>Conversion of Wallumbilla waste site to a transfer facility.</p> <p>Implementation of hook bin truck and bins.</p> <p>Review of locking of waste facility sites, providing key access to local residents only (similar to Jackson & Muckadilla).</p> <p>Implementation of standard operating procedures for local waste facility requirements</p>	   
<p>1.5.5 Undertake a review of the accounting for rehabilitation of our landfills including:</p> <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. <p><i>Landfill rehabilitation</i></p>	<p>Completion of landfill cell asset valuation - data collation in consultation with Council's finance and contract economic specialist.</p>	
<p>1.5.6 Implement the Queensland Government's waste levy.</p>	<p>Annual service</p> <p>Waste levy administration</p> <p>Review of the Queensland Government forward levy payments (household) - possible impact on Council's budget into the future.</p> <p>Collaboration with the Local Government Association of Queensland (LGAQ) working group to lobby government for the continuation of payments.</p> <p>Volumetric surveys at Mitchell and Roma by 30 June.</p>	

1.5.7 Implement Council's legislative obligations under the <i>Waste Reduction and Recycling Act 2011</i> .	Review of landfill sites.	■
	(Plan to install weighbridges at sites that dispose of less than 2,000 tonnes of waste per year by 1 July 2024 or apply for an exemption to install a weighbridge until 30 June 2029).	
	Installation of weighbridge at Mitchell waste site (in accordance with legislation)	■
	Review of the commercial and industrial waste levy for waste not brought to site by the operator or going to an unmanned site for levy payment purposes	■
	Update of Resource Recovery Areas (RRAs) - if the boundary line has changed, notify the Department of Environment and Science.	■
1.5.8 Implement actions to progress the <i>Queensland Waste Management & Resource Recovery Strategy</i> .	Reduction of waste amount going to landfill.	✓
	Annual report submitted to the Queensland Department of Environment & Science (DES).	✓



1.6 Cemeteries

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

Highlights

- New row markers were installed at the Roma Monumental Cemetery.
- Signage purchased to be placed along the main road on funeral days so as to remind traffic to slow down at the Wallumbilla Cemetery.
- Work completed on the preservation of the Dulbydilla Historical Cemetery in conjunction with local historian Jane Wilson. Official opening and dedication was held on the 9 April 2022.
- A new mapping tool to search the region's Cemeteries database was released and is available on Council's website and intranet.
- The construction of a Columbarium located at the Mitchell Cemetery was completed. This facility known as the Wall of Remembrance is now available for families to utilise.



Mitchell Wall of remembrance



Roma Monumental Cemetery




Dulbydilla Cemetery



Roma Monumental Cemetery row marker

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 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 If any requests for burial etc. cannot be accommodated these be escalated immediately within the local complaints process - (Included on 14 July 2021 - OM/07.2021/51)	
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)	Continue to enhance cemetery information on Council's website.	
	Digital mapping of each town cemetery.	
1.6.5 Preserve historical cemeteries (Bindango, Dulbydilla, Euthella, Injune (old), Muckadilla and Yingerbay).	Annual service	
	Upgrade of the Dulbydilla historical site (including plaques).	
1.6.6 Consider fencing as an important feature of most cemeteries.	Corporate Plan priority completed prior years	
1.6.7 Undertake initiatives to enhance our cemeteries.	Construction of a columbarium in the Mitchell Cemetery	
	Water system upgrade - auto sprinkler system Wallumbilla Cemetery.	
	Report to Council for Wallumbilla Cemetery	
1.6.8 Undertake initiatives to communicate matters of interest for the community (e.g. Funeral Board).	Annual service including Community Noticeboard (for funeral notices)	
1.6.9 Periodically review cemetery policy and procedures.	Policy review for Cemetery Operations and Burials on Private Property.	
1.6.10 Submit applications to the Queensland Government's Registry of Births, Deaths and Marriages after each funeral date.	Annual service	

STRATEGIC PRIORITY 2 - QUICK FACTS 2021/22

2.1 Financial planning



Budget of **\$114.5 million** adopted for 2021/22



Loan (borrowing) repayments of **\$1.71 million** during the year



Grants, subsidies, contributions and donations secured:

- **\$22.483 million** for capital works
- **\$29.378 million** towards operations

2.2 Revenue collection



Active management of the region's investment portfolio (**\$50.2 million** in investment securities at 30 June 2022)



The number of accounts (assessments) managed as at 30 June 2022 were:

- General rates – **6,826**
- Water charges – **5,213**
- Sewerage charges – **4,326**
- Waste charges – **4,689**



2 (half yearly) issues of rates notices. Rates arrears (outstanding) - **12.4%**

2.3 Accounting



Processed:
3,622 debtor invoices,
18,130 creditor invoices
Investment income:
\$0.634 million



2.5 Financial and performance reporting



All financial measures reported externally were in the target range.



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



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

2.4 Procurement



- **33** public tenders prepared
- **17,036** purchase requisitions with a total value of **\$94,632,699**
- **21** contracts awarded
- **739** procurement requests
- **11,872** store issues

Strategic priority 2 - Delivering strong financial management

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





2.1 Financial planning

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

Highlights

The 2021/22 Operational Plan was developed in conjunction with the Budget. The 2021/22 Budget and Operational Plan was adopted on 28 July 2021 (meeting the legislative deadline of 1 August).

A credit review conducted by QTC has been completed.

Mead Perry Group conducted a rates review and presented to Council as part of the budget development process.

Four budget briefings were held to progress the 2022/23 budget development with the budget adopted on 30 June 2022.

The Audit Committee met during June 2022.



Challenges

Updating the financial system to allow monitoring of budgets locally and regionally has provided challenges and taken longer than anticipated due to staff resourcing and configuration of the system.

Presenting a balanced budget has been a challenge with a reduction in the Australian Government's Financial Assistance Grants revenue and increase in depreciation expenses.

What we aim to do	2021/22	2021/22 Progress
<p>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:</p> <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. <p>(Section 104 (5) (a) of the <i>Local Government Act 2009</i>)</p>	Annual review of corporate plan.	✓
	Update/development of long-term asset management plans.	✓ Water, sewerage and gas asset management plans were updated
	Third party certification that our asset management system is compliant with Standard ISO 55001:2014	■ Facilities asset management plan proposals were received for completion during 2022.
		■ Airport asset management plan was commenced and is expected to be completed in late 2022.
		■ Roads asset management plans are in place and a full review will be completed in 2022/23.
	Long-term financial forecasts adopted with the annual budget.	✓
	Implementation of financial modelling software.	✓
	Preparation and adoption of the annual operational plan.	✓
Adopt annual budget including revenue statement before 1 August to fund Council's operational plan for the year.	✓	

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
2.1.2 Implement initiatives to strengthen Council's financial sustainability by: Planning for: - responsible surpluses - sufficient investment in asset renewals - net financial liabilities which can be serviced by our operating revenues Using key indicators of sustainability to measure progress over the short, medium and longer-term.	Measure indicators of financial sustainability long term forecasts.	
	Request QTC credit / sustainability review.	
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.	Annual service Preparation of outline business cases for smaller projects. More detailed business cases for larger investment decisions.	
	Annual service	
2.1.4 Actively identify and apply for grant and subsidy opportunities to assist in funding capital works and provide services to the community.	Development of a "taxi rank" of shovel ready projects for advocacy and funding applications.	
	Annual service	
2.1.5 Develop and implement additional communication initiatives to keep our community and stakeholders updated about Council's financial plans.	Annual service Identification of additional initiatives through a proposed transparency hub on Council's website.	
2.1.6 Implement financial modelling software and continue to enhance financial projections.	Rates revenue modelling including analysis of the State's annual valuation of all unimproved land and other financial forecasts.	
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.	New structure from 1 September 2021. In place before 30 June 2022.	
2.1.9 Provide budget reports to enable the elected Council and the management team to examine the budget from different perspectives	Report budgets by: – Responsibility (local and regional) – Fund (source – e.g. General rates and water/ sewerage/waste/ special charges) – Function (e.g. Roads and drainage) – Whole of council (legislative)	
2.1.10 Document service levels and monitor changes to ensure service levels are affordable now and in the future - to maintain a responsible surplus.	Annual review of services by function / Identification of any budget impacts	
2.1.11 Engage locally as part of planning regionally.	Preparation draft plans and budgets for Council consideration with local and regional input from our teams.	



2.2 Revenue collection

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

Highlights

2 (half yearly) rate notices issued on time.





Challenges

A large number of Queensland Valuation and Sales (QVAS) valuation changes (248) were received from the Department of Resources as a result of valuation amalgamations or splits.

Keeping up with the volume of valuation changes and calculating supplementary notices has been challenging.



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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
2.2.1 Work to develop and implement transparent and equitable funding models for the provision of services and projects, with periodic benchmarking of Council's rates and charges.	Rates and charges modelling for budget, including impacts of State unimproved land revaluations.	
	Development of 10 Year Rating Strategy.	
2.2.2 Prepare, review and adopt revenue documents required by legislation (e.g Revenue Policy, Revenue Statement, Fees & Charges) and policy documents that underpin Council's revenue collection.	Annual service	
	Policy reviews applicable to revenue collection.	
2.2.3 Levy and collect rates and charges via the half-yearly and supplementary rate notices, providing: <ul style="list-style-type: none"> a range of convenient payment methods; information for the community 	Annual service	
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	
	Review 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.	Annual service	
	Finalise review of the Rate Recovery Policy and continued monitoring.	
2.2.6 Provide incentives for the prompt payment of rates (discount).	Annual service / Council resolution.	
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	
	Review of the Investment Policy by the new term of Council.	
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	
2.2.10 Investigate and implement SMS and email reminders for all accounts issued by Council ahead of any discount period or due dates or if overdue. Further, that this include account details as part of the SMS or email and a link to the facility to pay.	Included by Council resolution on 14 July 2021 - OM/07.2021/52	



2.3 Accounting

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

Highlights

- Long-term vacant position of Management Accountant was filled. Specialist Asset Management and Lead Payroll Officer positions also filled after resignations from previous incumbents received during the year and extended vacancy periods.
- Comprehensive Valuations completed for Water, Sewerage and Gas and Land, Buildings and Other Structure assets. Desktop valuation completed for Roads, Bridges and Drainage assets.
- Access to Business Administration Trainee to assist with Accounts Processing and Payroll.
- The Queensland Local Government Grants Commission return was completed and submitted by the due date of 19 November 2021.

Challenges

- Leave Balance issues due to Leave Balances Validation, and processing of corrections by System Administrator without prior approval. Status quo achieved by 30 June, in consultation with ECC.
- Long term vacancies for Accounts Processing.
- Slow response times to outstanding ERP issues.
- A system error with the ERP caused depreciation to be incorrectly calculated for rural and urban roads. This issue was identified and resolved before the end of the first quarter.



Some members of Council's Accounts Processing Team.



Internal control environment

Control environment	Risk assessment	Control activities	Information and communication	Monitoring controls
● Effective	● Effective	● Effective	● Effective	● Effective

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

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 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.	
	Comprehensive asset valuations for: - Land, Buildings & Other Structures - Water, Sewerage & Gas.	
	Desktop asset valuations for: - Roads, Drainage & Bridge network - Airports.	
	Development of new payroll processes and testing for online timesheets.	
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.	Annual 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 Implement effective internal controls	Annual service	
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. 	New structure from 1 September 2021.	
2.3.7 Collate key metrics / indicators / baseline information prior to transition and operating locally.	Prepare, publish and monitor key metrics, indicators, baseline and comparative financial information for the region.	
2.3.8 Undertake benchmarking with other Councils.	Benchmarking of various indicators with other councils including but not limited to: <ul style="list-style-type: none"> • Category 2 councils and Category 3 councils with similar challenges • Councils with similar population 	



2.4 Procurement

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

Highlights

30 Tenders issued and 21 Tenders approved and awarded.

Updating of the Procurement Policy commenced with an expected approval date in Q1 2022-23.

The Registers for Pre-qualified Suppliers for Civil Construction & Maintenance, Trade & Associated Services, Vegetation Management, Wet Hire of Equipment and Material Production Services (Winning & Crushing) were opened to new suppliers.

Financial delegations were realigned to the new Organisation structure.

Challenges

The main challenge continues to be getting Tenderers to complete their tender responses correctly and providing all the required information.

A follow-up period between tender closure and completing the Assessment Report is in place to ensure as much information as possible is gathered from the tenderers. If this was not done, there would be cases where a large number of tenders would be deemed non-conforming.

Procurement continues to review tender documents to identify any opportunities for refinement, training and guidance material.












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

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

What we aim to do	2021/22	2021/22 Progress
<p>2.4.1 Undertake procurement of the goods and services needed for Council functions, having regard to:</p> <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. 	<p>Annual service including taking a fresh look at procurement - review of procurement policy including buy local initiatives.</p> <p>[Aiming to use rates and other funds wisely, by supporting local where pricing is competitive and represents value for money].</p>	✓
	<p>Tenders and contracts</p> <ul style="list-style-type: none"> 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 	✓
	<p>Register of sole supplier arrangements.</p>	✓
	<p>Analysis of purchases for compliance with sound contracting principles, policy and legislation.</p>	■
	<p>Business improvements:</p> <ul style="list-style-type: none"> Conflict of Interest Policy and Register (Procurement perspective) Micro panel Procurement Panel Contract Register 	■
	<p>Seek opportunities for improved value for money outcomes through our procurement activities.</p>	✓

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
2.4.2 Implement initiatives to reduce procurement transactional costs.	Refresh of panels and maintenance of the tender calendar. Purchasing Plan for 2022/23 - integrated with the budget development process.	
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.	Development of online procurement training packages: - Purchasing overview - Financial delegation - Specification writing - Tender evaluation - Conflicts of interest	 
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 	Review of financial delegations including purchasing cards for low value purchases.	
	Integration of procurement documentation with the contractor management process.	
	Update of the tender response document to include subcontractor conflict of interest	
	Implementation of improved contract variation management in the purchasing module.	
	Inhouse development of a contract register.	
2.4.6 Reporting systems to support spend analysis, monitoring and compliance.	Enhancements to business software modules and set up to improve data quality for reporting and analysis: - categories of goods and services - supplier types, trading names - register of panels - sole supply vs other purchases (contract type)	
	Management reporting e.g. requisitions after invoice date.	
	Review of meeting report template for tender assessments to determine the appropriate level	
2.4.7 Maintain adequate and relevant store / inventory supplies to support Council's operations.	Annual service Active engagement with internal customers to ensure we have the right supplies at the right levels. Review of the bulk fuel supply contract. 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.	Annual service Information to the community on local spend.	
	Series of 'Meet the Suppliers' session/s: <ul style="list-style-type: none"> • Overview of the new portal changes. • Feedback on procurement processes. • Registration for local premium / hands on support. • Views on what is local. 	



2.5 Financial reporting

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

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

Highlights

The Queensland Audit Office issued the Independent Auditor's Report for the general purpose financial statements 2020/21 on 12 October 2021.

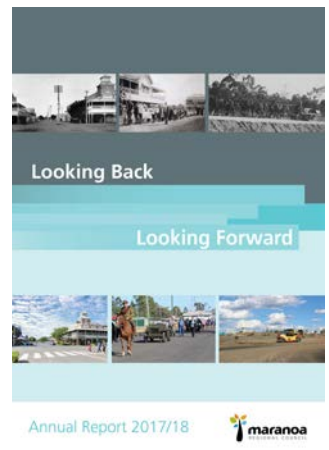
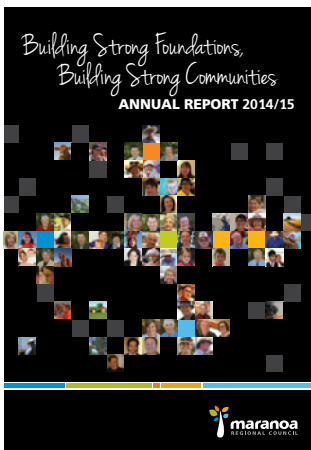
Financial statement preparation maturity model rated as "established". The rating is considered appropriate based. Some of the key strengths are timely identification of new accounting issues and engagement with external audit and early action on valuation of infrastructure assets and proforma financial statement preparation.

External Audit Plan for 30 June 2022 reviewed and established with Audit.

On-site Audit visits conducted according to External Audit Plan.

Challenges

Adopting changes to the general purpose financial statements as recommended by the QAO contract auditors for quarry restoration provision assets and then having to revert back to original stated amounts for these following further advice from QAO.



Some of Council's previous Annual Reports - each received a Gold Award in the Australasian Reporting Awards (ARA's)

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 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 2021 with an unmodified audit opinion.	
	Audit actions incorporated in corporate, function and individual performance measures.	
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.	
	Update and rollout for corporate performance measures (dashboard and print) - 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.	
	Reporting budgets and actual income and expenditure by: – Responsibility (local and regional) – Fund (source – e.g. General rates and water sewerage/waste/special charges) – Function (e.g. Roads and drainage) – Whole of council (legislative)	
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.	

STRATEGIC PRIORITY 3 - QUICK FACTS 2021/22

3.1 Animal control and community safety



521 animals impounded
803 new registrations
3,051 dogs registered
468 cats registered
271 animals reunited with their owners
111 animals adopted / rehomed
65 investigations of dog attacks
692 hours of patrols



Enforcement action:
239 advisory notices
59 compliance notices
69 infringements



100 Desexing vouchers issued, providing a \$100 discount. Totalling \$10,000 contributed to the desexing of animals across the region.

3.3 Environmental and public health



165 licensable food premises and potable water carriers



112 routine inspections conducted, along with 9 re-inspections

6 complaints investigated - no non-conformances with legislation.

3.2 Building control and pool safety



92% of market share for building certification services.

176 building approvals.

23 pool safety certificates issued.



43 pool inspections.

\$7,373 in inspection fees waived during the pool safety campaign.



Value of assistance to community projects (through fee waivers)
\$8,195.



8 rainfall monitoring stations currently active in the region, with 2 more to be installed in 2022-2023



\$11.7 million of restoration works undertaken with funding from the Australian and Queensland Government.

3.5 Street lighting and public space lighting



\$153,771 for street lighting operating costs.



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

Strategic Priority 3 - Helping to keep our communities safe

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





3.1 Animal control and community safety

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

Highlights

A fantastic result for the last 12 months in the rehoming and adoption space with an increase of 56% from last year. This has resulted in 111 animals being rehomed.

Low euthanasia rate when compared to this time last year – 60% less animals being euthanised.

Successful cat trapping program resulting in an increase of 92% in trap hires, trapping 118 cats. 96 cats were deemed as unowned/feral and euthanised.

The community safety team conducted approximately 692 hours of proactive patrols across the region. This is an increase of 124% over a 3-year period.

Challenges

Higher than average number of wandering animals across the region, which in turn increases the risk of dog attacks. This has resulted in a 28% increase in impounded animals, placing a considerable strain on resources and expenses to care for and manage the animals.

Unable to conduct school education programs due to strain on resources at Biosecurity Queensland and local veterinary practices as well as COVID 19 restrictions.

Animals surrendered to council increased by 25% compared to last financial year. This has a flow on effect to resourcing and budget to care for animals, as well as places a burden on available rescue organisations to assist with rehoming.



Community Safety Vehicle with Officer Dian Mackay and Ranger Darren Thomson



Surat State School with Community Safety Team



Scooter the dog and Community Safety Ranger Georgie at Christmas Street Party

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
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. <i>Compliance - Ensuring pet owners are fulfilling their legal responsibilities.</i>	Annual service - Emergency response - Rapid response - Other animal management compliance - Excess dog approvals and renewal permits - Registration renewal	
	Excess Animals – data collection and analysis and potential revision of local law requirement	
	Annual service - Inspection program to check pet owners' compliance (Sample of properties).	
	Online animal registration and infringement payment facility.	
	Continuation of COVID-19 fee waiver initiative.	
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: <ul style="list-style-type: none"> • microchipping & registration; • adequate fencing & enclosures; • animal exercise & stimulation; • desexing; • walking dogs on a lead. <i>Prevention - Community education and support to minimise the risk of animals causing harm or nuisance to others.</i>	Annual service - community education and events including: Regular communication about responsible pet ownership.	
	New partnership with Biosecurity Queensland and local vet.	 due to strain on resources at Biosecurity Queensland and Local Veterinary Practices as well as COVID 19 restrictions limiting the conduct of public events
	Desexing program (Round 4).	
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: <ul style="list-style-type: none"> • overgrown and unsightly allotments; • abandoned vehicles and goods. <i>Prevention, Compliance and Response - Community education, support and actions where property owners are causing impacts to others.</i>	Community educational initiatives Council's desexing program (Round 3). <i>Ongoing initiative</i>	
	Annual service - Abandoned vehicles and goods. - Overgrown and unsightly allotments. - Abandoned vehicles and good	
3.1.4 Manage stray, unwanted and wandering animals in the community within approved service levels. <i>Mitigation - Reduce impact to the community caused by others' pet ownership.</i>	Annual service - Proactive patrols of public spaces	
	Annual service - Pound facility operation	
	Annual service - Emergency response	
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).	
	<i>Notifications to Biosecurity Queensland and RSPCA (for animal cruelty)</i>	
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 2021/22



3.2 Building control and pool safety

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

Highlights

Council approved the formation of an Approved Contractor List for the Provision of Building Certification Services on 28 July 2021. Deeds of Agreement have been established with all successful tenderers.

All of Bungil, Booringa and Waroo files were sent for digitalisation. This has been completed.

The annual Pool Safety Program concluded 28 February 2022. A total of \$6,373.80 in pool inspection fees were waived.

Facilitated the appointment of an Assessment Officer - Plumbing and Drainage on 21 September 2021.

Challenges

The number of building works' assessments currently in progress remains extremely high, partly attributed to the Australian Government HomeBuilder grant supporting the residential construction sector. This is expected to continue as a result of the construction commencement requirement for the grant being extended by 12 months.

Streamlining building administration procedures. Opportunities to refine building certification procedures and documentation will continue to be explored to reduce operational costs.

Ensuring a smooth transition to Council's panel of building certifiers for new and existing building works assessments.



Building control and pool safety inspection

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

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

What we aim to do	2021/22	2021/22 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	✓
	Maintain scheduled visitation days at Council's regional Customer Service Centres in Injune, Mitchell and Surat.	✓
	Promote free pre-lodgement meetings and advice.	✓
3.2.2 Enforce compliance including investigation of suspected unlawful building works	Annual service	✓
	Raise awareness of final certification requirements for new 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	✓
	Commence digitisation of historical building approval records.	✓
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 December 2021 – February 2022*. * Campaign extended	✓
3.2.6 Continue to improve our regulatory frameworks for building development.	Integrate Council Building and Plumbing certification services through the organisational restructure.	✓
	Review building and plumbing assessment, inspection and certification policies, procedures and documentation.	



Building works in progress.



3.3 Environmental and public health

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

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

Highlights



Reduction of illegal dumping incidences at known hotspot sites (sites identified during the illegal dumping hotspot program completed 2020/21)









Commercial food operators responded in a timely manner to Council's COVID-19 information, and have been proactive in seeking updates and clarification regarding Queensland Health directives



Illegal dumping sign and camera located near Roma.

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 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>	<p>Safe Handling of food training package - I'm Alert training package available for use.</p> <p>Liaise with community groups to ensure awareness of food safety requirements – assisting each group to have representatives who have completed food safety training.</p> <ul style="list-style-type: none"> Transition applicable businesses/community groups to The Food Pantry – www.qld.gov.au/health/staying-healthy/food-pantry <p>Link to Council's website. Provide awareness of the resources available.</p> <ul style="list-style-type: none"> Reinstate the quarterly food safety newsletter. 	
	<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>	
<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>3.3.3 Ensure compliance with the Queensland Government's legislation continued.</p>	<p>Illegal Dumping Hot Spot Program</p> <ul style="list-style-type: none"> Implement funding requirements. Complete reports and acquittal by 30 June 2021. 	
	<ul style="list-style-type: none"> Collaborate with local businesses and schools to promote environment, health and public health - linkages. 	
<p>3.3.4 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>Public meeting in Surat</p> <p>(Identify site for planting tree species (away from reticulated river water area) that will attract flying fox species – may incorporate tourism, stock route, environment and research).</p>	
<p>3.3.5 Partner with other agencies to identify and manage mosquitoes in our towns.</p>	<p>Participate with Queensland Health to develop the State's mosquito management strategy.</p> <p>This will include ongoing Gravid Aedes Trap (GAT) locations</p>	On hold during covid - awaiting new GAT traps to recommence surveillance
<p>3.3.6 Provide environmental health consultancy services (to other councils)</p>	<p>Barcoo Shire Council</p> <p>Paroo Shire Council</p>	



3.4 Emergency management and flood mitigation

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

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

Highlights

Completion of Queensland Fire and Emergency Services training for Council staff. Courses conducted Qld Disaster Management Arrangements, Disaster Coordination Centre Operations and Warnings & Alerts.

Queensland Reconstruction Authority conducted action planning workshop in October 2021.

Inspector-General of Emergency Management/Department of Agricultural & Fisheries and Maranoa Regional Council conducted Locust plague Exercise October 2021.

Post Season LDMG Meeting and Flood Levee Risk Workshop chaired by Council in March 2022.

Construction of carpark and bitumen sealing at the new Surat SES site.

Warrego Area Fire Management Group meeting held in March 2022.

Construction of the new gauge station completed (off-site) with delivery, installation and commissioning planned for late-Q4 (weather permitting).

Council employees attendance at the Disaster Planning in Dynamic Environments Masterclass conducted by Queensland Fire and Emergency Services.

Stage 2b Roma Flood Mitigation Program: completion of stormwater retention basin at the Railway Dam. This project was funded through the Queensland Government's Building our Regions Program and the Maranoa Regional Council.

Challenges

Delays in the installation of the river monitoring gauge at Knayers Lane due to availability and priorities of specialist installation and commissioning resources.



Stage 2b Roma Flood Mitigation Project - Railway Dam. This project was funded through the Queensland Government's Building our Regions Program and the Maranoa Regional Council.

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 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).	Review of Disaster Management Plan and sub plans. Delivery of Spontaneous Disaster Volunteer training. Final exercise for the Volunteering Queensland project "Spontaneous Disaster Volunteer".	
	Disaster Management Training <ul style="list-style-type: none"> Evacuation procedures Role specific training 	
	Finalisation of localised evacuation plans. Completion of Flood and other hazard triggers actions and mapping sub plan update.	
3.4.2 Finalise Stage 2A of the Roma Flood Mitigation Project.	Purchase and install pumps and explore service arrangements to operate and maintain pumps.	
3.4.3 Undertake a revised scope for Stage 2B having regard to funding availability.	Project construction.	
	Roma flood mitigation project - Stage 2B - Administration of the funding agreement through the Queensland Government's Building our Regions program.	<p>The scope for the Eastern Levee works is currently being reviewed as the initial design (of a levee in the area) has been identified as unsuitable from a local stormwater management perspective.</p> <p>A formal extension of time will be submitted to the Department – seeking an additional 12 months to identify and deliver the last element of the Stage 2B funding. A Council report to progress the final element of the project is planned for early 2022/23.</p>
3.4.4 Establish and maintain a Local Disaster Coordination Centre.	Fitout / equipment for Roma Administration 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.	
	Finalise 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.		<p>The scope for the Eastern Levee works is currently being reviewed as the initial design (of a levee in the area) has been identified as unsuitable from a local stormwater management perspective.</p> <p>A formal extension of time will be submitted to the Department – seeking an additional 12 months to identify and deliver the last element of the Stage 2B funding. A Council report to progress the final element of the project is planned for early 2022/23.</p>
	Briefing to new term of Council.	
3.4.7 Pursue and acquit funding to build capacity and resilience for the region's emergency management.	Purchase of new vehicle with funding to be acquitted by June 2022.	
	Completion of rain / river station.	
	Queensland Government's Get Ready program.	



3.5 Street lighting and public space lighting

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

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

Highlights

The commissioning of the Adungadoo Pathway Lighting Project has delivered lighting along a 1-kilometre section (one-way) of Adungadoo Pathway, between Apex Park and Shady's Lagoon, Roma. This project was funded through the Queensland Government's 2020-21 COVID Works for Queensland Program. Key features of the project include:

- low power LED consumption 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 CCTV and a central solar power generation unit in the future.

A project to improve the lighting at the pedestrian crossing at the McDowall / Wyndham Street intersection in Roma was placed with Ergon Energy in the later part of 2020/21. Due to delays these works are now awaiting delivery in early September 2022. This lighting upgrade at this intersection will provide much improved safety for pedestrians with better visibility for all road users.

Challenges

Availability of Ergon Energy to complete the streetlighting upgrade at the intersection of McDowall and Wyndham Streets, Roma has been a challenge. The works were initially scheduled for delivery during Q3, however due to resources being impacted by COVID-19 and diverted to flood response, works are now awaiting delivery until September 2022.

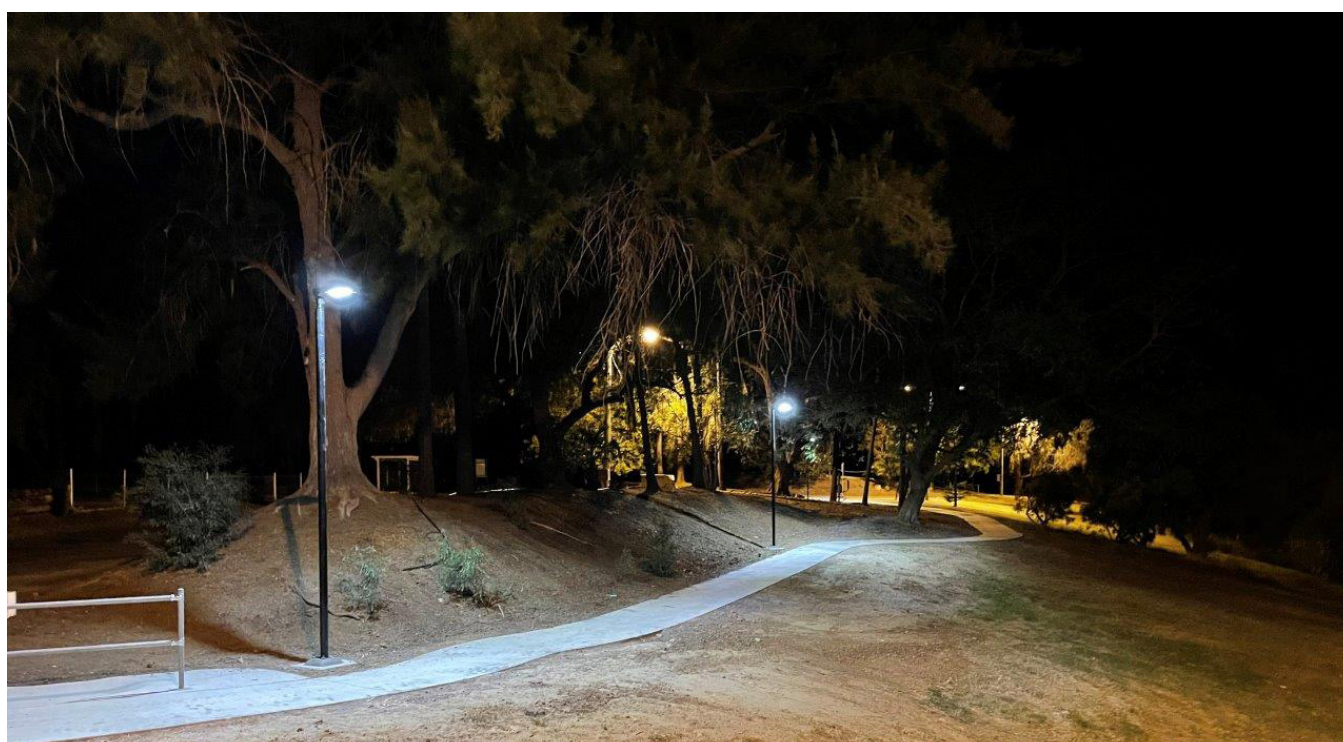


New Lighting along Adungadoo Pathway between Apex Park and Shady's Lagoon Roma

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

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

What we aim to do	2021/22	2021/22 Progress
3.5.1 Develop a street lighting strategy to guide investment decisions for additional lighting and consideration of new applications.	Implementation	✓
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	✓
	Audit of street lighting payments to confirm applicable to the Council network	
3.5.4 Explore opportunities to reduce costs and consumption through energy efficiency options.	Annual service	■
	Investigation into options for the improvement of festoon lighting in Roma and Mitchell.	
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.	Completion of Adungadoo Pathway lighting project.	✓
3.5.7 Identify and implement lighting projects that complement other infrastructure works.	Mitchell Memorial Park lighting improvements	■



New Lighting along Adungadoo Pathway between Apex Park and Shady's Lagoon Roma

STRATEGIC PRIORITY 4 - QUICK FACTS 2022/23

4.1 Elected members and governance



790 decisions made at Council meetings.
63 Council meetings and Councillors' workshops or briefings held.
4 meetings in regional towns.

