



OUR PERFORMANCE - OUR PERFORMANCE - OUR PERFORMANCE

Part 3

OUR PERFORMANCE - OUR PERFORMANCE - OUR PERFORMANCE

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 2018/19 (< \$500,000 each)							
Strategic priority 1 - Getting the basics right				Strategic priority 4 - Growing our region continued			
Queensland Government	Building our Regions Program	Roma sewer main diversion	\$153,564 received (\$308,564 approved)	Queensland Government	Building our Regions Program	Surat Digital Connectivity Project	Nil in 2018/19 (\$275,000 approved)
Australian Government	Black Spot Program	Improve intersection Arthur/Bungil Street, Roma	\$144,250 received (\$288,500 approved)	Queensland Government	Innovation and Improvement Fund	Connected futures	\$42,000 received (\$140,000 approved)
Australian Government	Black Spot Program	Install barriers Arcadia Valley Road - Lonesome Range jump up section	\$26,250 received (\$52,500 approved)	Queensland Government	Innovation and Improvement Fund	Development services on-line	\$33,000 received (\$110,000 approved)
Queensland Government	Maturing the Infrastructure Pipeline Program	Stormwater Infrastructure Upgrade Design Project - Roma	Nil in 2018/19 (\$454,454 approved)	Queensland Government	Innovation and Improvement Fund	Mapping services on-line	Nil in 2018/19 (\$140,800 approved)
Queensland Government	Local Government Levy Ready Grant Program	Roma Upgrade Weighbridge and Data System	\$43,323 received (\$47,601 approved)	Balonne Shire Council			\$112,144 received (\$124,605 approved)
		Mitchell Waste Levy Ready	\$101,585 received (\$111,743 approved)	Australian Government	Communities combatting pests and weed impacts during drought program	Crush the cactus	\$210,000 received (\$210,000 approved)
Strategic priority 2 - Delivery strong financial management				Australian and Queensland Government	Queensland Feral Pest Initiative	Pests without Borders (Round 2.2)	\$144,000 received (\$360,000 approved)
Nil				Queensland Government	Department of Natural Resources, Mines and Energy	Stock routes capital works	\$162,136
Strategic priority 3 - Helping to keep our communities safe				Queensland Government	Regional Arts Development Fund		\$25,000
Jointly funded by the Australian and Queensland Governments	Natural Disaster Resilience Program (NDRP)	Critical infrastructure risk assessment	\$45,000 received (\$150,000 approved)	Queensland Government	Tackling Regional Adversity through Integrated Care (TRAIC)	Field days	\$66,000 received (\$66,000 approved)
Queensland Government	Queensland Disaster Resilience Fund (QDRF)	Minor Local Drainage Mitchell	Nil in 2018/19 (\$375,000 approved)	Queensland Government	Queensland Remembers Funding Program	Jackson Remembrance Day Event	\$300 received (\$300 approved)
Queensland Government	State Emergency Funding Program	Flood boat accommodation - Surat	Nil in 2018/19 (\$25,725 approved)	Queensland Government	Small Business Week Grants	Regional Business Workshops	\$10,915 received (\$11,693 approved)
		Annual subsidy	\$35,611 received	Queensland Government	ANZAC Centenary Program	Jackson War Memorial	\$9,670 received

Project funding received in 2018/19

Strategic priority 4 - Growing our region continued

Queensland Government	Western Queensland Primary Health Network (WQPHN)	Empowering our communities	\$26,250 received
		Maranoa Place Based Suicide Prevention Project	\$146,200 received
Queensland Government	Get Playing Places and Spaces	Roma Touch Lighting & Field Upgrade	\$50,000 received (\$100,000 approved)
Queensland Government	Communities, Disability Services and Seniors	Community Support position funding	\$118,409 received
Queensland Government	First Five Forever	Library trailer	\$16,698 received
Queensland Government	Strategic Priorities Grant	National Oil and Gas (NOGI) Archive	\$19,078 received (\$20,986 approved)
Queensland Government/ Telstra	Tech Savvy Seniors Grant		\$8,270 received
Queensland Government	State Library of Queensland	Local Resources Grant	\$4,690 received
Queensland Government	Queensland Government Agency Program (QGAP)	Surat and Injune	\$43,288 received

Strategic priority 5 - Managing our operations well

Queensland Government	Education and Training	Apprenticeship/Traineeships	\$30,000 received
Developers	Infrastructure contributions		\$337,885
Other	Contributions		\$118,195
	Donations		\$1,220
Prior year adjustments / credit notes			(\$63,631)
<i>Received in 2018/19 (Total < \$500,000 each)</i>			<i>\$2,221,300</i>
<i>Received in 2018/19 (Total > \$500,000 each) - Major Funding Partners - Annual Report Inside Cover</i>			<i>\$49,443,518</i>
Total from funding partners			\$51,664,818



The Duke Street South Reconstruction Project, with a total cost of \$2,810,692, is a joint initiative between Maranoa Regional Council, the Department of Transport and Main Roads and the Australian Government's Roads to Recovery Program which provided \$281,408.

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 **\$44.758 million** of water infrastructure.



Received funding for water infrastructure projects from the Queensland Government:

- Building our Regions program - **\$227,957**
- 2017-19 Works for Queensland program - **\$282,500**
- 2019-21 Works for Queensland program - **\$440,000**

Funding from the Queensland Government approved:

- Mitchell Bore 3 installation next year - **\$600,000**

1.2 Sewerage



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



Managed **\$42.163 million** of sewerage infrastructure.



Received funding for a sewerage project from the Queensland Government's Building our Regions program - **\$153,564**.

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 2018/19:

- Australian Government Roads to Recovery Program - **\$1,565,721**
Black Spot Program - **\$170,500**
- Queensland Government Transport Infrastructure Development Scheme - **\$2,752,694**
2017-19 Works for Queensland Program - **\$207,500**
2019-21 Works for Queensland Program - **\$170,000**
- Industry contributions from coal seam gas companies through Road Infrastructure Agreements - **\$14,067,303**

1.5 Waste



Undertook **5,847** waste collections (**bin lifts**) per week through Council's local waste collection contractors (5 Star local businesses).



36,170 patrons through the Roma refuse facility.

11 waste disposal sites across the region - servicing our towns and localities.



29,257.84 tonnes across the Roma weighbridge.

42% recycled.



Prepared for the new **State Government Waste Levy** from 1 July 2019.

\$144,908 received from the Queensland Government through the Local Government Levy Ready Grant Program for Roma and Mitchell.



Delivered the **Containers for Change** recycling scheme - pending potential private sector operators.

1.4 Parks, gardens and reserves



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



Assisted with Council **events** in parks, gardens, reserves and facilities for residents and visitors.



Prepared for **75** burials.



Cared for **14 cemeteries** and **6 historical cemeteries**.



Received **\$60,000** for cemetery projects through the Queensland Government's 2019-21 Works for Queensland program.

Strategic priority 1 - Getting the basics right

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



1.1 Water

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

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

Highlights

Water quality	There were no non-compliances with the State Government's water quality criteria.
Project completion	17 projects were completed across the region with \$1.333 million spent in 2018/19. Progress was made on a further 10 projects (with expenditure during the year of \$0.67 million).
Project highlights	<ul style="list-style-type: none"> • Improved water pressure for firefighting at Golf Links Subdivision, Roma • New water main installed along Northern Road, Roma. • Upgrade of Roma water tower to improve water treatment.
Water infrastructure network	The value of the region's water infrastructure increased from \$43.104 million (net book value at 30 June 2018) to \$44.758 million at 30 June 2019. The network of water mains increased by 12.6 kms.

Challenges

Works in progress	10 water projects (2018/19 works program) were in progress but not yet complete at year end. <i>(Note: Of the 17 projects completed this year, 10 were finishing projects brought forward from the 2017/18 year).</i>
Water supply incident	1 water incident was required to be reported to the Regulator - this involved a 10 day service interruption at Surat.
Water main breaks	A high number of water main breaks occurred (182) due to the age of the water infrastructure, environmental / drought (soil) conditions and increased water pressure from upgraded equipment.
Programmed maintenance was delayed until 2019/20	This was due to the number of capital projects as well as the significant number of water breaks and leaks this year. The Roma maintenance crew (which works across both water and sewerage) also spent considerable time assisting the sewer relining contractor.

Progress with implementing our plans

Progress was made across the majority of the 5 year corporate plan priorities for water, with the key exception of the integrated management system. This will now be progressed in 2019/20.

The good news for one of our major priorities was the notification on 19 November 2018 of a successful funding application (\$500,000) through the Smart Cities and Suburbs Program (Round Two). This will provide for the implementation of a Supervisory Control and Data Acquisition (SCADA) system, a key priority in the corporate plan (\$218,750 received in 2018/19).

Funding has also been secured from the Queensland Government for water infrastructure projects including \$600,000 for the Mitchell Bore 3 Installation next year. \$282,500 and \$440,000 was received for water projects from the 2017-19 and 2019-21 Works for Queensland program allocations respectively, and \$227,957 through the Building our Regions program.

Preparations were undertaken for a community survey as part of Council's commitment to review water quality at Amby. This will proceed to community consultation in 2019/20.

The asset management plan for Water was updated and presented to Council at its meeting on 27 March 2019 and adopted (Council resolution: GM/03.2019/65).

More information is available in our function's end of year report (Water) - "Our performance in focus" - Pages 6 to 13.



Golf Links Subdivision Fire Flow Augmentation

Golf Links Subdivision Fire Flow Augmentation, Corfe Road, Roma - funded by the Queensland Government's \$200 million Works for Queensland program.



Roma Water Tower Upgrade

Upgrade of Roma water tower to improve water treatment.



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	<p>A sewer main diversion, upgrade and renewal project across two financial years was completed in Roma with \$0.43 million spent in 2018/19.</p> <p><i>The Roma Sewer Main Upgrade has been proudly funded with \$308,564 from the Queensland Government's Building our Regions program in association with Maranoa Regional Council.</i></p> <p>Progress was made on a further 4 projects (with expenditure during the year of \$1.35 million).</p> <p>Significant progress was made with the sewer relining project in Roma. The project involves upgrading and relining 21kms of Roma's sewer mains, extending the life of the mains to between 50 and 80 years.</p>
Sewerage infrastructure network	The value of the region's sewerage infrastructure increased from \$40.95 million (net book value at 30 June 2018) to \$42.163 million at 30 June 2019.

Challenges

Ageing infrastructure	<p>The number of sewer main breaks and chokes during the year were almost double that of last year.</p> <p>It is anticipated that as the sewer relining works continue, an improvement in these statistics will be seen.</p>
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Progress with implementing our plans

In addition to the annual priorities for the sewerage function, the focus for the year was on renewal works through the sewer relining project in Roma.

The successful funding application to the Australian Government for the Supervisory Control and Data Acquisition (SCADA) system will greatly assist the sewerage function, and is a key priority in the corporate plan. The new system will enable the efficient monitoring and controlling of the sewerage infrastructure network in real time (locally and remotely), including operation of valves, pumps and motors, and capture of data on network performance.

The planned annual review of the asset management plan has been delayed until major sewer relining works in Roma are complete.

More information is available in our function's end of year report (Sewerage) - "Our performance in focus" - Pages 14 to 21.



Extended life for Roma sewer mains

Cr David Scheffe, Portfolio Chair for Utilities, viewing the site of the sewer relining works with local contractor worker, Suffcon Pty Ltd.



Advocacy continues for increased infrastructure funding

Cr David Scheffe with Minister for Local Government, Multicultural Affairs and Racing, Hon Stirling Hinchliffe and the Local Government Association of Queensland Water & Sewerage Advisory Group.



1.3 Roads and drainage

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

Highlights

Ivy and Arthur Street intersection works improve stormwater drainage	The newly sealed road allows residents to access Ivy Street from Charles Street South, Quintin Street and Arthur Street. With the underground stormwater drainage system installed, the impact of water flowing past houses on Ivy Street (between Arthur Street and Charles Street) will now be reduced during rain events.
Bitumen reseal program underway on Maranoa roads	The program, which commenced in the west of the region in April 2019, saw sections on almost 50 roads receive a new coat of bitumen. The program includes both rural roads and urban streets, with approximately 900,000 litres of bitumen being sprayed.
Duke Street South upgrade project	Duke Street South (Roma Southern Road) in Roma was upgraded between Raglan Street (Warrego Highway) and Corfe Road as part of the 2018/19 Capital Upgrade Program. Pre-construction works kicked off in March 2019 with works were completed by 30 June 2019. <i>The project, with a total cost of \$2,810,692, is a joint initiative between Maranoa Regional Council, the Department of Transport and Main Roads and the Australian Government's Roads to Recovery Program which provided \$281,408.</i>
Wyndham Street footpath works completed	Council has completed works on the Wyndham Street footpath (80 – 82 Wyndham Street, in front of Australian Red Cross and Amor Motors).

