

# Our performance



*Representatives of the Roma Touch Association with Council's Cameron Hoffmann and Fiona Vincent and Cr Peter Flynn and Cr David Scheffe inspecting the new Roma Touch Field.*



# Strategic priority 1. Getting the basics right

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



**Roads and drainage**  
Building roads, Surat - date unknown.



**Roads and drainage**  
Stephenson Street, Yuleba - Looking west - date unknown



**Cemeteries**  
Cemetery grave from 1912 and 1935, Roma



**Roads and drainage**  
Building roads, Surat - date unknown.



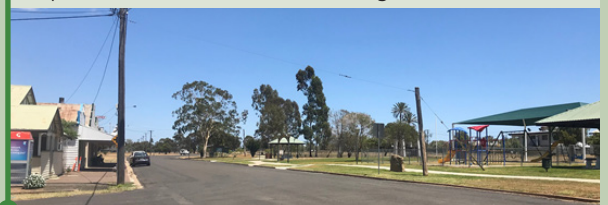
**Water, sewerage and electricity**  
1960 sign, Surat - "One of the smallest towns to have the 3 amenities"

## Looking back

**Roads and drainage**  
Upgrading roads, Roma Saleyards



**Roads and drainage, parks and gardens**  
Stephenson Street, Yuleba - Looking west



**Roads and drainage**  
Upgrading roads, Roma



**Cemeteries**  
Cemetery, Roma



**Sewerage**  
Sewer relining project, Roma





**Water**  
Water tower construction, Surat - 1951



**Water**  
Construction of the weir, Surat - 1951



**Water**  
Water tower construction, Mitchell - 1955



**Parks, gardens and reserves**  
Garth Cox Park, Yuleba - date unknown.



**Roads and Drainage**  
McDowall Street, Roma - date unknown.

## Looking forward

**Water**  
Water tower, Surat



**Parks, gardens and reserves**  
Garth Cox Park, Yuleba



**Water**  
Weir, Surat  
Photo by Cr Wendy Newman



**Water**  
Water tower, Mitchell



**Roads and Drainage**  
McDowall Street, Roma



# 1.1 Water

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

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



## What we do

We supply (on average) 7.551 megalitres of water per day to 10 communities across the region.

Water is sourced (via an approved allocation from the State Government) predominantly from the Great Artesian Basin. The only exception to this is Surat where water is sourced from the Balonne River (also within a State Government approved allocation).

Depending on where the water is sourced from, there are different requirements for how the water is treated and then ultimately supplied to residents. The region's water supply is managed through 5 separate schemes (Central, Eastern, Injune, Surat and Western)

	Approximate size of community	Litres per day	Value of all water related assets \$
<b>Central</b>			
<b>Roma</b>	7,156	4,700,000	24,701,425
<b>Muckadilla</b>	30	59,000	460,034
<b>Eastern</b>			
<b>Wallumbilla</b>	285	219,000	2,135,028
<b>Yuleba</b>	280	94,000	1,170,592
<b>Jackson</b>	46	6,000	75,860
<b>Injune</b>			
<b>Injune</b>	320	474,000	3,825,781
<b>Surat</b>			
<b>Surat</b>	500	840,000	6,175,849
<b>Western</b>			
<b>Amby</b>	50	65,000	412,547
<b>Mitchell</b>	950	1,020,000	5,746,870
<b>Mungallala</b>	80	74,000	482,345

Depending on the time of year (winter / summer), customer needs and activity in the region, the actual amount will vary from the average.

Council is accountable to the State Government which regulates the supply of water in Queensland - the Regulator is the Office of the Water Supply Regulator, Department of Natural Resources, Mines & Energy.

Each year, we undertake works to:

- Operate and maintain the water infrastructure;
- Upgrade and construct new infrastructure to cater for growth in our region's population and for new or changing needs of our business and industry;
- Undertake schedule renewal works to ensure the infrastructure keeps providing the required level of service.

## Why we do it

Water is an essential service. Drinking water is needed for domestic, commercial and industrial use in each of our towns across the region.

River water is also used on gardens in Surat through a reticulated network.



Image opposite - New Miscamble Street reservoir, Roma.  
Image above right - Surat's Balonne River.

## How we are trending

	2015/16	2016/17	2017/18
<b>Key statistics</b>			
Length of water mains	238.6 kms	238.6 kms	254.9 kms
Total water sourced	3,793 ML	3,050 ML	3,344.20 ML
Connected residential properties	3,954	3,974	3,972
Connected non-residential properties	922	988	1,017
Volume of potable (drinking) water supplied			
- Residential	1,499.40 ML	1,404.90 ML	1,535 ML
- Commercial, municipal and industrial	476.40 ML	674.20 ML	689.3 ML
<b>Key performance measures</b>			
Water main breaks (per 100 kms)	37.7	27.7	113.4
Incidence of unplanned interruptions (per 1,000 connections)	232.3	14.1	58
Water quality complaints	9.6	2.2	3.8
Compliance with water quality criteria			
- E-coli - samples taken / Non-conformances	1,146 / Nil	1,135 / Nil	1,254 / 1
- Chlorine - samples taken / Non-conformances	535 / Nil	968 / Nil	1,208 / Nil

Looking back



Equivalent of approximately **3 olympic size swimming pools** of water supplied each day (on average)

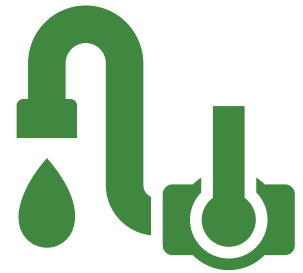


Network of **water mains** extended by 16.3 kms.



**3 water incidents**

- Mechanical bore fault (Muckadilla September 2017)
- Structural failure of reservoir (Muckadilla April 2018)
- Water quality incident (Roma September 2017)



\$43.104 million of **water infrastructure** managed (Net book value)

What we achieved this year

We do	We aim to	What we achieved
Provide drinking water for domestic, commercial and industrial use for towns across the region and distribute river water for use in Surat gardens:	<p><b>DRINKING WATER QUALITY MANAGEMENT PLAN</b></p> <ul style="list-style-type: none"> <li>• Comply with Council's legislative obligations for the Drinking Water Quality Management Plan:</li> </ul>	Audit completed ahead of time through a joint project with the Darling Downs group of Councils. Maranoa's results were provided by 4 July 2017 allowing review to be done well in advance of the deadline.
	<ul style="list-style-type: none"> <li>› Review and audit by 1 October 2017</li> </ul>	
	<ul style="list-style-type: none"> <li>› Report to Regulator by 19 December 2017.</li> </ul>	Report submitted to the regulator by the deadline of 19 December 2017.
	<p><b>QUARTERLY REPORTING</b></p> <ul style="list-style-type: none"> <li>• Prepare quarterly reporting on the Key Performance Indicators (KPI's) included in the Customer Service Standards (targets) adopted by Council on 12 April 2017.</li> </ul>	Quarterly reporting of KPI's completed.
	<p><b>ASSET MANAGEMENT PLAN</b></p> <ul style="list-style-type: none"> <li>• Adopt a new Asset Management Plan (10 year planning horizon) for Water by the end of Quarter 2.</li> </ul>	Asset Management Plan adopted by Council at the General Meeting on 13 December 2017 (Council resolution: GM/12.2017/110).
	<p><b>ORGANISATIONAL STRUCTURE</b></p> <ul style="list-style-type: none"> <li>• Implement a new Organisational Structure for Water from 1 August 2017.</li> </ul>	Review completed. New and updated position descriptions developed for all positions. All positions compliant with the award, Enterprise Bargaining Agreement and Council policies.
	<p><b>OPERATING MANUAL FOR WATER</b></p> <ul style="list-style-type: none"> <li>• Develop a new operating manual incorporating quality, safety and environment (Council's Integrated Maranoa Management System).</li> <li>• Rollout and reporting on proactive management programs for essential infrastructure.</li> </ul>	An inspection program for manholes, valves and hydrants has been developed and have been reviewed and endorsed by the Budget Submissions and Financial Planning committee. This will be incorporated in the Operating Manual.
	<p><b>SUPERVISORY CONTROL AND DATA ACQUISITION (SCADA) SYSTEM</b></p> <ul style="list-style-type: none"> <li>• Install the base stations at Cartwright Street and the Roma water tower. The SCADA will also be installed at all of the Roma bores as well as Muckadilla. This will significantly reduce labour costs by reducing the number of visits to each bore site, while providing better management and control of the bores.</li> </ul>	Tender documentation prepared.
		Balance of the project will now occur in 2018/19.

## Project summary

Completed	In progress	Not started
		
<ul style="list-style-type: none"> <li>Cottell Street Main Renewal – McDowall Street to Foote Street, Roma</li> <li>Sluice Valve Installation Program, Mitchell</li> <li>Renewal Bore No. 1, Yuleba</li> <li>Replace Bore No. 1, Injune</li> <li>Low Reservoir Vermin Proofing, Roma</li> <li>Amby Valve Installation Program</li> <li>Mungallala Valve Installation Program</li> <li>Northern Bore, Reservoir and Booster System, Roma</li> <li>Northern Delivery Main, Roma</li> </ul>	<ul style="list-style-type: none"> <li>Raw Water Clarifier &amp; Reservoir, Surat</li> <li>Reservoir and Booster for Bore 12, Roma</li> <li>Reservoir and Booster Pump Miscamble Street, Roma</li> </ul>	<ul style="list-style-type: none"> <li>Duke Street Main Renewal – Raglan Street to Corfe Road, Roma</li> <li>Quintin Street Main Renewal – Chrystal Street to Raglan Street, Roma</li> <li>Roma SCADA Telemetry</li> <li>Roma Golf Links Subdivision Fire Flow Augmentation Roma</li> <li>Northern Road Main Renewal – Alexander Avenue to Miscamble Street</li> <li>Water Main Northern Road to Alexander Ave (310m)</li> <li>Upgrade Alexander Ave Roma Connection 150mm</li> <li>Water Main Renewal - Arthur Street, Roma</li> <li>Water Main Renewal - Edwardes Street, Roma</li> <li>New Roma Metering of Unmetered Connections</li> </ul>

### Northern bore (Bore 19), reservoir and booster system and Northern Road delivery main

Residents in the northern areas of Roma can now enjoy improved and more reliable water pressure following these projects' completion.

The official opening and plaque unveiling was held on Tuesday, 26 June 2018 at Bore 19 (located on the corner of Currey Street and Bassett Lane, Roma). In attendance was the Minister for Local Government, Hon Stirling Hinchliffe MP, who officially opened both projects.

The new 1.5ML reservoir project is located adjacent to the Roma airport, benefiting the areas north of Miscamble Street and Taylor Street in addition to other close-by areas.

The delivery main was installed from the bore along Bassett Lane to Northern Road to ensure water pressure distribution to the worst affected areas.

The new reservoir and booster system will provide constant water pressure to residents in the immediate area, significantly reducing water pressure spikes and falls.

The location of the new bore has been chosen to cater for future growth which is expected in the north and north-west areas of Roma.

The additional bore and storage capacity is part of Roma's Water Strategy (ten year plan) to improve water security for the long-term.

Roma's Northern Bore, Reservoir & Booster System and Northern Road Delivery Main Projects have been funded by the Queensland Government's \$600 million Works for Queensland program with Council receiving \$1.279 million for the projects.

### New reservoir and booster station Miscamble / Queen Streets

Council's new reservoir and booster station (located at the intersection of Queen Street and Miscamble Street in Roma) is now connected.

This reservoir will further improve water pressure for residents directly north of Miscamble Street and west of Northern Road.

With overall construction of the reservoir completed in late December 2017, works commenced on the connection and installation of the pipework to the network.



Image far above: Cr David Scheffe switching on the new reservoir station in Roma.

Image above: Councillors with Minister for Local Government Hon Stirling Hinchliffe MP in front of the Reservoir at Roma's Northern Bore.



Looking forward

Five years

Looking forward - the next 5 years (Our new corporate plan)

We aim to:

- 1.1.1** Deliver water to the right standard for the health of our communities, ensuring compliance with the State Government's *Water Supply (Safety and Reliability) Act 2008* and *Regulation 2011*, and *Public Health Act 2005* and *Regulation 2005*.
- 1.1.2** Ensure compliance with the State Government's approved Drinking Water Quality Management Plan for Maranoa Regional Council, and brief Council on compliance and progress of required actions, and review, audit and report on the plan in accordance with the *Water Supply (Safety and Reliability) Act 2008* and *Regulation 2011*.  
*Note: Council must regularly review the approved amended Drinking Water Quality Management Plan at specified intervals in accordance with Section 99, subsections (2)(b) and Section 106 of the Water Supply (Safety and Reliability) Act 2008, Council's next plan review must be done by 1 October 2019, with reviews every two (2) years from that date.*  
*Council must undertake regular audits of the approved Drinking Water Quality Management Plan at specified intervals in accordance with Section 99, subsection (2)(c) of the Water Supply (Safety and Reliability) Act 2008. Council's next regular audit of the plan must be conducted by 1 October 2021. Further regular audits are required to be completed every four (4) years from that date. Council is also required to provide the Regulator with regular audit reports in accordance with Section 108 of the Act.*  
*Council must prepare a Drinking Water Quality Management Plan report each financial year, and provide it to the Regulator, within 120 business days after the end of the financial year to which it relates in accordance with Sections 141 and 142 of the Water Supply (Safety and Reliability) Act 2008. Council's next report must be given to the Regulator by 18 December 2018.*
- 1.1.3** Monitor, report on compliance with, and periodically review Council's adopted Customer Service Standards (operational targets).  
*Note: Council's Customer Service Standards document must be reviewed at least every five (5) years, with the next review date no later than 24 April 2022.*
- 1.1.4** Provide accurate data for water operations as required by the State Government by the due dates and provide the same data to Council.
- 1.1.5** Monitor the condition of the water network, plan and undertake maintenance, renewal and upgrade works through the 10 year asset management plan and annual budget process.
- 1.1.6** Keep Council and the Surat community updated about water usage levels to ensure adherence to the State Government's annual allocation for water extraction from the Balonne River (Surat).
- 1.1.7** Review water quality and supply for Amby, Yuleba and Surat.

One year

The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Services</b>	
Water billing process inputs	
• Meter reading	2 billing periods with reading dates within 14 days of 30 November and 31 May
• Concessions (dialysis patients, major leaks)	Administered in accordance with Council's policies.
Programmed maintenance	
• Water mains (Hydrants, valves, mains)	In accordance with approved program.
• Water equipment (Dosing equipment, reservoir cleaning, bore pumps, booster pumps, lift pumps)	In accordance with approved program.
Customer service	
• New connections	Upon request. Works completed within 20 working days of receipt of application and fee. If required, a quote will be provided within the 20 day period.
• Reconnections	Upon request Works completed within 5 days.
• Response to urgent incidents and complaints (pressure, quality)	Response within Council's adopted Customer Service Standards. Complaint management in accordance with Council's Complaint Management Policy. Data collected on the number of complaints, complaint details and the actions undertaken. Target for response to urgent incidents - Amby, Jackson, Muckadilla, Mungallala - less than or equal to 240 mins. Other areas - less than or equal to 120 mins. Target for total complaints (water and sewerage) - less than or equal to 20. Target for unplanned interruptions per 1,000 properties - less than or equal to 300. Target for water main breaks and leaks - less than or equal to 100 per 100 kms of main.
• Notification of planned interruptions	48 hours' notice if not urgent with media release and letter box drop. If urgent - a visit by officers to affected properties.

Objectives	Targets
<b>Services (User pays)</b>	
<ul style="list-style-type: none"> <li>Sale of water from standpipes</li> <li>Determination of water meter location and other service infrastructure</li> <li>Meter testing / investigation</li> <li>Replacement of damaged or destroyed meters</li> </ul>	<p>Upon request.</p> <p>Fees in accordance with Council's adopted Fees &amp; Charges Register.</p>
<ul style="list-style-type: none"> <li>Inspections for extension to, or alteration of the network</li> </ul>	Inspection and quote within 20 working days.
<ul style="list-style-type: none"> <li>Washdown facilities</li> </ul>	Maintenance as required. Access and billing through the national Avdata washdown systems.
<b>Policy documents</b>	
<ul style="list-style-type: none"> <li>Customer service standards</li> </ul>	No mandatory requirement for review this year. Last reviewed 12 April 2017 (review every 5 years).
<ul style="list-style-type: none"> <li>Fees and charges register</li> </ul>	Review conducted in accordance with published budget timetable.
<ul style="list-style-type: none"> <li>Asset management plan</li> </ul>	Annual review.
<b>Compliance and reporting</b>	
<ul style="list-style-type: none"> <li>Drinking Water Quality Management Plan (DWQMP)</li> </ul>	Annual report provided to the regulator by 18 December 2018.
<ul style="list-style-type: none"> <li>Notifications to Regulator:                             <ul style="list-style-type: none"> <li>- Non-compliance with water quality criteria; or</li> <li>- Non-compliance with the health limits of the Australian Drinking Water Guidelines or other incidents impacting the ability to supply potable water to customers.</li> </ul> </li> </ul>	<p>Notification to Regulator where required by legislation.</p> <p>Notification also to the Director Infrastructure Services and Chief Executive Officer of the details reported.</p>
<ul style="list-style-type: none"> <li>Reporting to the Department of Natural Resources, Mines and Energy (DNRME) on water usage and availability</li> </ul>	<p>Annually through the DNRME website (Data extracted from the SWIM system).</p> <p>Quarter reporting through the water service provider surveys from DRNME.</p>
<ul style="list-style-type: none"> <li>Water network performance</li> </ul>	Incidence of unplanned interruptions and total water main breaks and leaks recorded and trends monitored.
<ul style="list-style-type: none"> <li>Performance reporting</li> </ul>	Report prepared on or before 1 October and provided to Regulator via Queensland's SWIM system. Spreadsheet export published on Council's website.
<b>Water quality</b>	
<ul style="list-style-type: none"> <li>Water testing for E.coli</li> </ul>	Number and frequency of samples recorded. Results within targets defined in the operational plan / legislation / Australian Drinking Water Guidelines.
<ul style="list-style-type: none"> <li>Water testing of chlorine levels</li> </ul>	Summary extracts of water quality monitoring results included in the DWQMP annual report.
<ul style="list-style-type: none"> <li>Water quality verification monitoring program</li> </ul>	Annual program conducted. Results published on Council's website as part of the DWQMP annual report.
<ul style="list-style-type: none"> <li>Benchmarking of water quality against health-related and aesthetic guidelines</li> </ul>	Annual reporting and publishing where the results do not align with the guidelines.
Water conservation initiatives	Preparation and publishing of information as opportunities are identified.

Objectives	Targets		
Projects		Quarter (Q) Finish	Within Scope and Budget
Hydrogeological modelling	Regional	Q3	\$100,000
<b>Renewals (\$835,000)</b>			
Water main poly renewal - Mungallala Railway line	Mungallala	Q2	\$30,000
Water main renewal - Oxford St, Ann St to Caroline St	Mitchell	Q2	\$85,000
Water main renewal - Ann St, Oxford St to Cambridge St	Mitchell	Q2	\$100,000
Northern Road booster station renewal	Roma	Q4	\$250,000
Water main renewal - Adelaide St, Alice St to Ann St	Mitchell	Q2	\$55,000
Water main renewal - Edinburgh St, Alice St to Ann St	Mitchell	Q3	\$55,000
Water main renewal - Ann St, Liverpool St to Adelaide St	Mitchell	Q2	\$80,000
Lining of Mitchell water tower	Mitchell	Q4	\$120,000
Muckadilla water supply renewal	Muckadilla	Q3	\$60,000
<b>Upgrades (\$250,000)</b>			
Upgrade chlorination at Roma water tower	Roma	Q4	\$250,000
<b>New (\$470,000)</b>			
Supervisory control and data acquisition (SCADA) for water supplies - regional sites	Regional	Q4	\$100,000
Roma - Tiffin St fire flow augmentation	Roma	Q4	\$320,000
Meters for raw water in Surat - Council properties	Surat	Q3	\$50,000

## 1.2 Sewerage

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

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



## What we do

We manage the complete sewerage (wastewater) service for 6 communities – collecting, transferring and treating wastewater from each property's collection point, via underground mains to a central location in each town, and then treating it to the State Government's strict environmental requirements (Environmental Authority).

	Approximate size of the community	Value of all sewerage related assets \$
Roma	7,156	28,625,794
Injune	320	2,101,632
Surat	500	2,647,895
Amby	50	349,320
Mitchell	950	7,467,657
Mungallala	80	489,504

In Roma, Mitchell, Injune and Surat, the waste received is initially screened to remove debris and foreign matter.

Filtered effluent is then passed to Imhoff tanks (equivalent to advanced septic tanks). These tanks allow for the majority of solids to be removed in the form of sludge which is drained to drying beds before being disposed of onsite (buried).

The waste then continues through the process, passing through to primary lagoons where biological processes (microbes) break down additional contaminants within the waste.

The waste then continues to final lagoons where it passes through rock acting as a filter (in Surat and Roma) before being treated with Chlorine and continuing onto re-use sites.

In the other towns, due to lower effluent volumes, waste is disposed of via evaporation.

Microbial processes are assisted by additional aeration provided by aerators installed in the primary lagoons in Roma.

In addition to household wastewater, wastewater is also received from commercial and industrial premises including trade waste and water that has been through wash-down systems and caravan dump points.

Each year, we undertake works to:

- Operate and maintain sewerage infrastructure;
- Upgrade and construct new infrastructure to cater for growth in our region's population, and for new or changing needs of our communities;
- Undertake scheduled renewal works to ensure the infrastructure keeps providing the required level of service.

## Why we do it

A network of sewer mains and centralised treatment facilities at 6 of our towns provides for efficient handling of wastewater.



Image opposite and above right - Roma sewerage treatment plant.

## Did you know

If Maranoa's wastewater (sewer) mains were laid out end to end, they would extend about the same distance as travelling from Roma to Mitchell and half way back!



## How we are trending

	2015/16	2016/17	2017/18
<b>Key statistics</b>			
Sewage treatment plants	6	6	6
Length of sewer mains	126.3 kms	126.3 kms	127.9 kms
Total wastewater (sewage) treated	745.2 ML	968.6 ML	656.6 ML
Connected residential properties	3,348	3,346	3,351
Connected non-residential properties	658	656	655
Charge per sewerage pedestal (toilet)	\$366.64	\$379.48	\$386.08
Total sewerage charges	\$2,361,123	\$2,458,942	\$2,499,130
Amount of reuse water supplied in Roma (through 0.855 kms of mains)	175 ML	295.7 ML	92.8 ML
<b>Key performance measures</b>			
Sewerage mains breaks and chokes (per 100 kms)	20.7	11.5	19
Sewerage complaints (per 1,000 connections)	44.3	36.1	33.7

## Looking back



\$40.95 million of **sewerage infrastructure** managed (Net book value)






Equivalent of approximately **263 olympic sized swimming pools of sewage** transported and treated.

## What we achieved this year

We do	We aim to	What we achieved
Collect, transfer and treat wastewater (sewage) from domestic, commercial and industrial properties in: <ul style="list-style-type: none"> <li>• Roma</li> <li>• Injune</li> <li>• Surat</li> <li>• Amby</li> <li>• Mitchell</li> <li>• Mungallala.</li> </ul>	<b>ASSET MANAGEMENT PLAN</b> <ul style="list-style-type: none"> <li>• Adopt a new Asset Management Plan (10 year planning horizon) for Sewerage by the end of Quarter 3.</li> </ul>	Asset Management Plan was adopted by Council at the Council meeting on 13 December 2017 (Council resolution reference: GM/12.2017/111).
	<b>SEWER MANHOLES</b> <ul style="list-style-type: none"> <li>• Identify and undertake condition ratings of sewer manholes.</li> </ul>	Completed
	<b>ANNUAL CAPITAL WORKS PROGRAM</b> <ul style="list-style-type: none"> <li>• Complete works approved in Council's budget</li> </ul>	Project summary provided below.

## Project summary

Completed	In progress	Not started
 <ul style="list-style-type: none"> <li>• 2017/18 Roma Sewer Relining Program</li> <li>• Replacement of sewer main Rugby Street, Mitchell</li> </ul>	 <p>Nil</p>	 <ul style="list-style-type: none"> <li>• Sewer Main Diversion - Gregory Street, Roma</li> <li>• Central and Remote Monitoring Facilities (Supervisory Control and Data Acquisition (SCADA) system)</li> </ul>

## Sewer relining works

Sewer cleaning and relining was undertaken during the year on sewer lines that were in very poor condition. The works were done in two stages and included closed circuit television (CCTV) to obtain data to inform future works programming.

Stage one was completed in July 2017 and included works in Major and McDowall Streets, Roma that involved:

- Cleaning and initial CCTV of 2,750m of sewer mains
- Relining 283m of 300mm sewer
- Relining 1,271m of 225mm sewer
- Relining 205m of 150mm sewer
- Final CCTV of 1,759m of sewer
- Rehabilitation of 6 manholes.

The second stage of works was completed in April 2018 and included works in Roma, Injune, Surat and Mitchell that involved:

- Cleaning and initial CCTV of Roma – 5,797m, Injune – 1,892m and Surat - 1,959m of sewer main
- Relining 470m of 300mm sewer
- Relining 338m of 225mm sewer
- Relining 2,480m of 150mm sewer
- Final CCTV of 2,298m of sewer.



*Image above: Corrosion that has occurred as a result of gases being emitted from sewage. The gas has eroded the tops of the sewer pipes.  
Image right: Sewer relining and CCTV works underway.*



### Did you know

The most effective method of dealing with failing aged sewers is to reline them on the inside with a structural liner. This method has minimal disruption to customers compared to the digging up of sewers in backyards to replace the mains. It is also a lot more cost effective. The sewers need to be relined before they collapse.

The relined sewers have a useful life of at least 50 years.

An additional advantage of relining sewers is that it provides a sealed system that will not allow the ingress of stormwater and groundwater. This reduces the likelihood of overflows in the future.

## Looking forward

### Looking forward - the next 5 years (Our new corporate plan)

#### We aim to:

Five years

- 1.2.1** Dispose of wastewater safely for our communities and the environment.
- 1.2.2** Comply with the State Government's Environmental Authority and brief Council on compliance and progress of required actions.
- 1.2.3** Monitor and report on compliance with Council's adopted Customer Service Standards (operational targets).
- 1.2.4** Provide accurate data for wastewater operations as required by the State Government by the due dates and provide the same data to Council.
- 1.2.5** Monitor the condition of the wastewater network, plan for and undertake maintenance, renewal and upgrade works through the 10 year asset management plan and annual budget process.

### The year ahead (2018/19 operational plan)

One year

Objectives	Targets
<b>Services</b>	
Delivery of the following services:	
Environmental authority (EA) compliance	
<ul style="list-style-type: none"> <li>• All sewage treatment plants (Injune, Mitchell, Amby, Mungallala, Surat, Roma)</li> </ul>	Compliance with general/common conditions (Part 1 of the Environmental Authority) and noise conditions (Part 2).
<ul style="list-style-type: none"> <li>• Roma</li> </ul>	Compliance with waters, land and waste conditions (Part 3).
<ul style="list-style-type: none"> <li>• Surat</li> </ul>	Compliance with land and waste conditions (Part 4).
<ul style="list-style-type: none"> <li>• Mitchell, Mungallala and Amby</li> </ul>	Compliance with water and waste conditions (Part 5)
<ul style="list-style-type: none"> <li>• Injune</li> </ul>	Compliance with water and waste conditions (Part 6)
Programmed maintenance	
<ul style="list-style-type: none"> <li>• Programmed works for wastewater (sewer) mains through Closed Circuit Television (CCTV), manhole inspections, cockroach kill and smoke testing.</li> </ul>	In accordance with approved program.
<ul style="list-style-type: none"> <li>• Programmed works for pump maintenance, davits, aerators, dosing equipment, imhoff tanks, desludge ponds, green dome.</li> </ul>	In accordance with approved program.
Customer service	
<ul style="list-style-type: none"> <li>• New sewerage service connections</li> </ul>	Upon receipt of an application form at a Customer Service Centre and associated fee. Works completed within 20 working days of receipt of application and fee. If required, a quote will be provided within the 20 day period.
<ul style="list-style-type: none"> <li>• Response to urgent incidents (sewer blockages, sewer overflow) and complaints</li> </ul>	Response within Council's adopted Customer Service Standards. Target for response to urgent incidents (blockages and overflow) - less than or equal to 120 mins. Complaint management in accordance with Council's Complaint Management Policy. Data collected on the number of complaints, complaint details and the actions undertaken. Target for total complaints (water and sewerage) - less than or equal to 20.
<ul style="list-style-type: none"> <li>• Caravan dumps points (7 across the region)  <b>Roma</b> - 14 Station Street  <b>Roma</b> - Bassett Park camping area  <b>Wallumbilla</b> - Showgrounds camping area, Warrego Highway  <b>Mitchell</b> - Showgrounds, 205 Alice Street  <b>Injune</b> - Truck Stop, 131 Carnarvon Highway  <b>Surat</b> - Fisherman's Park, Carnarvon Highway  <b>Mungallala</b> - Cobb &amp; Co Rest Area, Tryconnel Street</li> </ul>	Available free of charge.  Wastewater collected as required (Usage is highly variable).

