

PART 3 - OUR PERFORMANCE - THANK-YOU TO OUR ADDITIONAL FUNDING PARTNERS

In addition to our major funding partners included on the inside cover, Maranoa Regional Council is appreciative of the following additional financial support from the Australian and Queensland Governments and entities. The funding is assisting in the delivery of services and projects across Council's strategic priorities. Note: Many projects span multiple financial years. Receipt of funding is generally based on agreed milestones.

Project funding received in 2019/20 (< \$500,000 each)							
Strategic priority 1 - Getting the basics right				Strategic priority 4 - Growing our region continued			
Queensland Government	Local Government Illegal Hotspot Dumping Program	Maranoa Illegal Dumping Hotspot Project	\$11,201 received (\$14,001 approved)	Queensland Government	Building our Regions Program	Surat Digital Connectivity Project	\$137,500 (received) (\$275,000 approved)
Queensland Government	Regional Recycling Transport Assistance Package	Maranoa Balonne Tyre Recycling Project	\$91,200 received (\$228,000 approved)	Queensland Government	Innovation and Improvement Fund	Mapping services on-line	\$98,560 received (\$140,800 approved)
Queensland Government	Cycle Network Local Government Grants Program 2019-20	Cycle Network Priority Treatment Design for Miscamble and Queen Street Roma	\$22,500 received (\$30,000 approved)	Australian and Queensland Government	Queensland Feral Pest Initiative	Pests without Borders (Round 2.2)	\$72,000 received (\$360,000 approved)
Queensland Government	Maturing the Infrastructure Pipeline Program	Stormwater Infrastructure Upgrade Design Project - Roma	\$363,636 received (\$454,454 approved)	Queensland Government	Department of Natural Resources, Mines and Energy	Stock routes capital works	\$171,818
Queensland Government	Economic Development Queensland (EDQ)	Saunders Street Rectification Works	\$228,760	Queensland Government	Regional Arts Development Fund		\$30,000
Queensland Government	Passenger Transport Infrastructure Investment Program	Long Distance Coach Stops	\$55,000	Australian Government	Regional Airport Security Screening Fund	Roma Airport Screening Equipment Upgrade	\$405,000
Other	Contributions	Mitchell RSL & Combined Sports Topdressing ovals	\$6,000	Queensland Government	Western Queensland Primary Health Network (WQPHN)	Empowering our communities Maranoa Place Based Suicide Prevention Project	\$23,750 (received) \$142,060 (received)
Strategic priority 2 - Delivery strong financial management				Queensland Government	State Library of Queensland	First Five Forever 2019-20	\$15,180 (received)
Nil				Queensland Government	State Library of Queensland	Local Resources Grant	\$4,264 (received)
				Queensland Government	Queensland Government Agency Program (QGAP)	Surat and Injune	\$41,937
Strategic priority 3 - Helping to keep our communities safe				Queensland Government	Queensland Disaster Resilience Fund (QDRF)	Minor Local Drainage Mitchell	\$112,500 received (\$375,000 approved)
Queensland Government	State Emergency Funding Program	Annual subsidy	\$35,611 received	Other	Contributions	Empire Theatre, SW Qld Regional Arts Yuleba Mural Project	\$6,000
					Contributions	Various community organisations Christmas appeal	\$3,521

Project funding received in 2019/20

Strategic priority 5 - Managing our operations well

Queensland Government	Education and Training	Apprenticeship/Traineeships	\$51,457 received
Developers	Infrastructure contributions		
Other	Contributions	Energy Sector contract works	\$330,768
	Donations		
	Prior year adjustments / credit notes		
Received in 2019/20 (Total < \$500,000 each)			\$2,581,961
Received in 2019/20 (Total > \$500,000 each) - Major Funding Partners - Annual Report Inside Cover			\$48,497,729
Total from funding partners			\$51,079,690

Maranoa Regional Council
Interactive Mapping





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



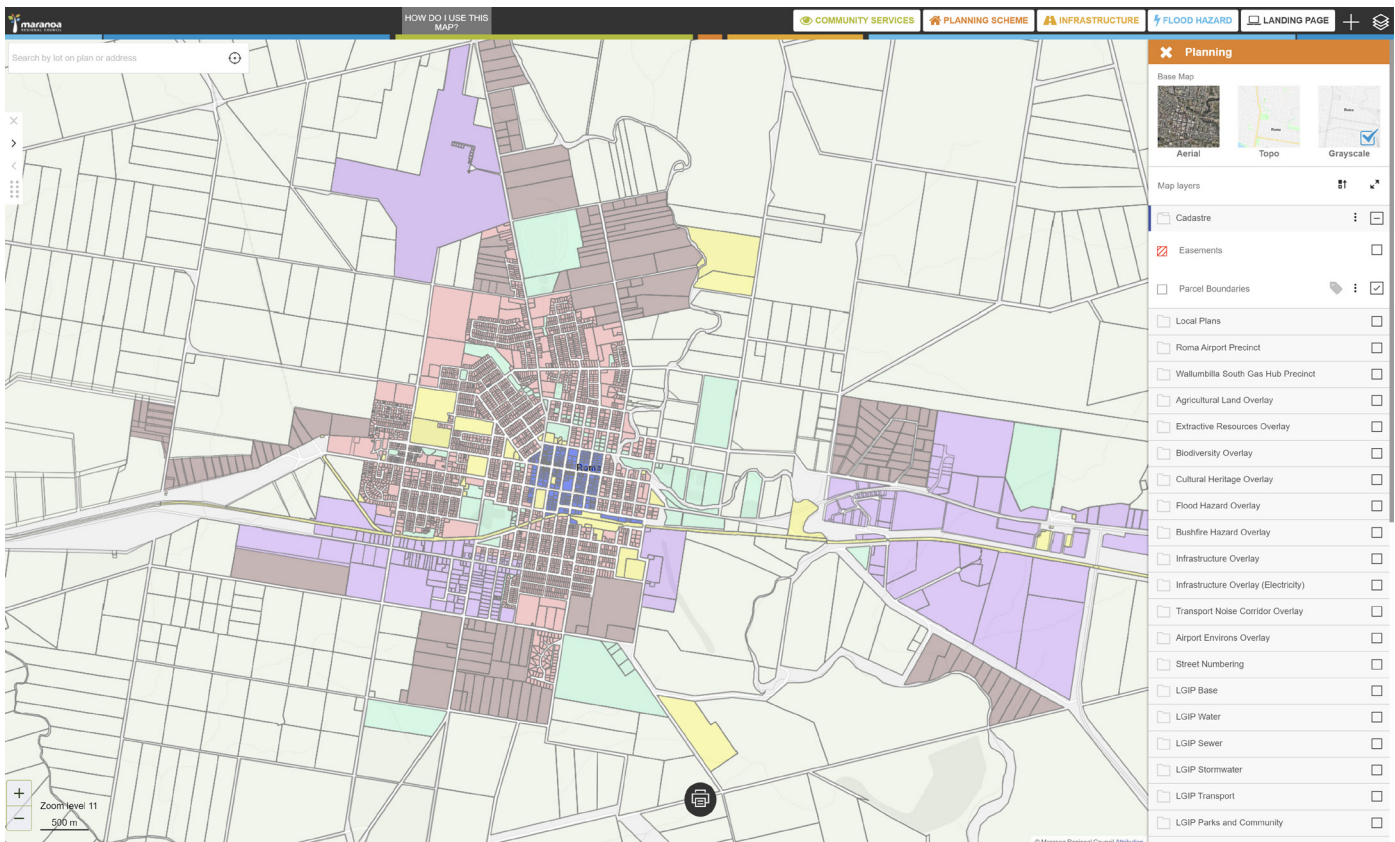
PLANNING
Find out about the Maranoa Planning Scheme here.



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



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



Council's Online Mapping Tool provides free access to mapping and information to residents, visitors, and the development community.

STRATEGIC PRIORITY 1 - QUICK FACTS 2019/20

1.1 Water



Supplied the equivalent of **3.5 olympic size swimming pools** of water each day (on average) for domestic, commercial and industrial use.



Managed **\$46.189 million** of water infrastructure, with no non-compliances with the State Government's water quality criteria.



Approved funding for water infrastructure projects from the Queensland Government:

- 2019-21 Works for Queensland program - **\$880,000**

Approved funding from the Australian Government:

- Drought Communities Program – Extension - **\$1,000,000.**



Achieved third party certification for the first time across all 3 areas of Quality, Safety and Environment.

1.2 Sewerage



Transported and treated the equivalent of **263 olympic sized swimming pools** of sewage.



Managed **\$50.161 million** of sewerage infrastructure.



Achieved third party certification for the first time across all 3 areas of Quality, Safety and Environment.

1.3 Roads and drainage



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



Managed **\$461.254 million** of road, drainage and bridge infrastructure

Rural roads:
5,607.8 kms

Urban roads/streets:
224.1 kms



Worked with other tiers of government and industry to secure funding for local roads with the following received in 2019/20:

- Australian Government Roads to Recovery Program - **\$3,864,010**
Black Spot Program - **\$26,250**
- Queensland Government Transport Infrastructure Development Scheme - **\$1,622,556**
2017-19 Works for Queensland Program - **\$135,000**
2019-21 Works for Queensland Program - **\$1,145,239**
- Industry contributions from coal seam gas companies through Road Infrastructure Agreements - **\$15,245,640**



1.5 Waste



6,053 waste collections (**bin lifts**) per week through Council's local waste collection contractors.



40,111 patrons through the Roma refuse facility.

10 waste disposal sites across the region – 6 landfill and 4 transfer facilities, servicing our towns and localities.



51,965.05 tonnes across the Roma weighbridge.

87% recycled.



Containers for Change recycling scheme – **3,515,034** containers up to 23 January 2020 (11 months). Transitioned from Council to a local business is now partnered with CoEx to deliver the program.



Queensland **Government Waste** Levy implemented from 1 July 2019. Provided monthly detailed data reports to the Queensland Department of Environment and Science – paying **\$1,051,773** for the year.

1.4 Parks and open spaces



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



Assistance provided (people and plant) for Council **events** in parks, open space and facilities for residents and visitors.



Water wise initiatives on Council's irrigation systems in parks.



Prepared for **66** burials.



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



\$120,000 approved for cemetery projects through the Queensland Government's 2019-21 Works for Queensland program.

1.6 Cemeteries

Strategic priority 1 - Getting the basics right

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



1.1 Water

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

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

Highlights

Project delivery	22 projects were completed and 9 projects are in progress across the region with \$3.596 million spent in 2019/20.
Project highlights	<ul style="list-style-type: none"> • The fire fighting capacity project improved the firefighting capacity for parts of Amby, Injune, Muckadilla, Roma and Yuleba • Upgrade to the main in Duke Street, Queen Street and part of Miscamble Street is the first part of a vital link between the water tower and northern part of Roma. • Replacement of the pumps for the Surat raw water supply saw a significant improvement in pressure and flow. • Several water main renewals were completed, reducing the risks for breaks and disruptions. • A new bore drilled in Roma will provide improved water security, significantly reducing the likelihood of reservoirs running out of water.
Continual improvement	<ul style="list-style-type: none"> • The water function achieved third party certification in the following standards (Quality - ISO 9001:2015, Safety - AS NZS 4801:2001, Environment - ISO 14001:2015) • This was the first year that Maranoa Regional Council's Water team members have worked towards and achieved independently verified standards in all 3 areas (Quality, Safety and Environment).
Water infrastructure and services	<ul style="list-style-type: none"> • The value of the region's water infrastructure increased from \$44.758 million (net book value at 30 June 2019) to \$46.189 million at 30 June 2020. • The network of water mains increased by 7.7 kms. • There were no non-compliances with state government water quality criteria.

Challenges

Water main breaks	A high number of water main breaks occurred (147) due to the age of the water infrastructure, environmental / drought (soil) conditions and increased water pressure from upgraded equipment. Although down on the number from last year (182) this still requires significant resources.
Delays to projects	Some project delays were experienced due to: <ul style="list-style-type: none"> • Local contractors being very busy at the start of the year; • Supplies of certain equipment coming from overseas (impacted by COVID-19); • Heavy rain (significant delays to water main renewal projects in particular).
Bore failures	There were a number of bores that failed in Roma and had to be urgently repaired before the onset of summer.
Staffing	There were a number of advertisements for new staff that failed to provide a suitable candidate. In particular the Yuleba Plumber position were advertised several times.

Progress with implementing our plans

Progress was made across the majority of the 5 year corporate plan priorities for water. Two items brought forward from the previous year were progressed in 2019/20:

- Review water quality and supply for Amby - A survey was sent to residents and the results were presented to Council on 24 January 2020. At its meeting on 13 May 2020, Council resolved that a further report be prepared on the condition of Amby Town water. That report summarised the findings to date.
- The 10 year asset management plan was updated and presented to Council at its meeting on 24 January 2020 (GM/01.2020/74). This will continue to inform and prioritise investment in the water network.

There was a focus during the year not just on *what* we do but *how* we do it through the annual operational plan. Work practices were benchmarked to best practice standards and work was undertaken to implement improvements. The progress made was independently verified and third party certification was achieved. Work also continued on the SCADA (telemetry) project which will transform how we manage the network.

Other works included:

- Queensland Government's approved Drinking Water Quality Management Plan - plan reviewed by the due date (1 October).
- Security of water for our region's towns - completion of the additional bore in Roma, planning and specifications for the new Mitchell Bore, and funding secured for the Surat and Yuleba bores.
- Addressing firefighting capacity issues - completion of upgrades in Roma, Injune, Yuleba, Amby and Muckadilla.



1.2 Sewerage

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

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

Highlights

Compliance / sewerage incidents	There were no notifications to the Regulator required / no serious sewerage incidents.
Project completion	<ul style="list-style-type: none"> • The replacement of pumps at 4 pump stations in Roma provide better security of operation, reducing the likelihood of failure and overflows. • 8 projects were completed during the year with 4 projects in progress. Total project expenditure during the year was \$2.731 million. • The sewer relining project in Roma was completed. The project involves upgrading and relining 21kms of Roma's sewer mains, extending the life of the mains to between 50 and 80 years.
Continual improvement	<ul style="list-style-type: none"> • The sewerage function achieved third party certification in the following standards (Quality - ISO 9001:2015, Safety - AS NZS 4801:2001, Environment - ISO 14001:2015) • This was the first year that Maranoa Regional Council's Sewerage team members have worked towards and achieved independently verified standards in all 3 areas (Quality, Safety and Environment).
Sewerage infrastructure network	The value of the region's sewerage infrastructure increased from \$42.163 million (net book value at 30 June 2019) to \$50.161 million at 30 June 2020.