Challenges

Asset management plan update	The first annual review was commenced but not yet completed at year end. A detailed condition assessment of the sealed road network has been completed to inform the 2018/19 and 2019/20 bitumen reseal and bitumen rehabilitation programs and budget allocation. A condition assessment commenced of Council's underground stormwater network. This assessment is planned for completion in late 2019. A condition analysis will be completed to refine the Asset Management Plan and future renewal funding requirements.
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Progress with implementing our plans

With a major capital works program this year, the key area of focus was on delivery of renewal and upgrade works, in addition to the annual maintenance program. Funding was secured from a number of sources to achieve these works:

- Australian Government: Roads to Recovery Program - **\$1,565,721**; Black Spot Program - **\$170,500**;
- Queensland Government: Transport Infrastructure Development Scheme - **\$2,752,694**; 2017-19 Works for Queensland Program - **\$207,500** in 2018/19 (Total \$585,000); 2019-21 Works for Queensland Program - **\$170,000** in 2018/19 (Total \$340,000);
- Coal seam gas companies through Road Infrastructure Agreements - **\$14,067,303**;
- Queensland Government: Maturing the Infrastructure Pipeline Program (Stormwater Infrastructure Upgrade Design Project) - **\$454,454**.

During the year, Council maintained third party certification of the road maintenance and construction activities (Quality, Safety and Environment). Maranoa Regional Council is third party certified to the following standards - ISO 9001:2015 (QUALITY) and ISO 14001:2015 (ENVIRONMENT) - for Road Construction and Maintenance activities including design and implementation of traffic management plans, including operational traffic control.

The annual review cycle for the asset management plan for Roads and Drainage has not yet commenced. An update of the plan, and progress on a number of key policy, strategy and information documents will now occur in 2019/20.

More information is available in our function's end of year report (Roads and drainage) - "Our performance in focus" - Pages 22 to 37.



Duke Street South upgrade project

Newly upgraded Duke Street South open to traffic.



Ivy and Arthur Street intersection works improve stormwater drainage

Works underway on Ivy Street.



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	Bungil creek vegetation and rubbish removal was completed during the year which will allow improved water flows during peak rain periods. This high profile project has now been undertaken in two 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.
Events support	\$73,207 in support (people and plant) was contributed to the hosting of events in the region's parks, gardens, reserves and facilities for residents and visitors.
Works commence on Yuleba Cobb & Co Park redevelopment	Following the Yuleba Cobb & Co Park Master Plan adoption by Council in April 2019, works on Stage 1 of the project commenced in June.
Mitchell Park locomotive on the move	Council received and approved a proposal from the Queensland Pioneer Steam Railway Co-operative Ltd (QPRSC) to relocate the locomotive currently sitting in the Mitchell Memorial Park. Items to be provided in exchange were discussed with the community, and Council resolved to commence planning and consultation for an upgrade to the Mitchell Memorial Park along a train theme.

Challenges

Technology	Early in the calendar year, there were concurrent breakdowns of water equipment during the peak of the summer period. This highlighted the importance of being able to respond quickly to manage Council's irrigation systems (for non-household purposes). The many individual irrigation systems are extremely labour intensive to operate. The coming year's priorities will include a 3 phase project with the aim of progressively implementing an integrated desktop parks / open spaces irrigation management system.
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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, with key initiatives for 2018/19 being the commencement of the Yuleba Cobb and Co Park redevelopment and the clearing of Bungil Creek. An opportunity that also emerged during the year was the development of the Mitchell Memorial Park for which master planning was approved in 2018/19.

With the region's water challenges (drought and equipment breakdown during the peak summer demand period) work on an irrigation management system has been put forward for the 2019/20 Operational Plan.

More information is available in our function's end of year report (Parks, gardens and reserves) - "Our performance in focus" - Pages 38 to 45.



Works commence on Yuleba Cobb & Co Park redevelopment

Works commencing on Yuleba Cobb & Co Park Stage 1 Redevelopment.



Bungil creek clearing

Creek precinct after clearing works.



1.5 Waste

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

Highlights

Project completion	5 projects were completed to a total value of \$257,814. These included the Injune waste facility ring road and drop off points, security initiatives in Roma and Mitchell, and upgrade of the Roma weighbridge data system.
Containers for Change recycling scheme	The Maranoa drop-off points received a remarkable one million eligible containers by 21 June 2019 since commencing the container refund scheme in the region on Saturday, 23 February 2019. The Maranoa community has embraced the scheme. Through strong participation it has meant 54.96 tonnes of material was diverted from the landfill. By 30 June 2019, \$184,052 has gone to Maranoa residents - a nice boost for the local economy as well!
Tender for scrap metal	The tender evaluation was presented to the Council meeting on 22 May 2019, with the successful tenderer being Liberty Recycling Pty Ltd T/A Liberty Recycling (Council resolution - GM/05.2019/46). The first payment under the contract was received on 22 June 2019 (for collections from 10-21 June 2019) resulting in additional revenue for the waste function of \$70,608.37. Council continues to remove various types of waste and store these for recycling where there is a market to do so.

Challenges

Changes to the waste industry	There were two major changes (and resultant challenges) during 2018/19: <ul style="list-style-type: none"> The Maranoa Region's inclusion in the waste levy zone (1 of 39 local governments in Queensland captured by State Government legislation). Commencement of the Containers for Change (refund) recycling scheme. Maranoa Regional Council stepped in to deliver the scheme to enable residents to drop off containers in Roma and Mitchell. The efforts of the waste team in going above and beyond to manage this extra service out of hours has been very much appreciated.
Works in progress	The Roma Ring Road Drop Off Point Project will construct a waste transfer station - effectively a separating facility to ensure that different types of waste end up in the correct areas. The design has been completed and is out for project pricing. The Mitchell Waste Management Project will help prepare the town for the future by building a new landfill cell operation. The waste site is currently being developed for this project.
Composting	During the first half of the financial year, all grease trap waste was recycled through a composting operation at the Roma waste facility. However, on 9 October 2018 the operator advised of their intention to cease activities on site.

Progress with implementing our plans

In addition to the annual priorities, 2018/19 saw the delivery of a key corporate plan priority - the review of the accounting for rehabilitation of our landfills. The results were incorporated in the audited financial statements.

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. Preparations were also made for implementation of the State Government's new waste levy which will come into effect from 1 July 2019. \$144,908 was received from the Queensland Government through the Local Government Levy Ready Grant Program for two projects in Roma and Mitchell.

More information is available in our function's end of year report (Waste) - "Our performance in focus" - Pages 46 to 55.



Container exchange reaches \$1 million

Cr Geoff McMullen and Council staff celebrate reaching 1 million containers!



Jackson waste facility converted to transfer station

New gate and fencing at Jackson waste facility.



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	The first stage of the Roma cemetery fencing project was completed at a cost of \$30,074. Progress was made on the second stage with expenditure during the year of \$25,389.
Funding	Council resolved at its meeting on 27 February 2019 to seek approval to allocate some of the Queensland Government's Works for Queensland funding (\$120,000) to cemetery projects (Council resolution: GM/02.2019/114). This was subsequently approved by the Queensland Government in May 2019, with 50% received by 30 June 2019.

Challenges

Works in progress	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. To proceed to the next stage the spatial mapping software provider will need to be engaged to help develop and integrate Council's cemetery records.
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Progress with implementing our plans

The corporate plan identified the consideration of fencing as an important feature of most cemeteries. 2018/19 saw progress on a 3 stage project to replace the Roma cemetery fencing with funding assistance through the Queensland Government's Works for Queensland funding.

Additional funding that was secured through this program will also provide the community with new options (Walls of Remembrance) at two of our cemeteries (Yuleba and Injune).

Two corporate plan priorities listed in the draft operational plan for the coming year (2019/20) are:

- review of the cemetery operations policy;
- on-line information about our cemeteries.

More information is available in our function's end of year report (Cemeteries) - "Our performance in focus" - Pages 56 to 63.



Cemeteries to benefit from Works for Queensland funding approval

Queensland Government funding secured to construct Walls of Remembrance at Yuleba and Injune similar to that at Wallumbilla (above).



Facelift for Roma Cemetery

Cr Geoff McMullen viewing the Roma cemetery fencing project. A final stage will now be possible with \$35,000 allocated through the Queensland Government's 2019-21 Works for Queensland program.

STRATEGIC PRIORITY 2 - QUICK FACTS 2018/19

2.1 Financial planning



Budget of **\$139.2 million** adopted for 2018/19.



Long term forecasts demonstrated Council's capacity to service the 2018/19 borrowings of \$4.5 million - reviewed and approved by the Queensland Government.



Water **asset management plan** reviewed.



Grants, subsidies, contributions and donations secured:

- **\$30.007 million** for capital works (highest in 3 years)
- **\$21.657 million** towards operations (higher than last year)

2.2 Revenue collection



The number of accounts (assessments) managed as at 30 June 2019 were:

- General rates – **6,874**
- Water charges – **5,638**
- Sewerage charges – **4,879**
- Waste charges – **4,679**
- Gas charges – **615** (active).



2 (half yearly) issues of rates notices.



Administration of rate remissions and concessions - the value for 2018/19 was:

- General rates - **21** concessions for community groups totalling **\$12,782.53**.
- Water access infrastructure charge - **29** concessions totalling **\$45,969.45**.
- Pensioner remission - **579** remissions for pensioners totalling **\$169,791.33**.



Active management of the region's investment portfolio (**\$82,899,980** at 30 June 2019).

2.3 Accounting



Processed:
3,957 debtor invoices
19,840 creditor invoices
21,616 timesheets.



Reconciled:
19,619 cash transactions (in) valued at **\$91,313,216**.

Reconciled **46,841** cash transactions (out) valued at **\$152,316,836**.



GST (collected **\$4.24m**, paid **\$6.11m**, refunded **\$1.87m**)

PAYG: **\$6.7m**

Investment income: **\$1.77m**

Borrowings: **\$4.5m**



2.5 Financial and performance reporting



'Clean bill of health' from our auditors for the 2018/19 financial statements (unmodified audit opinion)

Maranoa has achieved an 'Unmodified' Audit Opinion for 5 consecutive years.



Preparation of our legislative reporting including benchmarking our annual report against the **Australasian Reporting Awards** criteria.

Maranoa has achieved 'Gold' for 4 consecutive years.



Preparation of **special purpose financial reports** and facilitation of audits to acquit Council's use of external funding.

2.4 Procurement and cost control



- **27** public tenders
- **16,810** purchase requisitions with a total value of **\$89,863,520**
- **37** contracts awarded
- **821** procurement requests
- **\$1.945 million** in inventory managed with **14,001** store issues.



Total operating expenses reduced for the **6th consecutive year**.



158 businesses now registered with the My Maranoa Business initiative.
136 businesses visited.

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

Financial sustainability	The budget ultimately adopted on 26 July 2018 laid the groundwork for the best financial sustainability results since the new measures were introduced by the State Government in 2012/13.
Grant income	Capital grant income secured was the highest in three years. Grants, subsidies and contributions towards operating projects surpassed last year's total.

Challenges

Budget preparations	For the second 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. Legislative change by the State Government was foreshadowed to address this issue, but was not in place in time for this year's budget.
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Progress with implementing our plans

Consistent with the corporate plan and Council's legislative obligations, the annual budget was adopted before the due date. The corporate plan incorporated the implementation of financial modelling software. This was progressed during the year, but further work is required before it goes live. This has now been incorporated into the draft operational plan for next year as the modelling needs to be done by function to be of most use for function leaders and the broader management team.

More information is available in our function's end of year report (Financial planning) - "Our performance in focus" - Pages 66 to 71.



Council meeting in progress.



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

Project completion	A new utility billing software module was implemented.
My Maranoa Business initiative	Commencing in April 2019 industrial and commercial businesses now have the option for monthly gas billing to assist with their cash flow management.
Debt recovery	There has been a downward trend in outstanding rates and charges after reaching a five year high in 2016/17. A review, and consistent application, of Council's rates recovery policy and processes is delivering results.
State land valuation changes	From February to June 2019, Council received over 1,000 valuation changes. Due to the extraordinary effort of the Lead Rates Officer, all changes were processed in time for the end of financial year. This also enabled Council to have the most up to date data upon which to perform its rates modelling for the new budget year.
Investment and interest revenue	2018/19's final figures came in ahead of the previous year's figures and ahead of this year's estimate. Interest earned assists in meeting the cost of service and project delivery, easing the impact on ratepayers.