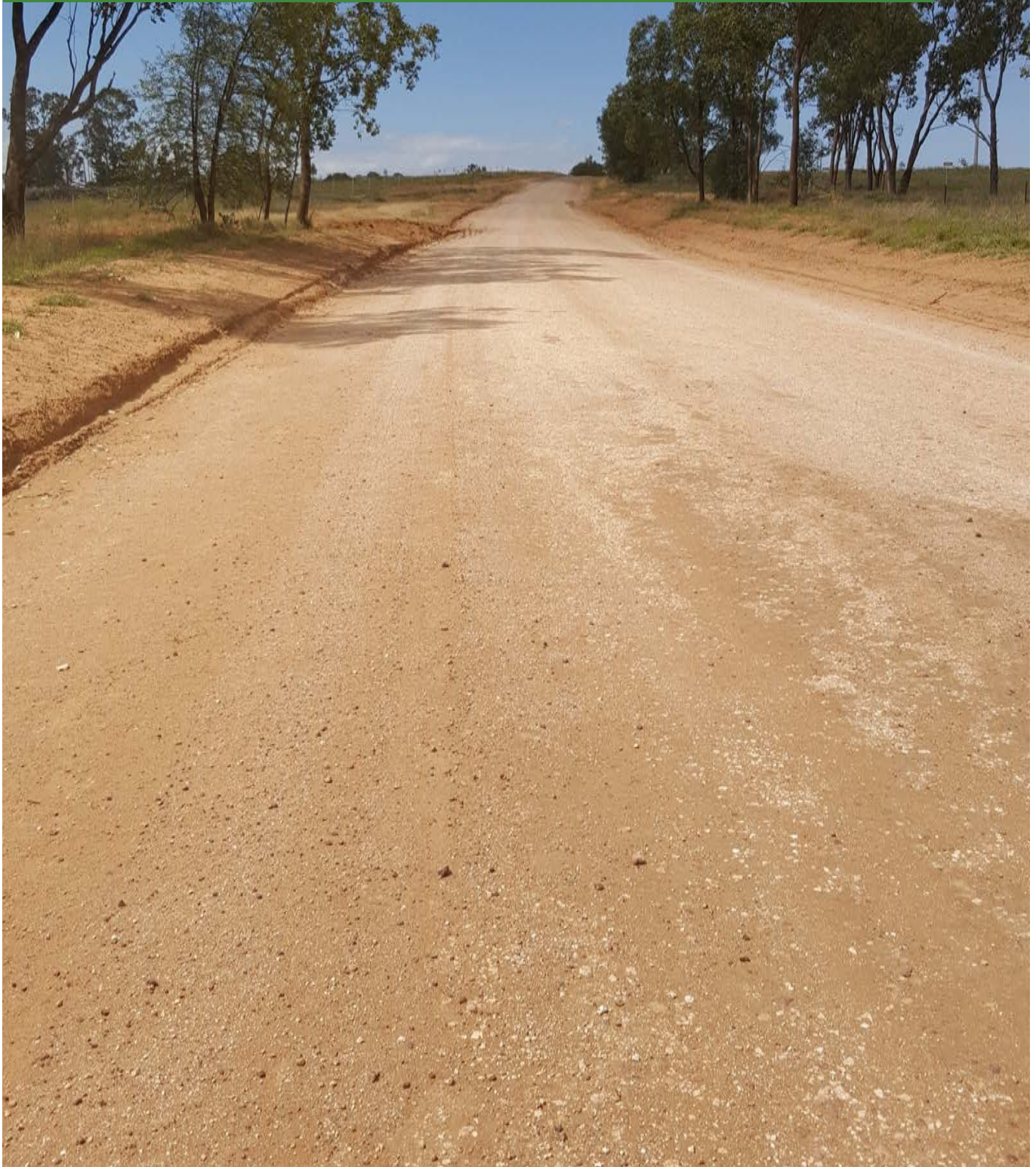
Objectives	Targets
<b>Services (User pays)</b>	
<ul style="list-style-type: none"> <li>Assistance with locating sewerage infrastructure</li> </ul>	Within 20 working days.
<ul style="list-style-type: none"> <li>Inspections for extension to, or alteration of, the network</li> </ul>	Inspection and quote within 20 working days.
<ul style="list-style-type: none"> <li>Trade waste</li> </ul>	Upon receipt of application. Onsite inspection and if found to be compliant, issue of a trade waste certification and fee. Annual inspection.
<ul style="list-style-type: none"> <li>Regulated waste receipt</li> </ul>	As required by commercial activities in the region (workers' camps). Note: Service only available to authorised waste carters.
<ul style="list-style-type: none"> <li>Sewerage plans</li> </ul>	Upon request. Fees in accordance with Council's adopted Fees & Charges Register.
<b>Policy documents</b>	
<ul style="list-style-type: none"> <li>Customer service standards</li> </ul>	No mandatory requirement for review this year. Last reviewed 12 April 2017 (review every 5 years).
<ul style="list-style-type: none"> <li>Fees and charges register</li> </ul>	Review conducted in accordance with published budget timetable.
<ul style="list-style-type: none"> <li>Asset management plan</li> </ul>	Annual review.
<b>Compliance and reporting</b>	
<ul style="list-style-type: none"> <li>Preparation of return to the Department of Environment and Science and participation in inspection.</li> </ul>	Annual return - typically in May for return in July. Inspection when required (Inspection notice issued by the Department). Audit findings reported together with progress on actions taken / closed out.
<ul style="list-style-type: none"> <li>Notifications to Regulator</li> </ul>	Notification to Regulator as required. Notification also to the Director Infrastructure Services and Chief Executive Officer of the details reported.
<ul style="list-style-type: none"> <li>Sewerage network performance</li> </ul>	Total number of main breaks and chokes recorded and trends monitored. Target for total number of main breaks and chokes - less than or equal to 40 per 100 kms of sewer main.
<ul style="list-style-type: none"> <li>Performance reporting</li> </ul>	Report prepared on or before 1 October and provided to the Regulator via the Statewide Water Information Management (SWIM) system. Spreadsheet export published on Council's website.
<b>New development</b>	
<ul style="list-style-type: none"> <li>Information request</li> </ul>	4 business days
<ul style="list-style-type: none"> <li>Decision</li> </ul>	6 business days

Objectives	Targets		
Projects		Quarter (Q) Finish	Within Scope & Budget
Analysis & condition assessment of wastewater (sewer) mains - Closed Circuit Television (CCTV) footage	Regional	Q3	\$50,000
Scope expansion for Council's quality, safety and environment systems and review and improvements of Council's Sewerage Asset Management Plan incorporating the following tasks: <ul style="list-style-type: none"> <li>Undertake a full review of maintenance activities and processes;</li> <li>Develop and document defect assessment measures, intervention levels and timeframes to inform maintenance programming;</li> <li>Develop and implement a Programmed Maintenance Schedule;</li> <li>Develop and implement internal and external review of project documentation and outcomes;</li> <li>Undertake post completion inspections of capital and maintenance works;</li> <li>Identify ways to reduce reliance on external funding sources through improvements in maintenance efficiencies;</li> <li>Monitor main condition and implement replacement before it fails;</li> <li>Develop and implement processes for Supervisory Control and Data Acquisition (SCADA) system operation upon installation.</li> </ul> Other asset management plan improvement initiatives: <ul style="list-style-type: none"> <li>Investigate means to extend the useful life of components through design and construction processes to reduce the depreciation expense;</li> <li>Develop a program to monitor areas where deficiencies have been identified, investigate options, design and cost projects for future funding consideration;</li> <li>Continue to advocate for funding from other tiers of government.</li> </ul>			30 June 2019
<b>Renewals</b>			
2018/19 Sewer Relining Program	Regional	Q4	\$3,600,000
<b>New</b>			
Supervisory Control and Data Acquisition (SCADA) system	Regional and Roma	Q4	\$400,000



## 1.3 Roads and drainage

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



## What we do

We manage the region's road and drainage network including:

- Rural Roads
- Urban Roads (Streets)
- Coal Seam Gas Impacted Roads
- State-Controlled Roads where Council delivers works via a Road Maintenance Performance Contract (RMPC)
- Flood restoration.

## Why we do it

We connect those who live and work within our region (our residents, visitors, primary producers, other businesses and industry) who use the road network for economic, social and educational purposes.

## Rural roads

We manage 5,607.563 kms of rural roads, with the Maranoa Region ranking 3rd in the State (out of 77 Councils) for the length of our road network.

Our rural roads provide an important transport link for residents, visitors, primary producers, other businesses and major industries.

Our roads are a mix of:

- sealed/bitumen roads (20%); and
- unsealed roads (51% gravel and 29% formation/'dirt').

These roads connect a rural area of 58,802.8 km<sup>2</sup> (equivalent to 91% of the size of mainland Tasmania).

To put this in further context, whilst Tasmania services a population of more than 500,000, the Maranoa region has a population of 12,850, with approximately 30% of our residents living in the rural parts of our region.

## Urban roads

Council delivers road services to ten regional townships (Roma, Wallumbilla, Yuleba, Jackson, Surat, Injune, Muckadilla, Amby, Mitchell and Mungallala).

Our teams undertake the approved level of service for its urban street networks with the aim of delivering the services in the most cost effective manner while considering associated risks. The elected Council considers the service levels to be provided for the region and what funds are allocated each year to provide those services. The Maranoa region has:

- 224.707 kilometres of urban streets (77% - Sealed, 16% - Gravel Pavement, 6% - Formed Only)
- 28.762 kilometres of footpath
- 168.456 kilometres of kerb and channel.

*Image opposite - Blythdale North Road, Wallumbilla.*

## Resource sector roads

With the Maranoa region being located within the Surat Basin, several major Coal Seam Gas (CSG) developments within the region have added another major user group to Council's urban and rural road network. With this use of our road network by project traffic comes additional challenges, such as:

- greater traffic volumes on roads – some of which may have only provided a service to a small number of rural properties in the past;
- larger percentage of heavy vehicles operating on Council's road network;
- increased maintenance requirements due to the traffic volume and compositions [i.e. the types of traffic]; and
- accelerated damage to, and deterioration of, Council's road network asset.

These challenges make it vitally important for Council to have systems and processes in place to ensure the additional costs associated with the industry development is not borne by Council's already limited funding base.

Sustainably managing this process is not easy. Whilst focus is on ensuring roads are suitable for the current need, it is also important to ensure that Council and the region's ratepayers can afford to fund the renewal and maintenance of our road network over the long term.

## Did you know

It is shorter to drive from Cairns to Perth, than it is to drive our rural road network!

## How we are trending

Councils with the largest road networks	Population*	Total kilometres (kms)	State ranking for road length	Net rate revenue 2017/18 \$'000
Western Downs Regional Council	34,438	7,527	1	\$88,035
Toowoomba Regional Council	166,045	6,597	2	\$242,741
Maranoa Regional Council	12,850	5,832	3	\$31,126
	<b>Note: (Rural is approximately 30% of the population)</b>	<b>(Length of rural road network 5,607.563 kms)</b>		

2017 Australian Bureau of Statistics Estimated Resident Population

## Looking back



\$444.714 million of **roads, drainage and bridges** managed (Net book value)

**Rural Roads:** 5,607.563 kms

**Urban Roads/Streets:** 224.707 kms



Depreciation methodology review achieved expense reduction of approximately \$5 million per annum.

## What we have achieved this year

We do	We aim to	What we achieved
Connect all those who 'live, work and play' within our region (our residents, visitors, primary producers, other businesses and industry) who use the road network for economic, social and educational purposes	<ul style="list-style-type: none"> <li>Adopt <b>Asset Management Plans</b> for Rural Roads and Urban Streets in Quarter 1, and subsequent roll out of, and reporting on, Council approved service levels.</li> </ul>	<ul style="list-style-type: none"> <li>Asset Management Plans adopted in Quarter 2 (13 December 2017). Urban Road Network: (Council meeting reference - GM/12.2017/112) Rural Road Network: (Council meeting reference - GM/12.2017/113)</li> </ul>
	<ul style="list-style-type: none"> <li>Implementation of new <b>Organisational Structure</b>, reviewed processes and streamlined reporting for Maintenance Delivery &amp; Works and Construction.</li> </ul>	<p>The transition to the new structure was completed.</p> <p>Streamlined reporting project completed. Refer also page 83.</p>
	<ul style="list-style-type: none"> <li>Retention of third party certification for our management systems (Quality, Safety &amp; Environment) for ISO 9001:2015 and ISO 14001:2015.</li> </ul>	<p>Recertification against Quality, Safety &amp; Environment Standards and transition to the 2015 standards completed.</p>

## Project summary

Completed	In progress	Not started
<ul style="list-style-type: none"> <li>Blythdale North Road and Raslie Road Bitumen Upgrade – to Mt Hope Road intersection</li> <li>Injune Taroom Road Gravel Resheet, Ch 38.30 - 50.735km</li> <li>Mitchell Redford Road Gravel Resheet, Ch 54.97 to 76.37km</li> <li>Westgrove Road – Grid Replacement to 8.0m wide</li> <li>Cottage Creek Road Gravel Resheet, Ch 6.00-13.00km</li> <li>Kerb and Channel Wyndham Street, Roma (Twine Street to Raglan Street East) - both sides</li> <li>Kerb and Channel Wyndham Street, Roma (Chrystal Street to Twine Street) - eastern side</li> <li>Philip Street, Roma – landscaping works</li> <li>Footpath Upgrade - Wyndham Street, Roma (eastern side)</li> <li>Footpath Upgrade - Quintin Street, Roma (Video Shop to Laundromat)</li> <li>Mt Abundance Road, Widen and Seal, Ch 44.50 - 48.10km</li> <li>Orallo Road Realignment, Ch 50.00km</li> <li>Footpath Upgrade - Third Avenue, Injune (Hutton Street to Station Street - north side)</li> <li>Mitchell Stormwater Upgrade – Stage 1</li> <li>Bollon Road Gravel Resheet, Ch 174.00 to 187.22km</li> <li>Gullagimbi Road Material Replacement, Ch 1.80 - 4.10km</li> <li>Foott St, Roma – Survey and Design for Kerb &amp; Channel</li> <li>Maranoa Road Gravel Resheet, Ch 41.80 - 42.45km</li> <li>Westgrove Road Shoulder Resheet</li> </ul>	<ul style="list-style-type: none"> <li>Wallumbilla North Road Rehabilitation</li> <li>Injune-Taroom Road Upgrade Ch. 23.46 - 38.30km. First section (IT3A) completed in 2017/18</li> </ul>	<ul style="list-style-type: none"> <li>Orallo Road Shoulder Resheet, Ch 5.66 - 7.90km</li> <li>Gunnepwin West Road Gravel Resheet, Ch 0.00 -10.00km</li> <li>Womblebank Gap Road Bitumen Seal Rehabilitation, Ch 45.00 - 49.80km</li> <li>Duke St South (Roma Southern Road) Widen, Seal and Kerb and Channel, Ch 0.00 - 0.61km</li> <li>Footpath Upgrade, 80-82 Wyndham Street, Roma [Red Cross]</li> <li>Noel Kerr Oval Bungil Street Roma - External parking design include design for kerb and channel on Bungil Street</li> <li>Ivy Street, Roma - Stormwater Remediation Stage 1 &amp; 2</li> <li>Ivy and Charles Street, Roma - Stormwater Remediation Stage 3</li> <li>Works for Queensland Floodway Upgrade Program, Regional Rural Roads.</li> <li>Kerb and Channel Spencer Street, Roma (Warrego Highway and Twine Street)</li> </ul>

## What we achieved this year

### Rural roads stays a priority

The region's rural road network once again received the largest amount from this year's budget with an allocation of \$23.342 million. This comprised:

- Rural road maintenance - \$9.042 million
- Rural roads capital expenditure - \$14.3 million.

### Streamlined reporting

This year the team developed streamlined reporting for the State Government's Road Maintenance Performance Contract (RMPC) works including response times by risk, accomplishments, benchmarking of efficiencies by area and budget tracking.

The reporting includes statistical reporting for 6 monthly periods and a detailed schedule of roads maintenance to be undertaken.

Moving into the second half of the year a 5 Year Delivery Matrix was completed which comprised information on completed works, over-servicing and completion totals by area.

The report includes Urban Street delivery, Rural Roads, Towns & Surrounds, National Heavy Vehicle Regulator (NHVR) Customer Requests, Budgets, Road Maintenance Performance Contract (RMPC) and Contractors' works.

### Orallo Road re-alignment project

Road users travelling to Roma from the northwest now experience an improved section of road with the completion of the Orallo Road re-alignment project.

This was a major project for the Capital Works and Natural Disaster Resilience Programs, which saw a 1km section of Orallo Road re-aligned away from the encroaching Bungeworgorai Creek.

This upgrade has provided immense benefit for road users, especially landholders in the northwest, who use this road as a major connector within the Maranoa region.

Since flooding events between 2010 and 2012, the Bungeworgorai Creek has encroached towards Orallo Road, making parts of the road unsafe. In places only 20m remained between the creek and the roadway.

The project has provided drivers with an improved, safer section of road.

The Orallo Road Re-alignment is a joint initiative of Maranoa Regional Council, the Australian Government and the Queensland Government.

### Wyndham Street kerb and channel project complete

Roma's Wyndham Street residents can now enjoy improved access and stormwater management with the completion of the Wyndham Street Kerb and Channel Project.

The works included the installation of new concrete kerb and channel, widening of existing pavement and bitumen sealing along Wyndham Street between Raglan and Crystal Street.

The project was part of Council's 2017/18 Capital Works Program and the completed works provide a substantial improvement to this area's stormwater network.

The team put in a great effort over the four weeks to deliver the works and minimise the impact to the local residents.



*Cr David Scheffe checks out the new kerb and channeling along Wyndham Street.*

Looking forward

Looking forward - the next 5 years (Our new corporate plan)

We aim to:

Five years

- 1.3.1 Undertake programmed (planned) maintenance to the value and frequency approved through the annual operational plan and budget.
- 1.3.2 Undertake ad-hoc/reactive maintenance prioritised through officer inspections and reports.
- 1.3.3 Deliver the capital works program approved through the budget, focussing limited available funding on renewal of existing roads.
- 1.3.4 Undertake ongoing condition monitoring of the road network by Council's road officers to inform Council's road investment decisions.
- 1.3.5 Monitor traffic use on roads impacted by the Coal Seam Gas activities and administer maintenance and upgrades in accordance with the Road Infrastructure Agreements.
- 1.3.6 Undertake the restoration of roads following a flood event in accordance with the Australian Government's Disaster Recovery Funding Arrangements (DRFA) which are administered by the State Government (Queensland Reconstruction Authority 'QRA').
- 1.3.7 Advocate to Federal and State government for additional road funding.
- 1.3.8 Continue to administer the federal heavy vehicle laws within the region.
- 1.3.9 Undertake a review of Council's road policies to ensure they are financially sustainable (including low volume roads).
- 1.3.10 Recognise the significance of rural roads for residents and industries including agriculture, timber and tourism (e.g. Mt Moffatt Road) and continue to pursue funding for upgrade works.
- 1.3.11 Prepare a brochure for the community on how the road network is managed.

The year ahead (2018/19 operational plan) - Rural roads

One year

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
Programmed (planned) maintenance, and prioritised ad-hoc / reactive maintenance based on officer inspections and reports	
<ul style="list-style-type: none"> <li>• <b>Vegetation management</b> <ul style="list-style-type: none"> <li>Slashing / vegetation management on roads &gt; average of 250 vehicles / day</li> <li>Slashing / vegetation management of roads &gt; average between 40 and 249 vehicles per day</li> <li>Herbicide Spraying</li> </ul> </li> <li>• <b>Unsealed roads maintenance</b> <ul style="list-style-type: none"> <li>Minor maintenance grading ('patrol grading')</li> <li>Major maintenance grading</li> <li>Shoulder maintenance grading</li> </ul> </li> <li>• <b>Sealed roads maintenance</b> <ul style="list-style-type: none"> <li>Sealed network shoulder grading</li> <li>Reactive maintenance                             <ul style="list-style-type: none"> <li>- Sealed surface defect repair program</li> <li>- Replacement or repair of signs or posts that are damaged or deteriorated</li> <li>- Reinstatement of line marking on sealed surfaces where existing markings have deteriorated.</li> <li>- Surface repair (pothole patching)</li> </ul> </li> </ul> </li> <li>• <b>Drainage maintenance</b> <ul style="list-style-type: none"> <li>Clearing of debris and silt through culverts, pipes and pits, and undertake minor repairs to head-walls.</li> </ul> </li> <li>• <b>Flood damage restoration</b> <ul style="list-style-type: none"> <li>Administration in accordance with the Australian Government's new Disaster Recovery Funding Arrangements model (effective 1 July 2018).</li> </ul> </li> <li>• <b>Rural signs and lines</b></li> <li>• <b>Ad-hoc maintenance</b></li> </ul>	<ul style="list-style-type: none"> <li>287kms</li> <li>2,496kms</li> <li>Spraying follows the slashing program</li> <li>1,229kms</li> <li>874kms</li> <li>110kms (Rural Roads)</li> <li>5,536kms</li> <li>82kms</li> <li>As required and within budget</li> <li>\$137,298 (Rural Roads)</li> <li>Make safe for the public after an event. Completion of works after approval is received from the State Government</li> <li>As identified through inspections and reports and within budget.</li> <li>Additional works as required and within the allocated budget.</li> </ul>

## Rural roads

Objectives		Targets		
Projects				
			Quarter (Q) Finish	Within Scope & Budget
Gunnewin West Road	Injune Surrounds	Chainage 21.82 - 30.80	Q3	\$305,730
Kooragan Road	Injune Surrounds	Chainage 17.40 - 22.60	Q4	\$159,244
Westgrove Road	Injune Surrounds	Chainage 47.38 - 53.40	Q4	\$219,132
Bollon Road	Mitchell, Amby, Mungallala Surrounds	Chainage 160.00 - 174.00	Q2	\$1,060,000
Redford Road	Mitchell, Amby, Mungallala Surrounds	Chainage 84.00 - 91.70	Q1	\$490,000
Mt Moffatt Road	Mitchell, Amby, Mungallala Surrounds	Chainage 96.90 - 103.90	Q4	\$580,000
Gunnawarra Road	Mitchell, Amby, Mungallala Surrounds	Chainage 5.90 - 17.50	Q2	\$408,319
Pinelands Road	Mitchell, Amby, Mungallala Surrounds	Chainage 0.00 - 3.80	Q4	\$115,010
Tomoo Road	Mitchell, Amby, Mungallala Surrounds	Chainage 42.20 - 53.50	Q3	\$384,501
Warrong Road (a)	Mitchell, Amby, Mungallala Surrounds	Chainage 21.51 - 23.52	Q3	\$67,033
Warrong Road (b)	Mitchell, Amby, Mungallala Surrounds	Chainage 25.12 - 28.92 and Chainage 29.90 - 38.82	Q3	\$161,627
Ashmount Road	Mitchell, Amby, Mungallala Surrounds	Chainage 38.63 - 47.70	Q3	\$322,062
Donnybrook Road	Roma, Muckadilla Surrounds	Chainage 29.30 - 35.10	Q4	\$157,884
Eumina Road	Roma, Muckadilla Surrounds	Chainage 0.00 to 2.20	Q4	\$77,700
Glen Arden Road	Roma, Muckadilla Surrounds	Chainage 4.10-12.10	Q4	\$251,797
Orallo Road	Roma, Muckadilla Surrounds	Chainage 33.92 - 39.10	Q3	\$182,927
Orallo Road	Roma, Muckadilla Surrounds	Chainage 60.10 - 63.10	Q3	\$102,080
Seventeen Mile Lane (a)	Roma, Muckadilla Surrounds	Chainage 0.00 - 3.00	Q3	\$81,664
Seventeen Mile Lane (b)	Roma, Muckadilla Surrounds	Chainage 10.95 - 22.45	Q3	\$368,000
River Road	Surat Surrounds	Chainage 16.50 - 26.50	Q2	\$408,320
Thomby Road	Surat Surrounds	Chainage 59.36 - 70.76	Q2	\$504,480
Oberina Road	Surat Surrounds	Chainage 0.00 to 3.00	Q2	\$108,885
Kangaroo Creek Road	Wallumbilla, Yuleba, Jackson Surrounds	Chainage 3.50 - 7.90	Q2	\$179,661
<b>Minor projects (&lt;\$50,000)</b>				\$279,283
<b>Renewal works - bitumen</b>				
Bitumen reseal program			Q3	\$1,932,000
Bitumen rehabilitation program			Q3	\$611,746

## Urban roads

Objectives		Targets	
Annual service delivery			
Delivery of the following services: Programmed (planned) maintenance, and prioritised ad-hoc / reactive maintenance based on officer inspections and reports			
<ul style="list-style-type: none"> <li><b>Vegetation management</b></li> </ul>			
Slashing program		As required and within maintenance budget.	
Mowing program (urban streets)		Mowing performed by zone and according to the service level that has been set for streets. <ul style="list-style-type: none"> <li>Priority 1: Mowing of urban streets in Roma CBD zone 12 times a year - on average each street is mowed once a month.</li> <li>Priority 2: Mowing of urban streets Roma all zones - on average each street is mowed once every 4 to 6 weeks.</li> <li>Priority 3: Mowing of urban streets Roma all zones - on average each street is mowed once every 6 to 8 weeks.</li> </ul>	
<ul style="list-style-type: none"> <li><b>Unsealed roads maintenance</b></li> </ul>			
Minor maintenance grading		33% of the network	
Major maintenance grading			
Shoulder maintenance grading			
<ul style="list-style-type: none"> <li><b>Sealed roads maintenance</b></li> </ul>			
Sealed network shoulder grading		Repair of potholes as required and within maintenance budget.	
Reactive maintenance			
- Sealed surface defect repair program		As required and within budget	
- Replacement or repair of signs or posts that are damaged or deteriorated			
- Reinstatement of line marking on sealed surfaces where existing markings have deteriorated.			
- Surface repair (pothole patching)			

Urban roads

Objectives	Targets
<b>Annual service delivery</b>	
<ul style="list-style-type: none"> <li>Urban drainage maintenance</li> </ul>	
<p>Clearing of debris and silt that may be impeding the free flow of water through culverts, pipes and pits and undertake minor repairs to head-walls.</p>	As identified through inspections and reports and within budget.
<ul style="list-style-type: none"> <li>Flood damage restoration</li> </ul>	
<p>Administration in accordance with the Australian Government's new Disaster Recovery Funding Arrangements model (effective 1 July 2018).</p>	<p>Make safe for the public after an event.</p> <p>Completion of works after approval is received from the State Government.</p>
<ul style="list-style-type: none"> <li>Urban signs and lines</li> <li>Kerb and channel</li> <li>Pathways / footpaths</li> <li>Ad-hoc maintenance</li> </ul>	As identified through inspections and reports and within budget.
<ul style="list-style-type: none"> <li>Street sweeping</li> </ul>	<p>Streets in Roma CBD zone 120 times a year – on average each street is swept twice a week.</p> <p>Streets classified as commercial outside the Roma CBD zone 12 times a year – on average each street is swept every four weeks.</p> <p>Streets classified as major or minor collectors 12 times a year – on average each street is swept every four weeks.</p> <p>All other streets 10 times a year – on average each street is swept every five weeks.</p> <p>Completed in conjunction with any of the above service categories.</p>
<ul style="list-style-type: none"> <li>Miscellaneous activities</li> </ul>	<p>Activities in the urban network including: removal of illegal dumping, toilet cleaning, BBQ cleaning, rubbish bin cleaning, sharps collection, sanitary bins, tree maintenance and removal, noxious weeds control.</p>
<ul style="list-style-type: none"> <li>Inter-departmental service agreements</li> </ul>	<p>As required to meet legislative compliance and Departmental needs in conjunction with the relevant Department Managers.</p> <p>Assistance is provided to: Airports, Water, Sewerage and Gas, Waste, Flood Mitigation/Levee, Cemeteries, Bassett Park, Disaster Management, State Road Maintenance Performance Contract (RMPC), Coal Seam Gas works' delivery.</p>

Urban roads

Objectives	Targets	
Projects	Quarter (Q) Finish	Within Scope & Budget
Urban street bitumen rehabilitation program	Annual bitumen rehabilitation program to maintain the sealed rural network: Charles Street - Corfe Road to Fairway Drive Charles Street - Warrego Highway to Station Street Arthur Street - Warrego Highway to McDowall Street	Q3 \$335,300
Urban street bitumen reseal program	Annual bitumen reseal program to maintain the sealed urban street network	Q3 \$401,376
Ronald Street, Injune	Kerb renewal from Third to Fourth	Q4 \$23,750
Fourth Avenue, Injune	Kerb renewal from Hutton to Ronald	Q4 \$49,600
Charles Street, Roma	Kerb renewal from Bowen to Station	Q4 \$34,300
Raglan Street / Warrego Highway, Roma	Kerb renewal from Vanderfield to Vause	Q4 \$100,000
Station Street, Roma	Kerb renewal from Wyndham to Charles	Q4 \$44,100
Roma Southern Road / Duke Street	Includes widening and kerb and channel	Q4 \$2,437,692
Regional stormwater condition assessment and renewal strategy	Complete condition assessment of the region's 35km stormwater network, and develop a renewal strategy based on condition assessment data	Q4 \$275,000
Stormwater pit and lintel renewal program	Replacement/renewal of stormwater pits and lintels based on condition rating	Q4 \$256,250
First annual review of the Asset Management Plan (Urban and Rural)		By 30 June 2019
A review of roads policies to ensure that they are sustainable (Corporate Plan 1.3.7) - including Community Engagement.		
Prepare a brochure for the community on how the road network is managed.		

