

Strategic priority 5

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

MANAGING OUR OPERATIONS WELL

- 5.1. Continual improvement 260
- 5.2 Information and communication technology 270
- 5.3 Human resources and leadership 278
- 5.4 Communication 286
- 5.5 Plant, fleet and workshops 294
- 5.6 Quarry and quarry pits 302
- 5.7 Customer service..... 312
- 5.8 Information management..... 320
- 5.9 Laboratory.....326

Project highlights



Our performance in focus

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

CONTINUAL IMPROVEMENT 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).

CONTINUAL IMPROVEMENT 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.

Section 5.1 cover image - Roadworks site, Arthur Street, Roma.

* Refer over page for 'Did you know' for current scope.

5.1 CONTINUAL IMPROVEMENT

What we do

Continual improvement is the process of planning, doing, checking and acting (Plan-Do-Check-Act cycle). Improving the way we do business involves the ongoing review and evaluation of how we deliver our services and projects against what was planned.



As the framework for our continual improvement, we are developing an Integrated Maranoa Management System (IMMS). It is a suite of policies, processes, procedures and resources that will ultimately assist us in delivering our services and projects consistently, effectively and efficiently.



In developing the system we are benchmarking ourselves against the best private and public sector management systems in Australia and across the globe through the progressive third-party certification of the IMMS to ISO standards.

This lays the groundwork for us to deliver quality services and infrastructure for our residents and ratepayers, at an affordable price, while protecting the safety of our teams, community and the environment. Our ultimate goal is to achieve third-party certification for all of our customer facing services and the support services that they are dependent upon.

Did you know

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.

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

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

AS/NZ standards are applicable to Australia and New Zealand private and public sector organisations.



Why we do it

All local government employees have a responsibility under Section 13 (2)(f) of the *Local Government Act 2009* that relates to "improving all aspects of the employee's work performance". Section 13 (2)(a) also includes "implementing the policies and priorities of the local government in a way that promotes:

- (i) the effective, efficient and economical management of public resources; and
- (ii) excellence in service delivery; and
- (iii) continual improvement"

These responsibilities apply to all levels of Council. We therefore need to strive to always do things better than we have before.

At Council we are developing a structured way to continually review our operations through an integrated management system. Once fully developed, it will help us to:

- **Use what we have effectively**
Knowing what our customers and stakeholders / interested parties need and what we can afford means we can use what we have wisely.
- **Increase productivity and efficiency**
Errors, rework and inefficient processes can be costly.
- **Improve decision making**
Evidence-based decision making and risk-based thinking rather than 'gut-feelings', guesses and trial and error make for improved decision making.
- **Engage with our employees**
Working together with employees who undertake their roles on a daily basis provides valuable perspectives on what things are working well and potential improvements.
It also provides an opportunity for information to be shared about why things are done a certain way.
This provides a benefit for the community we service as we can pass on what we learn to current and future employees. It also makes for a productive and rewarding workplace.
- **Innovate and implement best practice**
Developing a system for how we do things at Maranoa enables us to innovate locally, but also look at what the best are doing.
Progressively benchmarking our system to Australian, New Zealand or International standards enables us to keep the way we do business current - i.e. staying up-to-date with the latest business innovations and best practices in all areas of industry.

How we are trending - continual improvement

Workers' compensation	2014/15	2015/16	2016/17	2017/18	2018/19	5-yr average
Total claims	17	30	20	24	31	24
Accepted claims	13	27	20	24	31	23
Average incurred loss (\$'s per claim)	\$7,601	\$6,251	\$8,159	\$3,515	\$13,082	\$7,722
Highest incurred loss (\$'s)	\$78,909	\$78,540	\$61,922	\$31,415	\$175,188	\$85,195
Total incurred (\$'s)	\$129,221	\$187,542	\$163,184	\$84,361	\$405,538	\$193,969
Claims > 10 days lost time	4	7	7	4	8	6
Member scheme rate (%)	1.042	0.948	0.833	1.008	0.952	0.957

More about the numbers - Our quality, safety and environment report

Incident reporting and investigations

In the last 12 months there were 190 incidents reported. It is noted that there has been an increase (4.97%) when compared to 2017/18.

Year	Number of reported incidents	Type of incident		
		People	Asset	Environment
2018/19	190	101	80	9
2017/18	181	82	93	6
2016/17	178	New data classification from 2017/18 onwards		
2015/16	153			

People incidents	2017/18	2018/19	% increase
Report only / near miss	22	36	63.64%
First aid	28	28	0%
Medical treatment	16	29	81.25%
Lost time injury	16	8	-50%
Total	82	101	23.17%

Personal incidents reported by mechanism of injury

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 (17 incidents for the previous year), and 11 'slips, trips and falls' incidents were reported (19 incidents for the previous year).

We will continue to closely monitor both, particularly given the demographics of our workforce.

Age	Percentage of workforce
18-29	10%
30-44	29%
45-59	45%
60-75	16%

Lost time injury rate, workers' compensation and rehabilitation

Our lost time incident rate (number of lost time injuries multiplied by 100, divided by the number of workers) saw an increase from last year (2.73 in 2017/18 compared to 3.96 for the 2018/19 year).

Year	Lost time injury rate
2018/19	3.96
2017/18	2.73
2016/17	2.48
2015/16	4.12

5.1 CONTINUAL IMPROVEMENT

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. Average incurred losses, highest incurred loss, total incurred costs and claims exceeding ten days of lost time all reflected the impact of a small number of claims of longer duration.

Our workers' compensation contribution rate decreased from 1.008% to 0.952%. 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.

External audits

During 2018/19, Council's quality, safety and environment management systems underwent two external surveillance audits against the relevant Australian and International Standards in which they are certified against.

The audits were conducted from 3-7 July 2018 and 6 - 8 February 2019.

A summary of the audit findings are below.

	Certification audit (July 2018)	Certification audit (February 2019)
Non-conformances	0	2
Observations	10	25
Closure of findings from previous audits / addressed	9	First audit using National Audit tool.

Notification of significant events to authorities

There were 5 incidents which were required to be notified to regulatory authorities in 2018/19.

Date	Details	Reference	Authority
6 September 2018	Chlorine cylinder leak	161121	Office of Industrial Relations / Workplace Health and Safety Queensland
24 October 2018	Improvement Notice – Saleyard – auctioneer walkways (mid rails and kick plates)	I1053849 WHS Act 2011	Office of Industrial Relations / Workplace Health and Safety Queensland
7 November 2018	Dangerous incident – exposure to chlorine	90828	Office of Industrial Relations / Workplace Health and Safety Queensland
27 November 2018	Uncontrolled release of gas	PIR-17434207-308 I62865	Office of Industrial Relations / Workplace Health and Safety Queensland
29 January 2019	Fall from conveyor - High Potential Incident - 3 Substandard Condition or Practice	Mines Entry Notice (<i>Mining and Quarrying Safety and Health Act 1999</i>). (<i>Mining and Quarrying Safety and Health Regulation 2017</i>).	Department of Natural Resources, Mines and Energy, Mines Inspectorate

- **Other notices**

There were 5 improvement notices issued by the Office of Industrial Relations on 5 November 2018.

Date	Details	Reference	Authority
5 November 2018	Saleyards Ladder and Fall protection	I1054502	Office of Industrial Relations / Workplace Health and Safety Queensland
5 November 2018	Saleyards Ramp 1 access/escape for person/s - Top and bottom of ramp Ramp 2 access/escape for person/s - Top and bottom of ramp	I1054500; I1054503 I1054501; I1054504	Office of Industrial Relations / Workplace Health and Safety Queensland

Services - what we achieved this year (corporate)

What we do	What we aim for	What we achieved this year																												
Communication																														
Toolbox talk and newsletter completion rate (departmental)	100% completion rate.	<p>Toolbox Talks issued:</p> <ul style="list-style-type: none"> Emergency Response - 1 July 2018; Pests and Weeds - 31 July 2018; Electrical (Working Above/Underground/Exclusion Zones/Live Touch/ RCD) - 12 October 2018; Prepare For Holiday Season (Fatigue/Shutdown/Travelling/Complacency) – 11 December 2018; Switch Back On to Safety (Working in the Heat) – 25 January 2019; and Health & Wellbeing – Ageing Workforce – 10 April 2019. <p>Switch on the Safety newsletters published:</p> <ul style="list-style-type: none"> September 2018 - including Fit for Work / Drug and Alcohol Testing Program update; November 2018 - including Switching on to the Basics – Guide Cards / Hazard Identification / Risk Assessment; March 2019 - including Health & Safety Representatives' election; May 2019 - including Remote and Isolated work and the Electrical Safety Management Process; <table border="1"> <thead> <tr> <th colspan="2">Toolbox talk completion rates</th> </tr> <tr> <th>Month</th> <th>% completed</th> </tr> </thead> <tbody> <tr><td>July 2018</td><td>95</td></tr> <tr><td>August 2018</td><td>93</td></tr> <tr><td>September 2018</td><td>91</td></tr> <tr><td>October 2018</td><td>91</td></tr> <tr><td>November 2018</td><td>93</td></tr> <tr><td>December 2018</td><td>66</td></tr> <tr><td>January 2019</td><td>94</td></tr> <tr><td>February 2019</td><td>N/A</td></tr> <tr><td>March 2019</td><td>82</td></tr> <tr><td>April 2019</td><td>88</td></tr> <tr><td>May 2019</td><td>86</td></tr> <tr><td>June 2019</td><td>81</td></tr> </tbody> </table> <p>Other:</p> <ul style="list-style-type: none"> Chlorine gas cylinder – 7 September 2018; Workers injured when concrete pipe toppled over 26 October 2018 (Construction); Complacency – High Risk Activities 9 November 2018; Product Recall – Dy-mark Mine Marking Aerosol Paint - 14 November 2018 (Construction – Quarry – Water, Sewerage & Gas - Stores – Maintenance Delivery & Works); Grader Operator – Fatality (Infrastructure – workshops); Dept. Mines – Fatality – conveyor belt 22 November 2018 (Quarries/ Pits); Department of Mines – Fatality – Work Bucket Detachment NSW Department of Natural Resources, Mines and Energy 30 March 2019 (Quarries/ Pits); Falls from fixed ladders with cages - 22 May 2019 (WorkCover Queensland); Skid steer loader bucket - fatality - 3 April 2019 (WorkCover Queensland). <p>Bulletins published to management team: 1</p>	Toolbox talk completion rates		Month	% completed	July 2018	95	August 2018	93	September 2018	91	October 2018	91	November 2018	93	December 2018	66	January 2019	94	February 2019	N/A	March 2019	82	April 2019	88	May 2019	86	June 2019	81
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Audit program																														
Close out of audit items within a 90 day period (unless exemption applies) with evidence supplied in the audit register for verification	All audit action items closed out within 90 period.	<p>At the end of the financial year there were a total of 336 audit findings recorded. The status of these items was as follows:</p> <ul style="list-style-type: none"> 25 (5.76%) actioning; 434 (94.24%) verified. <p>3 out of the 4 findings that were > 90 days related to the Quality/Safety/Environment management systems and are still in the process of being actioned as they are interrelated with the system development.</p>																												

What we do	What we aim for	What we achieved this year
Integrated Maranoa Management System (IMMS) system development and maintenance		
Ongoing support, commitment, implementation and improvement of corporate and operational elements of the IMMS	Improvements actioned as required.	<p>Priority 1 IMMS processes have progressed:</p> <ul style="list-style-type: none"> • Health and Safety Committee consulted - 3; • Environmental processes approved by the CEO and Directors at Management Review meeting – 6; • Progressing to focus groups for final scrutiny by interested parties / subject matter experts within Council – Cultural Heritage Management and Weeds and Pest Management. <p>New processes consist of:</p> <ul style="list-style-type: none"> • 1 IMMS process – Remote and Isolated Workers; • 2 health and safety processes – Traffic Management and Asbestos; • 8 environmental processes including the abovementioned Cultural Heritage and Weeds and Pest Management plus Erosion and Sediment; Flora and Fauna; Waste Management; Environmental Nuisance; Air Quality and Water Quality Management Processes. <p>Priority 2 – 6 processes have been drafted, 4 of which have undergone initial consultation with the Health and Safety Committee of which 2 have also been reviewed at a Management meeting with feedback being reviewed and appropriate amendments being included.</p> <ul style="list-style-type: none"> • 5 IMMS processes and 1 safety process <p>Priority 3 – 6 processes have been drafted with 5 processes being reviewed after consultation with the Health and Safety Committee.</p> <ul style="list-style-type: none"> • 2 IMMS processes and 4 safety processes <p>The Risk Matrix has been approved and is being incorporated into the Risk Management Process which will impact on all Job Safety and Environment Analyses (JSEAs) and Safe Work Method Statements (SWMS) throughout Council.</p> <p>All new and approved processes will be communicated and disseminated through a number of different media to ensure maximum visibility of all impacted functions.</p> <p>These initiatives are to address the outstanding audit findings for Enterprise Risk, Quality, Safety and Environment.</p>
Management review		
Executive Leadership Team (ELT) commitment to the provision of management review meetings and representation at meetings	Transitioned to quarterly during 2018/19.	<p>Three management review meetings were held during 2018/19 (as follows):</p> <ul style="list-style-type: none"> • 24 January 2019; • 30 January 2019; • 6 June 2019.
Actioning and improvement of objectives relating to the IMMS performance report e.g. audit, incident, hazard, communications performance measures, safety rule breaches (KPIs) etc.	Quarter over quarter reduction or improvement of IMMS elements described in the performance report.	<ul style="list-style-type: none"> • Development of focus group meetings so that relevant managers can have input into the IMMS; • Amendment to Fit for Work process; • Scope expansion to include Quarry – gap analysis undertaken by a third party; • Restructure of internal website and records management for IMMS information; • IMMS document approval procedure discussed.

