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Part 2

OUR PURPOSE

A new corporate plan was developed and adopted in 2018 and this is the second full year delivering on that plan.

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

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

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

Strong, vibrant and connected communities embracing opportunities to grow.

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

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

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

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

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

1. Getting the basics right

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

2. Delivering strong financial management

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

3. Helping to keep our communities safe

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

4. Growing our region

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

5. Managing our operations well

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

Our motto

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

St. Jerome

Our logo

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

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



Our values

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

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

<p>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 YEAR AT A GLANCE

July 2019



Council, Roma Saleyards stakeholders, and industry partners held an exercise to test Roma Saleyards' response preparedness in the event of a **national stock standstill**.

Duke Street South, Roma was upgraded with the construction of an underground stormwater system, concrete kerb and channel and a 15.5m wide asphalt pavement, between Raglan Street and Corfe Road.

Council was proud to sponsor the **Cobb & Co Festival** to relive a unique piece of Australia's bush history.

The Maranoa community welcomed over 150 delegates of Mayors, Councillors and staff, trade holders and sponsors to the biennial **Local Government Association of Queensland (LGAQ) Bush Councils' Convention**.

Seniors' Week program took place in August and offered everything from a pancake breakfast to live music!

The final stages of the **Roma Cemetery fence** upgrade were completed.



August 2019

September 2019



To raise awareness of mental health, Council together with **R U OK?** hosted an open air concert.

Queensland Opera's performance, **Songs To Die For**, a cheeky, celebratory look at the Opera's relationship with the art of dying was held in Roma.

Mitchell residents said their goodbyes to the C17 locomotive from Mitchell's Memorial Park. Part of the locomotive departed for the Queensland Pioneer Steam Railway for restoration.

Council completed the installation of the community bore at Eumamurrin, constructed as part of the 'Watering the Maranoa' project.

The Roma Saleyards 50th year of operation was celebrated by Councillors, a number of special guests, vendors, buyers, agents, long-time users of the complex and visitors from far and wide.

Gravel resheeting works were completed on **Mt Saltbush Road** between Clayton Road and Warooby Lane. These works include 7.3km of gravel resurfacing and vegetation clearing to improve road visibility.

Council sought community input from residents regarding the **draft Master Plan for the Mitchell Memorial Park**.



October 2019

November 2019



Mitchell Refuse Site was under construction to be used as a lay-down and sorting place, prior to waste going into the new landfill, meeting the requirements under the new Queensland Government's Waste Management and Resource Recovery Strategy.

The **Surat Aquarium** received upgrades to the filtration, pumps and lighting, complete re-fibreglassing of both tanks and replacement of the front viewing windows.

Construction on **Roma's new bore (Bore 20)** commenced and will provide additional water supply and back-up supply for Roma.

Council offered free domestic pool safety inspections for the third year in a row from December 2019 - February 2020.

The **My Maranoa Christmas Street Party** was an opportunity for our community to come together to celebrate the festive season, while also providing an economic stimulus to our local retailers.

Construction of the **Injune Wall of Remembrance and the Yuleba Wall of Memory** were completed.

Maranoa Drop-Off points received an incredible three million eligible containers for the **Container Refund Scheme**.



December 2019

January 2020



Australia Day Celebrations were held around the region to celebrate everything that's great about being Australian.

Bitumen reseal works were completed in Roma.

Construction commenced on **Surat's State Emergency Service (SES) accommodation unit and boat shed**.

Roma Saleyards store sales have **recorded prices** of up to 400c/kg, prices which have not been seen for almost two years at the Saleyards.

The sale topping Droughtmaster Murray Grey cross steers sold for 400c/kg, reaching a top of \$956.

Council's Keep Maranoa Beautiful Kerbside Clean-Up kicked off which gave residents a great opportunity to tidy up around the house and garden.



February 2020

March 2020



Mosquito fogging took place in Surat to help control and reduce mosquito and sand fly numbers.

Council undertook its **Line Marking Program** across the region. The works included the refresh of all existing white line road markings for motorist safety.

Local Disaster Management Group (LDMG) met to discuss the evolving COVID-19 situation.

The **Mayor and Councillors took their Declaration of Office** for the 2020-2024 term of Council, in the lead-up to the Post Election Meeting which was held on 16 April 2020.

An important part of **Council's Sewer Relining Project** in Surat and Injune took place with contractors Relining Solutions Pty Ltd undertaking a CCTV review of sewer mains in these towns.

Due to COVID-19 restrictions, ANZAC Day looked a little different with RSL Queensland asking Australians and Maranoa residents to stand in their driveways, on balconies or in their living rooms to remember all those who have served and sacrificed.



April 2020

May 2020



The annual **Blanket Donation Drive** was held for residents in our community who needed some extra help keeping warm in winter.

Throughout the month of May Council offered cat owners **\$100 desexing vouchers** for registered and microchipped cats in an effort to prevent unwanted litters in the Maranoa.

Council's Construction team commenced works in Wallumbilla on a project to upgrade the Heavy Vehicle Route along **East Street and Russell Street**.

Council announced that the communities of Teelba and Dunkeld received **improved mobile coverage** through the Australian Government's Mobile Black Spot Program.

Council received \$1 million in funding from the Australian Government through the Drought Communities Programme Extension for the Maranoa Water Supply Security, Surat and Yuleba Township Project (**including two new bores, one in Surat and the other in Yuleba**).

Contractors undertook **sewer relining** works in Surat and Mitchell.



June 2020

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. Queensland local government quadrennial elections were held this year, with a new term of Council (mayor and eight councillors) commencing in April 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.

Role of councillors

All councillors have the following responsibilities —

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

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

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

Role of mayor

The mayor has the duties of a councillor with the added 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) leading, managing, and providing strategic direction to, the chief executive officer in order to achieve the high quality administration of the local government;
- (c) directing the chief executive officer in accordance with a resolution, or a document adopted by resolution, of the local government;
- (d) conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example);
- (e) ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister;
- (f) being a member of each standing committee of the local government;
- (g) representing the local government at ceremonial or civic functions.

Elected members 2019/20	
Looking back pre March 2020	Looking forward post March 2020
Mayor Tyson Golder	Mayor Tyson Golder
Deputy Mayor Jan Chambers	Deputy Mayor Geoff McMullen
Cr Wendy Newman	Cr Wendy Taylor
Cr Puddy Chandler	Cr George Ladbrook
Cr Peter Flynn	Cr Johanne Hancock
Cr Geoff McMullen	Cr John Birkett
Cr Cameron O'Neil	Cr Cameron O'Neil
Cr David Schefe	Cr Julie Guthrie
Cr Janelle Stanford	Cr Mark Edwards

Council welcomed a new term of Councillors 2020 - 2024



Mayor Tyson Golder

Mobile: 0458 006 200
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Councillor Tyson Golder and his wife Natalie operates Golders' 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 him 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
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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 Wendy Taylor

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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 Cameron O'Neil

Mobile: 0409 110 508

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

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

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

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



Councillor George Ladbrook

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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 Joh Hancock

Mobile: 0419 803 314

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

During this time Joh has been a proud volunteer in her local and broader community serving as an active member and executive for many clubs and organisations - experiencing firsthand how valuable volunteers are to the 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 and 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 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 Julie Guthrie

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

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

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

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



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 businesses.

Thank you

Tribute to Retiring & Outgoing Councillors

Local Government elections for Queensland were held on 28 March 2020 for 9 councillor positions (including the mayor). During this change in local government, Maranoa Regional Council said farewell to some of our Councillors from the previous term. Bringing knowledge from a variety of professions and experiences, as well as residing in different areas of the Maranoa region, these Councillors each brought something special to the table.