Challenges

Ageing infrastructure	<p>The number of sewer main breaks and chokes during the year (27) were down on last year (34), however a number were in combined drains, resulting in significant cost to repair.</p> <p>It is anticipated that as the sewer relining works continue, an improvement in these statistics will be seen.</p>
Roma pond erosion	The banks of the ponds at Roma sewage treatment plant are eroding rapidly. A consultant was appointed to provide costs for a project for 2020/21 to address this.
Effects of rain events	<p>The heavy rains in Quarter 3 caused a lot of blockages in Roma as the sewers were filled to capacity. This showed that a lot of stormwater is still entering the sewers. Some manholes were sealed to address part of the problem.</p> <p>The heavy rains also caused a lot of trenches from the previous sewer works to subside.</p>

Progress with implementing our plans

In addition to the annual priorities for the sewerage function, the focus for the year included renewal works through the sewer relining projects in Injune and Surat, and finalisation of works in Mitchell and Roma.

The planned annual review of the asset management plan (which had been delayed until the major sewer relining works were complete) was presented to Council at its meeting on 12 February 2020 (GM/02.2020/10).

There was a focus during the year not just on *what* we do but *how* we do it through the annual operational plan. Work practices were benchmarked to best practice standards and work was undertaken to implement improvements. The progress made was independently verified and third party certification was achieved. Work also continued on the SCADA project which will transform how we manage the network.



Sewer fogging in Roma.



Sewer relining work in Roma.

More information is available in our function's end of year report (Sewerage) - "Our performance in focus" - Pages 22 to 33.



1.3 Roads and drainage

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

Highlights

Completion of Arthur/Bungil intersection upgrade	With funding secured under the Federal Government's Black Spot Program, the second half of 2019/20 saw the delivery of an upgrade to Arthur/Bungil intersection – a notorious crash location in Roma. Council's Urban Construction Team, with the support of a team of local contractors and suppliers, delivered the upgrade which saw the installation of new raised islands and medians, upgraded stormwater, new road surfacing and line marking and improvements to signage and lighting. Council has received positive feedback following the upgrade.
Local contractors engaged to help with roadside vegetation management	Council issued seven (7) tender packages through its procurement process which saw a number of local contractors engaged to complete vegetation management (i.e. roadside slashing). The contractors were able to supplement Council's slashing crews to help manage a spike in growth as a result of the February 2020 rain event, which also coincided with the peak growing season.
Substantive completion of the rural roads capital works program	The 2019/20 capital works program for roads and drainage was again a major component of the overall 2019/20 Council budget. Over \$21 million of new road funding was approved for capital upgrades on Council roads and drainage assets. Despite this, a large percentage of the program was either completed, or had commenced, at the end of 2019/20 including 100 per cent expenditure of the Transport Infrastructure Development Scheme (TIDS) and Roads to Recovery program. Works on Saunders Street, Westgrove Road and two gravel resheet project in the south eastern area of the region will be finalised in 2020/21.
Road upgrade projects around the region	The 2019/20 financial year included the delivery of a number of road upgrade projects around the region. Unlike resheeting and rehabilitation works – which focus on maintaining our existing assets – upgrades allow for new benefits to be provided to the community through the expansion and improvement of Council's roads and drainage networks. A number of notable upgrades that have either commenced or been completed at the end of 2019/20 include: <ul style="list-style-type: none"> • Bitumen Widening and Extension of Dargal Road, Roma • Upgrade of East and Russell Streets, Wallumbilla • Bitumen Widening of Emerys Road, Wallumbilla • Upgrade of Crossroads Road (Stage 1) to a 8m Bitumen Standard • Upgrade of Injune – Taroomb Road (Stage 3) to an 8m Bitumen Standard • Widening and kerb and channelling Fourth Avenue, Injune.

Challenges

Extremes weather conditions – Drought, fires and flood	From a roads and drainage perspective, 2019/20 could easily be described as a year of two halves – each half presenting its own set of challenges. The first half of 2019/20 saw a continuation of dry conditions. Coupled with this, the spring and early summer of 2019/20 was a considerably severe bushfire season which impacted Council's roadside slashing program. The second half of 2019/20 was influenced by the major regional rainfall event in February 2020. Whilst the rainfall helped address some of the challenges associated with the extended dry period, the February event presented a different set of challenges. The large amount of rainfall in February resulted in extensive damage across our rural road network.
COVID-19 pandemic	Like many areas of Council, and businesses alike, the unprecedented disruption of the COVID-19 pandemic introduced a unique, and somewhat unpredictable, set of challenges for all to deal with in the second half of 2019/20. Whilst Council services such as libraries and swimming pools were required to close, the roads and drainage function was able to continue operations - however not without its own unique set of challenges. A summary of these included: <ul style="list-style-type: none"> • changes to travel to and from site due to social distances in a confined space. • additional cleaning and sanitation requirements for plant that was "shared" between operators. • crews working in the urban areas being redeployed to assist the parks and gardens team with the additional cleaning and sanitisation requirements in public areas. • contractors providing specialised services (i.e. asphalt and bitumen) were unable to travel from the south eastern parts of Queensland and some materials were difficult to secure.

Progress with implementing our plans

With a major capital works program this year, a key area of focus was on delivery of renewal and upgrade works and responding to the extreme weather events. The annual review cycle for the asset management plan for roads and drainage was further delayed due to the condition of the network after the major rainfall event in February 2020. Funding was pursued through the Queensland Government for assistance with the restoration works.



1.4 Parks, gardens and reserves

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

Highlights

Bungil Creek clearing	Ongoing Bungil Creek sucker/regrowth control, weed spraying and rubbish removal was undertaken during the year to maintain the free flow of water during periods of flooding. This high profile project has now been undertaken in three consecutive years and is complementing the flood mitigation infrastructure works completed in 2018/19 (Stage 2A).
Irrigation	There was a significant effort on maintenance of ageing irrigation systems in parks. This included replacement of sprinkler heads and new piping allowing Council to be more water wise. Irrigation upgrades were completed at Apex Park, Roma and the Mitchell RSL Sporting Complex. The programmed watering timeframes was changed in Quarter 4 to cater for the change in seasons. Systems were reprogrammed from night time to day time irrigating.
Projects	A number of projects were delivered across the region including: <ul style="list-style-type: none"> • Installation of handrails from the Injune Retirement Village to the Hospital corner. • Tree maintenance/stump grinding delivery across the region including the replacement of dead or dying trees. • Regional delivery of yearly fire break grading works in conjunction with Maranoa Regional Council's/ Queensland Emergency Services' (Operation Cool Burn) burn offs and grading. • Upgrade of synthetic softfall for the park at the Hospital precinct. • Replacement of the shade sail at the Injune Information Centre (due to weathering of the current shade sail).

Challenges

Illegal dumping	Illegal dumping has increased across the region mainly at the truck stops / rest areas. The Maintenance and Waste teams are working together to respond to this issue.
COVID-19 pandemic response	The team implemented a program of disinfectant spraying for all parks and open space infrastructure to minimise risk to the community including park seating areas, playground equipment and exercise equipment.

Progress with implementing our plans

The teams continued to deliver the annual priorities incorporated in both the corporate and operational plans. Any new works are dependent on the annual budget. This year there was an upgrade undertaken of Bicentennial Park (opposite the hospital in Roma). A Red Bench Seat was installed at the Big Rig Parklands to help start conversations around domestic violence.

Initiatives continued to reduce water and other costs, while still enhancing the amenity of our towns. There was a significant effort on maintenance of ageing irrigation systems in parks. This included replacement of sprinkler heads and new piping allowing Council to be more water wise. Upgrades of irrigation infrastructure were undertaken at Apex Park, Roma and Mitchell RSL Combined Sporting Complex.

More information is available in our function's end of year report (Parks, gardens and reserves) - "Our performance in focus" - Pages 54 to 63.



Playground (opposite hospital) upgraded with rubberised softfall.



Red Bench Seat installed in Roma.



1.5 Waste

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

Highlights

Project completion	<p>Gates have been installed at four waste sites (Wallumbilla, Mungallala, Amby and Yuleba). A new cell and transfer facility has been constructed at Mitchell.</p> <p>Further funding was secured for the Roma Road Ring project. The project, once complete, will accommodate a change in legislation which means that all vehicles entering and leaving the site must do so via the weighbridge.</p>
Containers for Change recycling scheme	<p>Council's agreement with CoEx finished on 23 January 2020, with a remarkable 3,515,034 containers received in 11 months, diverting 285 tonne of waste from landfill.</p> <p>This resulted in a financial return of \$351,503.40 directly back to residents.</p> <p>The above results are evidence of the community's willingness to embrace recycling, which is also reflected in the overall waste recycled within the region.</p>
Tender for scrap metal	<p>Removal of scrap metal for recycling purposes was completed in the first quarter of the financial year. A new tender was called in the last quarter for removal in the first quarter of the new financial year. 8,828.27 tonnes - \$88,282.67 revenue.</p>
Green waste tender	<p>Council called for mulching of its green waste located at the Roma site, however the cost exceeded the budget, and has been included in the next year's budget deliberations.</p>
Implementation of the Queensland Government waste levy	<p>The change to monthly reporting in accordance with the Queensland Government's waste levy proved to be a challenge both in collecting data and implementing operational resource recovery areas, however was actioned smoothly by the end of the year.</p> <p>A total of \$1,051,773 of waste levy was collected and paid to Department of Environment and Science.</p>

Challenges

Changes to the waste industry	<p>To meet the requirements of the Queensland Government's waste legislation, Council will be transitioning away from landfills to transfer waste facilities. With this change will come a change in waste operations as well as requiring residents to change the way they deliver waste to sites.</p> <p>It is time to review what we purchase and how we produce waste, as much of the matter taken to a refuse site can be reused, reduced, recycled or avoided.</p> <p>Think before you buy – this simple philosophy can lead to better choices:</p> <ul style="list-style-type: none"> • Buy quality goods that will have a longer life span • Choose products with little or no packaging eg. Loose fruit & vegetables (less packing that goes into your waste bin) • Choose goods made from recycled materials.
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Progress with implementing our plans

The two major impacts on the waste function this year were initiatives at the State level:

- Implement the State Government's new waste levy - incorporated into the corporate plan;
- Containers for Change recycling scheme.

The commencement of the Containers for Change recycling scheme was consistent with Council's priority to extract recyclable materials where it is economical to do so, to minimise waste going to landfill. Council undertook the service up to 23 January 2020 (11 months). At that time it was transitioned from Council to a local business which is now partnered with CoEx to deliver the program.

The roll out of the new waste levy for the Maranoa region was a significant undertaking. Monthly detailed data was reported to the Queensland Government's Department of Environment and Science – paying \$1,051,773 for the year.

More information is available in our function's end of year report (Waste) - "Our performance in focus" - Pages 64 to 77.



1.6 Cemeteries

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

Highlights

Project completion	Stage 2 and 3 of the Roma Cemetery fencing replacement was completed this year.
Funding	With the assistance of Queensland Government's Works for Queensland funding two projects were completed. The Injune and Yuleba communities now have a Wall of Remembrance and Wall of Memory which were completed in December. The names were selected by the community. The walls hold the ashes of those who have been cremated.

Challenges

Works in progress	<p>Council is keen to bring the cemeteries information into an online mapping tool that can be accessible via Council's website, however the project remained in its early stages at year end.</p> <p>To proceed to the next stage the spatial mapping software provider has been engaged with the project to commence in the 2020/21 financial year.</p> <p>In the interim, a new feature was implemented for Council's website which enables our current cemeteries register to be viewed online.</p>
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Progress with implementing our plans

The corporate plan identified the consideration of fencing as an important feature of most cemeteries. The second and third stage of fencing was completed for the Roma cemetery, replacing the Lewis Street and part of the Chrystal street fencing which includes the Roma Monumental, Lawn and Ash Walls. The project was jointly funded, with contributions from Council and the Queensland Government's \$600 million Works for Queensland Program.

The corporate plan also includes periodic review of cemetery policy and procedures. The policy has been reviewed and is ready for consideration by the new term of Council.

More information is available in our function's end of year report (Cemeteries) - "Our performance in focus" - Pages 78 to 87.



Roma Cemetery fencing completed.



Wall of Memory in Yuleba.



Wall of Remembrance in Injune.

STRATEGIC PRIORITY 2 - QUICK FACTS 2019/20

2.1 Financial planning



Budget of **\$132.31 million** adopted for 2019/20.



Long term forecasts demonstrated Council's capacity to service the 2019/20 borrowings of \$2.825 million - reviewed and approved by the Queensland Government.



The annual review of water, sewerage and gas **asset management plans** were completed and adopted in 2019/20.



Grants, subsidies, contributions and donations secured:

- **\$29.361 million** for capital works
- **\$19.397 million** towards operations

2.2 Revenue collection



The number of accounts (assessments) managed as at 30 June 2020 were:

- General rates – **6,781**
- Water charges – **5,658**
- Sewerage charges – **4,895**
- Waste charges – **4,689**
- Gas charges – **578** (active).



2 (half yearly) issues of rates notices.



Administration of rate remissions and concessions - the value for 2019/20 was:

- General rates - **23** concessions for community groups totalling **\$13,907.84**.
- Water access infrastructure charge - **33** concessions totalling **\$48,589.08**.
- Pensioner remission - **579** remissions for pensioners totalling **\$175,119.78**.



Active management of the region's investment portfolio (**\$78,973,087** at 30 June 2020).

2.3 Accounting



Processed:
3,427 debtor invoices
20,207 creditor invoices
18,933 timesheets.



Reconciled:
48,336 cash transactions (in) valued at **\$153,405,818**.

Reconciled **19,992** cash transactions (out) valued at **\$107,211,847**.

GST (collected **\$4.5m**, paid **\$8.13m**, refunded **\$3.63m**)

PAYG: **\$6.7m**

Investment income: **\$1.36m**

Borrowings: **\$2.825m**



2.5 Financial and performance reporting



'Clean bill of health' from our auditors for the 2019/20 financial statements (**unmodified audit opinion**)

Maranoa has achieved an 'Unmodified' Audit Opinion for 6 consecutive years.



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

The financial reporting formed part of the **5th** consecutive '**Gold**' standard achieved for Council's annual report in the **Australasian Reporting Awards**.



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

2.4 Procurement and cost control



- **18** public tenders
- **17,001** purchase requisitions with a total value of **\$85,400,134.66**
- **14** contracts awarded
- **906** procurement requests
- **\$1.844** million in inventory managed with **15,037** store issues.



183 businesses now registered to receive additional points/weighting for tender and quotation scoring based on local content.

This recognises local businesses' contribution to the local economy.



Operating costs (recurrent expenses) - **\$83.819m** reversing the previous 6 years' downward trend.