Challenges

State land valuation changes	The timing of receipt of the valuation changes, at the commencement of the new budget preparations, resulted in a massive workload for the officers involved, at an already busy time of the year.
Outstanding rates and charges	Whilst there has been a downward trend over the last 3 years, rate arrears of 7% remains high compared to local government benchmarks. The ongoing drought conditions are no doubt a contributing factor, together with the quieter economic activity in some sectors. The value of rates outstanding at 30 June 2019 was \$2.586 million.

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 reflected three additional areas of focus including close monitoring of rate arrears, active pursuit of external funding and management of Council's investments. Each of those 3 areas surpassed last year's figures, with the value of capital grants, subsidies, contributions and donations being the highest of the last 3 years.

Benchmarking of our rates continues to be undertaken each year.

More information is available in our function's end of year report (Revenue collection) - "Our performance in focus" - Pages 72 to 79.



Valuation adjustments

Council's Lead Rates & Utilities Billing Officer / Systems Administrator Dana Harrison processing the valuation adjustments.



Utilities Billing Module implementation

Business Systems Administrator Adam Scarce and Rates and Utilities Billing Officer Linda Acutt.



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 2018/19 Council once again achieved an unmodified audit opinion, or 'clean bill of health', for its financial statements and associated financial records for the fifth year in a row. This could not have been achieved without sound financial / accounting records.
Fuel tax review	A specialist consultant was engaged to undertake a review of past claims, which resulted in additional fuel tax credits totalling \$1,064,080.
Investment portfolio goes high tech	Software was implemented to assist in the management and reporting on our Investments.

Challenges

Predictability of Financial Assistance Grant payments	Council is advocating for predictability of financial assistance grants from the Australian Government, to remove the uncertainty surrounding prepayments in June each year. If their prepayment approach (prepaying part of the next year's payment) is not adopted consistently each year, it has the potential to significantly distort year end results.
Landfill restoration	This year's accounting records included recognition of a new liability (refuse restoration provision), with the initial recognition valued at \$24.876 million.

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 were certified 15 days earlier than last year.

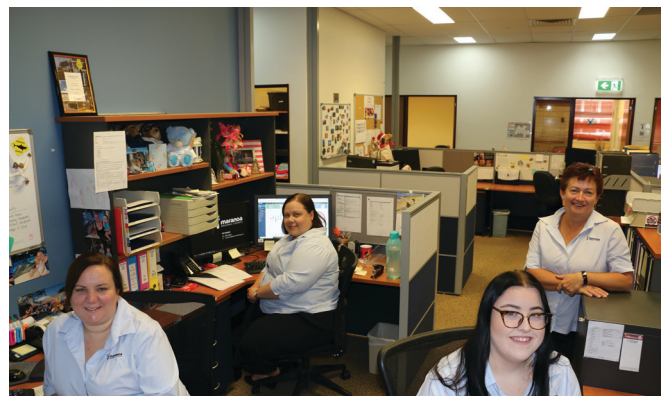
Last year, the final report from the Auditor wasn't received until 26 November 2018. This year it was provided to Council on 30 September 2019.

More information is available in our function's end of year report (Accounting) - "Our performance in focus" - Pages 80 to 87.

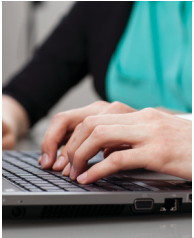


Clean bill of health achieved for financial statements

Corporate, Community & Commercial Services Director Sharon Frank with Financial Accountant / Team Coordinator, Deelea Sullivan.



Council's Accounts Processing Team Members - Creditors and Debtors.



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.

Council's My Maranoa Business initiative provides additional support to competitive local business and industry as part of Council's procurement of goods and services.

Highlights

Operating (recurrent) expenses	Total operating expenses have reduced for the 6th consecutive year.
Contract register	A new software module was implemented using 3 tenders as the trial: <ul style="list-style-type: none"> Tender 19006 – Sewer Relining in Roma 2018/19 Tender 19005 – Construction of the Multi-Purpose Facility at Roma Saleyards Tender 19010 – Design & Construct – Roma Saleyards Interpretive Centre The register is a much awaited additional internal control for audit purposes on high value expenditure items.
My Maranoa Business	136 face to face visits to local businesses were conducted by Council representatives to raise awareness of the My Maranoa Business initiative which includes: <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	With the number of major projects during 2018/19 and associated volume of procurement required, the team struggled to maintain the tender calendar for panels of pre-qualified suppliers. This has been identified as a priority area for the draft operational plan for next year.
Fuel tax review	Council's consultant, engaged to provide advice and review of fuel tax processes, identified a number of recommendations which cross over into procurement activities including mobile tanks, fuel issue sheets, monthly stocktakes and hired equipment and vehicles. These recommendations will be implemented during 2019/20.

Progress with implementing our plans

The most notable progress for this function has been in the area of cost control, achieved through monitoring of trends, examination of expenditure budgets and additional "Tightening the Belt" initiatives, including a centralised procurement approach. With operating expenses reducing for the 6th consecutive year, and a net operating surplus being achieved, there has been significant progress. One area of focus needed for next year is the refreshing and reinitiating of 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.

More information is available in our function's end of year report (Procurement and cost control) - "Our performance in focus" - Pages 88 to 95.



Roma's flood mitigation Stage 2A works support local businesses

Deputy Mayor, Cr Jan Chambers, Portfolio Chair of Local Business, David Scheffe, and Nat Stapleton (Stapleton Carpentry and Concreting Pty Ltd) - a 5 Star Local Business that contributed to the Stage 2A flood mitigation project.



Local businesses play a vital part in the Saleyards projects

Loren and Greg Gibson from WestWet Plumbing with Cr Peter Flynn, Cr Cameron O'Neil and Cr David Scheffe.



2.5 Financial and performance 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

For the first time since the State Government's introduction of the current year sustainability statement as a special purpose statement in 2012/13, all three of the State Government's specified sustainability ratios are within their target range for 2018/19.

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.

Benchmarking our annual reporting

Council achieved Gold standard for the fourth consecutive year at the Australasian Annual Reporting Awards.

By entering the Australasian Reporting Awards, Council is able to benchmark our reporting against other government, private and public sector organisations in Australia and internationally and obtain constructive feedback and expert advice to help improve the next report.

Challenges

Quarterly reporting

With the adoption of a new corporate plan, 2018/19 was the first year with a new operational plan and new format for quarterly reporting.

Having completed a full cycle of reporting, there have been some learnings identified for how the efficiency of reporting processes can be improved. These will be implemented in 2019/20.

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 5 consecutive years.
- Performance reporting - Maranoa has achieved 'Gold' for 4 consecutive years in the Australasian Reporting Awards.

More information is available in our function's end of year report (Financial and performance reporting) - "Our performance in focus" - Pages 96 to 103.



Council achieved Gold standard for the fourth year at Annual Reporting Awards

Cr Wendy Newman, Corporate, Community & Commercial Director Sharon Frank, Lead Corporate Communications & Design Officer Jane Frith and Deputy Mayor Jan Chambers at the Australasian Reporting Awards.



STRATEGIC PRIORITY 3 - QUICK FACTS 2018/19

3.1 Animal control and community safety



New off-leash **dog park** opened in Roma.

- 309** dogs impounded
- 724** new registrations
- 2,014** dogs registered
- 208** dogs reunited with their owners
- 60** dogs adopted / rehomed
- 35** investigations of dog attacks
- 227.5** hours of patrols (recorded from November 2018).



Enforcement action:
220 advisory notices issued
33 compliance notices issued
162 infringements issued

Selective inspection program resulted in a **53%** increase in dog registrations (a mandatory requirement for pet owners across the State).



10 resources developed for the community (e.g. fact sheets and newsletters).

3.2 Building control and pool safety



79.6% of market share for building certification services

111 building approvals



42 pool safety certificates issued - the highest number since the new state legislation came into effect.

67 pool inspections

3.3 Environmental and public health



- 164** licensable businesses:
- 163 food premises and water carriers;
 - 1 personal appearance premise.



4 environmental health newsletters



95 inspections
19 complaints investigated - no non-conformances with legislation.



10 traps placed in various locations. Samples identified with aedes aegypti were 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.



3.4 Emergency management and flood mitigation



\$559,084 in emergency, restoration and betterment road works were undertaken.

\$45,000 received for a Critical Infrastructure Risk Assessment Project - jointly funded by the Commonwealth and Queensland Governments under the Natural Disaster Resilience Program (NDRP).



Continued contribution to the **district, region and local** emergency management.



3 new appointments to emergency management positions.



Construction of **Stage 2A Roma Flood Mitigation** with \$3.59 million spent in 2018/19.

Stage 1 and Stage 2A were officially opened on 23 March 2019.

Roma Flood Mitigation is a joint project between the Australian Government, Queensland Government and Maranoa Regional Council.

3.5 Street lighting and public space lighting



76 faults identified and logged for rectification by the energy retailer.



\$225,230 for street lighting operating costs.



Data collection undertaken for pedestrian crossings as an input into the new street lighting strategy.

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

Project completion	The new off-leash dog park was officially opened in Roma on 19 May 2019.
Annual selection inspection program	This year's program resulted in a 53% increase in dog registrations.
Free dog handling workshop comes to Roma	One of Australia's most experienced dog trainers, Steve Austin came to Roma to run a free dog handling workshop. Steve Austin Canine Training specialises in providing canine and handler training and education seminars and courses.
Resources developed and published for the community (e.g. Fact Sheets and Newsletters)	<ul style="list-style-type: none"> • Selective inspection programs; • Choosing the right pet; • Animal attacks 100% preventable; • Reporting an animal attack; • Pets in hot weather; • Barking dogs; • Responsible cat ownership; • Overgrown and unsightly allotments; • Barking dog information kit; • Dog park brochure.
Service enhancements	A trial of staggered start and finish times commenced in November 2018. An officer is now available from 7am until 5.40pm (when resources permit). This provides an opportunity for increased proactive patrols within the region in peak times.

Challenges

Projects deferred or discontinued	<p>Two projects included within the 2018/19 budget were not progressed. One in relation to an alternative pound facility at the depot was postponed as the initial estimates were outside budget scope.</p> <p>The other (temporary holding facilities for dogs in areas other than Roma) was discontinued as the subsequent investigations determined that there was no demand for these facilities. The budget for this project was reallocated to the construction of the Dog Off-Leash Park and general pound operations.</p>
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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.

More information is available in our function's end of year report (Animal control and community safety) - "Our performance in focus" - Pages 106 to 115.



Dogs to enjoy the off-leash dog park

Cr Puddy Chandler (with her face painted for the special occasion!) and Mayor Tyson Golder cutting the ribbon at the Off-Leash Dog Park opening.

Steve Austin

FREE WORKSHOP
When: 5:30pm - 7:30pm Thursday, 24 July 2019
Where: Roma Cultural Centre Auditorium
No RSVP required.

DOG HANDLING WORKSHOP

FREE FOR ALL RESIDENTS

This workshop will also cover:

- Do you know what to do when faced with a roaming and growling dog?
- How do you act if the dog is likely to attack?
- How do you avoid being attacked?
- Do you know the signs that a dog is about to attack?
- What do you do if a dog has attacked you?
- How can you protect your dog from being attacked by another dog?

Children and dogs together:

- Training your dog to avoid being attacked by another dog.
- What to do if a dog is attacking your dog.
- What to do if you see a dog attacking a person.
- What to do if your dog starts showing signs of aggression.
- The importance of recall.
- How to protect yourself from a dog attack.
- What to do when a dog attacks children.
- Reading a dog's body language.
- Dogs and don't using off-leash dog parks.
- What breed of dog is likely to attack.

Watch live dog demonstrations

As this workshop will include live dog demonstrations, please leave your dog at home. For more information, please call Council's Community Safety Team on 1300 007 662.

marano

Free dog handling workshop comes to Roma



3.2 Building control and pool safety

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

Highlights

Market share	Council provided building certification services for 79.6% of the market. This is the highest figure for the last 6 years' data collection.
Pool inspections	There continues to be a strong take-up of Council's pool safety inspections - with the highest number of certificates issued since the new State Government legislation came into effect.
Building activity	Whilst building approvals are approximately a third of what they were in 2013/14, commercial and industrial approvals remain relatively steady - this year edging just ahead of the numbers during the boom in 2013/14.