Council would like to recognise and acknowledge the significant efforts and hard work of the following outgoing Councillors.



Janelle Stanford
4 years of service



Peter Flynn
24 years of service



Puddy Chandler
4 years of service



Jan Chambers
16 years of service



Wendy Newman
8 years of service



David Schefe
12 years of service



COUNCIL COMMITTEES

Council operated several advisory committees to provide advice and make recommendations to Council on specific issues.

A review of Council initiated advisory committees was undertaken in December 2019. The review resulted in an update to some committee names to better represent the purpose of the group and confirm meeting frequencies. Each change in committee name is noted below for the relevant committee. Council also resolved to retire the following advisory committees:

- Coal Seam Gas Advisory Committee
- My Maranoa Focus Group
- Regional Roads Advisory Committee
- Wild Dog Advisory Committee

The new term of Council commenced in April 2020. A decision for portfolios had not been made at the conclusion of the financial year and no advisory committees were held.

Details of each advisory committee are outlined below:

Audit Committee

Council's Audit Committee operated in accordance with the *Local Government Act 2009*, the *Local Government Regulation 2012*, and Council's Audit Committee terms of reference.

The Audit Committee is an integral component of Council's governance structure and provides transparency of Council's financial operations. The effective operation of this Committee provides another level of assurance in Council's overall internal control processes.

The committee consists of two Councillors and four external independent members appointed by Council, with one of the external members also appointed as Chairperson. The external members receive a meeting allowance that reflects the time, commitment and responsibility involved with the role. One external member received a travel allowance due to the significant distances travelled to attend meetings.

Audit committee	
Committee members	
Bob Coomber	Committee chair and member
Adam McEvoy	Committee member
Karan Pearn	Committee member
Ossie Behrend	Committee member
Mayor Tyson Golder	Committee member
Cr Jan Chambers	Committee member
Queensland Audit Office's (QAO) / Pitcher Partners' Representative/s	External audit attendees
Julie Reitano	Chief Executive Officer (attendee)
Sharon Frank	Director – Corporate and Community Services (attendee)
Deelea Sullivan	Operations Manager - Finance (attendee)

The Committee's role is to assist Council to fulfil its responsibilities in relation to accounting policies, external financial reporting practices, risk assessment, internal controls, management and reporting policies and systems.

The Chief Executive Officer, Director Corporate and Community Services, Operations Manager - Finance, Internal Audit and representatives of the Queensland Audit Office participated in the meetings to present written reports and respond to Audit Committee requests for information on particular matters of relevance to the Committee's role.

During the course of 2019/20, the Audit Committee held two meetings. The committee reviewed the following:

- Draft general purpose financial statements
- Queensland Audit Office Closing Report
- Anti-Corruption Commitment Statement and Draft Control Plan for Review.
- Internal Audit of Payroll Processes
- Draft 2020 External Audit Plan
- Annual Report 2018/19

External (independent) committee members

Bob Coomber

Bob brings a wealth of local government and financial knowledge to the audit committee, and has been chair of the audit committee since 2011. Bob completed a jeweller's apprenticeship after finishing school, and worked within the family business, Coomber Bros. Jewellers. Bob gained his accounting degree in 1981, and subsequently became a volunteer auditor for many local clubs and organisations.

Bob served as Deputy Mayor and Chair of the Finance Committee for the Roma Town Council for two terms, and became Mayor of the Roma Town Council in 1985. He was re-elected unopposed in 1988, serving as Mayor until his retirement in 1991. Bob has been a member of Council's Audit Committee since 2011.

Adam McEvoy

Adam holds both a Bachelor of Business (Accounting) and a Bachelor of Business (Property Studies). Adam's experience lends itself to many areas, having held positions such as a Senior Financial Analyst, Market Analyst, Senior Product Manager and Assistant Accountant as well as being a business owner himself. Adam was the President of the Booringa Action Group from 2009 – 2011 and has been a member of Council's Audit Committee since 2011.

Karan Pearn

Karan has been a Certified Practising Accountant (CPA) since 2011 with additional qualifications including a Bachelor of Business (Accounting & Local Government) and Local Government Clerk Certificate. Karan has experience working in a range of financial roles including business management, public practice accounting and local government holding positions as a Senior Accountant, Accountant, Senior Finance Officer and a business owner. Karan has an extensive understanding of local government, having also worked for the Roma Town Council for six years. Karan has been a member of Council's Audit Committee since 2011.

Ossie Behrend

Ossie's extensive local government and finance sector experience are an invaluable asset to the Audit Committee. Ossie has over 55 years' experience in management and financial management positions, as well as 55 years being self employed as a land holder.

Ossie served for 23 years on the Bungil Shire Council (which was amalgamated into what is now Maranoa Regional Council), and served as Mayor for six years from 1991 to 1997. He also has a combined 87 years of committee memberships, often holding executive positions, including 12 years on the Finance Committee for Bungil Shire Council. Other committee memberships included Roma Bungil Showgrounds and Saleyards Board, Roma Youth Hostel Committee, Isolated Parents' and Children's Association Roma Branch and the Roma Picnic Race Club. Ossie has been a member of Council's Audit Committee since 2011.

Farewell to our external Audit Committee Members

At the conclusion of the 2016-20 term of Council, all four external audit committee members concluded their role on the Audit Committee. They brought to the table extensive professional knowledge and experience and we thank them for their contribution over the years.

Airport User Group

The Airport User Group (formerly Airport Advisory Committee) is responsible for developing and creating effective networks and partnerships between Maranoa Regional Council and airport users with the focus on ensuring the region's airports effectively meet the future aviation demands for the region. It encompasses facilities at Roma, Injune, Surat and Mitchell.

Objectives

- Provide a forum for consultation with airport user groups and the general public.
- Have respect for roles, views and the due process of meeting to discuss the future of Maranoa Regional Council's airports.
- Develop an understanding of the legislative framework airports operate under and incorporate this into all matters considered.
- Contribute information for planning considerations.
- Facilitate communication between Council and the individual groups.

Meetings

No meetings were held during the 2019/20 financial year.

Councillor representation

Cr Cameron O'Neil (Chair), Cr David Scheffe (Member).

Bassett Park User Group

The Bassett Park User Group (formerly Bassett Park Advisory Committee) is responsible for developing and creating effective networks and partnerships between Council and user groups (present and potential) of the Bassett Park sporting / recreational facility with the focus on redevelopment of the area to increase participation rates and optimise facility usage.

Objectives

- Provide a forum for open discussion to problem solve and approach the redevelopment of Bassett Park.
- Have respect for roles, views and the due process of meeting to discuss the future of Bassett Park.
- Develop and action an agreed implementation plan for Bassett Park.
- Identify barriers and develop solutions for successful outcomes.

- Provide operational and policy advice to Council.
- Contribute to information for planning and maintenance for Council's budgetary considerations.
- Contribute to planning for redevelopment of Bassett Park.
- Facilitate communication between Council and the individual groups.

Meetings

The Bassett Park Master Planning Advisory Committee held one meeting during the year.

Councillor representation

Cr Cameron O'Neil (Chair), Cr Peter Flynn (Deputy Chair).