Strategic priority 2 - Delivering strong financial management

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



2.1 Financial planning

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

Highlights

New regional and local area highlights in budget communications	<p>New local area budget highlights were developed for 2019/20 year and launched at Business Breakfasts in Injune, Surat, Mitchell and Roma.</p> <p>A special edition Council News was distributed in February 2020 to all households with a mid-year update provided on the 2019/20 Budget by local area.</p>
Asset management plans – water, sewerage and gas	<p>The annual reviews of water, sewerage and gas asset management plans were completed and adopted by Council (water in January 2020, and sewerage and gas in February 2020).</p>

Challenges

Budget preparations	<p>For the third year, two legislatively compliant versions of the Maranoa Regional Council budget had to be prepared - One for the Mayor reflecting his personal views, and one reflecting the majority view of Council.</p>
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Progress with implementing our plans

Budget documents for 2019/20 and future years' forecasts were prepared by the due dates.

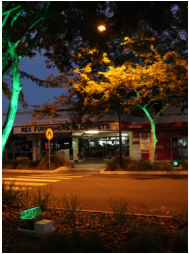
Proposed budget (as presented by the Mayor) - 30 July 2019 - Resolution SMB/07.2019/05

- The statement of financial position;
- The statement of cash flow;
- The statement of income and expenditure;
- The statement of changes in equity;
- The long-term financial forecast;
- The revenue statement;
- The revenue policy;
- An assessment of business activities to determine if they meet the threshold for classification as a significant business activity;
- Relevant measure of financial sustainability;
- The total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget;
- Estimated Activity Statement; and
- Supplementary table - capital expenditure, one off projects and carryover projects.

Annual budget (as adopted by Council) - 30 July 2019 - SMB/07.2019/06

- The statement of financial position;
- The statement of cash flow;
- The statement of income and expenditure;
- The statement of changes in equity;
- The long-term financial forecast;
- The revenue statement;
- The revenue policy;
- An assessment of business activities to determine if they meet the threshold for classification as a significant business activity;
- Relevant measure of financial sustainability;
- The total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget;
- Estimated Activity Statement; and
- Supplementary table - capital expenditure, one off projects and carryover projects.

More information is available in our function's end of year report (Financial planning) - "Our performance in focus" - Pages 92 to 101.



2.2 Revenue collection

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

Highlights

Investment and interest revenue	Council actively managed its cash investments in 2019/20. Council's investment policy allows for a diversified portfolio of investments which aims to maximise returns, while minimising risk.
Debt recovery	The value of outstanding rates and charges remains below the five year high in 2016/17. Prior to the second rates levy for 2019/20 the outstanding rate and charges were down to \$1,532,623 (which was at that time on target for an approximate 3.92% rate arrears percentage).

Challenges

Outstanding rates and charges	Whilst there was a downward trend in 2017/18 and 2018/19, rate arrears of 8.4% at 30 June 2020 remains high compared to local government benchmarks. In March 2020 debt recovery was paused as part of a response to the COVID-19 economic impacts. The value of rates outstanding at 30 June 2020 was \$2.876 million.
Record low interest rates	Whilst the low interest rates are favourable for borrowings, the record low rates have adversely affected the amount of interest earned on investments compared to prior years.

Progress with implementing our plans

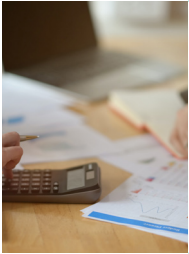
The suite of annual priorities reflected in both the corporate and operational plans were delivered including the preparation, review and adoption of the revenue documents required by legislation and policy documents that underpin Council's revenue collection.

The Corporate Plan 2018-2023 included a key focus on closely monitoring rate arrears and other outstanding debts.

A detailed report has been included in the "Our performance in focus" document. With the introduction of the debt recovery pause as a COVID-19 initiative, rate arrears increased from \$2,298,274.71 (30 June 2019) to \$2,876,299.94 (30 June 2020).

More information is available in our function's end of year report (Revenue collection) - "Our performance in focus" - Pages 102 to 111.





2.3 Accounting

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

Highlights

Clean bill of health achieved for financial statements	In 2019/20 Council once again achieved an unmodified audit opinion, or 'clean bill of health', for its financial statements and associated financial records for a sixth year in a row. This could not have been achieved without sound financial / accounting records.
Internal controls framework	Council's internal control framework received 5 'green lights' from the independent auditors. The 5 aspects considered effective were: <ul style="list-style-type: none"> • control environment • risk assessment • control activities • information and communication • monitoring controls.
New certified agreement processing	Following a successful conclusion to negotiations, and the certification of the agreement in February 2020, the updating of the payroll system parameters and processing of the first payment for all employees was completed.

Challenges

Transition to new certified agreement	There were some initial challenges with the implementation that have now been resolved including: <ul style="list-style-type: none"> • updating how the camping allowance is paid; • clarification for employees about timesheet processes and entitlements if required to work on rostered days off; and • long service leave accessibility changes for existing employees from 10 years to 7 years.
Valuation of road assets	During the year, a desktop revaluation of road assets was completed (April 2020). Additional information of a material nature had come to hand after finalisation of the valuation which necessitated a supplementary valuation. This included: <ul style="list-style-type: none"> • a heavy rain event in February (affecting condition ratings) • capital work finalisations with substantial impact on asset data; and • an error found in the condition rating of some data which has impacted the condition rating on some pavement and surface components of rural roads.
COVID-19 and Audit	The COVID-19 pandemic created some challenges in relation to document and information exchange during the interim audit. The External auditor did not physically attend the Roma office.

Progress with implementing our plans

In addition to the annual priorities and services, there has been a concerted effort to further reduce the timeframes for completion of the annual financial statements and audit to provide for more timely analysis of Council's financial information. This has been achieved in that the financial statements prepared in 2019/20 were certified 15 days earlier than last year.

Audited financial statements - 2018/19 - 1 October 2019	Final management report from auditors - 30 September 2019.
Audited financial statements - 2017/18 - 16 October 2018	Final management report from auditors - 26 November 2018
Audited financial statements - 2016/17 - 19 October 2017	Final management report from auditors - 26 October 2017
Audited financial statements - 2015/16 - 19 October 2016	Final management report from auditors - 8 December 2016

More information is available in our function's end of year report (Accounting) - "Our performance in focus" - Pages 112 to 121.



2.4 Procurement and cost control

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

Highlights

Local business support	<p>22 face to face visits to local businesses were conducted by Council representatives to raise awareness of the local business initiatives as part of Council's procurement processes including:</p> <ul style="list-style-type: none"> Local Business Star Rating (1 to 5 stars based on local content) which provides a 'leg up' to competitive local businesses for Council quotes and tenders. Local Business Purchasing Card to streamline employees' use of local businesses for low value purchases. Promotion of local business through Council's communication networks and through shop front decals advertising their star rating.
Procurement policy	An annual review was undertaken closing out an audit observation.

Challenges

Tender calendar	The Tender calendar has been updated with the release and completion of nine tenders for Registers of Pre-Qualified suppliers in 2019/20. The calendar is designed to spread the burden of tendering for Pre-Qualified Supplier registers across several years.
Fuel Management	<p>The fuel management system equipment has been recalibrated and where necessary repaired or replaced.</p> <p>Monthly stocktakes and reconciliation of the fuel has been performed.</p>

Progress with implementing our plans

One priority brought forward from 2018/19 was refreshing and reinitiating the tender calendar for panels of pre-qualified suppliers. This is one of the initiatives to manage high volume transactions and support competitive local business while still helping to ensure value for money.

Total operating costs (recurrent expenses) was continuing its downward trend until the year ended 30 June 2020. This will need to be a focus for future years.

2012/13	\$138.958m
2013/14	\$122.094m
2014/15	\$99.075m
2015/16	\$89.548m
2016/17	\$79.343m
2017/18	\$78.085m
2018/19	\$77.524m
2019/20	\$83.819m

More information is available in our function's end of year report (Procurement and cost control) - "Our performance in focus" - Pages



2.5 Financial reporting

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

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

Highlights

Green lights for Maranoa's financial sustainability	<p>For the second consecutive year, Council has all three State Government specified ratios within their target range. The State Government introduced the current year sustainability statement as a special purpose statement in 2012/13.</p> <p>This achievement is not the result of any one thing, but a combination of many financial management strategies that Council has worked hard on since 2012.</p>
Benchmarking our annual reporting (including community financial report and general purpose financial statements)	Council achieved Gold standard for the fifth consecutive year at the Australasian Annual Reporting Awards.

Challenges

New Accounting Standards	<p>Two new accounting standards became effective from 1 July 2019. These were AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities.</p> <p>These new standards required Council to reassess the way we account for grants and government funding, as well as other contributions.</p>
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Progress with implementing our plans

The Corporate Plan 2018-2023 aims to recognise Council's legislative obligations, but also to raise the bar for Council's financial and performance reporting through benchmarking with best practice in the public and private sector.

- Financial reporting - *Maranoa has achieved an 'Unmodified' Audit Opinion for 6 consecutive years.*
- Performance reporting - *Maranoa has achieved 'Gold' for the 5th consecutive year in the Australasian Reporting Awards.*

An internal audit program was progressed with this year's focus being payroll processes.

More information is available in our function's end of year report (Financial and performance reporting) - "Our performance in focus" - Pages 132 to 140.

STRATEGIC PRIORITY 3 - QUICK FACTS 2019/20

3.1 Animal control and community safety

443 dogs impounded
755 new registrations
2,786 dogs registered
211 cats registered



203 animals reunited with their owners
60 animals adopted / rehomed
41 dog attack investigations
308.45 hours of patrols

Enforcement action:
268 advisory notices issued
44 compliance notices issued
120 infringements issued



Selective inspection program resulted in a **27%** increase in dog registrations (a mandatory requirement for pet owners across the State).

3.2 Building control and pool safety



74.6% of market share for building certification services
134 building approvals
 Highest number in **5 years**.



17 pool safety certificates issued.
40 pool inspections
\$3,601 in inspection fees waived during the pool safety campaign.



Value of assistance to community projects (through fee waivers) **\$14,682.30**

3.3 Environmental and public health



161 licensable businesses:

- 161 food premises and water carriers;
- 0 personal appearance premise.



1 environmental health newsletter delivered



149 inspections and visits to businesses (including 58 COVID-19 food business inspections and information to **10** beauty businesses). Highest number in **5 years**.

6 complaints investigated - no non-conformances with legislation.



10 mosquito traps placed in various locations. Samples identified with Aedes aegypti species reported to Queensland Health.

Deterrents were put in place for three hours morning and evening (Surat roosting areas)



- 4 lights;
- 1 strobe light;
- 5 kytes;
- Sonic system.



3.5 Street lighting and public space lighting



1,293 lights checked across the region, **32** faults identified and logged for rectification by the energy retailer.



\$200,126 for street lighting operating costs.



Street lighting strategy – all street light and pedestrian crossing locations have been mapped with initial prioritisation in progress to guide future investment.

3.4 Emergency management and flood mitigation



\$1.77 million of works undertaken under the Australian and Queensland Government's Natural Disaster Relief and Recovery Arrangements.



\$102,658 additional costs for the COVID-19 response.



Local Disaster Management Group activated to respond during the (pandemic) health emergency.



Staff provided with training – Warnings & Alerts, Resupply Modules, Qld Disaster Management Arrangements, Volunteering Management and Psychological First Aid.



New Eastern Diversion Channel operated effectively in the February 2020 flood event.

Strategic Priority 3 - Helping to keep our communities safe

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



3.1 Animal control and community safety

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

Highlights

Annual selection inspection program This year's program resulted in a 27% increase in dog registrations.

- Other highlights
- Positive year on year trend in animal registrations
 - Cat registration now mandatory with a positive community response
 - Feral cat trapping program implemented
 - Online payment option now available for renewals
 - A Short Message Service (SMS) reminder system was implemented for registration renewals.

Challenges

COVID-19 We were unable to deliver the school education program and other public events due to COVID-19 restrictions.

Staff turnover Due to the loss of highly skilled team members within a short timeframe during Quarter 3, it was challenging to meet the workload while undertaking recruitment and training of new team members. Proactive services such as patrols and community education were not able to be undertaken within targeted timeframes.

Dog Attacks A high number of dog attacks were reported and investigated in Quarter 4, which placed considerable strain on resources.

Progress with implementing our plans

The 2018-2023 Corporate Plan reflected that the community was seeking stronger action from Council when it comes to animal control and community safety. As the statistics show, significant progress is being made.

This is being achieved through both proactive and responsive initiatives.

Consistent with the corporate plan, additional focus this year was on the management of cats. This included introduction of mandatory registration of cats and introduction of a feral cat trapping program (for feral / stray cats).

More information is available in our function's end of year report (Animal control and community safety) - "Our performance in focus" - Pages 144 to 155.



Facebook post published 2 June 2020 encouraging pet owners to pay their animal registration via Council's online portal. The post received 10 likes, 3 comments and 5 shares reaching 1,324 Facebook users resulting in 101 engagements. The accompanying caption included the online payment portal link which was clicked 27 times.



Scooter visits Wallumbilla State School.



3.2 Building control and pool safety

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

Highlights

Building activity	<p>Council recorded a significant increase in new building work, extensions and renovations in both the business and residential sectors, most notably in the latter half of the year. The number of building approvals processed by Council was the highest in 5 years.</p> <p>Overall, Council and private certified development increased by 18.5% on last year. There were significant increases in both residential and non-residential works.</p>
Building compliance	Council's proactive approach to building compliance saw a marked increase in final building certification this year compared to last year. This included both Final Certificates issued for domestic structures and Certificates of Classification for commercial and industrial structures.
Community buildings projects	Council supported 14 community groups and charity organisations to undertake new building projects in the region by waiving 100% of building and plumbing application and service connection fees.
Pool safety	This year Council's Pool Safety Campaign was extended by an additional month, allowing more time for residents to take advantage of Council's free inspection service.

Challenges

Final certification for building work	<p>An audit of building work was conducted by Council officers for the period from 2017-2020, which identified a large number of unfinalised building approvals. This indicated that awareness needs to be raised within the community of the need to gain final certification on completion of building works.</p> <p>Where there is no final inspection or certificate of compliance for completed building works it not only presents potential safety risks, but can also have implications for the owner's insurances and when selling a property.</p> <p>In an effort to improve overall compliance rates, Council commenced a program to contact applicants and raise awareness of the outstanding inspections identified in the audit. The positive response saw Council's building certifiers complete a significant number of final inspections during the year.</p>
Increasing development activity	The unexpected spike in building application lodgements in the latter half of the year in parallel with the implementation of COVID-19 restrictions was challenging for our staff to meet service commitments.

Progress with implementing our plans

Council has maintained a focus on the function's annual services, and continued to service more than 70% of the market (2019/20 - 74.6%, 2018/19 - 79.6%).

One of the corporate plan priorities for this function is to continue to improve our regulatory frameworks for building development. As at 30 June, work was in progress to review local building regulations for development in Mitchell. This project aims to:

- Review and amend planning controls and flood hazard mapping to facilitate building development in Mitchell;
- Provide greater clarity to applicants and assessors for developments in the floodplain; and
- Minimise the need for site-based flood impact assessments to reduce development costs and timeframes.