4.2 Economic development and local business



2,539 local business in the Maranoa.



Maranoa Careers Expo revitalised in 2022.



Maranoa Community and Economic profiles launched on **profile.id**

4.3 Tourism



106,234 visitors through our Maranoa Visitor Information Centres.



The Big Rig Tower & Tree Walk opened to the public in May 2022.



Tourism staff attended the Moreton Bay Travel Expo in February, speaking to 1400 people and distributing 800 regional tourism brochures to prospective travellers.



4.4 Airports



1,231 flights,
51,682 passengers.



786 aeromedical flights
598 RDFS
151 LifeFlight
37 Angel Flight

4.7 Town planning



The Local Government Infrastructure Plan was reviewed and amended.



98 applications approved.



Town planning services delivered on behalf of Balonne, Paroo, Quilpie and Barcoo Shire Councils (Service Agreements in place).

4.5 Saleyards

1

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



Store and prime sales - **220,567** head of cattle sold totalling **\$388.11 million**.

Stud sales - **584** head of cattle sold totalling **\$6.16 million**.



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

4.6 Gas



Supplied approximately **35.8 terajoules (TJ)** of gas to Roma customers through **3.43** kms of main.



Managed **\$5.62 million** of gas infrastructure.



Reinvested **gas sales** income (around \$0.97 million) in operating, maintaining and improving the gas network.

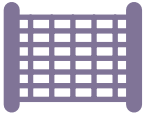
4.8 Rural lands



Dept of Resources approved capital works funding for stock route water facilities to the value of **\$319,313**. This provided the upgrade of six (6) water facilities.



2.18 million hectares baited in partnership with landowners in April 2021 coordinated baiting campaign.



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

4.10 Arts and culture



Five workshops were conducted by flying arts and were very successful with 3 of the gallery committees now having a 5 year strategic plan.



Establishment of a monthly newsletter has allowed for Art and Cultural information to be sent out to interested community members.



The Regional Arts Development Fund (RADF) saw a total of **\$17,880** in funding being awarded to deserving Community groups to complete their Art and Cultural projects.

4.9 Facilities



Council insured over \$234 million of property assets

137 agreements with community organisations to use Council facilities under long term tenancy agreements. Plus 9 commercial agreements in respect to swimming pools, caravan parks and cafes.



Native title – Maranoa Region has 6 native title claims that have reached consent determination. One claim currently under active negotiation.

4.11 Local development and events



\$265,569 in Council grants and other assistance provided to the community.

Over **2,000** attendees joined the festivities at the Maranoa Christmas Street Party



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

4.13 Libraries



33,225 library visits.
91,478 circulations (borrowings, returns) processed.



Maranoa Libraries delivered **581** public programming sessions, with a total of **6,916** people in attendance.

4.12 Sport, recreation & community wellbeing



\$53,079.75 provided to 11 local sporting clubs through Council's Grant Program.

Over **5,000** attendees across two days at the Santos Festival of Rugby in February 2022.



Outback Queensland Masters returned to the Maranoa.

Strategic priority 4 - Growing our region

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



4.1 Elected members and governance

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

Highlights

Council held its budget meeting on 30 June 2022, adopting the 2022/23 budget ahead of the incoming financial year to maximise delivery of key priorities and projects for the year ahead.

Implementation of an organisational structure changes delivering an 'operating locally' model for the provision of Council services.

In 2021/22 Council renewed its commitment to hold meetings across the region, in Roma, Mitchell, Injune, Surat and Yuleba. The community was invited to catch up with Councillors during breaks in the smaller regional towns.

The community has continued to embrace the opportunity to view council meetings on line with 6,537 views for the year.

Challenges

The organisation has consistently struggled to complete reports by the agenda issue date for ordinary meetings. This has led to a delay in issuing initial agendas and a significant increase in the number of reports included in late agendas.

There was an increased workload pressure within the elected member's support office as the team took on additional administrative tasks due to long term vacancies in the areas of executive support and governance.

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

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

What we aim to do	2021/22	2021/22 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. 	Progressive implementation	✓
<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	✓

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
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> .	Annual service Publish reasons for particular decisions in accordance with Section 254H of the Local Government Regulation 2012. If a decision made at a local government meeting is inconsistent with a recommendation or advice given to the local government by an advisor of the local government and either or both of the following apply to the decision— (a) the decision is about entering into a contract the total value of which is more than the greater of the following— (i) \$200,000 exclusive of GST; (ii) 1% of the local government's net rate and utility charges as stated in the local government's audited financial statements included in the local government's most recently adopted annual report; (b) the decision is inconsistent with a policy of the local government, or the approach ordinarily followed by the local government for the type of decision.	
4.1.4 Participate in policy development and decision making for Council's (governance) policies including elected members' policies.	Annual service Include a new section in all policies to provide the background to, and reasons for, each policy. Include an attachment in all policies to provide the background to what we must do as a local government (e.g. legislation and other requirements).	
4.1.5 Plan for the region and local communities through the following financial planning documents: <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 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	
4.1.6 Demonstrate financial accountability through adoption of the following documents: <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	
4.1.7 Review the Acceptable Request Guidelines.	Review of guidelines	
4.1.8 Provide administrative support to Council's decision-making and community engagement processes.	Annual service	
	Undertake a review of the agenda report template to provide an overview for councillors and the community. Include a section in each report to provide the background to, and reasons for, the officer's recommendations.	
4.1.9 Develop resources for Councillors to help in their role.	Progressive implementation.	
4.1.10 Prepare for local government elections and transition to new Council.	Finalise Councillors' handbook - inhouse induction and refresher guide.	Not applicable for 2021/22
4.1.11 Participate in training opportunities to assist Councillors in fulfilling their roles.	Progressive implementation.	
4.1.12 Maintain, review and update: <ul style="list-style-type: none"> the delegations to the Chief Executive Officer (from the elected Council). delegations from the Mayor. 	Annual Service Minimum review	



4.2 Economic development and local business

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

Highlights

The Maranoa Business Awards took place in October 2021. This is an initiative of Roma Commerce and Tourism with sponsorship from Council.

Business development support was provided through the Business Excellence Program which is an initiative of Council, Roma Commerce and Tourism, the Queensland Government and Santos. Events in 2021/22 included "Getting Capability Statement Ready and Tendering Basic's" workshop and "Building your Marketing Message" workshop.

Council's Economic Development & HR Teams participated in the Maranoa Careers Expo in June 2022 to showcase the various career pathways available locally to high school students.

Completed Maranoa Economic Health Check report and Maranoa 15 Years Strategic Economic Development research

NBN Fibre to the Premise project commenced in Surat

Challenges

Housing, specifically a rental stock shortage, had affects on the recruitment of staff in each town in the region as well as employment in other industries in the Maranoa region.

The COVID-19 pandemic had a negative impact on event attraction as many events were cancelled or postponed in 2021 and early 2022.



Shop Local Christmas Campaign



Maranoa Business Awards 2021



Maranoa Careers Expo in June 2022

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

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

What we aim to do	2021/22	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	✓
	COVID-19 - Business Health Check and Development Initiative.	✓
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	✓
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>	Supply chain audit and industry attraction program and implementation of key findings.	✓
	Conference and events attraction program implementation.	✓
	Development of action plans and budget for Maranoa Liveability Planning.	■
	Maranoa People Attraction Program - engagement with resource companies.	✓
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>	Development of local action plans with the local community groups for project identification and priority.	✓
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.	✓
4.2.6 Participate in initiatives that support innovation, develop skills and entrepreneurship. <i>Innovation</i>	Implementation of phase 11 of the Maranoa Innovation Network- Business incubation and support forum.	✓
4.2.7 Build community, business, and industry partnerships to grow our economy and local employment. <i>Employment growth opportunities</i>	Telecommunications audit and development plan and align with NBN Co, Telstra etc.	✓
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>	Support the implementation of the South West Region Investment Attraction Program.	✓
4.2.9 Monitor and report on key economic indicators over time. <i>Economic indicators / statistical service</i>	Annual service Review of key economic indicators and alignment with and review of the economic strategy.	✓



4.3 Tourism

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

Highlights

The Big Rig Tower & Tree Walk project was completed and opened to the public on 21 May 2022. 1,717 people visited the new attraction over the opening weekend.

More than 106,000 people visited the Maranoa Visitor Information Centres during the year, an increase of almost 30% compared to the previous financial year.

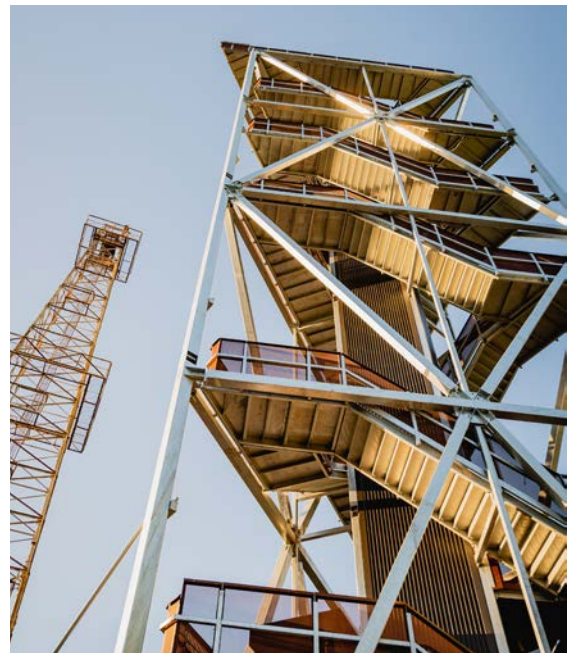
The Roma Revealed tourism brochure was updated for 2022 and is distributed through Visitor Information Centres across Queensland.

The Maranoa was promoted to tourists, travel agents and media at the Moreton Bay Travel Expo and the Outback Queensland Muster in February 2022.

Challenges

Many state borders were still closed early in the 2021/22 financial year, which impacted the willingness, ability and confidence of some to travel.

The Big Rig experienced a 30% increase in admission revenue in June 2022 compared to June 2021. Ensuring that The Big Rig and Roma Visitor Information Centre are staffed, cleaned and maintained appropriately to keep up with this growth continues to be a challenge.

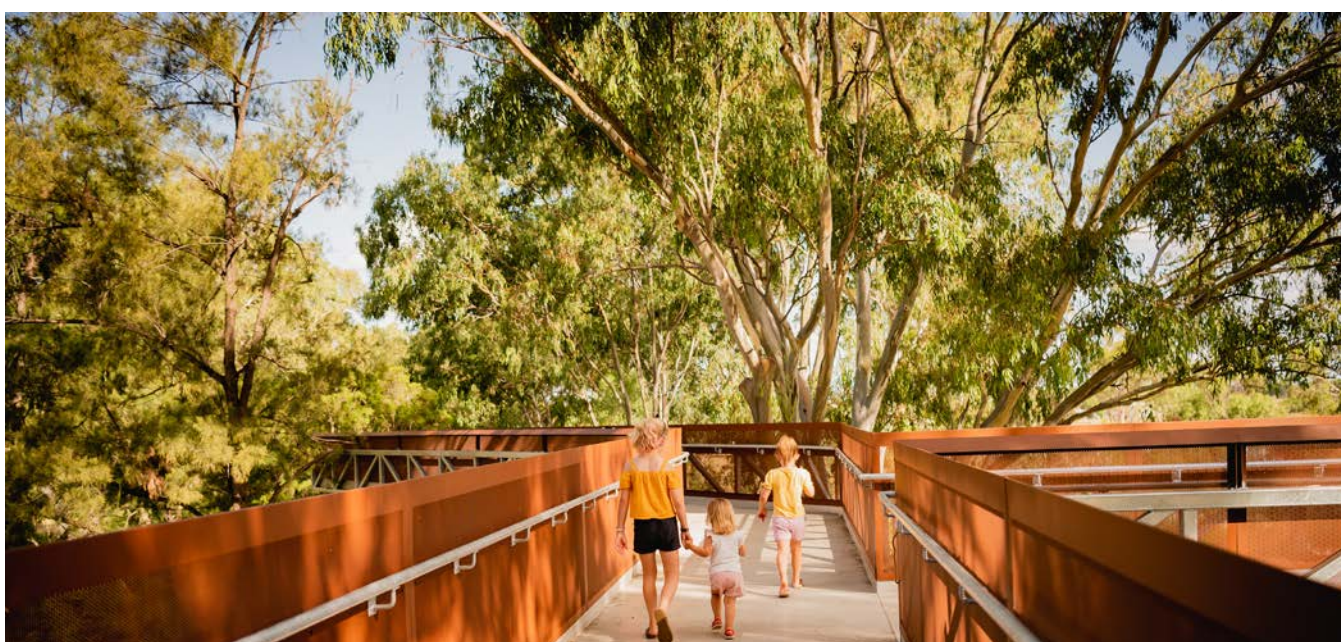


Bigger Big Rig Tower and Tree Walk official opening event

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

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

What we aim to do	2021/22	2021/22 Progress
4.3.1 Upgrade and progressively expand the Big Rig.	Finalise construction and open The Big Rig Tower and Tree Walk.	✓
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 - Expand the reach and raise the profile of the Roma Revealed tourism region. - Maintain / update individual town brochures and distribute through Visitor Information Centres. - Promote the region's hero events.	✓
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).	VIC Operations - Ongoing professional management and operations of the accredited and unaccredited Visitor Information Centres.	✓
4.3.4 Facilitate industry partnerships and skill development	Product Development - Identify and support additional product that can be included in travel itineraries.	✓
4.3.5 Implement master plans for key tourism precincts as funding becomes available.	Complete: - Designs for Journey Through Time, Big Rig Night Show Sunset Experience - Expansion of the Coal Seam Gas and Renewable Energy exhibitions. Develop: - Designs and business case for possible expansion of The Great Artesian Spa	■
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.	Collaborate/Design: - Journey Through Time, Big Rig Night Show Sunset. - Expansion of the Coal Seam Gas and Renewable Energy exhibitions. - Expansion of The Great Artesian Spa. - Cobb and Co Park, Yuleba.	■
4.3.7 Contribute to an advocacy prospectus to attract additional investment in Tourism and the Maranoa region.	Regional Tourism Coordination – Work toward the engagement of the Regional Tourism Collective in ensuring the strategic direction of tourism development in maintained.	✓
4.3.8 Contribute to promotion of regional events to increase participation and awareness from within and outside the region.	Promotion/Communication of local events. Actively participate in the "Queensland's South West – Be our Guest" Event Marketing Plan Campaign.	✓



Bigger Rig Big Tree Walk



4.4 Airports

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

Highlights

Community Engagement event held in partnership with Royal Australian Air Force. Members of the community were provided special access to a C-27 Spartan aircraft, demonstrations of unique Air Force capabilities and equipment as well as numerous static displays.

Successfully executed change management practices during the transition of airline service providers of the regulated route connecting the Maranoa Region to Brisbane and the removal of security screening services at Roma airport.

Successful completion of Mitchell Aircraft Landing Area (ALA) apron reseal project.

Successful completion of Annual Technical Inspection and Electrical Technical Inspection in accordance with regulations.

Challenges

The removal of security screening services at Roma airport which required engagement with multiple stakeholders, members of the travelling public and industry regulators.

Ongoing COVID restrictions impacting domestic air travel.



Roma Airport community event with Royal Australia Air Force

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
4.4.1 Administer access control and monitoring for airside and restricted areas at the Roma Airport.	Update of Handbook. Audit airside access registers and implementation of authority passes.	
4.4.2 Coordinate programmed and reactive maintenance of the airport and aerodromes including buildings, grounds, equipment, lighting, gates, fencing and runways.	Preparation of the Airports asset management strategy / development of the Asset Management Plan, programmed maintenance plan and budget. Development of standard operating procedures with local areas including escalation of non-compliance with target timeframes. Planning and prioritising our infrastructure regionally, with local input and knowledge.	
4.4.3 Manage the contract for screening of passengers and items on Regular Public Transport (RPT) and selected Charter flights.	Quarterly maintenance of screening equipment by service technicians. Audit of security services to contract.	
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).	Refresh Airport Reporting Officer and Aerodrome Radio Operator training	
	Annual service (Undertake Statutory inspections of aerodrome serviceability)	
	Procure a service provider for the annual technical inspection with improved turnaround to CASA.	
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	
	Remove/reduce obstacles and trees penetrating Obstacle Limitation Service.	
4.4.6 Manage the services contracts and leases of business tenancies.	Review of schedules and monitoring in response to COVID-19 and new flight schedules.	
4.4.7 Ensure emergency response preparedness.	Undertake a desktop emergency exercise for Roma Airport with all stakeholders.	
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.	Brief Aerodrome Security and Safety Committee on updated Transport Security Plan and Safety Management System including LifeFlight, Royal Flying Doctor Service, Qantaslink and Roma Aero Club.	
4.4.9 Manage the Roma Airport car park.	Investigate whether there is a need for an additional pedestrian crossing to carpark.	
	New leases for car rentals and kiosks	
	New leases for LifeFlight and Roma Aero Club hangars.	
4.4.10 Administer landing and pavement concession requests.	Undertake engineering review of pavement and aircraft capacities. Prior permission required for Roma aircraft over 5,700kgs. Addition of pavement concession forms and landing requests to website for ease of pilot access.	
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.	Mitchell Aerodrome, Remote Airstrip Upgrade Program (RAUP) for the reconstruction of the aircraft parking apron and reseal of taxiway. Application for 2021/22 grant funding.	
4.4.12 Undertake renewal, upgrade and new works for the Roma Airport and regional aerodromes in accordance with the operational plan and budget.	Cost ancillary works (if required) for the road and taxiway to facilitate Aeroclub and LifeFlight projects. Investigate the need for upgrade to lighting.	
4.4.13 Complete the Roma Airport runway overlay project with partnership funding from the State Government.	Completed 2019/20	N/A
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.	Internal audit of Aerodrome Manual and Risk Register.	
	Update Safety Management System.	
	No non-compliance notices from Civil Aviation Safety Authority (CASA) or Aviation and Maritime Security (AMS).	
4.4.16 Identify, develop and implement marketing and promotional activities for the Roma Airport.	Promote Roma Airport to private charters for major local events. Update terminal at check-in, arrivals and departures with marketing, TV updates and brochures regularly. Santos mural to be completed.	



4.5 Saleyards

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

Highlights

Council donated \$36,664.19 to the Royal Flying Doctor Service (RFDS) (Queensland Section) following a decision to donate 50% of the liveweight and open auction selling fees received for each head of cattle sold at the Roma Saleyards Store Sale on Tuesday, 13 July 2021.

Australian Livestock and Property Agents Association (ALPA) selected Roma Saleyards as the venue to host their annual Queensland Young Auctioneers Competition which took place during the regular Store Sale on Tuesday, 12 October 2021.

On Tuesday 23 November 2021 the facility reached a new top price of 918c/kg for steers.

Council hosted the Australia Day Ceremony for Roma at the saleyards on Wednesday, 26 January 2022.

Challenges

New regulations were introduced under the Animal Care and Protection Act 2001. These new regulations changed requirements with penning densities for livestock.

New social measures were introduced in December. This required staff to ensure visitors were double vaccinated prior to taking part in a tour or wanting to experience the Interpretive Centre.



Royal Flying Doctor Service Charity Sale at Roma Saleyards 2021



ALPA Young Auctioneers Competition 2021 held at the Roma Saleyards

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

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

What we aim to do	2021/22	2021/22 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	✓
	Implementation of site-specific online inductions for users.	✓
	Finalisation of the Roma Saleyards' operations manual.	■
4.5.2 Investigate and implement a stakeholder satisfaction program through a range of methods.	Initiate program.	■
4.5.3 Promote the Saleyards including market reports and press reports.	Completion of the Roma Saleyards Entrance sign installation.	■
	Investigation of options for participation in the Trade Fair at Beef Week 2024.	■
4.5.4 Undertake approved renewal, upgrade and new works to develop the yards and facilities: <ul style="list-style-type: none"> - Multi-Purpose Facility including Stud Stock Selling Arena - Provide an alternative access into the saleyards for heavy vehicles via Primaries Road - Renew and upgrade walkways to improve safety for workers - Undertake improvements to the facility for all users 	Removal of the bull selling arena to make way for pens and ramps.	➔
	Construction of Primary's Road Loop Extension.	■
	Construction of 700 metres of new auctioneer walkways (using existing designs from Stage 1).	■
	Development of a long-term plan to establish trees around the facility for shade. (in conjunction with the Parks & Gardens Team)	■
Saleyards improvement plans		
Stage 1 - Productivity Improvements Construct new selling pens, 2 drafts, and a new workshop in new location. This provided for more receipt / delivery yards near the ramps.	Construction	✓
Stage 2 – Safety and Productivity Improvements Design & construct new yards to connect the new Stud Stock Selling Arena with the existing yards		✓
Upgrade Ramp 3 <ul style="list-style-type: none"> - Install new ramp, offset and incorporating a dump ramp facility - Reconfigure yards connecting to new ramp to separate workers and cattle 	Detailed designs for construction	■



4.5 SALEYARDS

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

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

What we aim to do	2021/22	2021/22 Progress
Upgrade Ramp 2 - Install new ramp (offset) - Reconfigure yards connecting to new ramp to separate workers and cattle	Detailed designs for construction	■
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>	Detailed designs for construction	■
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>	Detailed designs for construction	■
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.	Detailed design	■
Saleyard Improvement Plan Stage 4 - Investigate options for increased shade areas across the facility for workers, users and livestock.	Research shade options for different parts of the facility	■
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	✓
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	✓

What we aim to do	2021/22	2021/22 Progress
<p>4.5.10 Undertake maintenance including:</p> <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	✓
<p>4.5.11 Continue to offer a range of private services including:</p> <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	✓
<p>4.5.12 Investigate an online auction platform for Roma Saleyards.</p>	Finalisation of investigations	■



Roma Australia Day event held at the Roma Saleyards



4.6 Gas

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

Highlights

Staff received external training, which provides them with a more robust understanding of the network and its maintenance.

The upgrade in Bowen Street from Tiffin Street to Major Street was completed. This essential link ensures improved security of supply.

The connections for the new gas main in Bowen Street from Arthur Street to Wyndham Street has been completed. The two upgrades have significantly increased the security of supply to the entire town.

The new odorant system was commissioned and is now fully operational. Regular testing shows that this is operating well.

The annual audit by the Regulator was completed with no non-compliances. Minor improvements were suggested, and have been implemented.

Challenges

Council was unable to commission the new odorant system for some time due to COVID-19 restrictions. The system was ready to be operated but could not commence without the supplier in Melbourne commissioning it.

There was a notifiable incident when a fitting gave way when exposed by a contractor. Although this does not happen often it is of concern that it can happen and could cause a serious incident.

There was a notifiable incident while completing the Bowen Street project. The existing gas main was not as shown on the plans even though this had measured offsets from boundaries. The main was located at a number of locations but this did not prevent striking it, as the main was not laid in a straight alignment as it should have been.



Gas service

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

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

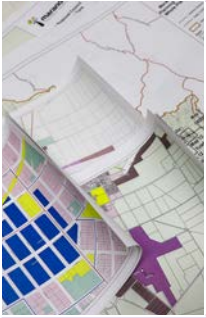
What we aim to do	2021/22	2021/22 Progress
4.6.1 Continue to enhance our long term plans and financial forecasts for our gas infrastructure. Further that these plans inform future investment in the gas network. <i>"Doing the right things"</i>	Review of the asset management plan. Asset renewal programmed works. Benchmark plan with standard.	✓
	Integration with the updated long term financial model.	✓
4.6.2 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.	✓
	Two external (third party) surveillance audits	✓
4.6.3 Upgrade the network to reduce the risk of loss of supply to customers.	Network upgrade projects.	✓
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.	Finalise project / implementation.	✓
4.6.5 Progressively replace old meters to ensure reliability and accuracy, with a key focus on industrial and commercial meters as a priority.	Continuation of meter replacement program.	✓
4.6.6 Increase consumption to make gas supply more affordable. Includes encouraging larger users to connect to the network.	Actively market the Roma gas network to encourage new customer connections.	✓
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.	Annual leakage survey (gas leak detection).	✓
4.6.8 Ensure compliance with regulator reporting and monitoring requirements to deliver gas to the right standard.	Annual audit from the Regulator and reporting.	✓
4.6.9 Provide annual services (including programmed and reactive maintenance and operations) and monitor compliance with target timeframes.	Annual service.	✓
4.6.10 Encourage larger users to connect to the network and promote gas incentives for local businesses to increase their consumption.	Included by Council resolution on 14 July 2021 - OM/07.2021/53	✓



Domestic gas meter



Gas valve



4.7 Town planning

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

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

Highlights

Development approval for subdivision has been obtained to facilitate the establishment of the LifeFlight base facility and expansion of Roma Aero Club at Roma Airport.

Challenges

Establishing interim staffing arrangements to continue delivering Council's town planning functions during periods of staff leave and position vacancies.

Responding to complaints including neighbourhood disputes, civil matters and development compliance issues.



Maranoa Regional Council
Interactive Mapping






Online mapping home page



Maranoa Planning Scheme cover featuring Maranoa towns.



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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 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.	Amendments to the planning scheme.	 The initial groundwork for proposed amendments commenced in 2021/2022  Amendments to the planning scheme, have been deferred to 2022/2023.
	Review and amend the Local Government Infrastructure Plan (non-statutory review).	
	Review the adopted infrastructure charging regime.	
	Strategic land use planning to facilitate the expansion of air services and related industries at Roma Airport.	
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. Increase engagement with our local communities by maintaining a regular presence of our team in Council's regional Customer Service Centres.	
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. Undertake initiatives to raise awareness of development compliance obligations.	
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	



4.8 Rural lands

We assist in protecting the rural industry through administration and regulation of the region's natural environment.

We undertake partnership projects with landholders and government to strengthen the region's rural industries.

Highlights

In Quarter 1 the approval of funding under the QFPI Round 6 of \$19,692 to offset 75% cost to purchase sodium fluoroacetate solution to be used in baiting programs over the next three years.

Department of Resources approved capital works funding for stock route water facilities to the value of \$319,313.60. This provided for the upgrade of six (6) water facilities of the original eight (8) and construction of one new water facility at Bottle Tree Hill – Mitchell.

Maranoa Enhanced Vertebrate Pest Management Project was completed on 30 December 2021. This project included the destruction of seventy-one (71) felines in the commercial/industrial and peri-urban areas as well as one (1) fox together with an innumerate number of pest birds for the duration of the project.

New baiting equipment and additional factory baits and 1080 solution.

During Q3 and Q4 the Coordinated Baiting Campaign was delivered with increased bait orders and a higher landholder participation. All meat baits were delivered without the need to dispose of uncollected bait material. A slight increase in Landholder participation was a result from updates to the Landholder contact list and a higher level of communication to participating landholders.

A final report was delivered and acquitted for the Maranoa Enhanced Vertebrate Pest Management Project.

Challenges

Closeness of working relationships with our rural landholders. Inability to have formal meetings with landholders, as there is no advisory group/pest management group. (Difficulty identifying and delivering what the community needs)

During Q3 and Q4 it was a challenge to deliver capital works projects by due date whilst maintaining service levels across the stock route network, due to being short staffed and limited contractor availability.

Delivering of capital works due to weather events has also been a major challenge throughout 2021/22.

Transition to new medicines, poisons and pest management regulatory framework and to Queensland Health Departmental standard dealing with restricted S7 Poisons for Invasive Animal Control and the phase out of state supplied 1080 solution which will require additional staff resources to implement future coordinated baiting programs. The new requirements come into effect 01 January 2023.

To deliver future coordinated baiting programs, the Roma Waste baiting facilities will require upgrades to facilitate the transition to Queensland Health Departmental standard.

Sourcing adequate bait material and a refrigeration breakdown during the year.

Identifying grant opportunities and securing funding for future projects.



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

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

What we aim to do	2021/22	2021/22 Progress
4.8.1 Manage the State Government regulated stock routes, water facilities, including upgrade works as funding is approved by the State Government.	Management of stock route water facilities including capital works and repairs for 12 stock route facilities. Maintenance/Council funded works.	■
4.8.2 Manage priority weeds in accordance with Council's Pest Management Plans in partnership with landholders and natural resource management agencies.	Partner with the Department of Transport and Main Roads to control infestations of pest plants in the State's Road corridor.	✓
	Monitor for new or emergent pest plants e.g. prickly acacia, giant rats tail grass or parthenium in known clean areas.	■
	Develop a Regional Pest Management Plan.	■
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.	Collaborate with Council's emergency service officer in the approval of 'cool burn' applications received from Rural Fire Brigades.	✓
4.8.4 Administer twice yearly coordinated baiting campaigns and carry out adhoc baiting upon request for 3 or more landholders	Delivery of the Maranoa Enhanced Vertebrate Pest Management Project.	✓
	Coordinated baiting campaign in November and April.	✓
	Ad hoc baiting upon request from three or more landholders at one site or meat treated in urban area.	✓
4.8.5 Administer the Wild Dog State Precept.	Payment of the State Government Precept.	✓
4.8.6 Coordinate the receipt and payment of wild dog bonus payments.	Review payment of bonus scalp forms to ensure compliance. Wild Dog Control Mapping Project.	■
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:	
	Australian Government - Maranoa Enhanced Vertebrate Pest Management	✓
	Queensland Government's Feral Pest Initiative - Round 2.2 Pests without Borders project	■
	Round 3 Maranoa Collaborative Area Management Project – Stage 3 (inspect project)	■





4.9 Facilities

We manage Council's land and buildings that contribute to the provision of a range of services across the region, and for use by residents, visitors, business, industry and Council.

Highlights

After limited events being held last year due to COVID-19, many major community celebrations returned to Council facilities this year including the Bamba Gii Festival, Fire and Water Festival, Agricultural shows, race meets, campdrafts, rodeos and major sporting events. Council worked with organisers and supported delivery of the events.

Council invested in strategic land and property purchases to support the future cultural and community development of the region. Council acquired land to support the development of a new museum in Injune. The land described as Lot 314 on I7182 is in a prime community location and will provide more space for the new museum and ancillary services. Council also agreed to purchase the Roma Grain Shed to preserve this historical asset for the community and allow further development of the Station Street museum and cultural precinct.

Furthermore, Council secured a 30 year term lease with the State of Queensland represented by the Department Resources in respect to Lot 1 on M5447 to allow Council to construct a water supply bore to service the township of Mungallala.

Challenges

Historically Council's Facilities function has been centrally coordinated with one team being responsible for all aspects of service delivery including facility management, hire to external users, building maintenance, leases and agreements and delivery of capital works programs to upgrade facilities. This financial year responsibility for Facilities service delivery has been dispersed across the organisation - some components to local teams, other parts to regional Council Departments. This has presented some challenges as internal teams upskill and the community adjusts to the new service model.



Bassett Park Roma



Mitchell Spa

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 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.	
	Review of cleaning arrangements for Council facilities including existing contractor engagement provisions.	
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"> • Surat Hall 	
4.9.3 Develop and implement agreements for the long term use of facilities (including leases, management agreements, user agreements, grazing licences) - including identification of priority leases each year.	Development and review/renewal of leases and agreements and compliance monitoring.	
	Continue to finalise priority leases and agreements with local sports and community organisations who occupy Council land and facilities.	
4.9.4 Negotiate access to Sunwater property near the Mitchell Weir as an economic development initiative - encouraging caravans to stay longer in the town.	Prior year item	
4.9.5 Manage and maintain the region's swimming pools	Management and maintenance of 6 swimming pools.	
	Development of content for an on-line induction and refresher training package for pool contractors.	
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.	Finalisation of Facilities Asset Management Plan. Planning and prioritising our infrastructure regionally, with local input and knowledge.	
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.	
	Undertake capital works forum and consultative meetings in accordance with agreed Indigenous Land Use Agreements.	
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> .	Policy - Council Position on Conversion of State Lease land to Freehold.	
	Policy - Response to request for State to Grant Permit to Occupy to private individuals	
4.9.10 Undertake energy efficiency initiatives to reduce operating costs and Council's environmental footprint.	Verification of savings against original projections.	
	New Roma Swimming Pool design to incorporate energy efficiency components.	
4.9.11 Review of transmission equipment on Council facilities to ensure compliance with existing contractual arrangements and the <i>Land Act 1994</i> .	Negotiation of agreements.	
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.	Progressive implementation (external timeframes).	



4.10 Arts and culture

We foster arts and culture within our communities and help preserve our local history in partnership with others for a range of events, projects and programs within the region.

We also support the management and use of arts and cultural facilities within the region.