Coal Seam Gas (CSG) Advisory Committee

The CSG Advisory Committee aims to ensure that:

- Requests for funding and allocation of resources:
 - Have the formal approval of each organisation, and are not based on the views and ad-hoc requests of individual officers.
 - Are coordinated and prioritised by Council to ensure that any available funding is allocated where there is the greatest community need.
 - Are maximised for the Maranoa community through a shared understanding of the Energy Sector's goals, programs and approval processes.
 - Are supported with adequate information / business cases from Council to streamline the review of project proposals within the respective energy companies.
 - Ensures that Council is prepared for State Government funding opportunities leveraging on funding commitments that can be provided by the energy sector.
- Communication is facilitated in relation to:
 - The status of projects under review or in progress
 - Each organisation's priorities
 - Any delays or issues impacting operations
- There is coordinated action to implement the agreed outcomes from the Advisory Committee.
- There is a basis for escalation of issues (e.g. to the Coordinator General) where either party is dissatisfied with progress.

Meetings

No meetings were held during the 2019/20 financial year.

This advisory committee has concluded and Council thanks the committee members for their contributions.

Councillor representation

Mayor Tyson Golder (Chair).

Roma Saleyards Advisory Committee

The Roma Saleyards Advisory Committee is responsible for providing and seeking input into the day to day operations of the facility with a focus on the long term vision and strategic planning for the Roma Saleyards in the implementation of the Saleyards Master Plan.

Objectives

- Provide a forum for open discussion to problem solve and provide recommendations for the development of the Roma Saleyards.
- Have respect for roles, views and the due process of meeting to discuss the future of the Roma Saleyards.
- Become involved in the process of developing the Roma Saleyards Master Plan by contributing recommendations for Council's consideration.
- Contribute to communication and implementation of the final development plans for the Roma Saleyards, once formally endorsed by Council.
- Facilitate communication between Council, business groups and community members.

The Roma Saleyards Advisory Committee held seven meetings during the year.

Councillor representation

Cr Peter Flynn (Chair), Cr Wendy Newman (member).

Roma Saleyards Interpretive Centre Concept & Design Temporary Advisory Committee (New)

The Roma Saleyards Interpretive Centre Content and Design Advisory Committee is a temporary advisory committee responsible for providing input into the content and design concepts of the Roma Saleyards Interpretive Centre (Fit Out).

Objectives

- Provide a forum for open discussion to share ideas, content and stories.
- Provide recommendations on the content and design concepts of the Interpretive Centre (Fit Out), for Council's consideration and approval.
- Work collaboratively with respect for roles, expertise, knowledge, views and the due process of the meeting.
- Facilitate communication between Council, industry representatives and organisations, community organisations and community members, for specific content and/or artefacts.

Meetings

The Roma Saleyards Interpretive Centre Concept & Design Temporary Advisory Committee held two meetings during the year.

This advisory committee has concluded and Council thanks the committee members for their contributions.

Councillor representation

Cr. Peter Flynn (Chair), Cr. Puddy Chandler, Cr. Cameron O'Neil.

Regional Roads

The Regional Roads Advisory Committee is responsible for providing local input into Council's road maintenance and capital works programs for the Maranoa Regional Council area.

Objectives

- Review proposed maintenance programs and provide input into prioritisation of works, considering information provided by Council, adopted service levels and technical standards.

- Provide feedback at meetings on road related matters - this could be general feedback received from the community with respect to maintenance, usage or safety matters.
- Provide input into development of road policies and updated service levels.
- Support communication of Council's priorities, challenges, maintenance, renewal and upgrade roadworks.
- Provide input into how Council can do more with less given Council's significant road network.
- Provide feedback on proposals and effectiveness of various road strategies.
- Share local knowledge in consideration of potential opportunities for sourcing of local materials, water etc.

Meetings

No meetings were held during the 2019/20 financial year.

This advisory committee has concluded and Council thanks the committee members for their contributions.

Councillor representation

Cr Janelle Stanford (Chair), Cr Puddy Chandler (member), Cr Geoff McMullen (member), Cr Wendy Newman (member).

Surat Cobb & Co Store Museum Advisory Committee

The Surat Cobb & Co Store Museum Advisory Committee is responsible for providing strategic direction to the sub-committee (working group) and Council to support the exhibition schedule and the maintenance of the Cobb & Co Store Museum facility.

Objectives

- Provide a forum for open discussion to identify current and future requirements of the Museum committee.
- Assist Council to identify and implement key projects in future development of the Museum facility.
- Provide input into developing activities that increase and promote use of the facility.
- Actively problem solve identified concerns / barriers and challenges in planning for and delivering future enhancements and successful outcomes.
- Demonstrate respect for roles, views and the due process of meeting to discuss the future of the Cobb & Co Store Museum.
- Provide input into developing an agreed proposed exhibition schedule for the Museum.
- Provide operational and policy advice to Council.
- Contribute information for planning and maintenance of the facility for Council's budgetary considerations.
- Provide strategic direction to the sub working group and to Council to support the upgrade of the Cobb & Co Store Museum exhibits.
- Maintain clear and open channels of communication with the community and being open to receive comment from the community.

Meetings

No meetings were held during the 2019/20 financial year.

Councillor representation

Cr Puddy Chandler (Chair), Cr Wendy Newman (member).

Wallumbilla Showgrounds User Group

The Wallumbilla Showgrounds User Group (formerly Wallumbilla Showgrounds Advisory Committee) is responsible for developing and creating effective networks and partnerships between Council and user groups (present and potential) of Wallumbilla Showgrounds sporting / recreational facility, with the focus on increasing participation rates and optimising facility usage.

Objectives

- Provide a forum for open discussion to identify current and future requirements of user groups of the facility.
- Assist Council to identify and implement key projects in future development of the facility.
- Provide input into developing activities that increase and promote use of the facility.
- Actively problem solve identified concerns / barriers and challenges in planning for and delivering future enhancements and successful outcomes.
- Demonstrate respect for roles, views and the due process of meeting to discuss the future of the Wallumbilla Showgrounds.
- Provide input into developing an agreed implementation plan for the Wallumbilla Showgrounds.
- Provide operational and policy advice to Council.
- Contribute information for planning and maintenance of the facility for Council's budgetary considerations.
- Facilitate communication between Council and the individual groups.

Meetings

The Wallumbilla Showgrounds Advisory Committee held two meetings during the year.

Councillor representation

Cr Peter Flynn (Chair), Cr Cameron O'Neil (Member).

Warroo Sporting Complex Advisory Committee

The committee is responsible for developing and creating effective networks and partnerships between Council and user groups (present and potential), of Warroo Sporting Complex / recreational facility, with the focus on enhancing use of the area to increase participation rates and optimise facility usage.

Objectives

- Provide a forum for open discussion to identify current and future requirements of user groups of the facility.
- Assist Council to identify and implement key projects in future development of the facility.
- Provide input into developing activities that increase and promote use of the facility.
- Actively problem solve identified concerns / barriers and challenges in planning for and delivering future enhancements and successful outcomes.
- Demonstrate respect for roles, views and the due process of meeting to discuss the future of the Warroo Sporting Complex.
- Provide input into developing an agreed implementation plan for the Warroo Sporting Complex.
- Provide operational and policy advice to Council.
- Contribute information for planning and maintenance of the facility for Council's budgetary considerations.
- Facilitate communication between Council and the individual groups.

Meetings

The Warroo Sporting Complex Advisory Committee held one meeting during the year.

Councillor representation

Cr Peter Flynn (Chair), Cr Cameron O'Neil (member).

Wild Dog Management Advisory Committee

The Wild Dog Advisory Committee is responsible for providing input into enhancing existing programs in the control of wild dog numbers, and undertaking activities that will encourage community participation and registration in the control of wild dogs across the Maranoa Regional Council area.