Services - what we achieved this year (enterprise risk team)

What we do	What we aim for	What we achieved this year
Work health and safety		
Develop and distribute toolbox talks and newsletters (including quality, safety and environmental information)	8 toolbox talks (per year). 4 newsletters (per year). Toolbox talks and newsletters developed 1 week prior to distribution date.	Total number of Toolbox Talks issued in 2018/19: 6 Emergency Response, Pest and Weeds, Electrical Safety, Preparing for the Christmas Break, Working in the Heat, Health and Wellbeing and an Ageing Workforce. Total number of newsletters issued in 2018/19: 4 (September, November, March, May) - refer also Communication on page 263. Toolbox talks, newsletters and safety alerts are developed by the Enterprise Risk team and are reviewed by the CEO prior to publication on Council's Intranet.
Work health and safety committee facilitation	Minimum quarterly meetings.	Work Health and Safety Committee meetings were held as follows: <ul style="list-style-type: none"> • 23 August 2018 (Q1); • 6 December 2018 (Q2); • 21 February 2019 (Q3); • 2 May 2019 (Q4). Work Health and Safety Committee elections were undertaken in Q2.
Audit program		
Internal Audits - including in-scope services for IMMS maintenance and out-of-scope services for IMMS expansion	Deliver as per internal schedule based on risk and business need.	A total of 19 internal audits were conducted during 2018/19. Specific focus was placed on the IXOM (chemical handling) audit which was conducted previously. An action plan was compiled to finalise actions from this audit.
External Audits - including surveillance (yearly) and recertification audits (every three years) for in-scope services and expansion certification audits for out-of-scope services	Facilitate as per certification body's schedule.	JLT Relicensing Audit The JLT re-licencing audit was held 6-8 February 2019. Council was chosen as one of six Councils for its safety management system to be audited to determine if a Self-Insurance licence would be issued. The average of the six Councils required an overall score of 70%. Council scored 77%. Compliance Australia Certification Services (CACs) Audit – August 2019 The audit recommended continued certification.
Integrated Maranoa Management System (IMMS) system development and maintenance		
System development - Develop corporate level documentation to meet the needs of multiple services across Council to reduce the duplication of policies, processes and procedures for quality, safety and environment elements	Development of system tools to meet business needs and risk requirements as needed.	Refer above - Management Review.
System maintenance - Ensure the relevancy and currency of corporate level policies, processes and procedures contained in the IMMS	Review of corporate processes and tools as required to meet business needs or legislative changes.	Refer above - Management Review.
Support, coaching and advice		
IMMS related support, coaching and advice	Manage requests for support as required according to internal Customer Request Management (CRM) workflows.	<ul style="list-style-type: none"> • Training monitors have been installed ready for on-line learning system launch. • Awareness training packages were uploaded in preparation for internal training upon deployment. • The Enterprise Risk team regularly attended team meetings for Water, Sewerage & Gas, Quarry, Maintenance Delivery and Works and Construction, and focus groups with representation at various consultative meetings on specific topics. • Support and mentoring was provided to the newly appointed Health & Safety Committee to ensure new and returned representatives were aware of their responsibilities and to coach in their more proactive and inclusive roles. • The Enterprise Risk team was involved in the procurement process for high risk safety projects - this has enabled proactive input into minimising risk.

What we do	What we aim for	What we achieved this year
Management review		
Review of IMMS performance – management review meetings facilitated	Minimum 2 meetings per year.	Three Management Review meetings were held during 2018/19 (as follows): <ul style="list-style-type: none"> • 24 January 2019; • 30 January 2019; • 6 June 2019.
Minutes from management review meetings	Distributed to Executive Leadership Team within 15 days after meeting.	Meeting minutes were recorded and saved to the record management system.
Preparation and distribution of IMMS performance report for organisational objectives reporting e.g. audit, incident, hazard, communications, performance measures, safety rule breaches (KPIs)	4 quarterly reports, distributed within 2 weeks after end of quarter.	IMMS performance reporting was incorporated into quarter reporting presented to Council at the end of each quarter, being July - September, October - December, January - March and April - June.
Fitness for work		
Implementation of Council's fit for work process	Logistical planning and liaison with the external testing contractor.	Random drug and alcohol testing was undertaken periodically / as required during 2018/19. Total number of tests conducted for 2018/19: 447
	Testing following workplace incidents.	Team Leaders were trained in the use of the Self Testing Breathalyser.
Induction		
Corporate induction of employees and contractors	In person / transitioning to on-line.	An online induction was developed and implemented enabling contractors to undertake the corporate induction from their own business and at a time convenient to them. Council worked with external agencies to launch the online platform for training and induction purposes - it was deployed in Q4 and available to both employees and contractors. This was implemented following feedback received through the My Maranoa Business initiative (businesses were seeking a shorter, more convenient method of induction).

Highlights for the coming year - continual improvement



OUR SERVICES AND PROJECTS

- Manage the **continual improvement** function within a budget of **\$806,044**.
- Deliver annual services (delivery of team targets, and facilitation of corporate objectives and targets) with quarterly reporting on progress including:
 - Communication and consultation;
 - Audit program;
 - Integrated Maranoa Management System (IMMS) system development and maintenance;
 - Support, coaching and advice;
 - Management review;
 - Departmental ownership of system performance;
 - Fitness for work;
 - Induction and refresher training.
- Undertake projects of **\$30,000** incorporating progression of the framework/policy development and elements training package.



OUR KEY PRIORITIES

- **External audits and accreditation** - Preparation for surveillance and relicensing audits and work on scope expansion for the functions of Quarry and Quarry Pits and Water, Sewerage and Gas.
- **Integrated Maranoa Management System (IMMS)** - Refresh of the IMMS framework on the intranet, establishment of focus groups and continued process development.
- **Switch on to Safety** - Preparation of newsletters, tool box talks and alerts.
- **On-line learning management system** - Development of additional awareness learning packages relating (at a minimum to) the risk matrix, Fit for Work Policy, pool contractor refreshers and Saleyards users site-specific online inductions.
- **Fit for work** - Implementation of Council's updated Fit for Work process incorporating the program of drug and alcohol testing.

For more information: *Our Plan for 2019/20 document - Pages 236 to 243.*



Council's commitment to doing business better continues

This year Council teams will be developing the next stages of the Integrated Maranoa Management System (IMMS) - a project involving the progressive review and improvement of all parts of Council's operations. The initial focus in 2019/20 will be on Council's Roma Quarry and regional quarry pits operations and then on Water, Sewerage and Gas functions.

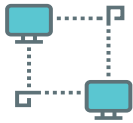
INFORMATION & COMMUNICATION TECHNOLOGY - INFORMATION & COMMUNICATION TECHNOLOGY

5.2

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



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.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT) 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

- 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.
The mobile app now allows staff to manage requests from their mobile phones and tablets, even in areas with no mobile service coverage.

Printing costs

- Printing costs continue to fall (lowest in 4 years) with the ongoing benefits of a printing software package.

Business continuity

- Council's ICT business continuity and disaster management was tested in a live event when both environmental control units failed in a disaster recovery network centre. This required an evacuation of all critical services to the Community Hub site. Minimal interruption was experienced by Council teams.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT) CHALLENGES

Work in progress

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.

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).

5.2 INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

What we do

We operate and manage Council's Information and Communication Technology (ICT) incorporating hardware, software and information security across the organisation.

We provide helpdesk support, and deploy and maintain Council systems. We ensure that Council can operate during times of both normal business operations and natural disasters.

Our team aims to partner with all work areas to identify and implement technology solutions for business needs - assisting in service delivery including provision of information and productivity initiatives.

Why we do it

Today's business environment and service delivery is heavily reliant on technology. Therefore, it is critically important to maintain a high level of security and business continuity.

Through strategic planning of our technology infrastructure and working with all stakeholders, the team provides Council with a secure, sustainable, and reliable ICT platform.



Council's ICT Helpdesk Officer and Technical Officer - Geographic Information System.

Did you know

In addition to servicing the needs of Council, the team also provides valuable services for the broader community for the following areas:

- Public access terminals and **free public Wi-Fi internet access** across all libraries and visitor information centres in the region
- **Printing services** for public libraries
- **ICT support for QGAP** (Queensland Government Agency Program) workstations in Injune and Surat
- Management of **phone and internet services** for Mitchell Landcare
- **ICT support** for Roma Big Rig and Mitchell Spa
- **Support of the State Emergency Service (SES)** ICT service across the region
- **Free public Wi-Fi Internet access** for Roma Airport
- Production of geospatial maps
- **Information** for visitors, businesses and residents through the mymaranoa website and app.



How we are trending - Information and communication technology (ICT)

	2015/16	2016/17	2017/18	2018/19
Telecommunications				
Telecommunication and data expenses	\$614,544	\$680,673	\$611,235	\$631,769
Printing				
Total printing jobs	293,202	336,259	302,160	282,219
Pages per day	3,857	4,194	4,193	3,757
Printing costs	\$133,291	\$124,140	\$91,870	\$79,525
Servers				
Physical production servers	13	12	12	13
Physical virtual host servers	11	11	9	9
Virtual servers	27	27	42	64
Council's business software (Civica Authority)				
Financial transactions	298,614	329,635	291,191	319,976
Non-financial transactions	1,050	1,674	9,242	55,164

More about the numbers

The dramatic decrease in printing costs in recent years has been achieved through the implementation of 'PaperCut' software.

Each print job identifies in advance the quantity and cost to print if it was to proceed. Users are able to evaluate when something needs to be printed in colour or black and white and in what quantities. The 'stop and think' approach to printing, and the ability to monitor usage by individual officers and work teams, has helped save significant dollars. It has also increased the security of information printed as the officer needs to be physically present at the printer to release the print job.






SHARE-A-THANKS

Thank you Gareth S.

Council officer Ellen Smith thanked Gareth for going above and beyond the call of duty and quickly solving some issues for some of the attendees from the Small Museums Conference in their workshop held in the Roma Library.

Projects - what we achieved this year

Completed	In progress	Not started
		
<ul style="list-style-type: none"> • Upgrade of the Yuleba Service Centre Security and Closed Circuit Television (CCTV) system. • Photocopiers' scheduled replacement program. • Host server replacement program. • New customer request system. • On-line learning and multi-purpose training facilities across the region. 	<ul style="list-style-type: none"> • On-line services - set up of a payment gateway in 2018/19 - with the platform ready to add various on-line services in 2019/20. 	<ul style="list-style-type: none"> • Business Intelligence System (BIS) (Authority software).

This year's highlights

New customer request system

Over a 6 month period the ICT Solutions team collaborated with key stakeholders to deliver Council's new customer request management platform. It has forever changed, for the better, how Council manages and keeps track of the many requests received from customers each year.

Enhancements include:

- Automated tasking to the relevant area;
- Single location to view and action operational tasks;
- Direct connection to mobile apps for in the field task management;
- Customisable checklists to facilitate:
 - Initial data collection about the request;
 - Electronic updating by field staff;
- Records management integration simplifying document control;
- Greater customer request security and auditability;
- Greater reporting functionality due to the linking of each request to Council's:
 - Name and address register;
 - Property register;
 - Assets register;
- Better customer request management:
 - Automated notification to customer to advise of request status (reducing the number of call ups);
 - Ability to see multiple jobs logged for the same issue (person or place);
 - Transparency of regional risks identified via 'Stop the Press' notifications;
 - Linking FAQs (frequently asked questions) and policy documents to assist the customer service team in fixing on first contact;
 - Role based task assignment;
- Providing a base platform for further expansion to enable the public to lodge customer requests directly into the Council system.

Actus app deployment

As a significant percentage of Council staff work in the field responding to customer requests, a solution was needed to minimise the time involved in travelling to and from the office and completing paperwork.

Previously, by necessity, officers would print out a hard copy of a customer request and handwrite notes and take photos in the field. The information would then be recorded in Council's electronic systems at a later time.

The mobile app now allows staff to manage requests from their mobile phones and tablets, even in areas with no mobile service coverage. New functionality has enabled staff to:

- Create new customer requests while on the go;
- Add attachments/photos that are profiled directly into Council's electronic records management system;
- View a summary of previous comments and the original request;
- Complete checklists and take signatures;
- Shortlist tasks to assist with team planning;
- Provide update notes and complete requests directly from the field;
- View tasks geographically on a map.



Council's ICT team.

Services - what we achieved this year

What we do	What we aim for	What we achieved this year										
Server administration services	<p>Progress updated quarterly</p> <p>Individual targets as per Service listing. Incidents are risk assessed with the following target resolution times (by Priority):</p> <table border="0"> <tr> <td>Critical</td> <td>1 Hour</td> </tr> <tr> <td>High</td> <td>8 Hours</td> </tr> <tr> <td>Medium</td> <td>24 Hours</td> </tr> <tr> <td>Low</td> <td>48 Hours</td> </tr> <tr> <td>Planning</td> <td>72 Hours</td> </tr> </table>	Critical	1 Hour	High	8 Hours	Medium	24 Hours	Low	48 Hours	Planning	72 Hours	<p>Council's ICT team maintains:</p> <ul style="list-style-type: none"> 10 virtual host servers with 46 virtual servers and there are an additional 4 physical update servers located across the region; 2 production Storage Area Networks (SAN) devices as well as 2 dedicated storage servers to manage Council's backup requirements; 6 servers located in the demilitarised zone (DMZ) for external services as well as the Microsoft 365 environment. <p>Server administration services include security management, application patch management, troubleshooting, migration, commissioning, backup and policy management.</p> <p>Highlights for 2018/19 include:</p> <ul style="list-style-type: none"> Migration of all Microsoft 2008 servers to ensure ongoing security patching availability is maintained from Microsoft. <ul style="list-style-type: none"> - Domain Controllers; - Active Directory Syncing Server; - File Servers; - Remote Desktop Servers (in progress); Deployment of a new end point antivirus solution across Council workstations and servers; Implementation of advanced threat analytics to allow greater visibility of system vulnerabilities; Integration of the Beakon enterprise software to allow single sign on for staff, providing easy access to Council's training platform; Set up of training facilities across the region (Mitchell office and depot, Roma depot, Surat, Yuleba, Injune hall); Decommissioning of 3 host servers for the renewal of two 2 host servers providing a saving in ongoing capital expenditure; Completion of the server configuration for the new Council website in preparation for the go live event on 1 July 2019. This included: <ul style="list-style-type: none"> - Testing the domain naming system (DNS) configuration changes; - Development on new subsites; - Clean up of images and data on the existing My Maranoa pages; Introduction of an additional system centre configuration manager distribution point at Mitchell to optimise support, deployment of software packages and upgrades; Security certificate deployment planning to ensure Council's external web services provide secure access: <ul style="list-style-type: none"> - E-Services; - Actus (mobile app); - Individual Property Report; - Council Website; - Planning and Development online tracker; Implementation of soft drive space quotas to help ensure corporate records are appropriately stored in the correct file management systems.
Critical	1 Hour											
High	8 Hours											
Medium	24 Hours											
Low	48 Hours											
Planning	72 Hours											
Database services		<p>The management of databases includes performance monitoring, commissioning, maintenance, troubleshooting, backup/restoration and security access of 18 different business systems.</p> <p>Highlights for 2018/19 include:</p> <ul style="list-style-type: none"> SQL Server database migration to 2016; Review and decommissioning of numerous legacy database services; Review and planning of the migration of the Console Gateway property management solution to Console Cloud which will provide a reduction in support and licensing costs and greater flexibility and access for the Housing officers. 										
ICT client support services		<p>Council support is categorised into 3 tiers with vendor management of tier 3 support services. The support services include all end user interaction with the ICT systems. Note: The current configuration of the ITIL customer request software has not provided us with the specific customer request target breakdown. The system and target times are being reviewed to align with Council's new customer service charter.</p> <p>Highlights for 2018/19 include support for:</p> <ul style="list-style-type: none"> Approximately 2,550 logged requests (face-to-face and direct phone requests not included, which would account for 50% of the first level support workload); 86 business applications; 182 workstations and 112 laptops and tablets; 220 mobile phones; 39 satellite phones; 95 4G modems, tablets and telemetry devices; 64 printers/photocopiers (1,371,410 pages printed, 36,111 pages not released from copiers); 3,574,094 e-mails (2,888,659 spam e-mails blocked); 624 viruses blocked via e-mail protection and end point antivirus software; 31,364 files stored in One-Drive; 40,542 Skype for Business transitions. 										