Highlights

5 year strategic workshops were conducted with three Gallery committees with a facilitator being engaged from Flying arts to complete these 5 year plans. At the end of the sessions each committee have a completed 5 year plan

Sod turning ceremony took place at the Injune Heritage museum construction site to mark the beginning of the construction phase of the museum building. The structure is well underway and will continue into 22/23.

Establishment of a monthly newsletter to promote Arts and Culture in the region along with Grant opportunities for Community groups relating to Arts and Culture.

The Regional Arts Development Fund (RADF) was awarded to five Community groups looking at developing their Art and Cultural skills. A total of \$17,880 in funding went to deserving Community groups to complete their Art and Cultural projects.

The region saw several community performances with the production of Charlotte's Web by arTour attracting over 200 attendees. Opera Eagles Nest performed Broadway to Bocelli with two shows, one being a matinee for Seniors Month and an evening show for the community to attend which was hosted by Eva's Place. Other performances included Jally Entertainment and Opera Queensland.

The 4 Regional Art galleries saw a total of 35 Exhibitions being on display within the gallery space in 21/22

Challenges

The Regional Arts and Culture Officer was vacant during Q1 and most of Q2 with the function being supported by the balance of the Economic and Community Development team. The position was under review as part of the transition to the new Organisational Structure and was filled on the 1 December 2021

MAY EDITION 2022

ARTS IN THE MARANOA

WHAT'S ON IN THE REGION

8 April - 28 May - Roma On Bungil Gallery - *When all Else Fails*
When all Else Fails is an exhibition of works from the homes of the Roma on Bungil Gallery Committee. When the unexpected happens you go with what you have hence the name 'When all Else Fails' was invented. Come along to the Roma on Bungil Gallery and view the wonderful pieces of art the committee hold dear within their own homes. On display until 28 May.

9 April - 22 May - Surat on Balonne Gallery - *'Australia ... the land we love'*
Australia... the land we love is a collection of works, including photography & paintings from artists Emma White & Khory Hancock. The exhibition will be on display Sunday, 10 April to Sunday, 22 May 2022 in the Surat on Balonne Gallery.

22 April - 05 June - Injune Creek Gallery - *Reflections of Paddy & Jim*
Reflections of Paddy & Jim is a collection by Karen Knight - Mudie and will be on display in the Injune Creek Gallery. The Collection of framed watercolours reflects the life of Bushrangers Patrick and Jimmy Kenniff. Karen Knight- Mudie has created a number of exhibitions which reflect the colourful history of the Kenniff brothers with this collection being one of them. *Reflections of Paddy & Jim* will be on display from 22 April until the 5 June 2022.

22 April - 28 May - Mitchell on Maranoa Gallery - *Mitchell QCWA 100 years Centenary and Local Schools annual art competition Australia*
 The Mitchell on Maranoa Gallery Committee are hosting the Mitchell QCWA 100 years centenary display in conjunction with the local schools annual art competition. The Exhibition will be filled with amazing history facts of the QCWA and a very Australian themed display of the local schools artwork. The exhibition will be on display until 28 May 2022.

06 - 07 May - Roma Show Society - *Photography, Arts and Craft sections*
 Roma Show Society will hold its Annual Show which incorporates the Photography and Arts and Craft competitions. This is an opportunity for locals to enter their photography and/or arts and crafts into an annual competition and exhibition that is on display for the Roma Show. For more information please visit HOME | romashow

09 - 10 May - Mitchell Show Society - *Photography, Arts and Craft sections*
 Mitchell Show Society will hold its Annual Show which incorporates the Photography and Arts and Craft competitions. This is an opportunity for locals to enter their photography and/or arts and crafts into an annual competition and exhibition that is on display for the Mitchell Show. For more information please visit [2022 Annual Mitchell Show SOCIETY \(cmva.com.au\)](http://2022 Annual Mitchell Show SOCIETY (cmva.com.au))

14 May - Roma Historical Precinct Inc - *Plough Day*
 Roma Historical Precinct Inc are holding their annual Plough Day on 14 May starting at 10am. Roma Plough Day will be held at the Roma Polocross grounds. For more information visit 20+ Roma Plough Day | Facebook

29 May - Opera Queensland - *'The Sopranos' Regional Tour 2022*
 Opera Queensland 'The Sopranos' Regional Tour 2022 will be held at the Roma Cultural Centre, 29 May 2022. The show celebrates bold and rebellious women. Tickets will include entry to the show, canapes and a beverage on arrival with a cash bar operating during interval. Keep an eye out on Maranoa Regional Councils Facebook page and web page for ticket details.

04 June - 31 July - Surat on Balonne Art Gallery - *In Focus - annual photography competition and exhibition*
 Surat on Balonne are now looking for entries for their upcoming In Focus competition and exhibition. This is an annual event and not one to miss the opportunity to have your photos on display. **Entries close 21 May 2022.** For more information visit [Surat on Balonne Gallery - In Focus \(webb.com.au\)](http://Surat on Balonne Gallery - In Focus (webb.com.au))

11 - 19 June - Injune Centenary - *Celebrating 100 years of the township of Injune*
 Cultural and Heritage Injune Preservation Society (CHIPS) presents the Injune Centenary an 8 day fun filled program which will celebrate 100 years of the township of Injune. Over the 8 days visitors and locals can enjoy the Santos Injune Cup, Carnarvon Range tours, exquisite leather workshops, Art exhibition, lawn bowls, golf, a movie evening with 'Injune Unearthed' on the big screen, cattle sale, street parade and town party. For more information visit Celebrating 100 years of Injune - Visit Injune

For more information call 1300 007 662 or visit our website www.maranoa.qld.gov.au



Injune Heritage Museum Sod Turning Ceremony

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

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

What we aim to do	2021/22	2021/22 Progress
4.10.1 Development of partnerships for long term arts and culture strategic planning. <i>Planning</i>	Arts and culture strategic planning. In conjunction with allied agencies commence 5-year planning of regional arts groups in each centre.	■
4.10.2 Administer the Regional Arts Development Fund (RADF) in partnership with the State Government's Arts Queensland. <i>Regional Arts Development Fund</i>	Annual service	✓
4.10.3 Assist when needed with community groups' grant applications to other funding providers. <i>Other external funding</i>	Annual service	✓
4.10.4 Provide opportunities for community groups to apply for financial and inkind assistance from Council for arts and cultural initiatives. <i>Council grant programs</i>	Annual service capacity building Collate a register of arts and culture grant opportunities and align with community groups' aspirations.	✓
4.10.5 Source and coordinate arts and cultural events and programs within the Maranoa. <i>Events</i>	Annual service Programmed events and programs: - Festival of Small Halls - Charlotte's Web - Jally Entertainment	✓
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. <i>Heritage and local history</i>	Annual service Product development Development of a Maranoa Arts Trail concept incorporating open air museums and programme of rolling exhibitions Investigate - enclosing the memorial in a protective - making the mural a virtual online display.	■
4.10.7 Provide input into placemaking and facilities (spaces and places) from an arts and culture perspective.	Council projects - Assist Injune community to develop its museum.	■
4.10.8 Work with Maranoa Art Gallery committees and facility users to establish agreements about each party's roles and responsibilities.	Regional Art Gallery Meeting Establishment of a Regional Art Gallery Members meeting on a regular basis.	✓
4.10.9 Facilitate gallery and museum development opportunities for community groups, individuals and volunteers.	Capacity building Assist in volunteer recruitment and club membership growth.	✓





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.

Highlights

Community Grants:

- Round 1 - \$73,698 (12 groups receiving funding)
- Round 2 - \$53,237 (14 groups receiving funding)

Community Organisation Support:

- Sponsorship \$49,175
- In-kind Assistance \$64,308

Council provided a wide range of programmed events and services to the community. Events included, but were not limited to, Australia Day, Youth Week, Volunteer Week, ANZAC Day, and Seniors Month.

The Maranoa Christmas Street Party returned to the events calendar in 2021 with approximately 2000 attendees enjoying shopping, entertainment, food, and family fun.

Council's Summer and Winter School Holiday Program continued to be well received across the region with free skateboarding and science workshops, kids club, cooking classes, arts & crafts and basketball clinics.

The much anticipated 100-year celebrations saw people travel to Injune to enjoy an array of activities spread across the week that started with the Injune Cup and ended with a Town Party.

Santos Festival of Rugby was a highlight on the sporting event calendar. Attracting 5,000 attendees across the two-day festival, the event saw visitors from across Queensland and New South Wales travel to Roma for the Qld Reds v NSW Waratahs pre-season match.

The inaugural Bamba Gii Festival was a celebration of the South West Queensland Indigenous Cultural Trail (SWQICT) where locals and visitors alike were invited to immerse themselves in indigenous culture.

Challenges

Navigating events with the ongoing threat of COVID-19. There were additional considerations for events with vaccination mandates, QLD Check In requirements, social distancing and the need for additional resources, such as masks and hand sanitiser.



Injune Centenary Celebrations, Maranoa Christmas Street Party and Bendemere R U OK Day Luncheon

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

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

What we aim to do	2021/22	2021/22 Progress
4.11.1 Review Council's Grants and Non-Financial Assistance Policy	Annual review	■
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	✓
4.11.3 Provide support to community festivals and events through access to opportunities for financial and in kind assistance.	Annual service	✓
4.11.4 Identify opportunities and provide assistance for application to external funding bodies for community development projects and initiatives.	Annual service	✓
4.11.5 Engage with local community groups to identify, partner and deliver community projects and initiative	Annual service	✓
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 	Annual service e.g. Australia Day 2021	✓
4.11.8 Regional events attraction, marketing and promotion.	Regional Events Attraction Strategy and marketing collateral.	■
	Maranoa events and conferences calendar.	✓
	Resource material to support effective planning and delivery of major events, festivals and conferences.	■
	Bid and facilitate opportunities to host major events and conferences.	✓
	Post-event feedback.	✓



Santos Festival of Rugby held in Roma in February 2022



4.12 Sport, recreation and community wellbeing

We encourage healthy and connected communities through sport and recreation activities and facilities, and work with other agencies to enhance the wellbeing of our residents.

Highlights

Council assisted Local sporting clubs to secure external funding to support their activities and events – Roma Speedway and Injune Cutting Club both received nearly \$35,000 each.

Sport & Recreation Clubs and/or events were also successful in receiving funds through both Round 1 and Round 2 of Council Community Grants. In particular, Roma Rugby Union Football Club received \$20,000 to go towards the upgrade of their Clubhouse kitchen. Other recipients included Mitchell Campdraft Association, Maranoa Basketball Association, Begonia Golf and Sports Club, Roma Filipino Community, Mungallala Progress & Sporting Association, Maranoa Netball Association, Surat Sheep Dog Trial, Roma Golf Club, Injune Campdrafting Association, Roma Highland Dancing.

Roma Campdraft Association were successful in applying for funding to install lighting towers at Bassett Park with Council committing a co-contribution of up to \$20,000 to the project.

- Council supported the following major sporting events through sponsorship and in-kind assistance:
- The Hart Sport Darling Downs Interdistrict Round 2 Carnival, hosted by Maranoa Netball Association.
- Santos Festival of Rugby
- 124th Philippine Independence Day Basketball Carnival
- The Outback Queensland Masters tournament

Council was successful in securing a \$50,000 grant from Sport Australia Regional Sport Events Fund (Stream 2) to support a Rugby League Extravaganza hosted by Roma & District Rugby League Association, with an additional \$7000 (Stream 1) received to support a Senior Basketball competition to be held in October 2022.

The Maranoa Community Directory was launched with the community in September and the platform also presented at the September Interagency meeting with training on its use offered to service providers.

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.

A review was undertaken with partners regarding closure of the Centrelink Office Roma with findings to be further considered by Council.

To support the positive mental health of the community, Council hosted a comedy shows in Roma at the Cultural Centre and Injune at the Memorial Hall, in September. A laughter clinic was also held in Roma offering a unique perspective about mental health.

Maranoa residents' Christmases were a little merrier after Council's Christmas Relief Appeal and Community Christmas Meal supported households in need of assistance over the holiday season.

In celebrating and encouraging inclusiveness, respect and belonging for all Australians, Council welcomed residents to attend a variety of workshops across the region in light of Harmony Week which took place from Monday, 21 to Sunday, 27 March 2022.

Residents were encouraged to participate in the annual blanket drive to help community members in need. Blankets were made available at all Customer Service Centres and Libraries across the region as an initiative to keep our community warm over winter.

Challenges

Smaller external funding pools were available for clubs to access for resource and infrastructure, whilst most organisations require sizeable funding for major upgrades to facilities

The discontinuance of (Council chaired) user group meetings regarding the main sporting facilities in Roma, Surat and Wallumbilla has made engagement with user groups difficult to maintain.

Significant increase in the number and size of sponsorship and in-kind assistance requests with tight timeframes has proven challenging regarding budget and staff resourcing.

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

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

What we aim to do	2021/22	2021/22 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	✓
	Club support and assistance	
	Provide advice to Council if any additional volunteer support initiatives are identified.	✓
	Decrease number of outstanding Council grant acquittals.	✓
4.12.2 Provide assistance where required with funding applications for sport and recreation facilities.	Sporting and recreational clubs - Provide financial support/fee waivers assistance.	✓
	Annual service	✓
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. 	Development of a project pipeline.	✗
	Annual service	✓
4.12.4 Deliver sport and recreation facilities and infrastructure projects for the community as funding is approved, including engagement with key stakeholders.	Review of masterplans: - Bassett Park - Warroo Sporting Complex	
	Annual service	■
4.12.5 Implement initiatives to maximise use of facilities and participation in sport and recreation.	Actively pursue major sporting fixtures events to the region	✓
	Review opportunities for future development: -Mitchell RSL Combined Sporting Complex -Bassett Park Oval -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.	Renewal of user agreements and leases for all users of Council facilities.	■
4.12.7 Identify and encourage district and regional sporting events.	Annual service	✓
4.12.8 Encourage and promote a regional approach to community wellbeing, delivered in collaboration with community partners.	COVID-19 recovery support for sport and recreational activities.	✓
4.12.9 Coordinate community support services via interagency partnerships.	Supporting Interagency partnerships.	✓
	Implementation of the My Community Directory.	✓





4.13 Libraries

We provide library services and programs that connect people and support lifelong learning and enjoyment.

Highlights

In August 2021 Roma Library provided a venue for the very first RomaCon event, hosted by Headspace Roma. Over 100 attendees celebrated pop culture with comic books, cos-play costumes, table-top games and activities.

Dr Andrea Baldwin, child & youth Psychologist and author of four 'Birdie' storybooks visited Maranoa Libraries in October 2021 as part of the Birdie's Tree Roadshow, developed by the Qld Centre for Perinatal & Mental Health (QCPIMH). Birdie's Tree is a suite of resources to help families prepare for, cope with and recover from a natural disaster. Storms, cyclones, floods or fire can be very frightening and upsetting for babies and young children. Playing a therapeutic game or reading a story with a caring adult can help a young child work through the scary experiences and 'big feelings'.

Author Gillian Wells returned to Maranoa libraries in December 2021 to introduce the sequel to her bestselling, Miles Franklin nominated book, 'Alone'

Errol the Frog, our First 5 Forever mascot, visited the region in December 2021. Although Errol found himself flooded in at Surat, he took the opportunity to partner with our local emergency services staff to promote the "if it's flooded, forget it" message.

Challenges

The re-emergence of COVID-19 in 2021/2022 combined with the slow easing of restrictions meant, that at times, Libraries struggled to attract people to face-to-face programming events.



Mayor Tyson Golder and Library Team celebrating being awarded the 2021-2022 Strategic Priorities Grant for the Welcome to Maranoa Libraries project

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

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

What we aim to do	2021/22	2021/22 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 Programming and outreach services Develop / Implement: - Online Storytime - First 5 Forever services - Library volunteer program - Youth displays - Skills and knowledge sharing with the community.	✓
	Policy development and implementation: - Membership Policy - Internet Use Policy - Library Closure Policy - Volunteer Policy	■
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.	Wallumbilla Calico Cottage precinct detailed design.	✓
4.13.3 Continue "Library Corner", providing a range of activities and programs catering for diverse ages and interests.	Annual service Library Corner	✓
4.13.4 Where practical, integrate provision of a range of services and infrastructure that library customers can access.	Improve library infrastructure – - Mitchell library internal layout - Roma library internal and external layout	■
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 Public Relations, Advocacy, and Marketing: - Expand electronic communication and social media - Develop target marketing plans for library resources - Develop a library e-news bulletin External Engagement: Conduct surveys to rate access, facilities and service quality	✓



First 5 Forever frog Errol, visited Surat and partnered with Surat Emergency Services to promote 'if it's flooded forget it'

STRATEGIC PRIORITY 5 - QUICK FACTS 2021/22

5.1 Continual improvement



We have **12** Health and Safety representatives; **8** more than previous year.



9 Safety Shares have been distributed in the last six months, **6** more than the previous



Total of **38** people were fitted tested for P2 respiratory masks, **32** more than were fitted previously.

5.2 Information and communication technology



Information and communication technology (ICT) platform links **31 sites** across the region.



In-house support and management for **86 software** application services, including the geographical information system in use across Council.



Help desk support for **300** workstations, **66** virtual servers and **220** mobile services.

5.3 Human resources and leadership



319 employees at 30 June 2022 (**299** full time equivalent employees).



132 training programs coordinated with **736** attendances across all programs.



4 apprentices / **3** trainees.

5.4 Communication and consultation



176 media releases, **113** responses to media enquiries and **1,026** Facebook posts in total.



5,199 Facebook subscribers to the My Maranoa page as at 30 June 2022, an increase of **686** during 2021/22.



Council meetings available online via **YouTube**.

5.5 Plant, fleet, workshops and depots



Council operates **63** heavy vehicles plus trailers.



Workshops coordinated and completed **642** scheduled servicing's.

Permanent Works Depots located in Injune, Mitchell, Roma, Surat, Wallumbilla & Yuleba.



5.6 Quarry and quarry pits



Production of quarry materials from the Roma Quarry valued at **\$6.53 million**



20,517 hours worked at the Roma Quarry and Quarry Pits in 2021/22.



7 of our quarries are regulated under the Mining and Quarrying Safety and Health Act 1999.

5.7 Customer service



10,280 customer requests (external and internal to all departments) **3938** requests processed by the front counter team members.



17,730 telephone calls (external) received, with **89.1%** answered within **60** seconds

1554 facility bookings processed by customer service.

5.8 Information management



103,201 documents and **11,405** e-mails registered into the record management system (organisation wide).

5 Right to Information (RTI) applications.

3671 items of incoming correspondence (excluding invoices)

136 pages evaluated (complete or partial access).

5.9 Laboratory



Testing undertaken for council services:

Drinking water, **1410** Samples taken with **4550** tests performed.

Sewerage water, **68** Samples taken with **1067** tests performed.

Testing for Council pools:

126 samples taken with **1008** tests performed.



Testing for private water cartage businesses:

68 samples taken with **136** tests performed

Strategic priority 5 - Managing our operations well

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



5.1 Continual improvement

We continue to improve all aspects of our operations, passing on what we learn to current and future employees by developing and progressively implementing our Integrated Maranoa Management System.

Highlights

- Regular consistent communication through weekly Safety Shares
- Creating electronic reporting by the ERP for ity by integrating hazard, incident and audit reporting
- A permanent Director was appointed
- Inspection Checklists have been divided into discipline

Challenges

- Staff vacancies
- Minimised access to medical centres due to COVID-19 and shortage of medical professionals
- Increased numbers of suitable duty plan for personal and work related injuries















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

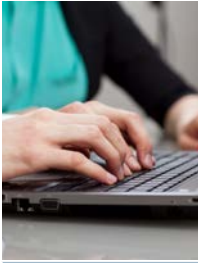
✓ Undertaken / completed ■ In progress ✗ Not Started ➔ Deferred

What we aim to do	2021/22	2021/22 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 Standard Operating Procedures (SOP's) - Reviewing our work practices, being clear on 'why' particular steps are needed - so that our teams and community have confidence that we are operating as efficiently as possible. (Including simplifying timesheets and how we manage plant).	■
	Maintenance of operational risk registers for all function areas. Implementation of planned controls in risk registers.	■
	Safety advisors engaging with our teams out in the field.	■
	Work health and safety committee facilitation.	■
5.1.2 Deliver our services and projects with excellence in mind.	Advice and templates for standard operating procedures and their links to the integrated processes.	■
	Progressive system implementation (quality, safety, environment). Roll out to the Saleyards and progressively other areas.	■
5.1.3 Comply with our legal obligations	Fit for Work Program.	■
	Compliance register / self-audit across all functions.	✗

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
5.1.4 Measure and benchmark our performance	Progressive gap analysis / comparison with best practice standards in the public and private sectors.	
	Reviewing what information is needed to manage our business (how we are trending data) and ensuring it is captured efficiently.	
	Performance measures incorporated into processes and procedures.	
5.1.5 Listen to our interested parties and employees' ideas and expectations.	Employee engagement as part of Standard Operating Procedures' development.	
	Workplace Health and Safety Representatives Committee Meetings.	
	Contractor Management (Feedback). Identification of stakeholders in planning.	
	New team meeting agenda and minutes template and roll out (two-way feedback).	
	Register of contacts with regulators and actions required.	
5.1.6 Take corrective action to learn from our experiences.	Integrate hazards, incidents and audits into the business software (Authority).	
	Formalise 'lessons learnt' for services and projects.	
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. 	Finalise the development of the following integrated processes: <ul style="list-style-type: none"> • Compliance Management • Monitoring Measurement, Non-conformity and Corrective Action • Control of Documentation • Injury Management • Hazardous Manual Tasks • Firearm Management • Animal Management • Excavation and Trenching • Working at Heights • Electrical Management • Plant and Specific Equipment • Chain of Responsibility 	
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 All ISO standards relevant to the IMMS and associated activities on intranet.	
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 Saleyards function.	
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"> • 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 <ul style="list-style-type: none"> • Develop and provide a mentoring and support program for Activity Leaders 	



5.2 Information and communication technology

We partner with all work areas to identify and implement technology solutions to enhance service delivery, productivity and the provision of information.

Highlights

Council's new public website was launched this quarter; www.maranoa.qld.gov.au

The redevelopment and implementation of Council's new Intranet was completed. This enhanced employee access to resources and communications.

The migration of cloud hosted external services to Microsoft Azure has been completed. This will ensure ongoing service flexibility and pave the way for Council's requirements for greater access, reduced costs (capital expenses) and increased security. Migration to Microsoft Azure aligns with Council's cloud first strategy to reduce capital expense costs.

Council has reduced physical host servers by 50% over the past 5 years.

A Find-an-Ancessor search platform has been made available to the public. The new search platform is using a direct reference to Council's cemetery database to ensure researchers have up-to-date information.

Cyber Security Risk Assessment (engaged by the Downs and Surat Basin (DASB) Water Group). Council received a positive assessment with 7 out of 8 recommended controls in place.

Senior management dashboard has been developed in alignment with Council's key priorities to be provided as an initial tool to measure outcomes for the management of Council's services and objectives.

Review and design SD-WAN (software defined – wide area network) platform to provide business continuity solutions for Council's primary Internet services. Implementation of high-speed fibre solution for Injune and Yuleba offices will enhance regional network utilisation reporting.

Development of the Councillor Data Snapshot: Monthly CEO Report to the executive team and elected members. Providing the foundation to the creation of benchmark indicators.

Implementation and refinement of CRM closeout process, including customer feedback form.

Vehicle booking solutions and commencement of venue booking solution.

Challenges

Legacy applications delayed deployment and migration of all services to the new Intranet. The migration of the legacy service will be an ongoing process over the next 12 months to create greater stability and site responsiveness.

Locating detailed historical maps of cemeteries has proven difficult. These are needed for accurate digital re-creation and to ensure heritage and data accuracy is preserved for generations to come.

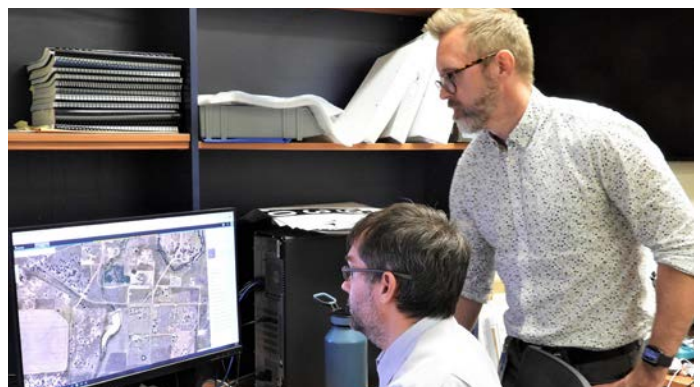
Current facility and vehicle booking solution has caused several operational issues with overbooking and recurrence limitations. Council is reviewing several potential new booking solutions.

Automating data collection process of CEO Monthly Report to ensure dynamic collection of reporting data.

Uptake of new processes to ensure customer requests are being closed out correctly.


















ICT Team



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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 Progress
5.2.1 Foster technology innovation to provide IT solutions for Council and our communities.	ICT and GIS process mapping and documentation.	
	Deployment of 64bit applications into Council's operating environment. Annual service	
5.2.2 Implement an ICT security framework to ensure Council's systems, corporate and public data are protected.	Migration of E-mail security platform to a centralised management portal.	
	Implementation of Security Certificate renewal process. 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.	Roll out and refine the new intranet platform.	
	Launch the new Council website and continue to refine it.	
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.	Host Server capital replacement programme.	
	Microsoft 365 on site backup solution.	
5.2.5 Participate in review of what information is needed to manage our business and use technology to ensure it is captured efficiently.	Power Bi framework development for Function Leaders.	
	Areas of focus: <ul style="list-style-type: none"> • timesheets • plant hire Annual service	
5.2.6 Standardise and expand security video and access management systems for community, employee and asset safety, traffic and event management.	Investigate safe community solutions for CCTV in key public spaces. 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.	Improvement to field staff GIS data access and collection through automation of data. synchronisation.	
	In conjunction with Strategic Road Management and other stakeholders (e.g. emergency services), review Rural addressing and spatial information.	
	In conjunction with Strategic Road Management and other stakeholders (e.g. Dial Before You Dig) to minimise impact on Council infrastructure from other entities' activities. 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 This will: <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). 	Development of dashboard reports and set up on the website using "How we are trending" and other data - e.g. <ul style="list-style-type: none"> • Regional growth dashboard • Performance dashboard • Council and community dashboard 	

Far left image - Information and Communications Technology (ICT) Team.

Left image - Manager Information and Communications Technology, Rueben, with Technical Officer Joel, viewing the online aerial imagery.



5.3 Human resources & leadership

We aim to secure the right people in the right positions at the right time, helping to ensure that our employees are job ready and productive in an environment where:

- our standards and expectations are clear and well known by our team members;
- progress is monitored;
- mentoring is provided;
- Council and its employees are compliant with industrial instruments and legislation.

Highlights

132 training programs delivered with a total of 736 participants

Council adopted a new Employee Code of Conduct (resolution number OM/02.2022/29) on 9 February 2022.

An Employee Recognition Project Task Force was established to coordinate the awards program and hosting of events across the region. A total of 188 employees were presented with service recognition awards.

62 new employees successfully appointed to council, including five (5) permanent Director positions.

Challenges

New employees relocating to the Maranoa Region reported difficulties associated in sourcing suitable housing / rental accommodation, particularly in Roma and Injune.

Attracting applicants for funded traineeship positions who meet the funding eligibility criteria.

High staff turnover rate of 21.65% - 71 employees ceased employment during the year.

Increased timeframes for pre-employment checks and onboarding of successful applicants.

















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

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

What we aim to do	2021/22	2021/22 Progress
5.3.1 Undertake actions to ensure compliance with industrial legislation and instruments e.g. certified agreement, contracts, awards.	Code of Conduct preparation, consultation and implementation.	✓
	Commence certified agreement negotiations.	■
5.3.2 Continue to review Council's Organisational Structure to ensure that it is appropriate to the performance of Council's responsibilities.	Implementation of adopted Organisational Structure.	✓
5.3.3 Develop and rollout an employee handbook including associated human resource policies and processes.	Employee handbook development and rollout	■
5.3.4 Prepare the draft salaries and wages budget for Council and verify compliance with industrial instruments.	Annual service	✓
5.3.5 Implement initiatives to invest in our teams' training and learning in a way that is cost effective.	Induction of new employees	✓
	Training needs analysis	■
	Training plan development, implementation, feedback/evaluation.	■
	Identification of opportunities / implementation to maximise knowledge sharing - e.g. training packages, inhouse learning from others	■
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.	Progressive implementation.	■
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.	Corporate performance measures implementation Function performance measures review	■

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

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.	Corporate performance measure - leave management.	
5.3.13	Process employee separations (e.g. retirement, resignations and terminations).	Annual service	
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	
5.3.15	Actively plan for the positions critical to Council's long-term sustainability.	Identification of positions. Development of skills, succession plans and opportunities to use the skills.	
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).	Annual service. Review in conjunction with the Organisational Restructure and incorporate in position descriptions.	
5.3.17	Identify and support critical role connections across Council.	Annual service. Review in conjunction with the Organisational Restructure and incorporate in position descriptions.	
5.3.18	Establish cross Council teams.	Completion of transition. Implementation from 1 September 2021. Note: Council resolution - 21/27 July 2021 (SM/07.2021/33) 1. Any savings in the 2021/22 salaries and wages budget identified from temporarily vacant positions be reallocated to the transition project to facilitate the implementation and finetuning of the new structure. 2. The Chief Executive Officer be authorised to approve expenditure, and to enter into any contractual arrangements for resources, materials and services to facilitate delivery of the transition.	
		Recruitment and selection policy adoption.	
		Position descriptions for new and reshaped positions. Contract template	
		Director and Overseer recruitment and appointment.	
5.3.19	Develop a back-up plan for identified local positions.	Establishment of new workflows across directorates or work areas where critical business interdependencies are identified.	
5.3.20	Undertake initiatives to ensure roles, responsibilities and accountabilities are well defined.	Implementation of initiatives to facilitate regular 'horizontal' communication and collaboration (i.e. across Directorates).	
5.3.21	Develop a back-up plan for identified local position	Development and implementation of a plan for multi-skilling at a local level - e.g. positions that could or should be relieved locally	
5.3.22	Undertake initiatives to ensure roles, responsibilities and accountabilities are well defined.	Review position descriptions and evaluation by position types and align with the new structure and industrial instruments.	



5.4 Communication and consultation

We aim to provide information for our community and interested parties about Council's decisions, services and projects through a diverse range of mediums.

Highlights

Successfully launched the new Council website and managed the platform and ensure content in accurate and up to date

The team focused on promoting services such as the Maranoa Community Directory and Community ID website on Council's social media platform as well as exciting events, projects and announcements around the region.

Developing and executing numerous marketing and communications campaigns such as the opening of the Big Rig Tower and Treewalk, Roma Saleyards RFDS Charity Sale, RAAF community Day as well as community consultation day for the Roma Skatepark Pump tracks projects.

Delivered a presentation to Roma Home team at team meeting, educating colleagues about the responsibilities of the marketing and communications team and the functions and planning that is undertaken.

Challenges

Workload challenges with positions in the team becoming vacant during the year. The remaining team member has worked hard to maintain service delivery for all departments across Council.

DATE	ACTIVITY	TIME	VENUE	AGE
Monday, 14 June	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Tuesday, 15 June	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Wednesday, 16 June	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Thursday, 17 June	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Friday, 18 June	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Saturday, 19 June	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Sunday, 20 June	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Monday, 21 June	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Tuesday, 22 June	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Wednesday, 23 June	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Thursday, 24 June	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Friday, 25 June	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Saturday, 26 June	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Sunday, 27 June	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Monday, 28 June	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Tuesday, 29 June	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Wednesday, 30 June	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Thursday, 1 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Friday, 2 July	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Saturday, 3 July	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Sunday, 4 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Monday, 5 July	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Tuesday, 6 July	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Wednesday, 7 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Thursday, 8 July	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Friday, 9 July	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Saturday, 10 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Sunday, 11 July	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Monday, 12 July	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Tuesday, 13 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Wednesday, 14 July	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Thursday, 15 July	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Friday, 16 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Saturday, 17 July	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Sunday, 18 July	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Monday, 19 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Tuesday, 20 July	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Wednesday, 21 July	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Thursday, 22 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Friday, 23 July	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Saturday, 24 July	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Sunday, 25 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Monday, 26 July	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Tuesday, 27 July	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Wednesday, 28 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years
Thursday, 29 July	Arts and Crafts	10:00am - 12:00pm	Wallumbilla School	5-12 years
Friday, 30 July	Sports	9:00am - 11:00am	Wallumbilla School	5-12 years
Saturday, 31 July	Music	10:00am - 12:00pm	Wallumbilla School	5-12 years



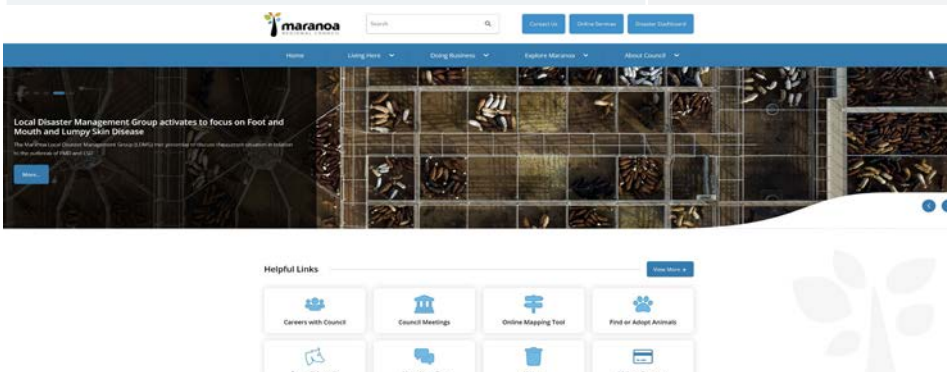
Graphic design projects created by the Communications Team

ICT and Communications Team displaying new website on mobile phones.