Objectives

- Provide a forum for open discussion to problem solve and approach the control of wild dogs.
- Increase landholder participation in wild dog control.
- Encourage registration of wild dog scalps collected by individuals and presented to Maranoa Regional Council.
- Increase awareness of the impacts that wild dogs have on each community and the flow on economic implications.
- Provide operational and policy advice to Council.
- Contribute information for planning and maintenance for input into Council's budgetary considerations.
- Actively promote continued equalised funding from State and Local Government to manage and maintain the Wild Dog Barrier Fence.
- Facilitate communication and co-operation between Council, groups and individuals.

Meetings

No meetings were held during the 2019/20 financial year.

This advisory committee has concluded and Council thanks the committee members for their contributions.

Councillor representation

Cr Wendy Newman (Chair), Cr Puddy Chandler (member), Cr Geoff McMullen (member).

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 focusses 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.

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

Our vision

Strong, vibrant and connected 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.

The plan 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.

Policies reviewed and updated during the year included:

- Revised Expenses Reimbursement Policy (Councillors) adopted at the Council meeting held 10 July 2019 (GM/07.2019/04).
- New Showground Camping Policy (to formalise current camping arrangements at Council Showgrounds) adopted at the Council meeting held 10 July 2019 (GM/07.2019/18).
- Debt (Borrowings) Policy adopted at the annual budget meeting on 30 July 2019 (SMB/07.2019/07).
- Update Debt (Borrowings) Policy adopted at the Council meeting held 11 December 2019 (GM/12.2019/90).
- Reviewed Grids and Gates Policy adopted at the Council meeting held 12 February 2020 (GM/02.2020/77).
- Revised Procurement Policy was adopted by Council on 18 March 2020 (GM/03.2020/43).
- Standing Orders and Model Meeting Rules (Procedures) were adopted at the Council meeting held 22 April 2020 (OM/04.2020/05).
- Revised Expenses Reimbursement Policy (Councillors) adopted at the Council meeting 10 June 2020 (GM/06.2020/52).
- Revenue Policy 2020/21 adopted at the Council meeting held 24 June 2020 (OM/06.2020/70).

Performance monitoring and reporting

The primary tool for external accountability is the annual report. An annual report is prepared to show the community and interested parties Council's progress in achieving the strategic priorities outlined in the corporate plan and operational plan. The report contains detailed financial and non-financial information about Council's activities and performance.

Progress of the operational plan and budget is monitored through regular reports. This provides an update to both the management team and Council.

Ethical framework - codes of conduct

Codes of conduct are in place for councillors (through the Queensland Government) and employees.

The employee code of conduct provides a framework for behaviour, actions and decisions and promotes 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.

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 community engagement framework was commenced in a previous year, but continues to be updated as additions and other amendments are made.

Informing our community

Council keeps our community up to date through a number of forums including media releases, social media (My Maranoa Facebook), e-newsletters, Council news, Council meeting snapshots, brochures and the following websites:

- www.maranoa.qld.gov.au; and
- www.mymaranoa.org.au (Residents, Visitors, Business, Council).

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

External audit

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 2019/20 were certified by the Queensland Audit Office on 9 October 2020, with an Unmodified Audit Opinion and well before the 31 October deadline. This is effectively a 'clean bill of health' for Council's financial statements and a pleasing result for the year.

Internal 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.

7 Internal Audits were conducted during the year
1 Third Party internal audit was conducted
1 external recertification audit was conducted

Date	External audit	Findings
February 2020	Recertification Audit	Nil Non Conformances
	Compliance to ISO 9001:2015 (Quality) and ISO 14001:2015 (Environment) Scope Quality and Environmental Management System for Construction, Maintenance activities, including road construction and maintenance activities including design and implementation of traffic management plans, including operational traffic control.	17 Observations 3 Closures from findings from the previous audit addressed.
	Scope Expansion to include Water, Sewerage, Gas, Roma Quarry and Quarry Pits	
	Compliance with AS/NZ 4801 Safety Management System to all Council Operations.	

Internal audit - financial

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

Two internal audit reviews were undertaken during the financial year:

1. Procurement processes
2. Payroll processes

The internal audit recommendations will be progressively implemented during the 2020/21 financial year.

Maranoa Regional Council | Corporate Plan 2018-2023

Our Five Strategic Priorities

1. Getting the basics right

Focus our efforts on those services that our communities traditionally rely on local government to provide.

2. Delivering strong financial management

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

3. Helping to keep our communities safe

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

4. Growing our region

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

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

OUR VISION

Strong, vibrant and connected communities embracing opportunities to grow.

OUR PURPOSE

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.

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

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

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

For a councillor, even the most daily activities, whether a family event, social occasion or a quick trip to the shops often leads to conversations about Council. Upholding the significant number of weekly commitments in a region of our size often means many kilometres of travel and time away from families, work, businesses and other involvement in community groups. With the needs in the community exceeding the funds available, working out how to allocate those funds brings many challenges, and trying to work out the best path forward is not always an easy one.

For an employee, there are many and varied roles, some also involving long hours, time away from families, work out of normal business hours or in many cases long days outside in the heat of summer or the cold of winter. These are Council team members who routinely go "above and beyond" for the benefit of our community and organisation.

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

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

OUR MOTTO

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

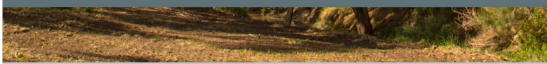


Our Plan for 2019/20

ANNUAL OPERATIONAL PLAN (including services and projects)