5.2 INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

What we do	What we aim for	What we achieved this year
Network infrastructure services	Progress updated quarterly.	<p>Council has 29 work locations across a large region, all requiring access to information and services over numerous platforms. This requires the deployment, management and support of a diverse and secure network infrastructure. This infrastructure not only includes network connectivity for data management but also the security cameras and building security access systems.</p> <p>Highlights for 2018/19 include:</p> <ul style="list-style-type: none"> • Replacement/upgrade of all public wireless access points to ensure ongoing quality of service. These are located at all libraries, visitor information centres and Roma Airport; • Expansion and enhancement of Roma Saleyards' wireless, meshed to increase reliability and coverage; • Audit of network printers and copiers to identify any potential security risk; • Development of a draft Bring Your Own Device policy; • Installation of a security camera system at Roma Art Gallery and Library; • Implementation of the Remote Authentication Dial-In User Service (RAIDUS) to allow for the deployment of the enhanced Wi-Fi Protected Access (WPA) Enterprise wireless security; • Upgrade of the wireless bridge infrastructure between Mitchell and Surat offices to surrounding Council services.
Telecommunications services		<p>The Telecommunications services encompass all Council data and voice services, which include enterprise grade Internet and gateway management, satellite, 4G voice, data and telemetry and wide area network multimedia connectivity solutions. Administration of these services includes security, device management and provisioning of mobile phone and tablet devices.</p> <p>Highlights for 2018/19 include:</p> <ul style="list-style-type: none"> • Design, pilot and deployment of the Mobile Device Management platform, Microsoft Intune. This is leveraging existing licensing under the previously signed Microsoft Enterprise Agreement - this will form the foundation of our mobility security platform, allowing for greater centralised control of Council's mobile fleet; • Migration of all Public Switch Telephone Network services to National Broadband Network and 4G in Roma and Mitchell due to the impending cut off period; • Implementation of a telecommunication bill management platform to identify under and over used services to ensure value for money is being achieved and to minimise waste.
Business systems services		<p>The ICT team manages 86 business systems across Council. Each of these systems requires administration of the security, patching, lifecycle management, system integration, storage management and backup/recovery.</p> <p>Highlights for 2018/19 include:</p> <ul style="list-style-type: none"> • Go-live of the new (Authority) Customer Request Management (CRM) system. This involved: <ul style="list-style-type: none"> - Working with subject matter experts and key stakeholders to refine workflows and categories; - Providing face-to-face training and development of instructional videos to assist staff with the use of the new CRM system; - Developing reports to provide staff insight of the progression and performance of the CRM system; - Deploying a new (Actus) mobile app to allow staff direct access to the customer request system from the field; • 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. This new module will progressively integrate the management and processing of fines issued by Council; • Implementation of a Purchase Card system in conjunction with the Accounts Processing team; • Development of the Sharing our Year SharePoint site, in collaboration with the Office of the CEO and SharePoint developer; • Implementation of the (Authority) Utility billing module in collaboration with Accounts Processing and Rates teams. This new module will be used for management and processing of the gas accounts and providing future pathways to extend to other utility services offered by Council. <p>Implementation of the Business Intelligence System upgrade has been delayed due to release constraints by the publisher. To allow Council to proceed with the deployment, 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>
Disaster management services		<p>ICT business continuity is managed through the implementation of system redundancies and contingency planning. This also includes the core systems used to manage and coordinate disaster management systems.</p> <p>Highlights for 2018/19 include:</p> <ul style="list-style-type: none"> • Migration of the Guardian disaster management platform to a cloud hosted software service to provide greater flexibility and access during a disaster event; • 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.

Highlights for the coming year - information and communication technology (ICT)



OUR SERVICES AND PROJECTS

- Manage the **ICT** function within a total budget of **\$2.442 million**.
- Deliver annual services with quarterly reporting on progress including:
 - Server administration services
 - Database services
 - ICT client support services
 - Network infrastructure services
 - Telecommunications services
 - Business systems services
 - Disaster management services
- Undertake projects of **\$169,083** incorporating the annual ICT replacement program and the Business Intelligence System upgrade.



OUR KEY PRIORITIES

- System administration and security improvements;
- Business system improvements;
- Geographic information system enhancements;
- Automation of monthly and quarterly reporting;
- SharePoint (website and intranet) refresh;
- ICT support for interdepartmental projects:
 - Supervisory Control and Data Acquisition (SCADA) implementation (Water and Sewerage);
 - Surat Digital Connectivity Project;
 - Mapping services online (Town Planning).
- Greater role in audio visual and conferencing services and security and asset monitoring systems including:
 - Asset management planning / replacement schedules;
 - Priorities for expansion;
 - Governance arrangements noting in particular the information privacy principles in the *Information Privacy Act 2009*;
- Contribution to the review of on call arrangements from the perspective of audio visual, conferencing and security systems.

For more information: *Our Plan for 2019/20 document - Pages 250 to 257.*



Cyber security framework

Over the next 12 months the ICT Solutions team will be developing the foundation of a Strategic Cybersecurity Framework based on the Australian Signals Directorate – Australian Cyber Security Centre (ASD/ACSC) “Essential Eight”.

Online services for residents

Council has been keen to implement technology platforms to allow for easier ways for the community to engage with us. Delivery of this will commence in 2019/20 through our E-services platform, providing the opportunity for residents to pay their rates online.

HUMAN RESOURCES & LEADERSHIP - HUMAN RESOURCES & LEADERSHIP - HUMAN RESOURCES & LEADERSHIP

5.3

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.



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.

HUMAN RESOURCES & LEADERSHIP 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.

HUMAN RESOURCES & LEADERSHIP 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.

Section 5.3 cover image - Staff undertaking training.

5.3 HUMAN RESOURCES & LEADERSHIP

What we do

Our teams of employees deliver a diverse range of services across the Maranoa region. It is important therefore that we have the right people in the right positions at the right time and ensure that our employees are job ready and productive through relevant induction, training and human resources practices.

The Human Resources team members work closely with the departmental Managers and the executive team (3 Directors and Chief Executive Officer) providing both strategic advice and operational delivery of human resource related services.

We also work together in teams across the organisation with the aim of achieving the best outcomes for Council and the community, irrespective of Directorate and Department boundaries. Key teams include:

- Executive Leadership Team (ELT) - CEO & Directors
- Senior Management Team (SMT) - ELT + Managers and key officers providing support across departments.
- Work teams - Delivery of services and projects.
- Local working groups - cross departmental communication and problem solving with employees and management in each of our local areas.

Why we do it

We want to deliver quality services and projects.



Celebrations for reaching 1 million containers in the new Container Refund Scheme in the Maranoa.

Did you know

Our Organisational Structure is adopted by a resolution of Council (a formal decision at a Council meeting).

Recommendations are made and discussed with the full Council (i.e. all 9 Councillors).

The Organisational Structure is a document that details:

- The number of positions within teams, including a position to lead the team in their daily work;
- Whether positions are full-time, part-time, fixed-term or casual;
- Which teams will be included in the same Department (a grouping of teams managed by a Manager) and Directorate (a grouping of Departments led by a Senior Executive, titled a Director);
- Which team members report directly to the Chief Executive Officer;

Once the Organisational Structure is adopted by Council, the responsibility for managing the local government and its employees rests with the Chief Executive Officer and the management team.



How we are trending - human resources and leadership

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Operating expenses - employees' and councillors' remuneration (excluding capital) \$ million	29.809	32.008	33.088	29.861	28.924	27.646
Full time equivalent (FTE) positions	402	397	407	359	351	331
Operating expenses - employees' and councillors' remuneration (excluding capital)						
Estimated residential population*	13,443	13,305	12,926	12,850	12,791	12,791*
Per capita	\$2,217.44	\$2,405.71	\$2,559.80	\$2,323.81	\$2,261.28	\$2,161.36

* Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in economy.id by .id, the population experts.

Note: 30 June 2018 (2019 not available at time of printing).

Experience snapshot	2017/18	2018/19
Employees with less than 5 years' service	59.68%	52.11%
Employees with greater than 15 years' service	12.63%	12.67%



Injune team members at the morning tea for opening of the Denton Court Subdivision and launch of local customer service contacts.

This year's highlights

New certified agreement

Historically Council has had two certified agreements covering our workforce i.e. field and officers. In response to major changes in the industrial relations landscape during 2016 and 2017, Council commenced enterprise bargaining negotiations in 2018. The aim is to have one agreement for the whole of Council that standardises and simplifies conditions for employees wherever practical and which supports improved organisational performance, productivity and customer service outcomes.

The Employee Consultative Committee (ECC) comprising of employee and management representatives have respectfully and professionally negotiated in good faith to achieve positive outcomes for employees, Council and ultimately the broader community.

Although negotiations remained in progress at year end, significant progress was made during the year. It is envisaged that the new agreement will proceed to the vote within the first half of 2019/20.



First meeting of the new Certified Agreement negotiating committee.

Local working group commences in Yuleba

Following the successful launch of a local working group in Injune, a new working group commenced in Yuleba on 30 May 2019. The group provides the opportunity for staff in the local area to have direct access to members of the management team across all departments and to share information and provide input on local services and projects.



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

Training and development

Council continued its commitment to traineeships and apprenticeships this year, with two receiving well deserved recognition. Full details are included in Part 1 (Awards & Recognition).



Tayla Dennis - Equity VET Student of the Year and Aboriginal and Torres Strait Islander Student of the Year recipient.



Chelsea Hayward and her Apprentice of the Year Award for the Downs and Western region.

Council's commitment extends not only to our employees, but to community members seeking to enhance their skills and broaden their work experience.

Working in collaboration with Golden West Apprenticeships, Council provided six (6) local jobseekers with paid employment for up to six months on public works and community and environment projects while they worked towards achieving a certificate qualification.

All participants successfully completed the program, achieving their qualification and gaining employment or going on to further training.

What we achieved this year - human resources and leadership

What we do	What we aim for	What we achieved this year
Organisational structure	<p>Recommendations prepared and included in the regular Organisational Structure report to Council.</p> <p>Database updated with approved changes:</p> <ul style="list-style-type: none"> Staff movements - within 1 working day of release of staff movement advice; Structural changes - within 2 working days of release of the Council meeting minutes. <p>Organisational Chart refreshed, reconciled and uploaded to the intranet monthly.</p> <p>Sample audit against the Payroll System - Quarterly</p> <p>Complete audit against the Payroll System - Annually (in line with budget development).</p>	<p>Throughout the year the review of our Organisational Structure continued to ensure appropriate employee resourcing levels.</p> <p>Nineteen (19) reports to Council to finetune the Organisational Structure resulted in 107 Council approved changes.</p> <p>Key organisational changes / reviews and reshaping:</p> <ul style="list-style-type: none"> Quarry and Quarry Pits departmental transition – July 2018 Airports Department directorate transition – July 2018 Water, Sewerage and Gas Department – September 2018 Bassett Park departmental transition – February 2019 Plant, Fleet and Workshops departmental transition – February 2019 Construction Department – June 2019 Economic and Community Development (Libraries / Arts and Culture) - June 2019
Salaries and wages budget	Preparation of a whole-of-Council budget and progress monitored (Minimum quarterly).	A whole-of-Council salaries and wages budget was centrally prepared and reviewed to ensure that salaries and wages expenditure remained within budget allocation.
Industrial instruments and legislation	<ul style="list-style-type: none"> Relevant notifications in relation to contract renewal provisions adhered to. New contracts provided 7 clear days prior to the contract being entered into. Advice on awards, certified agreement and legislation as required to employees and management team. 	<p>Negotiations commenced for Council's new Certified Agreement.</p> <p>The Committee comprised of</p> <ul style="list-style-type: none"> Four (4) Union Organisers; Eleven (11) Delegates; Three (3) Employer Representatives; and Five (5) Workplace Observers. <p>Committee meetings were held on:</p> <ul style="list-style-type: none"> 16 August 2018 30 August 2018 13 September 2018 4 October 2018 15 November 2018 28 February 2019 28 March 2019 23 May 2019 <p>A meeting of the Council workforce and union organisers and delegates was held on 22 May 2019.</p>
Position classifications	Assessment against the relevant award and recommendation to the Chief Executive Officer within 5 working days. Outcome processed within 5 working days.	The classification levels of positions have progressively been reviewed, predominantly as they become vacant or on submission of a reclassification request. Thirteen (13) reclassification requests were received with one (1) pending at year end.
Position vacancies	<p>Review of all positions with Manager/Director/Chief Executive Officer in advance of a decision to proceed with recruitment.</p> <p>Facilitation of all stages for approved positions - Position description review / application package, advertising, application reviews, interviews, assessments, appointments and inductions. Target for total of all steps - 30 working days subject to individuals' availability at each of the steps.</p> <p>Induction on the first day of employment. Ensure work area induction occurs within 10 working days.</p>	<p>Staff turnover as at 30 June 2019 was 17%.</p> <p>22 positions (Full time equivalent (FTE) of 20.17) were vacant at the start of the year and 38 (FTE 36.76) vacant at year end.</p> <p>Vacancy profile at 30 June:</p> <ul style="list-style-type: none"> 2 positions - filled, pending commencement of successful applicants; 5 positions - under review; 15 positions (13.76 FTE) - recruitment request not yet received from the relevant work area; 13 positions - recruitment process is in progress; 3 positions - unable to attract a suitable applicant (recruitment process has been undertaken).
Employee engagement / communication	<ul style="list-style-type: none"> Ongoing contribution to development, support and implementation of initiatives that seek input from employees at all levels for the betterment of Council and individuals' job satisfaction. Exit interview offered to all employees with feedback provided to the Chief Executive Officer. 	<p>Consultation and communication occurred through a range of mediums and initiatives including:</p> <ul style="list-style-type: none"> Toolbox Talks; Health and Safety Committee; Local Working Groups (Injune, Yuleba); Employee Consultative Committee (ECC); EBA mailbox for enquiries; CEO Blog and intranet; Yammer.