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

✔ Undertaken / completed
 ■ In progress
 ✘ Not Started
 ➔ Deferred

What we aim to do	2021/22	2021/22 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 • Our teams 	Implementation of initiatives to increase focus on communicating and providing the background on 'why' as well as 'what' we are doing.	✔
	Annual service Council meeting videos uploaded to YouTube and website. Production and posting of video contents and index.	✔
	Incorporate local and regional information in our online communications.	✔
	Dedicate time to internal communication so our teams feel 'in the know' and we are on the front foot with any new or emerging topics.	■
	- CEO Connect updates; - 'Out & About' program for the CEO & Strategic Leadership Team (SLT); - Regular catch-ups for the local, regional and senior management teams (planned and ad-hoc); - MRC Connect.	■
	New format for team meetings: Review of agendas and minutes (home / functions / cross Council / senior management / executive leadership teams - strategic, operating locally). Including \$'s as part of conversations at all levels of Council. Identifying local issues that can be solved by local and regional team members working together.	✔
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. 	Rollout of the service to the community, encouraging sign-up.	✔
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. <ul style="list-style-type: none"> • Strategic Leadership Team (SLT) • Operational Leadership • Teams (OLTs). 	Implementation of Have Your Say - employees. (Platform to be determined) Continued operation of Have Your Say - community.	✔
	Implementation of initiatives for the Executive Leadership Teams to seek feedback on how we can improve service and project delivery:	■
5.4.4 Provide a communications service (for other functions within Council) including graphic design, marketing and communications, advertising and planning, advice and delivery. <ul style="list-style-type: none"> • Strategic Leadership Team (SLT) • Operational Leadership • Teams (OLTs). 	Annual service	✔
5.4.5 Undertake design of statutory documents including corporate plan, operational plan and budget and annual report. <ul style="list-style-type: none"> • Strategic Leadership Team (SLT) • Operational Leadership • Teams (OLTs). 	Annual service	✔
5.4.6 Liaise with media about Council activities and undertake media monitoring of emerging issues. <ul style="list-style-type: none"> • Strategic Leadership Team (SLT) • Operational Leadership • Teams (OLTs). 	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. <ul style="list-style-type: none"> • Strategic Leadership Team (SLT) • Operational Leadership • Teams (OLTs). 	Annual service	✔



New Council Website
Launched in August 2021



5.5 Plant, fleet, workshops and depots

We manage our plant, fleet, workshops and depots, including purchase and maintenance of plant, disposal of plant as required through trade or auction, and operations of our workshops and depots.

Highlights

- Roll out of new fuel management system, for the first-time fuel transfers in the field are now recorded electronically rather than manually through issue books. The data is uploaded daily or when the unit returns from a site without mobile phone coverage.
- Two hundred and ten (210) vehicles & plant installed with IVMS units.

Challenges

- Fleet internal income \$1.4M under budget.
- High fuel prices, the Brisbane Terminal Gate Price (TGP) for diesel rose from 131.8 cents per litre at the start of the financial year to 227.6 cents per litre at the close.
- Long delivery periods for vehicles, plant & associated equipment due to high demand and low production rates as a result of pandemic impacts on workforces.



Council Plant, fleet, workshops and depots

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

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

What we aim to do	2021/22	2021/22 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.	Plant Investment Program 2021/22 (Estimate \$3.4 million).	■
	Introduce a fit for purpose review process (specification through to recommendation) including plant operator / end user, finance and manager.	✓
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. 	Finalisation of the installation of In Vehicle Monitoring System (IVMS) across the fleet.	✓
	Investigation of opportunities to streamline data capture in relation to pre-start checks, defect reporting, service scheduling, plant hire and service outcomes using the IVMS.	■
	Review of scheduling of fleet replacements to incorporate longer lead times (stock unavailability issues) due to pandemic impacts.	■
	Review of current bulk fuel management system.	✓
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.	Review of plant and vehicle utilisation and rotation of uniform fleet assets to improve asset management outcomes.	✓
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 stand down rates for fixed-cost recovery and operational rates for variable cost recovery in conjunction with plant utilisation data from the In Vehicle Monitoring System (IVMS).	■
	Implementation of a new process for the charging of plant hire linked directly to use.	■
	Finalisation and adoption of the Asset Management Plan.	✓
5.5.5 Provide a skilled and competent maintenance team supported by resourced workshops and field servicing equipment to 'keep the wheels turning'.	Mitchell Workshop Upgrade (workshop access and washdown facility improvements).	➔
	Heavy vehicle hoist for Mitchell Workshop.	✓
5.5.6 Maintain and renew Council's accreditation in accordance with the National Heavy Vehicle Accreditation Scheme.	Biannual external audit and renewal of NHVAS accreditation.	✓





5.6 Quarry and quarry pits

We aim to meet and grow internal and external customer demand for quarry materials in a sustainable business.

Highlights

- New Hitachi ZW330 Front End Loader purchased for the Roma Quarry
- Continued positive feedback from Resources Safety and Health Queensland following inspections
- Production of compliant quarry materials meeting customer and Transport Main Roads specifications
- Improved customer relationships and forecasting of customer demand
- Campaign crushing employed onsite to assist in production of aggregates to meet forecasted volumes
- Increased internal crushing and screening capability
- Improved connectivity for the Roma Quarry with the completion of new communications tower
- Completion of 10 year Mine Plan for Roma Quarry
- Production of new 300-600mm rock for use in drainage applications

Challenges

- Significant rainfall events in the region impacted production and supply of quarry materials to projects which have been delayed to FY22/23
- Maintaining workforce levels due to COVID-19 impacts
- Attraction and retention of experienced staff
- Council Jaw Crusher unplanned downtime and delays in repair of machine



Roma Quarry and quarry pits

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

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

What we aim to do	2021/22	2021/212 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>	Supply of quarry products for external and internal customers.	✓
	Gravel pit material supply program for 2020/21.	✓
	Review of Council's Regional Gravel Pits and determination of relevant safety legislation (Mining and Quarrying Safety and Health Act 1999 or Work Health Safety Act 2011) and resourcing requirements for statutory positions e.g. Site Senior Executive.	✓
	Completion of respiratory health monitoring and surveillance for all quarry workers to comply with requirements of the Mining and Quarrying Safety and Health Act 1999.	✓
5.6.2 Continually review plant owned and operated in relation to fitness for purpose and prepare any business cases for changes.	Ongoing plant review - including short, medium and long-term options.	✓
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.	Development in accordance with the 10-year mining plan.	✓
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. 	Finalise upgrade to communication infrastructure.	✓
	Investigate Local Area Work Agreements (LAWA) for Roma Quarry.	■
5.6.5 Ensure the optimal use of quarry pits. 	Quarry pit optimisation - including planning for the annual capital works program.	✓
	Preparation of a fact sheet for the community on quarry pit use and management	■
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> .		■
5.6.7 Develop and implement a program to progressively rehabilitate the northern and eastern part of the Roma Quarry.	Development of the quarry in accordance with the 10- year Mine Plan and rehabilitation of any areas identified as being available for rehabilitation (if applicable).	✓
5.6.8 Expand the scope of third party certification (encompassing quality, safety and environment), ultimately implementing an integrated system and undertake continual improvement.	Continued operation in accordance with the integrated management system (quality, safety and environment)	✓
5.6.9 Finalise outstanding matters from the purchase of the Roma quarry.	Construct and fence out access road along the eastern boundary of the Roma Quarry.	■
5.6.10 Provide input where required for the National Competition Policy business activity review.	Annual review	✓





5.7 Customer service

We receive, process and report on requests received from customers (residents, visitors and businesses).

We also provide input into the policies and administer the system for how customer requests and complaints are managed within Council.

Highlights

The implementation of the new Facility Booking Program 'Bookable' is nearly completed and will be operational in 2022 – 2023.

Several customer acknowledgements for outstanding service.

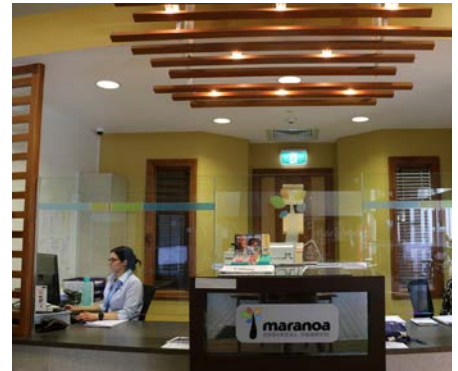
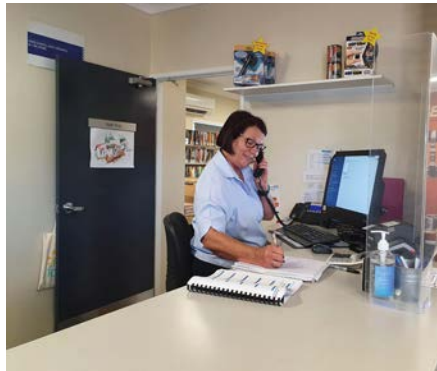
Teams' ability to adapt to the new organisational structure.

Challenges

Providing a continued high standard level of customer service in local areas during our structural change.

Employees assigned to Customer Service cover in local areas found it difficult doing extra cover.

At the commencement of the structure change the stalled review of processes and setting operational direction.



Service Centres (Top Left to Right) - Injune, Yuleba, Roma.

(Bottom Left to Right) - Mitchell, Surat.

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

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

What we aim to do	2021/22	2021/22 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.	Update of communication platforms.	✓
5.7.2 Implement and continue to improve Council's Customer Request System.	Review of workflows in parallel with establishment of service level targets.	■
5.7.3 Develop and periodically review policies applicable to customer service: - Customer Service Policy - Complaint Management Policy and Process	Review of policies in line with additional legislation (e.g. Human Rights).	■
5.7.4 Review customer service performance against service levels and seek feedback	Corporate performance measures.	■
	Customer 'quick' survey (How did we do?)	✓
	Undertake an independent community satisfaction survey (including customer service).	➔
5.7.5 Provide and promote access to local customer service officers based in each service centre.	Review of existing Customer Service procedures and update to reflect transition to local area customer service delivery (operating locally model).	■
	Training for existing, new and relief staff across the organisation.	■
	Back up resourcing for local area customer service centres (over the counter and telephone)	■
	Update the business systems (e.g. intranet forms, frequently asked questions and facilities booking system)	■
	Review of e-mail addresses.	✓
	Promotion of the local office number for each area (go local campaign).	■
	5.7.6 Establish service level targets by request types.	Establishment of service level targets by request type - in conjunction with work areas and stakeholders.
5.7.7 Establish a cross Council Customer Service team for communication and service standards.	Establishment of Customer Service team - including meeting calendar and agenda.	■
5.7.8 Coordinate the after hours service numbers and rosters.	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	✓





5.8 Information management

We provide policy, process, system and operational support for the management of Council's information.

We process right to information and information privacy access applications in accordance with Council's legislative obligations.

Highlights

Preparations were made during the year for the next records disposal. As per the State approved schedule, 188 boxes of records were identified, catalogued and stored in Roma.

Completion of a Content Manager (CM9) Training Manual for Maranoa Regional Council Employees

Updating CM9 Function Linkages to the ERP Module for the implementation of a new Classification Structure (for the Records Management System in use across all areas of Council)

Grace Records Management undertook a small project of the Digitalisation of permanent historical Building / Planning Records for Roma, Bungil, Warroo and Bendemere Shires. These records have been imported into the Records Management System Content Manager (CM9)

Challenges


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 the central Electronic Records Management System (CM9).





Records storage is a constant challenge, with only limited permanent storage rooms located across the Region. Staff are double handling archive boxes when they are moved in readiness for disposal.



Information Management Team in the Roma Archive room

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

 Undertaken / completed
  In progress
  Not Started
  Deferred

What we aim to do	2021/22	2021/22 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.	
	Project plan with weekly milestones to finetune development, review, implementation (go live), historical record migration and training by function. This will include standardisation of document titles.	
	Go-live of new online (intranet)* register for legal documents and ongoing maintenance.	
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.	
	Transfer of documents 25 Years and over to State Archives Project.	
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.	
	Development of a Recordkeeping handbook for Maranoa Council.	
	Preparation of an inhouse, online training module about public records (Awareness training and Employee Handbook insert).	
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> .	Contribution to new website - Right to Information including the publication scheme and disclosure log.	
	Employee handbook insert for Right to Information.	
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.	
	Brochure for community use and Employee handbook insert.	



5.9 Laboratory

We provide water and sewerage testing for Council operations and to the public on a fee for service basis.

Highlights

- Completed all outstanding audit items.
- Private testing fees have been updated/increased.

Challenges

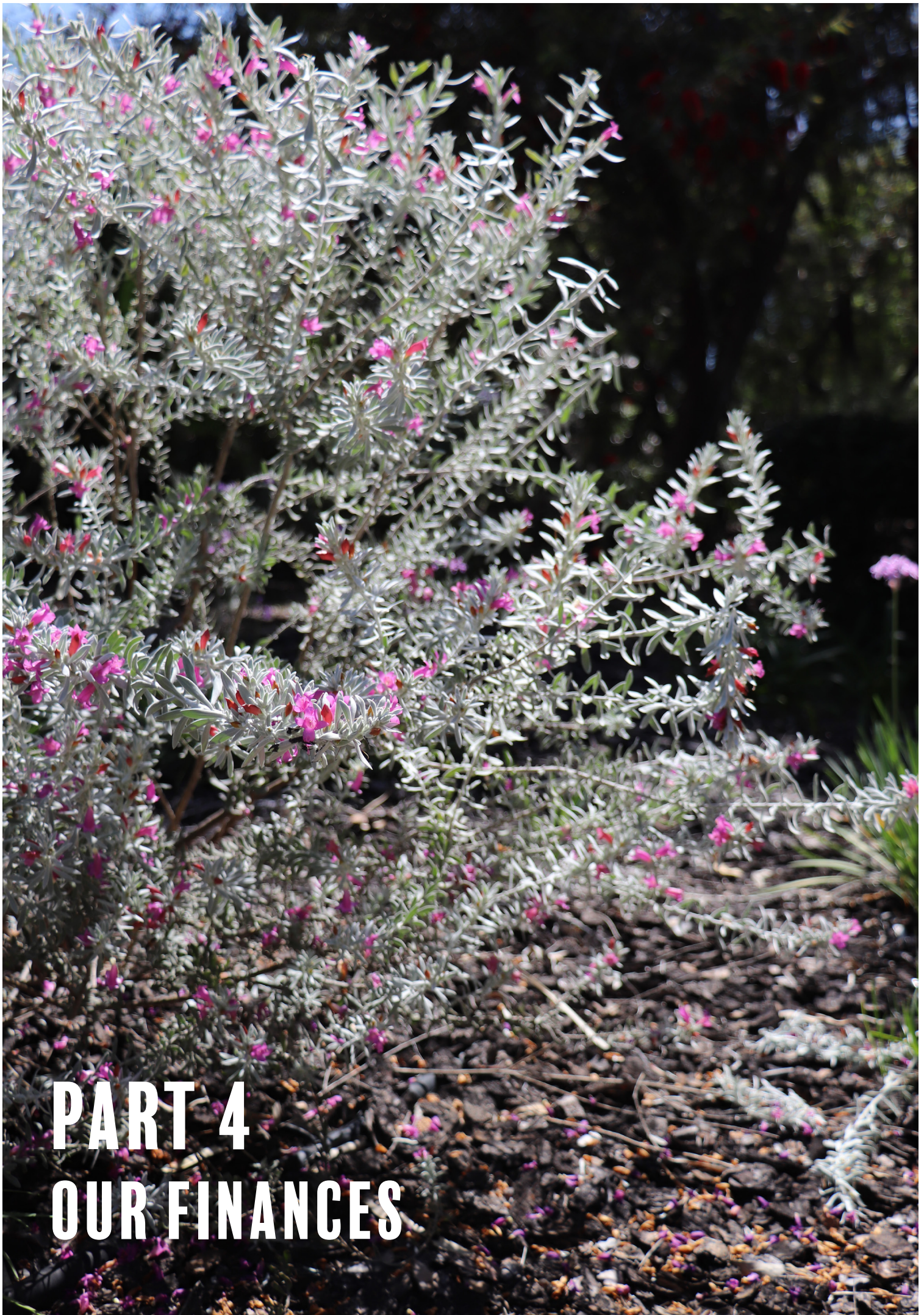
- An additional position has been resourced and is currently enrolled in a Certificate III in Laboratory Techniques through TAFE.
- As the Laboratory function provides critical input to other essential services, extra resourcing will allow business continuity.

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

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

What we aim to do	2021/22	2021/22 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.	Progressive review of the pricing (fee) structure.	■





PART 4
OUR FINANCES

COMMUNITY FINANCIAL REPORT

The Community Financial Report is a simplified version of Council's audited financial statements. The aim of the report is to assist readers in evaluating Council's financial performance and position for the 2021/22 financial year without the need to interpret the annual financial statements.

Council's financial statements are audited each year by the Queensland Audit Office. Our goal is an unmodified audit opinion which essentially means 'a clean bill of health' for our financial statements. This year our financial statements were unmodified.

The key statements that are summarised in the Community Financial Report are:

- Statement of comprehensive income
- Statement of financial position
- Statement of changes in equity
- Statement of cash flows
- Financial sustainability ratios

The key financial highlights include:

- Unmodified financial statements
- Operating result – a surplus of \$2.692 million
- Net result – a surplus of \$22.963 million
- Capital expenditure - \$37.7 million
- Cash, cash equivalents and investments (financial assets) - \$106.1 million with \$0.761 million earned in interest and investment revenue.
- No new borrowings

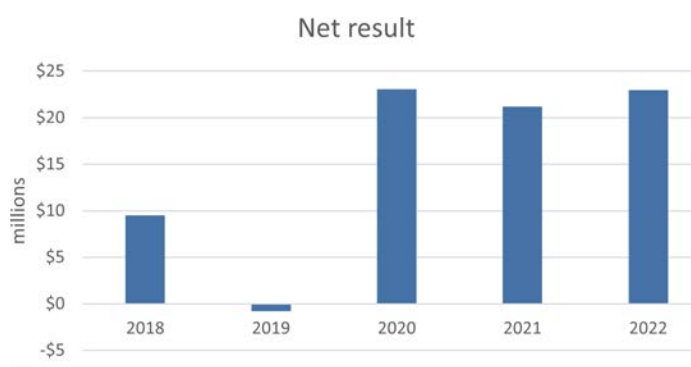
Council's annual financial statements are included in Part 4 - Financial information.

5 year financial summary	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Capital expenditure	41,200	47,645	54,521	35,407	37,721
Net result (income less expenses)	9,532	(801)	23,043	21,208	22,963
Increase/(decrease) in net assets (total comprehensive income)	96,718	(7,255)	21,406	71,884	66,233
Income - recurrent (operating) revenue and other income	73,531	81,562	85,956	92,165	94,780
Income - capital revenue	24,910	30,007	29,361	23,316	22,483
Capital income / (loss)	93	49	157	418	4,551
Expenses - recurrent (operating)	78,085	77,524	83,819	86,517	92,088
Expenses - capital	10,917	34,895	8,612	8,174	6,763
Cash, cash equivalents and investments (financial assets)	72,988	84,973	81,352	108,260	106,060
Restricted cash, cash equivalents and investments (external and internal restrictions)	40,530	51,566	53,882	56,742	56,932
Borrowings (loans)	14,321	17,385	18,920	18,885	17,175
Works in progress	45,709	38,486	40,951	47,274	38,287
	%	%	%	%	%
Percentage of total income from rates, levies and charges	31.62%	30.39%	31.66%	36.10%	33.56%

Statement of comprehensive income

The statement of comprehensive income measures how Council performed in relation to income and expenses for the year. For 2021/22, there was a net result of \$22.963 million (2020/21 – \$21.208 million) which is the difference between total income and total expenses.

The statement of comprehensive income shows both cash transactions and non-cash transactions. For example, all rates issued are included as income even though some ratepayers have not paid. The amount not paid would show in the statement of financial position as an amount owed to Council. In accounting terms this is referred to as accrual (rather than cash) accounting.

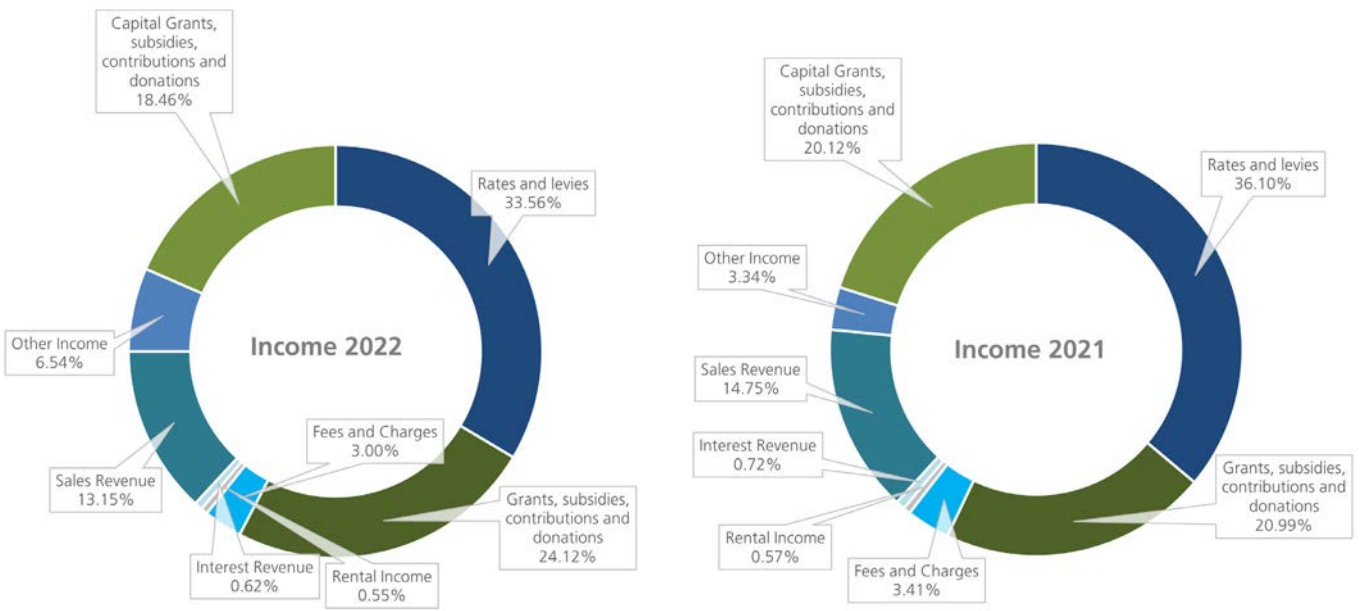


5 year summary of income and expenses					
Income	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Rates, levies and charges (net of discounts)	31,126	33,923	36,559	41,839	40,880
Fees and charges	2,212	2,499	3,493	3,953	3,658
Rental income	644	643	656	663	665
Interest received (including investment revenue)	2,029	2,036	1,499	829	761
Sales revenue - Saleyards	4,053	4,420	4,054	3,627	3,480
Sales revenue - Other	12,147	13,703	16,915	13,473	12,537
Grants (general purpose)	16,882	17,693	16,720	17,355	22,424
Grants (project based)	12,673	19,449	17,098	18,053	24,525
Contributions (recurrent and capital)	14,269	14,522	14,940	12,238	4,912
Other revenue and donations	2,406	2,681	3,383	3,451	3,421
Capital income	93	49	157	418	4,551
Total Income	98,534	111,618	115,474	115,899	121,814
Expenses	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	28,924	27,646	28,915	28,894	28,346
Materials and services	27,317	28,431	33,749	37,146	41,006
Finance costs	1,126	1,638	1,391	1,035	1,846
Depreciation	20,718	19,809	19,764	19,442	20,890
Expenses - capital	10,917	34,895	8,612	8,174	6,763
Total expenses	89,002	112,419	92,431	94,691	98,851
Net result	9,532	(801)	23,043	21,208	22,963

Income

Council's total income for the financial year was \$121.814 million.

A breakdown of Council's 2021/22 income is shown below.



Maranoa Bottle trees and landscape.

Net rates, levies and charges - \$40.880 million

- General rates levied totalled \$31.551 million less discounts allowed of \$1.153 million and Council pensioner remissions of \$0.244 million. Special rates and charges from wild dog management, state government precept and rural fire brigades - \$0.695 million.
- Water charges of \$3.497 million for access infrastructure charges and \$2,192 million for water usage (consumption) and other water revenue (rental, sundries).
- Sewerage charges of \$2.774 million
- Waste management charges of \$1.568 million.

Fees and charges - \$3.658 million

This amount includes user fees and charges of \$1.442 million, with the balance comprising:

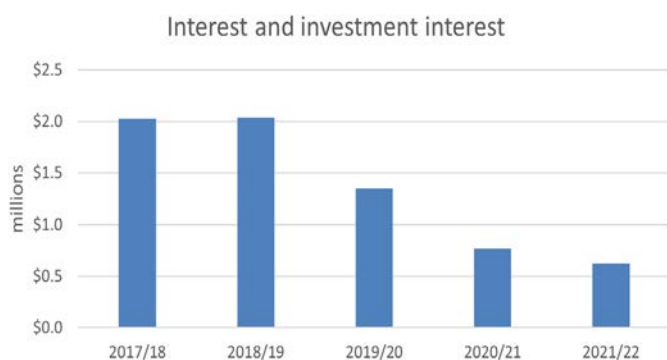
- Town planning, building and development fees - \$0.32 million
- Animal registrations - \$0.143 million
- Infringements - \$0.143 million
- Licences and registrations - \$0.033 million
- Cemetery fees - \$0.169 million
- Other statutory fees - \$1.149 million
- Other fees and charges - \$0.360 million.

Interest revenue - \$0.761 million

This comprises:

- Interest on investments - \$0.622 million
- Interest on outstanding rates and charges - \$0.137 million
- Bank interest - \$0.002 million.

Council actively managed its cash investments in 2021/22 following Council's investment policy which allows for a diversified portfolio of investments used to maximise returns, while minimising risk. During 2021/22 continued record low interest rates have adversely affected the amount of interest earned compared to prior years.



Sales revenue - \$16.0 million

Sales revenue accounted for a significant portion of Council income (\$17.1 million in 2020/21).

- Quarry materials - \$4.491 million
- Airport services - \$1.914 million
- Saleyards - \$3.480 million
- Contract and recoverable works - \$5.159 million
- Gas supply - \$0.973 million.



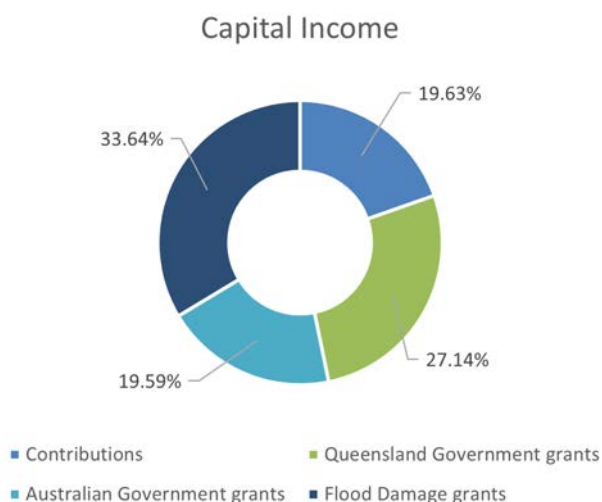
Operating grants, subsidies, contributions and donations - \$29.378 million

- The majority of Council's operating grants came from the Federal Government in the form of an annual Financial Assistance Grant of \$22.424 million. Council received 75% of the 2022/23 and 50% of the 2021/22 Financial Assistance Grant during 2021/22.
- Other grant revenue included \$4.487 million for flood damage.
- Contributions - \$0.499 million.
- Australian Government subsidies and grants - \$0.597 million.
- Queensland Government subsidies and grants - \$1.369 million.

Capital revenue - \$22.483 million

Capital revenue varies from year to year depending on the level of grant funding secured and also the level of upgrade works funded by the energy sector (in the form of contributions).

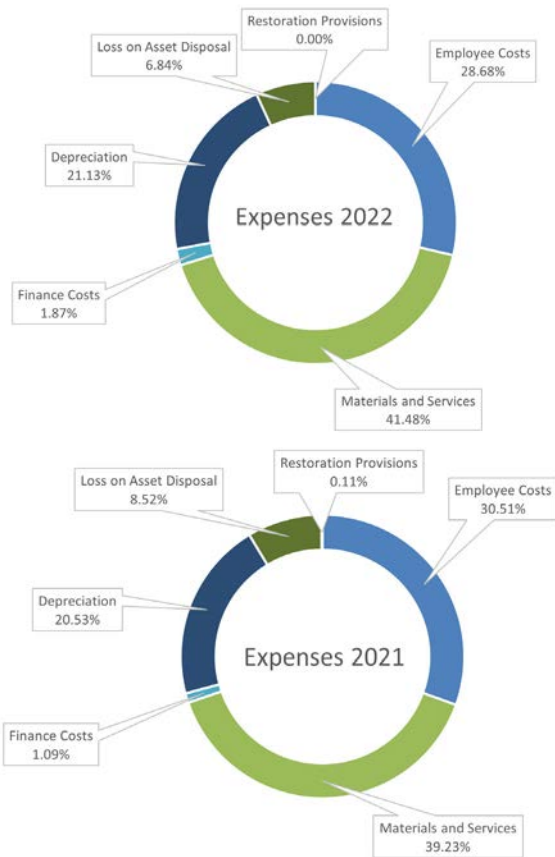
- Queensland government subsidies and grants - \$6.102 million (27.14%)
- Australian government subsidies and grants - \$4.405 million (19.59%)
- Contributions - \$4.413 million (19.63%)
- Flood damage grants - \$7.563 million (33.64%)



Expenses

Council's total expenses for 2021/22 were \$98.851 million.

Expenses consist of materials and services, employee costs, depreciation, capital expenses and finance costs. A breakdown of Council's 2021/22 expenses is shown below.



Council provides a wide range of services to the community. This work is performed by Council staff and in some instances contractors. Where there are local suppliers and local contractors that provide the goods or service and value for money can be achieved, these are used so that the money flows back into the local community.

The three major expense categories are materials and services, employee costs and depreciation.

Materials and services accounted for \$41.006 million of all recurrent (operating) expenses. The costs for materials and services incorporate our payments to suppliers for the provision of hundreds of services and projects to the community such as roads, parks, water, sewerage, footpaths, libraries, pools, airports, community halls and compliance and includes payments for purchases like bitumen materials, electricity, fuel and other operational costs.

Employee and councillor costs of \$28.346 million included employee salaries and wages, superannuation, leave entitlements and councillors' remuneration.

Council's depreciation expense this year was \$20.890 million. Although this does not represent cash spent, it recognises the value of our assets 'consumed' during the period.

Operating result	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating (recurrent) revenue	73,531	81,562	85,956	92,165	94,780
Operating (recurrent) expenses	78,085	77,524	83,819	86,517	92,088
Operating surplus / (deficit)	(4,554)	4,038	2,137	5,648	2,692
Operating surplus ratio	-6.19%	4.95%	2.49%	6.13%	2.84%



Ooline trees

Statement of cash flows

Cash and cash equivalents was \$106.06 million as at 30 June 2022. This cash balance is sufficient to cover Council's restricted assets and commitments including unspent government grants and subsidies of \$14.084 million, contract liabilities of \$6.208 million, unspent developer contributions \$3.735 million, unspent loan monies \$1.808 million and internally imposed expenditure restrictions – reserves for future works \$31.097 million.

The statement of cash flows is similar to your personal bank statement. If you summarised your bank statements for the year it would be your cash flow statement.