BUDGET HIGHLIGHTS

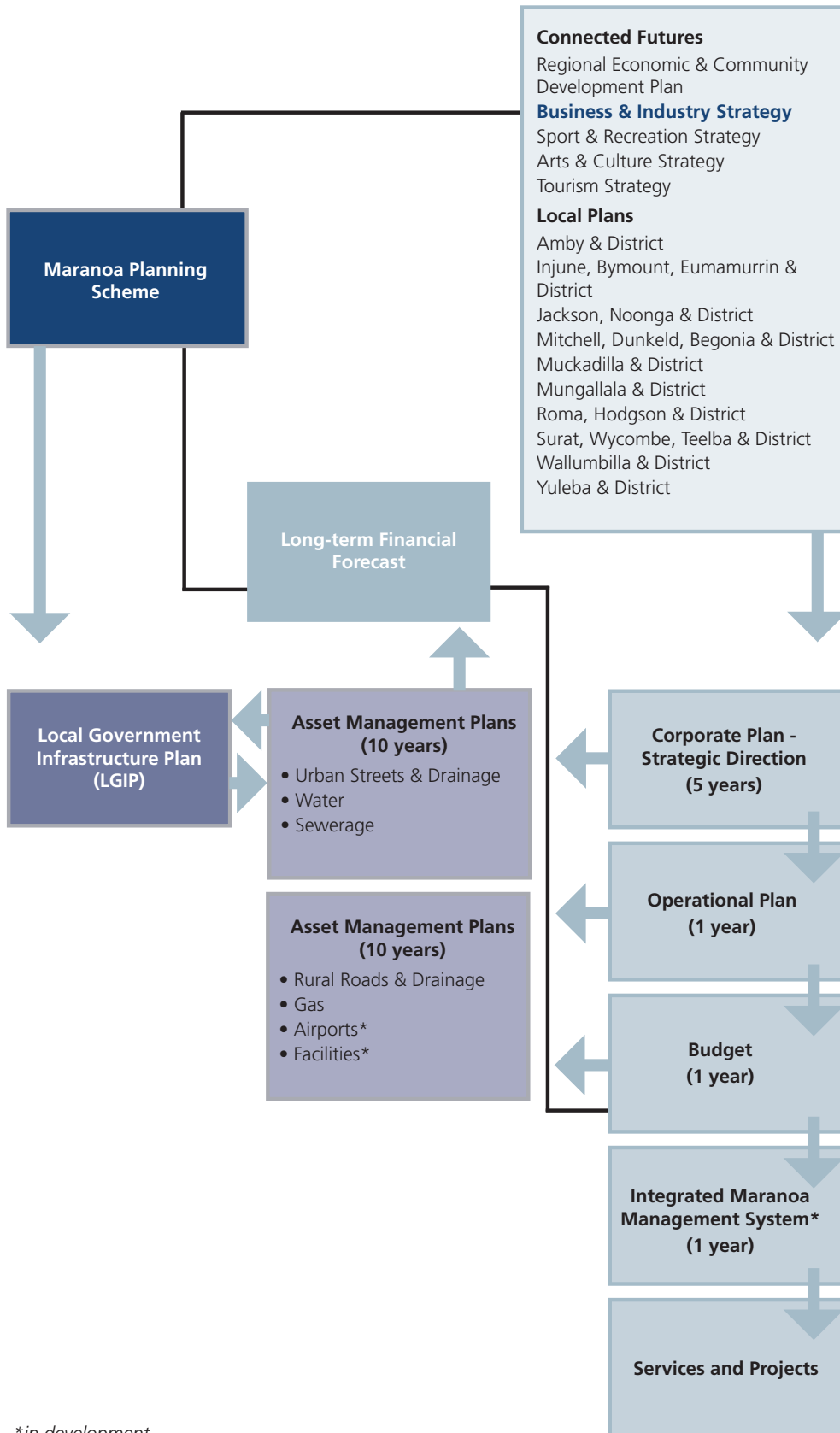
CORPORATE PLAN 2018-2023



Adopted Budget 2019/20



OUR INTEGRATED PLANNING FRAMEWORK



*in development

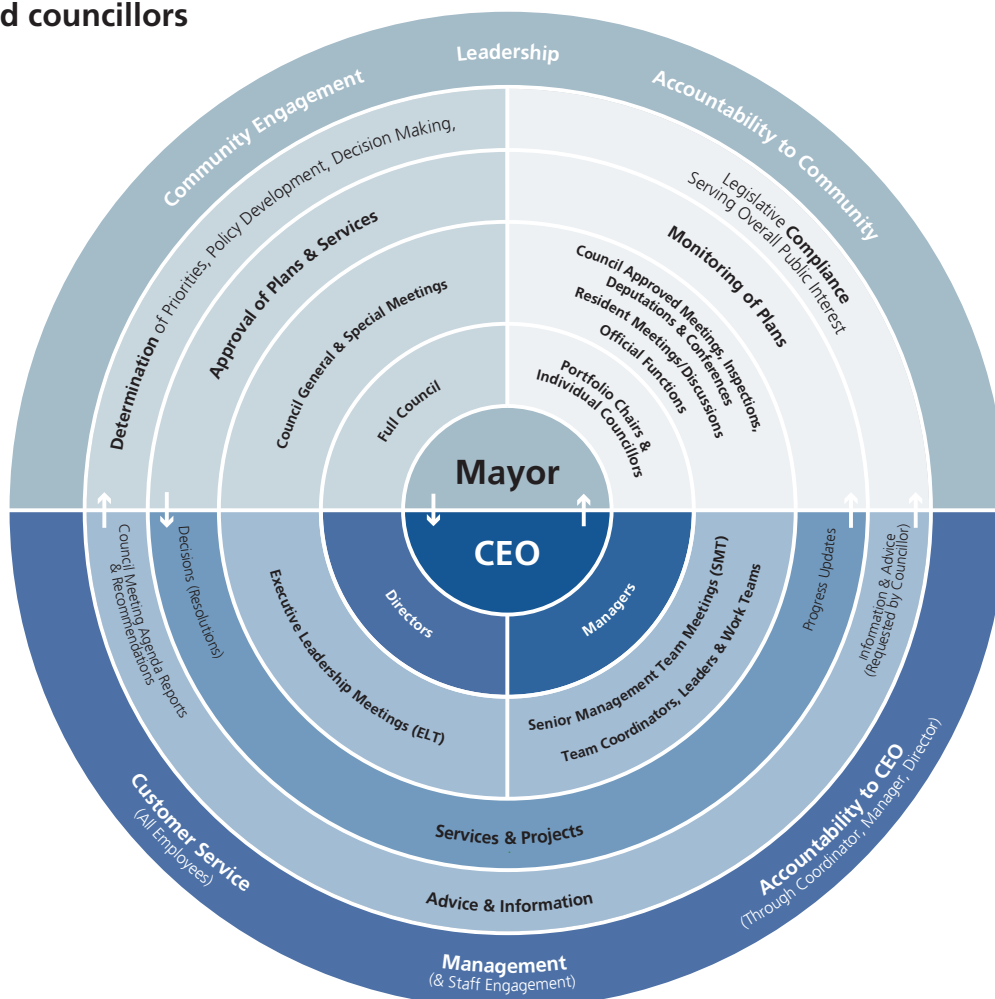
OUR TEAM

Roles

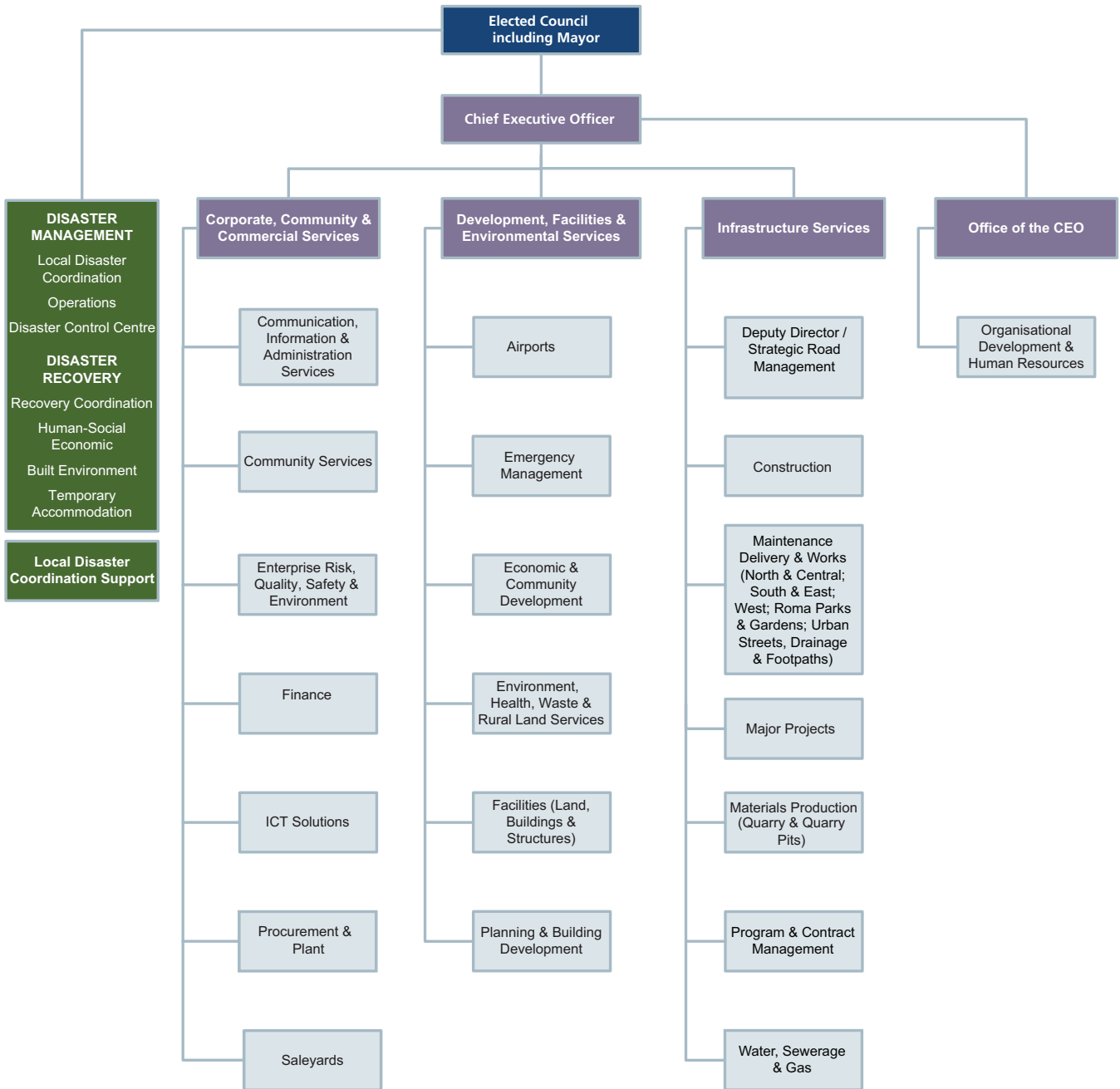
For those who are new to the local government industry, it can take some time to gain an understanding of how the system of local government works. The following diagram aims to provide a quick visual guide (a 'ready reckoner') that summarises the key roles and responsibilities within the *Local Government 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 role of Chief Executive Officer is ultimately accountable to the full Council, but the Mayor's responsibilities include leading, managing and providing strategic direction to the chief executive officer in order to achieve the high quality administration of the local government.