5.3 HUMAN RESOURCES & LEADERSHIP

What we do	What we aim for	What we achieved this year
Employee assistance	Administer the Employee Assistance program (EAP) with budget approval sought from Council.	Employees continued to have access to a range of confidential services from Council's external EAP service provider.
Human resource policies	Minimum annual review and development of new policies where a need is identified.	Human Resources Policies were drafted as part of our enterprise bargaining process including: <ul style="list-style-type: none"> • Transition to retirement • Voluntary medical retirement • Recognition of employee service • Support for employees affected by domestic and family violence • Personal Protective Equipment
Leave balances	Quarterly reports through corporate services. Support provided to Managers in the preparation of leave management plans.	Annual leave entitlements for the following 12 months increased between 30 June 2018 and 30 June 2019: <p>30 June 2018 - \$3.833 million 30 June 2019 - \$4.015 million</p> <p>The value of long service leave entitlements also increased (both current and non-current liabilities): 30 June 2018 - \$4.108 million 30 June 2019 - \$4.394 million</p>
Performance monitoring	<p>During probation: All monthly probationary review templates issued within 5 working days prior to the due date, and review and advice to the relevant Manager. No outstanding probationary reviews.</p> <p>Administration of the new evaluation framework (once development is finalised).</p> <p>Post probation (if inappropriate performance or conduct is identified):</p> <ul style="list-style-type: none"> • provision of support to the management team including preliminary assessment and notifications to the relevant agencies (where required); • scheduling of investigations (where required); • assistance with the gathering of information (where required); • review of findings and implementation of actions in conjunction with the Chief Executive Officer and relevant Director/ Manager. 	<p>Progress of our new employees is monitored as part of our onboarding process (i.e. 37 new employees successfully completing probation and 6 in progress year end).</p> <p>The development of a new performance evaluation framework is in progress, initially focussing on function leaders.</p>
Development and training	<p>Preparation of annual training plan in consultation with the senior management team for inclusion in budget deliberations, and implementation in accordance with the approved budget.</p> <p>Skill level assessments / verification for all plant categories.</p> <p>Inductions for all new or reassigned unfamiliar plant.</p> <p>Logbooks to all operators in training.</p>	<p>This year saw a new whole-of-Council approach to the coordination of employee training and skills development programs.</p> <p>22 training programs were coordinated with 462 attendances across all programs.</p> <p>38 skill assessments for 23 staff were conducted across all plant categories where there was notification of changed use.</p> <p>52 inductions for 26 staff were conducted for new or reassigned unfamiliar plant.</p> <p>17 log books were issued for 12 staff for training purposes.</p>
Traineeships and apprenticeships	<p>Review of funding eligibility criteria as funding rounds open.</p> <p>Report to Council with recommendations.</p> <p>Administration in accordance with the funding agreements through either:</p> <ul style="list-style-type: none"> • Group training organisations (e.g. Golden West) • Council directly. 	<p>Skill development opportunities are provided through the hosting and employment of trainees and apprentices. This year, Council hosted:</p> <ul style="list-style-type: none"> • six (6) trainees (business, construction and management and conservation) in partnership with Golden West Apprenticeships; • four (4) trainees (i.e. two (2) Business Administration Trainees and two (2) Civil Construction Trainees) under the Queensland Government's Work Skills Traineeships program; • an apprentice plumber

Highlights for the coming year - human resources and leadership



OUR SERVICES AND PROJECTS

- Manage the **human resources and leadership** function within a total budget of **\$2.958 million**.
- Deliver annual services with quarterly reporting on progress including:
 - Organisational structure;
 - Salaries and wages budget;
 - Industrial instruments and legislation;
 - Position classifications;
 - Position vacancies;
 - Employment engagement / communication;
 - Employee assistance;
 - Human resources policies;
 - Leave balances;
 - Performance monitoring;
 - Development and training;
 - Traineeships and apprenticeships.



OUR KEY PRIORITIES

- **Certified agreement** - Finalise and implement the agreement which has been negotiated over the last 12 months.
- **Policies** - Review, consult with employees, adopt and implement a number of new or updated human resource policies.
- **Employee handbook, Quick guide for all employees and new Code of Conduct** - Collate an easy-read handbook with roll out of information to all employees in print, on-line and through team meetings and toolbox talks.
- **Performance reviews framework** - Develop a new framework by role type with a focus in 2019 on key performance measures relating to:
 - Integrated Maranoa Management System (IMMS) - whole of Council
 - Directorate and Department Top 5 priorities
 - Function - headline objectives.
- **Local working groups** - Continue the first working groups formed in Injune and Yuleba and implement the meetings in Mitchell and Surat. The groups provide a forum for cross departmental communication and engagement with all employees within their local areas.
- **Communication** - Review internal communication and explore opportunities to implement new initiatives such as "What's trending".
- **Organisational reshaping** - Continue to review processes and roles to adapt to the quieter economic times and reduced revenue with a focus on vacant positions. This will include a review of position descriptions and classifications.
- **Develop work skills** - Continue to partner with others to provide traineeship and apprenticeship opportunities.

For more information: *Our Plan for 2019/20 document - Pages 258 to 265.*



New Maranoa Regional Council certified agreement nearing finalisation

2019/20 will see the culmination of work over the last year on a new agreement for Maranoa Regional Council employees. The negotiating committee, Council and ultimately all employees are looking forward to a new agreement being voted on and certified in the first half of the new financial year.

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.

COMMUNICATION 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 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!

COMMUNICATION 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.

5.4 COMMUNICATION

What we do

We aim to keep our many audiences (ratepayers, residents and our community overall) up to date with accurate information on services, programs and events.

A variety of communication tools and methods are used to effectively reach our audiences – including but not limited to media releases, e-newsletters, print and radio media and online platforms (website/social media).

Why we do it

Communication underpins every part of our operations including how we:

- engage with residents on issues that are important to them;
- keep residents up to date with services and projects;
- help residents, business and industry to access Council services across the region;
- encourage visitors to come and stay a while in the Maranoa region;
- encourage new businesses and industry to consider investing in our region;
- help new residents quickly settle into our communities;
- communicate our performance, and demonstrate accountability to our ratepayers;
- share information during emergencies and natural disasters.

There is not a single service or project undertaken by Council that doesn't benefit from well thought through communication.



*Communications Officer - Corporate, Community & Commercial Services
Annabelle Murphy undertaking market reporting at the Roma Saleyards.*

Did you know

Social media has changed how and when Council communicates with our target audiences.

By 30 June 2019, our My Maranoa page was reaching 3,309 Facebook subscribers, with many posts shared to even greater numbers.

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!

Our audience is most active on our My Maranoa Facebook page from 2 to 4pm, 7 to 9pm and 10 to 11pm.

Currently My Maranoa is reaching an audience that is 73% female (aged mostly between 25 and 54), and 26% male (aged mostly between 25 and 44).



How we are trending - communication

Communication method	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Media releases	195	183	248	124	275	197	260
Media enquiries	64	87	134	62	62	34	25
Advertisements	-	-	-	112	116	114	131
Roma Saleyards market reports *						159	249
Web requests	-	-	-	-	-	184	267
e-Newsletters	2	23	23	21	36	62	35
Facebook responses	-	20	20	176	25	420	133

* Previously undertaken via a contract - now prepared inhouse (i.e. by one of Council's Communications Officers)

Projects - what we achieved this year

Completed 	In progress 	Not started 
<p>Migration of www.maranoa.qld.gov.au over to the new platform alongside the Residents, Visitors and Business pages.</p> <p>Major project communications for:</p> <ul style="list-style-type: none"> • Stage 2A Roma Flood Mitigation; • Saleyards Improvement Plan; • Duke Street South Upgrade; • Roma Saleyards Multi-Purpose Facility; • Roma Airport Runway Overlay Project. 	<p>Development of a new Communications Strategy covering all forms of media (in draft at year end).</p>	<p>-</p>

5.4 COMMUNICATION

This year's highlights

New ways of communicating

Alternative ways of communicating are always on the forefront to ensure Council is reaching its many stakeholders. This year, videos became a regular part of how Council communicates with residents and the public overall.

Regular video updates are now being uploaded onto the My Maranoa Facebook page regarding Council Meeting news and outcomes. As this has been received well by the online community, video is a method Council will continue to use in the 2019/20 financial year.

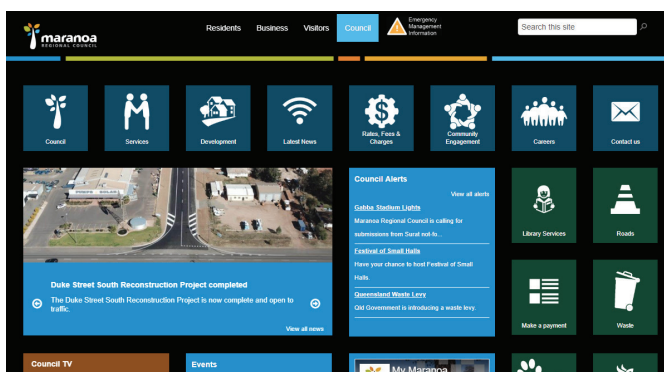


A Council Meeting Snapshot video.

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.

An exciting achievement, culminating in many years of planning and work, Council is set to continue evolving its digital presence to meet the ever expanding needs of our residents and communities.



Council's new home online.

Promoting our major project milestones

With a number of major projects taking place this financial year, each milestone was captured and communicated via a number of methods. These projects included Stage 2A Roma Flood Mitigation, Roma Saleyards Improvement Plan 1, Duke Street South Upgrade, Roma Airport Runway Overlay Project and Roma Saleyards Multi-Purpose Facility.

By recording and promoting these big achievements, the community can keep up to date with the progress, and follow along with the journey.



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

Annual Report achieves Gold Award

For the 4th year running, Council's Annual Report has achieved Gold at the Australasian Annual Reporting Awards.

Given our small size and limited budget, our officers have learnt how to use graphic design software and the documents have been designed and compiled inhouse. When we consider that the reports are assessed against major private and public sector organisations with much bigger budgets both in Australia and overseas, this is quite an achievement!

Congratulations in particular to Jane Frith who leads the design each year.



Lead Corporate Communications and Design Officer - Jane Frith.

Services - what we achieved this year

What we do	What we aim for	What we achieved this year
Media releases	As required.	Media releases are distributed by Council regularly, providing media outlets with information about key projects, programs, initiatives, news and events by Council. This year, 260 media releases were created and distributed to media representatives.
Website maintenance		Council's home online is monitored and updated as required to ensure current information is available to the community. This year, 267 website updates were made. In addition, the website was migrated over to the new My Maranoa platform. This involved review of the majority of the site's pages.
Online event calendar		The My Maranoa Events Calendar had 121 events added, giving residents, visitors and community groups easy access to event information across the Maranoa region.
My Maranoa app		The My Maranoa app received 23 updates.
Advertising		Advertisements are placed as required in newspapers that reach the sought after stakeholder. This year, 131 run of press, public notices and tender advertisements were placed.
General publications		With Council needing to reach a number of different stakeholders, a variety of communication tools are created and distributed. This financial year, 133 publications were created and designed, including brochures, flyers, posters, advertisements, social media imagery and website imagery.
Editorial service		To ensure the items that are being distributed from Council have a consistent look, feel and voice, documents from across the organisation are edited and proofread. This year, 44 pieces of communication were reviewed and edited.
Media liaison		Council regularly liaises with media representatives to help promote Council news, information, programs, initiatives and events. This year, 49 media representatives were liaised with. This can include organising an interview, providing information, or taking an enquiry.
Media enquiries		On occasion, media representatives contact Council directly, seeking information on programs, events and/or initiatives. This year, 25 media enquiries were received.
Media interview preparation		When Council's spokespeople (Councillors) are scheduled to do a media interview, they sometimes seek further information. This year, 25 media interviews were prepared for.
Graphic design		The majority of Council's graphic design is now completed in-house. This year, 164 designs were created. Designs can range from flyers, print advertisements, brochures, social media imagery and website banners.
Photography		Photos were taken across the directorates (work areas) on 104 separate occasions. These included (but were not limited to) milestones for major projects, events and Council initiatives.
Electronic newsletters and bulletins		Increase in subscriptions.
Council meeting snapshots	Following each meeting (Target - release on the day of the meeting).	Council Meeting Snapshots provide a brief overview of the matters resolved (decided) by Council at each General Meeting. This year, 22 Council Meeting Snapshots were produced. These were communicated via media release, website and Facebook (post and video).
Corporate publications (corporate plan, operational plan, budget, annual report)	In accordance with statutory timeframes.	There were 3 corporate publications designed this year, including operational plan, budget and annual report - all produced in house.
Facebook	Daily	Council has two Facebook pages including My Maranoa and the Roma Saleyards. This year, across both platforms there were 859 posts in total, and 939 additional likes across both pages.
Instagram	Twice-weekly	The My Maranoa Instagram account currently shares mainly tourism related imagery and posts. This year, there were 30 posts on the My Maranoa Instagram account.
Council News	Monthly	4 editions created and distributed. These were consistently completed from March 2019.



“ SHARE-A-THANKS

Thanks to the Communications Team

Thanks to Corporate Communications team members Sophie K. and Jane F. who provided exceptional service to Director Rob Hayward and Project Officer - Emergency Management Darren J. during the recent fires by providing quality press releases to keep the community informed in a timely manner. Each press release was picked up by a number of press agencies and was published on the Maranoa Dashboard along with social media.

Thanks again Sophie and Jane.



Highlights for the coming year - communication



OUR SERVICES AND PROJECTS

- Manage the Communication function within a total budget of **\$499,208**.
- Deliver annual services with quarterly reporting on progress including:
 - Media releases;
 - Website maintenance;
 - Online event calendar;
 - My Maranoa app;
 - Advertising;
 - General publications;
 - Editorial service;
 - Media liaison;
 - Media interview preparation;
 - Graphic design;
 - Photography;
 - Electronic newsletters and bulletins;
 - Council meeting snapshots (video).
 - Corporate publications (corporate plan, operational plan, budget, annual report);
 - Facebook;
 - Instagram;
 - Council News.

Council also funds the community publication, Bottle Tree Bulletin, which is produced by a local contractor.



OUR KEY PRIORITIES

- **Communication strategy** - Completion of a new strategy incorporating reviewed communication policies applicable to media (print and social) and advertising spending.
- **Website** - Post implementation review and continued improvement (home page and menu functionality).
- **My Maranoa App** - Refresh of the app including reviewing content and interfaces with other sources of Council information including customer requests and and E-services (e.g. paying rates, renewing pet registrations).
- **Events calendar** - Review and refresh of the on-line calendar.

For more information: *Our Plan for 2019/20 document - Pages 266 to 271.*



New home online set to further evolve

Before the end of the 2018/19 financial year, Council brought www.maranoa.qld.gov.au onto the My Maranoa platform to sit alongside the Residents, Visitors and Business pages. With new features and further improvements being made on a regular basis, we are excited to see the site evolve in 2019/20.

Council News goes local

This financial year a special edition of the Council News will be published to provide residents an update on what is happening in their local area as part of this year's budget.