## Resource sector roads

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	Administered in accordance with the Road Infrastructure Agreements and relevant legislation.
<ul style="list-style-type: none"> <li>Traffic monitoring</li> </ul>	Roads included in traffic counter program as development throughout the region progresses.
<ul style="list-style-type: none"> <li>Regular network defect inspections</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Joint network inspections (with Coal Seam Gas representative)</li> </ul>	6 monthly
<ul style="list-style-type: none"> <li>Steering committee meetings (with Coal Seam Gas and Council representatives)</li> </ul>	Quarterly
<ul style="list-style-type: none"> <li>Technical working group meetings (Engineering representatives)</li> </ul>	Monthly
<ul style="list-style-type: none"> <li>Road maintenance</li> </ul>	As required, based on defect intervention levels.
<ul style="list-style-type: none"> <li>Capital renewals and upgrades</li> </ul>	Negotiation of renewals (return to new) or upgrade of the roads based on traffic use by the Coal Seam Gas industry.
<ul style="list-style-type: none"> <li>Coal seam gas activities within road reserves - e.g. pipeline crossings, new accesses.</li> </ul>	Application reviews and relevant conditions imposed.
<ul style="list-style-type: none"> <li>Compliance inspections</li> </ul>	As required – based on number of permits issued and type of activity being undertaken.
<ul style="list-style-type: none"> <li>Auditing and acquittal</li> </ul>	Annually

### Projects

		Quarter (Q) Finish	Funded by Resource Sector
Injune - Taroom Road (IT3B)	Construct to 8.0m Bitumen Seal - Ch 29.56 to Ch 32.00	Q1 2019/20	4,596,214
Injune - Taroom Road (IT3B)	Construct to 8.0m Bitumen Seal - Ch 32.00 to Ch 38.30	Q1 2019/20	7,013,199
Bonnydoon Road (BD1)	Construct to 8.0m Bitumen Seal - Ch 0.00 to Ch 5.80	Q1 2019/20	6,456,596
Cottage Creek Road	Construct to 7.0m Bitumen Seal - Ch 0.00 to Ch 6.00	Q2	3,781,000
Angry Jungle Road	Gravel Resheet - Ch 0.00 to Ch 3.10	Q2	170,500
Torroweap Road	Gravel Resheet - Ch 0.00 to Ch 1.76 + Dust Seal	Q2	352,000
Howards Road	Gravel Resheet - Ch 2.10 to Ch 3.10	Q2	55,000

One year

*Injune-Taroom Road.*





## 1.4 Parks, gardens and reserves

We help keep our towns and surrounds tidy and clean.



## What we do

We maintain the region's parks, gardens and open space for ten regional townships (Roma, Wallumbilla, Yuleba, Jackson, Surat, Injune, Muckadilla, Amby, Mitchell and Mungallala).

Our services include:

- management of vegetation, including mowing;
- park inspections and maintenance (park structures and equipment)
- park irrigation and turf management;
- open space and horticultural maintenance.

## Why we do it

The Town & Surrounds initiative was introduced in July 2015 to ensure that local town services are delivered by local teams.

There are teams in each of our key centres:

- Mitchell & Surrounds - servicing Mitchell, Amby, Mungallala
- Roma & Surrounds - servicing Roma and Muckadilla
- Yuleba & Surrounds - servicing Yuleba, Wallumbilla and Jackson
- Surat & Surrounds - servicing Surat
- Injune & Surrounds - servicing Injune.

## Did you know

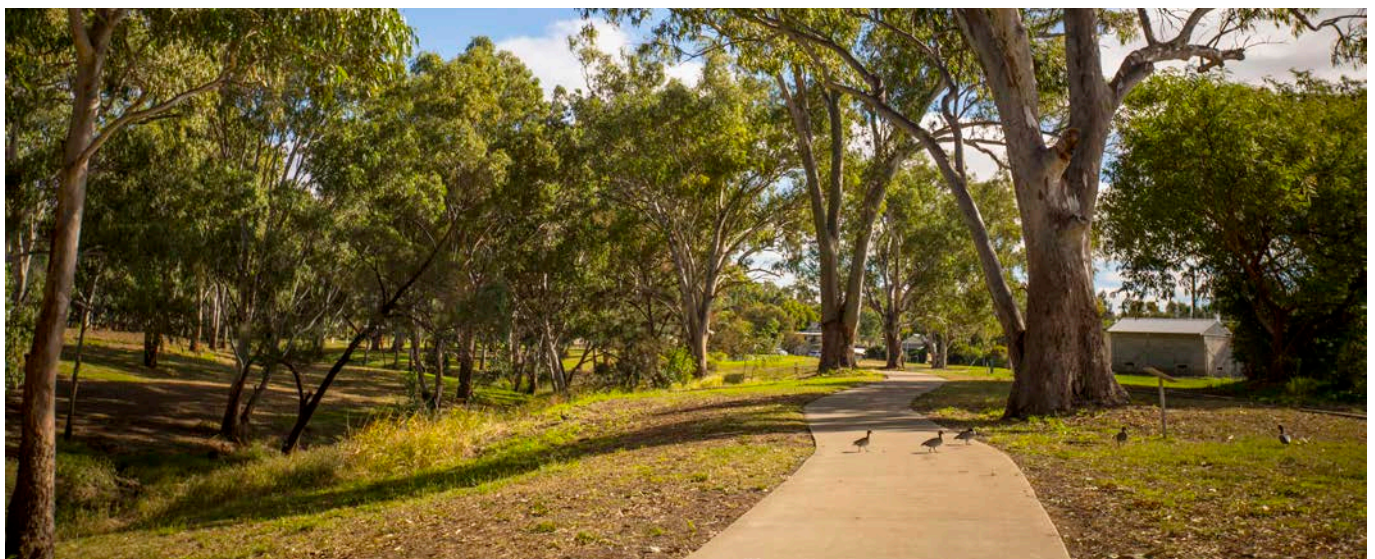
Our teams maintain 1,081.78 hectares of parks, gardens and other open space.



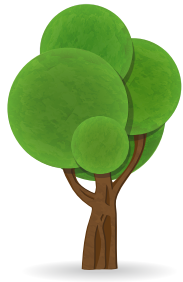
## How we are trending

	2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$
Roma, Muckadilla	923,937	938,774	1,147,910	1,183,702
Injune	110,672	236,555	175,029	171,471
Mitchell, Amby, Mungallala	315,689	409,095	467,814	404,104
Surat	196,956	280,225	291,498	302,315
Yuleba, Wallumbilla, Jackson	241,150	363,061	430,733	405,141
<b>Total</b>	<b>\$1,788,404</b>	<b>\$2,227,711</b>	<b>\$2,512,984</b>	<b>\$2,466,734</b>

Adungadoo Pathway, Roma.



Looking back






**\$2.47 million** provided for the maintenance of our parks, gardens and reserves for our region's towns and surrounds

Refer page 89 for detail by town.



What we achieved this year

We do	We aim to	What we achieved
Help keep our towns and surrounds across the region tidy and clean including management of vegetation, park structures, equipment, irrigation and cleaning.	<b>PROJECTS</b> Complete the following projects:	Complete
	<ul style="list-style-type: none"> <li><b>ANZAC Avenue upgrade</b> - upgrade to some of the Plaques and Bottle trees</li> <li><b>Big Rig parklands upgrade</b> - upgrade to seating / tables / picnic area.</li> </ul>	 Complete
	<ul style="list-style-type: none"> <li><b>Dog off leash park</b> - Roma</li> </ul>	 In progress   Community consultation and design completed. Construction will occur in 2018/19.

The team also worked during the year on clearing the Bungil Creek of debris and maintaining the vegetation. Whilst this improves the amenity of the area through town, it also serves an important function from a flood mitigation perspective, helping with the flow of water during heavy rain events (Project included on page 153).



Roma Big Rig Parklands Upgrade

As a part of the Big Rig Parklands Upgrade in Roma, Council undertook works to the furniture and undercover areas located at the park.

The project included the replacement and installation of a number of new seats, tables and the refurbishment of the BBQ shelters to refresh the area and improve the experience for users and visitors to the park.

The upgrade was complete in March 2018.

## Looking forward - the next 5 years (Our new corporate plan)

### We aim to:

**1.4.1** Undertake the following programs according to the service level priorities and budget approved by Council:

- Mowing
- Park inspections and maintenance
- Open space (including horticultural) maintenance
- Park irrigation and turf management

**1.4.2** Undertake renewal and upgrade works according to Council's annual operational plan and budget.

**1.4.3** Undertake a range of activities to keep public spaces in our urban areas tidy and clean.

Five years

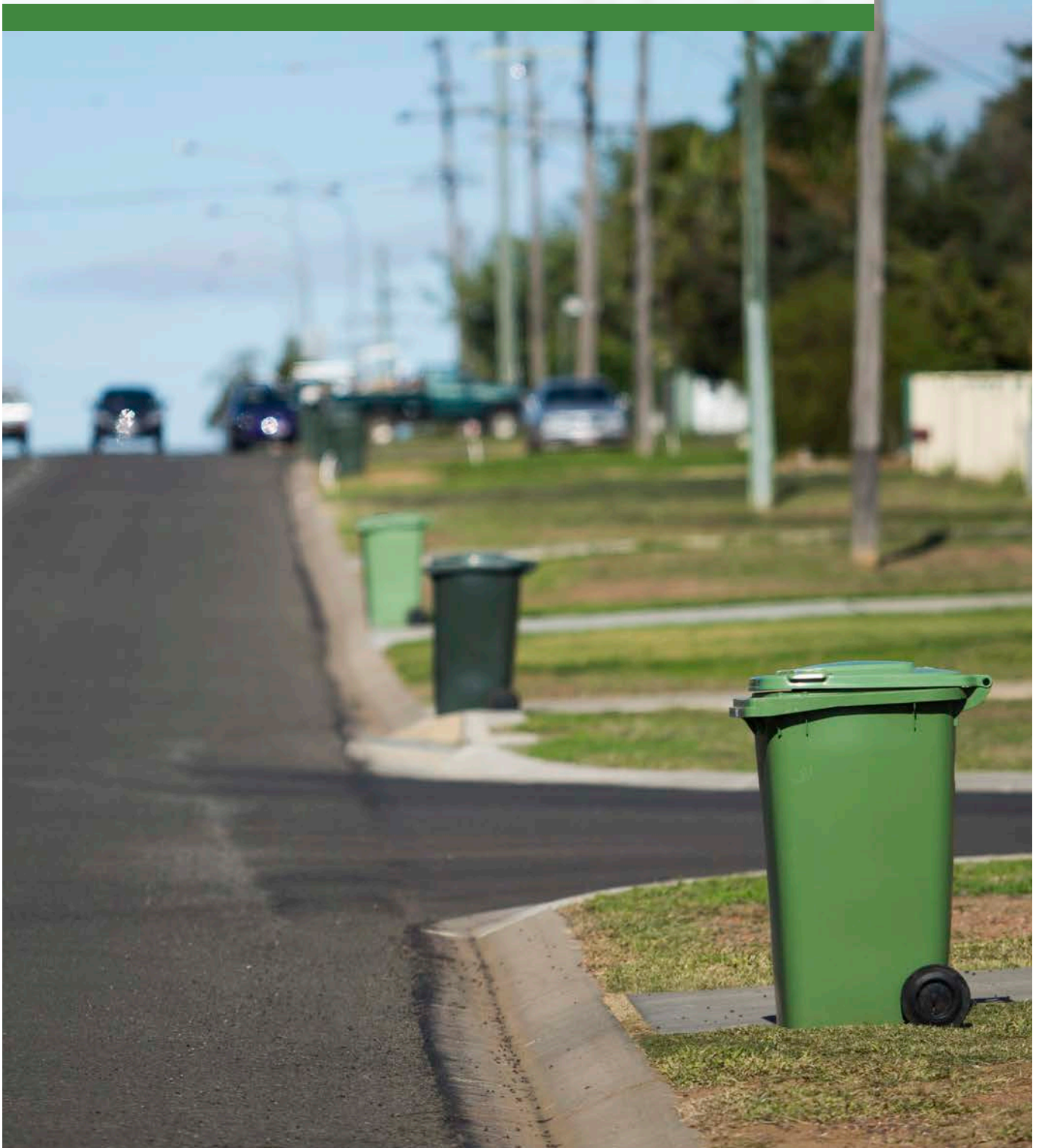
## The year ahead (2018/19 operational plan)

Objectives		Targets	
Delivery of the following services:			
Programmed (planned) maintenance and prioritised ad-hoc / reactive maintenance based on officer inspections and reports			
Vegetation management, including mowing		<p>Mowing on a zone basis according to the service level that has been set for streets. Critical locations, such as town entrance ways, are mowed more frequently.</p> <ul style="list-style-type: none"> <li>• Priority 1: Mowing of urban streets in Roma CBD zone 12 times a year - on average each street is mowed once a month.</li> <li>• Priority 1: Mowing of town entrance ways 12 times a year - on average each street is mowed once a month.</li> <li>• Priority 2: Mowing of urban streets in Roma all zones and regional towns 3 times a year - on average each street is mowed once every 4 to 6 weeks.</li> <li>• Priority 3: Mowing of urban streets in Roma all zones and regional towns 2 times a year - on average – each street is mowed once every 6 to 8 weeks.</li> </ul>	
Park development		Inspections prior to budget deliberations and submissions to Council.	
Open space / park maintenance - including horticulture maintenance		<p>Delivered according to agreed service level.</p> <p>Priority 1 - Regionally significant, generally with playground equipment; Approximately every 10 days during the growing season, and within budget.</p> <p>Priority 2 - Major open spaces - generally with playground equipment or sporting fields, irrigation, gardens / manicured areas; Approximately every 3-6 weeks during the growing season or more often if inspections trigger it, and within budget.</p> <p>Priority 3 - Local parks and reserves within a residential neighbourhood with play equipment, seating and landscaping; Approximately every 8 weeks or more often if inspections trigger it, and within budget.</p>	
Park irrigation and turf management		Weekly and within the allocated maintenance budget.	
Flood damage restoration - emergent and restoration works		Make safe after an event and complete the works after approval by the state government.	
Miscellaneous activities - activities in the urban network including: removal of illegal dumping, toilet cleaning, BBQ cleaning, rubbish bin cleaning, sharps collection, sanitary bins, tree maintenance and removal, noxious weeds control (Note: some of these activities are contracted to other service providers).		Completed in conjunction with the above service categories.	
Projects		Quarter (Q) Finish	Within Scope & Budget
Refurbishment of the Big Rig Tourist Train Bridge	Roma	Q4	\$250,000 (Note: Scope to be confirmed)

One year

# 1.5 Waste

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



## What we do

We collect waste weekly via a contract with 4 local businesses and the waste is disposed of to Council owned and operated facilities:

Council owned and operated facilities			Opening times
<b>6 waste disposal facilities</b>	Injune	Womblebank Gap Road	24 hours a day / 7 days a week
	Mitchell	St George Road	8am - 5pm / 7 days a week
	Roma	269 Short Street	7.30am - 5.30pm (last vehicle in at 5.20pm) 7 days a week (Closed Good Friday & Christmas Day)
	Surat	Silver Springs Road	24 hours a day / 7 days a week
	Wallumbilla	Tip Road	24 hours a day / 7 days a week
	Yuleba	Perry Street	
<b>4 waste transfer stations</b>	Amby	Springfield Road	Will be moving to a locked facility with key access for local residents only in 2018/19
	Jackson	PEI Road	
	Muckadilla	Short Street	Locked facility with key access for local residents only
	Mungallala	Redford Road	Will be moving to a locked facility with key access for local residents only in 2018/19
<b>2 industrial bins</b>	Dunkeld		
	Begonia		

We service the above communities, in addition to Hodgson. The contractors collect domestic, commercial and the transfer station waste each week (Begonia and Dunkeld once a fortnight).

We also operate an extensive recycling program at the Roma waste facility, and recycle select products at Mitchell, Injune and Surat facilities.

An annual report is completed for the State Government Department of Environment and Science which gives the weight of waste disposed of via the Roma waste facility weighbridge and amount of matter recycled through a variety of processes. It also provides details of any incidents and issues that have the ability to impact on the environment and/or Council's environmental authority (licence).

## Why we do it

Waste is generated by households, business and industry and must be disposed of in a way that is consistent with the State Government's Environmental Authority.

How waste is managed is rapidly changing, with regulatory and community expectations requiring waste streams to be reused, minimising waste going into landfill. As well as reducing our environmental footprint, the aim is also to reduce operational costs to the ratepayer in the longer term.



## How we are trending

	2013/14	2014/15	2015/16	2016/17	2017/18
Kerbside collections per week across the region	4,984	5,014	5,301	5,539	5,993
Roma landfill patrons	28,957	37,140	31,947	30,276	34,240
<b>Roma weighbridge (tonnage)</b>					
- Roma kerbside waste	1,764.97	2,292.06	2,027.69	1,923.5	1,899.84
- Commercial and industrial waste	8,905.58	8,294.25	4,622.24	2,319.75	5,810.88
- Construction and demolition waste	12,905.58	21,876.54	8,213.05	10,312.45	5,891.45
- Municipal solid waste	5,706.45	8,786.30	8,006.45	7,798.67	8,876.93
<b>Weighbridge total</b>	<b>29,282.58</b>	<b>41,249.15</b>	<b>22,869.43</b>	<b>22,354.37</b>	<b>22,479.10</b>
<i>Included in the above totals are the following amounts that were recycled (tonnage):</i>					
Drums collected (DrumMUSTER program)	N/a	1,845	15,114	16,098	956
Greenwaste	251.41	435.51	1,820.98	1,942.00	2,159.00
Tree root balls, stumps and large trunks	63.86	27.26	597.29	99.00	111.00
Concrete	4,445.21	11,603.53	4,219.56	4,174.00	3,833.00
<b>Recycled waste (tonnage)</b>	<b>4,760.48</b>	<b>12,066.30</b>	<b>6,637.83</b>	<b>6,215.00</b>	<b>6,103.00</b>

Looking back



**34,240** Roma landfill patrons (13.1% increase from last year).

**22,479.1** tonnes of waste over the Roma weighbridge (just over 2016/17 tonnage).






**5,993** kerbside collections during the year (highest number in the last 5 years) and an 8.2% increase from 2016/17.



**6,103** tonnes of waste was recycled.

**28.2%** higher than 5 years ago.

What we achieved this year

We do	We aim to	What we achieved
<p>Collect, receive, reuse and dispose of waste generated by households, businesses and industry:</p> <ul style="list-style-type: none"> <li>Waste disposal facilities – Injune, Mitchell, Roma, Surat, Wallumbilla, Yuleba.</li> <li>Waste transfer stations – Amby, Jackson, Muckadilla, Mungallala.</li> <li>Industrial bins – Dunkeld, Begona.</li> </ul>	<ul style="list-style-type: none"> <li>Review waste management operations at each of our communities with a report to Council by the end of:                             <ul style="list-style-type: none"> <li>Quarter 1 – Muckadilla and Jackson,</li> <li>Quarter 2 – Injune and Mitchell,</li> <li>Quarter 3 – Yuleba and Roma.</li> </ul> </li> <li>Prepare tender documents, release, evaluate and award composting tender for the Roma landfill.</li> </ul>	<p>In Progress. Initial timeframes not met, but progress included on page 95.</p> <p>Preferred tenderer selected at the General Meeting held 13 December 2017. Execution of contract still pending at year end.</p>
	<p><b>PROJECTS</b></p> <p>Undertake the following projects:</p>	
	<ul style="list-style-type: none"> <li>Waste - Mitchell Refuse - Develop cell, and fence the new land</li> </ul>	<p>In progress. Project will be completed in 2018/19.</p> 
	<ul style="list-style-type: none"> <li>Waste - Roma Ring Road</li> </ul>	<p>In progress. Project will be completed in 2018/19.</p> 
	<ul style="list-style-type: none"> <li>Ring Road Drop Off Points, Injune</li> </ul>	<p>Not started. This is an addition to the program following initial discussions at the Budget Submissions and Financial Planning Standing Committee on 30 April 2018.</p> 

## Recycling of scrap metal and batteries

Sims Metal Management was awarded the tender to purchase and remove scrap metal and batteries from Council waste facilities across the region following a resolution of Council at the meeting on 28 February 2018.

## Keeping Maranoa Beautiful in March

Council's free kerbside collection took place in March 2018, assisting residents in towns across the region to tidy up their homes and gardens.

The collection took place in Mitchell, Injune, Yuleba, Jackson, Amby, Mungallala, Wallumbilla, Surat, Roma, Hodgson and Muckadilla.

*Kerbside clean-up in progress*



## Making of Local Law No.8 Waste Management

Due to State Government legislative changes, Council was required to commence the process for making a new local law for waste management to allow Council to retain its ability to manage waste matters in its local government area.

The *Local Government Act 2009* sets out the specific requirements that a local government must complete in order to proceed with the making of an interim, model or subordinate local law. A brief summary of the process is:

- The local government resolving a process for how it will make its local laws;
- A resolution of Council proposing to make the local law;
- Completing state interest checks as required by the *Local Government Act 2009* in relation to the local law making process;
- Undertaking consultation with the community about the proposed local law and the public interest test plan (if relevant);
- Adoption and publication of the local laws.

Council resolved to propose to make *Local Law No.8 (Waste Management) 2018*, having already resolved the process for making local laws in 2015. Following this resolution, Council commenced consultation with the State Government in relation to the State Interest Checks.

The process for the making of *Local Law No. 8 (Waste Management) 2011* is progressing and will be finalised in 2018/19.

## Injune waste collection

During the year Council resolved that all Injune general waste collections would occur on a Thursday for a trial period of three months. Officers continued to liaise with the contractor, businesses and residents about the outcomes of the single day collection. In May of this year Council resolved to continue the general waste collection services on Thursdays.

Council's waste management team scheduled weekly compacting of waste on site to reduce the amount of fly away matter leaving the refuse site.

## Roma landfill site

Beautification of the refuse site was commenced with some minor setbacks during the year. The trees that were planted at the site suffered due to dry weather and being eaten by wildlife.

Increased clean up days on site saw a reduction in fly away matter and litter around the site.

## Muckadilla refuse site

Council resolved to maintain the fee structure (key access to site and 50% of the waste collection charges set per year).

## Jackson refuse site

Departmental staff attended the Councillor 'Out and About' day in Jackson which provided an opportunity to discuss options with the community for the refuse site.

The site commenced trial transfer operations with the outcomes to be reviewed at completion of the trial.

The skip bins placed at Jackson are working well, with very little or no waste being placed on the ground.



## Looking forward

## Looking forward - The next 5 years (Our new corporate plan)

**We aim to:**

Five years

- 1.5.1** Collect waste from towns and identified localities (Hodgson, Dunkeld, Begonia), via Council contractors on the approved days and frequency.
- 1.5.2** Extract recyclable materials where it is economical to do so, to minimise waste going to landfill.
- 1.5.3** Comply with the State Government's Environmental Authority and brief Council on compliance and progress of required actions.
- 1.5.4** Maintain and upgrade waste sites having regard to environmental legislative requirements, appearance considerations and funding constraints.
- 1.5.5** Undertake a review of the accounting for rehabilitation of our landfills including:
- assessing open and closed landfill sites; and
  - ensuring all future costs associated with our obligations under our environmental authority are included in the provision.

## The year ahead (2018/19 operational plan)

One year

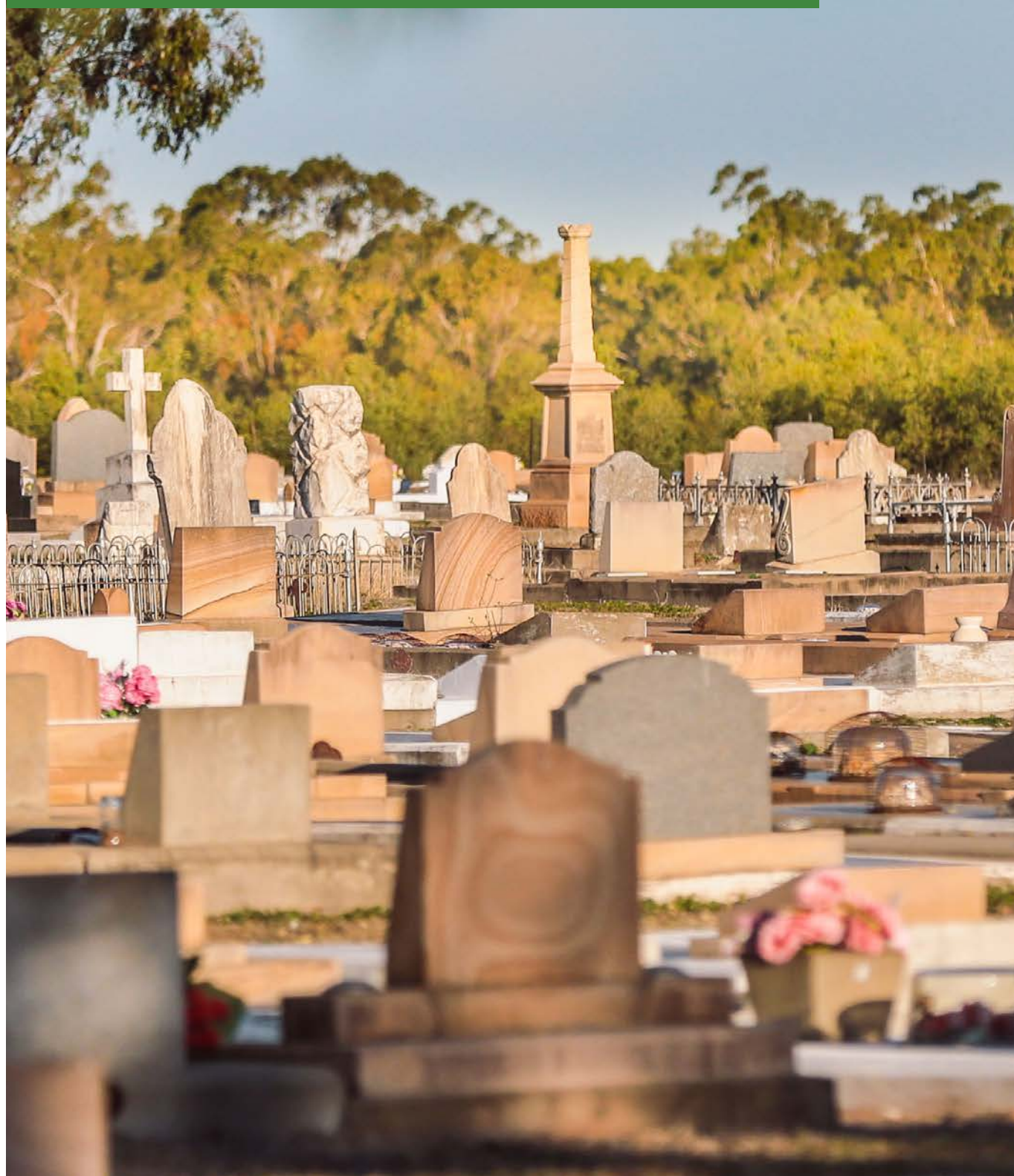
Objectives	Targets
<b>Annual service delivery</b>	
Delivery of approved services	
Environmental authority (EA) compliance	
<ul style="list-style-type: none"> <li>• Annual return and fee to the Department of Environment and Science</li> </ul>	Completed by the due date.
<ul style="list-style-type: none"> <li>• All waste facilities (Yuleba, Roma, Surat, Mitchell, Jackson, Wallumbilla, Injune)</li> </ul>	Compliance with general/common conditions (Part 1 of the Environmental Authority).
<ul style="list-style-type: none"> <li>• Roma, Surat, Mitchell and Injune waste facilities</li> </ul>	Compliance with noise conditions (Part 2 of the Environmental Authority).
<ul style="list-style-type: none"> <li>• Roma waste facility</li> </ul>	Compliance with waste conditions (Part 3 of the Environmental Authority).
<ul style="list-style-type: none"> <li>• Surat waste facility</li> </ul>	Compliance with waste conditions (Part 4 of the Environmental Authority).
<ul style="list-style-type: none"> <li>• Mitchell waste facility</li> </ul>	Compliance with waste conditions (Part 5 of the Environmental Authority).
<ul style="list-style-type: none"> <li>• Injune waste facility</li> </ul>	Compliance with land and waste conditions (Part 6 of the Environmental Authority).
<ul style="list-style-type: none"> <li>• Yuleba, Jackson and Wallumbilla waste facilities</li> </ul>	Compliance with noise conditions (Part 7 of the Environmental Authority).
Waste contract administration	
Waste collection contract administration for:	Weekly waste collection and disposal to landfill (fortnightly in Begonia & Dunkeld).
<ul style="list-style-type: none"> <li>• Mungallala, Mitchell, Amby, Muckadilla, Dunkeld, Begonia - A.L Cherry &amp; M.G Pearce</li> <li>• Roma, Hodgson, Wallumbilla, Yuleba, Jackson - Braca Pty Ltd</li> <li>• Surat - G.E Grams</li> <li>• Injune - Julie Gray</li> </ul>	Compliance with contract terms and conditions.
Waste collection	
Domestic waste - 240 litre wheelie bin collection from the kerbside.	Weekly collection by zone. Zone maps available online - <a href="http://www.maranoa.qld.gov.au/waste-collection">http://www.maranoa.qld.gov.au/waste-collection</a> Monday - Roma 'Blue' zone, Mitchell 'South' zone Tuesday - Roma 'Green' zone, Mitchell 'North' zone Wednesday - Amby, Hodgson, Roma 'Yellow' zone, Mungallala Thursday - Roma 'Pink' zone, Jackson, Yuleba, Surat, Wallumbilla, Injune
Wheel-out, wheel-back service - A service for residents who require assistance to place their bin on the kerb.	Requests approved by Council resolution; weekly service thereafter.