More information is available in our function's end of year report (Building control and pool safety) - "Our performance in focus" - Pages 156 to 165.



Building works in progress



3.3 Environmental and public health

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

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

Highlights

Assistance to the community during COVID-19 pandemic	<p>The Environmental Health team has provided support to the region's licensed food premises through the delivery of Queensland Health information including:</p> <ul style="list-style-type: none"> • Information on food safety; • Number of patrons allowed in the business food area; • Appropriate distance between patrons – social distancing; • Minimising contact when delivering food; • Record keeping for contact tracing.
Mosquito monitoring facilitates treatment of problem areas	<p>Council has continued to monitor the Gravid Aedes Traps with records forming part of the Darling Downs Public Health Unit Mosquito Data. The information is used for planning a response to mosquito transmitted diseases within the region, including control measures to be undertaken.</p>

Challenges

Illegal Dumping	<p>There has been a decrease in illegal dumping across the region in comparison with the previous two years.</p> <p>Funding has been provided by Department of Environment and Science for improved management of identified illegal hotspot areas. These areas will be signed and have remote monitoring cameras installed.</p>
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Progress with implementing our plans

The core environmental and public health services continued to be provided, however the onset of the COVID-19 pandemic impacted the workload of the very small team. 58 COVID-19 food business inspections were undertaken and information provided to 10 beauty businesses. 2019/20 saw the highest number of commercial food premises' inspections in 5 years.

More information is available in our function's end of year report (Environmental and public health) - "Our performance in focus" - Pages 166 to 175.



Roma Saleyards Canteen



3.4 Emergency management and flood mitigation

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

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

Highlights

Project highlights	<ul style="list-style-type: none"> Construction of a new flood boat shed and installation of an accommodation unit for the State Emergency Service (SES) in Surat. Completion of a critical infrastructure risk assessment project funded by the Natural Disaster Resilience Program. The final report and data sets have been provided to Council. This information will be used for infrastructure planning and emergency response purposes
Stage 2A Roma flood mitigation tested	<p>In February 2020, flooding events across the region resulted in moderate flooding in the Bungil Creek catchment. These flows led to the first operation of the Eastern Diversion Channel (part of Stage 2A – Roma Flood Mitigation Project) which operated effectively and as intended.</p> <p>As designed the channel restricted the height of the floodwater observed in Roma by providing additional flow area for the water to pass Roma more efficiently and with less restriction.</p>

Challenges

Construction of the Stage 2B Roma Flood Mitigation	<p>Stage 2B which comprises works at the Railway Dam has been delayed. Further preconstruction activities were identified as being required through the regulatory planning approval processes.</p> <p>The project team is currently working through these requirements with the support of the design consultant.</p>
COVID-19 pandemic (health) response	<p>The Local Disaster Management Group (LDMG) moved into the ‘stand up’ level of activation in March 2020. The term refers to the actions required during a disaster.</p> <p>Regular LDMG meetings were held, with Queensland Health taking the lead on responding to the pandemic. The restrictions that were put in place by the Queensland Government resulted in many of the Council facilities being closed to the public for a significant amount of time.</p> <p>This required a rapid response to directives from the Queensland Government and then interpreting those directives for the community.</p>

Progress with implementing our plans

In 2019/20, there were two major events in the region that involved the operation of the Local Disaster Management Group.

- In February 2020 the region was hit by isolated flooding. The Local Disaster Management Group managed this event with timely responses to stranded motorists situated on the Warrego Highway as well as welfare checks on residents located south of Mitchell.
- Since the outbreak of the coronavirus (COVID-19) the Local Disaster Management group has been working with Queensland Health (as the lead agency) to ensure that appropriate information is being shared with the community.

2019/20 saw the first test of the Roma Flood Mitigation Project - Stage 2A - a project that has spanned two corporate plans and multiple operational plans and budgets. The February 2020 flooding event tested the Eastern Diversion Channel, part of Stage 2A and it performed as intended.

Council also continued the Local Emergency Coordination Committees (LECCs), a key initiative within the 2018-2023 Corporate Plan. The committees help ensure disaster prevention, preparedness, response and recovery for communities for flood, fire and other emergencies. From late 2019 onwards, the committees are meeting quarterly.

During the year, Council administered \$1.77 million in funding through the various Queensland / Australian Governments’ funding programs for emergent and restoration works.

In 2019/20 there was activity in relation to 3 events:

- Event 10 - Central and South West Queensland Trough which occurred from 20-21 February 2018. All works were complete by June 2020.
- Event 11 - Southern Queensland Upper Level Trough which occurred from 22-25 April 2019. The works are to be delivered by June 2021.
- Event 12 - South West Queensland Flooding, which occurred 20 - 26 February 2020. Some immediate restoration works were completed prior to submission for funding due to the risk to road users.

More information is available in our function’s end of year report (Emergency management and flood mitigation) - “Our performance in focus” - Pages 176 to 185.



3.5 Street lighting and public space lighting

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

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

Highlights

Annual audit by Council	The annual street inspection program commenced in early April 2020 in Amby and the final inspection was completed in early June 2020 in Roma.
Street lighting strategy in progress	All street light and pedestrian crossing locations are now mapped.

Progress with implementing our plans

With the community satisfaction survey respondents indicating a higher importance on street lighting, this is now reflected as a separate priority within Council's corporate plan.

Two key priorities in the 2018-2023 Corporate Plan were progressed this year:

- Preparation of a street lighting strategy to guide future investment in street lighting.

This continued the work commenced in 2018/19 for data collection and analysis. At year end, all street light and pedestrian crossing locations had been mapped with an initial prioritisation of works in progress.
- Undertaking an annual audit of our towns for street lights that aren't working and reporting these to the provider.

In previous years this audit had been completed using a paper based system that was time and labour intensive.

In 2019/20, Council took a greater role in monitoring outages and reporting these to Ergon Energy using a windows-based Excel matrix on a portable device which is providing quicker recording of inspections.

Time and labour costs have been reduced and the audit information is now available to be logged directly to Ergon Energy in a digital format.

More information is available in our function's end of year report (Street lighting and public space lighting) - "Our performance in focus" - Pages 186 to 191.

4.1 Elected members



816 decisions made at Council meetings.
70 Council meetings and Councillors' workshops or briefings held.



Nominated councillors attended **23** forums, meetings, conferences and deputations to represent Maranoa Regional Council.



Council held its Post Election Meeting on 16 April 2020 for the **2020 – 2024 term of Council**, with three returning Councillors from the previous term - Mayor Tyson Golder, Deputy Mayor Geoff McMullen and Cr Cameron O'Neil. Six new Councillors were elected - Cr John Birkett, Cr Mark Edwards, Cr Julie Guthrie, Cr Wayne (George) Ladbroke and Cr Wendy Taylor.



LGAQ Bush Councils' Convention held in Roma on 6 – 8 August 2019.



Roma Saleyards **celebrated 50 years** of operation on 8 October 2019. Over that time Roma Saleyards has seen over 11 million head of cattle sold at a value of over \$5 billion.

4.3 Tourism



55,161 visitors through our Maranoa **Visitor Information Centres**



\$1,628,700 secured from the Queensland Government's Building Our Regions Fund (Round 5) for the Bigger Big Rig project.



'**Roma Revealed**' was adopted as the regional destination brand. 367 Instagram followers and 258 likes on Facebook in less than 5 months.

4.2 Economic development and local business



New **Country Universities Centre** in Roma facilitated by Council with funding to an independent community board from the Australian Government.



New Virtual Innovation Hub funded under the Queensland Government's **Advancing Regional innovation Program (ARIP)**.



Landmark agreement with APLNG signed on 17 December 2019 that will see a number of fly-in fly-out workers transitioned to **live locally**.

3

Business Excellence Program events held.



3,395

Entries in the My Maranoa Christmas Party **shop local** campaign.



Initial **COVID-19 support package** and 10 point action plan approved by Council on 18 March 2020. **\$24,997** to community taskforce.

5

Companies assisted to **establish and / or expand** in the Maranoa in 2019/20.

32

Discussions with **conference and event organisers** about the merits of one day bringing their events to the Maranoa region.

4.5 Saleyards

1

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



Store and prime sales - **275,258** head of cattle sold totalling **\$260.34 million**.
Stud sales - **901** head of cattle sold totalling **\$3.73 million**.



National Saleyards Quality Assurance (NSQA) certification maintained. No non-conformances were identified during the independent audit.



The **Roma Saleyards multi-purpose facility** was completed with funding from the Australian and Queensland Governments.



The installation of **lighting in cable and spell yards** was completed with lighting running off generators until power connection (by Ergon) can be undertaken.

4.4 Airports



1,098 flights,
70,973 passengers.



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



\$480,000 for resealing and linemarking of Injune and Surat airfields.

4.6 Gas



Supplied around **17.6 terajoules (TJ)** of gas to Roma customers through **31.611 kms** of main.



Finalised actions from the prior year's Gas Measurement Scheme audit. (Improvements approved by the Regulator on 6 February 2020).



Reinvested **gas sales** income (around \$0.9 million) in operating, maintaining and improving the gas network.



Managed **\$4.468 million** of gas infrastructure.

4.7 Town planning



64 applications approved.



100% in compliance with statutory timeframes or within an extended period by mutual agreement.



Interactive mapping system development underway for developers, other Council departments and the broader community.



Town planning services delivered on behalf of some other south west Queensland councils (Service agreements in place) - Balonne and Barcoo Shires.

4.9 Facilities



\$142.377 million in Council land and buildings managed (\$45.337 million in land and improvements and \$97.04 million in buildings).

The Facilities team manages just over 87% of Council's facilities (470), with the balance being the responsibility of specific service areas.



27 new or renewed agreements were entered into to formalise tenancy arrangements for Council facilities.

4.11 Local development and events



\$213,700 in Council grants and other assistance provided to the community.



71 events across the region.



20 funding applications submitted (**\$9.908 million**).

4.12 Sport, recreation & community wellbeing



\$32,265 invested in Sport and Recreation projects.



Construction of the basketball half court at Mitchell Youth Precinct was completed by KHB Young Life Foundation, with support from Council



Council grants program support of **\$36,965** to **7** sport and recreation clubs.
Fee waivers / inkind assistance - **\$1,714**
Sponsorship - **\$3,126**.



Provided operational and strategic assistance as required to over **45** sport and recreation clubs.

4.8 Rural lands



Managed a **stock route network** of **82,278** hectares.
7,900 head of cattle travelled through the region.



2.652 million hectares baited in partnership with our landowners.



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



7 upgrades completed to stock route water facilities with **\$189,000** in funding received from the Queensland Government. **4** flood damaged facilities were also repaired.



Annual program for identified **weed control** on Council controlled land, and state controlled land through the Road Maintenance Performance Contract complete.

4.10 Arts and culture



5 new faces in Arts and Culture - new officer and new members of the Regional Arts Development Committee (2 x Councillors and 2 x community members).



\$20,600 allocated from the Regional Arts Development Fund (RADF). RADF is a partnership between the Queensland Government and Maranoa Regional Council to support local arts and culture in regional Queensland.



Regional highlights:

- Official opening of the "Window to the Balonne Aquarium" refurbishment on 11 November 2019.
- Festival of Small Halls visited Roma and Jackson in early November 2019.

4.13 Libraries



41,892 library visits.
118,538 circulations (borrowings, returns) processed (1.5% increase from previous year).



241 programs and events held in the region's libraries.



Membership of **2,950** at 30 June (**463** new in 2019/20).



Virtual public programming introduced by Maranoa Regional Council Libraries in May 2020.

Strategic priority 4 - Growing our region

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



4.1 Elected members

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

Highlights

Participating in Council meetings, policy development, and decision-making	<p>816 decisions about the region came before Council. Council's briefings and decision-making included:</p> <ul style="list-style-type: none"> • 21 ordinary meetings; • 17 special meetings; • 1 special budget meeting (to adopt the 2019/20 Budget); • 4 Budget Submissions & Financial Planning Standing Committee meetings - 25 recommendations were put forward by the Budget Standing Committee in preparation for the 2019/20 special budget meeting; • 28 workshops (agenda familiarisation, policy development / Councillor Briefings). <p>Councillors' attendance at these meetings, workshops and briefings is detailed in Part 5 - Legislative reporting. In addition to commitments within Council, Councillors participated in community engagement through informal and formal discussions, individually and collectively.</p>
Advocacy and regional collaboration	Councillors participated in advocacy and regional collaboration meetings, both formal and informal to advance the region's interests.
Policy development	<p>A number of key governance policies were prepared / updated:</p> <ul style="list-style-type: none"> • Budget Submissions & Financial Planning Standing Committee; • Confidentiality; • Councillor Briefings Policy; • Expenses Reimbursement Policy; • Standing Orders Policy.

Challenges

Expenses Reimbursement Policy review	<p>The policy considers the payment of reasonable expenses incurred or to be incurred by Councillors and for the provision of facilities to Councillors for discharging their duties and responsibilities as Councillors.</p> <p>Councillors have many different personal and business circumstances that they are managing in addition to their Council responsibilities. The policy provides a number of options for Councillors to identify which may best align with their individual preferences while still fulfilling Council responsibilities.</p> <p>The new policy for the 2020 – 2024 term of Council was adopted on 10 June 2020.</p>
Resourcing	Administrative workload was an issue for part of the year with a team member leaving Council in January 2020. It took some time to find a suitable replacement.
Council meetings	<p>COVID-19 presented a challenge for community attendance at Council meetings. This did however, present an opportunity for Council meetings to be digitally recorded at the commencement of the new term of Council for 2020 - 2024 and available to the public on YouTube.</p> <p>Face to face meetings and events were significantly reduced due to restrictions, either postponed or held by teleconference or video conference.</p>

Progress with implementing our plans

Advocacy, regional collaboration and a review of Council's key governance policies was undertaken during the year. The most significant event for 2019/20 was the end of one Council term and the commencement of a new one with the post election meeting held on 16 April 2020.

The last quarter of the year was an opportunity for experienced Councillors and newer Councillors to contribute to the shaping of some initial policies that meet the needs of the current term of Council.

More information is available in our function's end of year report (Elected members) - "Our performance in focus" - Pages 194 to 201.



Newly elected Councillors for the 2020-24 term.



Council's Ordinary Meetings were recorded and uploaded to YouTube for the first time on 16 April 2020.