Mayor and councillors



Organisational structure



Executive leadership team

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

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

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





Julie Reitano
Chief Executive Officer

Career start

Julie commenced her career in local government in 1990, as a Trainee Accountant at Cairns City Council, after graduating from James Cook University with a Bachelor of Commerce. While working she completed her accounting studies in 1993.

Career summary

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

Contribution to council and the executive leadership team

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

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

Current role

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

- Leading organisational reforms, in conjunction with the Directors
- Managing the day-to-day operations of Council and its employees;

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

Qualifications

Julie has a Bachelor of Commerce, a Graduate Certificate of Local Government Management, a Masters in Business Administration (MBA) and a Diploma for the Australian Institute of Company Directors Course.

Julie was awarded the Queensland Local Government Managers' Association 'Young Manager of the Year' for 2002.



Rob Hayward

Deputy CEO

Director, Development, Facilities & Environmental Services

Acting Director Infrastructure Services

Career start

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

Career summary

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

Contribution to council and the executive leadership team

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

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

Current role

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

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

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

- Airports
- Emergency / Disaster Management
- Economic Development
 - Arts and culture
 - Be Healthy and Safe Maranoa
 - Grants (council and community)
 - Libraries

- Local development and events
- Sport and recreation
- Tourism
- Environmental Health, Waste & Rural Land Services
 - Environmental health / protection (community)
 - Pest management
 - Stock routes
 - Licensing
- Facilities (Land, Buildings & Structures)
 - Cultural heritage
 - Housing
 - Insurances
- Planning and building development
 - Workers' camps
 - Town planning
 - Building control
 - Pool safety

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

- Construction including Quarry & Quarry Pits
- Maintenance Delivery & Works
- Program & Contract Management
- Water, Sewerage & Gas

Qualifications

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



Sharon Frank

Director - Corporate, Community & Commercial Services

Career start

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

Career summary

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

Contribution to council and the executive leadership team

Sharon brings a wealth of experience in a range of areas forming part of Council's current reform process, including building financial sustainability, implementing enterprise risk management and internal audit, and reviewing delegations and authorisations.

Current role

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

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

The Directorate of Corporate, Community & Commercial Services is a diverse mix of Departments incorporating:

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

Qualifications

Sharon has an Associate Degree in Commerce.

In her previous role, Sharon was instrumental in her team winning industry excellence awards for Annual Reporting and Risk Management. Her success was recognised with appointment as an Adjudicator for the 2014 Australian Reporting Awards.

Maranoa Regional Council was awarded a gold award for its 2018/19, 2017/18, 2016/17, 2015/16 and 2014/15 Annual Reports through the Australasian Reporting Awards. This was the fifth time that Council entered the awards, having received a Bronze in the first year on entering. Council recognises the significant contribution from Sharon, which was instrumental in Council securing such a coveted award.

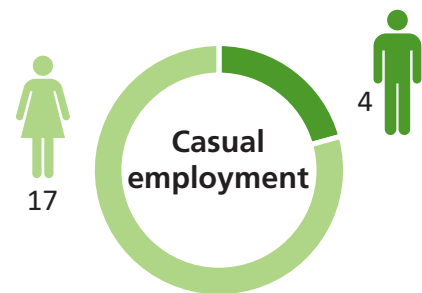
OUR PEOPLE

At the end of the year Council had 324.6 full time equivalent (FTE) employees (this included 300 employees with full time employment). The equivalent figure for the previous year was 331.

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 2020 and recruitment will follow in the new financial year.

Staff turnover rate as at 30 June 2020 was 13%, which was a decrease from the previous year.



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.

Employees by years of service

Years of service (2019/20)	Male%	Female%	Total%
0-5 years	29.03%	13.20%	42.23%
6-10 years	16.13%	14.08%	30.21%
11-15 years	8.21%	5.28%	13.49%
16-20 years	3.52%	1.17%	4.69%
21+ years	5.87%	3.52%	9.38%
Total	62.76%	37.24%	100.00%

Age profile of employees

Age group (2019/20)	Male%	Female%	Total%
Under 20	0.59%	0.00%	0.59%
20-25	2.35%	2.35%	4.7%
26-30	2.93%	3.22%	6.15%
31-35	7.92%	4.40%	12.32%
36-40	4.99%	3.52%	8.51%
41-45	5.57%	4.69%	10.26%
46-50	6.74%	6.45%	13.19%
51-55	9.38%	3.81%	13.19%
56-60	9.97%	3.81%	13.78%
61-65	8.80%	3.23%	12.03%
65+	3.52%	1.76%	5.28%
Total	62.76%	37.24%	100.00%

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!

New volunteers

Council welcomes new volunteers at any time. Residents can find information about how to volunteer with Council or find an organisation that they might be interested in volunteering with through our Community Directory.

All the information is found under the Residents' section of the My Maranoa website.

<http://www.mymaranoa.org.au/residents/getting-involved>

The benefit of volunteering with Council is flexibility - volunteers can tailor their commitment to fit their lifestyle!

Volunteers' week attendance	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Injune	n/a	16	8	13	14	15
Mitchell / Mungallala		25	9	16	19	20
Roma		85	21	26	49	48
Surat		21	10	15	10	14
Wallumbilla / Yuleba		28	17	22	14	20
Total		175	65	92	106	117

Please note, events for Volunteers Week 2020 were unable to be held do to COVID-19 restrictions.