## The year ahead (2018/19 operational plan)

Objectives	Targets	
<b>Annual service delivery</b>		
Waste collection continued		
Industrial bins - Collection of industrial and/or skip bins from businesses and specific roadside stops. Pick up from transfer station facilities at:	Collection and disposal to landfill.	
<ul style="list-style-type: none"> <li>• Mungallala</li> <li>• Amby</li> <li>• Muckadilla</li> <li>• Jackson</li> </ul>	Weekly	
	Weekly	
	Weekly	
	Weekly	
And industrial bin facilities at:	On request	
<ul style="list-style-type: none"> <li>• Mitchell</li> <li>• Dunkeld</li> <li>• Begonia</li> </ul>	Fortnightly	
	Fortnightly	
Waste recycling (Reducing the amount of waste going to landfill)		
Green waste - domestic / commercial	Accepted at all locations	
Green waste - tree root balls	By appointment	
Scrap metal (clean)	Quotes sourced when there is sufficient tonnage accumulated to make it economical to transport / sell.	
DrumMuster (Recycling of chemical plastic drums)	By appointment at Roma, Mitchell and Injune waste facilities.	
Clean soil	Accepted at any time at the Roma and Mitchell facility by approval of a delegated Council officer.	
Old batteries	Accepted at any time in the designated areas at Surat, Injune, Mitchell and Roma waste facilities.	
Concrete	Accepted daily at Roma waste facility - by appointment at Injune, Mitchell and Surat.	
Electronic waste / e-waste	Designated area maintained in Roma all year round. Advertisement for collection annually from other areas.	
Waste recycling (Where possible)		
Contaminated soils	By appointment at Roma only.	
Grease trap waste	By appointment at Roma only.	
Old tyres	Accepted at Roma (tyres are recycled where possible or buried on site). Commercial operator tyres not accepted.	
Oil waste - commercial and industrial	Accepted daily at Roma and Injune waste oil facility.	
Construction and demolition waste	Accepted daily at Roma, and by appointment at other landfill sites. (Note: If the waste is coming from a business activity, it is requested that it be brought to Roma).	
Waste to landfill		
Commercial and industrial waste	Accepted daily at Roma waste facility.	
Asbestos	The waste producer must have approval from Council to deliver asbestos to site. 48 hours notice to Council prior to asbestos delivery.	
Dead animals	Approval by Council waste officers prior to disposal at any waste facility.	
Projects	Quarter (Q) Finish	Within Scope & Budget
Clean up, fencing and installation of gates	Q4	\$50,000
	Q3	\$50,000
Clean up and installation of gates	Q3	\$5,000
Construction of a ring road that will have designated drop off points for specific resource recovery - e.g. glass, cardboard, green waste, metal (different types), batteries:		
	<ul style="list-style-type: none"> <li>• Roma</li> <li>• Mitchell</li> </ul>	Q4 \$350,000 Q4 \$200,000

## 1.6 Cemeteries

We provide a final resting place for our region's residents.



## What we do

We provide and maintain the region's cemeteries.

The provision of cemetery services is truly a team effort. Whilst the initial applications are handled through Customer Service, Council has a senior officer (Manager) who looks after the process from beginning to end.

We are the service in Council that looks after our residents forever.

### Amby Monumental Cemetery

Springhill Access Road, Amby

### Hodgson Monumental Cemetery

Hopewell Lane, Hodgson

### Injune Lawn Cemetery

Cemetery Road, off Carnarvon Highway  
Injune South

### Jackson Monumental Cemetery

Cemetery Road, off Warrego Highway, Jackson

### Mitchell Monumental Cemetery

42 Alice Street, Mitchell

### Mungallala Monumental Cemetery

Torwood Road, Mungallala South

### Roma Monumental Cemetery

Lewis Street, Roma

### Roma Lawn Cemetery and Ash Wall

Lewis Street, Roma

### Surat Monumental Cemetery

Ivan Street, Surat

### Surat Ash Wall

Ivan Street, Surat

### Wallumbilla Monumental Cemetery

Wallumbilla North Road, Wallumbilla

### Wallumbilla Lawn Cemetery and Ash Wall (Wall of Memory)

Wallumbilla North Road, Wallumbilla

### Yuleba Lawn Cemetery

Cemetery Road, off Warrego Highway, Yuleba East

### Yuleba Monumental Cemetery

Cemetery Road, off Warrego Highway, Yuleba East.

### Historical Cemeteries (closed for internments)

- Bindango Historical Cemetery
- Dulbydilla Historical Cemetery
- Euthella Historical Cemetery
- Injune Monumental Cemetery (Old Injune Cemetery)
- Muckadilla Historical Cemetery
- Yingerbay Historical Cemetery

Image opposite - Roma Cemetery.

## Why we do it

We know that cemeteries provide a practical purpose, but they are also a special place for grieving family and friends, whether residents or visitors to our region.

Our cemeteries' records are of interest to those researching family history and others who want to know more about our region.

Our team members therefore take great care in the grave preparations, the maintenance of our cemeteries (current and historical) and their records.

### Did you know

**Amby Monumental Cemetery** has grave sites dating back to the **early 1900s**

**Injune Monumental Cemetery** has records dating back to the **1930s**

**Jackson Monumental Cemetery** has grave sites dating back to the **early 1900s**

**Mitchell Monumental Cemetery** has grave sites dating back to **1881**

**Roma Lawn Cemetery** commenced operating in **November 1999**

**Roma Monumental Cemetery** has grave sites dating back to **1881**

**Surat Monumental Cemetery** has grave sites dating back to **1872**

**Wallumbilla Lawn Cemetery** commenced operating in **August 2009**

**Wallumbilla Monumental Cemetery** has grave sites dating back to **1896**

**Yuleba Lawn Cemetery** commenced operating in **November 2003**

**Yuleba Monumental Cemetery** has grave sites dating back to **1863**

## How we are trending

	2016/17	2017/18
<b>Funerals/burials</b>		
Roma/Wallumbilla/Yuleba/Jackson	45	49
Amby/Mitchell/Mungallala	17	9
Injune/Hodgson	5	6
Surat	7	4
Customer requests (e.g. families, funeral directors)	69	312
Plaque request/enquiries	35	49
Headstone enquiries	44	53
<b>Total</b>	<b>74</b>	<b>68</b>

Looking back





**68 funerals/  
burials** this year



**5 plaques and plinths** placed on former Mayors' unmarked graves\*

What we achieved this year

We do	We aim to	What we achieved
Provide a final resting place for our region's residents in one of our cemeteries: Roma Hodgson Injune Surat Amby Mitchell Mungallala Yuleba Wallumbilla Jackson.	<b>MAINTENANCE AND ADMINISTRATION</b> <ul style="list-style-type: none"> <li>Undertake tasks as required for the maintenance and administration of our cemeteries, including preparations for burials and information requests.</li> </ul>	A new section of the Surat Cemetery has been mapped. This cemetery is now using rows (for example row 1, plot 1. Previously the cemetery was in sections.  Reservation markers have been purchased for the Surat and Roma Cemeteries and work is underway on installing these markers for reserved plots. It is planned for reservation markers to be purchased for our other cemeteries as required.
	<b>PROJECTS</b> <ul style="list-style-type: none"> <li>Construct the Ash Wall for the Wallumbilla cemetery (\$30,000).</li> </ul>	Completed  
	<ul style="list-style-type: none"> <li>Replace the Roma Cemetery fencing (\$35,000).</li> </ul>	In progress  Stage one of the replacement of the perimeter fence for the Roma Cemetery was approved ,with planning and design concepts underway. Works will now be completed in 2018/19.  

\* One of the highlights for the year was the commemoration of 150 years of local government in Roma. As part of the commemoration program, plaques and plinths were placed on the previously unmarked graves of 5 former Mayors.



**Wall of Memory - Wallumbilla Ash Wall complete**

Council officially opened the newly constructed Ash Wall at the Wallumbilla Cemetery.

The \$30,000 project was funded by Council and was designed and constructed by local contractors.

The Wall of Memory will be a place to visit and pay respect to loved ones.

Council worked closely with the Wallumbilla Town Improvement Group to complete this project for the community.

## Looking forward - the next 5 years (Our new corporate plan)

### We aim to:

- 1.6.1 Administer burials and maintain accurate records for each of our cemeteries, including mapping and information requests for family history.
- 1.6.2 Maintain the grounds for family, friends and other visitors.
- 1.6.3 Preserve historical cemeteries (Bindango, Dulbydilla, Euthella, Injune (old), Muckadilla and Yingerbay).
- 1.6.4 Consider fencing as an important feature of most cemeteries.
- 1.6.5 Undertake initiatives to communicate matters of interest for the community (e.g. Funeral Board).
- 1.6.6 Periodically review cemetery policy and procedures.

## The year ahead (2018/19 operational plan)

Objectives	Targets		
<b>Annual service delivery</b>			
Delivery of the following services:			
• Burial applications' processing	Upon receipt of application. Maintenance of register.		
• Reservations (booking plots in advance)	Upon receipt of application. Maintenance of register (electronic and book), and issue of a reservation certificate.		
• Private property burials	Upon receipt of application.		
• Headstone applications	Upon receipt of application. Maintenance of register.		
• Online mapping	Regular reviews to ensure maintenance of data integrity.		
• Family history research requests	Upon request.		
• Burial preparation and cemetery maintenance	Upon request (Note: A burial application must be received 48 hours before the day of the funeral).		
• Lawn cemetery and ashwall plaques	Upon request from family members of the deceased.		
• Historical cemeteries inspections	In accordance with a planned inspection program.		
• State records	Submission of applications to the State Government's Registry of Births, Deaths and Marriages after each funeral date.		
Projects		Quarter (Q) Finish	Within Scope & Budget
Cemetery mapping enhancements (including search facility on the website)	Regional	Q4	Within operating budget
Funeral board for community information	Roma	Q4	\$5,000
Roma cemetery planning	Roma	Q4	\$35,000

*A wreath being laid at the Cemetery Tour during Roma's 150 year commemoration of local government.*



Five years

One year

# Strategic Priority 2. Delivering strong financial management

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



**Local business**  
Royal Hotel, Roma - date unknown



**Local business**  
Cafe, Hutton Street, Injune - date unknown  
Photo by Joyce Ward



**Local business**  
Hotel Richards, Mitchell - 1940's

## Looking back

**Local business**  
Royal on 99, Roma



**Local business**  
Supermarket, Hutton Street, Injune



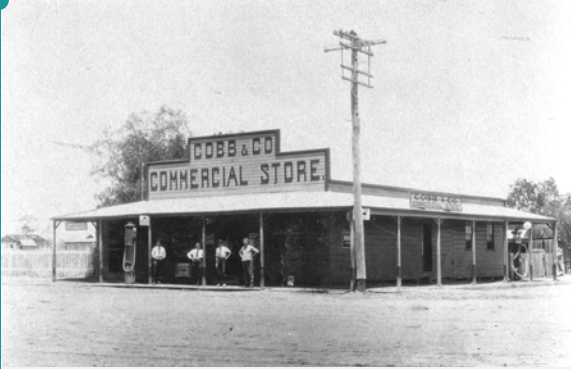
**Local business**  
Hotel Richards, Mitchell



**Local business**  
Post office, Surat - 1951



**Local businesses**  
Cambridge Street, Mitchell - 1940's



**Local business**  
Cobb & Co Commercial Store, Surat  
date unknown



**Local businesses**  
Stephenson Street, Yuleba - circa 1918

## Looking forward

Cobb & Co Commercial Store now  
Museum - Continues to attract residents  
and visitors



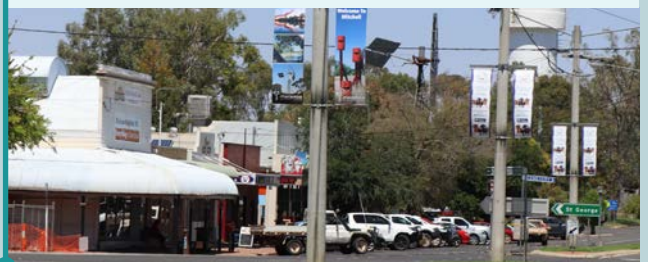
**Local business**  
Post office, Surat



**Local businesses**  
Stephenson Street, Yuleba



**Local businesses**  
Cambridge Street, Mitchell





## 2.1 Financial planning

We plan for our region's financial future.



## What we do

We prepare for Council the 5 key financial documents that are required to form part of a local government's system of financial management (Section 104 of the *Local Government Act 2009*):

- 5-year corporate plan  
(Section 104 (5) (a) (i))
- Long-term asset management plan  
(Section 104 (5) (a) (ii))
- Long-term financial forecast  
(Section 104 (5) (a) (iii))
- Annual budget  
(Section 104 (5) (a) (iv))
- Annual operational plan  
(Section 104 (5) (a) (iv))

We aim to consider the short-term and longer term financial impacts of Council's policy development and decisions, on behalf of current and future residents.

For the new Corporate Plan, Council aims to demonstrate that it is representing the current and future interests of its residents by:

- ensuring financial plans extend beyond one decision and one financial year (current year budget integrated with its long-term forecast);
- planning for high value infrastructure and assets well in advance (looking forward for the next decade and beyond) and preparing business cases for major investments;
- having priority areas of focus for pursuit of grants.

## Why we do it

It is often said that local government is the level of government closest to the people. Whilst this is a title that we value, it also presents challenges on a daily basis as there is the expectation that all requests made to Council can be implemented.

However, in local government, like any other tier of government, there are limited funds available. The elected members, and the employees who implement those decisions, are constantly juggling many competing demands for Council services and projects. The task to prioritise the use of the limited funds is not an easy one, nor is how to get the balance right between raising rates and charges to meet more needs, and affordability of rates and charges in the community.

As well as juggling in the short term, all Councillors must represent the current and future interests of its residents. This means looking at the short term and longer term impacts of today's decisions. What is an easy or popular decision today, may create a financial burden for future ratepayers.

Our financial planning documents help us keep an eye on how our finances are tracking over the short, medium and long term.

## Did you know

Since 2013/14, **\$356.66 million** of grants, subsidies, contributions and donations have been secured to assist in funding services and projects for our region (Recurrent - \$123.424 million and Capital - \$233.236 million).

This has made an extraordinary difference to the level of service and the number of projects that could be delivered for our region's residents each year.



## How we are trending

\$ million	2013/14 \$ million	2014/15 \$ million	2015/16 \$ million	2016/17 \$ million	2017/18 \$ million
Grants, subsidies, contributions and donations - operating (recurrent)	\$30.614	\$26.146	\$18.711	\$29.027	\$18.926
- capital	\$66.132	\$72.176	\$50.224	\$19.794	\$24.91
Size of Council operations					
- Operating revenue	\$115.271	\$94.351	\$75.694	\$82.5	\$73.531
- Expenditure (operating expenses excluding depreciation + capital expenditure and loan repayments)	\$183.047	\$160.488	\$118.756	\$104.6	\$100.1

Looking back



**\$6.47** million external (contestable) grant funding secured



New **corporate plan** adopted (2018-2023)  
New **operational plan** drafted



**Asset management plans** adopted for:

- Roads and Drainage (Urban & Rural)
- Water
- Sewerage
- Gas



Meetings of the new **Budget Submissions and Financial Planning Standing Committee** held

What we achieved this year

We do	We aim to	What we achieved
Prepare the financial planning documents required by legislation: <ul style="list-style-type: none"> <li>• 5-year corporate plan</li> <li>• Long-term asset management plan</li> <li>• Long-term financial forecast</li> <li>• Annual budget</li> <li>• Annual operational plan</li> </ul> and other documents that assist in financial management: <ul style="list-style-type: none"> <li>• Business cases</li> <li>• Grant and subsidy applications</li> <li>• Policies and other Council meeting reports and decisions</li> <li>• Local Government Infrastructure Plan.</li> </ul>	<b>5-YEAR CORPORATE PLAN</b> <ul style="list-style-type: none"> <li>• Prepare a new corporate plan, and ensure consistency with the operational plan and budget.</li> </ul>	New corporate plan developed in parallel with the new budget to ensure consistency. Formally tabled at the Council meeting on 27 June and adopted at a special meeting on 29 June 2018.
	<b>LONG-TERM ASSET MANAGEMENT PLANS</b> <ul style="list-style-type: none"> <li>• Adopt new Asset Management Plans for:                             <ul style="list-style-type: none"> <li>- Rural Roads</li> <li>- Urban Streets</li> <li>- Facilities</li> <li>- Water</li> <li>- Sewerage</li> <li>- Gas</li> </ul> </li> </ul>	Roads and Drainage (Urban and Rural), Water and Sewerage Asset Management Plans adopted at Council's meeting on 13 December 2017.  Gas Asset Management Plan adopted on 11 April 2018.  Facilities Asset Management Plan in draft format with a view to finalising it in 2018/19 (delay due to a vacancy in a key position).
	<b>ANNUAL BUDGET AND LONG-TERM FINANCIAL FORECAST</b> <ul style="list-style-type: none"> <li>• Adopt the budget before the legislative due date of 1 August.</li> </ul>	2017/18 budget adopted at a special budget meeting on 31 July 2017. Two draft budgets prepared. One for the Mayor, and one in accordance with the majority of the Budget Submissions and Financial Planning Standing Committee.
	<b>ANNUAL OPERATIONAL PLAN</b> <ul style="list-style-type: none"> <li>• Adopt a plan consistent with the annual budget.</li> </ul>	Operational plan adopted at the special budget meeting on 31 July 2017.
	<b>GRANT AND SUBSIDY APPLICATIONS</b> <ul style="list-style-type: none"> <li>• Continue to pursue funding through a range of state and federal funding programs – including Building our Regions, Local Government Grants &amp; Subsidies, Transport Infrastructure Development Scheme (TIDS), Roads to Recovery (R2R) and other programs as they are announced.</li> </ul>	\$6.47 million in external contestable funding secured and \$4.524 million in funding received during the year.
	<b>LOCAL GOVERNMENT INFRASTRUCTURE PLAN</b> <ul style="list-style-type: none"> <li>• Adopt the plan prior to 30 June 2018 (Ministerial extension - note this varied from Council's original planned date of 16 June 2018).</li> </ul>	Local Government Infrastructure Plan adopted at Council's meeting on 27 June 2018.

## Asset management plans

Completion and adoption of Asset Management Plans for several areas across Council was a key focus during the year.

Plans were adopted for the region's major infrastructure assets including:

- Roads & Drainage (Urban Streets, Rural Roads)
- Water
- Sewerage
- Gas.

Work on Council's asset management is an on-going process with the plans already being scheduled for review every 12 months. This involves obtaining updated data about Council's infrastructure, completing valuations, calculating depreciation and long-term planning for renewal or upgrade of the assets.

The benefit of having asset management plans in place is that it allows Council to schedule works based on priority. As this data is being closely reviewed it provides Council the flexibility to re-evaluate where an asset needs to be prioritised due to a change in circumstances. This information is extremely valuable during annual budget deliberations but also for long-term considerations.

Work on Council's asset management plans will continue in the 2018/19 year with a focus on facilities and airports.

## Budget submissions and financial planning standing committee

Council approved the formation of a Budget Submissions and Financial Planning Standing Committee to enable all elected members to consider proposals for next year's budget. The committee was comprised of all elected members and was chaired by the Mayor.

The standing committee provided the forum for a detailed review of all budget submissions and to make recommendations to the Mayor for the preparation of a budget to be presented to Council. The committee also had a focus on the Mayor's and Councillors' equal responsibilities for decisions pertaining to the Annual Operational Plan and Budget, and the establishment of financial planning and policy documents.

Each annual budget is the result of many budget submissions that, if approved, collectively become the single largest financial decision of all Councillors each financial year. It is important therefore that there is a framework in place to coordinate the tabling of all budget submissions, the detailed review of each submission and the gathering of further information that may be required before a decision can be made.

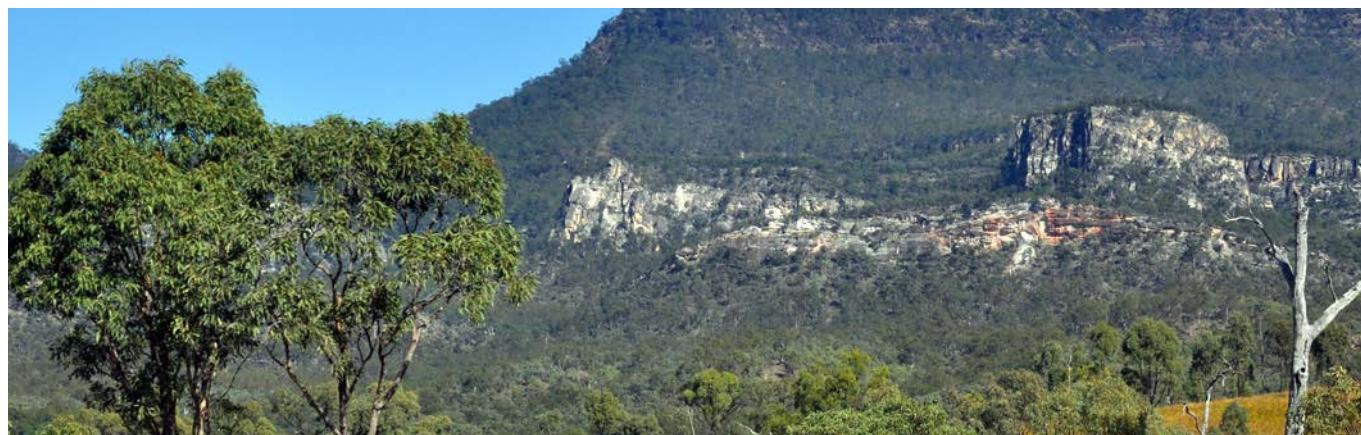
## External (contestable) grant funding awarded to Council

Funding partner	Project name	Description	Funding approved 2017/18	Funding received 2017/18
State Government Royalties for the Regions	Roma Washdown Facility	Saleyards Truck Wash-down Facility		\$297,591
Building our Regions (BoR)	Roma Sewer Main Upgrade	Upgrade to Roma Sewer Main	\$308,564	\$155,000
Building our Regions (BoR)	Roma Water Main Augmentation	Upgrade to Roma Water Main	\$507,500	\$254,000
Building our Regions (BoR)	Roma Saleyards Multi-Purpose Precinct	Construction of Multipurpose Precinct including canteen, administration block, bull selling arena and interpretive centre.	\$3,698,983	\$1,900,000
Federal Government Department of Infrastructure and Regional Development - Heavy Vehicle Safety and Productivity Program	Non-Livestock Hardstand Parking Area	Construct a gravel hardstand parking area.		\$258,000
State Government Get Out, Get Active (GOGA)	Get Out, Feel Great	Fitness classes across the region	\$40,000	
Department of National Parks, Sports & Racing - Get in the Game	Roma Netball Courts	Maranoa Netball Complex		\$850,000
Department of National Parks, Sports & Racing - Get Playing Places & Spaces	Roma Touch Football Fields	Upgrade and lighting		\$50,000
Game on Queensland - Commonwealth Games	Mitchell Fitness Classes	Fitness classes in Mitchell	\$2,250	
Local Government Grants & Subsidies Program (LGGSP) 2017-19	Roma Saleyards Improvement Plan - Stage 1 (Yards)	Construction of new selling and receival yards	\$1,303,800	\$391,140

## External (contestable) grant funding awarded to Council continued

Funding partner	Project name	Description	Funding approved 2017/18	Funding received 2017/18
Local Government Grants & Subsidies Program (LGGSP) 2016-17	Orallo Road -Realignment Chainage 50			\$194,531
	Mitchell Stormwater installation			\$164,390
Federal Government Department of Infrastructure & Regional Development - Regional Aviation Access Program	Injune Airport Upgrade	Works at Injune Airport.	\$15,000	\$9,428
Queen's Baton Relay Community Celebrations Funding Program	Mitchell Queen's Baton Relay Community Celebrations	Mitchell Queen's Baton Relay Community Celebrations.	\$4,245	
Queen's Baton Relay Community Celebrations Funding Program	Roma Queen's Baton Relay Community Celebrations	Roma Queen's Baton Relay Community Celebrations.	\$5,210	
Department of Communities - Community Drought Support	Community Drought Support 2018	Social activities and Flexible Funding for Maranoa residents impacted by drought.	\$130,000	
Spirit of Service ANZAC Centenary - Round 5	Jackson War Monument	Installation of memorial in Jackson.	\$9,970	
State Government - Innovation & Improvement Fund	Connected Futures	Development of new Community and Local Plans.	\$140,000	
State Government - Innovation & Improvement Fund	Improvement of Council's Online Development Services	Improvement of Council's Online Development Services.	\$110,000	
State Government - Natural Disaster Resilience Program	Infrastructure Risk Assessment	Risk assessment of Council's infrastructure.	\$150,000	
Public Library Strategic Priorities Grant - State Government	Digitise NOGI Collection	Digitise collection currently held at The Big Rig.	\$20,986	
Regional Arts Development Fund (RADF)	Regional Arts Development Fund	Funding for community projects and Council strategic initiatives.	\$25,000	
<b>Total contestable funding secured</b>			<b>\$6,471,508</b>	<b>\$4,524,080</b>

Image below - Carnarvon Gorge; Injune is the Gateway to the Gorge



## Looking forward - the next 5 years (Our new corporate plan)

### We aim to:

- 2.1.1** Consider both the short-term and longer term financial impacts of Council's policy development and decisions, on behalf of current and future residents.
- 2.1.2** Prepare and publish compliant documents by the due dates.
- 2.1.3** Implement financial modelling software and continue to enhance financial projections.

## The year ahead (2018/19 operational plan)

Objectives	Targets	
<b>Annual service delivery</b>		
Delivery of the following services:		
<b>Short-term</b>		
<ul style="list-style-type: none"> <li>• Business cases and use of decision making tools</li> </ul>		Development and implementation of outline and detailed business cases (Refer also: Project below).
<ul style="list-style-type: none"> <li>• Grant and subsidy applications</li> </ul>		Review of funding rounds as announced, ensuring alignment with Council plans. Financial benefits of grants pursued and secured published quarterly and annually.
<ul style="list-style-type: none"> <li>• Operational plan</li> </ul>		Initial plan adopted on 12 June 2018; updated by end of Quarter 1 with projects carried over from 2017/18. Project schedule included in the updated plan.
<ul style="list-style-type: none"> <li>• Annual budget (12 month financial plan)</li> </ul>		Adoption on 12 June 2018
<b>Medium and long-term</b>		
<ul style="list-style-type: none"> <li>• Asset management plans (10 year forward works programs)</li> </ul>		Minimum annual review as plans are developed
<ul style="list-style-type: none"> <li>• Local government infrastructure plan (LGIP)</li> </ul>		No mandatory review for 2018/19 (Minimum is every 2 years)
<ul style="list-style-type: none"> <li>• Long-term forecasts (10 year financial plan)</li> </ul>		Adoption with the annual budget
<b>All timeframes</b>		
<ul style="list-style-type: none"> <li>• Policies</li> </ul>		Initial development as the need is identified and then annual review
<ul style="list-style-type: none"> <li>• Council decisions</li> </ul>		Financial implications included in all agenda reports where applicable
Objectives	Targets	
<b>Projects</b>		
Business case development	Regional	Template for new Business Cases developed in Quarter 3.
Annual budget	Regional	Post budget review of Budget Submissions and Financial Planning Standing Committee to identify potential improvements (Quarter 3 of 2018/19).
Asset management plans	Regional	Development of Asset Management Plans prior to 30 June for: <ul style="list-style-type: none"> <li>• Facilities</li> <li>• Airports.</li> </ul>
	Regional	Completion of review of existing plans prior to 30 June: <ul style="list-style-type: none"> <li>• Roads and Drainage (Urban and Rural)</li> <li>• Water</li> <li>• Sewerage</li> <li>• Gas.</li> </ul>
Long term forecasts	Regional	Implementation of new financial planning software integrated with rates modelling in Quarter 3.
Policies	Regional	Development of new policies to review and communicate affordable service levels for Rural Roads and Urban Streets.
Council decisions	Regional	Review of Council Meeting Agenda Reports Template to facilitate additional focus on items with financial implications (Quarter 1).