Challenges

Position vacancy	Council's Lead Building Services Officer position became vacant during the year. A positive update though is that the successful applicant recruited to fill the position is an experienced local builder.
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Progress with implementing our plans

Council has maintained focus on the function's key priorities. A measure of our progress is the growing market share (Council now services 79.6% of the market).

The active promotion of Council's annual pool safety campaign, where Council fees are waived during December and January, is no doubt assisting with the strong take-up of inspections. 2018/19 saw the highest number of certificates issued since the new State Government legislation came into effect.

More information is available in our function's end of year report (*Building control and pool safety*) - "Our performance in focus" - Pages 116 to 123.



Successful pool safety inspections across the Maranoa

Cr Wendy Newman and Council's new Lead Building Services Officer, Scott McElroy.



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

Community awareness and support a priority for food safety	Council's quarterly newsletters have provided the community with 'handy tips' on food safety in the Maranoa region. 4 newsletters were prepared during the year: <ul style="list-style-type: none"> • Food safety; • Local governments role in food safety, Role of the Environmental Health Officer (EHO), food recalls; • Food business waste; • Focus on grease trap waste, trade waste process.
Mosquito monitoring facilitates treatment of problem areas	Council has continued to monitor the Gravid Aedes Trap (GAT) traps to capture and identify container breeding mosquitoes. This helps to assist with the reduction of mosquito borne illnesses within the community with Council targeting and treating problem areas.

Challenges

Position vacancy	The environmental health officer position was vacant for six months. A suitable applicant was found in April 2019.
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Progress with implementing our plans

The core environmental and public health services continued to be provided, however the vacancy in the environmental health position impacted how many inspections could be undertaken during the year.

More information is available in our function's end of year report (Environmental and public health) - "Our performance in focus" - Pages 124 to 129.



Community awareness and support is a priority for food safety

Food Safety Newsletters.



Mosquito monitoring facilitates treatment of problem areas

3.4 Emergency management and flood mitigation

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

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

Highlights

Completion of Stage 2A Roma Flood Mitigation Project	The Roma Flood Mitigation Project is a joint project between the Australian Government, Queensland Government and Maranoa Regional Council. Stage 2A included an extension to the Western Levee and construction of the Eastern Diversion Channel to divert flood waters away from the town of Roma. \$3.59 million of works were completed in 2018/19 and both Stages 1 and 2A were officially opened on 23 March 2019. Stage 2A works were solely managed by Council which is a credit to the project managers. Council was also committed to using as many local contractors and businesses as possible while the project was in progress.
New appointments	Existing (internal) staff members were selected for the following important emergency management positions: <ul style="list-style-type: none"> Local Disaster Coordinator - Rob Hayward; Deputy Local Disaster Coordinator - Cameron Hoffmann; Emergency Management Officer - Gemma Lines. <p>The officers are long term local residents with significant local knowledge. The new Local Disaster Coordinator was previously the Deputy and has significant experience in Council's response and recovery efforts for the 2010, 2011 and 2012 flood events. As a result, significant progress is being made in Council's emergency management planning in conjunction with other agencies.</p>
Betterment works completed	Council completed betterment works on Conroys Lane in May 2019 after the floodway was washed out and blocked with debris as a result of Severe Tropical Cyclone Debbie. Works were also undertaken at a number of sites in Surat and Roma. Funding was provided by the Australian and Queensland Governments.

Challenges

Consolidation of Stage 1 and Stage 2A flood mitigation manuals	Design and construction of Stage 1 was completed by an external contractor (Ostwald Bros) and Stage 2A was delivered by Council. This resulted in two separate operations manuals for the flood mitigation infrastructure. Consolidation of the two manuals was required to ensure effective and consistent maintenance and operation of the levee and Eastern Diversion Channel.
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Progress with implementing our plans

2018/19 saw the completion of Roma Flood Mitigation Project - Stage 2A - a project that has spanned two corporate plans and multiple operational plans and budgets. A project of this scale could not have been achieved without significant funding from the Australian and Queensland Governments. Both tiers of government also provided other support while Council navigated the development and property matters associated with infrastructure of this scale. Council can now proceed with Stage 2B involving Railway Dam, which is incorporated in the 2019/20 operational plan and budget.

Council also implemented Local Emergency Committees - a key priority in the Corporate 2018-2023 to help ensure disaster prevention, preparedness, response and recovery for communities for flood, fire and other emergencies. Disaster management kits were provided to Local Emergency Coordination Committees 14 – 15 July 2018, and meetings were held with Council representatives as follows - Injune – 17 December 2018, Surat – 11 March 2019, Mitchell – 26 June 2019.

Natural Disaster Relief and Recovery Arrangements funding of \$516,247 was received in 2018/19 for restoration and betterment works for damage received to the road network from Severe Tropical Cyclone Debbie and Associated Rainfall and Flooding, 28 March - 6 April 2017 and emergent works for damage received from Central & South West Queensland Trough and associated storms 20 -21 February 2018 events. Funding was also secured for specific project from the following programs to assist with progressing emergency management and flood mitigation plan priorities:

- \$150,000 was approved for a Critical Infrastructure Risk Assessment (\$45,000 received in 2018/19) - jointly funded by the Commonwealth and Queensland Governments under the Natural Disaster Resilience Program (NDRP)
- \$375,000 was approved for the Mitchell Minor Local Drainage project – a joint initiative of Maranoa Regional Council and the Queensland Government under the Queensland Disaster Resilience Fund (QDRF)
- \$25,725 was approved for the Surat Flood Boat Accommodation project – a joint initiative of Maranoa Regional Council and the Queensland Government through the State Emergency Funding program.

More information is available in our function's end of year report (Emergency management and flood mitigation) - "Our performance in focus" - Pages 130 to 137.



Roma flood mitigation projects – Stage 1 and Stage 2A officially opened

Special guests, Councillors and staff at the official opening of Stage 1 and Stage 2A of the flood mitigation works. The Roma Flood Mitigation Project is a joint project between the Australian Government, Queensland Government and Maranoa Regional Council.



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 was commenced in early February 2019 in Amby and the final inspection was completed in late March 2019 in Roma.

Challenges

Street lighting strategy in progress Data has been collected for pedestrian crossings in Roma. Each has been prioritised according to proximity to key locations (hospital, schools etc.) and the current level of street lighting provided at each location. Work on the strategy and costings will now be progressed in 2019/20 to inform future budget considerations.

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. Progress during the year was largely limited to data collection and the annual audit. However, Council is also monitoring with interest the electricity supplier’s introduction of newer technology. Ergon Energy has replaced some of the street lights in Roma with a more advanced technology - Light Emitting Diode (LED) lighting.

Ageing street lights were replaced with the energy efficient technology as a proactive approach to Roma’s street lighting, bringing a newer, more sustainable technology to the region.

Producing a whiter light, using less power and generating less heat, the new light also makes streets appear more as they do during daylight hours, rather than a ‘warm light glow’ they previously produced.

Streets where LED lighting have been installed include:

- Queen Street (between Alfred Street and Miscamble Street);
- Timbury Street;
- Cottell Street (between Timbury Street and Parker Street);
- The intersection of Wyndham Street and McDowall Street.

Ergon Energy delivered the works for this project.

More information is available in our function’s end of year report (Street lighting and public space lighting) - “Our performance in focus” - Pages 138 to 143.



LED lights come to some Roma streets

Intersection of Wyndham Street and McDowall Street, Roma.



Denton Court opening, Injune

Street lighting at Denton Court - Council’s subdivision officially opened on 26 February 2019.

STRATEGIC PRIORITY 4 - QUICK FACTS 2018/19

4.1 Elected members



921 decisions made at Council meetings.
71 Council meetings and Councillors' workshops held.



Nominated councillors attended **17** forums, meetings, conferences and deputations to represent Maranoa Regional Council.



Councillor and senior management representatives participated in **33** external organisations and regional forums to foster regional collaboration and advance the region's interests.

In addition to commitments within Council, Councillors participated in community engagement through informal and formal discussions with the community, individually and collectively.

4.2 Economic development



Council and Australia Pacific LNG representatives commenced discussions in relation to the future of **workers' camps** in the region.



\$275,000 funding secured to boost the **digital connectivity** capacity in Surat and surrounds through the Queensland Government's Building our Regions Program.



Injune Racecourse North **residential estate** officially opened on 26 February 2019.



A Planner's Guide for **Conferences and Events** in the Maranoa launched on 27 August 2018.



Councillors met with prospective **meatworks** investors. An update to Council's pre-feasibility study has been approved to commence.

4.3 Tourism



64,059 visitors through our Maranoa **Visitor Information Centres** - an **8.9%** increase from last year.



'The Big Rig' awarded **Tourism Business of the Year** at the 2018 Maranoa Business Awards.



New Sunset Experience opened at The Big Rig.



The Maranoa region hosted the **Outback Queensland Tourism Symposium and Awards** in November.



\$1.23 million funding secured from the Queensland Government's Outback Tourism Infrastructure Fund for the Bigger Big Rig project.



Maranoa destination branding project commenced.



4.5 Saleyards



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



Store and prime sales - **319,035** head of cattle sold totalling **\$238.3 million**.

Stud sales - **891** head of cattle sold totalling **\$4.3 million**.



National Saleyards Quality Assurance (NSQA) certification maintained.



Roma Saleyards Improvement Plan - **Stage 1** completed (Total cost over 2 years - **\$2.001 million** with **\$1.2 million** funding from the Queensland Government).



Works commenced on the Saleyards **Multi-Purpose Facility** with funding from the Australian and Queensland Governments.

4.4 Airports



1,250 flights, **89,003** passengers - the highest in 3 years.



1 non-compliance notice (now rectified) during an Aviation and Maritime Security (AMS) systems test of security procedures.



Roma Airport Runway Overlay Project completed (Total cost: **\$8.501 million**) with **\$2 million** funded by the Queensland Government's Building our Regions Program).



Dinner on the tarmac for Outback Queensland Tourism Association Conference.



Managed **\$4.996 million** of gas infrastructure.

Developed a Gas model to check the capacity of the network.

4.6 Gas



Supplied around **23 terajoules (TJ)** of gas to Roma customers through **31.611** kms of main.



Reinvested **gas sales** income (around \$0.8 million) in operating, maintaining and improving the gas network.



Introduced a **Gas Measurement Scheme** (legislative requirement).

4.7 Town planning



88 new development applications received - a **35.3%** from last year.



69 applications approved.



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



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



\$140,800 funding approved for a Mapping Services Online Project through the Queensland Government's Innovation and Improvement Fund.

\$33,000 received during year with completion of the Development Services Online Project (an earlier funding round - Total funding: \$110,000).

4.9 Facilities



\$131.304 million in Council land and buildings managed (\$41.804 million in land and improvements and \$89.5 million in buildings).

The Facilities team manages just over 87% of Council's facilities (469), with the balance being the responsibility of specific service areas.



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

4.12 Sport, recreation & community wellbeing



\$214,292 invested in Sport and Recreation projects.



New Roma Touch Football Field lighting and carpark seal completed. The Queensland Government provided \$100,000 to Council for the lighting and field upgrade that was completed last year to enable Queenslanders to participate in sport and recreation activities.



207 attendees at **5** Council events.



3 special events (Outback Masters Golf Carnival, Paul Briggs Boxing Workshop and Skate Park event for R U OK Day).



Provided assistance as required to sport and recreation clubs.

4.13 Libraries



45,960 library visits; **116,900** circulations (borrowings, returns) processed. **68.77%** increase in loans of electronic resources (e-books, e-audio and downloadable videos).



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



Membership of **3,010** at 30 June (**542** new in 2018/19).



Wallumbilla Calico Cottage and Heritage Precinct Master Plan (including library) adopted on 27 March 2019.



Temporary new home for Wallumbilla Library opened 24 May 2019.

4.8 Rural lands



Managed a **stock route network** of **82,278** hectares. **153,022** head of cattle travelled through the region.



\$3.387 million hectares baited in partnership with **431** participating landowners.



Queensland Feral Pest Initiative funding of **\$192,120** received for exclusion fencing: Round 1 funding - **130kms** - complete Round 2 funding - **202kms** - 71% complete.

\$144,000 was received from Round 2.2 funding for the Pests without Borders Project.



9 upgrades completed to stock route water facilities with **\$162,136** in funding received from the Queensland Government.