4.2 Economic development and local business

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

Highlights

Council and Australia Pacific LNG sign landmark agreement to boost Maranoa's economy	On 17 December 2019 Council signed a landmark agreement with APLNG that will see a number of fly-in fly-out workers transitioned to live locally, providing a welcomed boost to the Maranoa's population and economy. This agreement is the first of its kind for the region, and followed months of negotiations with representatives from both Council and Origin (on behalf of APLNG).
Country University Centre comes to the Maranoa	Council facilitated the planning and establishment of a Country Universities Centre in Roma. This new initiative for our region was made possible with a successful grant application (through the Commonwealth Department of Education, Employment and Training) for \$1.3 million over 3 years and the formation of a local board of directors.
Innovation Hub aims to help grow the Maranoa	Chief Entrepreneur of Queensland Leanne Kemp visited the region in October 2019 to discuss the development of an Innovation Hub. The Innovation Hub will assist in the identification, development and commercialisation of innovative business practices, inventions, processes and concepts within the Maranoa region.
Roma revealed to event organisers	During February 2020 Council representatives attended the Asia Pacific Incentives and Meetings Event in Melbourne. Discussions were held with 32 conference and event organisers about the merits of one day bringing their events to the Maranoa region.

Challenges

COVID-19 pandemic	Council had attracted the Queensland Training Awards to the Maranoa for 2020 but it was subsequently cancelled due to COVID-19 restrictions on travel and gatherings. Council subsequently funded and provided resources for the COVID-19 taskforce, a broader partnership with the community. The amount expended in 2019/20 was \$24,997.
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Progress with implementing our plans

All key priorities within the corporate plan relate to growing the economy, the businesses within it or the population. Key economic indicators reported a 9.21% increase for the gross regional product and a small increase in the number of local businesses. Corporate plan priorities were progressed during the year include (projects shown below):

- Continuing to develop Council's key assets for multi community benefits
 - Roma Saleyards - Beef Interpretive Centre opening
- Participating in initiatives that support innovation, develop skills and entrepreneurship
 - Maranoa Learning Hub - planning, funding, establishment
 - Innovation Hub - Scope / concept
- Building community, business, and industry partnerships to grow our economy and local employment
 - Update of Meatworks pre-feasibility study
 - Migrant and refugee settlement report.
- Promoting the regional locational advantages of "Investing, Living, Visiting" the Maranoa
 - Agreement negotiated with Origin (APLNG)
 - Maranoa liveability study.

More information is available in our function's end of year report (Economic development) - "Our performance in focus" - Pages 202 to 213.



During February 2020 Council representative, Leanne, attended the Asia Pacific Incentives and Meetings Event in Melbourne, as part of Council's conference / event attraction initiative (prior to COVID-19).



Big Ideas Forum with Bernard Salt focused on innovation and entrepreneurship August 2019.



4.3 Tourism

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

Highlights

New regional destination brand launched	'Roma Revealed' was adopted as the new consumer-centric regional destination brand and was launched in February 2020. This included development of a Traveller's Guide and new social media channels.
The Big Rig set to become even bigger	Roma's key tourism asset, 'The Big Rig' will soon become even bigger, with some major milestones achieved in 2019/20. A preferred tenderer was selected on 21 February 2020, and the new Council also put its support behind the project at its meeting on 24 June 2020. Additional funding was secured through the Queensland Government.

Challenges

Tourism industry hit hard	COVID-19 posed unprecedented challenges to the operation of the region's Visitor Information Centres, tourism attractions and local tourism and hospitality industries. The Big Rig and all Visitor Information Centres closed from 25 March until 15 May 2020. Numbers outside those dates were also impacted by state border closures, and restrictions around non-essential travel and public gatherings. Bushfires across the east coast of Australia in December 2019 and January 2020 also had devastating effects on tourism and visitor numbers.
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Progress with implementing our plans

A key priority in the Maranoa Tourism Strategy, and reflected in the Corporate Plan, is to upgrade and progressively expand The Big Rig to become a "must see" attraction in Outback Queensland with a focus on oil, gas and geology. Following the success in 2018/19 (through the Outback Tourism Infrastructure Fund), a further \$1,628,700 was secured, this time through the Queensland Government's Building Our Regions Fund (Round 5) for the Bigger Big Rig project.

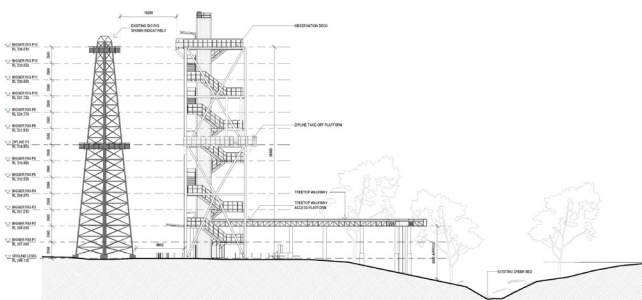
Although COVID-19 impacted the progress of some plans, additional time was spent on marketing initiatives, specifically the launch of the new regional destination brand. This fulfils the corporate plan priority to:

Research, design and deliver destination marketing initiatives aimed at increasing visitor numbers, duration of stay, repeat visits and visitor spend, in partnership with local tourism and progress associations.

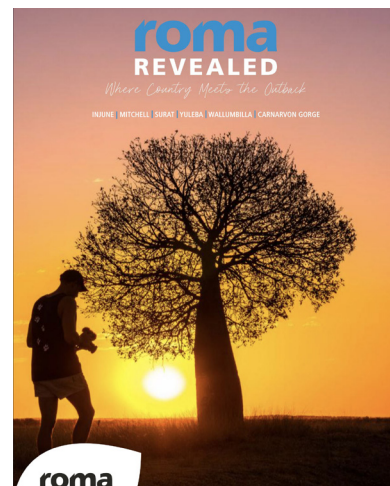
A key tourism precinct to receive attention was the Cobb and Co Park in Yuleba. Commenced in June 2019 and continued in 2019/20, Stage 1 of the project saw the transformation of the park on Warrego Highway in Yuleba into a space for tourists and locals to enjoy. This stage focussed on the land directly adjacent to Perry Street and replaced the existing infrastructure. It included new park furniture featuring a picnic table and shelter, water fountain and banner poles.

The park furniture was kindly donated by the Yuleba Development Group, through funding received from Santos and MPC Kinetic as part of their community grant programs. Future developments of the Master Plan will allow for short stay camping, formal car parking, picnic shelters and footpaths on the site.

More information is available in our function's end of year report (Tourism) - "Our performance in focus" - Pages 214 to 223.



Architect's representation of the Bigger Big Rig and Treewalk Project.



Roma Revealed Travel Guide



4.4 Airports

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

Highlights

Project completion	<p>The following projects were successfully executed:</p> <ul style="list-style-type: none"> • Injune aerodrome reseal and line marking; • Surat aerodrome reseal and line marking; • Roma airport uninterruptable power supply installation; • Roma airport runway 18/36 flight strip and drainage compliance; and • Movement area pavement classification analysis. <p>The above projects were completed without incident and under budget.</p>
Funding for Screening Upgrades Received	<p>The Department of Home Affairs provided full funding for the Roma Airport Security Screening Upgrade Project, covering the purchase cost of equipment upgrades as well as the maintenance of the equipment for 6 years at a cost of \$405,000.</p>
Airport Safety Systems	<p>The Civil Aviation Safety Authority undertook a detailed audit of Roma Airport operations with generally positive outcomes reflecting the significant body of improvement work undertaken since the previous audit.</p>

Challenges

Works in progress	<p>2 projects (2019/20 works program) were in progress but not yet complete at year end. These will be completed in 2020/21:</p> <ul style="list-style-type: none"> • Roma Airport sewerage network upgrade; and • Security screening equipment upgrade.
Domestic Network Interruptions	<p>At the end of Quarter 3, COVID-19 had a significant impact on airport operations and network scheduling, resulting in major reductions in capacity and reduction in revenue.</p>

Progress with implementing our plans

In addition to annual services, a number of corporate plan priorities progressed.

- Adhering to regulatory changes

This work resulted from amended Civil Aviation Safety Regulations and Manual of Standards Part 139. Implementation will come into effect in 2020/21, with preparations to manage the change already commenced. Included in 2019/20 was completion of an impact and gap analysis.

Also initiated during the year was preparation of transition plans for new security requirements, implementation of required equipment changes in line with funding agreements, ensuring effective communication with travellers, and consultation with domestic freight operators to plan for the potential introduction of domestic freight screening.

All legislative instruments for the transition to the new security requirements have been released with the Aviation Screening Notice provided in June 2020 covering the items to be implemented in the coming 12 months.

The screening provider has been onboarded with the new procedures and equipment. All funded equipment introductions will be completed within the required timeframe (estimated by end of August, 4 months ahead of schedule).

Domestic freight screening implementation has been delayed, with a revised implementation date yet to be confirmed.

- Renewal, upgrade and new works

Reseal works and linemarking were undertaken for Injune and Surat aerodromes, and approved projects for Roma.

- Long term asset management plan

Preparation was delayed pending legislation changes released in March 2020 (that would impact service levels, asset design and operations). In the interim, detailed pavement analysis was completed for movement areas and engineering assessment was undertaken of structural and operational capacity (existing service levels). Minimum programmable maintenance and monitoring activities were identified, ahead of commencing development of the asset management plan.

More information is available in our function's end of year report (Airports) - "Our performance in focus" - Pages 224 to 237.



Surat Aerodrome reseal and line marking.



4.5 Saleyards

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

Highlights

Saleyards multi-purpose facility completed	The \$7.59 million dollar building was constructed by J Hutchinson Pty Ltd. Nine months after the first sod was turned the transition of operations was successfully done before the final store sale of 2019. Funding for this project has been provided by the Australian Government's Building Better Regions Fund (\$3,961,483), the Queensland Government under Building our Regions (\$3,698,983), Saleyards Reserves (\$324,855) and the balance from Council.
Roma Saleyards multi-purpose facility official opening	Roma Saleyards multi-purpose facility was officially opened in conjunction with Australia Day celebrations on Sunday, 26 January 2020.
Roma Saleyards celebrated 50 years of operation	Council hosted and celebrated Roma Saleyards 50th anniversary by reducing the liveweight, open auction and agents' operating fees for each head to be sold by 50%, and provided a BBQ lunch for all attendees on Tuesday, 8 October 2019.
Regular scheduled and responsive maintenance continues	Despite the extensive activity at the Saleyards precinct, the team ensured that normal operations continued to run smoothly with stringent cleaning and maintenance regimes in place.

Challenges

Roma Saleyards Improvement Plan Stage 2 – safety, productivity and security – detailed designs	Detailed designs for Stage 2 of Roma Saleyards Improvement Plan are on hold until Council is notified of the funding application outcome for Primaries Road (an alternative heavy vehicle entrance to the Saleyards).
Roma Saleyards Improvement Plan Stage 3 – Weighbridge Area - Detailed Designs	There were challenges with finalising detailed designs for Stage 3 of the Roma Saleyards Improvement Plan after the COVID-19 pandemic restricted movements. This meant that inspections to other sites could not occur, for input to designs.

Progress with implementing our plans

In addition to the major events for the year (transition to and opening of the multi-purpose facility and 50 year celebrations), focus has been maintained on core annual services and standards.

Roma Saleyards maintained National Saleyards Quality Assurance (NSQA) certification following an audit by third party auditor AUSMEAT on 26 November 2019. There were no non-conformances identified during the independent audit.

Internal audits for the financial year (binannual program) were completed on 7 September 2019 and 13 March 2020.

Preliminary research commenced into an online auction platform for Roma Saleyards.

More information is available in our function's end of year report (Saleyards) - "Our performance in focus" - Pages 238 to 251.



Roma Saleyards Multi-Purpose Facility.



4.6 Gas

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

Highlights

Projects	<p>Bottletree Court was connected to the gas reticulation network. This connection has been awaiting completion by the developer for some time.</p> <p>A gas main to the new Saleyards building was installed.</p> <p>The renewal of the steel main in Mayne Street was completed. In addition a link in McDowall Street to the hospital was constructed. This has removed all of the steel mains from the network, eliminating the requirement for cathodic protection.</p>
Continual improvement	<ul style="list-style-type: none"> The gas function achieved third party certification in the following standards (Quality - ISO 9001:2015, Safety - AS NZS 4801:2001, Environment - ISO 14001:2015). This was the first year that Maranoa Regional Council's Gas team members have worked towards and achieved independently verified standards in all 3 areas (Quality, Safety and Environment).
Location of assets	All of the gas valves have been located using GPS (Global Positioning System) providing accurate locations of the gas network.
Asset Management Plan (AMP) review	This update to the AMP included identifying projects to improve redundancy in the network.

Challenges

Resourcing	With a team of 2 looking after gas there are often challenges in juggling priorities. With a number of urgent matters arising, the capital projects were undertaken later than initially planned, but were still able to be completed prior to the end of financial year.
Materials	There was a temporary lack of supply of nylon fittings during Quarter 2 but this was resolved reasonably quickly.
Training	Training in gas leak detection had to be delayed due to COVID-19 restrictions, however this has now been completed.

Progress with implementing our plans

Annual service delivery, approved initiatives and infrastructure renewal and upgrade works was a key focus for the year including:

- Mayne Street, Roma gas main (Renewal)
- McDowall Street, Roma (Upgrade) - providing a dual feed to the new hospital.
- Meter replacement (Renewal)
- Saleyards building connection (New)
- Bottletree Court Subdivision connection (New)

The planned annual review of the asset management plan was presented to Council at its meeting on 12 February 2020 (GM/02.2020/11).

There was a focus during the year not just on what we do but how we do it through the annual operational plan. Work practices were benchmarked to best practice standards and work was undertaken to implement improvements. The progress made was independently verified and third party certification was achieved. Work also continued on the SCADA project which will transform how we manage the network.

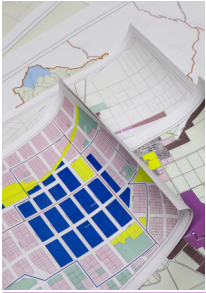
More information is available in our function's end of year report (Gas) - "Our performance in focus" - Pages 252 to 261.



The original steel pipes on Mayne Street were replaced with new Polyethylene (PE) pipes.



Gas Main installation works on McDowall Street.



4.7 Town planning

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

- assessment of new and changed uses against the approved Planning Scheme;
- provision of advice and information to developers;
- ensuring development compliance;
- collation of development information for the State Government and broader community.

Highlights

Development applications	100% of applications determined during 2019/20 were assessed in compliance with statutory timeframes or within an extended period by mutual agreement.
Infrastructure charges information	From January, Council's Infrastructure Charges Register was made available to the public on Council's website. A reporting tool has been developed to compile development and infrastructure charges information in a single register so this can be easily updated and uploaded onto Council's website at the end of each month.
Planning consultancy services to other councils	In excess of 300 hours of planning consultancy services were provided to Balonne and Paroo Shire Councils. This initiative provides: <ul style="list-style-type: none"> • an additional source of revenue for our Council; • work diversity and broader experiences for our town planning team members; • assistance to smaller councils in the South West region with this specialist skillset.