## 2.2 Revenue collection

We collect the revenue needed for projects and services.



## What we do

We levy and collect rates, fees and charges.

Rates and charges are levied via the half-yearly rate notices.

Fees and charges are invoiced or payments are received through Council's Customer Service Centres.

Rates and charges are linked to land within the region, and the use of the land. There are 4 types of rates and charges, of which Council currently uses 3:

- *General rates*

*For services, facilities and activities that are supplied or undertaken for the benefit of the community in general (rather than a particular person).*

- *Utility charges*

*For a service, facility or activity provided to a particular property (e.g. water, sewerage, waste)*

- *Special rates and charges*

*For services, facilities and activities that have a special association with particular land because it benefits from a particular service, facility or activity or contributes to its need. (e.g. pest management, rural fire brigades)*

Fees and charges are based on a user-pays principle - i.e. where it is practical to charge an individual, business or group that uses particular facilities or services. There are two types of fees and charges (cost-recovery fees, sometimes referred to as regulatory fees, and commercial fees).

## Why we do it

The provision of services and projects are dependent on funding.

In this financial year, for example, rates and charges and fees and charges accounted for just over 45% of Council's operating revenue.



## Did you know

Council now has a Community Organisation Rates and Charges, Rebates and Concession Policy for sporting bodies/associations, service clubs, not-for-profit community organisations and registered charities. Potential concessions are available on general rates and the water access infrastructure charges.



## How we are trending

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	\$ M	\$ M	\$ M	\$ M	\$ M	\$ M	\$ M
General rates	13.206	14.907	17.706	20.495	21.550	23.049	23.438
Utility charges:							
Water access	2.019	2.444	2.628	2.836	2.949	3.081	3.199
Other water (including usage)	1.547	3.021	2.067	2.003	1.601	1.807	2.007
Sewerage	1.878	2.039	2.168	2.265	2.361	2.459	2.499
Waste	2.925	1.658	1.105	1.167	1.233	1.394	1.457
Separate rates	573	524	563	579	584	678	748
Discount for prompt payment	(1.032)	(1.346)	(1.543)	(1.849)	(1.916)	(1.842)	(1.935)
Pensioner remission	(268)	(241)	(279)	(264)	(272)	(279)	(287)
Net rates and charges	20.847	23.006	24.416	27.232	28.090	30.347	31.126
Outstanding rates and charges at year end	2.667	1.487	1.287	1.869	2.737	3.681	3.092
Rate arrears percentage	12.79%	6.46%	5.27%	6.86%	9.74%	12.13%	9.93%
Gas sales	5.149	1.224	843	945	809	921	859
Fees and charges	1.900	2.423	4.677	5.469	2.682	2.038	2.212

Image opposite - McDowall Street, Roma.



Looking back



**Half yearly rates levy**

Levy 1 - \$17,059,021  
Levy 2 - \$17,100,661



**Rates and charges notices:**

Levy 1 - 7,703  
Levy 2 - 7,702



**29 water access infrastructure concessions of \$44,334**



**41 community groups - general rates concessions of \$55,728**

What we achieved this year

We do	We aim to	What we achieved
Levy and collect rates, fees and charges and other revenue to deliver services and projects for our communities.	<b>RATING METHODOLOGY</b> <ul style="list-style-type: none"> <li>Undertake a post implementation review of the new general rates methodology implemented from 1 July 2017.</li> <li>Undertake a full review of the structure and level of utility charges (water, sewerage and waste)</li> </ul>	<p>New methodology reviewed and fine-tuned (as well as taking into account the new valuations) ready for the 2018/19 budget preparations.</p> <p>Review and analysis was undertaken in relation to potential options for Surat water pricing. This was to inform the new budget deliberations and rating discussions.</p>
	<b>RATES CONCESSIONS</b> <ul style="list-style-type: none"> <li>Implement the new rates rebate and concessions policy for community groups.</li> </ul>	<p>General rates: 41 concessions for community groups totalling \$55,728. Water access infrastructure charge: 29 concessions totalling \$44,334.</p>
	<b>DEBT RECOVERY</b> <ul style="list-style-type: none"> <li>Undertake active management and reporting on unpaid rates and charges (Target - less than 2% outstanding by 30 June).</li> <li>Review invoicing and follow-up of debts (Target of Nil &gt; 90 days).</li> </ul>	<p>The long term target of less than 2% has not been reached but the percentage outstanding at year end has been reduced - down to 9.93% (from 12.13% outstanding in 2017)</p> <p>18 debtors &gt; 90 days (2017 - 13 &gt; 90 days)</p>
	<b>COMPLETION OF RETURNS</b> <ul style="list-style-type: none"> <li>Comply with due dates, monitored through departmental Objectives and Targets.</li> </ul>	<p>Emergency Management Levy - Return of Collections remitted in accordance with <i>Fire and Emergency Services Regulation 2011</i> (3 times per year).</p> <p>State Pensioner Rebate Claim invoiced to the Queensland Concessions Unit after each rates levy and a final claim completed in December and June.</p> <p>Rural Fire Levy is remitted to the local Rural Fire brigades at the end of each rates levy.</p>
	<b>PROCESS IMPROVEMENT</b> <ul style="list-style-type: none"> <li>Undertake further streamlining of electronic processing of invoices (both goods receipted and approval to pay).</li> </ul>	<p>New system is working well with payment runs meeting their deadlines. There is one residual challenge in that customers are sending invoices for payment directly to staff rather than the creditors team which is often causing delays in payment, particularly when staff are away.</p>

## Rating review and modelling

This year, over many weeks and months, Councillors undertook a detailed review of the rating structure, and sought independent advice from a specialist rating consultant. This included benchmarking Council's rates with a broad sample of other local governments across the State. Particular areas of focus for this year were the new land valuations released by the State Valuer-General and previous landowner feedback.

In South West Queensland there were two key impacts on the latest land valuations:

- One was the result of the Surat Basin moving into a production phase for the Coal Seam Gas industry, and property markets continuing to slow; and
- The second was the strengthening of beef commodity prices having a positive impact on rural values.

The Valuer-General's report showed an overall reduction of 3.2% in land values for the Maranoa region, compared to the state-wide overall increase of 5.8%. However, with these two key impacts, there were significant swings within and between land categories for our region. For instance, the Valuer-General reported a drop in the median residential land value of land of 54.6%, while the median value of Rural Residential land went up by 1.7%.

Other significant swings in the total land values included:

- Commercial drop of 16.2%
- Industrial drop of 33.3%
- Primary Production/Rural increase of 24.3%.

The end result for the rating was a difficult challenge for Council. There have been rating increases in the past as a result of significant rises in Industrial land values in Roma, and rises in residential values in Roma and Injune because of the gas activity in the region. Council was also mindful that for many years producers have been in drought, and some areas of our region have still not had relief.

Another factor in the mix was that Residential A and Rural Rates were very low relative to other Council areas. This was evident during the independent review and comparisons done as part of the budget deliberations.

Council aimed to achieve the right balance across rating categories. For those that had seen significant rates rises in the past, there was some relief and for rural where there was an overall rise of 24.3% in valuations, Council tried to keep the revenue for this category to an increase of 8.9%.

The total general rates revenue saw a 1.84% increase.

For a Residential A property, this equated to a total increase with other service charges of \$52.54 for the year, which equated to just over a dollar a week.

Table - Summary of debt recovery status where referred to an external agency.

Recovery step	Number of accounts	Amount referred \$	Amount paid / closed \$	Percentage paid / closed	Number open	Amount owing \$	Percentage owing
Demand	469	1,612,862.42	1,227,504.66	58.47%	31	385,357.76	18.36%
Statement of Liquidated Claim	24	78,030.54	54,800.45	2.61%	11	32,320.86	1.54%
Statement of Liquidated Claim served	65	256,870.50	188,367.37	8.97%	19	82,762.16	3.94%
Prejudgement	13	65,198.60	39,386.26	1.88%	5	30,266.89	1.44%
Post Judgement	20	86,413.23	29,622.80	1.41%	18	73,650.45	3.51%
Total	591	2,099,375.29	1,539,681.54	73.34%	84	\$604,358.12	28.79%

## Progress with local area revenue budgets

This year work commenced on restructuring our ledger and systems so that we could report rates levied by local area.

We have now mapped the many localities within the region to a local area enabling us to view rates and charges both at a local and regional level.

This project will be finalised in 2018/19. Once complete it will help us answer resident enquiries about how much rates we collect for particular areas and what is spent where (and actually how far we have to make the small amount of rates stretch!).

## Debt recovery - rates and charges

At the end of the year there was approximately \$3 million owing in overdue rates and charges; with over 50% in a payment plan. After an upward trend for a number of years in the percentage of rates and charges outstanding, this year we achieved a decrease of 2.2% with 9.13% outstanding.

This year Council engaged the services of a debt recovery specialist to assist with our debt recovery processes. Our approach in the first instance, is for Council to engage with the ratepayer soon after an amount becomes overdue, to encourage them to get on top of the debt well before the next issue of rates. Smaller amounts are generally easier for people to manage and sort out, rather than taking action after an extended period when larger amounts tend to be more difficult for ratepayers to resolve.

Since the beginning of the debt recovery process more property owners are contacting Council to enter into payment plans and discuss their payment options according to their individual circumstances. At the end of the year, 303 ratepayers had a payment arrangement in place for debts totalling \$1,627,412.47.

However, where a debt remains unresolved by the ratepayer (either by way of regular payments in accordance with an approved payment arrangement or payment in full), the recovery process is then referred to our debt recovery agency to manage.

The table below outlines the results of each stage of the debt recovery process for the accounts referred to the external specialist debt recovery agency.

## Looking forward

Five years

## Looking forward - the next 5 years (Our new corporate plan)

## We aim to:

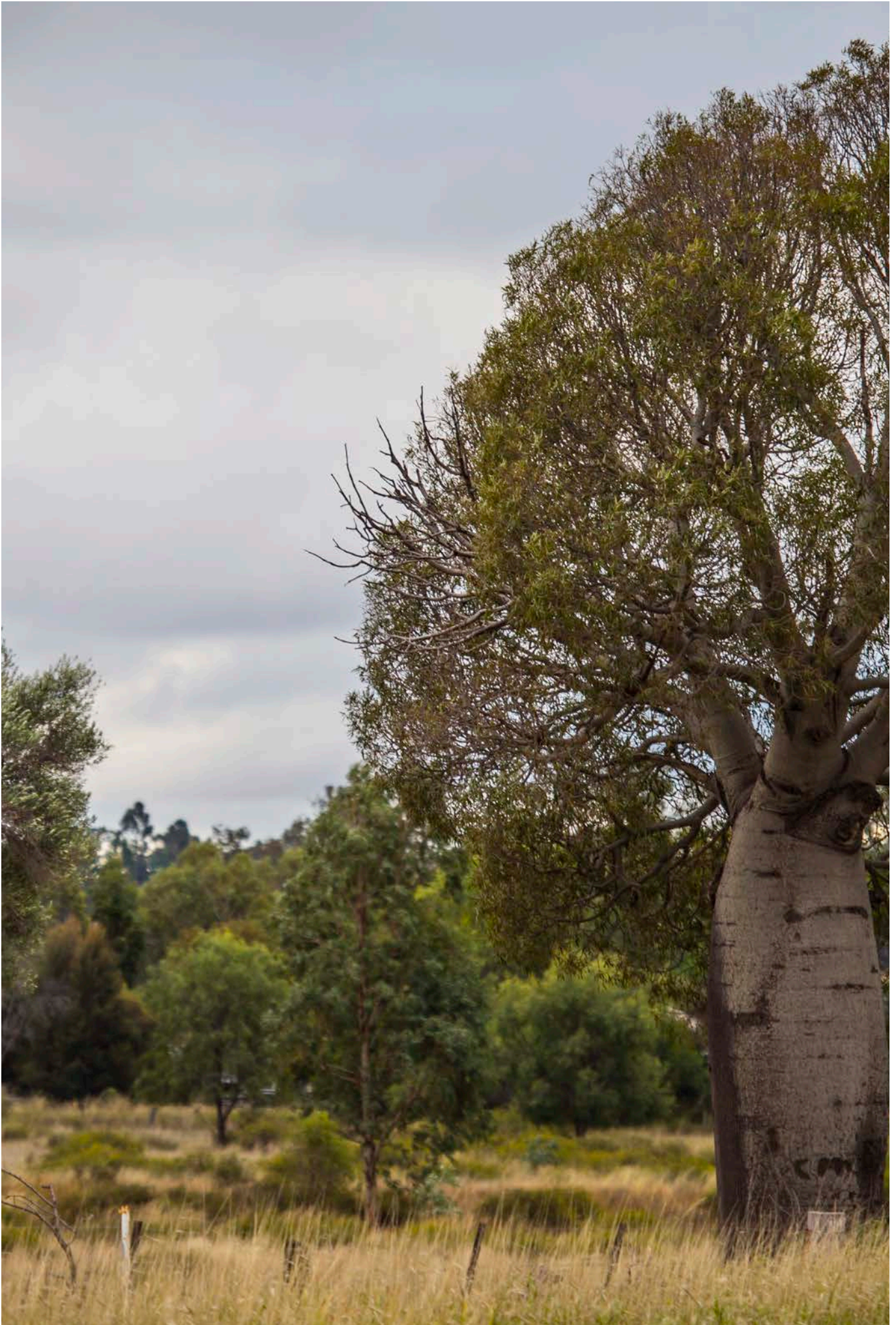
- 2.2.1 Develop and implement transparent and equitable funding models.
- 2.2.2 Benchmark our rates and charges with other Councils annually.
- 2.2.3 Provide a wide range of convenient payment methods.
- 2.2.4 Closely monitor rate arrears and other outstanding debts, and ensure timely and consistent collection activities in line with Council's approved policies.
- 2.2.5 Prepare, review and adopt revenue documents required by legislation (e.g Revenue Policy, Revenue Statement, Fees and Charges Schedule).

One year

## The year ahead (2018/19 operational plan)

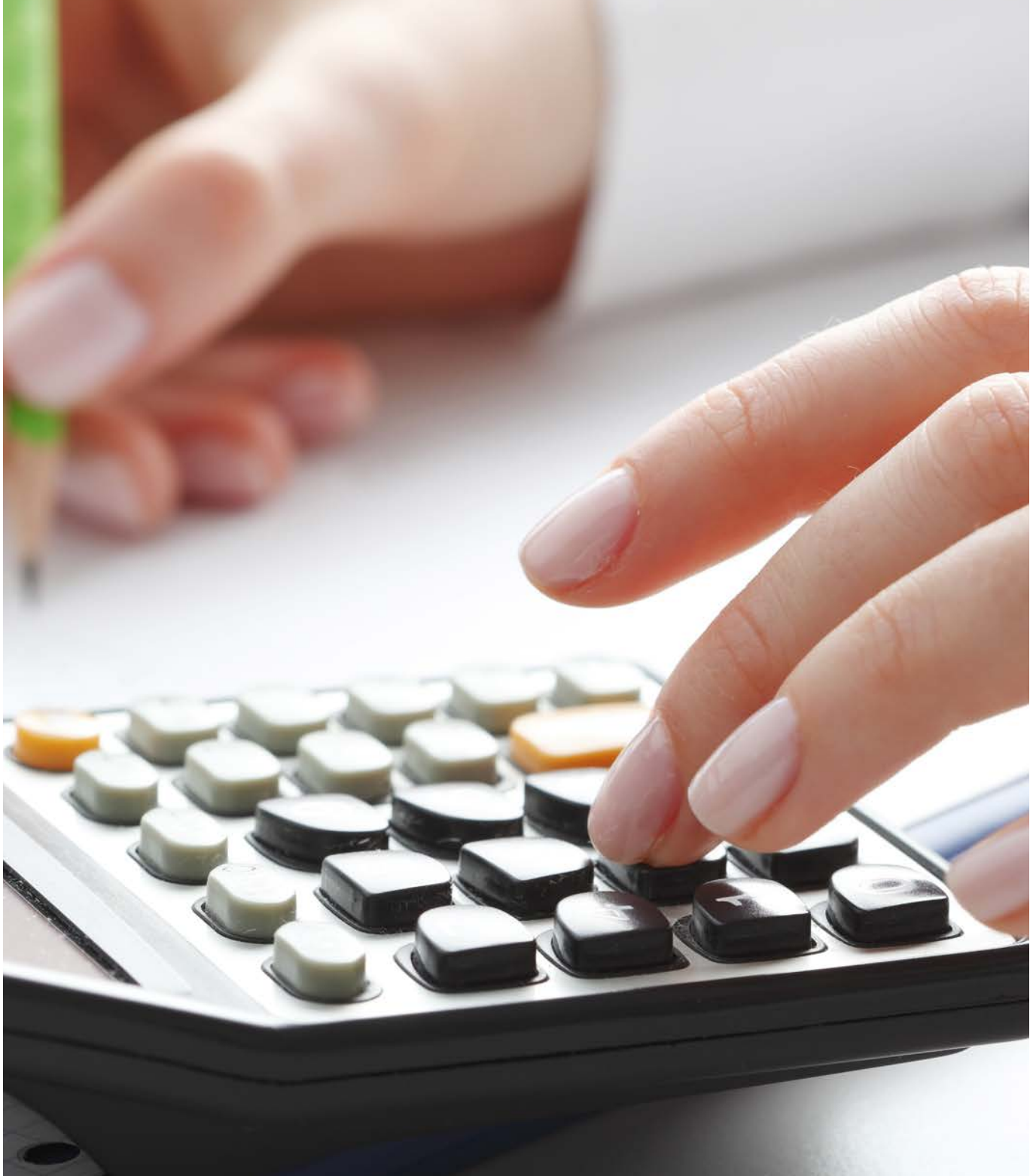
Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
<ul style="list-style-type: none"> <li>• Rate levies and invoicing</li> </ul>	
Notices	Half yearly rates notices issued in August/September and February/March each financial year. Quarterly gas notices. Sundry invoices within 2 working days of initial request.
Maintenance / updates of valuations on advice from the Department of Natural Resources, Mines & Energy.	
Processing of new or changed water, sewerage and waste services.	As required throughout the year
Issuing of supplementary rate notices.	
<ul style="list-style-type: none"> <li>• Revenue collection on behalf of others</li> </ul>	Determination of levy category, collection twice a year through the rate notices and payment to the state government.
Emergency management	Returns lodged three times yearly.
Rural fire brigades	Collection and remittance of special charges for Amby, Mungallala, Yuleba and Orange Hill twice yearly (after each rates levy).
<ul style="list-style-type: none"> <li>• Discounts, remissions and concessions' administration</li> </ul>	
Discount	Allowed before the end of the discount period and in accordance with Council's Revenue Statement.
Council pensioner remission	Administered in accordance with Council's Pensioner Rate Concession Policy.
State government pensioner remission	Invoiced to the Queensland Concessions Unit after each rates levy and a final claim completed in December and June each year.
Community organisations concessions	Administered in accordance with Council's Community Organisations - Rates and Charges Rebates and Concessions Policy.
Other concessions	Considered by Council on a case by case basis.
<ul style="list-style-type: none"> <li>• Fees and charges register</li> </ul>	Collated and reported to Council through the annual budget process. Assistance provided to departments and indexation applied where appropriate.  Council meeting decisions monitored during the year and register updated as required  Online register maintained.
<ul style="list-style-type: none"> <li>• Debt recovery</li> </ul>	Follow-up of outstanding debts in accordance with Council's debt recovery policy.  Payment arrangements processed upon request / report to Council if the requested term extends beyond the financial year.
<b>Projects</b>	Quarter (Q) Finish
Implementation of new rates modelling software.	Q3

*Image opposite - Bottle tree in Roma's surrounding paddocks.*



## 2.3 Accounting

We keep Council's accounts in order.



## What we do

We provide a range of accounting services including preparation of financial returns and claims to government agencies, reconciliations of Council's accounts and management of Council's investments and borrowings.

We also process creditor and debtor accounts and payroll on behalf of all Council services and projects.

## Why we do it

As with any business, the keeping of good financial records is key to sound decision making and financial planning, as well as ensuring legislative compliance.

We have both internal and external users of Council's financial information including:

- Queensland Local Government Grants Commission
- Australian Bureau of Statistics
- Australian Taxation Office
- Queensland Treasury Corporation
- Department of Local Government, Racing and Multicultural Affairs.

The Queensland Audit Office (or their delegate) audits Council's annual financial statements each year.

Many of the financial returns that are completed impact how much revenue Council collects each year. Increased revenue from these sources reduce the impost on our region's ratepayers.

The preparation of the Queensland Local Government Grants Commission return each year is particularly important as it influences the amount of the financial assistance grant from the Federal Government.

## Did you know

The Financial Assistance Grant is provided by the Commonwealth under the *Local Government (Financial Assistance) Act 1995 (Commonwealth)* and is distributed annually to Councils (77 local governing bodies) within Queensland. There are two separately identified components to the Financial Assistance Grant:

- General purpose grant
- Identified road grant.

The identified road grant is allocated as far as practicable on the basis of relative need for each local governing body for roads expenditure and to preserve its road assets. The national principle states that two aspects are to be considered when allocating the local roads grants - they are, relative needs and preservation of assets.

The general purpose grant is allocated to local governing bodies on the principle of horizontal fiscal equalisation, that is, grants that the local governing body receives should enable them to function by reasonable effort to an average standard. Differences in expenses for performance of functions and the capacity to raise revenue are taken into account to establish the average level of performance in revenue capacity and expenditure need.

Both grants are untied which means councils are able to use these funds for any general council activity. Payments are made in four quarterly instalments due generally around the 15th of the middle month of each quarter. Since 2009–10, an early payment of the Financial Assistance Grant has been paid by the Commonwealth Government.

The allocation of Commonwealth funds between states and territories for the Financial Assistance Grant is increased annually in real per capita terms and includes a Consumer Price Index (CPI) adjustment based on the difference between the estimated and actual CPI from the previous year's grant, as well as a population adjustment.

Source: <https://www.dlgrma.qld.gov.au/local-government/governance/financial-assistance-grant.html>



## How we are trending

	2013/14	2014/15	2015/16	2016/17	2017/18
Financial Assistance Grant					
- General purpose grant	\$12,221,161	\$12,707,492	\$13,029,264	\$13,415,220	\$13,338,815
- Identified road grant	\$3,294,719	\$3,336,746	\$3,386,959	\$3,401,647	\$3,488,356
<b>Total</b>	<b>\$15,515,880</b>	<b>\$16,044,238</b>	<b>\$16,416,223</b>	<b>\$16,816,867</b>	<b>\$16,827,171</b>
Number of debtor invoices	7,252	6,550	3,948	5,052	4,039
Number of creditor invoices	25,151	25,161	22,295	19,175	18,796
Debt level (Book value)	\$21.88 million	\$16.51 million	\$14.43 million	\$12.96 million	\$14.32 million

## Looking back



**4,039** invoices issued (debtors) - 44.3% lower than 5 years ago\*



**18,796** invoices processed (creditors) - 25.3% lower than 5 years ago\*



Book value of debt at year end - \$14.32 million  
**2013/14 - \$21.88 million**  
**2016/17 - \$12.96 million**

## What we have achieved this year

We do	We aim to	What we achieved
Provide a range of accounting services to meet the needs of internal and external users of Council's financial information including: <ul style="list-style-type: none"> <li>Queensland Local Government Grants Commission</li> <li>Australian Bureau of Statistics</li> <li>Australian Taxation Office</li> <li>Queensland Treasury Corporation</li> <li>Department of Local Government, Racing and Multicultural Affairs</li> </ul>	<b>PAYROLL SYSTEM</b> <ul style="list-style-type: none"> <li>Undertake a system health check of Council's software to identify potential improvements in human resources and payroll functions.</li> </ul>	Online timesheet function developed, testing began in Quarter 4 of 2017/18.  Payroll/human resources review deferred until first quarter of 2018/19.
	<b>TIGHTENING THE BELT INITIATIVES</b> <ul style="list-style-type: none"> <li>Administer employee salary sacrificing arrangements (in lieu of Council provided vehicles and housing).</li> </ul>	Salary sacrificing made available to all employees.  Note: Fringe benefits tax continues to fall (2013/14 - \$276,306 in 2017/18 - \$21,150)
	<b>PROCESS REVIEWS</b> <ul style="list-style-type: none"> <li>Implement a revised structure and processes for management reporting.</li> </ul>	Substantial work was undertaken during the year to code Council's accounts to ultimately be able to extract reports both at a local and regional level. This project will be completed in 2018/19.  Work commenced on a revised Operational Plan format which will ultimately provide the framework for revised management (financial) reporting also.

\* Note: Both are reflective of the reduction in demands on these areas post the boom period when there were a high number of income and expenditure transactions (resulting from the flood restoration and coal seam gas activity). Positions have been reshaped and staffing resources reduced accordingly).

## Quicks facts from 2017/18

Value of Goods and Services Tax paid and claimed back from the Australian Tax Office (ATO)	\$5,837,282
Value of Goods and Services Tax received and remitted to the ATO	\$3,750,817
New loans applied for and approved	\$2,900,000
Bank balance at 30 June	\$743,530
Investments held as at 30 June	\$72,240,984
Payroll tax paid during the financial year	\$227,108
Amounts held in trust at 30 June	\$554,759
Fuel rebate claimed during the year	\$290,192
Value of assets as at the start of the year	\$760.8 million

## Accounts processing

<b>Debtors</b> - Invoices processed	4,039
Credit notes issued	189
Overdue letters sent	348
Total revenue	\$68,140,640.07
<b>Creditors</b> - Invoices processed	18,796
Cheques processed	606
Total expenditure	\$80,116,703.61

## Payroll

Total number of employees paid	383
Total number of timesheets processed	21,308
Gross wages paid	\$29,988,800.36
Taxation deducted from wages and remitted	\$6,937,588.40
Superannuation paid	\$4,835,410.98
Allowances paid	\$2,370,289.00
Number of ordinary hours paid	580,275
Number of overtime hours paid	37,864

## Looking forward - the next 5 years (Our new corporate plan)

### We aim to:

#### 2.3.1 Provide timely, accurate and complete financial information for:

- Council to make decisions;
- Reports to the community and other stakeholders;
- Financial returns and claims.