5.5 Plant, fleet, workshops and depots



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.**

PLANT, FLEET, WORKSHOPS & DEPOTS HIGHLIGHTS

Plant investment program

The 2018/19 program included:

- Plant additions (new assets) - \$2,376,053
- Plant disposals (sales, trade-ins) - \$840,616

Highlights included Council's approval (resolutions) to:

- replace the landfill compactor (\$699,600 including GST);
- 3 new road maintenance graders (\$1,431,154.63 including GST, plus statutory registration costs).

PLANT, FLEET, WORKSHOPS & DEPOTS CHALLENGES

Increased cost of plant operations and maintenance

The value of operations and maintenance costs has increased by 5.25%:

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.

5.5 PLANT, FLEET, WORKSHOPS & DEPOTS

What we do

We provide plant and equipment management services for a large and varied fleet, and equipment assets:

Plant and equipment	Number	Value \$
Managed by the plant team	542	18,443,752
Managed as part of specific services	112	4,446,634
Total (30 June 2019)	654	\$22,890,386

Plant includes:

- Heavy trucks and trailers
- Yellow plant (graders, loaders, rollers etc.)
- Light fleet (utilities, wagons, trailers etc.)
- Small plant (mowers, chainsaws, brushcutters etc.)
- Fixed plant (generators)
- Quarry plant (crushers, screens etc.)
- Specialised plant (community train, parenting van, Cobb & Co Coach)
- State Emergency Services (SES) and rural fire services plant.

We provide plant that operates across many functions of Council, including roads, water, sewerage, gas, waste, airports and quarry and quarry pits. Our activities support the provision of Council and community facilities such as showgrounds, swimming pools and service centres just to name a few.

Plant and fleet maintenance

We maintain plant and fleet including scheduled (planned) and unscheduled (reactive) work activities. Maintenance work includes inspections, servicing, assessing plant and fleet conditions, prioritising, scheduling and recording what was done to develop and maintain service delivery. There are currently four operational Council workshops across the region providing in house, field service and breakdown support.

Depots

We perform regular inspections of sites and service infrastructure i.e. fuel storage equipment at each Depot, and proactively seek to meet all Workplace Healthy and Safety Guidelines and Recommendations.

Why we do it

We support the services provided by Council by helping to ensure the plant and fleet are fit for purpose, replaced and maintained and able to meet desired operational requirements.

In relation to plant and fleet, there are relevant Australian and International standards, legislative requirements, codes of practice, design rules, manufacturers' recommendations, industry practice, environmental considerations and safety requirements that need to be managed.

For replacement of plant we consider:

- Age;
- Hours;
- Kilometres;
- Condition;
- Operational requirements.



Grader at work - Duke Street, Roma

Did you know?

We have workshops in Mitchell, Roma, Yuleba and Surat and our mechanics also provide field servicing to minimise downtime of plant and people.



How we are trending - plant, fleet, workshops and depots




Audited general purpose financial statements	2013/14 (\$M)	2014/15 (\$M)	2015/16 (\$M)	2016/17 (\$M)	2017/18 (\$M)	2018/19 (\$M)
Value of plant and equipment assets (Net book value at 30 June)	\$20.795	\$24.738	\$22.277	\$22.171	\$22.619	\$22.89
Depreciation	\$3.162	\$3.178	\$2.982	\$2.398	\$2.614	\$2.423
Additions of plant and equipment	\$2.591	\$8.244	\$1.949	\$3.425	\$3.824	\$3.503
Plant operations and maintenance (excluding depreciation and loss on sale)	\$5.99	\$5.8	\$4.8	\$4.5	\$4.6	\$4.8
Plant internal recoveries (plant hire)	\$14.97	\$10.43	\$8.5	\$9.7	\$9.6	\$8.6

More about the numbers

The significantly lower depreciation compared to earlier years stemmed from an earlier review and disposal of underutilised plant.

The value of purchases in the general purpose financial statements included plant and equipment both for this function and others. The value for this function alone is \$2,376,053.

Projects - what we achieved this year

Completed	In progress	Not started
		
Plant additions: <ul style="list-style-type: none"> • Komatsu WA100M - 7 wheel loader. • John Deere 8320R tractor. • FAE STCH/HD 225 tractor mounted stone/rock crusher. • Kubota 4x4 B2920 tractor. • Isuzu Vac Truck. • Western Star prime mover. • John Deere 670GP grader x 3. • Custom made dual axle trailer. • Fieldler 3000lt diesel tank. • Durotank 1880L fuel trailer x 2. • Vermeer vacuum excavation unit. 	<ul style="list-style-type: none"> • John Deere 670GP grader x 2. • Caterpillar 816K landfill compactor. • Isuzu Dmax utility. 	<ul style="list-style-type: none"> • Construction of an awning off the lunch room at the Roma Infrastructure Depot.

This year's highlights

New landfill compactor approved

With the previous compactor 19 years old, and it having experienced a major mechanical failure, Council purchased a new one in 2019.

The compactor is critical to the operations of Council's landfills, with Roma Waste Facility alone receiving 6,210.32 tonnes in municipal waste and 5,732.37 tonnes of commercial and industrial waste in 2018/19.

At Council's meeting on 13 March 2019, a purchase from Hastings Deering (Aust) Pty Ltd was approved at a cost of \$699,600 including GST (Council resolution number - GM/03.2019/22).

3 maintenance graders approved for purchase

With existing assets due for replacement as part of Council's 10 year Plant Replacement Program, Council began the procurement process for the purchase of new maintenance graders.

At Council's meeting on 13 March 2019, Council resolved to purchase 3 John Deere 670GP maintenance graders from Hitachi Construction Australia Pty Ltd for \$1,431,154.63 including GST, plus statutory registration costs. (Council resolution number - GM/03.2019/42).

Two (2) graders were purchased by 30 June 2019, with the remaining grader anticipated to be received in the first quarter of the new financial year.

These graders will be put to good use, as Council has a rural road maintenance program for next year of approximately \$6 million.



New maintenance grader.

Services - what we achieved this year

What we do	What we aim for	What we achieved this year																		
<p>Scheduled servicing:</p> <p>Light trailers Generators (fixed) Light and heavy vehicles and heavy trailers Plant servicing Small plant and miscellaneous plant</p> <p><i>NHVAS - National Heavy Vehicle Accreditation Scheme</i></p>	<p>Annually Quarterly 10,000 kms 250 hours Based on condition.</p>	<p>During the year 583 scheduled services were undertaken; with 49 services outstanding at 30 June 2019.</p> <table border="1"> <thead> <tr> <th>Scheduled servicing</th> <th>Number completed</th> </tr> </thead> <tbody> <tr> <td>Light vehicle servicing</td> <td>195</td> </tr> <tr> <td>Heavy vehicle servicing (NHVAS)</td> <td>101</td> </tr> <tr> <td>Heavy vehicle servicing (non-NHVAS)</td> <td>3</td> </tr> <tr> <td>Light trailers</td> <td>12</td> </tr> <tr> <td>Heavy trailers (NHVAS)</td> <td>63</td> </tr> <tr> <td>Plant servicing</td> <td>133</td> </tr> <tr> <td>Small plant servicing</td> <td>71</td> </tr> <tr> <td>Miscellaneous plant and equipment</td> <td>5</td> </tr> </tbody> </table>	Scheduled servicing	Number completed	Light vehicle servicing	195	Heavy vehicle servicing (NHVAS)	101	Heavy vehicle servicing (non-NHVAS)	3	Light trailers	12	Heavy trailers (NHVAS)	63	Plant servicing	133	Small plant servicing	71	Miscellaneous plant and equipment	5
Scheduled servicing	Number completed																			
Light vehicle servicing	195																			
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Light trailers	12																			
Heavy trailers (NHVAS)	63																			
Plant servicing	133																			
Small plant servicing	71																			
Miscellaneous plant and equipment	5																			
Reactive maintenance	As required.	3,086 reactive maintenance jobs were required across the fleet; with 225 jobs outstanding at 30 June 2019. A high number of the defects were attributed to an ageing fleet.																		
National Heavy Vehicle Accreditation Scheme (NHVAS)	Compliance with national requirements.	<p>Third party compliance audits are required biannually.</p> <p>Council's last audit was on 18 October 2017.</p> <p>The next scheduled NHVAS third party compliance audit is to be completed on or before 3 November 2019.</p>																		
National Heavy Vehicle Accreditation Scheme (NHVAS) internal compliance audits	Quarterly	<p>Compliance statements were completed for each quarter as follows:</p> <ul style="list-style-type: none"> Q1 (June, July, August 2018) - completed on 8 November 2018. Q2 (September, October, November 2018) - completed 16 January 2019. Q3 (December 2018, January, February 2019) - completed 4 April 2019. Q4 (March, April, May 2019) - completed post year end (10 July 2019). 																		
Insurance policies	Annually	<p>2017/18 premium \$289,586.50 2018/19 premium \$284,809.15</p> <p>Fourteen (14) insurance claims were submitted for Council owned vehicles during 2018/19.</p>																		
Roadside assistance membership		Roadside assistance service calls - 3.																		
Associations and registrations (e.g. workshop licences, pressure vessels' compliance)		Four pressure vessels' registrations were renewed with the Office of Industrial Relations (Workplace Health & Safety Queensland) in Q3.																		

5.5 PLANT, FLEET, WORKSHOPS & DEPOTS

What we do	What we aim for	What we achieved this year
Motor vehicle registrations	Bi-annually	<p>Council has two (2) common registration renewal dates:</p> <ul style="list-style-type: none"> 1st April = light vehicles and some plant 1st September = heavy vehicles and other plant <ul style="list-style-type: none"> • 248 common due date registrations were paid in Q1 • 158 light vehicle and plant item registrations were paid in Q4.
Third party plant assessments	Annually	Nil third party plant assessments were undertaken.
Plant hire charges and review	Fortnightly processing of standard charges; Manual charges as required; Minimum annual review of plant hire.	<p>Plant hire charges for 2018/19 totalled \$8,624,846.58.</p> <p>Council undertook a review of plant hire charges across the entire fleet.</p>
Management of maintenance records	Daily	<p>Defects (both scheduled and unscheduled) are generally entered into the defect register on Tuesdays, Wednesdays and Thursdays. Urgent defects are forwarded directly to Workshops for actioning, then entered into the system.</p> <p>All completed 'Defect' information is updated into the register and all relevant documents are entered into Council's Record Management System (originals archived).</p>
Procurement and disposal of plant and equipment	Approved program.	<p>Plant and equipment additions totalled \$2,376,053 for the following items:</p> <ul style="list-style-type: none"> • John Deere 670GP Grader x 3 • Komatsu WA100M-7 Wheel Loader • John Deere 8320R Tractor • Tractor Mounted Stone/Rock Crusher • Kubota 4x4 Tractor • Isuzu Vac Truck • Western Star Prime Mover • Fieldler 3000lt Diesel Tank • Durotank 1880L Fuel Trailer x 2 • Custom Made Dual Axle Trailer • Vermeer Vacuum Excavation Unit <p>Plant and equipment sales totalled \$840,616 for the following disposals:</p> <ul style="list-style-type: none"> • Isuzu Crewcab Truck • Toyota Hilux 4x2 Utility • Holden Colorado LX 4X4 Styleside • Mitsubishi Triton Dual Cab 4X4 Utility • Caterpillar Loader • New Holland Front End Loader (Canopy Tractor) • Superior Slasher • International Tipper Truck S3600 • Caterpillar Loader 432D (Backhoe) • Komatsu Loader Wa480-6H • Caterpillar Compactor 816F Land • Caterpillar Loader It14G • Komatsu Grader • John Deere Grader • Caterpillar Grader • Komatsu Loader (Backhoe)
Pool vehicle fleet, workshops, depots, community and tourism plant, wash down facilities, fuel and state emergency service vehicles operations.	Consistent with approved services.	<p>Pool vehicle fleet currently comprised of 20 vehicles:</p> <ul style="list-style-type: none"> • Injune x 2 • Mitchell x 2 • Roma (Depot) x 7 (includes Toyota Bus) • Roma (Customer Service Centre/Community Hub) x 3 • Roma (Big Rig) x 1 • Surat x 2 • Yuleba x 2

Highlights for the coming year - plant, fleet, workshops and depots



OUR SERVICES AND PROJECTS

- Manage the **plant, fleet, workshops and depots** function within a total budget of **\$18,191,887**.
- Deliver annual services with quarterly reporting on progress including:
 - Scheduled servicing;
 - Reactive maintenance;
 - National Heavy Vehicle Accreditation Scheme (NHVAS) including internal compliance audits;
 - Insurance policies;
 - Roadside assistance membership;
 - Associations and registrations (e.g. workshop licences, pressure vessels' compliance);
 - Motor vehicle registrations;
 - Third party plant assessments;
 - Plant hire charges and review;
 - Management of maintenance records;
 - Procurement and disposal of plant and equipment;
 - Pool vehicle fleet, workshops, depots, community and tourism plant, wash down facilities, fuel and state emergency service vehicles operations.
- Undertake capital expenditure of **\$12,504,783** being the plant investment program for 2019/20.



OUR KEY PRIORITIES

- **Plant hire rate review** - Implementation of a new plant hire rate structure, including stand down rate for fixed-cost recovery and operational rate for variable-cost recovery.
- **Process improvement** - Progressive process review to streamline data capture in relation to pre-start checks, defect reporting, service scheduling, plant hire and service outcomes.
- **Parts and equipment in store** - In consultation with mechanics, identification and purchase of service packs and other parts that could be held in store for efficient servicing of plant.
- **Asset management planning** - Finalise development of an Asset Management Plan for Council's plant and associated policies.
- **Plant investment program** - Management of the process inputs from preparation of specifications for purchases through to disposal of plant.
- **Fuel tax credits** - Continued implementation of recommendations following the fuel tax rebate review undertaken in 2018/19.

For more information: *Our Plan for 2019/20 document - Pages 272 to 277.*



Plant a priority for the coming year

Productivity will receive a boost in 2019/20 with \$12.5 million allocated for plant purchases.

Our year at a glance

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".

QUARRY & QUARRY PITS 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:

- 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 pre-coated 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.

QUARRY & QUARRY PITS 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.

5.6 QUARRY & QUARRY PITS

What we do

Roma Quarry, situated 34kms north of Roma on the Carnarvon Highway, supplies premium quality quarry products including road-base, drainage materials, a large range of aggregates, pre-coated aggregate and concrete blends.

We also provide value added services such as advice on quarry product selection for various construction and building application needs. We take pride in providing hassle free logistic solutions to ensure the right type and quantity of products ordered are delivered at the right location and time. We provide total quarrying, crushing and screening services for campaign crushing and gravel winning.

We also manage an extensive network of gravel pits within the Maranoa region with the aim of ensuring that the right gravel is 'just a stone's throw away'.