Council's cash flow statement only reports on cash movements and shows:

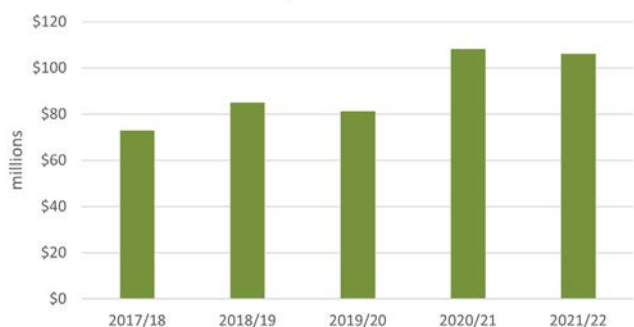
1. How much money we started the year with;
2. Where the incoming money came from;
3. Where the money was spent;
4. How much money we had left at the end of the year.

The statement of cash flows quantifies the inflows and outflows of cash for the organisation during the financial year.

Cash flows for the period are separated into operating, investing and financing activities.

- Operating activities – includes all areas such as rates, fees and charges, grants, employee costs (operating), material and services, interest – Net inflow of \$13.948 million.
- Investing activities - includes money Council receives and spends when buying or selling property, plant and equipment and invests cash – Net outflow of \$15.688 million.
- Financing activities – incorporates cash received if Council takes out new loans or repays loans – Net outflow of \$1.710 million.

Cash, cash equivalents and investments balances at year end



Cash flow	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening cash and cash equivalents balance	28,177	21,880	54,521	33,902	59,310
Net cashflow from operating activities - net inflow	21,126	25,719	24,179	35,802	13,948
Net cashflow from investing activities - net inflow / (net outflow)	(28,780)	3,858	(46,332)	(10,359)	(15,688)
Net cashflow from financing activities - net inflow / (net outflow)	1,357	3,064	1,535	(35)	(1,710)
Closing cash balance	21,880	54,521	33,902	59,310	55,860
Plus investments on hand	51,108	30,452	47,450	48,950	50,200
Total cash, cash equivalents and financial assets (investments)	72,988	84,973	81,352	108,260	106,060

Statement of changes in equity

Community equity:

Asset revaluation surplus - \$371.729 million

This amount represents an accumulation of the net increase in value of Council's non-current assets having regard to asset condition, useful life and time value of money.

Retained surplus - \$601.138 million

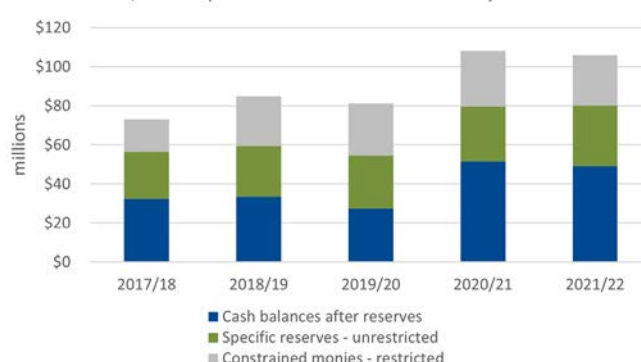
This amount represents Council's estimated net wealth at the end of the year.

Statement of financial position

Current assets - \$124.179 million

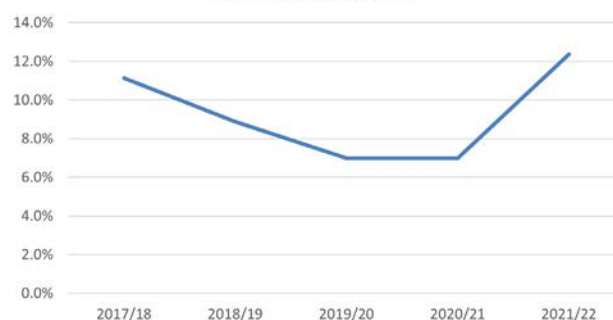
The major component of current assets was cash, cash equivalents and financial assets (investments) totalling \$106.06 million at 30 June 2022. Of these funds, \$25.835 million has external restrictions on how it is spent (i.e. specific grants, subsidies and contributions not spent) while a further \$31.097 million has internally imposed restrictions (specific Council reserves).

Cash, cash equivalents and investments at year end



The other component is rates and other receivables. Below are the percentages of rates in arrears over the last five years. The rates in arrears ratio was 12.38% in 2021/22, an increase of 5.38% on the prior year.

Rates in arrears ratio



Council also runs its own stores which supply goods across all depots in the region. The current inventories held (including quarry stock) has increased by \$726,000 to \$2.321 million. Council plans to continue to monitor and review the level of these goods and materials.

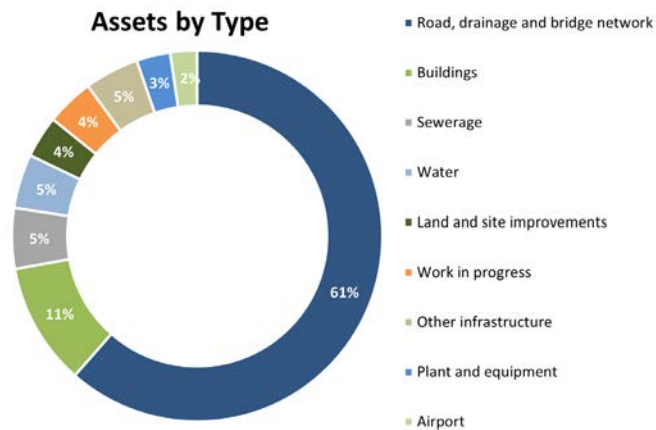
Non-current assets - \$920.642 million

This figure is the value of Council's land, buildings, plant and equipment, infrastructure assets and capital works in progress at 30 June 2022.

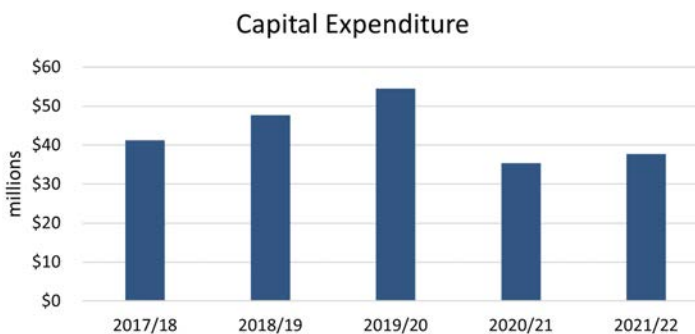
Our infrastructure assets assist in delivering essential services to our community. It is extremely important to have effective management of our assets (including long term planning) to meet community needs for current and future generations. Council adopted Asset Management Plans (AMP) for rural roads and urban streets (roads and drainage) in 2017/18 and water, sewerage and gas in 2021/22.

Asset group	\$'000
Land and site improvements	33,757
Buildings	98,483
Plant and equipment	27,146
Road, drainage and bridge network	566,026
Water	43,467
Sewerage	48,244
Other infrastructure	43,694
Airport	21,538
Work in progress	38,287
Total	920,642

Council's road, drainage and bridge network is by far the largest asset type representing 61% of the total value of our assets. This is followed by buildings with 11% and then water network, sewerage network and land and site improvements.



Council's asset management plans contain strategies on how we will upgrade and renew our existing assets. The chart below shows what we have spent on replacing and improving our infrastructure over the past five years.



Liabilities

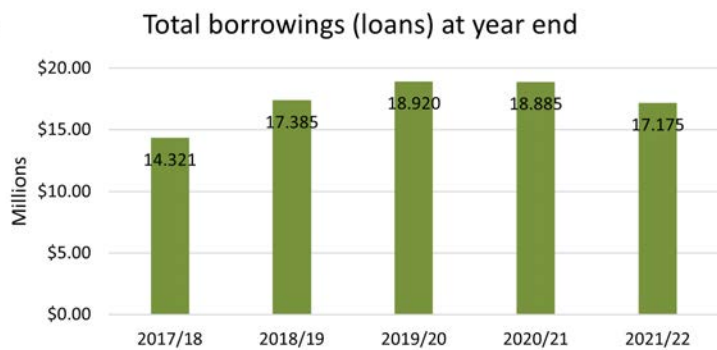
Council owes \$17.175 million in loans

Local governments, in general, have a very high level of assets under their control but are limited in revenue raising opportunities. This means that the majority of Councils in Queensland have to rely on borrowing or substantial grants to fund major capital works, while using their general revenue (rates, fees and charges) to provide services and maintain community assets.

Details of all loan balances as at 30 June 2022 are as follows:

Loan balances - 30 June 2022	
Description of purpose	\$'000
Levee	1,951
Water infrastructure (Roma)	2,150
Roma Saleyards Precinct - truck stop infrastructure	1,594
Roma Saleyards Precinct - land purchase and washdown facility	1,930
Roma Airport runway	2,173
Water bores	298
Sewer relining	2,634
Energy upgrade facilities	613
Bigger Big Rig Tourism Infrastructure	2,488
Saleyards new building	544
Roadworks	796
Total	17,175

There were no new borrowings in 2021/22. Our total repayments of borrowings were \$1.710 million.



Comparative loan balances

	\$ million
2017/18	14.321
2018/19	17.385
2019/20	18.920
2020/21	18.885
2021/22	17.175

Financial sustainability ratios

Operating surplus ratio

The Operating Surplus Ratio indicates the extent to which operational (recurrent) revenues raised cover operating (recurrent) expenses.

Calculated as: Net operating result/Total operating revenue (excluding capital items).

The Financial Management Sustainability Guideline 2013 has set the target of between 0% and 10%. Council's performance when compared to the last few years has been negatively impacted in part due to loss of sales revenue and maintaining service levels to customers at previous levels. The ratio for 2021/22 is 2.84% and is within the target range.

Asset sustainability ratio

The Asset Sustainability Ratio indicates the extent to which assets are being replaced as they reach the end of their useful lives.

Calculated as: Capital expenditure on replacement infrastructure assets (renewals)/Depreciation expense on infrastructure assets.

The Financial Management Sustainability Guideline 2013 has set the target at greater than 90%. Achieving this target indicates that Council is renewing and replacing its assets at a greater rate than they are wearing out.

The ratio was 120.74% in 2021/22, which is within the target range. Council has made a concerted effort to achieve the recommended target.

Net financial liabilities ratio

The Net Financial Liabilities Ratio indicates the extent to which operating revenue (including grants and subsidies) can cover net financial liabilities (usually loans and leases).

Calculated as: (Total liabilities – current assets)/Total operating revenue.

The Financial Management Sustainability Guideline 2013 has set the target as not greater than 60%.

Councils that have net financial liabilities that are greater than 60 per cent of operating revenue have a limited capacity to increase loan borrowings and may experience stress in servicing current debt.

Council has a negative 55.10% ratio, which means that Council has ability to increase its loan borrowing. In the case of this particular ratio, a negative ratio is a strength.

Key local government financial indicators		2022 actual result	Benchmark	Within limits
Ratio	Description			
Operating surplus ratio	This is the indicator of the extent to which operating (recurrent) revenue raised cover operational expenses only or is available for capital funding.	2.84%	0-10%	Yes
Asset sustainability ratio	This ratio helps to show whether Council is replacing assets as their service potential is used up.	120.74%	Greater than 90%	Yes
Net financial liability	This ratio explains the extent to which operating revenue can cover net financial liabilities.	-55.10%	Less than 60%	Yes

5 year trend - local government financial indicators

Ratio	2017/18	2018/19	2019/20	2020/21	2021/22
Operating surplus ratio	-6.19%	4.95%	2.49%	6.13%	2.84%
Asset sustainability ratio	44.55%	205.94%	188.01%	134.35%	120.74%
Net financial liability	-71.85%	-42.68%	-28.88%	-43.58%	-55.10%

Maranoa Regional Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2022



General Purpose Financial Statements

for the year ended 30 June 2022

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Maranoa Regional Council

Statement of Comprehensive Income

for the year ended 30 June 2022

\$'000	Notes	2022	2021
Income			
Revenue			
Recurrent revenue			
Rates, levies and charges	3a	40,880	41,839
Fees and charges	3b	3,658	3,953
Sales revenue	3c	16,017	17,100
Grants, subsidies, contributions and donations	3d(i)	29,378	24,330
Other revenue		3,421	3,451
Total recurrent revenue		93,354	90,673
Recurrent other income			
Rental income		665	663
Interest received		761	829
Total recurrent other income		1,426	1,492
Total recurrent revenue and other income		94,780	92,165
Capital revenue			
Grants, subsidies, contributions and donations	3d(ii)	22,483	23,316
Capital other income			
Capital income	4	4,551	418
Total capital revenue and other income		27,034	23,734
Total income		121,814	115,899
Expenses			
Recurrent expenses			
Employee and councillor costs	5	28,346	28,894
Materials and services	6	41,006	37,146
Finance costs	7	1,846	1,035
Depreciation and amortisation	12	20,890	19,442
Total recurrent expenses		92,088	86,517
Other expenses			
Capital expenses	8	6,763	8,174
Total other expenses		6,763	8,174
Total expenses		98,851	94,691
Net result		22,963	21,208
Other comprehensive income			
Items that will not be reclassified to net result			
Increase/(decrease) in asset revaluation surplus	12	43,270	50,676
Total other comprehensive income for the year		43,270	50,676
Total comprehensive income for the year		66,233	71,884

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

Statement of Financial Position

as at 30 June 2022

\$ '000	Notes	2022	Restated 2021
Assets			
Current assets			
Cash and cash equivalents	9	55,860	59,310
Financial assets	9	50,200	48,950
Receivables	10	8,637	6,053
Inventories		2,321	1,595
Contract assets	13	3,722	517
Other assets		1,180	373
Non-current assets classified as held for sale	11	2,259	3,135
Total current assets		124,179	119,933
Non-current assets			
Property, plant and equipment	12	920,642	866,699
Total non-current assets		920,642	866,699
Total Assets		1,044,821	986,632
Liabilities			
Current liabilities			
Payables	14	20,689	19,492
Contract liabilities	13	6,208	11,442
Borrowings	15	1,792	1,731
Provisions	16	3,579	4,251
Total current liabilities		32,268	36,916
Non-current liabilities			
Payables	14	1,467	–
Borrowings	15	15,383	17,154
Provisions	16	22,836	28,633
Total non-current liabilities		39,686	45,787
Total Liabilities		71,954	82,703
Net community assets		972,867	903,929
Community equity			
Asset revaluation surplus		371,729	325,754
Retained surplus		601,138	578,175
Total community equity		972,867	903,929

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

Council has made a retrospective restatement as a consequence of correction of errors. Details are disclosed in note 21.

Statement of Changes in Equity

for the year ended 30 June 2022

\$ '000	Notes	Asset revaluation surplus	Retained surplus	Total equity
2022				
Balance as at 1 July		325,754	578,175	903,929
Net result		–	22,963	22,963
Other comprehensive income for the year				
- Increase/(decrease) in asset revaluation surplus	12	43,270	–	43,270
- (Increase)/decrease in future rehabilitation - refuse sites		2,705	–	2,705
Other comprehensive income		45,975	–	45,975
Total comprehensive income for the year		45,975	22,963	68,938
Balance as at 30 June		371,729	601,138	972,867
2021				
Balance as at 1 July		275,078	563,036	838,114
Correction of prior period errors	21	–	(6,069)	(6,069)
Net result		–	21,208	21,208
Other comprehensive income for the year				
- Increase/(decrease) in asset revaluation surplus	12	49,664	–	49,664
- (Increase)/decrease in future rehabilitation - refuse sites		1,012	–	1,012
Other comprehensive income		50,676	–	50,676
Total comprehensive income for the year		50,676	21,208	71,884
Balance as at 30 June		325,754	578,175	903,929

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

Statement of Cash Flows

for the year ended 30 June 2022

\$ '000	Notes	2022	2021
Cash flows from operating activities			
Payments to suppliers and employees		(76,984)	(70,529)
Receipts from customers		60,764	75,082
		<u>(16,220)</u>	<u>4,553</u>
Receipts			
Rental income		665	663
Interest and investment revenue received		761	829
Non capital grants and contributions		29,379	30,457
Other		875	–
Payments			
Borrowing costs		(637)	(700)
Other		(875)	–
Net cash inflow (outflow) from operating activities	20	<u>13,948</u>	<u>35,802</u>
Cash flows from investing activities			
Receipts			
Proceeds from sale of property, plant and equipment		667	1,287
Grants, subsidies, contributions and donations		22,483	26,251
Payments			
Payments for financial assets		(1,250)	(1,500)
Payments for property, plant and equipment		(37,588)	(36,397)
Net cash inflow (outflow) from investing activities		<u>(15,688)</u>	<u>(10,359)</u>
Cash flows from financing activities			
Receipts			
Proceeds from borrowings		–	1,478
Payments			
Repayment of borrowings		(1,710)	(1,513)
Net cash flow (outflow) from financing activities		<u>(1,710)</u>	<u>(35)</u>
Net increase/(decrease) in cash and cash equivalents held		<u>(3,450)</u>	<u>25,408</u>
plus: cash and cash equivalents - beginning		59,310	33,902
Cash and cash equivalents at the end of the financial year	9	<u>55,860</u>	<u>59,310</u>
Additional information:			
plus: Investments on hand – end of year	9	50,200	48,950
Total cash, cash equivalents and financial assets		<u>106,060</u>	<u>108,260</u>

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 1. Information about these financial statements

(a) Basis of preparation

The Maranoa Regional Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2021 to 30 June 2022. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

These financial statements comply with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB). Council is a not-for-profit entity for financial reporting purposes and complies with Australian Accounting Standards as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention except for the revaluation of certain classes of property, plant and equipment.

(b) New and revised Accounting Standards adopted during the year

Maranoa Regional Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2021. None of the standards had a material impact on reported position, performance and cash flows.

(c) Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2022, these standards have not been adopted by Council and will be included in the financial statements on their effective date. The standards are not expected to have a material impact on Council's financial statements in the period of initial recognition.

(d) Estimates and Judgements

Council make a number of judgements, estimates and assumptions in preparing these financial statements. These are based on the best information available to Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The significant judgements, estimates and assumptions relate to the following items and specific information is provided in the relevant note:

- Valuation and depreciation of Property, Plant & Equipment - Note 12
- Provisions - Note 16
- Contingent Liabilities - Note 18
- Financial instruments and financial risk management – Note 23
- Revenue recognition - Note 3

(e) Rounding and Comparatives

The financial statements are in Australian dollars and have been rounded to the nearest \$1,000, unless otherwise stated.

Comparative information is generally restated for reclassifications, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standard / comparative information is prepared on the same basis as prior year.

(f) Taxation

Council is exempt from income tax, however Council is subject to Fringe Benefits Tax, Goods and Services Tax ('GST') and payroll tax on certain activities. The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

(g) Impacts from the COVID-19 pandemic

Council has assessed the impact of the COVID-19 global pandemic and found there were no material implications for the financial year ending 30 June 2022.

However, Council acknowledges that the COVID-19 restrictions have impacted some industries within the region and has initiated the following financial incentives:

- Fee waivers have been provided for selected Council Fees & Charges. The value of this incentive was \$100,779 (2021 - \$340,055).

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 2a. Council functions – component descriptions

Details relating to the Council's functions / activities as reported in Note 2(b) are as follows:

OFFICE OF THE CEO & LEADERSHIP

The objective of this function is to provide open and accountable leadership through our Corporate Vision of Quality, Safety, Environment and Affordability. It includes executive and local area leadership, organisational development, recruitment and onboarding, and human resource management.

CORPORATE AND COMMUNITY SERVICES

The objective of this function is to provide professional corporate and community services including financial management, information and communication technology, information management, customer service, animal control and community safety, elected member services, communications, cemeteries and integrated quality, safety and environment (including enterprise risk) and asset management.

DEVELOPMENT FACILITIES AND ENVIRONMENT

The objective of this function is to provide emergency management, town planning, building control and pool safety, environmental and public health, facilities, rural land management, economic development, tourism, sport and recreation, local development and events, arts and culture, libraries, council housing, affordable land and housing across our region.

ENERGY SECTOR ROADWORKS

The objective of this function is to deliver identified road projects that mitigate energy sector impacts ensuring they are undertaken within time, cost and scope of expectations, with a high level of monitoring and supervision.

ROAD NETWORK

The objective of this function is to administer, maintain, renew and upgrade the region's road network, incorporating the related functional areas of kerb and channel, stormwater drainage, lighting, footpaths and other pathways.

INFRASTRUCTURE SERVICES

The objective of this function is to demonstrate best practice in our service and delivery. Includes depots, commercial road activities, quarry pits, town and surrounds (including parks, gardens and reserves), street lighting and public space lighting and flood mitigation.

WASTE

The objective of this function is to provide affordable collection, receipt and disposal of waste generated by households, businesses and industry that is compliant with legislation and the agreed service levels for presentation and maintenance of Council's waste facilities.

GAS

The objective of this function is to provide a safe and reliable retail supply to an expanding distribution network within a commercially viable framework.

PLANT, FLEET AND WORKSHOPS

The objective of this function is to provide a competitively priced, reliable and fit for purpose plant that enables the delivery of Council's services and programs.

Water infrastructure

The objective of this function is to provide water for domestic, commercial and industrial use in accordance with legislation and Council standards, established for the safety and benefit of the community.

Sewerage infrastructure

The objective of this function is to provide for the transporting and treating of effluent from domestic, commercial and industrial properties within defined urban areas in accordance with legislation and Council standards, established for safety and benefit of the community.

QUARRY (ROMA)

The objective of this function is to provide Council and external customers, within our region and beyond, aggregate road base and rock suitable for use in asphalt, concrete, road construction and infrastructure construction works.

AIRPORTS

The objective of this function is to provide an air transport gateway to the Maranoa region that supports the commercial expansion and social connection of the region.

SALEYARDS (ROMA)

The objective of this function is to provide an accredited centre for store, prime, stud and special sales, private weighing and spelling services.

Maranoa Regional Council

Notes to the Financial Statements for the year ended 30 June 2022

Note 2b. Council functions - analysis of results by function

Functions \$ '000	Recurring grants		Gross program income		Capital other	Total income	Gross program expenses		Total expenses	Net result from recurring operations	Net result	Total assets
	Recurring grants	Capital grants	Recurring other	Capital grants			Recurring	Capital				
Functions												
2022												
Office of the CEO and leadership	118	—	—	—	—	118	(3,333)	—	(3,333)	(3,215)	(3,215)	—
Corporate and community services	22,536	32,170	3	30	3	54,739	(9,244)	(875)	(10,119)	45,595	44,620	134,812
Development, facilities and environment	969	1,821	1,103	3,735	1,103	7,628	(16,979)	(159)	(17,138)	(14,189)	(9,510)	116,393
Energy sector roadworks	484	4,894	—	4,021	—	9,399	(5,056)	—	(5,056)	322	4,343	—
Road network	4,486	66	—	13,770	—	18,322	(25,217)	(5,430)	(30,647)	(20,665)	(12,325)	607,210
Infrastructure services	—	1,883	—	302	—	2,185	(5,138)	—	(5,138)	(3,255)	(2,953)	4,242
Waste	284	3,183	3,277	468	3,277	7,212	(4,180)	—	(4,180)	(713)	3,032	2,691
Gas	—	1,299	—	—	—	1,299	(826)	(68)	(894)	473	405	5,645
Plant, fleet and workshops	501	67	168	—	168	736	(1,762)	(73)	(1,835)	(1,194)	(1,099)	19,927
Water infrastructure	—	6,140	—	7	—	6,147	(6,316)	(158)	(6,474)	(176)	(327)	47,018
Sewerage infrastructure	—	2,936	—	—	—	2,936	(2,536)	—	(2,536)	400	400	49,878
Quarry (Roma)	—	5,123	—	—	—	5,123	(4,796)	—	(4,796)	327	327	2,950
Airports	—	2,147	—	150	—	2,297	(2,717)	—	(2,717)	(570)	(420)	28,368
Saleyards (Roma)	—	3,673	—	—	—	3,673	(3,988)	—	(3,988)	(315)	(315)	25,687
Total	29,378	65,402	4,551	22,483	4,551	121,814	(92,088)	(6,763)	(98,851)	2,825	22,963	1,044,821
2021												
Office of the CEO and leadership	117	1	—	—	—	118	(1,302)	—	(1,302)	(1,184)	(1,184)	—
Corporate and community services	17,463	32,316	—	125	—	49,904	(9,885)	—	(9,885)	39,894	40,019	118,132
Development, facilities and environment	1,414	2,734	3	1,596	3	5,747	(17,777)	(129)	(17,906)	(13,629)	(12,159)	127,438
Energy sector roadworks	927	3,948	—	10,631	—	15,506	(5,279)	—	(5,279)	(404)	10,227	—
Road network	3,274	163	—	8,569	—	12,006	(22,288)	(6,064)	(28,352)	(18,851)	(16,346)	569,339
Infrastructure services	—	3,182	—	44	—	3,226	(5,441)	—	(5,441)	(2,259)	(2,215)	3,868
Waste	492	3,380	140	271	140	4,283	(3,826)	—	(3,826)	46	457	2,660
Gas	—	1,083	—	—	—	1,083	(774)	(31)	(805)	309	278	5,167
Plant, fleet and workshops	575	96	—	—	275	946	(44)	(555)	(599)	627	347	21,045
Water infrastructure	—	6,385	—	1,958	—	8,343	(5,793)	(232)	(6,025)	592	2,318	37,661
Sewerage infrastructure	—	2,924	—	—	—	2,924	(2,182)	(957)	(3,139)	742	(215)	48,391
Quarry (Roma)	—	5,411	—	—	—	5,411	(4,883)	(106)	(4,989)	528	422	2,292
Airports	68	2,403	—	122	—	2,593	(2,949)	(100)	(3,049)	(478)	(456)	27,708
Saleyards (Roma)	—	3,809	—	—	—	3,809	(4,094)	—	(4,094)	(285)	(285)	22,931
Total	24,330	67,835	418	23,316	418	115,899	(86,517)	(8,174)	(94,691)	5,648	21,208	986,632

Notes to the Financial Statements

for the year ended 30 June 2022

Note 3. Revenue

\$ '000	2022	2021
(a) Rates, levies and charges		
Rates and annual charges are recognised as revenue when the council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.		
General rates	31,551	32,497
Water	3,497	3,470
Water consumption, rental and sundries	2,192	2,404
Sewerage	2,774	2,764
Waste management	1,568	1,563
Special rates and charges	695	713
Total rates and utility charge revenue	42,277	43,411
Less: discounts	(1,153)	(1,326)
Less: pensioner remissions	(244)	(246)
Total rates, levies and charges	40,880	41,839

(b) Fees and charges

Revenue arising from fees and charges is recognised at the point in time when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay on arrival. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

Building and development fees	186	209
Infringements	33	18
Licences and registrations	35	24
Town planning fees	141	221
Animal registrations	143	124
Cemetery fees	169	151
Other statutory fees	1,149	1,134
User fees and charges	1,442	1,730
Other fees and charges	360	342
Total fees and charges	3,658	3,953

Notes to the Financial Statements

for the year ended 30 June 2022

Note 3. Revenue (continued)

(c) Sales revenue

Sale of goods revenue is recognised at the point in time that the customer obtains control of the goods. Revenue from services is recognised when the service is rendered.

Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for use of equipment and employees. This revenue and the associated costs are recognised by reference to the stage of completion of the contract activity based on costs incurred at the reporting date. Where consideration is received for the service in advance it is included in contract liabilities and is recognised as revenue in the period when the service is performed. There are no contracts in progress at the year end. The contract work carried out is not subject to retentions.

\$ '000	2022	2021
Rendering of services		
Contract and recoverable works	5,159	5,911
Saleyards	3,480	3,627
Gas supply	973	893
Airport services	1,914	2,075
Total sale of services	11,526	12,506
Sale of goods		
Quarry materials	4,491	4,594
Total sale of goods	4,491	4,594
Total sales revenue	16,017	17,100

(d) Grants, subsidies, contributions and donations**Grant income under AASB 15**

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligations is satisfied.

Performance obligations vary in each agreement but include rural services projects, such as noxious weed spraying and collaborative feral pest initiatives. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of the benefit.

Grant income under AASB 1058

Assets arising from grants in the scope of AASB 1058 are recognised at the asset's fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

Capital grants

Capital grants received to enable Council to acquire or construct an item of property, plant and equipment to identified specifications which will be under Council's control and under an agreement which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed. For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

Notes to the Financial Statements

for the year ended 30 June 2022

Note 3. Revenue (continued)

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by the Council.

Physical assets contributed to Council by developers in the form of roadworks, stormwater, water and wastewater infrastructure and park equipment are recognised as revenue when the development becomes "on maintenance" (i.e. the Council obtains control of the assets and becomes liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. Non-cash contributions with a value in excess of the recognition thresholds are recognised as non-current assets. Those below the thresholds are recorded as expenses.

General Purpose Grant

Council has received 75% of the 2022/2023 and 50% of the 2021/2022 Financial Assistance Grant funding in the current financial year. In the prior financial year Council received 50% of the 2021/2022 and 50% of the 2020/2021 Financial Assistance Grant funding. Council has no control over the timing of these funding payments.

\$ '000	2022	2021
(i) Operating		
General purpose grants	22,424	17,355
Queensland government subsidies and grants	1,369	1,813
Australian government subsidies and grants	597	1,038
Donations	2	2
Contributions	499	949
Flood damage grants	4,487	3,173
Total recurrent grants, subsidies, contributions and donations	29,378	24,330

(ii) Capital

Capital revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers.

Queensland government subsidies and grants	6,102	4,912
Australian government subsidies and grants	4,405	7,115
Contributions	4,413	11,289
Flood damage grants	7,563	–
Total capital grants, subsidies, contributions and donations	22,483	23,316

(iii) Timing of revenue recognition for grants, subsidies, contributions and donations

\$ '000	2022		2021	
	Revenue recognised at a point in time	Revenue recognised over time	Revenue recognised at a point in time	Revenue recognised over time
Grants and subsidies	29,255	22,606	23,893	23,753
	29,255	22,606	23,893	23,753

Notes to the Financial Statements
for the year ended 30 June 2022

Note 4. Capital income

\$ '000	Notes	2022	2021
(a) Gain / loss on disposal of non-current assets			
Proceeds from the disposal of property, plant and equipment		553	627
Less: carrying value of disposed property, plant and equipment	11	(154)	(349)
Gain on disposal of non-current assets		399	278
(b) Provision for restoration of land			
Discount rate adj. - refuse restoration	16	3,277	140
		3,277	140
(c) Other			
Impairment of non-current assets held for sale		875	-
		875	-
Total capital income		4,551	418

Note 5. Employee and councillor costs

\$ '000	Notes	2022	2021
Employee benefit expenses are recorded when the service has been provided by the employee.			
Wages and salaries		20,971	20,608
Councillors remuneration		782	783
Annual, sick and long service leave entitlements		3,544	4,419
Superannuation	19	3,004	3,017
		28,301	28,827
Other employee related expenses		45	67
Total Employee benefits		28,346	28,894

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

	2022 Number	2021 Number
Additional information:		
Total Council employees at the reporting date:		
Elected members	9	9
Other	300	305
Total full time equivalent employees	309	314

Notes to the Financial Statements

for the year ended 30 June 2022

Note 6. Materials and services

\$ '000	2022	2021
Expenses are recorded on an accruals basis as Council receives the goods or services.		
Advertising and marketing	133	83
Administration supplies and consumables	55	60
Audit of annual financial statements by the Auditor-General of Queensland	143	67
Communications and IT	1,638	1,492
Consultants	219	45
Contractors	5,196	6,356
Donations paid	280	321
Power	1,514	1,657
Subscriptions and registrations	264	209
Travel	3	2
Insurance	1,730	1,586
Commercial waste levy	821	576
Legal services	681	695
Materials issued from store	1,495	1,392
Plant and vehicle running costs	2,037	1,777
Operations and maintenance	18,146	15,295
Other materials and services	6,651	5,533
Total materials and services	41,006	37,146

Total audit fees quoted by the Queensland Audit Office relating to the 2021-22 financial statements are \$103,000 (2021: \$101,000).