#### 2.3.2 Manage and administer all investments and borrowings, consistent with Council policies.

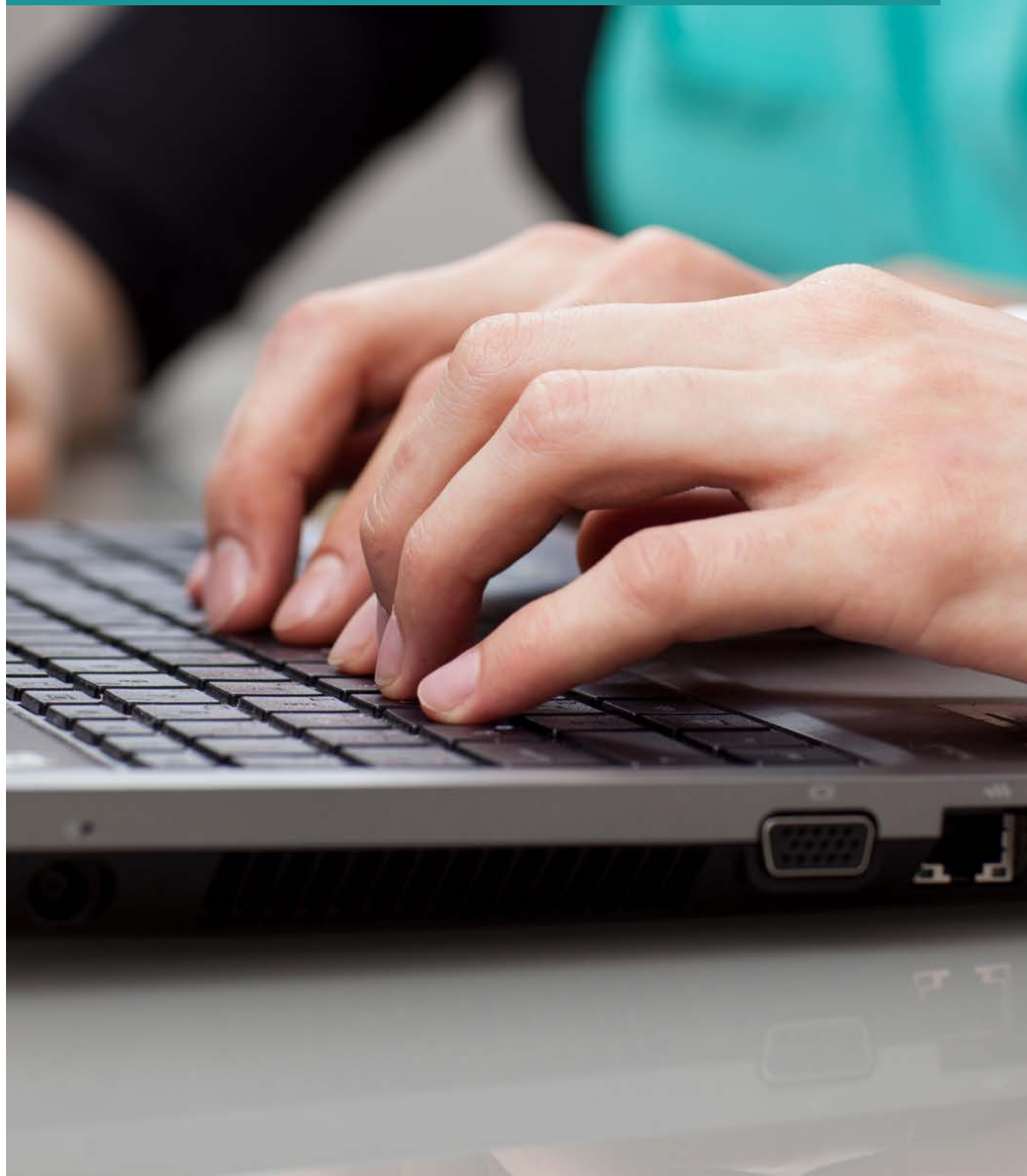
### The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
<ul style="list-style-type: none"> <li>• Taxation (Goods and Services Tax and Fringe Benefits Tax)</li> </ul>	Monthly by statutory due date (21st of the following month) Annually by the statutory due date (21 May each year)
<ul style="list-style-type: none"> <li>• Borrowings               <ul style="list-style-type: none"> <li>- Reconciliation to general ledger (repayments, interest and administration fees)</li> <li>- New borrowings (policy, long-term forecast and applications)</li> </ul> </li> </ul>	Monthly  Policy and long-term forecast reviewed in conjunction with the annual budget.  Applications submitted to the Department of Local Government by the due date.
<ul style="list-style-type: none"> <li>• Investments</li> </ul>	Active management daily. Reconciliation of investment register monthly.
<ul style="list-style-type: none"> <li>• Financial assets register               <ul style="list-style-type: none"> <li>- Maintenance of Financial Asset Register and processing of asset transactions</li> <li>- Reconciliation to general ledger</li> <li>- Revaluation of asset classes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Depreciation monthly, other transactions as required.</li> <li>- Monthly</li> <li>- Desktop valuation - Roads, Drainage and Bridge network and Airport 30 June 2019.</li> <li>- Comprehensive valuation of land, buildings, water, sewerage, other infrastructure by 30 June 2019.</li> </ul>
<ul style="list-style-type: none"> <li>• Payroll Tax - Office of State Revenue (OSR)</li> </ul>	Monthly by statutory due date (7th day of the following month).
<ul style="list-style-type: none"> <li>• Bank reconciliation</li> </ul>	Reconciled daily
<ul style="list-style-type: none"> <li>• Internal advice and support</li> </ul>	As required
<ul style="list-style-type: none"> <li>• Trust register</li> </ul>	Reconciled monthly
<ul style="list-style-type: none"> <li>• General ledger reconciliations</li> </ul>	
Data integrity checks including: <ul style="list-style-type: none"> <li>- Trial Balance</li> <li>- Unbalanced transactions</li> <li>- Software (Civica Authority) Module Balance Check (Rates/Water, Accounts Payable, Accounts Receivable, Inventory Control, Plant, Goods Receipts, Purchasing Control, Purchasing GST Control, Trust)</li> </ul>	Daily
Other reconciliations	Monthly
<ul style="list-style-type: none"> <li>• Queensland Local Government Grants Commission</li> </ul>	Annual return completed by the due date
<ul style="list-style-type: none"> <li>• Australian Bureau of Statistics (ABS) - statistics</li> </ul>	Quarterly
<ul style="list-style-type: none"> <li>• Fuel rebate claims</li> </ul>	Monthly
<ul style="list-style-type: none"> <li>• National competition policy business activity review</li> </ul>	Report to Council each year.
<b>Projects</b>	
Electronic workpapers development	Online by interim external audit 2019
All reconciliations completed	Within 3 days of end of month (Prepared by / Checked by signatures)



## 2.4 Control our costs

We continue initiatives to reduce annual operating expenses.



## What we do

### Procurement

We provide a range of services:

- Council stores in Roma, Mitchell, Surat, Yuleba & Injune – Stocking parts/supplies that are required to support Council operations (e.g. signs, cleaning equipment and supplies, personal protective equipment, vehicle parts/supplies, and petrol and lubricants)
- Centralised procurement support to Council's operational staff, including the facilitation of quote/tender processes for the acquisition of goods and services.
- Advice related to contractual matters, supplier performance management, legislative compliance, and/or the development of scope of work / specification documents.

### Strategic finance

We assist with analysing and reporting costs to help with decision making.

### Program, contract and project management

We coordinate the capital works program as a whole to identify:

- the optimum sequencing of works;
- any efficiencies that can be achieved by combining works.

We also aim to achieve cost savings on high value capital expenditure through specialisation. Inhouse (day labour) construction is coordinated by the Project Management Office (PMO) and outsourced (contract) works are managed by the Contract Management Office (CMO).

## Why we do it

The framework for local government procurement is established in the *Local Government Act 2009*. This includes the 5 sound contracting principles (e.g. value for money and encouragement of competitive local business and industry). Cost control and My Maranoa Business (refer below) seek to apply these principles in our daily procurement.

A centralised process was implemented to give a wholistic view of Council's procurement, and enable new systems and controls to be established.

Initially involving all purchases, over time the procurement function is being 'handed back' to the relevant areas, initially for the low value purchases.

Ultimately the plan is for the appropriate delegations to be in place to enable the Procurement team to focus on the high value / high risk purchases.

## Did you know

In conjunction with a full review of its procurement, Council has been progressively implementing the **My Maranoa Business** initiative.

My Maranoa Business provides registered businesses with a star rating (5, 4, 3, 2, 1) based on how 'local' their business is (The 3 key criteria are ownership, employees, office location). For example:

- 5 stars - if a business has their head office in the region, at least 90% of their employees live in the region, and the business is 100% locally owned (i.e. the company's owners/directors live in the region).
- 1 star - if a company has an office in the region - either as a ratepayer or long-term lessee, and employs some residents.

Local businesses receive additional points in quotation and tender evaluation (the latter being 15 points for 5 stars down to 3 points for 1 star) recognising their different contributions to the local economy. The initiative will progressively incorporate additional marketing and promotion initiatives for businesses that register to receive a star rating.



## How we are trending

	2013/14	2014/15	2015/16	2016/17	2017/18
Number of full-time equivalent employees	402	397	407	359	349.77
	<b>\$ million</b>	<b>\$ million</b>	<b>\$ million</b>	<b>\$ million</b>	<b>\$ million</b>
Operating expenses including depreciation	122.1	99.1	89.6	79.3	78.1
Operating expenses (reduction) / increase from previous year	(16.9)	(23)	(9.5)	(10.3)	(1.2)
Value of employee costs - operating	29.8	32.0	33.1	29.9	28.9
Operating expenses excluding depreciation	92.3	73.8	64.6	59.2	57.4
Depreciation expense for all assets	24.3	25.3	25	20.2	20.7
Net operating result (deficit) / surplus	(6.8)	(4.7)	(13.9)	3.2	(4.5)

## Looking back

**40 public tenders** prepared and advertised. Tenderer forum questions responded to, tenders reviewed, evaluation reports prepared and tabled for Council decision, and contracts executed.



**16,664 requisitions** raised by the Procurement team. **15,197 stock items** issued from Council's stores.



We do	We aim to	What we achieved
Continue initiatives to reduce annual operating expenses	<b>INVENTORY / STORES</b> <ul style="list-style-type: none"> <li>Buy in bulk where possible (aggregating purchases).</li> <li>Continue the Stores Review, including a review of stock holdings, analysis of slow moving stock, security and controls, and savings that can be achieved through buying in bulk balanced with not holding stock unnecessarily.</li> </ul>	<p>Coordinated purchasing of office supplies for Roma staff (reduction in transaction costs by limiting frequency of ad hoc orders).</p> <p>Reduced slow moving stock holding (&gt;2 years) by approximately \$25,000.</p>
	<b>PROCUREMENT</b> <ul style="list-style-type: none"> <li>Refine the procurement system through a review of resources, task allocation, documentation and administration of a procurement framework (manual) and intuitive and user friendly processes, procedures and templates.</li> <li>Streamline the process for purchases under \$1,000 as the next stage of reforms for Council's procurement, focussing centralised procurement on higher value purchases.</li> <li>Refresh supplier panels, and the identify and implement additional panels - particularly for hardware and plumbing supplies.</li> </ul>	<p>Financial instrument of delegation template completed. Procurement training package completed. Release of purchasing delegations to pilot groups trialled.</p> <p>New procurement manuals and template documents developed for use within internal procurement training sessions.</p> <p>Training rolled out to staff in Surat, Injune and Mitchell.</p>
	<b>CONTRACTORS</b> <ul style="list-style-type: none"> <li>Implement a reviewed system for monitoring contractor performance and providing feedback. This will incorporate opportunities for input from all levels involved with the project (e.g. including Team Leaders and Coordinators/ Project Managers).</li> </ul>	<p>Developed contractor/supplier feedback form and process for dry hire equipment (including the review of service standard requirements). Supplier feedback meetings held as required. Further work to be done in 2018/19 to roll out to all job sites.</p> <p>Pre-Qualified Suppliers' certificates of insurance currency monitored through the Vendor Panel procurement portal.</p>
	<b>MY MARANOVA BUSINESS</b> <ul style="list-style-type: none"> <li>Roll out the My Maranoa Business Star Rating to the broader business community and adopt and implement the My Maranoa Business Commitment Statement.</li> <li>Continue development of the My Maranoa Business initiative including updating the "Doing Better Business with Council" guide, and setting up a database of My Maranoa Businesses.</li> <li>Ensure, through the My Maranoa Business database, that Council staff are aware of all potential local suppliers of goods and services.</li> </ul>	<p>Undertook consultation with businesses located in Mitchell and Injune, providing an overview of the My Maranoa Business initiative, and streamlined the purchasing process for acquisitions valued at less than \$500 (local purchasing card).</p> <p>Continued promotion of the My Maranoa Business registration portal (on Council website) to capture the supply/service capabilities of local businesses.</p> <p>Development of the My Maranoa Business database has not yet occurred - there is no clear solution for the type of database that would best meet all stakeholders' needs. Further assessment will occur in 2018/19.</p>
	<b>PROGRAM, CONTRACT AND PROJECT MANAGEMENT</b> <ul style="list-style-type: none"> <li>Continue commitment to the Project Management Office (PMO) and a Contract Management Office (CMO) incorporating document control, cost management, procurement, resource allocation and project communication.</li> <li>Implement the next stage of Program Management.</li> </ul>	<p>The capital works program is now managed as a whole to identify:</p> <ul style="list-style-type: none"> <li>optimum sequencing of works;</li> <li>any efficiencies that can be achieved by combining works.</li> </ul> <p>Inhouse construction (PMO) and outsourced contract works (CMO) are now managed by specialist teams matched with the type of works. Preliminary investigation was undertaken to review opportunities for software to streamline reporting including:</p> <ul style="list-style-type: none"> <li>- Initial proof of concept sessions.</li> <li>- Initial staff training on Microsoft Project Online.</li> </ul>
	<b>COST CONTROL / REDUCTION</b> <ul style="list-style-type: none"> <li>Implement what's your 10%?' program savings initiative across Council (10% reduction in net operating costs for each department through a review of both revenue and operating costs). <ul style="list-style-type: none"> <li>Identify, implement and track cost cutting initiatives: <ul style="list-style-type: none"> <li>Stage 1 - \$9 million (Commenced in 2016/17)</li> <li>Stage 2 - Additional \$5 million.</li> </ul> </li> </ul> </li> <li>Actively manage and report quarterly on trends in employee leave liabilities (entitlements maintained within policy).</li> <li>Review the Top 5 high cost services and revenue options.</li> </ul>	<p>Deficit of \$13.9 million resolved in restated 2016/17 figures (which show a surplus of \$3.2 million). For 2017/18, operating expenses (excluding depreciation) reduced by 3.04% and operating expenses (after depreciation) reduced by 1.5%. With operating revenue falling further, a further amount now needs to be reduced from operating expenses (\$4.5 million). Note: Energy audit and tariff review identified an opportunity for further long term cost savings.</p> <p>Leave liability prepared as part of quarterly reporting. At 30 June, annual leave liability had increased by \$0.134 million from 2016/17. Long service leave had increased by \$0.04 million. Review undertaken during budget deliberations for pest management / rural lands.</p>

## Tightening the Belt

Council continued to focus on reducing its operating costs (referred to as 'Tightening the Belt'). This initiative was launched in September 2016 to raise its priority, although reducing operating expenses had been steadily underway for some time.

Over the past three years, operating expenses (excluding depreciation) have reduced by \$16.4 million with the largest reduction occurring in 2014/15. However, one hurdle for Council was that despite a reduction in operating expenses, Council has also had to manage a reduction in operating revenue. From 2014/15 to 2017/18, operating revenue has reduced by \$20.8 million. This can be attributed to the reduced activity in the region (post the Coal Seam Gas construction boom) and reduced grants and subsidies.

Across the organisation we continue to be constantly looking at ways to reduce our operating costs and adjust to the changing external environment. It is anticipated that this initiative will continue for a number of years as we progressively aim to strengthen Council's long term sustainability and determine what is the new 'normal' for Council and the region.

## My Maranoa Business

Work on the My Maranoa Business initiative continued this year. The initiative was launched by Council in 2015 as part of a suite of initiatives to make it easier for others to do business with Council. It also has a dual focus on enhancing Council's procurement processes (legislative compliance, efficiency and probity).

This year's highlights:

- A pilot was undertaken in Surat in December 2017 to streamline the purchasing of low value frequent purchases for local businesses (refer also Financial delegations section);
- Engagement with businesses on further improvements;
- Refreshing pre-qualified panels that aim to streamline the quoting process for the many panel businesses.

## Pre-qualified suppliers and other panels

Council undertook a review of its pre-qualified supplier panels to identify and implement opportunities for additional panels. This year Council identified panels for Hardware and Plumbing Supplies, On-Site Crushing Services and Traffic Control. The review also included existing panels that had expired and needed to be refreshed.

During the year, the following supplier panels were tabled for Council's consideration:

- Wet hire of plant and equipment (quarter 2),
- Traffic management services (quarter 2),
- On-site crushing (quarter 2),
- Vegetation management (quarter 2),
- Trades and associated services (quarter 3),
- Accounting and audit services (quarter 4), and
- Amendments to the register for vegetation management (quarter 4).

The below table shows the number of large-sized contracts awarded in 2017/18, summarised by the My Maranoa Business star rating.

Star rating	Value	Number of contracts
5 Star	\$5,670,515	14
4 Star	-	0
3 Star	\$827,120	3
2 Star	\$71,540	1
1 Star	\$785,400	3
0 Star	\$912,536	3
Specialised procurement (no local suppliers)	\$11,153,219	5
<b>Total expenditure (Large-sized contracts awarded)</b>	<b>\$19,420,330</b>	<b>29</b>

## Financial delegations and process for approval of expenditure

A review of processes and training for some Council staff members with a financial delegation was undertaken.

The first stage of the project was to focus on less than \$1,000 purchasing delegations with the view of raising the threshold to less than \$15,000 after the processes are formalised.

The pilot phase of the project was undertaken in Surat where five Council officers were provided with a Local Surat Business Purchasing ID card enabling them to engage with approved local businesses up to a maximum of \$500 (excluding GST).

Expansion of the project will continue in 2018/19 to other localities in the Maranoa.

A draft procurement training package, which included a comprehensive process manual, was completed in conjunction with the financial delegation framework. The training was completed with groups based in Injune and Mitchell prior to the end of the financial year. The rollout of training to the rest of the organisation is expected to occur in 2018/19.

## Contractor induction

Currently contractors attend an induction day prior to commencing on the job sites, and it takes approximately 3-4 hours to complete.

In order to make the process more convenient for our contractors, we have been working to develop an online induction program. This will enable contractors to undertake the induction at their own business, and at a time that is most convenient for them. In doing so, we also aim to eliminate any duplication of information and processes that may be occurring between procurement and other types of work induction (e.g. work health and safety).

Work will continue in 2018/19 to roll out the program to all Council contractors.

## Looking forward

Five years

## Looking forward - the next 5 years (Our new corporate plan)

## We aim to:

- 2.4.1** Continue to implement initiatives to place tight controls on high value, high risk and high volume purchases.
- 2.4.2** Document and review service levels to ensure they are affordable and efficient.
- 2.4.3** Critically examine expenditure and identify and implement ways to "Tighten the Belt" having regard to falling external revenue.
- 2.4.4** Monitor trends and set annual targets in relation to:
- Numbers of full-time equivalent employees;
  - The value of employee costs – for operating and capital works;
  - Operating costs (excluding depreciation);
  - Depreciation expense for all assets;
  - Net operating result.

One year

## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
<b>Procurement</b>	
Release and evaluation of quotation requests for small and medium-sized contracts (up to \$200,000) <ul style="list-style-type: none"> <li>• Invite quotes via direct request or vendor panel</li> <li>• Evaluate submissions</li> <li>• Raise requisition</li> <li>• Notify suppliers of outcome</li> </ul>	Each working day.
Release and evaluation of public tenders for large-sized contractual arrangements (\$200,000 +) <ul style="list-style-type: none"> <li>• Draft tender documentation including specification, conditions of contract, response form</li> <li>• Invite public tenders via LG Tender Box</li> <li>• Evaluate submissions</li> <li>• Table evaluation report for Council's consideration</li> <li>• Notify tenderers of outcome</li> <li>• Raise requisition and/or draft contract for execution</li> </ul>	As required.
Release and evaluation of public tenders for preferred and pre-qualified supplier panels (\$200,000 + expenditure per year) <ul style="list-style-type: none"> <li>• Draft tender documentation including specification, conditions of contract, response form</li> <li>• Invite public tenders via LG Tender Box</li> <li>• Evaluate submissions</li> <li>• Table evaluation report for Council's consideration</li> <li>• Notify tenderers of outcome</li> <li>• Draft deed of agreement</li> </ul>	Pre-qualified / preferred supplier panels renewed annually, throughout the year.
Facilitation of creditor payments, through verification of invoices etc.	As required
Provision of advice related to the development of scope of work / specification documents	As required
Procurement policy review	Annually

## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Contracts</b>	
Implement and maintain a contract register to record details of tender processes, contract registrations, and commitments for expenditure across multiple years (e.g. long-term contracts).	Reconciled monthly.
Draft contracts / lease documents	As required. Ensuring project/contract manager lead, and legal review for high risk items.
Provision of advice related to legislative compliance and procurement matters.	As required
<b>Stores / Inventory</b>	
Maintain a reliable and efficient stockholding of standardised goods and parts through internal Stores. <ul style="list-style-type: none"> <li>Procure goods</li> <li>Management of stock including reordering levels, stock rationalisation and acquisition of new items</li> <li>Issuing stock to operational staff</li> </ul>	Ongoing
Reconciliation of fuel use and assignment of expenditure to relevant cost centres (WO/GL)	Weekly
Undertake scheduled stocktakes.	Monthly
Maintain yards and depots (e.g. mowing, brush cutting, weed control etc.)	As required
<b>My Maranoa Business</b>	
Point of contact for current and prospective suppliers (providing information and answering questions)	Ongoing
Verification of businesses' Local Star Ratings	Ongoing
<b>Projects</b>	
New financial delegations and training - decentralising requisitions up to \$15,000 - subject to internal audit.	Quarter 3
My Maranoa package rolled out including window decals, local purchasing cards, business visits	Quarter 3 Numbers recorded.
Reporting for My Maranoa Business designed and operational	30 June 2019
Centralised database of contractor and contractor employee compliance items	30 June 2019
My Maranoa Business database assessment in conjunction with Information and Communication Technology (ICT) Solutions team.	Quarter 3

## 2.5 Financial and performance reporting

We measure and report on what we've done.



## What we do

We prepare the general purpose financial statements and other financial accountability documents that are required by legislation for Council.

We also prepare financial reports for those who provide funding to Council for specific projects, whether through Federal or State governments or other organisations.

### Why we do it

Council's core responsibilities to measure and communicate our financial performance are included in the *Local Government Act 2009* and *Local Government Regulation 2012*.

The four key financial accountability documents required to be prepared are:

- general purpose financial statements (Section 104 (5) (b)(i) of the *Local Government Act 2009*);
- asset registers (Section 104 (5)(b)(ii) of the *Local Government Act 2009*).

- an annual report (Section 104 (5)(b)(iii) of the *Local Government Act 2009*).
- annual review of implementation of the operational plan (Section 104 (5)(b)(iv)).

General purpose financial statements include the following primary statements and associated notes to the financial statements:

- Statement of Comprehensive Income ('Profit and Loss')
- Statement of Financial Position ('Balance Sheet')
- Statement of Changes in Equity
- Statement of Cash Flows ('Cash Flow Statement').

### Did you know

As at 30 June 2018, the net value of community assets managed by Council was \$830.674 million.



## How we are trending

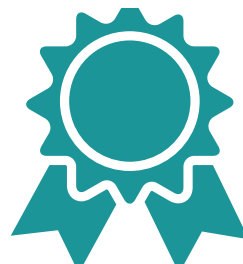
Financial ratios	Formula	2013/14	2014/15	2015/16	2016/17	2017/18	Target
Current ratio	Current assets/current liabilities	3.21	5.00	5.40	5.99	5.29	Between 1:1 and 4:1 (Higher percentage, higher liquidity)
Asset consumption ratio	Written down value of physical stock of assets / Gross value of physical stock of assets	0.75	0.77	0.75	0.67	0.73	>0.5
Debt service cover	Net operating result (excluding capital items) + depreciation + interest expense/interest expense plus prior year current interest bearing liabilities	8.30	6.17	4.10	11.09	7.75 Within range	Greater than 2 times
Average useful life of depreciating assets	Property, plant and equipment/annual depreciation	32.14	32.75	30.86	33.80	37.54 Within range	Between 30 and 40 years
Council controlled revenue measures	Net rates, levies and charges and fees and charges divided by total operating (recurrent) revenue	25.24%	34.66%	40.65%	39.25%	45.34% Stronger than 2016/17	Higher the per cent = greater independence
	Non-grants/subsidies/contributions/donations revenue divided by operating (recurrent) revenue	73.44%	72.29%	75.28%	64.82%	74.26% Stronger than 2016/17	Higher the per cent = greater independence
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue	-5.92%	-5.01%	-18.3%	3.83%	-6.19%	0 - 10%
Asset sustainability ratio	Infrastructure renewals over depreciation expense excluding plant and equipment depreciation	184.5%	21.86%	23.08%	52.2%	44.55%	More than 90%
Net financial liabilities ratio	Total liabilities less current assets/total operating revenue	-25.04%	-46.94%	-68.83%	-63.3%	-71.85% Well within range (- versus +)	Less than 60%



## Looking forward



**Unmodified**  
audit report



**3rd gold award** in the  
Australasian Reporting  
Awards

## What we achieved this year

We do	We aim to	What we achieved
<p>Prepare general purpose financial reports and other financial accountability documents that are required by legislation including:</p> <ul style="list-style-type: none"> <li>Annual Report</li> <li>Financial Sustainability Report.</li> </ul> <p>Ensure our annual financial statements and internal control framework are independently audited and reviewed.</p> <p>Prepare specific reports for funding bodies.</p>	<p><b>EXTERNAL AUDIT</b></p> <ul style="list-style-type: none"> <li>Achieve an 'unmodified' audit report ('clean bill of health') for Council's annual financial statements.</li> <li>Complete the audit process by the legislative deadline of 31 October 2017.</li> <li>Undertake remedial action for audit matters according to the Queensland Audit Office's risk categories and required timeframes.</li> </ul>	<p>Council received an 'unmodified' audit report (clean bill of health) from the Queensland Audit Office for its Annual Financial Statements for 2017/18.</p> <p>Audit completed 16 October 2017.</p> <p>Interim Audit Report noted three internal control deficiencies: Long Term Asset Management Plans need updating - this has been resolved except for Facilities; Delays in the Capitalisation Process for Capital Assets - progress has been made however more work needs to be done; and Excessive Leave Balances/Entitlements which is subject to ongoing management.</p>
	<p><b>AUDIT COMMITTEE / INTERNAL AUDIT</b></p> <ul style="list-style-type: none"> <li>Commit to the internal audit and Audit Committee.</li> </ul>	<p>Three Audit Committee meetings were held during the year (28 August 2017, 11 December 2017 and 12 March 2018).</p> <p>Council called tenders for a Panel of Prequalified Suppliers for Accounting Services and Internal Audit.</p> <p>The tender period opened on 10 April, with a closing date of 4 May 2018. The tender evaluation report will be considered by Council early in the new financial year.</p>
	<p><b>LOCAL AREA BUDGETS</b></p> <ul style="list-style-type: none"> <li>Set up of local area budget reporting to assist with community engagement about financial sustainability and service levels.</li> </ul>	<p>Significant work was undertaken during the year to code Council's accounts to local areas to facilitate local area reporting. The project will be completed in 2018/19.</p>
	<p><b>LONG TERM FINANCIAL SUSTAINABILITY</b></p> <ul style="list-style-type: none"> <li>Increased focus on Maranoa's long-term financial sustainability with the aim to have an improving trend in each of the 6 key measures identified in the Auditor-General's report to parliament for Queensland "Forecasting long-term sustainability of local government Report 2 - 2016-17"</li> <li>Review, documenting, communication and reporting on service levels that are achievable with available funding - progress reported quarterly. Review also in conjunction with Asset Management Plans.</li> </ul>	<p>Table included on page 127 to track progress. Update included on page 129.</p> <p>In progress. Services were analysed and documented as part of the Operational Plan development. Given the large number of services, this project is likely to span multiple financial years.</p>
	<p><b>CONTINUAL IMPROVEMENT</b></p> <ul style="list-style-type: none"> <li>Implementation of Auditor-General's recommendations about Fraud Management in Local Government.</li> </ul>	<p>Draft Anti Corruption Commitment Statement, Anti-Corruption Control Plan and Fraud Risk Register completed.</p>

## What we achieved this year

### Australasian Reporting Awards - Gold

Council secured its third Gold in a row at this year's Australasian Reporting Awards (ARA).

Having achieved a Gold award for the 2015/16 and 2014/15 annual reports, and a Bronze Award for the 2013/14 annual report, Council has successfully maintained a high standard of reporting, addressing the ARA criteria and demonstrating overall excellence for its 2016/17 Annual Report.

Summarising the year's highs and lows, in a transparent, accountable and balanced format is the goal when collating the Annual Report. By entering ourselves in the Australasian Reporting Awards, we are able to benchmark ourselves against other government, private and public sector organisations in Australia and internationally.



Director Corporate, Community & Commercial Services Sharon Frank and Lead Corporate Communications Officer Jane Frith.

### Increasing focus on long-term financial sustainability

At its meeting on 16 April 2018, Council's Budget Submissions and Financial Planning Standing Committee was briefed on the Queensland Audit Office's Report on Local Governments' Financial Sustainability which mentioned Maranoa Regional Council as having 5 consecutive years' of operating deficits.

Over a number of years we have been implementing measures to strengthen our long term financial sustainability including but not limited to reviews of:

- Rates and charges, including independent advice and modelling;
- Operating costs ('Tightening the Belt' initiative)
- Annual fees and charges reviews;
- Our workforce and organisational structure.

Despite our best endeavours, there had been a reoccurring operating deficit over a 5 year period.

After considering all of the information provided (including benchmarking with comparable Councils), the Committee resolved that a review of Council's road depreciation methodology be undertaken, given its major impact on Council's financial sustainability.

The results of the depreciation review were incorporated in the general purpose financial statements for 2017/18, and the comparative figures updated for the revised depreciation figures.

The review proved worthwhile. The initially recorded operating deficit for last financial year (2016/17) was restated with the updated depreciation figure, resulting in an operating surplus of \$3.157 million for that year.

We still have some work to do to reshape our organisation to adapt to the quieter economic times. Whilst a further reduction in operating expenses was achieved in 2017/18, operating (recurrent) revenue fell by a significantly larger amount.