Currently we have 95 active gravel pits strategically located across the region to minimise the cartage distance to road construction and road maintenance while also balancing the cost of compliance with State Government requirements.

With the advancement of Council's Asset Management Plans for Roads providing more detail about Council's forward works programs, we are now in the position to further review the optimum positioning of gravel pits having regard to the quality of product needed and the location of the upcoming projects.

Why we do it

Maranoa Regional Council, the owner and operator of Roma Quarry and Quarry Pits recognises the need for quarry products to sustain the growth and development of the region. Recognising that there are limited quarry operators within the region, Council is committed to operating and managing the Roma Quarry and Quarry Pits to ensure value for money products are readily available for Council operations, local businesses and individuals.

The operation, maintenance and management of the quarry pits is vital in reducing the building and maintenance costs of Council's road programs. We aim to do this by minimising the operations' costs and the carting cost of quarry material as suitable quarry pits are established as close as reasonably practical to the job site.

The conscientious and responsible management of natural resources like rocks and minerals is paramount in minimising the environmental impact of our operation. Therefore it is critical we work closely with regulatory bodies to ensure legal compliance and high standard of quality, transparency, safety and health are maintained.



Aerial view - Roma Quarry

Did you know

In addition to the Roma Quarry, Council sources road construction materials from 95 other gravel pits across the region. To access these sites, Council works closely with the relevant State Government regulatory agencies and local landowners to ensure that activity at these sites is compliant with legislative requirements and impacts to the local landowner are minimised.

Furthermore, Council officers are required to regularly report on activity at these sites to State agencies such as the Department of Agriculture and Fisheries (DAF) and the Department of Environment and Science (DES).



How we are trending - quarry and quarry pits

	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
Total income	17,014	6,713	4,050	3,704	2,940	4,288
- Including quarry sales	15,122	5,737	3,420	2,867	2,294	3,818
Recurring expenses	15,690	6,468	3,149	3,639	2,902	3,738
Capital expenses/ - Capital gain	-	351	408	-31	8	-136
Net result from recurring operations	1,324	245	901	3,608	38	550
Net result	1,324	-106	493	96	30	414
Assets	3,345	6,637	5,414	5,834	2,343	2,301

Source: General purpose financial statements.

This year's highlights

Look down when you fly

Residents and visitors flying in and out of Roma will be taking off and landing on material supplied by Council's Roma Quarry.

During October and November 2018, our team at the Roma Quarry produced and supplied 13,683 tonnes of aggregate to the Roma Airport Runway Overlay Project.

The aggregate was part of a blend of materials to manufacture a specialised asphalt to cover the entire 1504m long and 30m wide runway, creating a high quality facility for Roma for years to come.

The Roma Airport Runway Overlay Project was jointly funded by the Queensland Government's Building our Regions program, Roma Airport reserves and a loan serviced by airport revenue.



Roma Airport runway (North to South) (above).
Mobile asphalt batching plant at the Roma Airport for the runway overlay project (below).

Roma Quarry is proud to supply to local businesses

The Roma Quarry supplies material to many businesses across the Maranoa region and Council is especially pleased to be able to supply to the region's 5 Star Local Businesses. Such businesses include the local concrete batch plants, for which the Roma Quarry supplied 22,751 tonnes of aggregate, local civil contractors and local landscaping suppliers.

Council is committed to ensuring that the Roma Quarry has the necessary resources to continue to supply local businesses and other clients with readily available, high quality products.

Providing local materials to local businesses provides for flow-on benefits that result in further local expenditure and ongoing employment.



5.6 QUARRY & QUARRY PITS

Roma Quarry a key partner in Council's roadworks program

Maranoa Regional Council maintains the third largest road network in Queensland. The supply of gravel materials, therefore, is critical to being able to sustain the region's roads.

During the year, the Roma Quarry supplied:

- In excess of 10,000 tonnes of certified and uncertified road base materials for local public road projects (5,234 tonnes of certified product in Q1 alone).
- 7,291 tonnes of precoated bitumen sealing aggregates for the regional bitumen reseal programs during Q3 and Q4.

In keeping with Council's focus to reduce costs, operating the Roma Quarry enables road construction materials to be sourced locally reducing the costs associated with haulage of materials to work sites.

Some of Council's capital works projects that were dependent on materials from the Roma Quarry included:

- Duke Street South Reconstruction Project, Roma
- Ivy Street Remediation Works, Roma
- Orallo Road Shoulder Widening
- Spencer Street Kerb & Channel Project, Roma
- Rural Road Bitumen Rehabilitation Projects, Regional
- Cottage Creek Road Upgrade, Wallumbilla
- Injune-Taroom Road Upgrade Project, Injune
- Roma Touch Field Carpark Upgrade, Roma



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.



Duke Street South Reconstruction Project



Roma Quarry

What we achieved this year - quarry and quarry pits

What we do	What we aim for	What we achieved																		
<p>Supply of road-base, drainage materials, aggregates, pre-coated aggregate and concrete blends</p> <p><i>Manage the mining/ crushing and screening operation to produce the normally demanded products.</i></p>	<p>Throughout the year - the production of road-base and aggregate are alternated based on the quality of shot rock, material demand and stockpile availability.</p>	<p>The supply of product (road-base, drainage materials, aggregates, pre-coated aggregate and concrete blends) was as follows:</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Revenue (\$)</th> <th>Product sales (tonnes)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>760,263</td> <td>39,756</td> </tr> <tr> <td>Q2</td> <td>1,677,297</td> <td>81,990</td> </tr> <tr> <td>Q3</td> <td>881,164</td> <td>41,928</td> </tr> <tr> <td>Q4</td> <td>969,242</td> <td>38,499</td> </tr> <tr> <td>Total</td> <td>\$4,287,965</td> <td>202,174</td> </tr> </tbody> </table> <p>Key projects:</p> <ul style="list-style-type: none"> Supply of 5,234 tonnes of certified road base for local road projects in Q1 Supply of 13,683 tonnes to the Roma Airport Runway overlay project during Q2 Supply and delivery of 36,055 tonnes of roadbase and drainage rock to a coal seam gas road project in Arcadia Valley during Q2 and Q3 Supply of 7,291 tonnes of precoated bitumen sealing aggregates for the regional bitumen reseal programs during Q3 and Q4 Supply of 22,751 tonnes of aggregate to the local concrete plants throughout the year. 	Quarter	Revenue (\$)	Product sales (tonnes)	Q1	760,263	39,756	Q2	1,677,297	81,990	Q3	881,164	41,928	Q4	969,242	38,499	Total	\$4,287,965	202,174
Quarter	Revenue (\$)	Product sales (tonnes)																		
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Q4	969,242	38,499																		
Total	\$4,287,965	202,174																		
<p>Sales and delivery of quarry products</p> <p><i>Coordinate the logistics required to deliver quarry products.</i></p>	<p>As required / sales agreement.</p>	<p>Upon request, the Roma Quarry coordinates the delivery of material sales to meet specific client needs. This service is provided with the use of either the Council haulage fleet or local contractors sourced in accordance with Council's procurement processes.</p> <p>A total of \$470,162 of revenue was generated through the haulage of material from the quarry.</p>																		
<p>Campaign crushing</p> <p><i>Supply of mining/ crushing and screening equipment and machinery for campaign crushing subject to legal compliance and machinery availability.</i></p>	<p>As required and subject to plant availability.</p>	<p>Campaign crushing with Council equipment</p> <p>During the year the available Quarry plant was 100% committed to operations at the Roma Quarry, and therefore unable to complete campaign crushing at other locations within the region.</p> <p>Operations at the regional pits for Council road construction and maintenance purposes was carried out through local contractors.</p> <p>Campaign crushing at the Roma Quarry by sub-contractors</p> <p>To meet the sales demand at the Roma Quarry, sub-contractors were called upon in Q2 and Q3 to support production. In total the sub-contractors produced the following materials:</p> <ul style="list-style-type: none"> 42,666 tonnes of aggregates 10,454 tonnes of road base. 																		
<p>Product quality assurance</p> <p><i>Work with NATA accredited laboratories to ensure product specification conformance certification.</i></p>	<p>Annually, when there is a specific request or when there is new product.</p>	<p>Material compliance testing</p> <p>During the year, a NATA (National Association of Testing Authorities) certified testing agency was contracted to provide compliance testing for the materials produced at the Quarry.</p> <p>All products produced and sold at the Roma Quarry are tested in accordance with the relevant Australian or Department of Transport & Main Roads standards to confirm compliance with their intended marketed use. Where required, additional testing was carried out on materials in response to specific client requests.</p> <p>Quarry certification</p> <p>The Roma Quarry continues to maintain certification with the Department of Transport and Main Roads (TMR) as an "Approved Quarry Source" to supply material to projects undertaken on the state and federal road network. In late September, Council received notification of the re-certification for a further two (2) year period, subsequent to a review of source rock materials and quality assurance systems undertaken by TMR.</p> <p>During the year the Roma Quarry expanded the coverage of the Certification to now include aggregates for "asphalt surfacing" and "slurry sealing".</p>																		

5.6 QUARRY & QUARRY PITS

What we do	What we aim for	What we achieved
<p>Weighbridge</p> <p><i>Provide a heavy vehicle weighing service for local business owners.</i></p>	<p>Weekdays 7am - 3pm (standard opening hours of the Roma Quarry).</p> <p>No charge.</p>	<p>The weighbridge remained operational during the year and available to the public.</p> <p>The weighbridge continued to be NATA (National Association of Testing Authorities) calibrated and certified for material sales. The weighbridge tracks all sales at the Roma Quarry.</p>
<p>National competition policy business activity review</p>	<p>Participation in the report preparation for Council each year through Accounting Services.</p>	<p>A code of competitive conduct review was undertaken and presented to Council at its meeting on 23 January 2019 (Council resolution number GM/01.2019/55). It was resolved not to apply the code of competitive conduct for 2018/19 to quarry and quarry pits' operations.</p>
<p>Integrated Maranoa Management System (IMMS) for Quarry and Quarry Pits</p>	<p>Development and maintenance of the Quarry and Quarry Pits Operating Manual, within the corporate management system framework.</p>	<p>Roma Quarry</p> <p>In Q3, in consultation with the Roma Quarry team and the Enterprise Risk team, an overarching schematic of the revised Roma Quarry Operating Plan (Manual) was developed with consideration of operational requirements, current legislation and the Integrated Maranoa Management System (IMMS).</p> <p>During Q3 an external system consultant was engaged to assist with a complete review of the current Safety & Health Management System (SHMS) at the Roma Quarry. From this, an action plan was implemented to update the system to comply with the current legislative requirements and align with Council's IMMS currently under development.</p> <p>During Q4 an initial draft of the revised SHMS was completed.</p> <p>Regional Quarry Pits</p> <p>The regional pit operations are carried out in accordance with Council's Extractive Management Plan (Manual). This plan details the specific operational requirements for Council's activities at the regional pits to ensure compliance with legislation and the IMMS.</p> <p>As the IMMS Procedures are finalised and implemented, the Extractive Management Plan (Manual) will be reviewed for compliance and updated as required.</p>
<p>Quarry pit optimisation</p>	<p>Further review of regional pits in conjunction with the State Government's Environmental Authority, having regard to the upcoming 2 year program of works, building on the work done to identify regional pits with material at the right quality and location.</p> <ul style="list-style-type: none"> Individual assessment of each pit, either active, inactive or abandoned. Assessment to take note of economical importance, resources, environmental impact, legal compliance and value to land owners (progressive reporting to Council). Pits identified that are no longer needed and rehabilitation requirement progressed for handover back to the landowner or State Government (Q4). 	<p>Review of active / inactive regional pits</p> <p>In Q1 a review of the register of current active, inactive and abandoned regional gravel pits was completed and updated to ensure accuracy. The register was continued to be maintained during the remainder of the year.</p> <p>During Q3, the Department of Natural Resources, Mines & Energy (DNRME) conducted an inspection on a number of Council's active and inactive regional pits. This inspection identified a number of environmental improvements to be addressed across the sites. All recommendations were collated in an action register and work on a number of them was commenced and completed in Q4.</p> <p>Rehabilitation</p> <p>Rehabilitation of the regional pits continued. As extraction activities are conducted at each site, rehabilitation works are completed to ensure that the maximum "disturbed" area at each site is contained within a 5 hectare boundary.</p> <p>Previous rehabilitation works conducted at existing sites, such as Clarice Vale Pit, were monitored and maintained during the year to ensure vegetation establishment.</p>

What we do	What we aim for	What we achieved
Mining plan	<p>Preparation and maintenance of a 10 year mining plan to ensure the direction of material extraction as well as to capture anticipated future additional costs.</p> <p>Rehabilitation opportunities explored as the reserves are exhausted.</p>	<p>Mining plan</p> <p>In Q4 a review of the current Roma Quarry Resource Evaluation and Mining Plan, produced by Coffee Mining in the early development stages of the site, was undertaken. This report, compiled in 2009, was based on exploratory drilling and provides an indication of the source rock extents to guide the extractive operations.</p> <p>From the original report data, mapping was developed to identify the current remaining source rock.</p> <p>In consultation with industry experts, it was identified that before a future mining plan can be progressed, additional exploratory drilling is required to confirm the current source rock extents.</p> <p>Site rehabilitation</p> <p>Rehabilitation opportunities are limited due to the area available for product storage. Focus has been on maintaining the vegetation works previously completed.</p>
Business development	Initiatives to develop the quarry business and its financial viability.	<p>Website page</p> <p>During Q3 & Q4, a number of Facebook posts were released to promote the Roma Quarry and inform the community / potential clients.</p> <p>With the support of Council's Communications team, a draft marketing webpage for the Roma Quarry, within the Council Website, has been developed. Further refinement will be undertaken and then loaded to the internet in 2019/20.</p> <p>Market planning</p> <p>During Q3 and Q4, analysis of the Quarry's regular customer base was undertaken. A communication strategy was implemented at the Roma Quarry to contact these customers on a regular basis to help align production with potential supply opportunities.</p> <p>Furthermore, regular communication with local and regional contractors operating within the region allows the Quarry to plan the production of materials to align with the potential external sales opportunities.</p> <p>Within Council, the new Organisational Structure that integrates quarry within the same directorate as road construction has facilitated longer term planning, and greater oversight and coordination of internal requirements for materials production.</p>
Workforce planning	Planning and implementation of workforce initiatives to ensure that team members can deliver products and services that meet Council's quality, safety and environmental expectations.	<p>Organisation Structure</p> <p>Based on a review of the workforce associated with the Roma Quarry and the Regional Pits undertaken in Q2, a revised structure was presented to Council in Q3.</p> <p>The revised workforce plan for the Roma Quarry focused Council's operations on the production of specific products with consistent ongoing sales, which enabled the consolidation of both labour and plant resources. The plan was developed with the consultation and support of the Quarry Team to ensure that the operational constraints were understood and considered.</p> <p>In consideration of the difference in the operations at the Roma Quarry and Council's vast regional pits, the revised workforce plan separated the management of each area into two distinct roles. This will enable each area to better focus on their specific type of operations and support their relevant client needs.</p> <p>In Q4, the Coordinator – Materials Production for the Roma Quarry was appointed.</p> <p>Training</p> <p>In consultation with the workforce, in preparation for the 2019/20 Budget, a review of the operational mandatory training requirements was undertaken.</p> <p>Due to updates to the <i>Mining and Quarrying Safety and Health Act 1999</i> and <i>Mining and Quarrying Safety and Health Regulation 2017</i>, in Q2 a number of changes to the minimum training requirements for the Quarry staff was identified. The training matrix was reviewed to incorporate these changes and will require a number of Quarry staff to be upskilled within the next 12 months to enable operations to continue.</p> <p>The costs associated with completing training have been presented for consideration in next year's budget.</p>

5.6 QUARRY & QUARRY PITS

What we do	What we aim for	What we achieved
Plant review	Ongoing review of plant owned and operated within the Roma Quarry.	<p>In Q2 and Q3 a comprehensive review was undertaken of the current Council owned Quarry plant. A strategy was proposed to Council to focus operations on the production of materials that historically have a high rate of turnover. This enabled a reduction in the number of plant items required to be maintained and subsequently reduced operating costs of the ageing fleet.</p> <p>In addition, to ensure that client specific material requirements can be met, the strategy proposed that local or regional contractors be engaged to produce materials with high input costs and seasonal sales, such as aggregates, on a campaign basis.</p> <p>In consultation with the plant / fleet team, a replacement/acquisition/disposal plan for the Roma Quarry plant was reviewed to help inform the future plant investment strategy. This was provided for consideration in next year's budget.</p> <p>In the interim, to ensure the efficient production of material, a hired scalping screen and product stacker has been engaged to support Council's crushing plant. The ongoing availability and utilisation of these items of plant is continuing to be reviewed.</p>



Roma Quarry.