Note 7. Finance costs

\$ '000	Notes	2022	2021
Finance costs charged by the Queensland Treasury Corporation		637	661
Bank charges		52	51
Impairment of receivables		603	45
Change in expected credit loss	10	67	(58)
Quarry rehabilitation	15	37	24
Landfill rehabilitation	15	450	312
Total finance costs		1,846	1,035

Notes to the Financial Statements

for the year ended 30 June 2022

Note 8. Capital expenses

\$ '000	Notes	2022	2021
(a) Loss on disposal of non-current assets			
Proceeds from the disposal of property, plant and equipment		114	660
Less: carrying value of disposed property, plant and equipment	12	<u>(346)</u>	<u>(1,206)</u>
Loss on disposal of non-current assets		<u>232</u>	<u>546</u>
(b) Provision for restoration of land			
Discount rate adjustment to quarry rehabilitation liability		<u>–</u>	<u>106</u>
		<u>–</u>	<u>106</u>
The discount rate adjustment to the quarry rehabilitation liability was adjusted recognised as a capital expense as there was an insufficient asset revaluation reserve in the relevant asset class.			
(c) Other capital expenses			
Loss on write-off of assets		5,656	7,522
Community housing transition change in value		<u>875</u>	<u>–</u>
		<u>6,531</u>	<u>7,522</u>
Total capital expenses		<u>6,763</u>	<u>8,174</u>

Note 9. Cash and cash equivalents

\$ '000	2022	2021
Cash and cash equivalents in the statement of cash flows include cash on hand, all cash and cheques receipted but not banked at the year end, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.		
Cash and cash equivalents		
Cash at bank and on hand	5,987	2,337
Deposits at call	<u>49,873</u>	<u>56,973</u>
Net cash and cash equivalents	<u>55,860</u>	<u>59,310</u>
Investment securities - current		
Term deposits	<u>50,200</u>	<u>48,950</u>
Total current investments securities	<u>50,200</u>	<u>48,950</u>
Total cash, cash equivalents and investments	106,060	108,260

Notes to the Financial Statements

for the year ended 30 June 2022

Note 9. Cash and cash equivalents

\$ '000	2022	2021
(i) Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:		
Unspent grants and subsidies	14,084	8,463
Contract liabilities	6,208	11,442
Unspent loan monies	1,808	4,889
Unspent developer contributions	3,735	3,772
Total externally imposed restrictions on cash assets	25,835	28,566
(ii) Internal allocations of cash at the reporting date:		
Internal allocations of cash may be lifted by a Council with a resolution.		
Future capital works	31,097	28,176
Total internally allocated cash	31,097	28,176
Total unspent restricted cash	56,932	56,742

All term deposits comply with the Investment Policy and are less than 12 months in maturity. Some grants and contributions included in the restricted cash disclosures are not sufficiently specific to be recognised as contract liabilities.

Trust Funds

In accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account include those funds from the sale of land for arrears in rates, deposits for the contracted sale of land, security deposits lodged to guarantee performance and unclaimed monies (e.g. wages). The Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements since Council has no control over the assets.

Trust funds held for outside parties

Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities

Security deposits	367	73
	555	512
	922	585

Note 10. Receivables

Receivables, loans and advances are amounts owed to Council at year end. They are recognised at the amount due at the time of sale or service delivery or advance. Settlement of receivables is required within 30 days after the invoice is issued.

Debts are regularly assessed for collectability and allowance is made, where appropriate, for impairment. All known bad debts were written-off at 30 June. If an amount is recovered in a subsequent period it is recognised as revenue.

The loss is recognised in finance costs. The amount of the impairment is the difference between the asset's carrying amount and the present value of the estimated cash flows discounted at the effective interest rate.

Subsequent recoveries of amounts previously written off in the same period are recognised as finance costs in the Statement of Comprehensive Income.

Notes to the Financial Statements

for the year ended 30 June 2022

Note 10. Receivables

\$ '000	2022	2021
Current		
Rates and charges	5,451	3,159
Other debtors	3,062	2,521
GST recoverable	473	665
Total	8,986	6,345
less: Provision for impairment		
Other	(349)	(292)
Total provision for impairment - receivables	(349)	(292)
Total current receivables	8,637	6,053
Movement in accumulated impairment losses is as follows:		
Opening balance at 1 July	292	351
Add: Increases (or decreases) in the allowance for expected credit loss	67	(58)
Less: Impaired receivables written-off during year	(10)	(1)
Balance at the end of the year	349	292

Refer also to Note 23 for further information about credit risk.

Interest is charged on outstanding rates (4.0% per annum from 1 July 2021, the same as the prior year). No interest is charged on other debtors.

Disclosure - credit risk exposure and impairment of receivables

Receivables are measured at amortised cost which approximates fair value at reporting date. Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. Settlement of these amounts is required within 30 days from invoice date.

When Council has no reasonable expectation of recovering an amount owed by a debtor, and has ceased enforcement activity, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Accounting for impairment losses is dependent upon the individual group of receivables subject to impairment. The loss allowance for grouped receivables reflects lifetime expected credit losses (ECL) and incorporates reasonable and supportable forward-looking information. Economic changes impacting debtors, and relevant industry data form part of the impairment assessment.

Council has identified 4 distinctive groupings of its receivables: rates and charges, sales of services or goods, funding and other debtors.

Rates and charges: Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts and therefore the expected credit loss is immaterial. Impairment of rates and charges will occur only if arrears are deemed to be greater than the proceeds Council would receive from the sale of the respective property.

Sales of services or goods: included in this group are charges for airport services, saleyards and quarry materials. Council recognises impairment on these sales based on historical analysis.

Funding: payable by State and Commonwealth governments and their agencies. A credit enhancement exists as these payments are effectively government guaranteed and both the State and Commonwealth Governments have high credit ratings, accordingly Council determines the level of credit risk exposure to be immaterial and therefore does not record an expected credit loss for these counterparties. Also includes Energy Sector funding under contract agreements which Council determines the level of credit risk exposure to be immaterial.

Other debtors: Council identifies other debtors as receivables which are not rates and charges; sales of services or goods; or grants.

Council uses a provision matrix to measure the expected credit losses on statutory charges and other debtors. Loss rates are calculated separately for groupings with similar loss patterns. The calculations reflect historical observed default rates

Notes to the Financial Statements

for the year ended 30 June 2022

Note 10. Receivables (continued)

calculated using credit losses experienced on past transactions from the last 7 years for each group. Loss rates are based on actual credit loss experience over the past 6 years, current conditions and the Council's view of economic conditions over the expected lives of the receivables.

In Council's statements after reviewing macro economic conditions, Council reached the conclusion that forward looking conditions indicated no foreseeable expected deviations from historically calculated ratios, thus no forward looking adjustments were made. Council does not expect that the rate of loss on debtors outstanding as at 30 June 2022 will materially increase as a result of the COVID-19 pandemic.

Loss rates are calculated using a 'roll rate' method based on the probability of a receivable progressing through successive stages of delinquency to write-off.

The following tables provide information about the expected losses for trade receivables for each group of trade receivables as at 30 June 2022 and 30 June 2021. Refer to Note 23 for a reconciliation of debtor subcategories used in the determination of the expected loss allowance to total debtors as disclosed above.

2022	Closing balance	Loss given default	Lifetime expected credit loss
Ageing	\$ '000	%	\$ '000
Sales of services or goods			
Current	682	2%	12
31-60 days	42	11%	5
61-90 days	103	38%	39
90+ days	69	82%	56
Total	896		112
Other debtors			
Current	505	1%	4
31-60 days	49	15%	7
61-90 days	2	35%	1
90+ days	292	77%	225
Total	848		237
2021			
Ageing	Closing balance	Loss given default	Lifetime expected credit loss
Ageing	\$ '000	%	\$ '000
Sales of services or goods			
Current	743	2%	12
31-60 days	12	11%	1
61-90 days	9	37%	3
90+ days	39	79%	31
Total	803		47
Other debtors			
Current	423	0%	1
31-60 days	71	15%	11
61-90 days	1	34%	-
90+ days	302	77%	233
Total	797		245

Notes to the Financial Statements

for the year ended 30 June 2022

Note 11. Non-current assets Held for Sale

Items of property, plant and equipment are reclassified as non-current assets as held for sale when the carrying amount of these assets will be recovered principally through a sales transaction rather than continuing use. Non-current assets classified as held for sale are available for immediate sale in their present condition and management believe the sale is highly probable within 12 months. Non-current assets held for sale are measured at the lower of their carrying amount and fair value less cost to sell and are not depreciated.

The fair value of the land and buildings is disclosed in Note 12 Property, plant and equipment.

\$ '000	2022	2021 Restated
(i) Non-current assets held for sale		
Current		
Non-current assets held for sale		
Land	487	897
Buildings	1,772	2,238
Total non-current assets held for sale	2,259	3,135

Maranoa Regional Council

Notes to the Financial Statements for the year ended 30 June 2022

Note 12. Property, plant and equipment

\$ '000	Works in progress	Land and site improvements		Buildings	Plant and equipment	Road, drainage and bridge network		Water	Sewerage	Other infrastructure	Airport	Total
		Fair Value	Cost			Fair Value	Fair Value					
2022												
Measurement basis		Fair Value	Cost	Fair Value	Cost	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	
Opening gross balance	47,274	44,228	46,135	132,504	46,135	665,806	87,829	73,905	49,957	23,918	1,171,556	
Additions - new	37,721	-	-	-	-	-	-	-	-	-	37,721	
Disposals	-	(230)	(908)	(15)	(908)	-	-	-	-	-	(1,153)	
Write-offs	-	-	-	-	-	(5,010)	(544)	-	(100)	-	(5,654)	
Revaluation increments to equity (ARS)	-	(10,043)	-	-	-	-	-	-	-	-	(10,043)	
Revaluation decrements to equity (ARS)	-	-	-	10,661	-	44,167	3,650	413	4,632	1,531	65,054	
Work in progress transfers	(46,708)	39	3,989	678	3,989	29,756	4,906	(195)	7,535	-	-	
Total gross value of property, plant and equipment	38,287	33,994	49,216	143,828	49,216	734,719	95,841	74,123	62,024	25,449	1,257,481	
Opening accumulated depreciation and impairment	-	186	19,730	38,314	19,730	147,124	52,154	26,896	17,399	3,054	304,857	
Depreciation expense	-	51	2,988	2,024	2,988	11,944	1,421	770	1,087	605	20,890	
Disposals	-	-	(648)	(3)	(648)	-	-	-	-	-	(651)	
Revaluation increments to equity (ARS)	-	-	-	-	-	-	(808)	(1,787)	(124)	-	(2,719)	
Revaluation decrements to equity (ARS)	-	-	-	5,010	-	9,198	-	-	-	252	14,460	
Adjustments and other transfers	-	-	-	-	-	2,112	85	-	-	-	2,197	
Write-offs	-	-	-	-	-	(1,685)	(478)	-	(32)	-	(2,195)	
Total accumulated depreciation of property, plant and equipment	-	237	22,070	45,345	22,070	168,693	52,374	25,879	18,330	3,911	336,839	
Total net book value of property, plant and equipment	38,287	33,757	27,146	98,483	27,146	566,026	43,467	48,244	43,694	21,538	920,642	
Other information												
Asset Revaluation Surplus	-	13,058	-	39,991	-	226,224	31,147	25,721	30,950	4,638	371,729	
Range of estimated useful life (years)	Not depreciated	0-10	3-100	8-130	3-100	10-200	6-210	6-210	10-200	13-210	-	
*Asset additions comprise												
Asset renewals on Infrastructure	21,554	-	-	-	-	-	-	-	-	-	21,554	
Asset renewals on other asset classes	208	-	-	-	-	-	-	-	-	-	208	
Other additions	15,959	-	-	-	-	-	-	-	-	-	15,959	
Total asset additions	37,721	-	-	-	-	-	-	-	-	-	37,721	

Notes to the Financial Statements
for the year ended 30 June 2022

Note 12. Property, plant and equipment (continued)

	Works in progress		Land and site improvements Restated		Buildings Restated		Plant and equipment		Road, drainage and bridge network		Water		Sewerage		Other infrastructure		Airport		Total			
	Cost	Fair Value	Cost	Fair Value	Cost	Fair Value	Cost	Fair Value	Cost	Fair Value	Cost	Fair Value	Cost	Fair Value	Cost	Fair Value	Cost	Fair Value				
2021																						
Measurement basis																						
Opening gross balance	40,951	45,473	133,955	133,955	45,644	645,005	83,040	83,040	72,135	42,762	23,802	23,802	1,132,767	35,407	35,407					1,132,767		
Additions - new	35,407	—	(75)	(65)	(4,106)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	35,407	
Disposals	—	—	(142)	(142)	(249)	(14,120)	(517)	(517)	(1,101)	(91)	—	—	(4,246)	—	—	—	—	—	—	—	(4,246)	
Write-offs	—	—	(39)	(39)	—	—	—	—	—	—	—	—	(39)	—	—	—	—	—	—	—	(39)	
Revaluation decrements to equity (ARS)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Revaluation increments to equity (ARS)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Work in progress transfers	(29,084)	252	503	503	4,901	17,845	3,486	3,486	973	4,116	116	116	27,117	—	—	—	—	—	—	—	27,117	
Transfers from/(to) held for sale category	—	(897)	(2,326)	(2,326)	—	18,405	1,820	1,820	1,898	1,305	—	—	(3,223)	—	—	—	—	—	—	—	(3,223)	
Adjustments and other transfers	—	(488)	(2)	(2)	(55)	(1,329)	—	—	—	1,865	—	—	(7)	—	—	—	—	—	—	—	(7)	
Total gross value of property, plant and equipment	47,274	44,228	132,504	132,504	46,135	665,806	87,829	87,829	73,905	49,957	23,918	23,918	1,171,556	—	—	—	—	—	—	—	1,171,556	
Opening accumulated depreciation and impairment	—	136	36,915	36,915	19,664	183,384	36,851	36,851	21,974	15,326	5,231	5,231	319,481	—	—	—	—	—	—	—	319,481	
Depreciation expense	—	50	2,206	2,206	2,863	10,540	1,418	1,418	772	947	646	646	19,442	—	—	—	—	—	—	—	19,442	
Disposals	—	—	(3)	(3)	(2,668)	—	—	—	—	—	—	—	(2,691)	—	—	—	—	—	—	—	(2,691)	
Revaluation increments to equity (ARS)	—	—	(669)	(669)	—	(38,495)	—	—	—	—	—	—	(41,987)	—	—	—	—	—	—	—	(41,987)	
Revaluation decrements to equity (ARS)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Transfers from/(to) held for sale category	—	—	—	—	—	—	14,191	14,191	4,786	424	—	—	19,401	—	—	—	—	—	—	—	19,401	
Adjustments and other transfers	—	—	(88)	(88)	(7)	(763)	—	—	—	—	—	—	(88)	—	—	—	—	—	—	—	(88)	
Write-offs	—	—	4	4	(102)	(7,542)	(306)	(306)	(636)	(61)	—	—	(3)	—	—	—	—	—	—	—	(3)	
Total accumulated depreciation of property, plant and equipment	—	186	38,314	38,314	19,730	147,124	52,154	52,154	26,896	17,399	3,054	3,054	304,857	—	—	—	—	—	—	—	304,857	
Total net book value of property, plant and equipment	47,274	44,042	94,190	94,190	26,405	518,682	35,675	35,675	47,009	32,558	20,864	20,864	866,699	—	—	—	—	—	—	—	866,699	
Other information																						
Asset Revaluation Surplus	—	23,102	34,340	34,340	—	191,253	26,688	26,688	23,522	23,490	3,359	3,359	325,754	—	—	—	—	—	—	—	325,754	
Range of estimated useful life (years)	Not depreciated	0-10	8-130	8-130	3-100	10-200	6-210	6-210	6-210	10-200	13-210	13-210	—	—	—	—	—	—	—	—	—	—
*Asset additions comprise																						
Asset renewals on infrastructure	22,205	—	—	—	—	—	—	—	—	—	—	—	22,205	—	—	—	—	—	—	—	22,205	
Asset renewals on other asset classes	2,142	—	—	—	—	—	—	—	—	—	—	—	2,142	—	—	—	—	—	—	—	2,142	
Other additions	11,060	—	—	—	—	—	—	—	—	—	—	—	11,060	—	—	—	—	—	—	—	11,060	
Total asset additions	35,407	—	—	—	—	—	—	—	—	—	—	—	35,407	—	—	—	—	—	—	—	35,407	

Notes to the Financial Statements

for the year ended 30 June 2022

Note 12. Property, plant and equipment (continued)

(a) Recognition

Each class of property, plant and equipment is stated at cost or fair value less, where applicable, accumulated depreciation and accumulated impairment losses.

Replacement of a major component of an asset, in order to maintain its service potential, is treated as the acquisition of a new asset. However, routine operating maintenance, repair costs and minor renewals to maintain the operational capacity and useful life of the non-current asset is expensed as incurred.

Expenditure incurred in accordance with natural disaster relief and recovery arrangements on road assets is analysed to determine whether the expenditure is capital in nature. The analysis of the expenditure requires Council engineers to review the nature and extent of expenditure on a given asset. For example, expenditure that patches a road is generally maintenance in nature, whereas a kerb to kerb rebuild is treated as capital. Material expenditure that extends the useful life or renews the service potential of the asset is capitalised.

Land under roads

Land under the roads and reserve land which falls under the *Land Act 1994* or the *Land Title Act 1994* is controlled by the Queensland Government pursuant to the relevant legislation. This land is not recognised in these financial statements.

(b) Measurement

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including freight in, design fees and all other establishment costs.

Items of plant and equipment with a total value of less than \$5,000, and infrastructure assets and buildings with a total value of less than \$10,000 are treated as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised.

Property, plant and equipment received in the form of contributions, are recognised as assets and revenues at fair value by Council valuation where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date.

Direct labour and materials and an appropriate proportion of overheads incurred in the acquisition or construction of assets are treated as capital expenditure. Assets under construction are not depreciated until they are completed and commissioned, at which time they are reclassified from work in progress to the appropriate property, plant and equipment class.

Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity and useful life of the non-current asset is expensed as incurred, while expenditure that relates to replacement of a major component of an asset to maintain its service potential is capitalised.

(c) Depreciation

Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and commissioned ready for use, at which time they are reclassified from work in progress to the appropriate property, plant and equipment class.

Land is not depreciated as it has an unlimited useful life. Depreciation on other property, plant and equipment assets is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the Council. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

Road formation and earthworks are considered to be a non depreciable asset under AASB Interpretation 1055 – *Accounting for Road Earthworks*.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Council.

Notes to the Financial Statements

for the year ended 30 June 2022

Note 12. Property, plant and equipment (continued)

Major spares purchased specifically for particular assets that are above the asset recognition threshold are capitalised and depreciated on the same basis as the asset to which they relate.

The depreciable amount of improvements to or on leasehold land is allocated progressively over the estimated useful lives of the improvements to the Council or the unexpired period of the lease, whichever is the shorter.

Depreciation methods, estimated useful lives and residual values of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted where necessary to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions. The condition assessments performed as part of the annual valuation process for assets measured at written down current replacement cost are used to estimate the useful lives of these assets at each reporting date.

Key judgements and estimates

Straight line depreciation is used as that is consistent with the even consumption of service potential of these assets over their useful life to the Council.

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain software and IT equipment.

(d) Valuation

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

Valuation Processes

Council's valuation policies and procedures are reviewed annually taking into consideration an analysis of movements in fair value and other relevant information.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment assets at least once every three years. This process involves the valuer physically sighting a representative sample of Council assets across all asset classes and making their own assessments of the condition of the assets at the date of inspection.

In the intervening years, Council uses independent qualified valuers, internal engineers and asset managers to assess the cost assumptions associated with all infrastructure assets, the results of which are considered in combination with an appropriate cost index for the region. Together these are used to form the basis of a management valuation for infrastructure asset classes in each of the intervening years. With respect to the valuation of the land and site improvements and buildings classes in the intervening years, management engage independent qualified valuers to perform a "desktop" valuation. A desktop valuation involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

An analysis performed by management has indicated that, on average, the variance between an indexed asset value and the valuation by an independent valuer when performed is not significant and the indices used by Council are appropriate. Further details in relation to valuers, the methods of valuation and the key assumptions used in valuing each different asset class are disclosed below.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life. Separately identified components of assets are measured on the same basis as the assets to which they relate.

In accordance with AASB 13 fair value measurements are categorised on the following basis:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities,

Notes to the Financial Statements

for the year ended 30 June 2022

Note 12. Property, plant and equipment (continued)

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly or indirectly,

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(1) The following table presents all assets and liabilities that have been measured and recognised at fair values:

\$ '000	Date of latest comp. valuation	Fair value measurement using			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 significant unobservable inputs	
2022					
Property, plant and equipment					
Land and site improvements	30/06/22	–	33,757	–	33,757
Buildings - residential	30/06/22	–	2,857	–	2,857
Buildings - other	30/06/22	–	–	95,626	95,626
Road, drainage and bridge network	30/06/21	–	–	566,026	566,026
Water	30/06/22	–	–	43,467	43,467
Sewerage	30/06/22	–	–	48,244	48,244
Other infrastructure assets	30/06/22	–	–	43,694	43,694
Airport	30/06/21	–	–	21,538	21,538
Total property, plant and equipment		–	36,614	818,595	855,209
2021					
Property, plant and equipment					
Land and site improvements	30/06/19	–	44,042	–	44,042
Buildings - residential	30/06/19	–	3,928	–	3,928
Buildings - other	30/06/19	–	–	90,262	90,262
Road, drainage and bridge network	30/06/21	–	–	519,670	519,670
Water	30/06/19	–	–	35,681	35,681
Sewerage	30/06/19	–	–	47,009	47,009
Other infrastructure assets	30/06/19	–	–	32,558	32,558
Airport	30/06/21	–	–	20,864	20,864
Total property, plant and equipment		–	47,970	746,044	794,014

(2) Transfers between level 1 and level 2 fair value hierarchies

During the year, there were no transfers between Level 1 and Level 2 Fair Value hierarchies for recurring fair value measurements.

Notes to the Financial Statements
for the year ended 30 June 2022

Note 12. Property, plant and equipment (continued)

(3) Valuation techniques used to derive level 2 and level 3 fair values

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Land and site improvements (level 2)

Land and site improvements assets values were determined by independent valuer, APV Valuers & Asset Management effective 30 June 2022. APV Valuers carried out a comprehensive revaluation, including physical inspection, with an effective date of 30 June 2022.

Level 2 valuation inputs were used to value land held in freehold title (investment and non-investment) as well as land used for special purposes, which is restricted in use under current zoning rules. The direct comparison to sales approach is the preferred and most commonly used approach in land valuations. In this approach to value, the property is compared to recently sold properties which are of a similar type. This comparison is adjusted to take into consideration the characteristics of the land, such as size, zoning, topography, configuration etc. The most significant inputs into this valuation approach are price per square metre.

Buildings (level 2 and 3)

The fair value of buildings were also determined by independent valuer, APV Valuers & Asset Management effective 30 June 2022. APV Valuers carried out a comprehensive revaluation, including physical inspection, with an effective date 30 June 2022.

Level 2 inputs were used to determine the fair value of a range of properties. This included the bulk of residential and commercial properties. The residential properties fair value has been derived from sales prices of comparable properties after adjusting for differences in key attributes such as property size. The most significant inputs into this valuation approach are price per square metre.

Some residential properties were located in isolated locations where there was no evidence to support a market approach. These properties were valued using the cost approach and due to the range of assumptions used to determine the fair value have been classified as Level 3.

Specialised buildings were valued using the cost approach using professionally qualified Registered Valuers. The approach estimated the replacement cost for each building by componentising the buildings into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on square metres could be supported from market evidence (Level 2) other inputs (such as estimates of residual value, useful life, pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using Level 3 valuation inputs.

In determining the level of accumulated depreciation the assets have been disaggregated into significant components, and further disaggregated into short and long-term components, which exhibit different useful lives and service potential patterns. Allowance has been made for the typical asset life cycle and renewal treatments of each component, and the condition of the asset. When assessing the level of remaining service potential or the rate of consumption of that service potential (depreciation) a range of factors are considered including condition, obsolescence, restrictions and other relevant factors. They can generally be described and split into two types, holistic and component specific. Holistic factors impact at the whole asset level and include factors such as functionality, capacity, utilisation, safety and obsolescence. Component specific factors include physical condition and breakage and repair history.

The consumption score methodology is based on assessing the relative level of remaining service potential.

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Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 12. Property, plant and equipment (continued)

The scale is as follows:

Phase Points	Description
0.00 - 0.99	New or very good condition - very high level of remaining service potential.
1.00 - 1.99	Not new but in very good condition with no indicators of any future obsolescence and providing a high level of remaining service potential.
2.00 - 2.99	Aged and in good condition, providing an adequate level of remaining service potential. No signs of immediate or short term obsolescence.
3.00 - 3.99	Providing an adequate level of remaining service potential but there are some concerns over the asset's ability to continue to provide an adequate level of service in the short to medium term. May be signs of obsolescence in short to mid-term.
4.00 - 4.99	Indicators showing the need to renew, upgrade or scrap in near future. Should be reflected by inclusion in the Capital Works Plan to renew or replace in short-term. Very low level of remaining service potential.
5.00	At intervention point. No longer providing an acceptable level of service. If remedial action is not taken immediately the asset will need to be closed or decommissioned.

Infrastructure assets

All Council infrastructure assets were fair valued using written down current replacement cost (CRC). This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. Where existing assets were over designed, had excess capacity, or were redundant an adjustment was made so that the resulting valuation reflected the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output within the Council's planning horizon.

The unit rates (labour and materials) and quantities applied to determine the CRC of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks. The CRC was determined using methods relevant to the asset class as described under individual asset categories below.

Roads and airport

Current replacement cost:

Roads, drainage and bridge and airport assets were comprehensively valued by APV Valuers as at 30 June 2021. A desktop revaluation update was subsequently undertaken effective 30 June 2022.

The indexation percentage for the infrastructure desktop valuations effective 30 June 2022 has been derived from reference to costing guides issued by the Australian Institute of Quality Surveyors, construction data from the Australian Bureau of Statistics and APV's own internal market research and costings.

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Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 12. Property, plant and equipment (continued)

The analysis or these construction cost guides and research has determined that the approximate increase in infrastructure costs over the period from 1 July 2021 to 30 June 2022 is as follows:

Infrastructure Category	Index %
Airport	6.19 - 8.30%
Roads	6.19 - 13.10%

Council categorises its road infrastructure into urban and rural roads and the further sub-categorises these into sealed and unsealed roads. Roads are split into segments which vary in length depending on the attributes of each segment and the previous construction history – as described below. All road segments are then componentised into formation, pavement and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

All road network infrastructure assets were valued using Level 3 valuation inputs using the cost approach.

CRC was calculated by reference to asset linear and area specifications, estimated labour and material inputs, services costs, and overhead allocations. Segment lengths and widths and pavement depths are actual where known from design plans and/or construction records, or are confirmed by field measure. Unconfirmed pavement depths are assumed constructed to 200mm for sealed roads and 150mm for unsealed roads. Council also assumes that all raw materials can be sourced from local quarries. For internal constructions estimates, material and services prices were based on existing supplier contract rates and supplier price lists while labour wage rates were based on Council's Certified Agreement. All direct costs were allocated to assets at standard usage quantities according to recently completed similar projects. Where construction is outsourced, CRC was based on the average of completed similar projects over the last few years, where sufficiently representative capital works have been undertaken; otherwise, these were based on rates supplied by an independent valuer determined using professional judgement, and externally available cost data.

CRC for airport assets was calculated based on expected replacement costs. In all cases the assets were disaggregated to component level to ensure a reliable measure of cost and service capacity and deterioration of estimated remaining life.

Accumulated depreciation:

In determining the level of accumulated depreciation, roads and airports were disaggregated into significant components which exhibited different useful lives and bridges are summarised into one lump sum item.

Useful lives are an estimate of the total service capacity in years for that type of asset. The remaining useful life of the asset is determined based on an asset condition rating, which reflects both physical characteristics (e.g. age and physical condition) as well as holistic factors such as functionality, capability, utilisation and obsolescence. Accumulated depreciation represents the decline in service potential (i.e. the difference between useful life and remaining useful life) for an asset. In periods when a comprehensive valuation is not undertaken, the remaining useful of the asset is then calculated based purely on the time elapsed since the previous valuation, as adjusted for any known improvements or deterioration in asset condition.

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Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 12. Property, plant and equipment (continued)

In order to assess the level of remaining service potential the following consumption scoring methodology was applied.

Phase Points	Description
0.00 - 0.99	New or very good condition - very high level of remaining service potential.
1.00 - 1.99	Not new but in very good condition with no indicators of any future obsolescence and providing a high level of remaining service potential.
2.00 - 2.99	Aged and in good condition, providing an adequate level of remaining service potential. No signs of immediate or short term obsolescence.
3.00 - 3.99	Providing an adequate level of remaining service potential but there are some concerns over the asset's ability to continue to provide an adequate level of service in the short to medium term. May be signs of obsolescence in short to mid-term.
4.00 - 4.99	Indicators showing the need to renew, upgrade or scrap in near future. Should be reflected by inclusion in the Capital Works Plan to renew or replace in short-term. Very low level of remaining service potential.
5.00	At intervention point. No longer providing an acceptable level of service. If remedial action is not taken immediately the asset will need to be closed or decommissioned.

Water, sewerage and gas infrastructure

Current replacement cost:

Water, sewerage and gas infrastructure assets were comprehensively valued by APV Valuers & Asset Management as at 30 June 2022.

All water, sewerage and gas network infrastructure assets were valued using Level 3 valuation inputs using the cost approach. CRC was calculated using a range of sources including actual construction or purchase prices for recent projects, appropriate APV databases where APV record details of actual costs from recent projects that are sourced directly from their clients. Preference is provided to nearby locations. Rawlinson's Construction Guide or similar guide and benchmarking against other valuations. An allowance was then made to adjust for condition and comparability.

Physical inspections were conducted to assess the condition and validate key attributes such as material type, dimensions, etc. Some assets (such as underground pipes and pits) were unable to be inspected due to their nature and the cost involved in undertaking extensive engineering assessments. Where available, reliance was placed on condition assessment and attribute data maintenance within Council's asset management and GIS systems. Where such data was not readily available APV Valuers developed a range of assumptions based on the expected physical condition and attributes given the age of the asset and typical design characteristics. These assumptions were reviewed and confirmed reasonable by Council staff.

During the year there were a number of new projects completed where the actual cost was recorded and the impact of depreciation at year end was negligible. While these could be classified as valued at Level 2 given the low proportion of the total portfolio that these represented and the likelihood that in future valuations they would most likely be valued at Level 3 we have adopted a policy that all road and water network infrastructure assets are deemed to be valued at Level 3.

Accumulated depreciation:

In determining accumulated depreciation, assets were either subject to a site inspection or an assessment to determine remaining useful life. Where site inspections were conducted (i.e. for active assets), the assets were allocated a consumption assessment, which was used to estimate remaining useful life. Refer to consumption scoring methodology in Roads and airport section.

For assets that are not available for visual inspection the useful life remaining was based on age and adjusted where there were known factors to impact on the condition.

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Notes to the Financial Statements

for the year ended 30 June 2022

Note 12. Property, plant and equipment (continued)

(4) Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

\$ '000	Buildings	Total
Opening balance - 1/7/20	91,471	91,471
Transfers from/(to) level 2	(250)	(250)
Transfers from/(to) Non-current asset held for sale	(331)	(331)
Purchases	357	357
Disposals (WDV)	(78)	(78)
Depreciation and impairment	(1,992)	(1,992)
FV gains - other comprehensive income	1,085	1,085
Closing Balance - 30/6/21	90,262	90,262
Opening balance - 1/7/21	90,262	90,262
Purchases	612	612
Depreciation and impairment	(1,936)	(1,936)
FV gains – other comprehensive income	6,688	6,688
Closing balance - 30/6/22	95,626	95,626

Accounting standards require disclosure of movements for level 3 fair value measurements and disclosure of transfers into and out of level 3. The need for a separate disclosure arises as the buildings class contains both level 2 and level 3.

Notes to the Financial Statements

for the year ended 30 June 2022

Note 13. Contract balances

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.

When an amount of consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

\$ '000	2022	2021
(a) Contract assets		
Current		
Contract assets	3,722	517
Total current contract assets	3,722	517
(b) Contract liabilities		
Current		
Grants		
Funds received upfront to construct Council controlled assets	6,131	11,260
Total grants	6,131	11,260
Other services		
Deposits received in advance of services provided	77	182
Total other services	77	182
Total current contract liabilities	6,208	11,442
Revenue recognised that was included in the contract liability balance at the beginning of the year		
Funds to construct Council controlled assets	8,742	5,363
Deposits received in advance of services provided	123	412
Total revenue included in the contract liability	8,865	5,775

(c) Significant changes in contract balances

The main driver behind the decrease in contract liability balances is Disaster Recovery Funding Arrangements (DRFA) funding received during the 2020/2021 year, with works completed during the 2021/2022 year.

Notes to the Financial Statements

for the year ended 30 June 2022

Note 14. Payables

\$ '000	2022	2021 Restated
Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms.		
Current		
Creditors and accruals	7,965	6,807
Prepaid rates	1,205	567
Employee related accruals	737	589
Waste levy refund received in advance	476	–
Annual leave entitlements	4,219	4,619
Community Housing transition	5,326	6,069
Other	761	841
Total current payables	20,689	19,492
Non-current		
Waste levy refund received in advance	1,467	–
Total non-current payables	1,467	–

Note 15. Borrowings

Borrowings are initially recognised at fair value plus any directly attributable transaction costs. Thereafter, they are measured at amortised cost. Principal and interest repayments are made quarterly in arrears.