\$1,000,000 secured through the Australian Government's **Drought Communities Programme - Extension** for 4 bores.

\$210,000 received from the Australian Government for the Crush the Cactus Project.



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

4.10 Arts and culture



"**All Among the Wool**" exhibition officially opened at the Surat Cobb and Co Store Museum on 10 November 2018 in partnership with the community.



\$44,716 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.



3 major arts and cultural events held in the region:

- Small Museums Conference in Roma 26 – 28 October 2018.
- Festival of Small Halls in Wallumbilla on 31 October 2018.
- Little Green Road to Fairyland in association with the Queensland Music Festival in Roma on 24 June 2019.



Digitisation of the National Oil and Gas Institute (NOGI) collection at 'The Big Rig' commenced.

Seed funding provided for compilation of the "History of Injune".

4.11 Local development and events



\$250,384 in Council grants and other assistance provided to the community.



62 events across the region.



39 funding applications submitted (**\$14,837,053**). **21** contestable grants and **4** non-contestable grants were approved to a value of **\$5,637,088**.

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>921 decisions about the region were made by Council.</p> <p>Council's briefings and decision making included:</p> <ul style="list-style-type: none"> • 22 ordinary/general meetings; • 7 special meetings; • 1 special budget meeting (to adopt the 2018/19 Budget); • 7 Budget Submissions & Financial Planning Standing Committee meetings - 19 recommendations were put forward by the Budget Standing Committee in preparation for the 2019/20 special budget meeting; • 34 workshops (agenda familiarisation, policy development). <p>Councillors' attendance at these meetings and workshops is detailed in Part 3 - Legislative reporting.</p> <p>In addition to commitments within Council, Councillors participated in community engagement through informal and formal discussions, individually and collectively.</p>
Advocacy and regional collaboration	<p>Councillors participated in advocacy meetings, both formal and informal to advance the region's interests.</p> <p>Additional details are included in the "Our performance in focus" document - Pages 149 and 150.</p>
Policy development	<p>A number of key governance policies were prepared/updated:</p> <ul style="list-style-type: none"> • Customer Request Policy; • Elected Member Request and Assistance Policy (incorporating Acceptable Request Guidelines); • Expenses Reimbursement Policy; • Terms of Reference for Council committees; • Standing Order 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 was adopted on 27 March 2019.</p> <p>The most recent updates in June were held over to a meeting in July 2019.</p>
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Progress with implementing our plans

Additional advocacy, regional collaboration and a review of Council's key governance policies was undertaken during the year. The timing provided an opportunity for experienced Councillors and newer Councillors to contribute to the shaping of 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 146 to 155.



Funding on the agenda for Maranoa at the Local Government Association of Queensland (LGAQ) Conference

Cr Cameron O'Neil, Cr Puddy Chandler and Cr David Scheffe.



Community consultation for Yuleba and Wallumbilla master plans

Mayor Tyson Golder, Cr Wendy Newman, Cr Puddy Chandler, Cr Geoff McMullen, consultant, staff and community at Yuleba community consultation.



4.2 Economic development

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

Launch of a planner's guide for conferences and events in the Maranoa	Launched on 27 August 2018, the Planner's Guide showcases and promotes the Maranoa region as a premier location to hold a wide range of industry events such as conventions, conferences, exhibitions, symposiums, sporting competitions and other industry events.
Injune Racecourse North residential estate officially opened	On 26 February 2019, a new subdivision developed by Council in Injune was officially opened. It will provide the opportunity to attract new residents to town, potentially in lieu of fly in fly out workers from the nearby coal seam gas fields. The street on which the estate is located has been named Denton Court after former Councillor and community member of Injune, Joy Denton. Joy championed the project from its inception. There are 23 lots at Denton Court which will be released by Council for sale when needed.
Diversifying our economy - Meatworks Feasibility	Councillors met with prospective meatworks investors. Council also resolved to update Maranoa's meat processing facility pre-feasibility report to reflect recent changes to market conditions and trends, and to advocate to stakeholders the relative advantages of supporting an export accredited abattoir proposal for the Maranoa.
Negotiations with Origin on behalf of Australia Pacific LNG Project about workers' accommodation	Negotiations have been underway in relation to the future of APLNG's temporary workers' accommodation facilities in the Maranoa region. Negotiations are on-going, with an expectation that these will be finalised in the first half of 2019/20.

Challenges

Economic stimulus	The region has experienced the dual impacts of a post coal seam gas construction phase (economic boom), and 7 years of declared drought. Finding opportunities to stimulate the economy, during times of reduced local expenditure by the community, continues to be Council's greatest challenge. Projects like the Saleyards Multi-purpose Facility, 'Watering the Maranoa' (4 bores) and multiple rounds of exclusion fencing are positive contributions during this difficult time.
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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 2.9% increase for the gross regional product and a 1.62% increase in the number of employed residents - both positive for the region.

Council acknowledges funding assistance from the Queensland Government for a number of projects that will assist with Council's plans for the economic development of the region:

- \$275,000 secured to boost the digital connectivity capacity in Surat and surrounds through the Building our Regions Program. The Surat Digital Connectivity Project is proudly funded by the Queensland Government in association with Maranoa Regional Council and industry.
- \$42,000 received in 2018/19 through the Queensland Government's Innovation and Improvement Fund (Total funding across the multi-year project has been \$140,000). The project is proudly funded by the Queensland Government in association with Maranoa Regional Council.

More information is available in our function's end of year report (Economic development) - "Our performance in focus" - Pages 156 to 163.



Injune Subdivision officially opened

Deputy Mayor Jan Chambers, former councillor Joy Denton, Santos representative Andrew Snars and Mayor Tyson Golder celebrate the official opening of Denton Court.



Councillors meet with prospective meatworks investors

Cr David Scheffe, Mayor Tyson Golder, Cr Wendy Newman and Cr Peter Flynn meeting with Henry (Takeshi) Nomoto and Linda Claxton from the Valinda Team Consortium to discuss a proposal for a meatworks in the region.



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

Maranoa shines during Outback Queensland Tourism (OQT) Symposium & Awards	Passionate tourism advocates and professionals from across Queensland united in Roma from 1 November 2018 for the Outback Queensland Tourism Symposium and Awards. Dinner on the tarmac at the Roma Airport was a wonderful and unique event to showcase our region.
The Big Rig Night Show Sunset Experience opens	In June, Council invited residents and visitors to the brand new Big Rig Night Show Sunset Experience in Roma. The Big Rig Night Show Sunset Experience includes a local guide providing stories while visitors sample regional port. Visitors can then enjoy the much loved Night Show movie which details the trials and triumphs of early industry men and women in Roma.
Bigger Projects at the Big Rig for 2019	Funding of \$1.23 million for the Bigger Big Rig was announced through the Queensland Government's Outback Tourism Infrastructure Fund. The Bigger Big Rig Project will include an observation tower and tree walk featuring highlights of Outback Queensland. <i>The Bigger Big Rig project is a joint initiative of Maranoa Regional Council and the Queensland Government.</i>
Accolades	The Big Rig was awarded Tourism Business of the Year at the 2018 Maranoa Business Awards.

Challenges

Co-contribution required for The Bigger Big Rig - Outback Tourism Infrastructure Successful Funding	The Big Rig funding application was successful, but the full amount requested was not received. A higher co-contribution from Council was required. Based on a total project cost of \$2,977,664, the co-contribution for the project to proceed was \$1,747,664. This was made available through a reallocation of budget at Council's meeting on 27 February 2019 (Council resolution: GM/02.2019/130).
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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. The coordination of funding applications to progress tourism initiatives in the Maranoa Region is also a priority. Positive outcomes were achieved for both with \$1.23 million secured for the Bigger Big Rig project.

Council's progress in this area has been externally acknowledged with 'The Big Rig' being awarded **Tourism Business of the Year** at the 2018 Maranoa Business Awards.

More information is available in our function's end of year report (Tourism) - "Our performance in focus" - Pages 164 to 171.



Maranoa shines during Outback Queensland Tourism (OQT) Symposium & Awards

Tourism Officer Leanne Crawford, Cr Puddy Chandler and Regional Tourism Development Coordinator at the OQT Symposium & Awards.



Bigger Projects at the Big Rig for 2019

Merryl Eddie, Cr Puddy Chandler, Ray Howson and Cr Cameron O'Neil with the signed funding agreement for the Bigger Big Rig.



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	7 projects were delivered during the year with expenditure during the year of \$8,273,320 - the largest being the runway overlay at the Roma Airport which was proudly funded by the Queensland Government in association with Maranoa Regional Council.
Passenger numbers	Passenger numbers reached 89,003, the highest in three years.
Roma airport takes flight with the completion of the Roma Airport Runway Overlay Project	<p>Saturday, 23 March 2019 saw Council hold the official opening for the Roma Airport Runway Overlay / Upgrade Project.</p> <p>The project involved the entire 30m width of the runway being overlayed with new asphalt and all line marking as well as repairing areas of the taxiway and apron pavements. This was a significant project for Council, with a total project cost of \$8.501 million.</p> <p><i>This project was jointly funded under the Queensland Government's Building our Regions program, Maranoa Regional Council's Roma Airport reserves and loan serviced by airport revenue.</i></p>

Challenges

Works in progress	<p>2 projects (2018/19 works program) were in progress but not yet complete at year end: These will be completed in 2019/20:</p> <ul style="list-style-type: none"> Roma airport uninterruptable power supply (UPS); Roma airport runway flank works. <p>2 priorities originally scheduled for 2018/19 will now be undertaken in 2019/20, the first of which was dependent on completion of the runway overlay project:</p> <ul style="list-style-type: none"> Commencement of long term asset management planning - the focus for 2019/20 will be completion of a detailed pavement maintenance plan to maximise the life of the recent Roma runway overlay investment. Completion of weekly and monthly work plans to program compliance and aviation safety activities for Council's aerodromes (input to Airports Operations Manual).
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Progress with implementing our plans

In addition to the annual services for the airport, a major priority in the 2018-2023 Corporate Plan can be ticked off the list with the completion of the Roma Airport Runway Overlay Project. Other priorities, such as asset management planning can now commence.

Marketing and promotion of the Roma Airport was done with an unusual but highly successful twist with dinner on the tarmac featuring as part of the Outback Queensland Tourism Symposium and Awards.

More information is available in our function's end of year report (Airports) - "Our performance in focus" - Pages 172 to 181.



Roma airport takes flight with the completion of the Roma Airport Runway Overlay Project

Council officers Cameron Hoffmann and Sue Sands, Cr David Scheffe, Cr Wendy Newman, Cr Jan Chambers, Cr Cameron O'Neil, representative of Huesker, Zehra Kaya, Assistant Minister for State Development Julieanne Gilbert, Mayor Tyson Golder, Cr Puddy Chandler, Shadow Minister for Local Government and Member for Warrego Ann Leahy, Cr Geoff McMullen, Cr Peter Flynn.



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

<p>Roma Saleyards Improvement Plan - Stage 1 completed</p>	<p>Increased productivity, improved flow of cattle and reduced cattle movement are just some of the benefits from Stage 1 of the Saleyards Improvement Plan.</p> <p>Works to the value of \$1.721 million were completed in 2018/19 (Total project cost: \$2.001 million with \$1.2 million from the Queensland Government).</p> <p>The project incorporated construction of new selling pens and drafts on the eastern side of the yards to make way for additional receival / delivery yards on the western side adjacent to the unloading / loading ramps and other ancillary works.</p> <p><i>The Roma Saleyards Improvement Plan – Stage 1 is a joint initiative of Maranoa Regional Council and the Queensland Government.</i></p>
<p>Roma Saleyards Multi-Purpose Facility</p>	<p>Roma Saleyards is set to see further improvements with construction of the Multi-Purpose Facility.</p> <p>The \$7.59 million dollar building contract is being undertaken by J Hutchinson Pty Ltd. The first sod was turned officially marking the start of the project on 2 October 2018, with \$1.859 million of works completed in 2018/19.</p> <p><i>Works commenced on the Saleyards Multi-Purpose Facility. Funding for this project has been provided by the Australian Government's Building Better Regions Fund (\$3,961,482), the Queensland Government under Building our Regions (\$3,698,983), Saleyards Reserves (\$324,855) and the balance from Maranoa Regional Council.</i></p>
<p>Regular scheduled and responsive maintenance continues</p>	<p>Despite the extensive activity at the Saleyards precinct, the team is ensuring that normal operations continue to run smoothly with stringent cleaning and maintenance regimes in place.</p>

Challenges

<p>Projects to now commence in 2019/20</p>	<p>Design for Stages 2 and 3 of the Saleyards Improvement Plan will now be undertaken in the new financial year. Stage 2 construction works will commence including safety improvements to Ramp 2.</p>
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Progress with implementing our plans

Roma Saleyards turns 50 in 2019, and works have been underway that will position the facility well for the next 50 years. During the year upgrade and new works were undertaken, with Stage 1 of the improvement plan completed and the Multi-Purpose Facility well underway.