Tourism volunteer numbers	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Saleyards' tour volunteers	5	5	5	4	3	3
Wallumbilla tourism volunteers	18	30	25	38	38	39
Roma tourism volunteers	21	24	40	35	30	23
Surat tourism volunteers	16	16	16	15	19	23
Injune tourism volunteers	36	39	36	34	39	39
Roma miniature train driver volunteers	7	8	9	12	5	5
Total	103	122	131	138	134	132

Roma Saleyards' tours	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Numbers attending	3,123	4,240	3,686	4,323	3,453	791



Three of the Maranoa region's dedicated volunteers, Elizabeth Nolan, Ray Howson and Marlene Auld.

AWARDS & RECOGNITION



Council achieves fifth Gold at Annual Reporting Awards

Council has secured its fifth Gold in a row at the Australasian Reporting Awards (ARA), a significant achievement for the organisation.

With the awards online this year due to COVID-19 restrictions, the announcement that Council had once again successfully addressed the demanding ARA criteria to demonstrate overall excellence for its 2018/19 Annual Report is an exciting outcome.

The ARA is a not-for-profit organisation run by volunteer professionals that encourages a high standard of communication when it comes to financial and business information in the form of an annual report.

To view Council's 2018/19 Annual Report and companion document Our Performance in Focus, please visit www.maranoa.qld.gov.au/council/council-plans-reports.



SHARE-A-THANKS

Each year Council, through its annual report, shares with the community some of the big achievements, like those listed on the previous pages and in the 'Our Performance' section. However so much of what makes up these big achievements, is many smaller ones. 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.

Thank you to Grader Driver Pat Ferguson!

Erlinawati & Duncan (visiting our region) requested to pass on their thanks to grader driver, Pat Ferguson who provided assistance to them when they broke down between Injune and Rolleston.

Duke Street, Roma Upgrades

Council received a letter from a local transport business, thanking Council and all subcontractors involved in the Duke Street upgrades, recognising the diligence in making the upgrades as smooth as possible for businesses in the area. The letter wrote the following:

To Whom it May Concern,

We would like to thank the Council and all Subcontractors involved in the upgrade of Duke Street, it is a job very well done. Every person involved was easy to work with and all need to be congratulated on their diligence towards making it a smooth process for the businesses on that stretch, including my own. The finished product is excellent and will be much safer for everyone going forward. Sincere appreciation to those that made this happen.

Prompt response from Water Sewerage and Gas

A customer would like to pass feedback on to say thank you to the Water, Sewerage and Gas team for getting onto the water meter leak so quickly. Howard Keel was great when he was there and the people there were very lovely plumbers. She never expected the works to be done so quickly.

Thank You Council

Ms Carmel C. called Council to express her thanks and gratitude to Council in general for looking after the welfare of the locals and just for doing our jobs for the common good. Carmel mentioned people sometimes tend to forget expressing appreciation for the services that we do.

Thanks to Council & Kim Green

Council coordinated the QUT Big Lift and their recent trip to Injune as part of the June/July School Holiday Program. An article about the visit appeared in the R.M. Williams Outback magazine (Issue 126 Aug/Sept 2019).

Injune Churches Together have also sent an email, thanking Council for the coordination and reads below:

Good evening Kira and CEO, Councillors Maranoa Regional Council

The Injune Churches Together was very fortunate to recently have the services of some delightful young adults to help us with some very mundane tasks inside and outside the Church – raking soil, polishing brass, sweeping, cleaning and dusting. What a great bunch of young people! They willingly and cheerfully helped us with any task we asked, and then chatted quite freely with us while we all enjoyed morning tea together.

The morning was just delightful, and we thank the QUT Big Lift and Maranoa Regional Council for their support of our Church and community. Special thanks to Kim Green (MRC) also who, as always, was helpful in co-ordinating the details of the QUT visit.

Our sincere thanks to everyone. The Church is sparkling!

Kind regards

*Rita Jackson (Acting Secretary)
Injune Churches Together*

Cobb & Co Festival a Huge Success

Sue Sands congratulated the Cobb & Co Festival with the following feedback:

Congratulations to the Local Development Officer for Surat and the rest of the organising committee for a spectacular 95th Cobb & Co Festival! With multiple events delivered across a variety of locations, it was a huge exercise in logistics and organisation. The Infrastructure Teams also played a major part in the coordination and delivery of the many different components.

I spent some time taking surveys for the team on Sunday at the final event in Yuleba, and the positive responses from visitors and locals was overwhelming.

Jim and I did the first stage on the coach on Sunday and it was a great experience to travel behind the horses. There were caravans, horses and people everywhere – a great boost for visitor numbers in the region.

Congratulations to all involved!

Citizenship Ceremony

Leanne A., a ceremony participant provides the following thanks:

"I was privileged to become an Australian Citizen recently, along with nine others from the Roma community.

The ceremony was held in the Ernest Brock Room on Wednesday 28 August, in front of around 100 friends and family.

Many of my friends have made such positive comments regarding the occasion, that I wish to acknowledge and thank especially two people.

To Mayor Tyson Golder, thank you most especially for your formal role in taking the candidates oaths, and in your personal sincerity in speaking of the roles and responsibilities for all and new Australians.

To Lauren Owen, thank you for your professionalism in liaising with the candidates, and organising the event. You have one of the best jobs in Council, bringing 'best news ever' to those awaiting Citizenship.

Thank you also to the many Council Employees and their families who attended, to see the new Australians conferred with Citizenship, so that we too, can call this country home."

Parks & Gardens and Tourism - Big Rig

Leesa would like to give special recognition to the Parks and Gardens Team and Tourism Team on an outstanding effort at The Big Rig.

Anniversary Sale - Roma Saleyards

Cr Peter Flynn passed on to Sharon Frank, Rob Hayward and Julie Reitano his appreciation and acknowledgement of the special efforts of Kelly Rogers, Lauren Owen, Jane Frith and Brittany Stover going above and beyond the call of duty, in making the 50th Anniversary of the Roma Saleyards so successful. The fact that there was an RDO and a Public Holiday falling during the organising made it all the more difficult.

Well done ladies!

Supporting our Community

Sam would like to recognise the actions of two of the Animal Control/Community Safety Officers - Danny Newton and Daniel Grainger. On Thursday, 24 October 2019 while undertaking inspections, a car accident occurred nearby, the officers immediately went to assist and provided assistance in directing traffic and making the area safe until the police and other service providers arrived. Well done and a great example of going above and beyond the call of duty.

Roma resident thanks Council

Merle rang Council to say a big thank you for coming at 5.30am to clean the gutter and street in front of her property in Roma. Merle would love this to continue happening and appreciates Council doing this.

Thank you Mitchell Town & Surrounds

Local Development Officer for Mitchell, Jane, would like to send sincere thanks to the entire Town & Surrounds Team and other members of Council. They assisted in the blazing sun organising all the behind the scenes setting up to ensure that when the project officer and crane hire company arrived for the removal of the locomotive in the park everything would be running smoothly. The Town & Surrounds Team often go above and beyond to assist with community projects and to ensure a smooth delivery and the removal of the C17 Loco "Booringa" from Mitchell's Memorial Park to Ipswich, was of no exception!

Thank you to Darren, John, Luke and all their crew.

Thanks Wallumbilla & Yuleba Staff

Fiona thanked Rebecca Tiley and Kevin Treadwell for their assistance with the following feedback:

"Recently I had a wonderful experience tree planting and replenishing mulch around the trees at the Wallumbilla Show Grounds, with the Town and Surrounds Team. Well done Bec and your team for your willing assistance and ongoing care to the trees and grounds for local residents and visitors to enjoy."

Mitchell Workshop Fabrication Team

Wallumbilla community members contacted Council reporting that the steps onto the stage at the Wallumbilla Hall needed upgrading. The old steps had no handrail and the top tread was made out of two boards which presented a trip hazard.