All borrowings are in \$A denominated amounts and interest is expensed as it accrues. No interest has been capitalised during the current or comparative reporting period. Expected final repayment dates vary from 15 June 2024 to 15 June 2039. There have been no defaults or breaches of the loan agreement during the period.

Council adopts an annual debt policy that sets out Council's planned borrowings for the next nine years. Council's current policy is to only borrow for capital projects and for a term no longer than the expected life of the asset. Council also aims to comply with the Queensland Treasury Corporation's borrowing guidelines and ensure that sustainability indicators remain within acceptable levels at all times.

\$ '000	2022	2021
Current		
Loans - Queensland Treasury Corporation	1,792	1,731
Total current borrowings	1,792	1,731
Non-current		
Loans - Queensland Treasury Corporation	15,383	17,154
Total non-current borrowings	15,383	17,154

Reconciliation of Loan Movements for the year

Loans - Queensland Treasury Corporation

Opening balance at beginning of financial year	18,885	18,920
Loans raised	–	1,478
Principal repayments	(1,710)	(1,513)
Book value at end of financial year	17,175	18,885

The QTC loan market value at the reporting date was \$15,884,504 (2021: \$20,149,788). This represents the value of the debt if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts.

Notes to the Financial Statements

for the year ended 30 June 2022

Note 16. Provisions

Long service leave

A liability for long service leave is measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The value of the liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in the Council's employment or other associated employment which would result in the Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The yields attaching to Commonwealth Government guaranteed securities at the reporting date are used to discount the estimated future cash outflows to their present value. The provision is discounted using the Commonwealth Bond yield rates published on the Department of State Development, Infrastructure, Local Government and Planning website.

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer this liability beyond 12 months long service leave is classified as a current liability. Otherwise it is classified as non-current.

Restoration Provisions

A provision is made for the cost of restoration in respect of refuse dumps and quarries where it is probable the Council will be liable, or required, to incur such a cost on the cessation of use of these facilities. The provision is measured at the expected cost of the work required, discounted to current day values using the interest rates attaching to Commonwealth Government guaranteed securities with a maturity date corresponding to the anticipated date of the restoration.

Within each restoration provision there may be many site locations some of which can be on Council controlled land and some that are not. The following account treatments apply depending on the site location:

Restoration on land not controlled by Council

Where the restoration site is on State reserves which Council does not control, the cost of the provisions for restoration of these sites is treated as an expense in the year the provision is first recognised. Changes in the provision due to either time, discount rate or expected future costs are treated as a capital expense or capital income in the reporting period in which they arise.

Restoration on land controlled by Council

A provision is recognised for the estimated discounted cost of restoration, where required. The estimated cost of restoration is capitalised within land and improvement assets and is not immediately expensed.

As land and improvement assets are measured at fair value, the effects of a change in the measurement of a restoration provision that results from changes in the estimated timing or amount of the outflow of resources required to settle the obligation, or change in the discount rate are recognised within the asset revaluation surplus as follows.

Changes in the provision not arising from the passage of time are added to or deducted from the asset revaluation surplus for other infrastructure. If there is no available revaluation surplus, increases in the provision are treated as an expense and recovered out of future decreases (if any). Changes to the provision resulting from the passage of time (the unwinding of the discount) are treated as a finance cost.

The Council has the following restoration provisions:

Quarry Rehabilitation

The provision represents the present value of the anticipated future costs associated with the closure of the quarries, refilling the basin, and reclamation and rehabilitation of these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for quarry rehabilitation is reviewed at least annually and updated based on the facts and circumstances available at the time. All Council quarries are situated on Council controlled land.

Refuse Sites Rehabilitation

The provision represents the present value of the anticipated future costs associated with the closure of the refuse sites, decontamination and monitoring of historical residues and leaching on these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for refuse rehabilitation is reviewed at least annually and updated based on the facts and circumstances available at the time. The Mitchell, Wallumbilla and part of Roma refuse sites are on Council controlled land. All other refuse sites are on State reserves.

Notes to the Financial Statements

for the year ended 30 June 2022

Note 16. Provisions (continued)

\$ '000	2022	2021
Current		
Long service leave	3,579	4,251
Total current provisions	3,579	4,251
Non-current		
Long service leave	337	638
Quarry rehabilitation	1,670	2,112
Refuse restoration	20,829	25,883
Total non-current provisions	22,836	28,633

\$ '000	Notes	2022	2021
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Details of movements in provisions

Quarry rehabilitation

Balance at beginning of financial year		2,112	1,982
Increase in provision due to unwinding of discount	7	37	24
Increase/(decrease) in provision due to change in discount rate		(479)	106
Balance at end of financial year		1,670	2,112

Refuse restoration

Balance at beginning of financial year		25,883	26,723
Increase in provision due to unwinding of discount	7	450	312
Increase/(decrease) in provision due to change in discount rate		(5,504)	(1,152)
Balance at end of financial year		20,829	25,883

Quarry rehabilitation

This is the present value of the estimated cost of restoring the quarry site to a useable state at the end of its useful life which is expected to be 2036.

Refuse restoration

This is the present value of the estimated cost of restoring the refuse disposal site to a useable state at the end of its useful life. The sites are expected to close from 2022 to 2061 and the rehabilitation costs incurred from 2027 to 2094 to allow a period for settlement.

Notes to the Financial Statements

for the year ended 30 June 2022

Note 17. Commitments for expenditure

\$ '000	2022	2021
Capital commitments (exclusive of GST)		
Commitment for the construction of the following assets contracted for at the reporting date but not recognised as liabilities:		
Property, plant and equipment		
Infrastructure	6,784	11,701
Total commitments	6,784	11,701
These expenditures are payable as follows:		
Within the next year	6,784	11,701
Total payable	6,784	11,701

Note 18. Contingent liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

Local Government Mutual

The Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2022 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Local Government Workcare

The Council is a member of the Queensland local government workers compensation self-insurance scheme, Local Government Workcare. Under this scheme the Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. The Council's maximum exposure to the bank guarantee is \$627,736 (2021: \$525,802).

Note 19. Superannuation - regional defined benefit fund

Council contributes to the LGIASuper Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIASuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of the council.

Maranoa Regional Council may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them, however the risk of this occurring is extremely low and in accordance with the LGIASuper trust deed changes to council's obligations will only be made on the advice of an actuary.

The last completed actuarial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2021. The actuary indicated that "At the valuation date of 1 July 2021, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. The

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Notes to the Financial Statements
for the year ended 30 June 2022

Note 19. Superannuation - regional defined benefit fund (continued)

Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2024.

The most significant risks that may result in LGIASuper increasing the contribution rate, on the advice of the actuary, are:

Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.

Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

\$ '000	Notes	2022	2021
Superannuation contributions made to the Regional Defined Benefits Fund		113	117
Other superannuation contributions for employees		2,891	2,900
Total superannuation contributions paid by Council for employees	5	3,004	3,017

Notes to the Financial Statements

for the year ended 30 June 2022

Note 20. Reconciliation of net result for the year to net cash inflow/(outflow) from operating activities

\$ '000	2022	2021
Net operating result from income statement	22,963	21,208
Non-cash items		
Depreciation and amortisation	20,890	19,442
	<u>20,890</u>	<u>19,442</u>
Losses/(gains) recognised on fair value re-measurements through the income statement		
Unwinding of discount rates on reinstatement provisions	487	336
Discount rate adjustment	(3,276)	–
	<u>(2,789)</u>	<u>336</u>
Investing and development activities		
Net (profit)/loss on disposal of assets	(167)	268
Loss on write-off of assets	5,656	7,522
Capital grants and contributions	(22,483)	(25,258)
Capital expenses	–	(33)
	<u>(16,994)</u>	<u>(17,501)</u>
Changes in operating assets and liabilities:		
(Increase)/decrease in receivables	(2,641)	7,424
Increase/(decrease) in credit loss allowance	57	(59)
(Increase)/decrease in inventories	(726)	249
(Increase)/decrease in contract assets	(3,205)	653
(Increase)/decrease in other assets	(807)	(1)
Increase/(decrease) in payables	3,407	1,387
Increase/(decrease) in contract liabilities	(5,234)	2,523
Increase/(decrease) in employee leave entitlements	(973)	(84)
Increase/(decrease) in other liabilities	–	225
	<u>(10,122)</u>	<u>12,317</u>
Net cash provided from/(used in) operating activities from the statement of cash flows	<u>13,948</u>	<u>35,802</u>

Note 21. Correction of error

**Nature of prior-period error
Community Housing Transition**

The National Regulatory System for Community Housing (NRSCH) commenced application in January 2014. Under the applicable legislation, Council was required to register for the NRSCH as a condition of funding; alternatively, providers who chose not to become registered were permitted to exit from funding arrangements in accordance with the act. Council elected not to seek registration under the NRSCH and withdraw from the social housing system. The transition process has been in progress since 2014/15.

Under the terms of historical funding agreements, Council is liable to repay both the accumulated community housing program surplus as reported annually to the department, and the department's equity interest in Council's community housing assets, in the event that Council ceases to provide social housing purposes and use assets funded by the department for such purposes.

On 1 September 2019, Council agreed to terms with the department whereby Council will transfer to the department 20 units of accommodation on 11 properties that are the subject of funding agreements between Council and the department, in lieu of payment of the department's interest on 30 units of accommodation on 21 funded properties that Council will retain. The

Notes to the Financial Statements

for the year ended 30 June 2022

Note 21. Correction of error (continued)

transfer will be a nil cost transaction. As from the date of this agreement, the assets to be transferred to the department met the criteria for classification as non-current assets held for sale under Australian Accounting Standards.

Council will also repay the accumulated surplus position to the department on completion of the transition, which is expected to occur during the 2022/23 financial year.

Council has not previously recognised the effects of the election not to seek registration under the NRSCH, or the subsequent in principal agreement with the department on transition/exit arrangements as described above. As such effects are material to the financial statements of prior periods, these financial statements have been restated for the correction of this error.

The following adjustments were required to the statement of financial position as at both 1 July 2020, being the start of the earliest comparative period presented in these financial statements, and at 30 June 2021:

- Recognition of Council's liability for the accumulated social housing program surplus (\$2,934,158)
- Recognition of Council's liability for the department's equity interest social housing assets (\$3,134,765)
- Reclassification of the social housing assets to be transferred to the department as non-current assets held for sale (\$3,134,765)

The table below summarises the adjustments made to the comparative figures for the period ended 30 June 2021.

Adjustments to the comparative figures for the year ended 30 June 2021

Statement of Financial Position

\$ '000	Original Balance 30 June, 2021	Impact Increase/ (decrease)	Restated Balance 30 June, 2021
Current assets			
Non-current assets held for sale	–	3,135	3,135
Non-current assets			
Property, plant and equipment	869,834	(3,135)	866,699
Total assets	869,834	–	869,834
Current liabilities			
Payables	13,423	6,069	19,492
Total liabilities	13,423	6,069	19,492
Retained surplus	325,754	(6,069)	319,685
Total community equity	856,411	(6,069)	850,342

Note 22. Events after the reporting period

There were no material adjusting or non-adjusting events after balance date.

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 23. Financial instruments and financial risk management

(a) Financial assets and financial liabilities

Council has exposure to the following risks arising from financial instruments; **(i)** interest rate risk, **(ii)** credit risk, and **(iii)** liquidity risk.

This note provides information (both qualitative and quantitative) to assist statement users evaluate the significance of financial instruments on the Council's financial position and financial performance, including the nature and extent of risks and how the Council manages these exposures.

Financial risk management

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

Council's management approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

The Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council.

The Council's audit committee oversees how management monitors compliance with the Council's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Council. The Council audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

Council does not enter into derivatives.

Credit risk

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the Council's investments and receivables from customers.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations. The carrying amount of financial assets represents the maximum credit exposure.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar State/Commonwealth bodies or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*.

No collateral is held as security relating to the financial assets held by the Council.

The carrying amounts of financial assets at the end of the reporting period represent the maximum exposure to credit risk for the Council.

Cash and cash equivalents

The Council may be exposed to credit risk through its investments in the QTC Cash Fund and QTC Working Capital Facility. The QTC Cash Fund is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed. Working Capital Facility deposits have a duration of one day and all investments are required to have a minimum credit rating of "A-", therefore the likelihood of the counterparty having capacity to meet its financial commitments is strong.

Other financial assets

Other investments are held with financial institutions, which are rated A1+ to A2 based on rating agency Standard & Poor's ratings, and whilst not capital guaranteed, the likelihood of a credit failure is assessed as low. Some investments were held with unrated Authorised Deposit-taking Institutions only to the value of the Government guarantee on deposits and only one deposit per institution.

Notes to the Financial Statements

for the year ended 30 June 2022

Note 23. Financial instruments and financial risk management (continued)

Receivables

In the case of rate receivables, the Council has the power to sell the property to recover any defaulted amounts and therefore generally for rates debtors the credit risk is low.

In other cases, the Council assesses the credit risk before providing goods or services and applies normal business credit protection procedures to minimise the risk. Council considers that debtors with an outstanding balance greater than 90 days to be in default.

By the nature of the Council's operations, there is a geographical concentration of risk in the Council's area. Because the area is largely agricultural and energy sector, there is also a concentration in these sectors.

The Council does not require collateral in respect of trade and other receivables. The Council does not have trade receivables for which no loss allowance is recognised because of collateral.

The exposure to credit risk for trade receivables by type of counterparty was as follows:

\$ '000	2022	2021
Rates and utility charges	5,451	3,159
Sales of services or goods	896	803
Funding	532	126
Other debtors	848	797
GST recoverable	473	475
Sundry receivables	786	–
Expected credit loss	(349)	(292)
Total	8,637	5,068

Liquidity risk

Liquidity risk is the risk that the Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Council's reputation.

Exposure to liquidity risk

Council is exposed to liquidity risk through its normal course of business and through its borrowings with Queensland Treasury Corporation.

The Council manages its exposure to liquidity risk by maintaining sufficient cash deposit, both short and long term, to cater for unexpected volatility in cash flows. These facilities are disclosed in note 9.

Council does not have any overdraft facilities at the reporting date.

The following table sets out the liquidity risk in relation to financial liabilities held by the Council. It represents the remaining contractual cashflows (principal and interest) of financial liabilities at the end of the reporting period, excluding the impact of netting agreements:

Notes to the Financial Statements

for the year ended 30 June 2022

Note 23. Financial instruments and financial risk management (continued)

\$ '000	0 to 1 year	1 to 5 years	Over 5 years	Total contractual cash flows	Carrying amount
2022					
Payables	7,965	–	–	7,965	7,965
Loans - QTC	2,272	6,780	11,406	20,458	17,175
	<u>10,237</u>	<u>6,780</u>	<u>11,406</u>	<u>28,423</u>	<u>25,140</u>
2021					
Payables	6,807	–	–	6,807	6,807
Loans - QTC	2,272	7,550	12,908	22,730	18,885
	<u>9,079</u>	<u>7,550</u>	<u>12,908</u>	<u>29,537</u>	<u>25,692</u>

The outflows in the above table are not expected to occur significantly earlier and are not expected to be for significantly different amounts than indicated in the table.

Market risk

The Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

Sensitivity

Sensitivity to interest rate movements is shown for variable financial assets and liabilities based on the carrying amount at reporting date.

The Council does not account for any fixed-rate financial assets or financial liabilities at fair value through profit or Loss, therefore a change in interest rates at the reporting date would not affect profit or loss.

The following interest rate sensitivity analysis depicts what effect a reasonably possible change in interest rates (assumed to be 1%) would have on the profit and equity, based on the carrying values at the end of the reporting period. The calculation assumes that the change in interest rates would be held constant over the period.

\$ '000	Net carrying amount	Net result		Equity	
		1% increase	1% decrease	1% increase	1% decrease
2022					
QTC cash fund	49,873	499	(499)	499	(499)
Other investments	50,200	502	(502)	502	(502)
Loans - QTC	(17,175)	(172)	172	(172)	172
Net	<u>82,898</u>	<u>829</u>	<u>(829)</u>	<u>829</u>	<u>(829)</u>
2021					
QTC cash fund	56,973	570	(570)	570	(570)
Other investments	48,950	490	(490)	490	(490)
Loans - QTC	(18,885)	(189)	189	(189)	189
Net	<u>87,038</u>	<u>871</u>	<u>(871)</u>	<u>871</u>	<u>(871)</u>

In relation to the QTC loans held by the Council, the following has been applied:

QTC Fixed Rate Loan - financial instruments with fixed interest rates which are carried at amortised cost are not subject to interest rate sensitivity.

QTC Generic Debt Pool - the generic debt pool products approximate a fixed rate loan. There is a negligible impact on interest sensitivity from changes in interest rates for generic debt pool borrowings.

QTC Client Specific Pool - client specific pool products are often rebalanced to a target benchmark duration.

Notes to the Financial Statements

for the year ended 30 June 2022

Note 23. Financial instruments and financial risk management (continued)

This partially exposes clients to the level of interest rates at the time of rebalancing. Sensitivity on these products is provided by QTC through calculating the interest effect over the period.

Note 24. Transactions with related parties

(a) Associates

\$ '000	Details	Amount of transactions during year
2022		
Associates total		57
		<u>57</u>
2021		
Associates total		22
		<u>22</u>

Annual contribution to Regional Organisation of Councils - 2022

Annual contribution to Regional Economic Development Association - 2021

Council is a member of South West Queensland Regional Organisation of Councils which represents the six local governments of the South West Queensland region, advocating and championing its interests.

(b) Key management personnel

Transactions with key management personnel

Key Management Personnel (KMP) are persons having authority and responsibility for planning, directing and controlling the activities of Council, directly or indirectly. At Maranoa Regional Council KMP's are considered to include Mayor and Councillors, Chief Executive Officer and Directors.

\$ '000	2022	2021
The compensation paid to key management personnel comprises:		
Short-term employee benefits	1,398	1,517
Post-employment benefits	151	165
Long-term benefits	35	14
Termination benefits	375	-
Payments made through recruitment agency	764	-
Total	<u>2,723</u>	<u>1,696</u>

(c) Other Related Parties

Transactions with other related parties

\$ '000	Details	Amount of transactions during year
2022		
Payments to non-profit associations a KMP is a controlling committee member	i	-

continued on next page ...

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Notes to the Financial Statements

for the year ended 30 June 2022

Note 24. Transactions with related parties (continued)

\$ '000	Details	Amount of transactions during year
Purchase of materials and services from entities controlled by a close family member of KMP	ii	3
Purchase of materials and services from entities controlled by KMP	iii	–
Payments to non-profit associations a close family member of KMP is a controlling committee member	iv	6
		<u>9</u>
2021		
Payments to non-profit associations a KMP is a controlling committee member	i	1
Purchase of materials and services from entities controlled by a close family member of KMP	ii	1
Purchase of materials and services from entities controlled by KMP	iii	1
Payments to non-profit associations a close family member of KMP is a controlling committee member	iv	–
		<u>3</u>

i. Community funding assistance payments were made to non-profit community organisations of which key management personnel are committee (controlling) members.

ii. Maranoa Regional Council purchased stationery items and used postal services from an entity controlled by a close family member of key management personnel. All purchases were at arm's length and were in the normal course of council operations.

iii. Maranoa Regional Council purchased meat supplies from an entity controlled by a member of key management personnel. All purchases were at arm's length and were in the normal course of council operations.

iv. Community funding assistance payments were made to non-profit community organisations of which a close family member of key management personnel are committee (controlling) members.

Maranoa Regional Council

General Purpose Financial Statements

for the year ended 30 June 2022

Management Certificate

for the year ended 30 June 2022

These General Purpose Financial Statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with Section 212(5) of the Regulation, we certify that:

- i. the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- ii. the General Purpose Financial Statements, as set out on pages 2 to 41, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Tyson Golder
Mayor
12 October 2022



Edwina Marks
Chief Executive Officer
12 October 2022

INDEPENDENT AUDITOR'S REPORT

To the councillors of Maranoa Regional Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Maranoa Regional Council.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2022, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive Officer.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Maranoa Regional Council's annual report for the year ended 30 June 2022 was the current year financial sustainability statement, long-term financial sustainability statement and annual report.

The councillors are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the financial report

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.

- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2022:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, any other Act and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



18 October 2022

Michael Claydon
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

General Purpose Financial Statements

for the year ended 30 June 2022

Current Year Financial Sustainability Statement

	Actual 2022	Target 2022
Measures of financial sustainability		
1. Operating surplus ratio		
Net result (excluding capital items) ¹		
Total operating revenue (excluding capital items) ²	2.84%	0% - 10%
An indicator of which the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.		
2. Asset sustainability ratio		
Capital expenditure on the replacement of assets (renewals)		
Depreciation expense	120.74%	> 90.00%
An approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.		
3. Net financial liabilities ratio		
Total liabilities less current assets		
Total operating revenue (excluding capital items) ²	(55.10)%	< 60.00%
An indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.		

(1) Includes only recurrent revenue and recurrent expenditure disclosed in the income statement. Excludes capital revenue grants, contributions, donations and subsidies received for capital acquisitions, capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties, and any capital expenditure such as write-off of assets, movements in provisions for restoration and rehabilitation and revaluation decrements that hit the statement of comprehensive income.

(2) Includes only recurrent revenue disclosed in the income statement. Excludes capital revenue grants, contributions donations and subsidies received for capital acquisitions. Also excludes any capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties.

Note 1 - basis of preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2013. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2022.

Maranoa Regional Council

General Purpose Financial Statements

for the year ended 30 June 2022

Certificate of Accuracy

Certificate of Accuracy

for the year ended 30 June 2022

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current year financial sustainability statement has been accurately calculated.



Tyson Golder
Mayor
12 October 2022



Edwina Marks
Chief Executive Officer
12 October 2022

INDEPENDENT AUDITOR'S REPORT

To the councillors of Maranoa Regional Council

Report on the current-year financial sustainability statement

Opinion

I have audited the accompanying current-year financial sustainability statement of Maranoa Regional Council for the year ended 30 June 2022, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current-year financial sustainability statement of Maranoa Regional Council for the year ended 30 June 2022 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current-year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current-year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Maranoa Regional Council's annual report for the year ended 30 June 2022 was the general purpose financial statements, long-term financial sustainability statement and annual report.

The councillors are responsible for the other information.

My opinion on the current-year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the current-year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current-year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current-year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current-year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

M. Claydon

18 October 2022

Michael Claydon
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

Maranoa Regional Council
General Purpose Financial Statements
 for the year ended 30 June 2022

Unaudited Long Term Financial Sustainability Statement

	Target	Actual	Forecast									
	2022	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032

Measures of financial sustainability

1. Operating surplus ratio

Net result (excluding capital items) ¹	0% - 10%	2.84%	0.03%	1.19%	1.35%	1.25%	1.24%	1.21%	1.63%	4.26%	3.86%	3.86%
Total operating revenue (excluding capital items) ²												

An indicator of which the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.

2. Asset sustainability ratio

Capital expenditure on the replacement of assets (renewals) Depreciation expense	> 90.00%	120.74%	102.93%	86.95%	84.54%	81.52%	109.04%	118.89%	95.57%	92.82%	88.79%	88.79%
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An approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.

3. Net financial liabilities ratio

Total liabilities less current assets Total operating revenue (excluding capital items) ²	< 60.00%	(55.10)%	(29.99)%	(28.56)%	(31.87)%	(35.36)%	(34.71)%	(28.93)%	(28.77)%	(934.69)%	(41.78)%	(43.73)%
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An indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.

(1) Includes only recurrent revenue and recurrent expenditure disclosed in the income statement. Excludes capital revenue grants, contributions, donations and subsidies received for capital acquisitions, capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties, and any capital expenditure such as write-off of assets, movements in provisions for restoration and rehabilitation and revaluation decrements that hit the statement of comprehensive income.

(2) Includes only recurrent revenue disclosed in the income statement. Excludes capital revenue grants, contributions donations and subsidies received for capital acquisitions. Also excludes any capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties.

Maranoa Regional Council Financial Management Strategy

continued on next page ...

General Purpose Financial Statements for the year ended 30 June 2022

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Council aims to operate within a set of conservative guide-posts to ensure we are financially sustainable in the short, medium and long term. We have the above three sustainability indicators that have been set by the Department of State Development, Infrastructure, Local Government and Planning to help monitor the long-term sustainability of all councils across Queensland. In summary, our operating ratio has been adversely affected by depreciation expenditure. Over the coming year, Council anticipates receipt of contributions from the Resource Sector towards Council road network with the impact showing in the asset sustainability ratio.

These ratios are the relevant measures of financial sustainability required to be reported under section 178(1) of the *Local Government Regulation 2012*.

Definitions are sourced from the Financial Management (Sustainability) Guideline issued by the Department of State Development, Infrastructure, Local Government and Planning.

Maranoa Regional Council

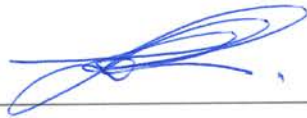
General Purpose Financial Statements

for the year ended 30 June 2022

Certificate of Accuracy - Long Term Financial Sustainability Statement

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

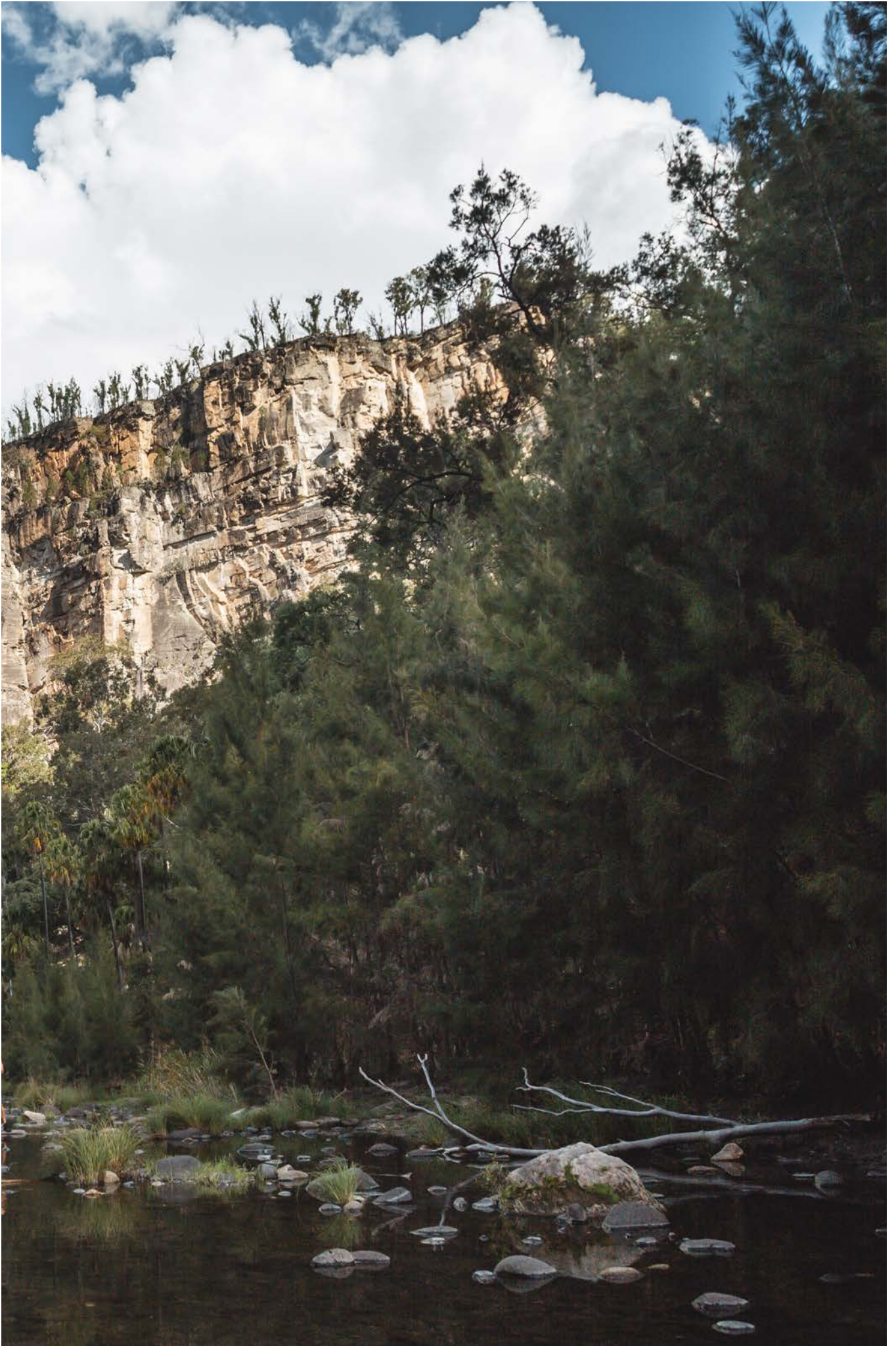
In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Tyson Golder
Mayor
12 October 2022



Edwina Marks
Chief Executive Officer
12 October 2022





PART 5
OUR LEGISLATIVE COMPLIANCE

OUR LEGISLATIVE COMPLIANCE

Local Government Act 2009	
Identifying beneficial enterprises (s41)	
A local government's annual report for each financial year must contain a list of all the beneficial enterprises that the local government conducted during the financial year.	Nil
Identifying significant business activities (s45)	
A local government's annual report for each financial year must— (a) contain a list of all the business activities that the local government conducted during the financial year; and	(Council resolution: SMB/07.2021/17) Airport Building certification Gas Quarry Roads Saleyards Sewerage Waste Water Plant
(b) identify the business activities that are significant business activities; and	Nil
(c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied; and	Not applicable
(d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.	Not applicable
Annual review of the implementation of the annual operational plan (s104 (5) (b) (iv), s104 (7))	
A local government must carry out a review of the implementation of the annual operational plan annually.	Refer to Part 3 - Our Performance
Senior management remuneration packages (s201)	
A local government's annual report for each financial year must state the total of all remuneration packages payable to the senior management and the number of employees in senior management who are being paid in each band of remuneration. Each band of remuneration is an increment of \$100,000. Senior management includes the Chief Executive Officer (CEO) and the Director positions that report directly to the CEO.	
The number of employees in senior management who are being paid each band of remuneration:	
Total remuneration package (including superannuation)	Number of senior management employees (CEO and Directors)
\$350,000 - \$450,000	1
\$250,000 - \$350,000	3
\$150,000 - \$250,000	2
Local Government Regulation 2012	
Preparation of the annual report (s182)	
Adopt annual report within one month after the QAO provides the Auditor General's Audit Report.	Final audit report received 18 October 2022
Annual report placed on Council website within two weeks after Council adopting the report.	

Local Government Regulation 2012

Financial statements (s183)

The annual report for a financial year must contain —

(a) the general purpose financial statement for the financial year, audited by the auditor-general; and	Pages 141 to 183
(b) the current-year financial sustainability statement for the financial year, audited by the auditor-general; and	Pages 187 to 188
(c) the long-term financial sustainability statement for the financial year; and	Pages 192 to 194
(d) the auditor-general's audit reports about the general purpose financial statement and the current-year financial sustainability statement.	General purpose financial statement - Pages 184 to 186 Current-year financial sustainability statement - Pages 189 to 191

Community financial report (s184)

The annual report for a financial year must contain the community financial report for the financial year.	Pages 133 to 140
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Particular resolutions (s185)

The annual report for a financial year must contain -
(a) a copy of the resolutions made during the financial year under section 250(1) - expenses reimbursement policy or amendment;

N/A

(b) a list of any resolutions made during the financial year under section 206(2) - which refers to an amount set for when assets are treated as an expense).

The Non-Current Asset Accounting Policy was reviewed and presented at the meeting held on 14 July 2021 - Resolution No. OM/07.2021/12

Asset class	Asset threshold (GST exclusive)*
Land and Site Improvements	\$1
Buildings	\$10,000
Plant and Equipment	\$5,000
Road, Drainage and Bridge Network	Network Asset
Water	Network Asset
Sewerage	Network Asset
Other Infrastructure	\$10,000
Airport	\$10,000

* below which is treated as an expense.

Councillors (s186)

Section 186 (1) (a) for each councillor, the total remuneration, including superannuation contributions, paid to the councillor during the financial year;

Councillor remuneration is determined by the Local Government Remuneration Commission.

Council resolution:
OM/04.2021/06

That Council:

1. Note the findings of the Local Government Remuneration Commission's review.
2. Set the remuneration as follows, effective from 1 July 2021:
 - Mayor \$130,584
 - Deputy Mayor \$81,615
 - Councillor \$69,372

Superannuation contributions are pursuant to Section 226 of the *Local Government Act 2009*.