Highlights for the coming year - quarry and quarry pits



SERVICES AND PROJECTS

- Manage the Quarry and Quarry Pits function within a budget of **\$4,625,205**.
- Deliver annual services with quarterly reporting on progress including:
 - Supply of road-base, drainage materials, aggregates, pre-coated aggregate and concrete blends
 - Sales and delivery of quarry products
 - Campaign crushing
 - Maintenance of Department of Transport and Main Roads registration
 - Weighbridge
 - Annual code of competitive policy review
 - Quarry pit optimisation
 - Business development
- Undertake projects within a budget of **\$410,000**.



KEY PRIORITIES

- **Integrated Maranoa Management System (IMMS)** - Review and further development of management systems for both the quarry and quarry pits, for quality, safety and environment - ensuring compliance with our obligations under the *Mining and Quarrying Safety & Health Act 1999* and the IMMS framework in development across Council.
- **Mining plan** - Completion of a new plan.
- **Gravel pit material supply program** - For the 2019/20 capital works program.
- **Compliance review** - Close out of remaining incident and audit findings, and a review of the past 5 years' directives to ensure continued compliance.
- **Workforce planning and plant review** - Continued review and finetuning of resourcing to maximise ongoing financial sustainability of quarry and quarry pit operations.

For more information: *Our Plan for 2019/20 document - Pages 278 to 283.*



Integrated management system development for Roma Quarry

Council will continue to expand the Integrated Maranoa Management System (IMMS) to incorporate the operations at the Roma Quarry.

Our year at a glance

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.

CUSTOMER SERVICE 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.

CUSTOMER SERVICE HIGHLIGHTS

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.

5.7 CUSTOMER SERVICE

What we do

We have customer service offices in each of our local areas:

- Yuleba – servicing Yuleba, Wallumbilla, Jackson and surrounds
- Mitchell – servicing Mitchell, Amby, Mungallala and surrounds
- Surat – servicing Surat and surrounds
- Injune – servicing Injune and surrounds
- Roma – servicing Roma, Muckadilla and surrounds.

Council offers a call centre number that is answered by Customer Service Officers across the region (1300 007 662). Local numbers are also now available for residents who would like to contact their local office directly.

Why we do it

Customer service is not the sole responsibility of our officers on the front counters or on the telephones in each of our towns.

Our new Corporate Plan embeds Customer Service as part of everyone's responsibility:

- Strategic Priority - "Managing our operations well" includes **Provide customer service.**

- Our top 5 strategic performance indicators includes **Customer Requests (Residents, Businesses and Visitors)**. In summary:
 - The elected council sets the direction and expectations through the Customer Request Policy (reviewed annually);
 - Employees implement and advise on the policy – and will be progressively measured by:
 - * Compliance with Council's adopted policy and service levels;
 - * Regular reporting on variances from service levels.
- Some of our values are particularly applicable to customer service including:
 - Striving for excellence - in our services and projects
 - Being respectful of other people
 - Showing empathy
 - Demonstrating accountability for the accuracy and timeliness of our reporting and by care and diligence in undertaking our responsibilities.

Did you know

Council has re-established local telephone numbers in each of our local areas so that residents are able to contact their local office if that is their preference. The well known Council telephone number of 1300 007 662 continues in operation.

Note: The regional call centre number (1300 007 662) will still be the after hours emergency number as that enables calls to be transferred to the rostered on-call employees.



Customer Service Centre - Roma.

How we are trending - customer service

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Telephone calls answered (numbers)	32,909	29,558	26,091	21,458	19,830	18,768	
External				*			19,602
Internal				*			32,007
Call answered within 60 seconds				*			91.28%
Average call time				*			3.04 minutes
Calls transferred ***				*			2,176
Calls resolved at first point of contact (by Customer Service team) ***				*			4,613
Call to local areas:							
Injune				*			243
Mitchell				*			116
Roma including Community Hub				*			267
Surat				*			150
Yuleba				*			2
Yuleba Post Office				*			24
After hours emergencies				*			1,841
Receipts processed				*			41,281
Counter enquiries - walk in requests	57,719	38,464	23,765	21,231	14,327	11,099	12,835
Customer requests handled by all departments (external and internal)	2,979	6,039	8,564	7,728	11,458	11,918	11,595
Customer requests processed by front counter				*			5,026
Facility bookings by Customer Service team				*			237**
E-mails received through Council's promoted e-mail addresses				*			4,481

* New data for 2018/19 onwards

** Quarter 4 onwards

*** From 5 September 2018 (go-live of the new Customer Request System)



SHARE-A-THANKS



Thank you Roma Customer Service!

Congratulations to Erin D., Maureen M. and Abbey C. following a resident contacting Council to share her experience at the Roma Customer Service Centre:

Good morning,




I wanted to draw your attention to the fabulous job your front counter staff do. The ladies this morning were so helpful, friendly and all on a Monday morning I might add. No question was brushed off, if they didn't know the answer they went above and beyond to find the answer and direct me on the right path.

What a great team you have.



5.7 CUSTOMER SERVICE

Projects - what we achieved this year

Completed	In progress	Not started
		
New Customer Request system implementation and go-live.	-	-

This year's highlights

New local customer service 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. The new contacts are:

All areas

E-mail: customer.service@maranoa.qld.gov.au

Telephone: 1300 007 662

After hours emergencies: 1300 007 662

Injune

E-mail: customer.injune@maranoa.qld.gov.au

Telephone: 4626 0500

Mitchell

E-mail: customer.mitchell@maranoa.qld.gov.au

Telephone: 4624 6900

Roma

E-mail: customer.roma@maranoa.qld.gov.au

Telephone: 4624 0600

Surat

E-mail: customer.surat@maranoa.qld.gov.au

Telephone: 4626 6100

Yuleba

E-mail: customer.yuleba@maranoa.qld.gov.au

Telephone: 4629 9000

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.

From a customer perspective, there are a number of improvements:

- It is linking all requests with the customer's name and property number (where applicable) - this makes it easier:
 - for any of our Customer Service Officers to check on progress.
 - to find the reference number if misplaced by the customer;
- The majority of request types that Council receives can be automatically allocated to the correct area so customers no longer have to wonder who best to ask.
- Timeframes are allocated to request types to ensure urgent requests (e.g. gas or water leaks) receive urgent attention.
- Customers receive automatic updates and acknowledgements at key points in the receipt and response process.

From our officers' perspective:

- It is quicker and easier to identify which requests are applicable to their areas.
- Checklists are incorporated to ensure that there are in-built reminders of the steps required for specific types of requests.
- Requests will still be followed up if an individual officer is on leave or away from the office.
- Details can be checked and updated in the field.

In 2019/20, Council's e-services will go live, enabling customers to lodge their requests from home at the time most convenient to them.



Customer Service Centre - Surat.

Services - what we achieved this year

What we do	What we aim for	What we achieved this year
Receiving customer requests		
Local and regional customer service offices and officers	<p>Serviced during normal business hours.</p> <p>Local numbers - As some phones are answered by a single Customer Service Officer, if the person is away from their desk for any reason, or on another call, residents have the option to either leave a message for the officer to call back, or to contact the regional number.</p>	<p>A 'soft' launch of the local customer service numbers serviced by local customer service officers was undertaken during the financial year. Without broad scale publicity, local area calls recorded for 2018/19 were as follows:</p> <ul style="list-style-type: none"> • Injune - 243 • Roma including Community Hub - 267 • Mitchell - 116 • Surat - 150 • Yuleba - 26 (2 to office, 24 to post office)
Local and regional e-mail addresses	<p>Acknowledged no later than the next business day.</p> <p>New customer request e-mail address maintained and promoted. customer.service@maranoa.qld.gov.au</p>	<p>All requests received via e-mail are entered into the system within the expected timeframe and an automated acknowledgment is sent to the customer.</p> <p>A total of 4,481 e-mails were received through Council's promoted e-mail addresses during 2018/19.</p>
Local and regional telephone numbers	<p>98% of calls through to the 1300 007 662 number answered within 60 seconds.</p>	<p>A total of 19,602 calls were taken in 2018/19, achieving an overall rate of 91.28% of calls answered within 60 seconds.</p>
After hours emergencies service	<p>On-call roster maintained for all service areas where emergencies arise; 1300 007 662 call centre software maintained to direct calls to the on-call employee/s.</p>	<p>After hours emergency call recordings and routing setup was managed through Council's call centre as follows:</p> <ul style="list-style-type: none"> • Water, Sewerage & Gas emergencies - press 1 • Stock on Road - press 2 • Road emergencies - press 3 • Dog attack emergencies - press 4 • Airport security emergencies - press 5 • Council building emergencies - press 6. <p>Managers for each work function currently manage rostering for their respective area to ensure that an officer is available at all times to answer / attend to after hours emergencies.</p>
By mail/post	<p>Servicing of two postal addresses:</p> <ul style="list-style-type: none"> • PO Box 620, Roma, Queensland 4455 • PO Box 42, Mitchell, Queensland 4465. <p>(Note: Any requests forwarded by letter that relate to a customer request is to be entered into the customer request system).</p>	<p>2018/19 mail statistics:</p> <ul style="list-style-type: none"> • Outgoing letters (small (excluding rates mailout)) - 15,452 • Outgoing letters (large) - 1,340 • Outgoing parcels - 370 • Mailouts - 28,227 <p>Incoming correspondence (excluding invoices) - 2,812</p>



Customer Service Centre - Mitchell.



Injune team representatives at the March Local Working Group meeting with Deputy CEO Rob Hayward (Photo by CEO).

“ SHARE-A-THANKS

March Local Working Group Meeting - Injune & Surrounds

Thank-you to Local Area Manager, Fiona Vincent, and Injune team representatives Kylie, Kim and Wendy for the discussions on Monday. Deputy CEO Rob and I really appreciated the opportunity to catch up on how things are progressing for Injune & Surrounds. It was great to have good cross departmental representation via phone - Graham (Water & Sewerage), Tanya (Facilities), Steve (Maintenance), Cameron (Capital projects) and Louise (Customer Service).



”

CEO Julie

Highlights for the coming year - customer service



OUR SERVICES AND PROJECTS

- Manage the Customer Service function within a budget for the team of **\$717,232**.
- Deliver annual services with quarterly reporting on progress including:

Receiving customer requests

- Local and regional customer service offices and officers;
- Local and regional e-mail addresses;
- Local and regional telephone numbers;
- After hours' emergencies service;
- By mail/post.

System administration

- Maintenance and continual improvement of the customer request system on behalf of all departments.

Policy

- Monitoring and recommendations for update of the Customer Request and Complaint Management Policies.

Reporting

- Centralised reporting and progress monitoring for customer requests.

Local area workings groups

- Meetings held in local areas, convened by the Local Area Manager and including cross-departmental employees working in the local area.



OUR KEY PRIORITIES

- **Policies** - Review and finetuning of the Customer Request and Complaint Management Policies.
- **On-line services** - Implementation of e-services to enable residents to lodge requests and make payments on-line.
- **Systems** - Implementation of the facilities booking module, and post implementation review of customer request categories and workflows.
- **Reporting** - Development and facilitation of regular reports by category, with completion rates and exception reporting (if a target is not met, why not).
- **After hours emergencies** - Whole-of-Council review of how after hours' emergencies are managed.
- **Local working groups** - Implementation of Mitchell and Surat working groups.

For more information: Our Plan for 2019/20 document - Pages 284 to 289.



Customer service continues to be a focus for 2019/20

With the high volume of requests received each year, Council is continuing to implement initiatives to help ensure that requests are not missed from receiving attention.

2019/20 will also see new online options being made available so that our community can access some services from the comfort of their homes, at any time of the day or night.

Our year at a glance

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.

INFORMATION MANAGEMENT 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.

INFORMATION MANAGEMENT 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.

What we do

We provide a range of document management services within Council, including:

- managing and maintaining Council's recordkeeping framework, policies, processes and system to ensure public records are reliable, available and secure as per legislative and State Government requirements;
- providing recommendations to the Chief Executive Officer in relation to the retention and disposal of records in compliance with the *Public Records Act 2002* and *Public Records Regulation 2014*;
- collecting, registering and distributing daily incoming correspondence to Council;
- assisting employees with use of the document management system and recordkeeping within the public sector;
- processing *Right to Information* applications in compliance with the *Right to Information Act 2009* and *Right to Information Regulation 2009*.
- processing *Information Privacy* access applications in compliance with the *Information Privacy Act 2009* and *Information Privacy Regulation 2009*.

Why do we do it

The *Public Records Act 2002* governs recordkeeping for all Queensland public authorities (including Councils).

The Act aims to ensure that public records of Queensland are made, managed, kept, and, if appropriate, preserved in a usable form for the benefit of present and future generations.