	Operating revenue \$ million	Operating expenses \$ million	Reduction
2016/17	82.5	79.3	3.2 (Surplus)
2017/18	73.5	78.1	4.6 (Deficit)
Reduction	9	1.2	

### Positive audit result

Council once again received an unmodified audit report ('clean bill of health' for its financial statements), with the audit completed prior to the statutory deadline of 31 October 2018.

This continues to be a positive result when we consider how far we have come. For the 2011/12 financial year, the financial statements were qualified, and not finalised until June 2013.

The next year's statements (2012/13) were only qualified for the comparative asset figures. Now, Council is consistently achieving an unmodified audit opinion - a 'clean bill of health' for the financial statements.

Bottle trees in the Maranoa region.





## Did you know

Our general purpose financial statements (GPFS) are an accumulation of twelve months' worth of financial data and information, which is summarised in the primary financial statements of:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows;

As well as financial data, some notes in the financial statements e.g. Summary of Significant Accounting Policies and Fair Value Measures, contain both qualitative and quantitative information.

Planning for the financial statements commences immediately after the Auditor General signs the Independent Audit Report for the previous year. Planning takes into consideration the Accounting Standards, audit recommendations and legislative timelines. Preparation may also involve comprehensive or desk top valuations of different asset classes.

Our Auditors are on site twice a year. The first visit is called the interim visit and is for approximately one week.

During this visit any previous audit recommendations are reviewed and internal controls and processes tested to ensure that our financial systems are operating effectively.

The second visit is the final visit and is for approximately two weeks. Even though the Auditor's final visit on site is only for two weeks, there is an intensive period for the next four to six weeks where audit queries are responded to. The main focus of the final visit is the financial statements, however internal controls and processes are also tested by the Auditors.

In preparing the financial statements our Chart of Accounts (or General Ledger) is coded to the correct primary financial statement and note in a financial statement template. This needs to be done at the lowest account level (the most detailed level). There are over 4,000 lines each year.

During the year our Accounting Services team monitors and reviews general ledger and work order data to ensure that the data is going to the right place (e.g. ensuring a capital expense is not going to an operating expense account).

Throughout the year, the team also monitors the data integrity of our accounting software and performs reconciliations to ensure our data is as accurate as possible and that any issues are identified quickly so they can be corrected.

Processing occurs throughout the year from many different teams within Council which all affect the general ledger and therefore the financial statements. This includes receipting, accounts payable (creditors' processing), accounts receivable (debtors' processing), rates, payroll, purchasing, inventory and financial asset register.

At the end of the year, additional processing occurs by the team to ensure Accounting Standards and legislation is complied with. Some of these processes include calculating provisions, accrual adjustments, capital commitments and contractual commitments.

Each and every single amount shown in the primary financial statements and accompanying notes must have accurate and complete working papers (proof) to substantiate that the financial statements contain accurate data and information.

Our Auditors also audit and provide feedback on the draft pro-forma financial statements.

At the final on-site visit draft financial statements and workpapers are made available to the Auditors. After the audit is complete, the final financial statements are signed and the Auditor's report is issued.

## Looking forward - the next 5 years (Our new corporate plan)

### We aim to:

- 2.5.1** Ensure compliance with:
  - Accounting standards;
  - *Local Government Act 2009* and *Local Government Regulation 2012*.
- 2.5.2** Measure and communicate our financial performance on a monthly, quarterly and annual basis.
- 2.5.3** Undertake benchmarking and establish targets for our financial performance.
- 2.5.4** Meet the specific reporting requirements of each funding body (content and timing).
- 2.5.5** Facilitate audits of Council's financial statements and internal control framework.
- 2.5.6** Convene the Audit Committee with independent community representatives and provide reporting to both the Committee and Council.
- 2.5.7** Expand evaluation of operational risks and control measures having regard to both the annual internal audit plan and scope expansion for Council's management system.

## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
Year end financial reporting (statutory)	Completed by 31 October 2018 (Minimum) - Refer Projects (below). Unmodified audit opinion. Reporting to Council on close-out of audit matters.
Grants and subsidies	Compliance with funding bodies' reporting milestones.
Audit (external - independent)	Timeframes agreed with the External Auditor (Queensland Audit Office delegate) (independent accounting firm).
Financial sustainability reporting	Completed by 31 October 2018 (Minimum) - Refer Projects.
Benchmarking of financial performance	Minimum annual review post finalisation of the year end audit. Report to the Budget Submissions and Financial Planning Standing Committee on any emerging issues.
Financial reports to Council	2nd meeting of the month.
Operational plan and budget reviews	2nd meeting in October 2018 (Quarter 1). January 2019 meeting (Quarter 2). 2nd meeting in April 2019 (Quarter 3). 2nd meeting in July 2019 (Preliminary Quarter 4 - prior to finalisation of Audit)
Annual report	Adoption within 1 month of receipt of the Auditor-General's audit report. On website within 2 weeks of adoption. Benchmarking with Australasian Reporting Best Practice Criteria.
Internal audit	Finalisation of an internal audit plan for 2018/19. Expanded evaluation of operational risks and control measures having regard to both: <ul style="list-style-type: none"> <li>• internal audit of the financial system;</li> <li>• scope expansion for Council's management system.</li> </ul>
Audit committee	Meeting at least twice each financial year; report to Council after each meeting.
<b>Projects</b>	
Grants and subsidies	Stage 1 of a governance calendar with grant and subsidy acquittal dates by the end of Quarter 2.
Year end financial reporting	Shorten financial statement reporting timeframe including associated consultation with auditor.

# Strategic Priority 3. Helping to keep our communities safe

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



**Emergency management**  
Cobb and Co Coach going through a flooded Balonne River, Surat - 1885



**Emergency management**  
Flooding, Roma - 2010



McDowall Street, Roma - 1926

## Looking back

Balonne River, Surat



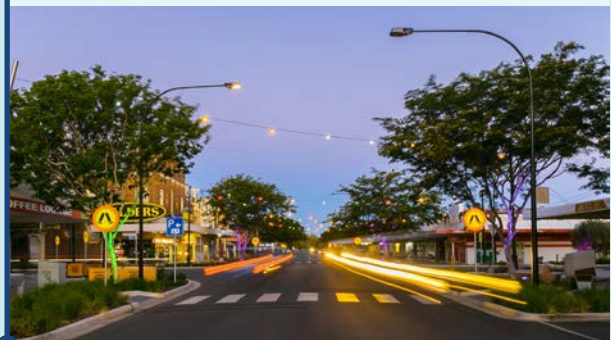
### Flood mitigation

Stage 2A construction in full swing, Roma



### Street and festive lighting

McDowall Street, Roma





**Food premises**

Cafe, Injune - date unknown  
Photo by Joyce Ward



**Food premises**

Cafe staff (White Rose), Mitchell - 1950's.

**TOWN COUNCIL TO AMEND BY-LAWS IN MOVE TO CLEAN UP STRAYING DOGS FROM TOWN STREETS**  
TOWN COUNCIL BY-LAWS are to be amended to provide for the immediate destruction of unregistered stray dogs found in the town area, and stiffer pound fees for registered dogs.  
Council's action followed a report in Friday's Western Star of the savaging of a 10-year-old child by a pack of dogs that morning.  
This was decided at the monthly meeting of the Council on Friday night.

them for that matter. This man, however, would not take on a house-to-house canvass to register dogs.  
Ald. Hardeastle: That's only an opinion. At least we would be making a start in the right direction.  
Ald. Hindmarsh: I'll move

**Animal control**

Western star article - 1 March 1955

**Looking forward**

**Food premises**

Cafe, Injune



**Food premises**

Cafe, Mitchell



**Animal control**

Western star article - 10 August 2017 (Council's 2017/18 budget)

**Council commits cash to ramp up dog control**

DOG control was a top priority in this year's Maranoa budget.

The Maranoa Regional Council made a firm commitment to the continued improvement of dog control in the Maranoa.

This included funding five

animal control/community safety officers working across the region and the construction of additional dog holding enclosures at the Roma pound, the renewal of existing temporary holding facilities in Mitchell and Surat and

the construction of an off-leash dog park at Roma.

Councillor Puddy Chandler, portfolio chair for community safety, said the council's aim was to increase dog control in the town.

"As our main goal has

been to reduce wandering dog numbers in our towns, ensuring we have the funding set aside for five animal control positions was important," she said.

"By having officers on the ground, we will be able to ramp up our dog patrols."

## 3.1 Animal control and community safety

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



## What we do

We work with the community to encourage responsible ownership of animals and uphold community standards across the entire Maranoa region. This includes responding to requests relating to:

- Animal registrations
- Wandering animals
- Dog attacks
- Barking dogs and barking collar hire
- Cat and dog trap hire
- Prohibited animals – what can be kept in a town area and what can't
- Excess animals (greater than what is permitted under Council's local law)
- Adoption and rehoming
- Overgrown and unsightly allotments
- Abandoned vehicles.

Our services are both proactive (through community education and inspection programs) and responsive to issues that arise in the community.

We also operate the Roma pound facility and provide an after-hours emergency response service for urgent animal control issues e.g. dog attacks.

## Why we do it

Council has responsibilities delegated to it through state government legislation and it also makes local laws applicable to the region.

The ultimate goal is to ensure that humans and pets can live in harmony - without nuisance or fear of injury.

Ensuring compliance with the laws must be undertaken by officers authorised under the relevant legislation. Their responsibilities include:

- Seizing and impounding animals wandering at large.
- Declaring dogs as dangerous or menacing (where applicable).
- Investigating complaints including nuisance and dog attacks.
- Issuing notices and fines (State Penalties Enforcement Registry) to the identified non-compliant animal keeper/carer.
- Issuing destruction orders in accordance with the local law and legislation.
- Entering onto land in certain circumstances.

Council also wants to support and encourage responsible pet ownership - our special events, education material and school visits help with raising awareness of everyone's responsibilities.

## Did you know

Owning a dog or a cat can provide great companionship, however deciding to become a pet owner brings with it responsibilities, not only for the animal, but to the community as well. Responsibilities include:

- If a dog is 3 months or older, it must be registered annually with Council.
- Cat registration is not mandatory, however it is strongly encouraged to assist with identification and reuniting of lost pets with their owner.
- It is a legislative requirement to microchip a cat or dog after it reaches 12 weeks of age.
- The animal is not to create a nuisance to others, such as barking and/or behaviour that may cause fear to a person or another animal.
- The animal must not wander off the owner's land without being under a person's effective control.
- Animals must be walked on a lead when in a public place.
- If the animal defecates in a public place, the waste must be cleaned up and disposed of in a sanitary manner.
- The general welfare of the animal must be maintained at all times.
- If selling or giving away a dog to another person a supplier number is needed.

## How we are trending

	2014/15	2015/16	2016/17	2017/18
Impounded dogs	244	213	202	287
New registrations	750	868	542	440
Registration renewals	1,336	1,946	2,391	1,409
Dogs reunited with their owners	149	128	104	149
Adopted / rehomed dogs	18	64	66	74
Dog attacks	ND	15	42	49

ND - No data

Image opposite - Resident Travis Boorman enjoying the company of some four-legged friends.



Looking back



**42%**  
increase in  
impounded  
dogs



The team responded to and investigated **49 dog attacks.**



New community safety **newsletter** distributed.

What we achieved this year

We do	We aim to	What we achieved
Contribute to community safety through animal control and other local laws.	<b>PROGRAMS</b>	
	<ul style="list-style-type: none"> <li>Continue development and implementation of a compliance program.</li> </ul>	The draft operating manual is in progress - this included a review of our animal management process. Council is also implementing an Infringement module within its business software (Authority) - it is in the testing phase and go-live will occur in 2018/19.
	<ul style="list-style-type: none"> <li>Develop programs and processes for unsightly allotments, overgrown allotments and stock on urban roads.</li> </ul>	The processes for unsightly and overgrown allotments and abandoned vehicles have been reviewed and updated.  The process review for stock on urban roads will now be undertaken in 2018/19.
	<ul style="list-style-type: none"> <li>Undertake a Selective Inspection Program (SIP) and advertising as required under legislation.</li> </ul>	Council considered the program at its meeting on 14 March 2018 where it resolved to undertake the program from 1 August 2018 to 26 October 2018.  Planning for the program commenced this year, with advertising and program delivery to occur in the first quarter of 2018/19.
	<b>PROJECTS</b>	
	<ul style="list-style-type: none"> <li>Contribute to the dog park project.</li> </ul>	In progress.    Community consultation and design has been completed. Construction and official opening will now occur in 2018/19.

A very special visit

There were smiles all around Council's Community Safety team when Off The Chain K9 Rescue made a very special visit with some extremely precious cargo.

After travelling from Toowoomba, four familiar dogs jumped excitedly out of the car to be reunited with the people first on the scene of their rescues.

Dogs Theodore and Bombay and puppies Nike and Aphrodite all unfortunately experienced great trauma before being picked up by Council's Community Safety team, and then rescued by Off The Chain K9 Rescue.

Theodore's story is a particularly sad one. Theo (as he is affectionately known by the team) was rescued by the Community Safety team in October 2017. Extremely emaciated, he was skin and bone and experiencing extreme pain due to shattered teeth and having his tail broken in two places. Off The Chain K9 Rescue nursed Theo back to full health – both emotionally and physically. Having now found his forever home, Theo now enjoys lounging in the sun and swimming in his pool.

While each dog's story is different, it is moments like these that make Council's role in Community Safety particularly rewarding.

Council appreciates the opportunity to work with Off The Chain K9 Rescue, and all the work they do taking a great number of our dogs.

Seeing these animals in such awful condition can be difficult for our Community Safety officers, so having them brought back months later for a visit, and in such good health, is incredibly pleasing to see.

Community Safety officers reunited with the rescued pets.



## Operating manual for community safety

This year we reviewed our processes for animal management, unsightly and overgrown allotments and abandoned vehicles, including educational resources, inspections, infringements, delegations and authorised persons' powers and communication initiatives (in conjunction with the Directorate Communications Officer). The results have been incorporated into a draft Operating Manual.

This included:

- Review and update of all pound procedures and checklists;
- Review and update of weekly vehicle checklists;
- Review and update of offence codes as per the provisions of the *State Penalties Enforcement Act 1999*;
- Development and implementation of the Working Alone Job Safety Analysis (JSA);
- Update of the Animal Health & Veterinary Register;
- Development of a Working Agreement for Animal Rescue Groups;
- Inclusion of the designated town area and animal detail layers in our Spectrum Spatial Mapping software;
- Identification of new template documents and review and update of existing template documents;
- Creation of new work order numbers to improve tracking of expenditure in relation to animal control and pound operations;
- Review of chemicals and personal protective equipment (PPE) for use in the pound.

The draft manual was commenced late in 2017/18 and work will continue in 2018/19.

## Planning for the selective inspection program

Council continued its focus on responsible pet ownership by again resolving to undertake a selective inspection program next year. Planning for the program has already commenced - quite a few months before we will be visiting properties.

This inspection program will be for all township areas within the Maranoa region to monitor compliance with the *Animal Management (Cats and Dogs) Act 2008* for registration and regulated dog activities.

## Responsible pet ownership

There were a number of priorities during the year including:

- An increased focus on wandering dogs;
- Reviewing resource allocations to maximise officers' time in the field;
- Expanding communication initiatives to keep the community up to date with progress;
- Implementing Council's approved service levels.

This year a trial was undertaken of Community Safety / Animal Control officers commencing at 6am and conducting patrols in the Roma town area several mornings per week.

A combination of scheduled and ad hoc visits to outer lying towns included a regular patrol being conducted with officers commencing work at 6am, travelling to site and conducting a patrol prior to commencing other duties.

The team's Adoption Board was displayed in the Roma Customer Service Centre foyer showing all the dogs that had been successfully rehomed.

Of the 74 dogs that were rehomed during the financial year, 22 of those went to a home within the Maranoa which the team was very excited to see. With the success of local rehoming, the team put together an adoption pack. The packs included a frisbee, ball, lead, magnetised photo of the dog, toy, dog treats, dog waste bags and relevant Community Safety brochures.

A communications plan was also developed which included regular Facebook posts providing updates of impounded animals, animals that had been reunited with their owners and animals available for adoption.

Fact Sheets developed included 'Caring for pets in hot weather', 'Animal attacks are 100% preventable', 'How to report an animal attack', 'Pet care – choosing a pet' and an Animal registration frequently asked questions brochure.

Ahead of animal registrations being issued Council also promoted the importance of animal registration in helping us reunite lost dogs with their owners.

## Community safety newsletter

In May 2018, the first newsletter was produced by the Community Safety team and designed in-house. The newsletter provided an update to the community about the team, its functions, what has been achieved in recent months, important information on responsible pet ownership and Council's rehoming program.

## Share a thanks - pound rescues

Council received the following feedback from a rescue agency about the work of our Community Safety team and in particular our team member, Danny, in relation to a pregnant dog that was rescued from our pound (that has now had her puppies).

*Hi Maranoa team!*

*I wanted to pass on our thanks for allowing us to rescue this dog and her puppies (and all the others, too!). Not all pounds choose to work with rescues and have an adoption and rehoming initiative - so we really honour those who do. Maranoa Regional Council has always been fantastic to work with but I've noticed the last few months especially, things have run a lot smoother and the information provided on the dogs' personalities etc. prior to collection have really assisted me in placing the dogs in the most suitable foster home. Danny's emails with good quality photos and personality notes have been invaluable to us, as it is almost impossible to drum up community support for dogs with bad photos or no notes to pull an emotional response from. I have a firm 'no mum left behind' policy and we don't leave behind any mum when taking puppies, or any pregnant mothers- so I was especially grateful when your team chose to rehome this dog instead of simply having her put down, like some pounds choose to when sick or pregnant.*

*Great work team!*



## Looking forward

Five years

## Looking forward - the next 5 years (Our new corporate plan)

## We aim to:

**3.1.1** Encourage responsible pet ownership through community education activities.

**3.1.2** Ensure compliance with the State Government's *Animal Management (Cats & Dogs) Act 2008* and *Animal Management (Cats & Dogs) Regulation 2008*, Council's Local Laws and Subordinate Local Laws with a particular focus on:

- Animal control
- Abandoned vehicles
- Unsightly and overgrown allotments.

**3.1.3** Rehome animals through an adoption program.

One year

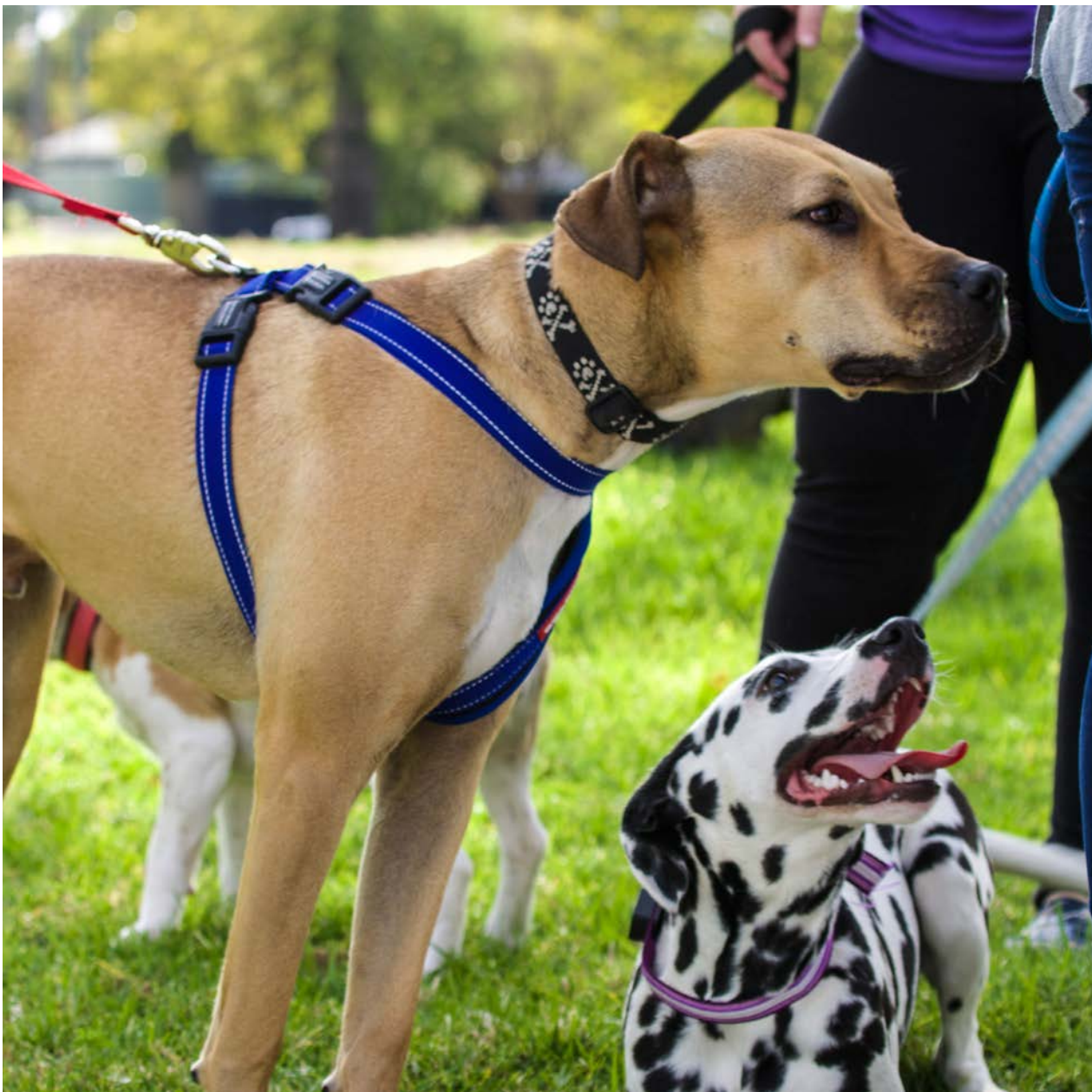
## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
Animal management rapid response (business hours) - Providing an immediate response to dog attacks, reports of aggressive dogs and wandering animals posing a risk to public safety.	Council business hours Monday - Friday 8.20am – 5.00pm. Immediate response - requests of this nature are given the highest priority. (Response times may vary due to the location of the incident in proximity to the available officers)
Emergency response (out of hours) - Immediate response to dog attacks and aggressive dogs posing an imminent or immediate risk to the public. This also includes responding to wandering dogs in high traffic areas or dogs that have been secured. (This includes stock on roads in urban areas)	Immediate response - an officer is rostered on call to provide this service. Service provided after hours on weekdays, weekends and public holidays.
Proactive patrols of public spaces with the aim of securing wandering or stray dogs.	Dependent on resources, daily patrols in Roma and on a frequent basis in other townships. (Patrols are increased if there is an increase in reports of wandering dogs or animal attacks)
Animal management compliance	Delivery in accordance with Council's Customer Service Charter.
Environment and community standard compliance	
Abandoned vehicles	
Local law enquiries	
Roma pound facility	Dogs available for collection on weekdays from the Roma Community Hub between the times of 3.00pm and 3.30pm or by appointment if required.
Registration renewal program	Issue of annual animal registration renewals; due by 30 June.
Approvals and reviews of excess animal applications and regulated dogs	Less than 6 weeks (Note: these types of requests are often complex in nature and each involves preparation of a report to a Council meeting).
Inspection programs to assess compliance with State legislation and Council's local laws	Once for the year. Advertising and inspections undertaken in accordance with the legislative process.
Special projects and education	Implementation of an annual communication plan. Delivery of education programs, media campaigns, events and the dog adoption program. This includes tools and resources such as brochures, fact sheets and online videos.
Animal management disaster response	Response and information to the community during and post events as required.
Regulated parking	Periodic checks as required.

## The year ahead (2018/19 operational plan)

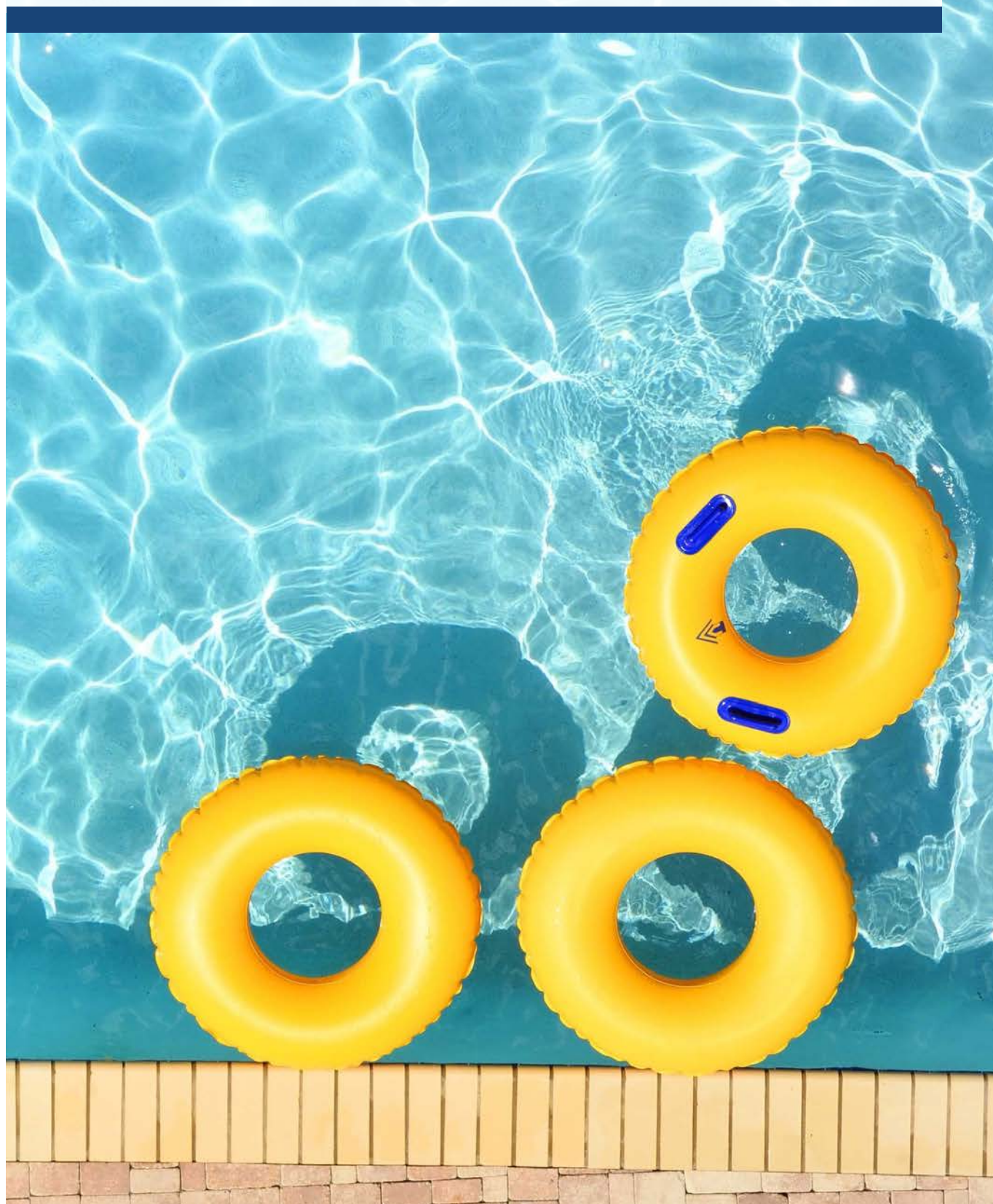
Objectives	Targets		
		Quarter (Q) Finish	Within Scope & Budget
<b>Projects</b>			
<b>Cat management plan</b> - Development and implementation of a plan to take an active role in the management of stray and feral cats.	Regional	Q4	\$21,380
<b>Disaster management - animal holding facility</b>  Construction of an alternative pound facility at the Cartwright Street Depot which would be used as an alternative location for impounding animals should the main facility need to be evacuated in an emergency, and to serve as additional accommodation when the main facility is at capacity during normal business operations.	Roma	Q4	\$30,000
<b>Temporary holding facilities for dogs in areas other than Roma</b> - cost to repair existing facilities or create new temporary holding cages.	Regional	Q4	\$8,000
<b>Opening of dog off leash park</b>	Roma	Q3	\$5,000

Image below - Responsible pet ownership - Animals on a lead in a public place.



## 3.2 Building control and pool safety

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



## What we do

Council provides a building certification service for all classes of buildings and all types of building works, including new work and additions and alterations.

We are responsible for assessing plumbing and drainage works for compliance and we provide a pool safety inspection and certification service by our Registered Pool Safety Inspectors (PSIs).

We record all building assessments, pool safety inspections and certificates completed by Council and all building assessments completed by the private building certification industry.

Our regulatory functions include routine reporting of our records to the Australian Bureau of Statistics and on request to the Queensland Building Construction Commission (QBCC).