Challenges

Customer requests and compliance	Managing the large number of customer requests that involved the investigation of alleged development offences and non-compliances placed considerable pressures on our team's ability to deliver all of our annual services and meet statutory timeframes.
Strategic planning	Progressing amendments to the Maranoa Planning Scheme has been challenging. The amendments aim to improve assessment processes and reduce requirements associated with undertaking new development. Feedback from interested Queensland Government agencies was received later than expected. The ability to complete certain legislated stages in the process was also constrained by the 2020 local government elections.

Progress with implementing our plans

The delivery of annual services continued, with the team approving 64 applications, all within the target timeframes. An update on key initiatives in the corporate plan are as follows:

- Review of the approved Maranoa Planning Scheme

Drafting of Major Amendment No. 1 was completed in Quarter 1, including 43 major changes and 51 administrative changes.

A consultation strategy was prepared to support the submission of the amended planning scheme to the Queensland Government in Quarter 2, after which an initial State Agency review was coordinated by Queensland Treasury. This process involved consultation with 12 Queensland Government (State) agencies. Council received final comments on 10 June 2020. It is intended that the remaining steps in the amendment process be completed in 2020/21.

A Temporary Local Planning Instrument (TLPI) was prepared as an interim measure to give effect to an updated Flood Hazard Map for Roma after construction of the Stage 2a flood mitigation infrastructure was completed. The TLPI (Reference No. 01/2019) was submitted to the Minister for approval in August 2019. Approval was granted shortly after in September 2019. The TLPI took effect on 23 October 2019 and is planned to remain in place until the updated mapping is integrated into the planning scheme via a major amendment process.

- Interactive mapping system

The corporate plan priority to launch an interactive mapping system was advanced during year. A funding agreement for the project was approved by the Queensland Government on 24 October 2019. From November 2019 onwards, Council worked with a software developer to create an online portal for the public to access the mapping system and construct map layers from Council's data. This work has been completed, with data consolidated into four map themes, including town planning, flood hazard, infrastructure and community services/facilities. Queensland Government mapping has also been integrated in the system.

The project timeline has been extended to 30 September 2020 to enable the creation of additional map layers and facilitate enhancements to the service before launching to the public on Council's website.

More information is available in our function's end of year report (Town planning) - "Our performance in focus" - Pages 262 to 271.



4.8 Rural lands

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

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

Highlights

Stock route water facility capital works completed	<p>The 2019/20 capital works program has been completed with the upgrade of 7 stock route water facilities (6 scheduled projects and one emergency) across the Maranoa region. Funding for the works of \$189,000 was received from Department of Natural Resources, Mines and Energy.</p> <p>These facilities complemented the Watering the Maranoa Project, that was funded by the Australian Government.</p> <p>These new water facilities provide both landholders and regional community centres with a reliable water source, especially in dryer weather conditions.</p> <p>Included in these new and or upgraded facilities is the use of renewable energy by way of solar installation.</p>
Major progress with exclusion fencing projects	<p>100% (202kms) of Round 2 construction, in partnership with Balonne Shire Council and its landholders, has been erected – with final payments in progress.</p> <p>Expressions of Interest have been called for Round 3 funding. Three projects have been approved, with further allocations to be finalised upon Council receiving detailed project designs.</p> <p><i>The Queensland Feral Pest Initiative is jointly funded by the Queensland and Australian Governments to support the management of pest animals and weeds particularly in drought affected areas. Council has received funding through the Queensland Government to support the growth of a productive and prosperous food and fibre sector in Queensland.</i></p>

Challenges

Drought conditions continued in 2019	Drought conditions became extreme by the end of the second quarter, however during January and February the area received some good rainfall events.
Stock route use down	Due to the prevailing weather conditions, travelling and agistment stock numbers were reduced, with only 7,900 head of travel and 4,038 head of agistment – well down on last year numbers (Previous year - stock route travel - 153,022 head of cattle; Stock route agistment - 21,288 head).
COVID-19 impacts	The global pandemic impacted Council's coordinated feral animal baiting program, with a reduction in meat and the use of entirely factory baits for the March 2020 campaign. It also had an impact on the number of participating landholders with a reduction in baiting area of 734,763 hectares compared to last year.
Wild Dog control numbers down	The number of wild dogs eradicated was 2,412 which is an increase of 452. This can be attributed to seasonal conditions and increased control activity within exclusion fences.

Progress with implementing our plans

In addition to annual services, significant activity during the year involved partnerships with landholders and other local governments, with funding secured from both the Australian and Queensland Governments:

- Australian Government - Crush the Cactus Project
- Australian Government - Maranoa Enhanced Vertebrate Pest Management
- Queensland Government's Feral Pest Initiative - Round 2 - Barrier Fence to the Border Collaborative Area Management Project
- Round 2.2 - Pests without Borders Project
- Round 3 - Maranoa Collaborative Area Management Project – Stage 3
- Australian Government's Drought Communities Programme - Extension - Watering the Maranoa Bore Project.

More information is available in our function's end of year report (Rural lands) - "Our performance in focus" - Pages 272 to 281.



The installation of the Eumamurrin bore was completed in 2019.



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



4.9 Facilities

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

Highlights

Tenancy arrangements	26 new or renewed agreements were entered into to formalise tenancy arrangements for Council facilities. These included trustee leases and various types of agreements (user, management, serviced office, commercial tenancy).
Project highlights	<ul style="list-style-type: none"> Two facilities projects were delivered by Council and funded through the Queensland Government's Works for Queensland program: <ul style="list-style-type: none"> - Pool amenities roof (Surat) - Cemetery amenities block (Mitchell) Internal road upgrade - Touch fields (Roma). Refurbishment of aquarium display tanks (Surat).
Purchase of Cemetery Land	Council purchased land in Newbon Street Roma to provide for the future growth of the cemetery.
Council's Response to the COVID-19 pandemic	<p>Small businesses, operating from Council facilities were offered assistance to mitigate the economic impacts from the COVID-19 pandemic.</p> <p>Support extended to facility lessees, managers and hirers. This included rent/fee relief for all tenants and regular hirers.</p> <p>Everyone who had Council facilities booked were contacted and their hire fees and bond were repaid.</p>

Challenges

Community Housing Transition	<p>In 2014 Council resolved to not register into the National Regulatory System for Community Housing and to end the existing funding relationship with the Department of Housing and Public Works (Resolution No. GM/12.2014/04).</p> <p>As part of the transition out of the community housing program, nominated existing properties will be transferred to the Department. Since this Council decision in 2014, the Department has issued successive notifications advising that the transitional period has been extended with the most recent notice extending the transitional period to 31 January 2021.</p>
COVID-19 Implications for Community Facilities and Services	<p>On 18 March 2020, Prime Minister, the Hon. Scott Morrison MP, announced new measures to protect Australians from Coronavirus (COVID-19). This announcement, and subsequent State health directives, affected the availability and use of community and commercial facilities.</p> <p>It also impacted the delivery of some projects.</p>

Progress with implementing our plans

In addition to the annual service delivery, the development and implementation of agreements for the long term use of facilities (including leases, management agreements and user agreements) is a key priority in the 2018-2023 Corporate Plan. Completed during the year were:

- New agreements - 18
- Renewed agreements - 8

Energy efficiency initiatives to ultimately reduce operating costs and Council's environmental footprint was progressed during 2019/20. Following a Solar Energy Design Assessment in May 2019, the following actions were undertaken in 2019/20:

- Design works completed and works tendered to market.
- Preferred tenderer selected at Council's meeting on 27 November 2019 (Council resolution: GM/11.2019/111).
- Contractor appointed and purchase order raised in March 2020. Works undertaken through to June 2020.

A total of nine (9) sites were completed as part of the project – with systems ranging from 10kW to 75kW.

The sites included:

- Mitchell administration centre, library and depot;
- Roma administration centre, depot, library, PCYC and Big Rig;
- Surat administration centre.

The sites were chosen based on their previous electricity usage and associated costs.

The Asset Management Plan will now be finalised in 2020/21. Substantial background work has occurred, however, COVID-19 impacted how Council's facilities were managed during the year and diverted resources from normal operations.

More information is available in our function's end of year report (Facilities) - "Our performance in focus" - Pages 282 to 295.



4.10 Arts and culture

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

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

Highlights

Regional Arts Development Fund	Council welcomed two new committee members to the local Regional Arts Development Fund Committee. \$20,600 was allocated to arts and cultural initiatives (from a total of \$42,857). The balance of the funding will be allocated in 2020/21. <i>The Regional Arts Development Fund (RADF) is a partnership between the Queensland Government and Maranoa Regional Council to support local arts and culture in our region.</i>
Cobb and Co Changing Station and Store Museum	Highlights for the year include: <ul style="list-style-type: none"> • new exhibition opened in August 2019. • official opening of the “Window to the Balonne Aquarium” refurbishment on 11 November 2019. • repair of the western wall of the Cobb and Co Coach Room in June 2020. Artwork for the wall is currently under development. • community consultation for the foyer design on 30 June 2020.
Regional Arts & Culture Coordination	A new officer commenced in the position, working with community groups and Council teams to foster development of arts and culture within the region.

Challenges

Projects delayed	There was an extensive recruitment process for the new Arts & Culture officer which commenced in July 2019. The successful candidate commenced part way through February 2020. This left just over 4 months to progress the year’s key priorities and deliver annual services. Whilst other officers helped out in the interim, it did mean that some of the key priorities remained in progress at year end.
COVID-19	Restrictions due to COVID-19 impacted events, programs and engagement with stakeholders, particularly volunteers in the older age groups. The galleries and libraries closed during February and March, due to the restrictions for public spaces.

Progress with implementing our plans

The key priority for the function continued to be the administration of the Regional Arts Development Fund (RADF) in partnership with the Queensland Government. This year the program funded 6 projects.

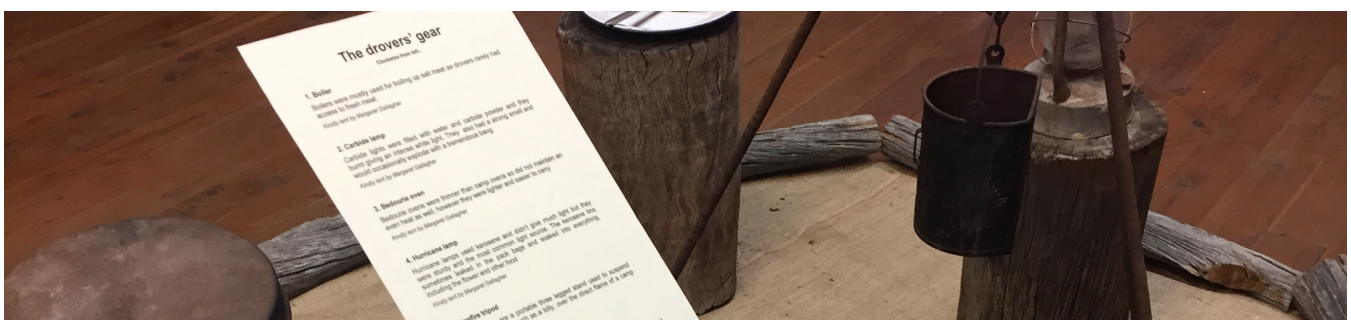
Whilst progress with some priorities were deferred pending appointment of a new officer, the year included.

- Festival of Small Halls in Roma and Jackson (November 2019);
- Opening of the “The Drovers” exhibition at the Surat Cobb and Co Store Museum in August 2019 (in conjunction with the Cobb and Co Festival in Yuleba and Surat);
- Continued financial support for the History of Injune project.

Funding was also acquitted in July 2019 for a digitisation project for the National Oil and Gas Institute (NOGI) collection at ‘The Big Rig’. Not all works were able to be completed, with further resources required to continue the project at some time in the future.

Council continued to provide opportunities to community groups to apply for financial and in-kind assistance from Council for arts and cultural initiatives.

More information is available in our function’s end of year report (Arts and culture) - “Our performance in focus” - Pages 296 to 305.



Part of the “The Drovers” exhibition at the Cobb and Co Store Museum, August 2019.



4.11 Local development and events

We contribute to development of our local communities through planning, programs and events, including grant and inkind support programs, event promotion and Council event management.

Highlights

Community grants	\$213,700 in assistance to community groups was provided through grants, in-kind and other assistance, fee waivers and sponsorship. This includes support to Sport and Recreation and Arts and Culture which is highlighted in those functions.
Council-Senex partnership doubles grants to \$30,000	An innovative three-year partnership between Council and Senex Energy commenced its first full year of operation. The partnership has created a Small Grants category under Council's Community Grants Program, enabling community groups to apply for grants from \$500 to \$3,000.
Event highlights	<ul style="list-style-type: none"> • Surat Cobb & Co Festival The team provided considerable and ongoing support for the planning and delivery of the Cobb & Co Festival in Surat and Yuleba during August 2019. Also facilitated as part of the event was the opening of the Cobb and Co Store Museum Exhibition in Surat. • My Maranoa Christmas Street Party 2019 The Local Development Team worked with other Council teams to deliver the My Maranoa Street Christmas party on 5 December in Roma, which also incorporated a 'Shop Local' campaign. Staff visited businesses across the region to deliver entry boxes and encourage participation. This event was well supported by the community. While no official numbers were recorded, attendance exceeded expectations. • Removal of C17 Locomotive, Mitchell Memorial Park A community morning tea was arranged with a plaque installation and farewell to the locomotive, with approximately 100 attendees. • Council hosted events Council hosted 71 events for communities across the region in 2019/20.

Challenges

Drought conditions	The ongoing drought conditions have had an impact on the workload and wellbeing of our communities and volunteers. The Queensland Government has provided funding for Council to support and organise social events for residents in our region.
COVID-19	<p>COVID-19 has had a major impact on the delivery of events and activities for the Local Development team across the Maranoa region.</p> <p>Events and activities affected included; Mitchell Youth Hub, Mitchell WORK Camp assistance to community groups, Mitchell TRYathlon, Outback Barber, Roma activities and events, Injune Youth Group, Surat Youth Group etc.</p>

Progress with implementing our plans

Council's grants programs and other funding to community groups: \$213,700 in assistance was provided. Outside the months impacted by COVID-19, the team continued partnership with the community and support for festivals and events including.

- Business Breakfasts (Mitchell, Roma, Surat, Injune) - August, 2019
- Queensland Opera *Songs to Die For* - Roma, September 2019
- R U OK? Concert - Roma, September 2019
- My Maranoa Street Christmas Party - Roma, December 2019
- Council's Annual Christmas Luncheon - Roma, December 2019
- Maranoa School Holiday Program - throughout the region
- Australia Day Celebrations 2020 - throughout the region
- ANZAC Day support
- Harmony Week, Roma, March 2020
- Festival of Small Halls
- Jalley Entertainment performances in Roma, Mitchell, Injune, Surat, Yuleba/Wallumbilla

More information is available in our function's end of year report (*Local development and events*) - "Our performance in focus" - Pages 306 to 315.