Focus has also been maintained on core services and standards. Roma Saleyards maintained National Saleyards Quality Assurance (NSQA) certification following an audit by third party auditor AUSMEAT on 1 November 2018.

Internal audits for the financial year (biannual program) were completed on 3 September 2018 and 8 March 2019.

More information is available in our function's end of year report (Saleyards) - "Our performance in focus" - Pages 182 to 189.



Works commence on Saleyards Multi-Purpose Facility

Aerial view of the concrete works at the Roma Saleyards Multi-Purpose Facility.



Roma Saleyards Improvement Plan - Stage 1 completed

Works undertaken during the year.



4.6 Gas

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

Highlights

Measurement scheme - Gas	As part of Council's legislative compliance requirements, Council introduced a more detailed Gas Measurement Scheme. The new scheme passed audit with no non-compliances.
Gas model created	Council created a model for its gas network which checks the capacity of the existing network to cater for the current demand. The model also looked at how the network would cope if there was significant growth in demand in Roma.
Projects	Works to the value of \$183,487 were completed.

Challenges

Works in progress	3 projects were in progress but not yet complete at year end. \$87,464 was spent in 2018/19, with the balance of the works to be undertaken in 2019/20.
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Progress with implementing our plans

Progress was made with legislative compliance with the work done on the Gas Measurement Scheme. It was audited by the Regulator in Quarter 4, with no non-compliances.

The development of a gas model has helped to inform future works, to ensure the network can cater for growth.

Annual services were provided, with the exception of a planned review of the asset management plan. The Gas asset management plan was not reviewed pending the outcome of the gas model results. This will provide improved data on the upgrades required.

The implementation of an integrated management system for Quality, Safety and Environment has been included in the draft 2019/20 operational plan.

More information is available in our function's end of year report (Gas) - "Our performance in focus" - Pages 190 to 197.



Site of gas main replacement, Roma.



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	<p>100% of applications determined during 2018/19 were assessed in compliance with statutory timeframes or within an extended period by mutual agreement.</p> <p>The community now has convenient access to decision notices (including approved plans and Council's Statement of Reasons) with an online tracker on Council's website.</p> <p>The service commenced with planning decisions issued after 21 September 2018.</p>
Project highlights	<p>The new Maranoa Planning Scheme Property Report was launched with public information sessions held in December 2018.</p> <p>Council applied, and was successful, in securing \$140,800 through the Queensland Government's Innovation and Improvement Fund. This funding will go towards developing a free to use web based tool for developers, other Council departments and the broader community. It will provide access to local mapping within the Maranoa Regional Council area.</p>
Additional revenue source	<p>At Council's meeting on 14 November 2018, a new Memorandum of Understanding (MOU) was approved to provide town planning services to Barcoo Shire Council (Council resolution: GM/11.2018/54).</p>

Challenges

Economic and development drivers	<p>Development in our region is largely influenced by activity in the resources sector and the extreme climatic conditions we experience, such as flooding and drought. Fluctuations in our local economy, social impacts and the uncertainty created by these factors alone bring many challenges to our strategic planning.</p>
Diversity of stakeholders	<p>Council's development services and decisions impact multiple stakeholders, often with competing interests, expectations and desires. Finding balance and facilitating sustainable outcomes in these circumstances is an ongoing challenge.</p> <p>We continually review and evaluate our planning framework and decisions to ensure development outcomes not only respond to the individual, but protect the broader interests of our community as a whole.</p>

Progress with implementing our plans

The launch of the Maranoa Planning Scheme Property Report in December has dramatically increased the accessibility of town planning information for developers and the broader community. Council acknowledges the funding secured from the Queensland Government through the Innovation and Improvement Fund for two projects (one completed, and one to progress next year), supporting the implementation of Council's plans that are making development information more accessible:

- Development services online project (Total approved - \$110,000; \$33,000 received in 2018/19 as final payment following completion of the project);
- Mapping services online project (Total approved - \$140,800; works will progress in 2019/20).

Whilst the team continues to provide the annual town planning priorities, there is also significant work underway to update the town planning framework for Roma, having regard to the completed flood mitigation works. This will involve both a temporary local planning instrument and formal amendments to the Maranoa Planning Scheme.

More information is available in our function's end of year report (Town planning) - "Our performance in focus" - Pages 198 to 205.



Work progressed on continued improvements to Maranoa's Planning Scheme to take account of the completion of Stage 2A flood mitigation for Roma.

Stage 2A flood mitigation included the Eastern Diversion Channel (above) and an extension to the Stage 1 levee referred to as the 'Western Levee'.



New Maranoa Planning Scheme Property Report launched with public information sessions held in December



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

Funding secured through the Australian Government	<p>Council was successful in securing \$1,000,000 for the Watering the Maranoa Project through the Australian Government's Drought Communities Programme - Extension. The funds are being used for bores at Eumamurrin, Noonga, Teelba and Begonia.</p> <p>The Crush the Cactus project has also been funded by the Australian Government, with \$210,000 received just prior to the end of June 2019. The funding is part of the 'Communities combatting pests and weed impacts during drought program'.</p>
Major progress with exclusion fencing and other funded projects	<p>100% of fencing (130kms) funded under Round 1 of the Queensland Feral Pest Initiative has been completed, and 71% (202kms) of Round 2. \$750,000 was announced for Council through Round 3 (funding agreement pending).</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.</i></p> <p><i>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> <p>During the Council received \$144,000 for Pests without Borders Project - also through the Queensland Feral Pest Initiative (Round 2.2).</p>
Stock routes water facility projects completed	<p>The 2018/19 capital works program has been completed with upgrades to 9 stock route water facilities. \$162,136 in funding was received from the Queensland Government through the Department of Natural Resources, Mines and Energy.</p>

Challenges

Drought conditions	<p>Stock route use</p> <p>For the second year, and reflective of the ongoing drought conditions, there have been high cattle numbers traversing the region's stock route network (Stock route travel - 153,022 head of cattle; Stock route agistment - 21,288 head). This continues to stretch the resources of the small Rural Services team.</p> <p>Impacts on pest management</p> <p>Whilst Council officers conducted periodic spraying at locations across the Maranoa Region for identified pest weeds, it was found that the prolonged dry weather has inhibited the effectiveness of the chemical due to the weeds not effectively absorbing the chemical when sprayed.</p>
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Progress with implementing our plans

Given the ongoing drought conditions, the team identified the opportunity to build partnerships with government and landholders on water projects. With funding secured, partnerships were formed with landholders, other stakeholders and all tiers of government. Funding is actively being sought to mitigate the effects of pest animals and weeds. Council is appreciative of the programs through both the Australian and Queensland Governments to assist while the drought conditions prevail.

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



Wild dog exclusion fence project completed

Installation of wild dog exclusion fencing.



Funding secured through the Australian Government's Drought Communities Programme - Extension

Drilling works for the Eumamurrin Bore.



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	38 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 completion	Completed project highlights included painting of the heritage listed Surat Hall and new roofs for Mitchell administration centre and archive building. The completion of the Bassett Park Sheep Dog Trial Arena yards also fulfilled a Council commitment during the construction of the netball precinct.
Project commencement	A major project commenced for energy efficiency upgrades to Council facilities. Council resolved on 8 May 2019 to proceed to detailed design for installation of Photo Voltaic (PV) Solar Systems at 13 Council facilities. At the same meeting, Council also approved proceeding to the calling of tenders for works, subject to no issues being identified during the detailed design process that need to be brought back to Council for further consideration.

Challenges

Big Rig Café	Managers advised that they would be terminating their contract effective from 21 August 2019 (Council resolution: GM/06.2019/53). Tenders were called for management rights to the Big Rig Café.
Asset management plan	Due to staffing limitations (long term leave and vacancies), the 10 year facility maintenance plan remained in progress at year end. The project will now be carried over to 2019/20.
Water use at Council facilities	Water meters that were installed at Council sports grounds and facilities have resulted in large water usage accounts, which have in turn affected the Parks & Gardens and Facilities budgets.

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. The finalisation of 38 new or renewed agreements demonstrates further progress in this area.

The progression of the energy efficiency initiatives to ultimately reduce operating costs and Council's environmental footprint is another major priority progressed with the completion and Council's consideration of the Solar Energy Design Assessment in May 2019.

The Asset Management Plan is one priority that will need further attention in 2019/20 once resourcing for the work has been reviewed.

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



Works now completed on the sheep dog arena revamp at Bassett Park

Cr Cameron O'Neil, Chief Steward of the Roma Show Sheep Dog Trials David Kirkbride and Council Staff, Frank Martinek and Ricki Rathbone inspecting the recently completed Sheep Dog Arena with competitor Hudsons PD.



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 three new committee members to join the local Regional Arts Development Fund (RADF) Committee. \$44,716 was allocated to regional arts and development initiatives. <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 Store Museum	"All Among the Wool" exhibition was officially opened on 10 November 2018. Work commenced on the next exhibition for August 2019 'The Drivers'.

Challenges

Work in progress	Council secured Strategic Initiative funding to employ a contractor to digitise the National Oil and Gas Institute (Big Rig) NOGI collection. Due to time constraints the digitising of the entire collection was not achieved. Identification of further funding and work is required to complete the digitisation of the collection.
Position vacancy	The Arts and Culture position became vacant during the year. Interim arrangements were put in place while a review was undertaken.

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 11 different events.

Council was also able to provide museum development opportunities with the hosting of the Small Museums Conference in Roma 26 – 28 October 2018.

Whilst progress with some priorities was delayed with the vacancy in the Arts and Culture position, other team members took on lead roles to keep other corporate plan priorities progressing in partnership with the community. These included projects to preserve our heritage and local history such as:

1. Commencement of the History of Injune project;
2. Digitisation of the National Oil and Gas Institute (NOGI) collection at 'The Big Rig'.
3. Preparations for the new Surat Cobb and Co Store Museum exhibition "The Drivers" which will open in August.

Council also 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 224 to 231.



Congratulations new Regional Arts Development Fund (RADF) Committee Members

Cr Puddy Chandler welcomes new RADF committee members Christine Riddell, Rosie Bryant and Sandra Macdonald.



Festival of Small Halls at Wallumbilla

Festival of Small Halls celebrated a range of musical talents.



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	\$250,384 provided to community groups through grants, in-kind and other assistance, fee waivers and sponsorship.
New Council-Senex partnership doubles grants to \$30,000	An innovative three-year partnership between Council and Senex Energy was announced in February 2019. 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	<p>Rugby League legend welcomed to the Maranoa Former Queensland State of Origin player Billy Moore visited the Maranoa region in October 2018 for free family events in Surat, Mitchell, Wallumbilla, Injune/Bymount. This event was supported by the Department of Communities Drought Support Package.</p> <p>Christmas hamper appeal makes a difference in our community Council's Christmas Hamper Appeal once again made a difference, providing 142 hampers and helping 450 community members in need.</p> <p>Children swim, cycle and run in Mitchell TRYathlon Children of all ages and abilities were encouraged to get active, and swim, cycle and run at this year's TRYathlon on Friday, 29 March 2019.</p> <p>Council hosted events Council hosted 62 events for communities across the region in 2018/19. Highlights included the Festival of Small Halls, Anzac Day 100 Year Commemoration Services, and showcasing our region to delegates at the Queensland Small Museums Conference and Outback Queensland Tourism Symposium and Awards.</p>

Challenges

Drought conditions	The ongoing drought conditions have had an impact on the workloads 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.
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Progress with implementing our plans

Progress was made with the following corporate plan priorities:

- Council's grants programs and other funding to community groups: \$250,384 in assistance was provided.
- Queensland and Australian Government funding opportunities and industry partners to assist in funding Council projects and services: 39 funding applications were submitted for a total of \$14,837,053. As a result, 21 contestable grants and 4 non-contestable grants were approved to a value of \$5,637,088.
- Community based programs, planning, projects and initiatives, including School Holiday programs, drought support initiatives and the annual commitment to the Work Outreach Camp in Mitchell.
- Annual, biennial and one-off budgeted Council events:
Council hosted 62 events for communities across the region. Highlights included the Festival of Small Halls, Anzac Day 100 Year Commemoration Services, and showcasing our region to delegates at the Queensland Small Museums Conference and Outback Queensland Tourism Symposium and Awards.
- Support to community festivals and events (e.g. Easter in the Country and the upcoming festivals for Cobb and Co in Yuleba and Surat, and Booringa Fire and Water in Mitchell).