At the request of Council's Facilities Department, Mitchell's Workshop Team members; Des Horsfall and Warren Beetham travelled to Wallumbilla and measured up the site. Des and Warren then designed and fabricated custom steps for the hall. They completed the steps and fitted them in time for the steps to be used at the Wallumbilla State School Speech Night in November 2019.

Thank you Des and Warren for your professionalism, assistance and quality workmanship.

Respect for work ethic

Dana thanked Teagan Macdivitt for her assistance, providing the following feedback:

During a recent system error, (Authority inbox corruption), Teagan Macdivitt demonstrated outstanding customer service and respect for work ethics to me by making the time to manually send invoices to me, monitor and update tasks that I couldn't access.

She checked whichever task I wildly suggested as the culprit for the error, and most importantly, did all of these extra tasks with a smile just to ensure that we could keep the system going, ensuring invoices are processed and suppliers are paid.

Teagan, you are an absolute star performer!

Roma Street Christmas Party

Feedback received: *A big thank you and congratulations to everyone involved with the Roma Street Christmas Party. This was the biggest and best street party in my memory, and went off without a hitch!*

Organising this event was a huge undertaking, so special mention to our staff who assisted with event organisation, liaison with the Working Committee, running the Shop Local competition and writing the many media release and Facebook posts to promote the event:

- Jane Frith
- Brittany Stover
- Malinda Moreton
- Sue Sands

Thanks also to the team who assisted Jane, Brittany, and Sue on the ground for set up and running of the event:

- Jane Fenton
- Joh Hancock
- Steve Scott
- Konrad Crawford
- Anthony Tucker
- Ricky Tucker
- Joe Limpus
- Jason Fleming
- Chris Hammond
- James Cartledge
- Robert Newby (Percy)

Amazing job everyone!

Exceptional work – Water Sewerage and Gas Team

Wonderful effort by the water meter readers / plumbers in the Water Sewerage & Gas Team and Erin (Support Officer), to have all the reads submitted for the half yearly water reads within the allocated time frame set by the Local Government Regulation.

Awesome job!

Road Crews assistance GLNG works 2019

Santos sent their thanks to all the staff involved in assisting with the completion of GLNG works for 2019 and to wish them a Merry Christmas and happy new year.

Staff include:

- Vincent (Vince) Jackson
- John Mundy
- Shane Morgan
- Simon McIntosh
- Ian Andrews
- William Cox
- Evan Woods
- Stephen Scott
- Luke Podham
- Kerry Pearce
- Robyn (Rob) Lencz
- Marie Mawn
- Kirsten Kirkbride
- Cindy Bradshaw
- Cindy Irwin

Saleyards Multi-Purpose Facility Opening & Australia Day

Extending a huge thank you to the staff involved in our recent Australia Day celebrations, including the official opening of the Roma Saleyards Multi-Purpose Facility.

This was a hugely successful event, with an estimated 300-400 people in attendance (well above what we had expected).

Everyone involved worked so hard to put this event on, including:

- Sue Sands & Malinda Moreton - who organised the Australia Day Awards Ceremony (and everything that goes along with that!)
- Brittany Lafrenais - for helping with all the essential tasks to help bring the Saleyards Opening together
- Konrad Crawford and his team - for delivering equipment to site and collecting promptly after the event
- Gareth Schubring- for teaching us how to use the amazing new audio/visual system
- Paul Klar and his team - for their assistance on the ground with setup and pack down, who always work with smiles on their faces.
- Ted Aldridge - who worked so hard to construct the stairs for the bull arena, allowing use of the bull ring as a 'stage'.

A special mention goes to Saleyards Manager Paul Klar who once again has gone above and beyond in supporting us to host an event at the Saleyards. This certainly isn't part of Paul's role but he's been an invaluable part of the team and we couldn't have managed without him.

Sue, Malinda, Brittany and Paul all gave up a good portion of their long weekend to set up, be on the ground during the event and pack down afterwards.

Thank you to everyone involved. This event took a lot of hard work but it was so worth it to see such a successful celebration of this important milestone for our region.

A Big Thank you to Community Safety

A resident contacted Council to thank the Community Safety Team for outstanding service to their family with regards to the return of their dog Wally.

Yuleba Post Office Ladies

A Yuleba customer emailed Council with the following feedback:

"Just wanting to let Council know that the ladies down at the Yuleba Post Office, Leah Tribe and Louise Wilson, are amazing. They do such an amazing job and I wanted them to be acknowledged.

They are an asset to Council. "

Historical Cemetery Search

A visitor tour region from Seaford Victoria wrote to Council expressing his appreciation to the staff members that assisted him with photographs and taking him out to the Historical Yingerbay Cemetery when he visited in August 2019.

He was impressed by the way these staff members went out of their way to help him find the cemetery as the area had changed so much from when he visited many years ago.

Thank you to Michelle Scott, Grant Wedlake and Joel Pettiford!

Assistance at Bassett Park

The President of the Easter in the Country Committee contacted Council to acknowledge Bassett Park Worker Chris Barrett's assistance with a television segment filmed at Bassett Park for Easter in the Country. Chris's willingness to help and be friendly was fabulous, and made the filming such an easy process.

Thank you Chris!

Thank you to Danny Newton

A resident contacted Council to compliment Council's Lead Customer Service Officer Danny Newton for his outstanding customer service regarding a complaint that a resident had made. Danny was very respectful and took the complaint seriously with excellent service, and the resident expressed that Danny was an asset to Council.

Great Work Dian - Community Safety

A resident's dog got off its chain and was impounded. When the resident paid and collected his dog, he had a chat with Community Safety Officer Dian Mackay who explained the procedures about impounding dogs and the importance of affixing a registration tag to the dog's collar.

Dian also took the time and effort to explain to the resident how to build an appropriate enclosure. The resident was impressed with Dian's customer service skills and was very thankful, and requested an email be forwarded to her Manager to commend her service.

Thank you - Roma mowing

The following email of thanks was received from a resident:

To whom this may concern,

I am contacting you in relation to the great work in maintaining the ongoing maintenance of the mowing of residential and township areas of Roma.

Jason Fleming I believe is the coordinator and after living in the same location for over 14 years have never had our nature strip mowed as consistently or properly since this last lot of beautiful rain.

The mammoth job the Council mowing team is doing needs to be acknowledged and shown appreciation for their great efforts, which is often over looked.

Thank you for your continued support in maintaining Roma roadsides, nature strips and township.

Customer Request

The following feedback was received from the customer:

“Got your phone message that the change table in the Arthur Street toilets has been fixed. Thank you so much! I’m actually a Murweh resident and I’m so impressed at how fast my request was actioned! Well done to your shire!”

Appreciation of the Maintenance Delivery & Works Team

The Records Team would like to thank Darren Callaghan & Aaron Quigg for their assistance in helping us move archive boxes from one location to another.

Fast work by the Maintenance Team – Thank you Steve Scott

At very short notice Manager, Steve Scott was asked to respond to an ANZAC Day emergency at Wallumbilla, where both flag poles at the Cenotaph were missing flag halyards (which meant that the National flags were unable to be flown on the poles).

Usually a simple task, however this required more than a little bit of creativity with the right attitude.

The response to the request was instant, the communications during and after stunning, and the community impressed.

Thanks Steve and your team.

Thank you to the Roma Cemetery Maintenance Team

A customer contacted Council to thank the Council workers who attended to the subsidence at her late husband’s grave site.



Congratulations to all the Council Staff involved with the My Maranoa Street Christmas Party, held in Roma.