The Act defines both a public authority (which includes local governments) and a public record. It also includes specific recordkeeping requirements that all agencies must comply with, specifically:

- what records need to be kept, by who, and why
- who is responsible for records
- how records should be created and managed
- when records can be disposed of
- who authorises disposal of records.

State Government records policy introduced June 2018

The relatively new policy sets out the principles of recordkeeping for Queensland Government agencies and public authorities (including Councils) to meet minimum recordkeeping requirements now and into the future. The aim is to lift records management capability within all Queensland public authorities and enable them to establish their own fit-for-purpose records and information governance practices.

The aim of this policy is to enable agencies and public authorities to:

- provide a strong foundation for systematically and effectively managing complete and reliable records and information;
- ensure that those records that are most important are actively managed and preserved;
- increase the discoverability and accessibility of records and information;
- empower agencies to establish their own fit-for-purpose records and information governance practices;
- apply a phased implementation approach focusing on increasing records management capability and maturity.

Source: <https://www.forgov.qld.gov.au/overview-recordkeeping-public-authorities>

<https://www.qgcio.qld.gov.au/documents/records-governance-policy>

Did you know

The Queensland Government has made a commitment to provide access to information held by the government (state and local), unless on balance it is contrary to the public interest to provide that information.

The legislation came into effect on 1 July 2009 and provides a right to access your personal information held by government under the *Information Privacy Act 2009*. Individuals also have the right to access personal and non-personal information held by government under the *Right to Information Act 2009*, with applications processed in accordance with the legislation and State Government fees and charges.

The decision will detail the reasons in the event of any page, or part thereof, is not released.



How we are trending - information management

Right to information / information privacy	2015/16	2016/17	2017/18	2018/19
Right to information (RTI) applications	4	9	2	6
Information privacy applications	Nil	Nil	Nil	Nil
Completed applications	4	4	3	6
On-going applications	Nil	2	1	Nil
Withdrawn/lapsed	Nil	2	Nil	Nil
Internal review applications	Nil	1	1	2
External review applications	Nil	Nil	1	1

Information management / records	2014/15	2015/16	2016/17	2017/18	2018/19
Incoming correspondence (not including invoices)	*	*	9,747	3,703	2,812
Documents registered into the document management system (organisation wide)	104,745	103,705	116,155	104,613	107,355
E-mails registered (council@maranoa.qld.gov.au)	*	*	4,417	4,101	4,481
Cheques	1,786	1,265	967	787	652
Archive boxes created	203	293	341	259	148

*data not available

More about the numbers

Whilst the number of Right to Information (RTI) applications may seem small, a significant amount of work was undertaken during 2018/19. This year's applications involved the sourcing of documents from across Council totalling 1,554 pages and 113.38 minutes of video footage. Each document was reviewed and a decision made based on the RTI legislation.

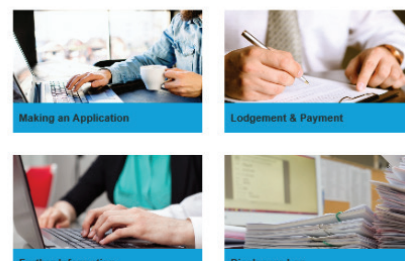
Quick facts on the 2018/19 RTI year:

Full access	604 pages + 85:28 minutes of video footage
Partial access	233 pages
Inspection only	22 pages
Irrelevant documents	4 pages
Not released	691 pages + 27:26 minutes of video footage



Council Home > Right to Information

Right to Information



Further information about Right to Information has been developed for Council's new website ready to go live on 1 July 2019.

This year's highlights

Process improvements assist with service delivery

The team created and tested new record types in preparation for 1 July 2019. These were created to simplify the process of registering documents in Council's electronic document management system.

As more than 100,000 new documents are created each year, streamlining the registration process has saved significant time, while also helping to:

- support increased use of the system therefore making documents more accessible; and
- ensure that Council and its employees comply with public sector recordkeeping responsibilities.

5.8 INFORMATION MANAGEMENT

Services - what we achieved this year

What we do	What we aim for	What we achieved this year
Public sector recordkeeping	Annual review of policies. Administration of system, and training and support to other departments as required.	Our Information Management work unit has continued to work towards improving Council's recordkeeping, through its own team and across Council. The team is following the guidelines for Council to be compliant with the Queensland State Archives Records Governance Policy.
Right to information and information privacy access applications	In accordance with legislative timeframes.	Council received six (6) Right to Information applications. All applications were processed and completed within the legislative timeframes.
Mail processing	Mail registered and into the document management system by 10am.	All incoming correspondence was entered into Council's system (RM8) daily and assigned for actioning.
Publications scheme	Annual review.	The publication scheme was reviewed as part of the new Council website which went live in Q4.

Projects

<p>Records governance policy Implementation of the State Government's new Records Governance Policy (which replaced Information Standard 31: Retention and disposal of public records, and Information Standard 40: Recordkeeping, both of which have been repealed) - issued June 2018</p> <p><i>Policy requirement 1: Agencies must ensure records management is supported at all levels of the business.</i></p> <p><i>Policy requirement 2: Agencies must systematically manage records using governance practices that are integrated and consistent with broader agency frameworks.</i></p> <p><i>Policy requirement 3: Agencies must create complete and reliable records.</i></p> <p><i>Policy requirement 4: Agencies must actively manage permanent, high-value and high-risk records and information as a priority.</i></p> <p><i>Policy requirement 5: Agencies must make records discoverable and accessible for use and re-use.</i></p> <p><i>Policy requirement 6: Agencies must dispose of records in a planned and authorised way.</i></p>	<p>Review of the new policy's implications for Council, and development of an action plan to achieve compliance, with implementation commenced in 2018/19.</p>	<p>Remodeling of Council's Business Classifications was commenced to align with Council's current strategic priorities and functions. Initial work commenced and will continue into 2019/20.</p> <p>Creation and testing of new Record Types was completed ahead of organisation wide implementation in July 2019. These new record types were created to help simplify the process of registering documents in the Electronic Records Management System – RM8.</p> <p>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.</p>
<p>Publication scheme and classification structure</p> <p>Review of publication scheme and classification structure to align with the new Corporate Plan functional areas.</p>	<p>By 30 June 2019.</p>	<p>Review of the classification structure has commenced. Implementation will occur in 2019/20.</p>
<p>Employee induction and refresher training</p> <p>Review of content on public sector recordkeeping responsibilities for new and continuing employees.</p>	<p>By 30 June 2019.</p>	<p>New employees were trained when requested. Our online training platform provides basic record management training. Refresher training is given upon request.</p>
<p>Recordkeeping framework</p> <p>Provide input, support and guidance to key corporate projects including:</p> <ul style="list-style-type: none"> document mapping for the new Customer Request System implementation scope expansion of Council's management system (Quality, Safety, Environment) from the perspective of document management implementation of Council's new Corporate Plan, Operational Plan and functions. 	<p>Q1</p> <p>Project support as required by the Enterprise Risk team.</p> <p>By 30 June 2019.</p>	<p>Q1 - The Information Management team supported the implementation of the Customer Request Management system by way of document mapping.</p> <p>Project support for scope expansion and the Enterprise Risk team is ongoing.</p> <p>Council's functions are now set up within our information management system ready for transition in 2019/20.</p>

Highlights for the coming year - information management



OUR SERVICES AND PROJECTS

- Manage the information management function within a budget of **\$195,028**.
- Deliver annual services with quarterly reporting on progress including:
 - Public sector recordkeeping;
 - Right to information and information privacy access applications;
 - Mail processing;
 - Publications scheme;
 - Records governance policy;
 - Employee induction and refresher training.



OUR KEY PRIORITIES

- **Records management** - Review and implementation of a new classification structure, including document types, document precis structure, and sub-classifications having regard to retention schedules.
- **Right to information** - Review and updating of website content for Right to Information including the publication scheme and disclosure log.
- **Information privacy** - Review of the Information Privacy Policy and legislative compliance and development of a brochure for community and employee use.

For more information: *Our Plan for 2019/20 document - Pages 290 to 293.*



Major project underway for Council's information management

With Council's new Corporate Plan adopted in 2018, this is now reshaping all parts of Council's business, including how information is managed. Being able to quickly and easily locate information saves time and ensures we retain knowledge as an organisation even when our team members change. This ultimately enables us to provide a more seamless customer experience.

Our year at a glance

5.9 Laboratory



Testing 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.

LABORATORY 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

LABORATORY 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.

What we do

We undertake microbiological testing of water for:

- Council's 10 potable (drinking) water schemes (Roma, Mitchell, Surat, Injune, Amby, Mungallala, Muckadilla, Wallumbilla, Yuleba, Jackson);
- 5 pools (Roma, Mitchell, Surat, Injune and Wallumbilla).

We also undertake testing for Council's sewerage function for each of the 6 Sewerage Treatment Plants (Roma, Mitchell, Amby, Mungallala, Surat, Injune).

The testing is to ensure compliance with the State Government approved Drinking Water Quality Management Plan (DWQMP) and Environmental Authority.

Our laboratory also undertakes testing for external customers on a fee for service basis.

Why we do it

The testing is to ensure compliance with the State Government approved Drinking Water Quality Management Plan (DWQMP) and Environmental Authority, and to meet the needs of our customers.

Did you know

Council can conduct the following tests for customers:

- Bacteriology tests:
 - E. Coli
 - Enterococcus
 - Pseudomonas
 - Thermotolerant Coli form (Faecal Coli form)
 - Total Coli form
 - Total Plate Count @35 degrees celsius
- Chemical analysis:
 - Biochemical Oxygen Demand (BOD)
 - Chloride
 - Chlorine (Free or total)
 - Colour (True)
 - Conductivity
 - Dissolved Oxygen
 - Fluoride
 - pH
 - Suspended Solids (Non Filterable Residue)
 - Total Solids
 - Turbidity

The laboratory's fees and charges schedule includes fees for:

- Referral of a sample to an outside laboratory
- Administration charge (per batch of samples)
- General laboratory work (per hour)

- Copy of water analysis report
- Annual (12 month) water analysis report
- Sample preparation - filtration



How we are trending - laboratory

	2017/18	2018/19
Samples analysed	2,009	2,164
Tests carried out on samples	9,073	8,143

What we achieved this year - laboratory

What we do	What we aim for	What we achieved																																																																														
Water microbiological testing																																																																																
<ul style="list-style-type: none"> Water 10 potable water schemes Pools 5 Pools - Roma, Mitchell, Surat, Injune, Wallumbilla Water Cartage 	<p>Tested weekly (Roma) Tested monthly (all other schemes)</p> <p>Internal customers are the facilities team for the town pools, during the pool season testing is as per the table below:</p> <table border="1"> <thead> <tr> <th>Town</th> <th>Frequency</th> <th>No. of Pools</th> <th>Tests</th> <th>Total Monthly Tests</th> </tr> </thead> <tbody> <tr> <td>Injune</td> <td>Monthly</td> <td>1</td> <td>9</td> <td>9</td> </tr> <tr> <td>Mitchell</td> <td>Monthly</td> <td>3</td> <td>9</td> <td>27</td> </tr> <tr> <td>Roma</td> <td>Weekly</td> <td>3</td> <td>9</td> <td>108</td> </tr> <tr> <td>Surat</td> <td>Monthly</td> <td>1</td> <td>9</td> <td>9</td> </tr> <tr> <td>Wallumbilla</td> <td>Monthly</td> <td>1</td> <td>9</td> <td>9</td> </tr> </tbody> </table> <p>**Pools are tested for pH, Total Chlorine, Free Chlorine, HPC, Coliforms, E.coli, FC, Pseudomonas & Turbidity</p> <p>External customers are Water Carters, with only 5 samples analysed per week. This can vary with the number of water tankers the carters have in service.</p>	Town	Frequency	No. of Pools	Tests	Total Monthly Tests	Injune	Monthly	1	9	9	Mitchell	Monthly	3	9	27	Roma	Weekly	3	9	108	Surat	Monthly	1	9	9	Wallumbilla	Monthly	1	9	9	<p>Testing on Council's 10 potable water schemes was undertaken in accordance with the Drinking Water Quality Management Plan schedules (weekly in Roma, once per month in all other locations), and on request of other external and internal clients as follows:</p> <table border="1"> <thead> <tr> <th colspan="6">Number of samples taken:</th> </tr> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Internal (for the facilities team for the town pools)</td> <td>41</td> <td>63</td> <td>57</td> <td>34</td> <td>195</td> </tr> <tr> <td>External (water carters)</td> <td>39</td> <td>39</td> <td>47</td> <td>47</td> <td>172</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="6">Number of tests conducted:</th> </tr> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Internal (for the facilities team for the town pools)</td> <td>341</td> <td>539</td> <td>456</td> <td>272</td> <td>1,608</td> </tr> <tr> <td>External (water carters)</td> <td>78</td> <td>78</td> <td>97</td> <td>94</td> <td>347</td> </tr> </tbody> </table> <p>The laboratory contributed to the operation of Council's water network and provision of quality drinking water - During the year 1,510 samples were taken with 4,972 tests performed.</p>	Number of samples taken:							Q1	Q2	Q3	Q4	Total	Internal (for the facilities team for the town pools)	41	63	57	34	195	External (water carters)	39	39	47	47	172	Number of tests conducted:							Q1	Q2	Q3	Q4	Total	Internal (for the facilities team for the town pools)	341	539	456	272	1,608	External (water carters)	78	78	97	94	347
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Sewerage Treatment Plants (6 sites - Roma, Mitchell, Amby, Mungallala, Surat, Injune)	<p>Tested quarterly</p> <p>* Inter-departmental charging is carried out on a minimum of a monthly basis, to allow for budgets to be accurately tracked.</p> <p>Stock costs register is now being maintained to allow for costs to be directly charged to work units being issued items.</p>	<p>Testing was undertaken in accordance with Environmental Authority conditions, and retained in the Laboratory Information Management System (LIMS) as required by the State Department of Environment & Science.</p> <p>Testing undertaken quarterly as per the performance target. In total, 287 samples were taken for sewerage with 1,216 tests performed.</p>																																																																														



Council's laboratory provides an important service for the region's pools with regular testing of water quality.

Highlights for the coming year - laboratory



OUR SERVICES AND PROJECTS

- Manage the Laboratory function within a total budget of **\$149,088**.
- Deliver annual services with quarterly reporting on progress including:
 - Water microbiological testing (Water, Pools, Water Cartage)
 - Sewerage testing (for 6 sites)



OUR KEY PRIORITIES

- **Laboratory Information Management System (LIMS)** - Review of the ongoing business need for the system, and alternative data capture and process options.
- **Business activity** - Marketing of the laboratory services, and review of the pricing (fee) structure.

For more information: Our Plan for 2019/20 document - Pages 294 to 297.



Council's laboratory services open for business

For the second financial year Council has committed to operating the Council laboratory as a business activity. This means that the laboratory will not be funded from general rates and will run as a business, recovering costs through the services it provides.