Councillor	Remuneration gross payment	Superannuation contributions	Total remuneration
Cr Tyson Golder	\$130,584	\$15,670	\$146,254
Cr Cameron O'Neil	\$69,372	\$8,324	\$77,696
Cr Geoff McMullen	\$81,615	\$9,793	\$91,408
Cr Wayne Ladbroke	\$69,372	\$8,324	\$77,696
Cr Mark Edwards	\$69,372	\$8,324	\$77,696
Cr John Birkett	\$69,372	\$8,324	\$77,696
Cr Wendy Taylor	\$69,372	\$8,324	\$77,696
Cr Julie-Marie Guthrie	\$69,372	\$8,324	\$77,696
Cr Johanne Hancock	\$69,372	\$8,324	\$77,696

Section 186 (1) (b) the expenses incurred by, and the facilities and resources provided to, each Councillor during the financial year under the local government's Expenses Reimbursement Policy.

Facilities and resources provided

Councillor	Administrative assistance	Electronic communications for correspondence and diary management	Council issued credit card	Council mobile phone	Council iPad
Cr Tyson Golder	✓				
Cr Cameron O'Neil		✓	✓	✓	
Cr Geoff McMullen		✓			✓
Cr John Birkett		✓		✓	✓
Cr Mark Edwards		✓		✓	✓

Cr Julie Guthrie		✓		✓	✓
Cr Johanne Hancock		✓	✓	✓	✓
Cr Wayne (George) Ladbrook		✓			✓
Cr Wendy Taylor		✓		✓	✓

Diary management (scheduling of appointments, meetings and invitations) and administrative assistance was coordinated through the Elected Members' Support and Community Engagement Officers.

The Elected Members' Support and Community Engagement Officers prepared all meeting agendas and coordinated draft minutes for Maranoa Regional Council. They also coordinated citizenship ceremonies and civic events (e.g. project openings and community engagement).

Diary management and administrative support for Councillors (including appointments, deputations, meetings, functions and events) was provided by the Elected Members' Support and Community Engagement Officers.

Expenses and reimbursements				
Councillor	Professional development, conferences, advocacy, forums, meetings and other events (including travel, accommodation and meals)	Vehicle mileage	Other expenses	Total
Cr Tyson Golder	-	-	-	-
Cr Cameron O'Neil	\$1,993	\$158	\$98	\$2,249
Cr Geoff McMullen	\$2,969	\$1,193	-	\$4,162
Cr John Birkett	\$392	\$10,733	-	\$11,125
Cr Mark Edwards	-	-	-	-
Cr Julie Guthrie	\$1,531	\$17,553	-	\$19,084
Cr Johanne Hancock	\$1,377	\$21,240	\$98	\$22,715
Cr Wayne (George) Ladbrook	\$95	\$8,224	-	\$8,319
Cr Wendy Taylor	\$291	-	\$98	\$389

Section 186 (1) (c) the number of local government meetings that each Councillor attended during the financial year;

Councillor	Ordinary/ General Meetings	Special Meetings	Special Budget Meeting	Workshops/ Briefings	Total
Cr Tyson Golder	23	17	2	25	67
Cr Geoff McMullen	21	16	2	25	64
Cr Cameron O'Neil	22	17	2	24	65
Cr John Birkett	23	17	2	25	67
Cr Mark Edwards	14	12	1	16	43
Cr Julie Guthrie	23	17	2	25	67
Cr Johanne Hancock	22	17	2	25	66
Cr Wayne (George) Ladbrook	22	16	2	24	64
Cr Wendy Taylor	23	17	2	25	67

Council did not hold any Budget Submissions and Financial Planning Standing Committee Meetings for 2021/22. Budget submissions were included as part of Briefings, and formally considered if required at subsequent Special or Ordinary Meeting for inclusion in the Special Budget Meeting.

Section 186 (1) (d) the total number of the following during the financial year -	
(i) orders made under section 150I(2) of the Act;	Nil
(ii) orders made under section 150AH(1) of the Act;	Nil
(iii) decisions, orders and recommendations made under section 150AR(1) of the Act;	1
Section 186 (1) (e) each of the following during the financial year—	
(i) the name of each councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made;	(i) Cameron O’Neil
(ii) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors;	(ii) It is alleged that on 21 July 2020, Councillor O’Neil, a Councillor of the Maranoa Regional Council, engaged in misconduct as defined in Section 150(1)(b)(i) of the Local Government Act 2009, in that his conduct involved a breach of trust place in him as a Councillor, either knowingly or recklessly, in that his conduct was inconsistent with the local government principle in section 4(2)(a) ‘transparent and effective processes, and decision-making in the public interest’ and 4(2)(e) ‘ethical and legal behaviour of Councillors’ of that Act, in that he failed to declare a real or perceived conflict of interest as required by section 175E of the Act.
(iii) a summary of the decision, order or recommendation made for each councillor; and	(iii) The tribunal decided pursuant to s150AQ(1) of the Act that Councillor O’Neil has not engaged in misconduct and no further action is to be taken in relation to this matter.
Section 186 (1) (f) the number of each of the following during the financial year—	
(i) complaints referred to the assessor under section 150P(2)(a) of the Act by local government entities for the local government;	(i) - 0
(ii) matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission;	(ii) - 1
(iii) notices given under section 150R(2) of the Act;	(iii) - 1
(iv) notices given under section 150S(2)(a) of the Act;	(iv) - 1
(v) decisions made under section 150W(1)(a), (b) and (e) of the Act;	(v) - Section 150W(1)(a) - 1 (v) - Section 150W(1)(e) - 1
(vi) referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act;	(vi) - 1
(vii) occasions information was given under section 150AF(4)(a) of the Act;	(vii) - 0
(viii) occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a councillor;	(viii) - 0
(ix) applications heard by the conduct tribunal about the alleged misconduct of a councillor.	(ix) - 1

Administrative Action Complaints (s187)

(1) The annual report for a financial year must contain —	
(a) a statement about the local government’s commitment to dealing fairly with administrative action complaints; and	<p>Council is committed to the provision of the highest quality and level of services to its community and welcomes feedback. The investigation of concerns or complaints can lead to improvements within Council and the manner in which we maintain services within our community. All complaints received by Council will be considered on their merits and addressed in an equitable and unbiased manner through an established complaints process available on Council’s website. Complainants will be treated courteously.</p> <p>Council adopted a new Complaint Management Policy and Process on 22 May 2019 (Council resolution: GM/05.2019/66).</p>

<p>(b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process.</p>	<p>Council wants to be open, accountable and responsive to the public's needs.</p> <p>A review of Council's complaints process was completed on 22 May 2019.</p> <p>Council worked with the Queensland Ombudsman and Crime and Corruption Commission to ensure that the policy addressed legislative compliance and was based on best practice.</p> <p>No updates occurred, or were required, during 2021/22.</p> <p>The complaints framework (policy and process) is readily available to all employees and members of the public via Council's website: http://www.maranoa.qld.gov.au/council/policies</p> <p>Governance: Complaint Management Policy and Process.</p> <p>Additional steps planned:</p> <ul style="list-style-type: none"> • Incorporating appropriate content and training into the Corporate Induction process; • Training Customer Service Officers and other relevant Council employees on lodgement of complaints; <p>Previously it was difficult to assess the local government's performance, however the new policy provides greater clarity on who conducts internal reviews, the complaint review steps and current status. Each complaint is provided with a reference number and target timeframes.</p>		
	Made in previous year/s	Current year 2021/22	Total
<p>(2) The annual report must also contain particulars of: (a) the number of the following during the financial year: (i) administrative action complaints made to the local government; (ii) administrative action complaints resolved by the local government under the complaints management process (iii) administrative action complaints not resolved by the local government under the complaints management process; and</p>	23	16	39
	18	16	34
	15	0	15
<p>(b) the number of administrative action complaints under paragraph (a)(iii) that were made in a previous financial year.</p>		15	

Overseas Travel (s188)

<p>(1) The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year— (a) for a councillor—the name of the councillor; (b) for a local government employee—the name of, and position held by, the local government employee; (c) the destination of the overseas travel; (d) the purpose of the overseas travel; (e) the cost of the overseas travel.</p>	<p>Nil overseas travel by a councillor or employee.</p>
<p>(2) The annual report may also contain any other information about the overseas travel the local government considers relevant.</p>	<p>Not applicable</p>

Expenditure on grants to community organisations (s189)

<p>(i) The annual report for a financial year must contain a summary of (a) the local government's expenditure for the financial year on grants to community organisations; and</p>	<p>Details in the tables below.</p>
<p>(b) expenditure from each councillor's discretionary fund, including — (ii) the name of each community organisation to which an amount was allocated from the fund; and (iii) the amount and purpose of the allocation.</p>	<p>Not applicable - Maranoa Regional Council councillors do not have discretionary funds.</p>

Maranoa Regional Council is committed to supporting local and regional initiatives that provide opportunities for the community to access and participate in a wide range of recreational, cultural, environmental, community and economic development projects and activities. There are a number of programs through which Council supports and develops local community organisations:

- Major grants and community grants (2 funding rounds per financial year)
- Non-financial assistance (In-Kind Assistance)
- Ongoing assistance
- Regional Arts Development Fund
- Sponsorship.

In February 2019 Council signed an agreement with Senex, who have agreed to contribute \$15,000 per annum over the next 3 years for a Small Grants category, for funding between \$500-\$3,000.

Major grants and community grants		
Organisation	Project	Funding amount
Round 1		
Roma Rugby Union Football Club Inc	Clubhouse kitchen upgrade	\$20,000
Booringa Action Group Inc	Community Courtesy Bus	\$10,000
Roma Patchwork and Crafters Group	Studio #6 carpet replacement	\$3,695
Booringa Heritage Museum	New display	\$9,995
Roma Show Society	Maranoa New Years Spectacular	\$10,000
Cultural Heritage Injune Preservation Society	Engagement of a Museum Curator	\$4,640
Roma Commerce and Tourism (RCAT)	Building a Sustainable Business Community	\$3,356
Roma Filipino Community	124th Philippine Independence Day Celebration	\$3,000
Mungallala Progress and Sporting Association	Community Garden at Mungallala Upgrade	\$3,000
Bymount East State School P&C Association	Bymount East School Reunion	\$2,700
Surat Ambulance Committee	Surat Christmas Party	\$1,530
Queensland Blue Light Association Inc - Mitchell Branch	Mitchell Youth Hub Activities	\$1,481
Mitchell Campdraft Association	Campdraft Office & Canteen Equipment	\$3,000
Total Round 1		\$76,397
Round 2		
Maranoa Basketball Association	Best of the West Basketball Carnival	\$1,000
Begonia Golf and Sports Club Incorporated	Safe stairs	\$2,394
Gunggari Native Title Aboriginal Corporation	Cultural Sites Survey	\$1,134
Booringa Action Group	Raku Workshop / Art Workshop	\$2,986
Surat Pool Advocates	Surat Pool Seating	\$3,000
Surat & District Development Association	Full access to the Hub	\$3,000
Maranoa Netball Association	Improved facility capability	\$1,193
Surat Sheep Dog Trial	Surat Sheep Dog Trial	\$2,992
Surat on Balonne Gallery	Display panels	\$2,040
Booringa Action Group Inc	Grazing on the Maranoa	\$1,200
Calico Cottage Craft Club Inc	Communication and Administrative Upgrade	\$1,167
Muckadilla Community Association Inc	Muckadilla Hall Disability Access Upgrade	\$8,450
Roma Golf Club Inc	Ground repairs	\$8,000
Injune Campdrafting Association Inc	Possum Park PA and Speaker upgrade	\$5,500
SDDA Sub-Group - Let's Dance	Let's Dance Events	\$3,300
Roma Historical Precincts Inc	WPHS Electrical Safety Upgrade to Roma Butter Factory	\$10,000
Roma Highland Dancing	Reel to Roma Highland Dance Competition	\$3,000
Total Round 2		\$60,356

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 tables & chairs	\$497
Roma Golf Club	In Kind Assistance	\$10,000
Roma Commerce & Tourism	In Kind Assistance – Hall Set Up	\$117
Mitchell Campdraft Association	In Kind Assistance	\$11,601
Maranoa Diggers Race Club	In Kind Assistance	\$1,933
Surat/Wallumbilla Red Bulls	In Kind Assistance – Hall Set Up	\$117
Roma Highland Dancers	Hall set up & equipment hire	\$234
Injune Race Club	In Kind Assistance	\$1,500
Injune Cutting Club	In Kind Assistance	\$100
Roma International Motor Speedway	Supply & transport of 1000 tonne road base type fill	\$7,327
Mitchell Show Society	In Kind Assistance	\$995
Southern Cross Association	Hire of Bassett Park & Camping	\$4,416
QCWA Roma Branch	Hall set up & equipment hire	\$234
Injune Rodeo Association	In Kind Assistance	\$100
Tooloombilla Rodeo & Campdraft Association	In Kind Assistance	\$5,699
Roma Echidnas	In Kind Assistance	\$3,438
BEST Committee / Maranoa Careers Expo	In Kind Assistance	\$1,080
Injune Pony Club	Slashing of Pony Club Grounds	\$500
	Total	\$49,888

A total of \$49,888 was contributed through in-kind assistance.

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 \$10,742 to community groups and organisations in 2021/22.

On-going assistance

Organisation	Nature of request	Funding amount
Maranoa Equestrian Club	Fee Waiver	\$3,000
Wallumbilla / Surat Red Bulls	Fee waiver	\$2,855
Mitchell Swimming Pool	Fee waiver – school use only	\$4,887
	Total	\$10,742

Fee waivers

Organisation	Nature of request	Funding amount
Dunkeld Pony Club	Fee waiver of showgrounds	\$1,053
Roma Patchwork and Crafters	Hire of Hibernian Hall and Community Lounge	\$1,204
St John's School	Culture Centre fee waiver	\$180
Red Cross	Printing	\$144
Yuleba Town Improvement Group	Printing	\$174
Clairvaux Mackillop College	Fee waiver of Mitchell Showgrounds	\$592
Roma Historical Motor Club	Fee waiver of Wallumbilla Showgrounds (Tom Hughes Complex)	\$319
Injune Churches Together	Fee waiver of Injune Hall & Equipment	\$301
QCWA	Fee waiver - Roma Auditorium	\$580
Booringa Mens Shed	Fee waiver - Mitchell showgrounds	\$276
Edrine Keegan's School of Ballet	Fee waiver - Roma Auditorium	\$117
Mitchell Fishing and Restocking Group	Fee waiver - Mitchell Showgrounds	\$138
Care Outreach - Mitchell	Fee waiver - Mitchell Showgrounds	\$7,165
Access Learning & Training	Fee waiver of Mitchell Hall	\$301
Roma Highland Dancing	Fee waiver - Roma Auditorium	\$372
Australian Red Cross	Fee waiver of PA system	\$138
Heart Church Roma	Fee waiver - Roma Auditorium	\$96
Wow Dance Injune	Fee waiver - Injune Hall	\$301

Roma Filipino Community	Fee waiver - Roma Auditorium	\$301
Roma Show Society	Fee waiver - Bassett Park	\$472
St John's School	Fee waiver - Roma Auditorium	\$310
Headspace / Rhealth	Fee waiver - hall/bar/marquee at Bassett Park	\$416
Maranoa Poultry & Caged Birds Club Inc	Fee waiver - poultry shed at Mitchell showgrounds	\$138
Queensland Symphony Orchestra	Fee waiver - Roma Auditorium	\$282
Roma Bridge Club	Fee waiver - Ernest Brock Room	\$301
Wendy McAlpine	Fee waiver - Surat Hall & Supper Room	\$1,740
Santos	Fee waiver of Auditorium & Ernest Brock Room	\$562
CHIPS	Fee waiver of Injune Rodeo & Cutting Grounds	\$1,524
Roma Filipino Community	Fee waiver of Woolshed, Bassett Park	\$472
Surat Aboriginal Corporation	Fee waiver of Surat Recreation Oval Canteen	\$55
Cultural Heritage Injune Preservation Society	Fee waiver - Injune Grounds	\$1,524
Life Christian Church Roma	Planning application fee waiver	\$1,106
Life Flight	Planning application fee waiver	\$2,630
Total		\$25,284

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 2021/22 Council provided **\$25,284** in fee waivers.

Sponsorship 2021/22

Organisation	Sponsorship type	Funding amount
Golf Australia	Outback Masters	\$5,000
Australian Livestock & Property Agents Association	Young QLD Auctioneers Competition	\$4,000
Roma & District Eisteddfod	2021 Eisteddfod	\$400
Maranoa Diggers Race Club	Mitchell Races	\$500
Begonia State School	Begonia State School Reunion	\$500
Maranoa Triathlon & Multi Sports Club	2021 Triathlon	\$500
BEST Group	Maranoa Careers Expo 2022	\$750
Purchase of Dexter Kruger books		\$1,505
Injune Men's Shed	Lead Light Skills Workshop	\$1,723
Festival of Small Halls	Festival of Small Halls	\$500
Roma Rugby 7s	Roma Rugby 7s Competition 2022	\$1,000
Young Beef Producers Forum	Young Beef Producers Forum	\$1,000
ICPA	Swag Camp Mitchell	\$500
Cultural Heritage Injune Preservation Society	Injune Centenary	\$8,000
Roma Commerce & Tourism	Maranoa Meet Up Event	\$2,000
QCWA Roma Branch	100 Year Celebration	\$1,297
Sculptures Out Back	Sculptures Out Back	\$20,000
Roma Turf Club	Roma Cup	\$5,000
Easter in the Country	Easter in the Country	\$15,000
Total		\$69,175

Regional Arts Development Fund 2021/22

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
Begonia Sports Club	Begonia Creative Crafts	\$5,603
Injune and District Men's Shed	Injune Skills Workshop	\$1,690
Booringa Action Group – Friends of the Gallery	Bricolage Art of the Found Object	\$6,623
Wallumbilla Women's Wellness Weekend	Wallumbilla Women's Wellness Weekend	\$2,014
Injune Arts Inc	Eclectic Resin Designs	\$1,950
Total		\$17,880

Other Contents (s190 (1)(a), (b), (c) of the Local Government Regulation 2012)

<p>(1) The annual report for a financial year must contain the following information:</p> <p>(a) the chief executive officer's assessment of the local government's progress towards implementing its 5-year corporate plan and annual operational plan;</p> <p>(b) particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year;</p> <p>(c) an annual operations report for each commercial business unit;</p>	<p>Refer to Part 3 - Our Performance (pages 39 to 130) and Introduction to this Year's Annual Report (pages 5 to 6)</p>
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Other contents – Joint Local Government Activity (s190(1)(d)(i) of the Local Government Regulation 2012)

<p>(d) details of any action taken for, and expenditure on, a service, facility or activity –</p> <p>(i) supplied by another local government under an agreement for conducting a joint government activity; and</p> <p>(ii) for which the local government levied special rates or charges for the financial year;</p>	<p>Nil</p>
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Other contents – Special Rates and Charges (s190(1)(d)(ii) of the Local Government Regulation 2012)

Details of any action taken for, and expenditure on, a service, facility or activity for which the local government levied special rates or charges for the financial year.

State Government Precept Special Rate

Council has made a special rate 'State Government Precept Special Rate' of 0.00017 cents in the dollar on the unimproved capital value of all rateable land categorised as Category 39 – Rural, to fund the cost of the State Government Precept charge, research and 'on-ground' works, which includes a coordinated approach for the control of wild dogs on rural properties throughout the region via the Wild Dog Barrier Fence.

The levy generated total revenue of \$387,886 in the 2021/22 reporting period. Expenditure for the year included \$324,010 (for the wild dog barrier fence) and \$56,462 (for on the ground works and research).

Pest Management Special Rate

Council has made a special rate 'Pest Management Special Rate' of 0.00012355 cents in the dollar on the unimproved capital value of all rateable land categorised as Category 39 – Rural, to fund the cost of pest animals and pest plants management across the Maranoa, including meat and factory baits for two coordinated baiting programs and adhoc baiting, wild dog bonus payments for scalps and the treatment of high priority pest plants in accordance with Council's Pest Management Plan.

The levy generated total revenue of \$282,635 in the 2021/22 reporting period. Expenditure for the year included:

Pest Animal Control	\$
Bonus payments	\$75,758
Coordinated baiting	\$89,534
Ad-hoc baiting	\$43,798
Subtotal	\$209,090
Pest Weed Control	\$
Parthenium	\$70,036
Mother of Millions	\$29,873
Harrisia Cactus	\$11,346
Boxthorn	\$3,801
Other weed control	\$18,065
Subtotal	\$133,121
TOTAL	\$342,211

Other contents – Special Rates and Charges (s190(1)(d)(ii) of the Local Government Regulation 2012)

(d) details of any action taken for, and expenditure on, a service, facility or activity – (i) for which the local government levied special rates or charges for the financial year;

Rural Fire Brigade – Special Charge

The Rural Fire Brigade Special Charge was levied on all rateable lands serviced by the rural fire brigades.

Rural Fire Brigade Special Charge

Rural Fire Brigade Annual Charge per assessment

Amby \$74.58

Mungallala \$74.58

Yuleba \$74.58

Orange Hill \$50.00

This was for the purpose of offsetting the cost of the ongoing operation and maintenance of the Rural Fire Brigades. The calculations were based on budgets previously provided, inclusive of a percentage increase to accommodate rising costs.

This levy generated revenue of \$20,517 for the 2021/22 financial year which was distributed to the brigades.

Other contents - Number of Invitations to change tenders (s190(1)(e) of the Local Government Regulation 2012)

The annual report must contain the number of invitations to change tenders under section 228(7) of the *Local Government Regulation 2012* during the year.

There was 1 invitation to change a tender under section 228(7). This was:

- Injune Heritage Museum Construction - Tenders 22005 and 22014.

Other contents – List of Registers (s190(1)(f) of the Local Government Regulation 2012)

The annual report must contain a list of registers kept by the local government.

- Register of Interests (s 171B - *Local Government Act 2009* / s 289 - *Local Government Regulation 2012*)
- Register of Delegations (s 260 - *Local Government Act 2009* / s 305 - *Local Government Regulation 2012*)
- Register of Local Laws (s 31 - *Local Government Act 2009* / s 14 - *Local Government Regulation 2012*)
- Register of Roads (s 74 - *Local Government Act 2009* - s 57 - *Local Government Regulation 2012*)
- Register of Cost-Recovery Fees (s 98 - *Local Government Act 2009*)
- Asset Register (s 180 - *Local Government Regulation 2012*)
- Register of Infrastructure charges - *Planning Act 2016* - s 264(1), *Planning Regulation 2017* - Schedule 22
- Register of Exemption Certificates - *Planning Act 2016* - s264(2), *Planning Regulation 2017* - Schedule 22
- Private Certifier Application Register - *Planning Act 2016* - s.264(1), *Planning Regulation 2017* - Schedule 22
- Weapons Register - Airports & Saleyards (*Weapons Act 1990* / *Weapons Regulation 2016*)
- Roma Airport – Method Of Work Plan (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / MOS 139 10.11.2.2)
- Aviation Security Incident Register (*Aviation Transport Security Act 2004* / *Aviation Transport Security Regulation 2005* / Transport Security Program)
- Roma Airport – Animal Strike Register (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / MOS 139 / Aerodrome Manual / Wildlife Hazard Management Plan – Section 4.1 – Strike and Cull)
- Roma Airport – Wildlife Hazard Management Plan Cull Register (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / MOS 139 / Aerodrome Manual / Wildlife Hazard Management Plan – Section 4.1 – Strike and Cull)
- Roma Airport Airside Risk Register (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / MOS 139 / Aerodrome Manual / Safety Management System Manual Section 1.8)
- Roma Airport – Notice to Airmen Register (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / Manual of Standards 139 10.3.10 / Aerodrome Manual Part 2 Section 4)
- Roma Airport – AUA and ADA (*Civil Aviation Act 1988* / *Civil Aviation Regulation 1998* / Manual of Standards 139 / Aerodrome Manual Part 2 Section 10 – Control Measures)
- Drug and Alcohol Management Plan Register (*Civil Aviation Regulation 1998* Part 99)
- Security Access Control Database Register (*Aviation Transport Security Regulations 2005*)
- Visitor Identification Card Register (*Aviation Transport Security Regulations 2005*)
- Food Licensing Register (*Food Act 2006*)
- Stock Route Water Facility Agreement Register – stock route management system (*Stock Route Management Act 2002*)
- Stock Route Agistment Register – stock route management system (*Stock Route Management Act 2002*)
- Stock Route Travel Permit Register (*Stock Route Management Act 2002*)
- Waste Collection (urban and commercial/industrial) Register (*Local Government Act 2009*)
- General Animal Register (*Animal Management (Cats and Dogs) Act 2008*)
- Regulated Dog Register (*Animal Management (Cats and Dogs) Act 2008*)
- Dog Breeders Register (*Animal Management (Cats and Dogs) Act 2008*).

For compliance with the *Work Health & Safety Act 2011*, Australian Standards and ISO Standards relating to Council's Safety, Quality & Environment the following registers are maintained:

- Hazardous Chemical Register
- Risk Register
- Incident Register
- Hazard Register
- Audit Register
- Legal and other requirements ENV R002 Register
- Communications Register including Switch on to Safety – Toolbox Talks / Newsletters
- Consultation Function Team meetings / project / adhoc Register
- Hazardous Chemical – Master Register
- Calibration Register
- First Aid Officer Register
- First Aid Kit Register
- Snake Bite Kit Register
- Fire Warden Register
- Health and Safety Representatives Register
- Sharps Register
- Immunisation and Vaccination Register.

Council keeps the following additional registers:

- Cemetery Register

Other contents - Summary of all concessions for rates and charges granted (s190(1)(g) of the Local Government Regulation 2012)

Other contents – Summary of all concessions for rates and charges granted (s190(1)(g))

Pensioner Concession

Council recognises that certain types of pensioners have contributed rates over a period of time and should be afforded a concession to alleviate the impact of rates and charges thereby assisting pensioner property owners to remain in their own homes.

In accordance with Section 120 (1) (a) of the *Local Government Regulation 2012*, Council adopted a Pensioner Rate Concession Policy that granted pensioners a concession of 50% of the general rate, with a maximum limit of \$234.76 per annum.

Eligibility was based on meeting the requirements to qualify under the State Government Pensioner Rate Subsidy Scheme.

Overdue rates of pensioners subject to this section and policy incurred interest in accordance with Section 3.4 of Council's Revenue Statement.

Note: This concession was in addition to the Queensland Government's Pensioner Rate Subsidy and further details with respect to eligibility and application of this concession were outlined in Council's Pensioner Rate Concession Policy.

Total value of pensioner concessions granted – \$132,568

No. of pensioners who received maximum concession – 559

No. of pensioners who received a part concession – 12

Non-Profit Community Organisation Concession

A concession was available for general rates to certain organisations where the land use was considered to contribute to the social, cultural or sporting welfare of the community.

A general rate concession of up to 100% was allowed for non-profit and charitable organisations. The concession was subject to written application for the concession.

25 community groups received a concession on the general rates in the 2021/22 financial year with a total value of \$16,240.

In addition, the following concessions were provided to non-profit community organisations for water charges:

- Water access infrastructure concessions - 38 groups with concessions totalling \$52,843
- Water usage charges - 15 groups with concessions totalling \$18,773

Hardship Concession

Council recognises that individuals can experience difficulty in meeting their rate commitments and that in some cases it may be appropriate, where genuine financial hardship has been demonstrated, to grant a rates concession to the land owner, for example financial hardship as a result of drought.

Applications for concessions on the grounds of hardship were considered by Council on a case by case basis.

16 applications received hardship concessions for the 2021/22 year, totalling \$556,104.

Note: Council may grant eligible applicants a concession by granting the applicant a deferred payment option and or waiving of interest and or approving a full or partial waiver of rates.

Other contents – Report on Internal Audit (s190(1)(h) of the Local Government Regulation 2012)

The annual report must contain the report on the internal audit for the financial year;

Reported on pages 22 to 23

Other contents – Summary of Investigation Notices under section 49 (s190(i) of the Local Government Regulation 2012)

The annual report must contain a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints;

Nil

Other contents – Responses to QCA’s Recommendations (s190(j) of the Local Government Regulation 2012)

The annual report for a financial year must contain the local government’s responses in the financial year on the QCA’s recommendations on any competitive neutrality complaints under section 52(3).

Not applicable, refer above.





PART 6
INDEX

ACRONYMS

Acronym	Details
AASB	Australian Accounting Standards Board
ABS	Australian Bureau of Statistics
ALGA	Australian Local Government Association
ALMA	Australian Livestock Market Association
ANZAC	Australian and New Zealand Army Corps
APLNG	Australia Pacific Liquefied Natural Gas
ARA	Australasian Reporting Awards
ARTN	Australian Regional Tourism Network
AS/NZ	Australian / New Zealand
AS	Australian Standard
ATO	Australian Taxation Office
ASIC	Aviation Security Identification Card
CASA	Civil Aviation Safety Authority
CBD	Central Business District
CAN	Community Advisory Network
CEO	Chief Executive Officer
CH	Chainage
CCTV	Closed Circuit Television
CMO	Contract Management Office
CPA	Certified Practising Accountant
CRC	Current Replacement Cost
CSG	Coal Seam Gas
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DA	Development Application
DAF	Department of Agriculture and Fisheries
DDSWQ-COM	Darling Downs & South West Queensland Council of Mayors
DES	Department of Environment and Science
DNRME	Department of Natural Resources, Mines and Energy
DRFA	Disaster Recovery Funding Arrangements
DWQMP	Drinking Water Quality Management Plan
EA	Environmental Authority
EAP	Employee Assistance Program
EBA	Enterprise Bargaining Agreement
EHO	Environmental Health Officer
ERA	Environmentally Relevant Activity
ERP	Enterprise Resource Planning
EUCAS	European Union Cattle Accreditation Scheme

Acronym	Details
FTE	Full-time Equivalent
GAT	Gravid Aedes Trap
GLNG	Gladstone Liquefied Natural Gas
GM	General Meeting
GPS	Global Positioning System
GST	Goods and Services Tax
HR	Human Resources
ICT	Information & Communications Technology
ID	Identity Document
IFRS	International Financial Reporting Standards
IGEM	Inspector-General Emergency Management
IMMS	Integrated Maranoa Management System
ISO	International Organisation for Standardisation
KMP	Key Management Personnel
KPI	Key Performance Indicator
LDMG	Local Disaster Management Group
LDO	Local Development Officer
LECC	Local Emergency Coordination Committees
LED	Light Emitting Diode
LGAQ	Local Government Association of Queensland
LGIP	Local Government Infrastructure Plan
LGM	Local Government Mutual
LIMS	Laboratory Information Management System
LNG	Liquefied Natural Gas
MBA	Masters in Business Administration
MCU	Material Change of Use
ML	Megalitre
MOU	Memorandum of Understanding
MRC	Maranoa Regional Council
NAIDOC	National Aborigines and Islanders Day Observance Committee
NHVAS	National Heavy Vehicle Accreditation Scheme
NOGI	National Oil and Gas Institute
NSQA	National Saleyards Quality Assurance
NDRRA	Natural Disaster Relief and Recovery Arrangements
OP	Operational Works
OQTA	Outback Tourism Queensland Awards
OSR	Office of State Revenue
PCYC	Police Citizens Youth Club

Acronym	Details
PTP	Point to Point
Q	Quarter
QAO	Queensland Audit Office
QBCC	Queensland Building and Construction Commission
QGAP	Queensland Government Agency Program
QLD	Queensland
QLGGC	Queensland Local Government Grants Commission
QPRSC	Queensland Pioneer Steam Railway Co-operative Ltd
QRA	Queensland Reconstruction Authority
QTC	Queensland Treasury Corporation
PAYG	Pay as you go
REPA	Reconstruction of Essential Public Assets
RMPC	Road Maintenance Performance Contract
ROL	Reconfiguring of Lot
PSIs	Pool Safety Inspectors
RADF	Regional Arts Development Fund
RSL	Returned Services League
RLSSQ	Royal Life Saving Society of Queensland
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SCADA	Supervisory Control and Data Acquisition
SES	State Emergency Service
SMS	Safety Management System
SWIM	Statewide Water Information Management
SWRED	South West Regional Economic Development
SWRRG	South West Regional Roads Group
TAFE	Technical and Further Education
TLPI	Temporary Local Planning Instrument
TEQ	Tourism & Events Queensland
TMR	Department of Transport and Main Roads
TSBE	Toowoomba and Surat Basin Enterprise
UPS	Uninterruptable Power Supply
WHS	Workplace Health and Safety
WFQ	Works for Queensland



Feedback

Feedback on our annual report is welcome.

You can write to us at:

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Useful contacts

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