The new function of Regional Events Promotion and Marketing is in its infancy, with the position not yet recruited. However, the launch in 2018/19 of "A Planner's Guide – Events and Conferences in the Maranoa" (as highlighted in the Economic Development section) is the first step in delivering on that priority. It will be an invaluable resource for the person who ultimately performs that function on behalf of Council.

More information is available in our function's end of year report (Local development and events) - "Our performance in focus" - Pages 232 to 243.



New Council-Senex partnership set to double grants to \$30,000

Councillor Janelle Stanford with Trevor Robertson of Senex discussing the partnership.



Christmas hamper appeal makes a difference in our community

Councillor Janelle Stanford, Portfolio Chair for Community Services thanked our residents for all of the generous contributions.



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

Roma teed off for Australia's most remote golf series	The inaugural Outback Queensland Masters teed off in Roma on Monday, 17 June 2019 with an epic event staged across six outback Queensland locations.
Get Out Feel Great	Get Out Feel Great (Funding Round 3) continued building on the success of the previous two rounds, by providing opportunities for Maranoa women and girls to commence or increase physical participation.
Special events	<ul style="list-style-type: none"> Paul Briggs Boxing Workshop - 18-19 August 2018 Skate Park event for R U OK Day - 8 September 2018 Outback Masters Golf Carnival - 17 June 2019
Project highlights	<ul style="list-style-type: none"> Roma Touch field lighting and carpark seal Surat Recreation Grounds - canteen exhaust canopy Injune Rodeo Canteen & Bar - upgrade to power supply Great Artesian Spa - fabrication and installation of handrails. <p>The Queensland Government provided \$100,000 to Council for the lighting and field upgrade that was completed last year to enable Queenslanders to participate in sport and recreation.</p>

Challenges

Funding	<p>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.</p> <p>Not all applications are successful, however, where opportunities arise, applications are resubmitted incorporating feedback from the respective agencies.</p>
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Progress with implementing our plans

Progress continued to be made on corporate plan priorities, with a particular focus on support for grant writing and club/committee governance, and opportunities to access Council's community grant programs.

Given limited funding and resources, Council has been able to do more through partnerships with others. The Get out Feel Great funding from the Queensland Government is one such example.

The Regional Sport and Recreation Development Coordinator continued to work with other teams and stakeholders for:

- Management and user agreements that pertained to sporting and recreational groups;
- Delivery of funded projects with \$214,292 spent during the year.

Projects completed for the year included:

- Roma Touch field lighting and carpark seal
- Canteen exhaust canopy for Surat Recreation Grounds
- Upgrade to the power supply at the Injune Rodeo Canteen and Bar
- Fabrication and installation of handrails for the Great Artesian Spa.

An important milestone for the year was Council's resolution on 10 April 2019 to participate in the Place Based Suicide Prevention Project with Western Queensland Primary Health Network, by hosting the employment of a local Coordinator for two (2) years, based in Roma, and working within the existing Be Healthy and Safe Maranoa Program infrastructure (Council resolution: GM/04.2019/33).

More information is available in our function's end of year report (Sport, recreation and community wellbeing - "Our performance in focus" - Pages 244 to 251).



Roma teed off for Australia's most remote golf series

Outback Queensland Masters promotional material.



Get Out Feel Great funding received from the Queensland Government

Get Out Feel Great boxing workshop.



4.13 Libraries

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

Highlights

Summer Reading Club returned to Maranoa libraries	The national Summer Reading Club returned to Maranoa libraries online at summerreadingclub.org.au from 1 December 2018 to 31 January 2019. Prizes were awarded at each of our Maranoa libraries for the most books read.
Mungallala Library celebrated 60 years	All things books were celebrated in Mungallala in February 2019 when the Library celebrated 60 years of being in the community. Mungallala Librarian Brenda Jukes was also celebrated on the day, having been the town's librarian for the past 30 years.
Interesting facts and figures	We welcomed 542 new borrowers in 2018/19. The number of loans of electronic resources (e-books, e-audio and downloadable videos) in 2018/19 reached an amazing 10,307. This figure is significantly more than the previous year's total of 6,107.
Wallumbilla Library move completed	The temporary new home of the Wallumbilla library was officially opened on 24 May 2019. The library service will ultimately form part of the Calico Cottage precinct development.

Challenges

Project in progress	The upgrade of the airconditioning at the Mitchell library had commenced but remained in progress at the end of the financial year. The works will be completed in 2019/20.
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Progress with implementing our plans

The library function continues to progress all annual priorities.

Some important milestones were achieved for Wallumbilla residents relating to the following corporate plan priority:

- *Progressively plan for and construct a new fit for purpose library facility in Wallumbilla, providing temporary alternative accommodation in the interim in the Wallumbilla Hall.*

At its meeting on 27 March 2019, Council adopted the Wallumbilla Calico Cottage and Heritage Precinct Master Plan including library. The project will now proceed to the next stage of planning.

The temporary new home of the Wallumbilla library was officially opened on 24 May 2019.

More information is available in our function's end of year report (Libraries) - "Our performance in focus" - Pages 252 to 257.



Mungallala Library celebrates 60 years

Deputy Mayor Jan Chambers and CEO Julie Reitano with Mungallala residents and Council's Brenda Jukes (centre) to celebrate 60 years of the Mungallala Library and Brenda's 30 years of service.



Wallumbilla library moves to a new home

Mayor Tyson Golder cutting the ribbon at the Wallumbilla library opening

STRATEGIC PRIORITY 5 - QUICK FACTS 2018/19

5.1 Continual improvement



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



Third party certification retained for Roads in Quality, Safety and Environmental Management.



6 Tool Box Talks and **4** Newsletters prepared for all teams through the Switch on to Safety program.



447 drug and alcohol tests undertaken.



5 reportable incidents to regulatory authorities / **5** improvement notices.



3.96 lost time injuries rate

5.2 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 **182** workstations, **112** laptops and tablets, **64** virtual servers and **220** mobile services.

5.3 Human resources and leadership



331 employees at 30 June 2019



22 training programs coordinated with **462** attendances across all programs.



11 trainees/apprentices hosted



38 skill assessments for **23** staff across all plant categories where there was notification of changed use.



52 inductions for **26** staff for new or reassigned unfamiliar plant.



17 log books issued for **12** staff for training purposes.



5.4 Communication



260 media releases and **25** responses to media enquiries.



3,309 Facebook subscribers to the My Maranoa page as at 30 June 2019, an increase of **603** during 2018/19.



249 Roma Saleyards' market reports.



Council website transitioned to the **My Maranoa** platform ready for go-live on 1 July 2019.

5.5 Plant, fleet, workshops and depots



In conjunction with other functions, management of plant and equipment assets valued at **\$22.89 million** (30 June 2019) and associated plant investment program.

Plant additions (new assets): **\$2.376 million.**

Plant disposals (sales, trade-ins): **\$0.84 million**



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

Operations and maintenance of plant: **\$4.769 million.**

5.6 Quarry and quarry pits



202,174 tonnes of product sold (road-base, drainage materials, aggregates, pre-coated aggregate and concrete blends).



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".

5.7 Customer service



11,595 customer requests (external and internal to all departments). **5,026** requests processed by the front counter team members.



19,602 external calls received, with **91.28%** of calls answered within 60 seconds.



New customer request system went live on 5 September 2018 helping to track the receipt, acknowledgement, progress and close out of customer requests, however they are received.



New **Customer Request** and **Complaint Management** Policy & Process adopted.

5.8 Information management



107,355 documents and **4,481** e-mails registered into the document management system (organisation wide).



6 right to information applications, **2** internal reviews and **1** external review. This involved decisions about **1,554 pages** and **113.38 minutes** of video footage.



2,812 items of incoming correspondence (excluding invoices).



652 cheques received by mail and processed.

5.9 Laboratory



Testing undertaken for water cartage businesses and Council pools:

367 samples with 1,955 tests performed.



Testing undertaken for Council services:

Drinking water
1,510 samples, 4,972 tests performed.

Sewerage
287 samples, 1,216 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

New corporate induction of employees and contractors	An online induction was developed and implemented. This enables contractors to undertake the corporate induction from their own business, at a time convenient to them. This was implemented following feedback received through the My Maranoa Business initiative.
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 insurance. The average of the six Councils required an overall score of 70%. Council scored 77% (February 2019). Third party auditors recommended Council's continued certification (August 2018) following an audit against the relevant Australian and International Standards for which it is certified.
Employees' fitness for work	447 drug and alcohol tests were undertaken during the year, contributing to the safety of our teams and community.
Workers' compensation rate lower than last year	The workers' compensation contribution rate levied to Council decreased from 1.008% (2017/18) to 0.952% (2018/19).

Challenges

Duration of injuries	The total number of claims and accepted claims incurred has increased by 29.17% from last financial year, with an increase in the duration rate influencing the total cost of claims. 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 2018/19 there has been an increase in injuries resulting from contact with an object when compared to the previous reporting year. Hitting an object or being hit by an object resulted in 35 incidents.
Lost time injuries	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 were 5 incidents which were required to be notified to regulatory authorities. There were 5 improvement notices issued by the Office of Industrial Relations on 5 November 2018 - each related to the Saleyards.

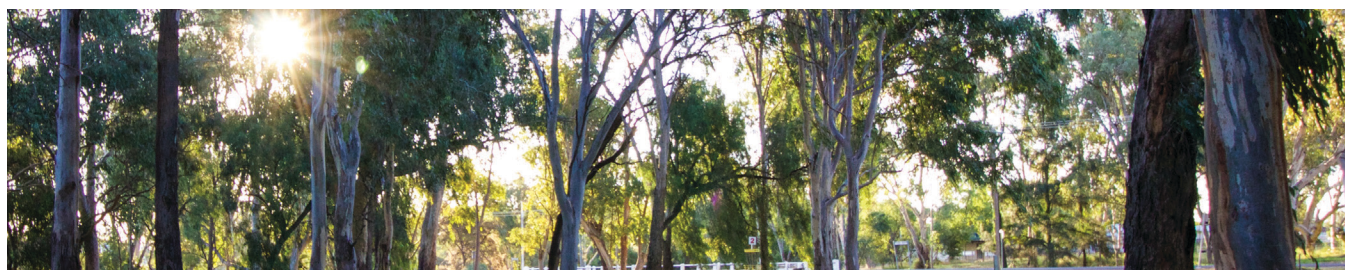
Progress with implementing our plans

The most notable progress was with the following two corporate plan priorities:

- **Seek independent verification of our progress and compliance (third party certification):**
The 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.
- **Develop and implement online and other training packages to support business needs, and induct and refresh team members on our systems at work at Maranoa Regional Council.**
Council went live with the online induction which is benefiting employees and contractors.

Development of our integrated management system is continuing with scope expansion planned for 2019/20

More information is available in our function's end of year report (Continual improvement) - "Our performance in focus" - Pages 260 to 269.



Adungadoo Pathway, Roma.



5.2 Information and communication technology

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

Highlights

Investment in technology assets	3 capital projects were delivered with a combined value of \$106,422 (photocopier and server replacement program and Yuleba Service Centre security system). Another 3 projects were completed within the function's operating budget.
Project highlights	<ul style="list-style-type: none"> New customer request system - It has forever changed, for the better, how Council manages and keeps track of the many requests received from customers each year. New app for field staff - this minimises the time involved in travelling to and from the office and completing paperwork. <p>The mobile app now allows staff to manage requests from their mobile phones and tablets, even in areas with no mobile service coverage.</p>
Printing costs	<ul style="list-style-type: none"> Printing costs continue to fall (lowest in 4 years) with the ongoing benefits of a printing software package.
Business continuity	<ul style="list-style-type: none"> 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

Work in progress	<p>Implementation of the Business Intelligence System upgrade has been delayed due to release constraints by the publisher. To enable the deployment to proceed, Council has entered the beta program for the next version (BIS 7). Internal testing will commence in Q1 2019/20 with a target go live of Q2 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>
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Progress with implementing our plans

The team progressed all corporate plan priorities.