4.12 Sport, recreation and community wellbeing

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

Highlights

Project highlights

- Installation of Mitchell basketball half court by KHB Young Life Foundation and Council;
- Bitumen seal on Roma Touch Association car park and driveway for dust suppression;
- Purchase of outdoor fitness equipment to replace pieces removed from Roma Dog Park area. Installation to occur in late July 2020.
- New arena fence and levelling of surface at Roma Rodeo Arena, Bassett Park with new rodeo chutes (*funded by Easter in the Country committee*) to be installed;
- Purchase of rubber belting for new run ups to long jump pits at Little Athletics area - installation to occur in July 2020;
- Assistance to Maranoa Netball Association towards new sun shade at Bassett Park netball courts;
- Assistance given to Mitchell RSL Combined Sporting Complex executive and Council staff for coring and levelling of the rugby league oval;
- Ex Roma Saleyards ablution building relocated to Wallumbilla Showgrounds for use by visitors and competitors. It is currently on stumps awaiting connection to power, water and sewerage;
- Finalisation of plans and costs for proposed upgrade to Warroo Sporting Complex canteen.

Challenges

Funding

With the limited funding of Council and the region's sporting clubs, the pursuit of grants from other tiers of government is critical to the delivery of projects and programs.

Not all applications are successful, however, where opportunities arise, applications are resubmitted incorporating feedback from the respective agencies.

COVID-19

With the COVID-19 pandemic, a lot of Sport and Recreation events were cancelled for 2020 and advisory group meetings were postponed.

Progress with implementing our plans

Progress continued to be made on corporate plan priorities, with a particular focus on support for assistance to clubs and opportunities to access Council's community grant programs and other entities' funding rounds.

Assistance included:

- Update of governance - 5 clubs and committees
- Grant applications - 11 clubs and committees.

Officers continued to work with other teams and stakeholders for:

- Management and user agreements that pertained to sporting and recreational groups;
- Delivery of funded projects for sport and recreation.

Project highlights are included in the above table.

More information is available in our function's end of year report (*Sport, recreation and community wellbeing - "Our performance in focus"* - Pages 316 to 327).



Council provided financial assistance to Maranoa Netball Association towards installation of a new shade sail on the southern side of the clubhouse at the Maranoa Netball Precinct.



Council partnered with KHB Young Life Foundation to install a half basketball court in Mitchell at the Youth Precinct.



4.13 Libraries

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

Highlights

National Simultaneous Storytime 2020	<p>Each year, an event is held where the same children's book is read at the same time.</p> <p>COVID-19 restrictions prohibited the event from happening as it had previously. Instead of hosting an event at the region's libraries, Injune library staff created a virtual reading of the 2020 book, "Whitney and Britney Chicken Divas."</p> <p>The video was uploaded to the My Maranoa Facebook page and reached more than 3,000 people.</p>
Virtual School Holiday Program	<p>Due to COVID-19 social distancing restrictions, the libraries team devised a plan of delivering a contactless winter School Holiday Program.</p> <p>The content was well received by the public as reflected through the high engagement rates.</p> <p>Moving forward, the libraries team plans to integrate virtual content into our annual public programming schedule.</p>

Challenges

Online Programming	With the onset of COVID-19 social distancing restrictions and closures, libraries were challenged to create a series of virtual public programming. With the launch of the My Maranoa Community Facebook page towards the end of Quarter 4, library staff will be tasked with developing new skills in the area of online promotion and presentation.
COVID-19 restrictions	With COVID-19 restrictions in place the libraries team had to adapt and develop new ways of delivering our services whilst ensuring that we adhered to strict health and social distancing guidelines.

Progress with implementing our plans

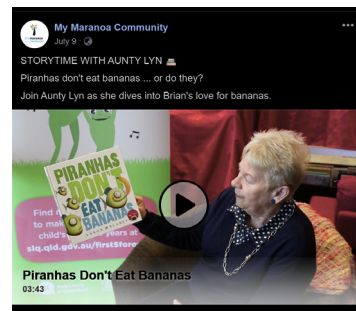
The library function continues to progress all annual priorities - with the team developing new ways to connect during COVID-19.

Following the official opening in May 2019, Wallumbilla library commenced its first full year of operation in its temporary home in the Wallumbilla Hall pending redevelopment of the Calico Cottage precinct.

More information is available in our function's end of year report (Libraries) - "Our performance in focus" - Pages 328 to 337.



Promotional material for National Simultaneous Storytime.



Council's virtual School Holiday Program was delivered through Council's new My Maranoa Community Facebook page.

STRATEGIC PRIORITY 5 - QUICK FACTS 2019/20

5.1 Continual improvement



Safety management system passed **2** independent audits.



Third party certification retained for Safety for all of council. Roads and Drainage (construction and maintenance) retained certification in Quality, Safety and Environmental Management. Accreditation added to scope include Water, Sewerage, Gas, Quarry and Quarry Pits.



5 Tool Box Talks and **2** Newsletters prepared for all teams through the Switch on to Safety program.



212 drug and alcohol tests undertaken.



1 reportable incidents to regulatory authorities.



1.81 lost time injuries rate

5.3 Information and communication technology



Information and communication technology (ICT) platform links **29 sites** across the region.



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



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

5.2 Business planning, governance & reporting



Adopted:

- Annual operational plan.
- Corporate plan update.
- Annual report
- Annual review of the implementation of the annual operational plan

Integrated document published including budget.
3 progress reviews completed.



5.5 Communication



231 media releases and **69** responses to media enquiries.



4,009 Facebook subscribers to the My Maranoa page as at 30 June 2020, an increase of **700** during 2019/20.



Special edition of **Council News** produced for all households by each local area.



Council meetings now available online via **YouTube**.



Special events included the My Maranoa Christmas Party, Channel 7 'Sunrise' weather visit to Roma and Gold Award for the Annual Report.

5.4 Human resources and leadership



341 employees at 30 June 2020



31 training programs coordinated with **299** attendances across all programs.



3 apprentices / **3** trainees / **4** hosted community partnership trainees / work experience



46 skill assessments for **35** staff across all plant categories where there was notification of changed use.



53 inductions for **33** staff for new or reassigned unfamiliar plant.



17 log books issued for **16** staff for training purposes.

5.6 Plant, fleet, workshops and depots



Management of plant and equipment assets valued at **\$25.98 million** (30 June 2020) and associated plant investment program.

Plant additions (new assets): **\$5.428 million**.

Plant disposals (sales, trade-ins): **\$0.345 million**



Responsibility for **5** depots and **4** workshops including field servicing.

Operations and maintenance of plant: **\$4.894 million**.

5.8 Customer service



23,028 customer requests (external and internal to all departments). **3,210** requests processed by the front counter team members.



49,399 external and internal calls received, with **90.26%** of calls answered within 60 seconds.



Improvements to **customer service systems** - reporting and services. Online services implemented.



The new **Facilities Booking** module in Authority was tested and is now operating live.

5.9 Information management



137,274 documents and **7,789** e-mails registered into the document management system (organisation wide).



3 right to information applications, **1** internal review and **1** external review. This involved decisions about **707 pages** under evaluation.



3,419 items of incoming correspondence (excluding invoices).



529 cheques received by mail and processed.

5.7 Quarry and quarry pits



262,125 tonnes of product sold (road-base, drainage materials, aggregates, pre-coated aggregate and concrete blends) from the Roma Quarry.



Development of a new **Integrated** Maranoa Management System - Quality, Safety and Environment to ISO Standards and Mines and Quarrying legislation is underway.



Certification maintained with the Department of Transport and Main Roads (TMR) as an "Approved Quarry Source". Coverage now includes aggregates for "asphalt surfacing" and "slurry sealing".

5.10 Laboratory



Testing undertaken for water cartage businesses and Council pools:

253 samples with **1,062** tests performed.



Testing undertaken for Council services:

Drinking water
1,375 samples, 4,364 tests performed.

Sewerage
254 samples, 1,064 tests performed.



The laboratory self-funded its operations through fees for service.

Strategic priority 5 - Managing our operations well

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



5.1 Continual improvement

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

Highlights

Management systems pass two independent audits	Maranoa Regional Council was chosen as one of six councils for its safety management system to be audited in relation to local government self insurance by Workplace Health and Safety Qld. Third party auditors recommended Council's continued certification (March 2020) following an audit against the relevant Australian and International Standards for which it is certified. The scope was also expanded to include Water, Sewerage, Gas, Quarry and Quarry Pits.
Employees' fitness for work	212 drug and alcohol tests were undertaken before COVID-19 paused the testing for the year.
Workers' compensation rate lower than last year	The workers' compensation contribution rate levied to Council increased from) 0.952% (2018/19) to 1.047 (2019/20). Current scheme rate sits at 1.3%.

Challenges

Duration of injuries	The total number of claims and accepted claims incurred has decreased by 64.52% from last financial year, We will continue to focus on reducing the severity of incidents through risk management initiatives and encourage an early and safe return to work for injured workers.
Types of injuries	In 2019/20 the nature of the majority of injuries were soft tissue (muscle, tendon, ligament) injuries. The mechanism for these injuries can be attributed to manual handling and slips/trips on the same level.
Lost time injuries	2019/20 has seen the best results for Lost time injuries for the last 10 years at 1.81. Whilst still below 2015/16 (4.12), the last 3 years has seen an increase each year in lost time injuries (3.96 in 2018/19).
Incidents	There was 1 incident which required notification to regulatory authorities. This was an environmental incident.

Progress with implementing our plans

The most significant progress was with the following corporate plan priority:

- **Seek independent verification of our progress and compliance (third party certification):**

2 independent audits verified our progress and compliance for our safety management system. We also retained certification for the existing scope of our Quality, Safety and Environmental management systems (Roads maintenance and construction).

External (third party) auditors were engaged to benchmark our water, sewerage and gas and quarry and quarry pit operations against the following best practice standards:

- Quality - ISO 9001:2015
- Safety - AS NZS 4801:2001
- Environment - ISO 14001:2015

This was the first year that Maranoa Regional Council's Water, Sewerage & Gas, and Quarry & Quarry Pits teams have worked towards independently verified standards in all 3 areas (Quality, Safety and Environment).

This was successfully achieved, with those functions now third party certified with registration covering the period 12.03.2020 until 11.08.2023. These areas were chosen as the next immediate priority given the high risk nature of their activities.

Development of our integrated management system is continuing with further scope expansion planned for future years.

More information is available in our function's end of year report (Continual improvement) - "Our performance in focus" - Pages 342 to 351.



5.2 Business planning, governance & reporting

It is said that a business that fails to plan, plans to fail.

We coordinate the development and review of our Council's plans, policies and decisions, monitoring progress and reporting on our results.

Highlights

Annual Report & Our Performance in Focus	The Annual Report for 2018/19 was adopted at the Council meeting on 31 January 2020. A new Our Performance in Focus companion document was presented to Council and made available on Council's website. Over the last two years, we have aimed to increase transparency about Council's functions, providing more information about Council's services and projects.
Quarterly reporting	A redesign of the quarterly reporting was undertaken to align with annual reporting – expanding the range of updates provided to the management team/Councillors/Council (key priorities, projects, services). A standardised framework for project stages and the steps within each has been developed to allow certainty about where the project is at.

Challenges

Annual Report adoption	The Annual Report was considered at a number of Council meetings with refinements in a small part of the report.
COVID-19 and new term of Council	Planning for the upcoming year was delayed noting the impacts of the delayed budget due to Council's COVID-19 response and transition to a new Council term.

Progress with implementing our plans

Significant progress was made on all of the planning. December included final adoption of the annual Operational Plan for 2019/20 - the draft of which had been considered by Council earlier.

The final update of the annual operational plan was adopted at Council's meeting on 11 December 2020 (GM/12.2019/88).

A special meeting was also arranged to review the first quarter results in detail on 6 December 2020 (SM/12.2019/04, SM/12.2019/05, SM/12.2019/06).

A further quarter update was presented at the Council meeting on 24 January 2020 for quarter 2 (GM/01.2020/81).

The next quarter update was deferred from April, figures updated to 31 May 2020 and considered by the new Council at a special meeting on 3 June 2020 (SM/06.2020/10).

Annual review of the implementation of the annual operational plan was adopted at a special meeting on 31 January 2020 (SM/01.2020/14) in addition to the annual report (SM/01.2020/13).

A review of the corporate plan was completed at a special meeting on 21 February 2020 (SM/02.2020/18).



Our Plan for 2019/20

ANNUAL OPERATIONAL PLAN (including services and projects)
BUDGET HIGHLIGHTS
CORPORATE PLAN 2018-2023

Connected Futures The first five years



Maranoa Regional Council | Corporate Plan 2018-2023

Our Five Strategic Priorities

1. Getting the basics right

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

2. Delivering strong financial management

Make responsible decisions about local 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, events and attractions for current and future residents.

5. Managing our operations well

Implement contemporary best practice in business management – work by managing the processes 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 workites to see members of our community enjoying the projects and making use of the services that everyone has worked hard to deliver.

Whether a councillor or employee, being part of a local government is more than a job. A local government is a community filled with the generosity of the heart of its people, and 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, supporting the significant number of needy communities in a region of our size often means many thousands of travel and time away from families, work, business 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 ways, 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.

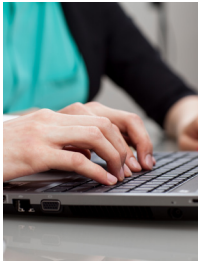
What we are particularly proud of is that what we do, and how we do it has the opportunity to make a difference, and touch many lives, even the lives of people who we never meet.

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"





5.3 Information and communication technology

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

Highlights

Project highlights	<ul style="list-style-type: none"> Implementation and adoption of Microsoft Teams The roll out of the software has provided an efficient way for employees to collaborate and communicate across the region under a single platform. It also provided a pathway to other secure solutions across the Microsoft 365 platform. New customer request app for field staff The app minimises the time involved in travelling to and from the office and completing paperwork. It allows staff to manage requests from their mobile phones and tablets, even in areas with no mobile service coverage. Migration of Saleyards standalone ICT infrastructure to Council's corporate network. The project has provided an increase in system security, business continuity and support for Australia's largest cattle selling centre. Audio-visual upgrade at the Roma Council Chambers The upgrade provides the ability to record and stream Council meetings. The learnings from this project have also been valuable as there was a need for videoing from other locations during the COVID restrictions.
Implementation of Multifactor Authentication	The introduction of multifactor authentication across the organisation has been a significant enhancement in Council's systems' security. The project ensures that the identity of the user (and their access authorisations) are confirmed in a number of ways prior to accessing Council's information systems.
Business continuity	Council's ICT business continuity and disaster management was tested in a live event when both environmental control units failed in a disaster recovery network centre. This required an evacuation of all critical services to the Community Hub site. Minimal interruption was experienced by Council teams.