Productivity and efficiency in service delivery and availability of on-line information was enhanced with (and not limited to):

- Go live of the new Customer Request System;
- Implementation of the in-field app;
- Transition to the new website;
- Enhancement of the Planning and Development online tool to allow the display of record management documents;
- Implementation of an Infringement module in conjunction with key stakeholders across Council.
- Implementation of the (Authority) Utility billing module.

Provision of services and infrastructure during an incident or disaster event was progressed with:

- Migration of the Guardian disaster management platform to a cloud hosted software service to provide greater flexibility and access during a disaster event;
- Preparation of an updated ICT business continuity and disaster management plan for the network centre cut over process. This assessment 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.

More information is available in our function's end of year report (Information and communication technology) - "Our performance in focus" - Pages 270 to 277.



Actus app deployment and new customer request system

Council's ICT team.



5.3 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	Negotiations for Council's new certified agreement commenced in August 2018 with a combined negotiating committee of management representatives, union and employee delegates. The proposed agreement has a term of 3 years and aims to achieve a single agreement for all employees of Maranoa Regional Council (previously 2).
Business improvements	Council's online corporate induction for new employees, contractors and suppliers was launched in May 2019. A whole-of-Council approach was implemented for the budgeting and coordination of Council's training plan for its employees.
Accolades	Council's Apprentice Plumber, Chelsea Hayward, received the Apprentice of the Year Award (Darling Downs and Western Region) at the Master Builders Queensland Housing and Construction Awards. Tourism Trainee, Tayla Dennis received the Equity VET Student of the Year Award and the Aboriginal and Torres Strait Islander Student of the Year Award at the Darling Downs South West Queensland' Training Awards. Six local jobseekers completed Work Skills Traineeships with Council under a community partnership initiative with Golden West Apprenticeships. All participants successfully transitioned into ongoing employment or training.
Recruitment	An independent audit considered Council's comprehensive recruitment process as consistent with best practice and merit based appointments.

Challenges

Reshaping the organisation	There has been a concerted effort to reduce net operating costs to increase financial sustainability ('Tightening the Belt'). The reshaping is occurring predominantly through a review when positions become vacant - identifying opportunities to deliver more with less through new work processes. Getting the balance right between reductions in positions and adequate resourcing levels that meet customer expectations will be a continuing challenge.
Reporting	The externally provided software that comprises Council's core business systems has limited reporting and integration between position and payroll information. Reporting therefore is currently labour intensive. Inhouse resources continue to work on improving access to accurate information in a timely manner. This will be critical to the new performance management framework currently under development so that feedback is timely and effective.

Progress with implementing our plans

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

- Review of Council's Organisational Structure through 107 minor, individual amendments, as opportunities arose during the year;
- Continued development of new industrial instruments, in particular the draft new Certified Agreement, employment contract documentation and draft employment related policies;
- Development and implementation of a centralised training plan – this was achieved for the second year as part of this year's budget preparations.

All the groundwork has now been laid for the performance review framework to be rolled out in 2019/20 as part of new contracts and position descriptions.

Additional areas of focus for the coming year will be:

- Finalising the industrial agreements, contracts and policies;
- Content development for the employees' induction and refresher training and on-line training platform.

More information is available in our function's end of year report (Human resources and leadership) - "Our performance in focus" - Pages 278 to 285.



New certified agreement negotiations

First meeting of the negotiating committee.



Local working group commences in Yuleba

Local Area Manager Annette Gallagher (right) with two of the Yuleba team members, Jordan Tiley and Leah Tribe.



5.4 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

New ways of communicating	This year, videos became a regular part of how Council communicates with residents and the public overall (with a particular focus on Council meeting news/snapshots).
New home online	Council brought the website (www.maranoa.qld.gov.au) onto the My Maranoa platform, with Council's website now sitting alongside the Residents, Visitors and Business pages.
Promoting our major project milestones	With a number of major projects taking place this financial year, milestones were captured and communicated via a number of methods (e.g. Stage 2A Roma Flood Mitigation, Roma Saleyards Improvement Plan 1, Duke Street South Upgrade, the Roma Airport Overlay Project and Roma Saleyards Multi-Purpose Facility).
Annual report achieves gold award	For the 4th year running, Council's Annual Report has achieved Gold at the Australasian Annual Reporting Awards. The report is designed and prepared in-house by Maranoa team members.
Social media presence	Those 'liking' the 'My Maranoa' page increased by 603 in the 2018/19 financial year meaning we are communicating daily with 603 more people than in the previous financial year!

Challenges

Social media	Social media has changed how and when Council communicates with our target audiences. Collating and publishing relevant and accurate information quickly continues to be a challenge, given the number of functions, services and projects delivered by Council.
Works in progress	The development of a new Communications Strategy covering all forms of media was in draft at year end. This will be formally adopted by Council in 2019/20.

Progress with implementing our plans

Both corporate plan priorities for Communication form part of annual service delivery including effort on ensuring:

- Timely, relevant, accurate and consistent information;
- Progressive tailoring of our communication to the needs, interests and preferences of our communities and stakeholders.

Progress was evidenced by:

- Finalising the move of the website to the My Maranoa platform in time for 1 July;
- Preparing video snapshots on Council meeting days;
- Assisting teams with newsletters and fact sheets for specific stakeholder groups;
- Drafting the Communications Strategy.

Focus for the next 12 months of the corporate plan will be providing more information at a local level, particularly surrounding the budget contents, roll out of the 'Sharing our Year' on-line initiative (in conjunction with the annual report preparation) and post implementation review of the website.

The Communications Strategy will also be finalised in 2019/20.

More information is available in our function's end of year report (Communication) - "Our performance in focus" - Pages 286 to 293.



Communicating our major project milestones

Communications Officer - Infrastructure Services Sophie Kluckhohn taking photos of key milestones at the Roma Airport Overlay Project (night time works).



New ways of communicating

A Council Meeting Snapshot video.



5.5 Plant, fleet, workshops and depots

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

Highlights

Plant investment program	<p>The 2018/19 program included:</p> <ul style="list-style-type: none"> Plant additions (new assets) - \$2,376,053 Plant disposals (sales, trade-ins) - \$840,616 <p>Highlights included Council's approval (resolutions) to replace the landfill compactor (\$699,600 including GST) and 3 new road maintenance graders (\$1,431,154.63 including GST, plus statutory registration costs).</p>
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Challenges

Increased cost of plant operations and maintenance	<p>The value of operations and maintenance costs has increased by 5.25%:</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> </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)
2016/17	\$4,531,588 (\$4.5 million)						
2017/18	\$4,638,509 (\$4.6 million)						
2018/19	\$4,769,437 (\$4.8 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, and business improvement initiatives.						

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.

This impacted the purchase of plant, with \$2.2 million in funding held over to next year.

An initial draft of an asset management plan for Plant has been prepared but will require additional work in 2019/20.

The most significant progress for the corporate plan was the review of the fuel tax credits/rebate which resulted in over a \$1 million in additional credits. Some recommendations were implemented immediately while some will take a little longer. The identified process improvements have been incorporated in the draft 2019/20 operational plan.

More information is available in our function's end of year report (Plant, fleet, workshops and depots) - "Our performance in focus" - Pages 294 to 301.



3 maintenance graders approved for purchase

New maintenance grader.



5.6 Quarry and quarry pits

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

Highlights

Quarry certification	Roma Quarry was recertified to supply material to projects undertaken on the state and federal road network. In addition to being an “Approved Quarry Source” for roadbase products and concrete and sealing aggregates, Roma Quarry’s certification has now been expanded to include aggregates for “asphalt surfacing” and “slurry sealing”.
Major projects	Roma Quarry supplied material for major projects across the region including: <ul style="list-style-type: none"> • 5,234 tonnes of certified road base for local road projects in Q1; • 13,683 tonnes to the Roma Airport Runway Overlay Project during Q2; • 36,055 tonnes of roadbase and drainage rock to a coal seam gas road project in Arcadia Valley during Q2 and Q3; • 7,291 tonnes of precoated bitumen sealing aggregates for the regional bitumen reseal programs during Q3 and Q4; • 22,751 tonnes of aggregate to the local concrete plants throughout the year.
Safety	A complete review of the current Safety & Health Management System (SHMS) commenced with an update planned to be completed early 2020.

Challenges

Variable demand	Sales demand at the Roma Quarry fluctuates throughout the year driven by the material requirements of local construction projects being delivered by Council and others businesses across the region. In order to meet this demand, the Roma Quarry Staff work closely with both internal and external clients to help prepare sales forecasts and prioritise material production. This year, the Roma Quarry engaged the support of a sub-contract crushing team to help boost the production to ensure the Quarry could meet the peak demand for materials.
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Progress with implementing our plans

With a changeover of senior staff for the Roma Quarry and quarry pits, and the merging with the Construction team, the focus for the year has been on evaluating the business operations and resourcing it accordingly.

Some major corporate plan priorities will now be delivered in 2019/20 such as the 10 year Mining Plan and finalisation of the comprehensive review of the Safety and Health Management System.

More information is available in our function’s end of year report (Quarry and quarry pits) - “Our performance in focus” - Pages 302 to 311.



Look down when you fly

Roma Airport runway (North to South) - the results of the Runway Overlay Project.



Roma Quarry a key partner in Council’s roadworks program

Bitumen surfacing works - Ivy Street, Roma. The Ivy Street project used a considerable volume of material from the quarry, including roadbase, bitumen sealing aggregates, concrete aggregates and drainage rock.



5.7 Customer service

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

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

Highlights

New customer request system goes live	On 5 September 2018, Council went live with a new customer request system which is helping to track the receipt, acknowledgement, progress and close out of customer requests, however they are received.
Local and regional contacts	Council is keeping local in regional by now providing both local and regional customer service contacts for non-emergencies. This initiative was launched in Injune as the pilot site on 26 February 2019.

Challenges

After hours customer service	It has recently been identified that there is the opportunity to improve the rostering and location of on-call employees. A review of the after hours service arrangements is planned for 2019/20.
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Progress with implementing our plans

Major progress was achieved with the highlight being the go-live of the new Customer Request System and associated policy. New functionality is helping to more easily acknowledge receipt, allocate to the correct area and track progress. The organisation is well positioned to now implement reporting for the management team and function leaders, which will include exception reporting on requests that could not be delivered, or where target timeframes could not be met and reasons why. A further and significant step forward was adoption of the new Complaints Management Policy and Process on 22 May 2019, and subsequent implementation. This ticks off one of the key priorities for the 2018-2023 Corporate Plan. Annual review and finetuning will provide for continual improvement during the remainder of the plan's term.

More information is available in our function's end of year report (Customer service) - "Our performance in focus" - Pages 312 to 319.



Council's Roma Customer Service Centre.



5.8 Information management

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

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

Highlights

Right to information	Applications received were processed in the accordance with the legislative timeframes. Information was developed for Council's new website ready to go live on 1 July 2019.
Process improvements assist with service delivery	New record types were set up in preparation for 1 July. These were created to simplify the process of registering documents in Council's electronic document management system.
Disposal in accordance with the State approved schedule	The yearly disposal of records as per State Archives' retention schedules occurred on 13 May 2019 where 320 archive boxes of records were authorised 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 document management system.
Decision reviews	Two Right to Information applications were the subject of an internal review, with one proceeding to external review.

Progress with implementing our plans

Many aspects of this function pertain to annual service delivery (e.g. processing of daily incoming correspondence). However, some work was done in preparation for 1 July, to streamline the registration of documents for users. With more than 100,000 documents registered every year, any improvements not only add to the efficiency of record keeping, but also promote the additional use of the electronic document management system.

Corporate plan priorities relating to Right to Information and Information Privacy are dependent on the number of applications each year.

The focus for the coming year will be on reorientation of our record keeping to align with our new functions as detailed in the corporate plan.

More information is available in our function's end of year report (Information management) - "Our performance in focus" - Pages 320 to 325.



Council's Manager of Communication, Information and Administration Services - Dale Waldron with Information Management Officer Michelle Scott.



5.9 Laboratory

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

Highlights

Water	367 samples were taken for Council pools and water cartage businesses with 1,955 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: 1,510 samples, 4,972 tests Sewerage: 287 samples, 1,216 tests

Challenges

Backup resourcing	Given Council's size, the laboratory operates with one qualified officer. However, testing needs to continue if the officer is away from work for any reason. A new employee is currently being trained as back-up for the laboratory to ensure continuity of service provision.
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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.

Other key priorities, being the review of the Laboratory Information System and ongoing implementation of the Laboratory as a business unit, will be the focus for 2019/20.

More information is available in our function's end of year report (Laboratory) - "Our performance in focus" - Pages 326 to 331.





Cottage Creek Road.