Challenges

Business system reporting	<p>Implementation of the Business Intelligence System(BIS) upgrade experienced extended delays due to release constraints by the publisher. To enable the deployment to proceed, Council entered the beta program for the BIS application to allow internal testing to commence to ensure delivery in 2019/20.</p> <p>This initiative will enable the standardisation of the business system reporting and budgeting tool across Council, including integration of the reporting tool into Council's core business platform (Authority software).</p>
COVID-19	<p>In the early stages of the COVID-19 pandemic, the effect on the region, and Council's operations in particular, could not be predicted. One of the outcomes could have been the need for a significant number of employees to work away from the office at short notice (e.g. if there were confirmed cases of COVID-19 in the region). A number of priority actions were undertaken to provide connectivity, security and capacity in the event this was needed:</p> <ul style="list-style-type: none"> Increased bandwidth requirements. Increased software licences for remote desktop sessions. Technical solutions to securely provide staff with the ability to connect to the Council infrastructure from a personal device. Implementation of a secure and flexible communication platform for remote workers.

Progress with implementing our plans

The team progressed all 3 corporate plan priorities.

The projects related to innovation through technology, security, sustainability and reliability of the network and productivity and efficiency enhancements, including but not limited to:

- Project partnerships with other Council departments
- Deployment of Multifactor Authentication security
- IT Response to COVID-19 pandemic
- Development of new reporting platform
- Deployment of a centralised security camera platform
- Development of high resolution urban imagery
- GIS App for field staff for data capture and decision making
- Improvement of the stormwater network spatial information and capture process.

More information is available in our function's end of year report (Information and communication technology) - "Our performance in focus" - Pages 352 to 361.



5.4 Human resources and leadership

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

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

Highlights

Industrial instruments	<p>On 4 February 2020 the Queensland Industrial Relations Commission (QIRC) certified the <i>Maranoa Regional Council Certified Agreement 2019</i>.</p> <p>Bringing the whole workforce together under a single certified is a significant achievement and milestone for Council and its employees.</p>
Employee Consultative Committee (ECC)	<p>As a result of the certified agreement negotiation process, a new Employee Consultative Committee was formed comprising of Council's representatives, union delegates and officials. The purpose of the ECC is to:</p> <ul style="list-style-type: none"> • monitor and review the implementation of Council's certified agreement; and • provide a forum for management, employees and unions to discuss Council wide employment and industrial relations issues and associated policies. <p>The first meeting of the newly formed ECC was held on 12 March 2020.</p>
Human resources reporting	<p>Stage 1 of an integrated human resources reporting framework was developed. The reports provide current critical workforce data to inform decision making in relation to workforce planning and performance management.</p> <p>The data is presented in a user friendly dashboard format with current data relating to:</p> <ul style="list-style-type: none"> • Salaries and wages tracking • Leave liabilities • Employee demographics.

Challenges

Transition to certified agreement	<p>Challenges were encountered in transitioning from two certified agreements into a single certified agreement.</p> <p>Significant background work was undertaken to ensure that all employee classifications and levels smoothly transitioned upon the introduction of the new certified agreement. This work was critical to ensuring that no employee was disadvantaged under the new certified agreement arrangements.</p>
Budget projections	<p>Preparing annual salary and wages budget projections for the whole of Council has been largely a manual process. The intrinsic nature of the process makes it time consuming and potentially subject to human error.</p> <p>Further development of our business systems is planned for next financial year to automate the calculation of salaries and wages budget projections. This will significantly expedite the annual budget preparation process and reduce the potential for human error.</p>

Progress with implementing our plans

In addition to annual priorities the most important progress related to:

- Review of Council's Organisational Structure;
- Certification of the new agreement (legislative), employment contract documentation and draft employment related policies;
- Development and implementation of a centralised training plan.



5.5 Communication

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

Highlights

My Maranoa Christmas Street Party	This year, was the first year Council had organised this event. The Communications Team worked with the Local Development Team and external community members to ensure the event's promotion was in line with everyone's vision. Promotion included print and radio advertising, videos/photos, media releases, social media campaign and shop local competition across the Maranoa.
Special edition of Council News by local area	A half year local area update on Council's operational plan and budget progress was prepared and distributed to all households.
Channel 7's 'Sunrise' weather visited Roma	The Communications Team had the opportunity to work with Sunrise Weather's Sam Mac and the production crew for the weather broadcast from Roma in March 2020.
Annual report achieves gold award	For the 5th year running, Council's Annual Report achieved Gold at the Australasian Annual Reporting Awards. The report is designed and prepared in-house by Maranoa team members.
Launch of My Maranoa Community Facebook page	The My Maranoa Community Facebook page was launched in time for the June/July 2020 School Holiday Program. Many virtual activities were uploaded (due to COVID-19) for children to do at home.
Council meeting recordings	Members of the community now have the convenience of watching the Council meetings at any time; with all Council meetings now being available online via YouTube.

Challenges

COVID-19 messaging	The Coronavirus global pandemic saw the need for broad ranging public health emergency communications. This required a different approach to other emergencies like flood and fire that local governments ordinarily provide communications for.
New services and some position vacancies	Maintaining the same service delivery levels when a couple of positions became vacant was a challenge during a very busy year. Despite the challenges, the two communications officers succeeded in launching a number of additional on-line communication initiatives for Council.

Progress with implementing our plans

In addition to annual priorities the most important progress related to *Progressively tailoring our communications to the needs, interests and preferences of our communities and stakeholders*. This included:

- Council News by local area (Half year update);
- Digital recording of Council meetings so that residents and other interested parties can watch the meetings from the convenience of their own home, at a time that is most convenient to them;
- Virtual school holiday program activities uploaded to a new My Maranoa Community Facebook page.

More information is available in our function's end of year report (Communication) - "Our performance in focus" - Pages 370 to 379.



Council Staff involved in the My Maranoa Street Christmas Party in December 2019.



5.6 Plant, fleet, workshops and depots

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

Highlights

Plant investment program	<p>Highlights of the significant investment in new plant and equipment included Council's approval (resolutions) to purchase:</p> <ul style="list-style-type: none"> • Five replacement prime movers • Four replacement maintenance graders • Three replacement backhoe loaders • One replacement excavator • Thirty replacement utilities.
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Challenges

Increased cost of plant operations and maintenance	<p>The value of operations and maintenance costs has increased by approximately 2.6% from last year:</p> <table border="1"> <tr> <td>2016/17</td> <td>\$4,531,588 (\$4.5 million)</td> </tr> <tr> <td>2017/18</td> <td>\$4,638,509 (\$4.6 million)</td> </tr> <tr> <td>2018/19</td> <td>\$4,769,437 (\$4.8 million)</td> </tr> <tr> <td>2019/20</td> <td>\$4,894,338 (\$4.9 million)</td> </tr> </table>	2016/17	\$4,531,588 (\$4.5 million)	2017/18	\$4,638,509 (\$4.6 million)	2018/19	\$4,769,437 (\$4.8 million)	2019/20	\$4,894,338 (\$4.9 million)
2016/17	\$4,531,588 (\$4.5 million)								
2017/18	\$4,638,509 (\$4.6 million)								
2018/19	\$4,769,437 (\$4.8 million)								
2019/20	\$4,894,338 (\$4.9 million)								
Resourcing	Attraction and retention of qualified and experienced staff continues to be a challenge. This impacts the team's ability to keep up with scheduled and reactive servicing, maintenance and business improvement initiatives.								
COVID-19 Impacts delivery of new plant items	<p>Completion of the \$10.29 million Plant Investment Program for 2019/20 had its challenges due to the escalation of COVID-19 impacts worldwide, which impacted stock levels and some imports. The delivery of some ordered plant and fleet items were significantly delayed or staggered due to difficulties by suppliers in sourcing stock.</p> <p>At the end of the year, Council was still waiting for the delivery of 35 plant items; delayed due to the world wide pandemic.</p>								

Progress with implementing our plans

The team experienced a number of resourcing issues during the year, therefore focus was very much on dealing with the daily service delivery.

An initial draft of an asset management plan for Plant has been prepared but will require additional work in future years.

More information is available in our function's end of year report (Plant, fleet, workshops and depots) - "Our performance in focus" - Pages 380 to 389.



5.7 Quarry and quarry pits

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

Highlights

Third Party system certification	<p>During Q1 and Q2, the Quarry Team worked tirelessly to develop and roll-out updated Safety, Quality and Environmental Operational Plans, consistent with current legislation and Council's Integrated Maranoa Management System (IMMS).</p> <p>Subsequently, in March 2020, Council was formally advised that the result of the March certification audit was Third Party Certification for Quality, Safety and Environment for both Quarry and Quarry Pits. This was a significant achievement for the team and the first time this has been achieved across the 3 areas of Council's quarry operations (Quality, Safety and Environment).</p>
Major projects	<p>Roma Quarry supplied material for major projects across the region including:</p> <ul style="list-style-type: none"> • 30,595 tonnes of roadbase supplied for the delivery of Council's Capital Works Program in Q1 and Q2 • 37,580 tonnes of precast bitumen sealing aggregates for the regional bitumen reseal programs delivery during the year • 22,810 tonnes of aggregate to the local concrete and landscaping businesses throughout the year. <p>In Council's Regional Quarry Pits, the Council Crushing Team successfully completed the production of 53,000 tonne campaign for roadbase to supply the Crossroads Road Upgrade Project.</p>
Marketing	<p>With the help of the Communication Team, in 2019/20, Council designed and launched a webpage to advertise the Roma Quarry which includes one minute promotional video highlighting the quarry operations and materials</p>

Challenges

Variable demand	<p>With an extremely challenging year, marred by historic drought in the first half of the year, intense rainfall in February and the COVID 19 pandemic, the demand for quarry products throughout the year was highly volatile. In order to manage this demand, the Roma Quarry Staff work closely with both internal and external clients throughout the year to help prepare sales forecasts and prioritise material production.</p>
Material Sales	<p>Despite the testing year, the sales demand for 10mm aggregates continued to remain high. With various production by-products resulting from the production of 10mm aggregate, the strategic sales strategy was required to ensure the operation remained profitable. Unfortunately due to this, requests made by some clients were unable to be met.</p>

Progress with implementing our plans

The major progress (and achievement) this year which positively impacts all parts of the Quarry operations was in relation to this priority:

Undertake a comprehensive review of the Safety and Health Management System for the Roma quarry and regional quarry pits, ultimately implementing an integrated system for quality, safety and environment (consistent with Council's Integrated Maranoa Management System 'IMMS' framework).

External (third party) auditors were engaged to benchmark our quarry and quarry pit operations against the following best practice standards:

- Quality - ISO 9001:2015
- Safety - AS NZS 4801:2001
- Environment - ISO 14001:2015

This was the first year that Maranoa Regional Council's Quarry & Quarry Pits team has worked towards independently verified standards in all 3 areas (Quality, Safety and Environment).

This was successfully achieved, with those functions now third party certified with registration covering the period 12.03.2020 until 11.08.2023.

More information is available in our function's end of year report (Quarry and quarry pits) - "Our performance in focus" - Pages 390 to 401.



5.8 Customer service

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

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

Highlights

New online animal renewal, rates payments and request / issue logging	An e-services facility was implemented to enable residents to lodge requests and make payments on-line.
Development of customer request dashboard	A dashboard has been developed to assist the management team and function leaders in undertaking analysis of customer requests.
Facilities booking module	The new Facilities booking module was tested and is now operating. At this early stage of implementation, it is hoped that processes and capturing information will be greatly improved in this area.

Challenges

Staff changes	Some positions became vacant during the year, which presented additional challenges in maintaining service levels while new staff were trained. However, the team has still aimed to provide the community with exceptional customer service.
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Progress with implementing our plans

With the major policy reviews last financial year, this year was largely about improvements to how we deliver customer service by:

- making it easier for customers to interact with Council (e.g. e-service / online soft launch);
- setting up reports to assist with performance monitoring.

A further review of policies is planned to occur with the new term of Council.

More information is available in our function's end of year report (Customer service) - "Our performance in focus" - Pages 402 to 411.



5.9 Information management

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

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

Highlights

Right to information	Applications received were processed in the accordance with the legislative timeframes. Information was developed for Council's new website. This provided easily accessible information and links to documents.
Process improvements assist with service delivery	New record types introduced in July are being used successfully. These were created to simplify the process of registering documents in Council's electronic record management system.
Disposal in accordance with the State approved schedule	Preparations were made during the year for the next records disposal. As per the State approved schedule, 399 boxes of records were identified and catalogued. These records were then transported from the archive facility in Mitchell to Roma and stored in readiness for disposal.

Challenges

Document capture	With the speed and number of people and devices that can produce documents in this age of technology, it continues to be a challenge to ensure all records are created and stored in a central, electronic record management system.
Decision reviews	One Right to Information decision made during the year was the subject of an internal review and subsequently an external review by the Office of the Information Commissioner (OIC). The external review was still being considered by the OIC at the end of the year. An ongoing external review of a decision from 2018/19 was finalised by the OIC during the year.

Progress with implementing our plans

Many aspects of this function pertain to annual service delivery (e.g. processing of daily incoming correspondence). Particular initiatives that progressed corporate plan priorities included (in progress at year end):

- Development of a draft new classification structure (for the records management system in use across all areas of Council).
- Initiation of process for possible migration from RM8 to CM9 software (in conjunction with the ICT team).
- Review of the Information Privacy Policy (including Privacy Statement) and legislative compliance.

A review and update was completed of the website content for Right to Information including the publication scheme and disclosure log.

More information is available in our function's end of year report (Information management) - "Our performance in focus" - Pages 412 to 419.



5.10 Laboratory

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

Highlights

Resourcing	The new Team Coordinator – Projects & Compliance started in July, managing the laboratory and providing a backup resource.
Water	253 samples were taken for Council pools and water cartage businesses with 1,062 tests performed.
Council services	The laboratory contributed to the operation of Council's water and sewerage networks and the provision of safe drinking water: Water: 1,375 samples, 4,364 tests with no positive E.coli results Sewerage: 254 samples, 1,064 tests

Challenges

Backup resourcing	Given Council's size, the laboratory operates with only one qualified officer. However, testing needs to continue if the officer is away from work for any reason. The new Team Coordinator – Projects & Compliance is currently being trained as back-up for the laboratory to help ensure continuity of service provision. This is particularly pertinent over the Christmas break. As the Laboratory function provides critical input to other essential services, a second back-up will be selected in 2020/21 to study a Certificate IV in Lab Techniques through TAFE.
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Progress with implementing our plans

The Laboratory continued to provide the annual services approved through the corporate plan.

Responding to the identified challenge, the training of a relatively new staff member will provide additional business continuity in the case of planned or unavoidable absences of the Laboratory Technician.

More information is available in our function's end of year report (Laboratory) - "Our performance in focus" - Pages 420 to 425.



Laboratory testing in Roma.



*Cobb & Co Festival moves through Roma.
Part 4 cover image: Bottle trees in the Maranoa region*