## Why we do it

### Building certification

Most types of building work, including new buildings and structures, as well as additions and alterations to existing buildings, require approval by a licensed Building Certifier before starting construction. This involves an assessment of proposed building work for compliance with relevant State and National standards to ensure that health, safety and amenity is maintained in the public interest.

In 1998 Queensland introduced a private building certification system, enabling qualified professionals from the private sector to perform building assessments and inspections, and certify constructed works in accordance with relevant building standards and laws. Prior to this, these services could only be provided by authorised officers of the local government. These changes to the building laws have created greater choice for those wanting to carry out new building work.

For building works that are certified by the private industry, Council receives notification upon engagement of the certifier, and upon completion and final certification of the constructed works. This enables Council to maintain a record of all building work that is carried out in the region.

### Pool safety

Drowning is one of the leading causes of death in Queensland for children under 5. However, all swimming pool drownings are preventable.

Queensland's pool safety laws were introduced in 2009 and apply to all pools - new and existing. As of 1 December 2015, a single pool safety standard was introduced which has replaced 11 different standards.

In summary:

- All pools (and spas) in Queensland must have a compliant fence and be registered on the State pool safety register. The pool safety register includes a record of pools in Queensland, pool safety certificates issued and a list of all licensed pool safety inspectors.
- Pool owners must ensure:
  - the pool has a compliant fence
  - pool fences or barriers are well maintained
  - any damage to fences or barriers is fixed immediately.

If a pool isn't registered, the owner can be fined up to \$2,356.

Council has 2 registered pool safety inspectors, and runs an annual program where domestic pool inspections are undertaken free of charge across December and January each year.

Refer: [www.hpw.qld.gov.au/CONSTRUCTION/BUILDINGPLUMBING/POOLSAFETY/Pages/default.aspx](http://www.hpw.qld.gov.au/CONSTRUCTION/BUILDINGPLUMBING/POOLSAFETY/Pages/default.aspx)

The Queensland Building and Construction Commission (QBCC) is responsible for pool safety inspector licensing, compliance and disciplinary functions.

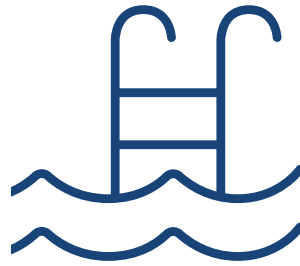
## How we are trending

	2013/14	2014/15	2015/16	2016/17	2017/18
Building approvals	301	236	132	117	101
Council certification	161 (53%)	125 (53%)	97 (74%)	89 (76%)	77 (76%)
Dwellings, units and duplexes	39	25	9	11	9
Demolitions	1	7	7	5	4
Commercial and industrial approvals	22	19	22	25	25
Additions and alterations to dwellings	34	24	20	15	13
Sheds, carports (Class 10a)	61	45	27	24	20
Pools	4	5	13	9	6
Private certification	140 (47%)	111 (47%)	34 (26%)	28 (24%)	24 (24%)
Building records searches	45	47	44	25	32
Plumbing approvals	191	126	45	35	30
Pool safety inspections	No data	44	39	74	41
Pool safety certificates issued	12	33	23	38	27

Looking back



**76% of building approvals** issued during the year were **certified by Council**



**41 pool safety inspections** were completed by **Council's registered pool safety inspectors**

What we achieved this year

We do	We aim to	What we achieved
Contribute to public safety (and amenity) through building control and pool safety services.	<b>BUILDING CERTIFICATION</b> <ul style="list-style-type: none"> <li>Increase focus on ensuring compliance with Council's development conditions and building legislation.</li> </ul>	77 (76%) of buildings applications were certified by Council.  Review of services undertaken and service levels defined for our new Operational Plan.
	<b>POOL SAFETY</b> <ul style="list-style-type: none"> <li>Check all pools during the annual inspection.</li> </ul>	Annual pool safety campaign conducted in December and January.  41 pool inspections undertaken with 14 incidences of non-compliance with pool safety laws identified and rectified through re-inspection.

Interesting facts from 2017/18

Council's market share for building certification has been 76% in each of the past 2 years - the highest percentage over the 5 year period.

25 commercial and industrial development approvals have been processed in each of the past 2 years - the highest number recorded over the 5 year period.



## Looking forward - the next 5 years (Our new corporate plan)

**We aim to:**

- 3.2.1** Provide a building, plumbing and drainage, and pool inspection and certification service.
- 3.2.2** Enforce compliance including investigation of suspected unlawful building and plumbing works.
- 3.2.3** Maintain building records and provide building information and statistics.

## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Building works	Assessment and timeframes in accordance with the State Government's Development Assessment Rules. Mandatory compliance inspections and certification for compliant completed works.
Plumbing and drainage works	Assessment and timeframes in accordance with the State Government's Development Assessment Rules. Mandatory compliance inspections and certification for compliant completed works.
Pre-lodgement meetings and advice	Upon request
Community projects assistance	As required
Building information <ul style="list-style-type: none"> <li>• Building approval records</li> <li>• Building record searches</li> <li>• Development application tracking</li> <li>• Information and guidance material</li> </ul>	Applications recorded electronically once accepted by Council as properly made. Within 5 business days Online/live tracking service - available 24 hours a day / 7 days a week. Accessible via Council's website - 24 hours a day / 7 days a week.
Compliance enforcement	Inspections for Council approved building work at various stages during the construction process. Depending on the type of building work, this can include post-construction of the building footings and frame, and in all cases upon final completion of the work. Investigation of suspected unlawful works as identified. Rectification works required immediately where there is a potential risk to public safety.
Statistical reporting including: <ul style="list-style-type: none"> <li>• Development assessment statistics</li> <li>• Australian Bureau of Statistics (ABS)</li> </ul>	Monthly
Pool safety <ul style="list-style-type: none"> <li>• Inspections</li> <li>• Pool safety campaign</li> </ul>	Upon request December and January



## 3.3 Environmental and public health

We address health and environmental risks from business activities.



## What we do

We provide advice and guidance to anyone wanting to open a commercial food premises or any business that has the potential to impact the environment. We work with the community to ensure practices and processes that occur within the urban areas do not affect the health and wellbeing of residents and the immediate environment in which everyone lives – with particular focus on air quality and water quality.

We manage and monitor numerous illness, infection or disease causing activities carried out in the region by business, industry and community organisations – food safety, mosquito control, reticulated water, swimming pool monitoring and personal appearance services (e.g. tattoo, skin piercing).

## Why we do it

We need to ensure that all food production undertaken by commercial/volunteer organisations within the Maranoa region meet national food safety standards. It is important that:

- Businesses along the food supply chain have a sound knowledge and understanding of their responsibilities.
- Potential threats to the integrity of food supply are identified and dealt with decisively.
- Consumers maintain their confidence in the food produced within the Maranoa region.

Local government has been operating in the challenging environment of managing food safety risk for many years. Officers have experience in dealing first hand with the business of food, the people, the processes and products and how these elements fit together to make food safe.

Image opposite and below - Harmony Day in Roma 2018.



## Did you know

Food premises are categorised by risk.

As at 30 June 2018, the Maranoa region had the following types of food premises:

High (e.g. aged care, child care)	40
Medium (e.g. cafe, caterer depending on the food prepared and no. of people served)	92
Low (e.g. water carriers)	11
Community groups (dependent of the type of food prepared)	18

## How we are trending

Service	2013/14	2014/15	2015/16	2016/17	2017/18
Commercial food licences issued and renewals	189	260	151	165	175
Commercial food business inspections	199	335	79	64	140
Temporary food licences	6	9	4	1	5
Personal appearance service licences	0	0	1	1	2
Caravan park licences	0	10	10	8	9
Non-conformances to legislation			*		7
Number of reinspections of premises			*		9
Health searches - change of ownership	4	0	1	1	1
Food recalls	0	4	13	21	34
Notifiable diseases	86	83	79	92	17

\* new data collected for 2017/18

Looking back



**175 commercial food** premises licences issued and renewed



**140 inspections** of commercial food premises.

What we achieved this year

We do	We aim to	What we achieved
Contribute to community health and wellbeing by working with business, industry and community organisations in response to known health or environmental risks from their activities	<p><b>COMMUNITY EDUCATION AND COLLABORATION</b></p> <ul style="list-style-type: none"> <li>Continue development of a program of health and environmental education and training awareness in collaboration with Council’s clients, being commercial businesses, landholders, Catchment Management Associations, and the state and federal governments.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly newsletter developed and distributed within the region – food safety, healthy eating, waste and recycling programs.</li> <li>Continued mosquito surveillance program in partnership with Queensland Health and residents.</li> </ul>

**Public health reporting**

Officers commenced development, implementation and reporting on results of new compliance and inspection programs pertaining to public health (e.g. food businesses, mosquitoes/fogging) and provided statistics on non-conformances aligned with reporting to Queensland Health.

Several projects were undertaken to form part of the report including a Swimming Pool / Spa Water Quality Test Reference Document, developed in conjunction with Council’s Facilities and Water teams.

**Environmental authorities**

Work commenced on implementing and monitoring processes for Council activities that operate under an environmental authority issued by the State Government.

Environmentally relevant activities require an environmental authority (EA) (under the *Environmental Protection Act 1994*). The EA has to be issued before any activity can begin and imposes specific conditions to reduce or avoid potential environmental impacts.

Types of activities that Council is required to hold an EA for include:

- Waste facilities
- Quarries
- Sewerage treatment facilities.

Initial planning work was completed in conjunction with the Enterprise Risk, Quality, Safety & Environment Team. Meetings have been held with relevant internal stakeholders to arrange environmental inspections. Work on this program will continue in 2018/19.

**Mosquito monitoring, and fogging in Surat, Injune & Roma**

Council began a joint monitoring program with Queensland Health to identify and monitor mosquito numbers across the region including Roma, Yuleba, Surat & Injune.

The species targeted were *Aedes Aegypti* and *Aedes Notoscriptus* mosquitoes, which breed in containers around the home and are capable of transmitting dengue fever, Ross River and Barmah Forest viruses as well as heartworm in dogs.

Queensland Health ran a mosquito identification training workshop in Roma, with participants undertaking mosquito surveillance within the urban area of Roma. Approximately 15 participants from across Queensland attended the course.

Mosquito fogging took place in Surat, Injune and Roma during the year to help control and reduce mosquito and sandfly numbers following periods of rain.

The fogger, which sounds similar to a motor vehicle with no exhaust, uses a mix of chemical and diesel to create the ‘fog’ and kills flying adult mosquitoes and sandflies. It does not harm humans and pets.

## Looking forward - the next 5 years (Our new corporate plan)

### We aim to:

**3.3.1** Regulate, monitor and provide information to businesses, industry and community organisations that undertake activities that have the potential to:

- impact the environment (e.g. air, water, noise);
- cause illness, infection or disease.

This includes but is not limited to food safety, vector (including mosquito) control, reticulated water quality, animal management, swimming pool water quality monitoring, personal services (tattoo and other skin penetration), and immunisations.

**3.3.2** Ensure compliance with the State Government's *Food Act 2006*, *Environmental Protection Act 1994*, *Public Health Act 1937* and associated Regulations and Local Laws.

## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Services</b>	
Delivery of the following services:	
<ul style="list-style-type: none"> <li>• Amendment to an activity subject to the <i>Environmental Protection Act 1994</i>.</li> </ul>	As required - any weekday during Council business hours
<ul style="list-style-type: none"> <li>• Applications for activities under the <i>Environmental Protection Act 1994</i>, <i>Food Act 2006</i>, Local Law No. 1 and regulated activities on local government controlled areas and roads</li> </ul>	Inspection of site any weekday or weekends if and when required.  Inspection of all licensed premises - minimum once a year.
<ul style="list-style-type: none"> <li>• Food safety programs for 'at risk' residents (Child care/aged care)</li> </ul>	With 10 days
<ul style="list-style-type: none"> <li>• Non-compliances with licence and/or regulated conditions.</li> </ul>	Inspection as required, subject to a current delegation. Issue of compliance notices where applicable.
<ul style="list-style-type: none"> <li>• Nuisance complaints</li> </ul>	
<ul style="list-style-type: none"> <li>• Asbestos removal applications</li> </ul>	As required. Compliance with the Asbestos Removal Code.
<ul style="list-style-type: none"> <li>• Applications for receipt of chemical impregnated waste at Council's waste facilities</li> </ul>	As required. Review of application and presented information (percentage of contamination and type)
<ul style="list-style-type: none"> <li>• Notifiable diseases</li> </ul>	Mapping, monitoring and actions in partnership with Queensland Health.
<ul style="list-style-type: none"> <li>• Mobile food outlets</li> </ul>	Monitored weekly
<ul style="list-style-type: none"> <li>• Annual report to Queensland Health</li> </ul>	September each year
<ul style="list-style-type: none"> <li>• Surat flying foxes</li> </ul>	Annual initiative, circa October to undertake actions to relocate the flying foxes away from the water supply and adjacent town of Surat.
<ul style="list-style-type: none"> <li>• Mosquito control</li> </ul>	Implementation of partnership with Queensland Health to trap and identify mosquitos (to reduce the likelihood of an outbreak of illness).
<ul style="list-style-type: none"> <li>• Environmental health newsletter</li> </ul>	Quarterly
<b>Projects</b>	
Develop and distribute information on how to control the spread of disease, including partnering with Council's Be Healthy & Safe Maranoa Program, and external agencies in the delivery of health education programs.	Activity reported quarterly.

## 3.4 Emergency management and flood mitigation

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

We aim to complete the current stages of Roma flood mitigation and operate and maintain the infrastructure, and also undertake other flood mitigation works in accordance with available funding and annual priorities.



## What we do

We work with all staff, agencies and residents to deliver the four key elements of Queensland's disaster management framework for the Maranoa region (PPRR - Prevention, Preparedness, Response and Recovery).

Council partners with the relevant government and non-government agencies including:

- Undertaking a comprehensive all-hazards approach to disaster planning and preparedness to minimise the impact of future disasters;
- Planning our activities around the State's Inspector General of Emergency Management's (IGEM) assurance framework;
- Supporting the Local Emergency Coordination Committees (LECC's);
- Upskilling all Council staff to form part of the disaster management teams across the region;
- Implementing a coordinated governance structure that includes the Local Emergency Coordination Committees (LECC's) and the Local Disaster Management Group (LDMG);
- Assisting the local agencies' and communities' capability to develop and implement local plans;
- Promoting that community resilience is a shared responsibility for all Queenslanders.

### Prevention

We continue to apply for state and federal government grants to deliver infrastructure and other solutions where practical.

This includes implementing measures to build resilience and to mitigate the economic, environmental, human and social, roads, transport and building impacts of disasters on our communities.

The Maranoa Planning Scheme and associated Planning Scheme Policies enable Council to plan for a sustainable future as well as taking into account the potential hazards and land-use planning.

### Preparedness

We aim to promote to all members of the community the importance of being aware of the types of hazards and potential disasters that are likely to occur, and to understand the risks associated with these hazards.

Where prevention is not possible, disaster management planning establishes community networks and arrangements to reduce risks, prepare for, respond to and recover from disasters.

### Local Disaster Management Plan

We prepare and update the Local Disaster Management Plan in accordance with the requirements of the *Disaster Management Act 2003* to ensure the safety of the community and effective coordination of available resources during a disaster.

The purpose of the Plan is to detail arrangements for the coordination and management of resources, to ensure and maintain safe communities within the region prior to, during, and after a disaster.

### Response

We aim to provide a locally led, cohesive, well trained and coordinated response to disaster events, partnering with state government and other agencies to ensure a timely response.

We support the Local Emergency Coordination Committees in Mitchell, Injune, Surat and Wallumbilla/Yuleba to have a locally led disaster management response.

### Recovery

We assist affected communities to regain a proper level of functioning following a disaster across the five functions of:

- economic;
- environment;
- human and social;
- roads and transport;
- buildings.

## Why we do it

Although the requirement for Disaster Management exists in the State Government's *Disaster Management Act 2003*, it is a priority of Council to:

- ensure all residents and visitors in the region are aware of the disaster risks and the mitigation and preparedness options; and
- provide a comprehensive response and recovery capability to ensure that our residents and visitors are safe.



Published by Jane Frith [?] - February 22

### BUNGIL CREEK, ROMA PREDICTED TO PEAK AT MINOR FLOOD LEVEL OF 5.0 METRES

Recent rainfall in the upper catchments of Bungil Creek has seen increased water levels in Roma.

The Bungil Creek is predicted to peak late tonight at approximately 5.0 metres – a minor flood level for Roma. It poses no threat to residents.

Residents are advised that the Bureau of Meteorology has confirmed they will not be issuing any flood watches for Bungil Creek in Roma.

Council staff will continue to monitor water levels over the coming days.

For updated road closures and weather warnings, please visit Council's Emergency Management Information site

[http://dashboard.qtplus.com.au/maranoa\\_qldtraffic.qld.gov.au](http://dashboard.qtplus.com.au/maranoa_qldtraffic.qld.gov.au) for state controlled road updates and [www.bom.gov.au](http://www.bom.gov.au) or call 1300 659 219 for weather updates from the Bureau of Meteorology.

Image: The Bungil Creek is predicted to rise to a minor flood level of 5.0m in Roma (photo as at 2pm this afternoon).



## Did you know

Council uses the **My Maranoa Facebook page** to communicate with residents during an emergency situation.

On 22 February 2018, a minor flood level prediction was posted onto the page, **reaching 11,857 people** - that's 10,488 more than an average post on the page.



Looking back




**4 local emergency coordination committees reformed**



**Stage 2A Roma flood mitigation construction commenced**

What we achieved this year

We do	We aim to	What we achieved
<p>Partner with government and non-government agencies to manage disasters and other emergencies within the region.</p> <p>Undertake stormwater and flood mitigation works in accordance with available funding and annual priorities.</p>	<p><b>FLOOD MITIGATION PROJECT</b></p> <ul style="list-style-type: none"> <li>Complete Stage 2A and 2B works and acquit the funding for the Roma Flood Mitigation.</li> </ul>	<p>In progress. Stage 2A works commenced in May 2018. At the end of Quarter 4 approximately 120,000m<sup>2</sup> of topsoil had been stripped, 80,000m<sup>3</sup> of material excavated and 6,000m<sup>3</sup> of embankment fill placed.</p> <p>Planning for procurement packages has commenced, for release to the market early in the new financial year.</p> 
	<p><b>DISASTER PLANS</b></p> <ul style="list-style-type: none"> <li>Review and test the disaster management plan and practices for each of our region's towns. This includes operation and administration of the 'Guardian' System.</li> </ul>	<p>Planning for the Local Emergency Coordination Committee's exercise "Loco Spatio" was undertaken (in preparation for the exercise in 2018/19).</p> <p>Final training sessions and local risk assessments were undertaken with each Local Emergency Coordination Committee in Quarter 4.</p> <p>The alternative evacuation site previously identified was deemed not suitable. Alternative sites with associated costs have been researched.</p>
	<p><b>ANIMAL MANAGEMENT DURING DISASTERS</b></p> <ul style="list-style-type: none"> <li>Review and adopt a Disaster Management Plan for the pound, and sub plan for managing animals in disaster situations.</li> </ul>	<p>The Animal Disaster Management Sub Plan was added to the proposed Local Disaster Management Group's Disaster Management Planning Structure. A review of the existing Animal Disaster Management Sub Plan will be completed in 2018/19.</p>

**Stage 2A of Roma's flood mitigation project**

Works commenced in May for Stage 2A of Roma's flood mitigation project, with an estimated cost of \$8.73 million.

This stage includes:

- Construction of a diversion channel ('Eastern Diversion Channel') to the east of Bungil Creek; and
- An extension of the current levee (Western Levee) to the west of Bungil Creek.

The works are scheduled to be completed by December 2018 (weather permitting).

Stage 2A is being project managed and constructed by Council to allow the team to be onsite to quickly and efficiently resolve design and construction issues that may arise. It also provides a better opportunity for Council to involve local employees and contractors to help deliver the works.

Image right - Stage 2A flood mitigation works underway.

With the previous stage of the project (Stage 1), Council has been able to reduce the risk of above-floor flooding to approximately 480 homes in Roma should a flood event similar to 2012 occur.

Stage 2A will see an additional 51 properties benefit from flood mitigation infrastructure.

This is a major project for Council and local residents. It is great to see our team undertaking, managing and delivering a project of this scale.

Funding for this stage of works has been provided by the Australian Government under the Commonwealth National Insurance Affordability Initiative (\$4.98 million), the Queensland Government under the Building our Regions program (\$3.09 million) and Council (\$666,000).



## What we achieved this year

### Emergency management assurance framework

Continuous improvement of Council's application of the State Government's IGEM (Inspector-General of Emergency Management) Assurance Framework continued this year.

The framework supports accountability and builds consistency across all levels of the disaster management arrangements and reinforces a shared responsibility for delivering better disaster management outcomes for the community.

Council's ultimate goal is to achieve a result of 'Well placed' or 'Strong' in all 14 components. The results for August 2017 are included in the table below.

Table - IGEM framework assessment

Component	Component description	Assessment results as at August 2017
1	Hazard identification and risk assessment	Development area
2	Hazard mitigation and risk reduction	Well placed
3	Capability integration	Well placed
4	Planning	Well placed
5	Public engagement	Well placed
6	Communications systems	Well placed
7	Warnings	Well placed
8	Control	Well placed
9	Command	Well placed
10	Cooperation and coordination	Well placed
11	Operational information and intelligence	Well placed
12	Resource management	Well placed
13	Relief	Development area
14	Recovery	Development area

During the year Council worked to improve performance in components 1, 13 and 14 that were assessed as 'Development area'.

A review and update of the Identification and Risk Assessment document was completed in the first half of the financial year which included:

- identifying residual risks and developing a plan for action in the review of the Disaster Management Plans and road map;
- notifying the District Disaster Management Group (DDMG) of current residual risks;
- identifying key dates for inclusion in the road map;
- revising the structure to ensure clear and accurate access to documents in times of disaster.

Work continued on the development of the Local Disaster Management Plan Version 8 (LDMPV8) and supporting documentation and sub plans. The LDMPV8 included a number of elements supporting improvements in rates for IGEM components 1, 13 and 14.

Council entered into a Memorandum of Understanding with both the Red Cross Society and the Salvation Army (Queensland) Property Trust for the purpose of assisting Council with planning, response and recovery measures for disasters. This will further support increased performance in IGEM components.

Collaboration with neighbouring Councils was undertaken to better understand the needs of these local governments in disaster events. Representatives from these Councils have been invited to attend exercises held by Maranoa Regional Council with learnings to be implemented in planning processes.

### Flood mitigation and community preparedness

Council worked to reintroduce the Local Emergency Coordination Committees across the region in the towns of Injune, Surat, Roma, Mitchell, Yuleba and Wallumbilla. This included updating, where required, or further developing the required sub plans for each of our communities. This was undertaken in conjunction with the set-up of the new Local Working Groups (Council work teams) in each of our local communities.

Development of the Local Emergency Coordination Committee concept was presented to Councillors for discussion in December 2017 with formal engagement with Council's proposed Local Area Managers (Mitchell, Wallumbilla / Yuleba, Surat, Injune and Roma). The Local Area Managers provided assistance to coordinate with key local contacts that would be involved in any disaster response within their respective localities.

Development of a Local Emergency Coordination Committee's Sub Plan for the region was completed by the end of Quarter 2 and was formally adopted by the Local Disaster Management Group in March 2018.

The Local Emergency Coordination Committee Chair appointments were resolved at the Council meeting held on 28 March 2018.

Table - Committee Chair appointments

Representative	Local emergency coordination committee chair (by location)
Cr Wendy Newman	Surat
Cr Jan Chambers	Mitchell
Cr Janelle Stanford	Injune
Cr Geoff McMullen	Wallumbilla/Yuleba

Mandatory training for the appointed Local Emergency Coordination Committee Chairs was progressed in Quarter 4. The Local Emergency Coordination Committees also undertook risk assessments for their respective areas.

Council's Project Officer for Community Liaison & Emergency Management, in conjunction with the Queensland Fire & Emergency Services' Emergency Management Coordinator, formally developed and prepared for Exercise Loci Spatio which will be conducted early in the next financial year.



### 'Get Ready' week

Council encouraged residents to plan ahead during Get Ready Queensland Week.

Council took the opportunity to issue the timely reminder urging all residents to check their 'WHAT-IF?' plan and get ready in preparation for the upcoming disaster season.

The annual Get Ready Queensland campaign encourages residents to take the following four steps:

1. Prepare their emergency plan
2. Prepare their evacuation plan
3. Prepare their home
4. Tune into warnings.

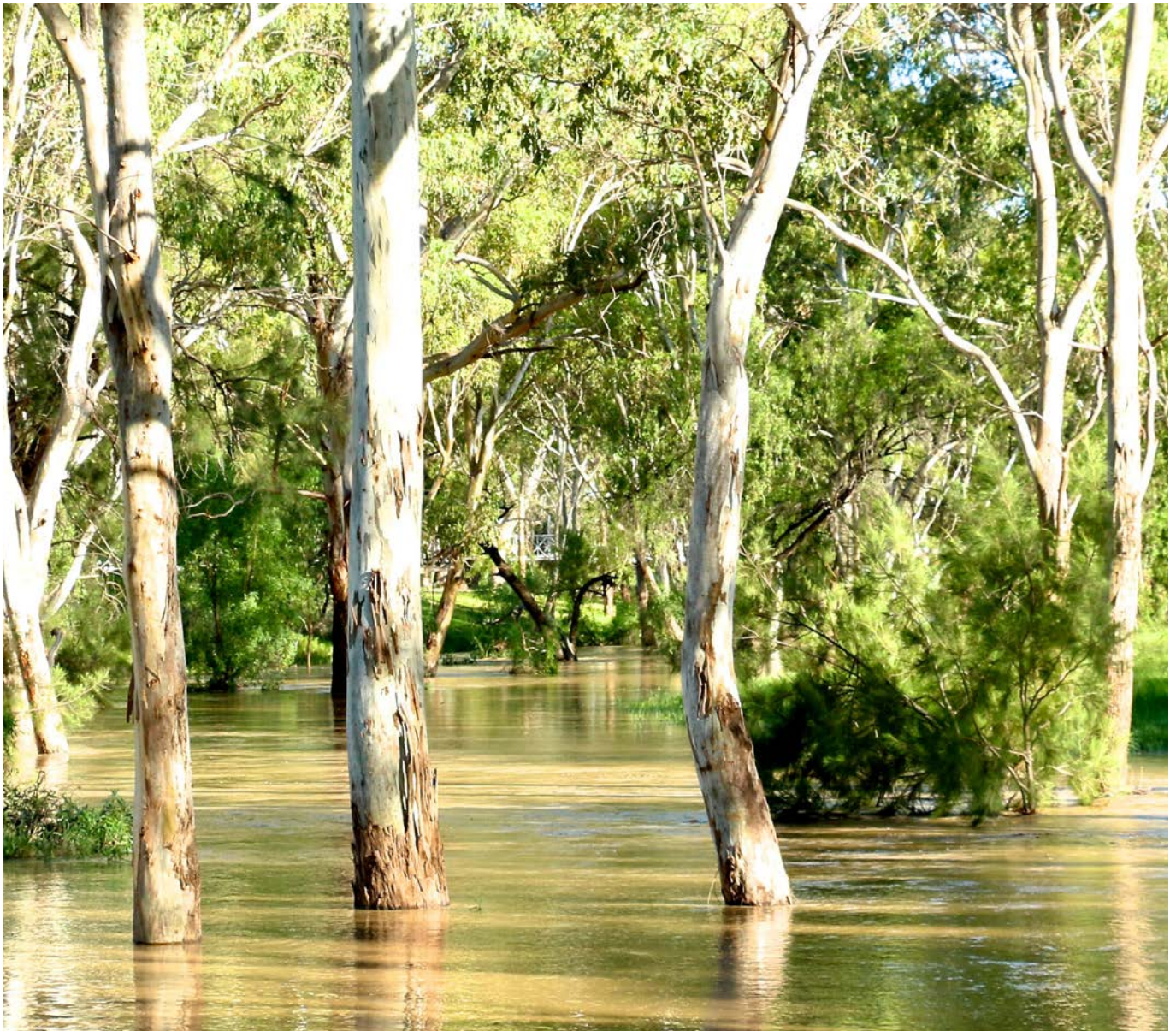
Residents were also encouraged to have an up to date emergency kit, including a torch, fresh water, required medication, non-perishable food and spare batteries (as a minimum). The kit should also include up to date copies of important documents (printed or electronic copies) in a waterproof bag/holder.

As part of the campaign Council provided waterproof document holders to any interested resident.



*Image above - One of the images posted on the My Maranoa Facebook page during 'Get Ready Queensland' Week.*

*Image below - Roma's Bungil Creek at a minor flood level.*



## Looking forward - the next 5 years (Our new corporate plan)

## We aim to:

- 3.4.1** Implement the State Government's Inspector-General Emergency Management Assurance Framework to build our communities' resilience to emergencies and work to meet standards for prevention, preparedness, response and recovery).
- 3.4.2** Develop an Acquisition of Land and Assessment of Compensation Policy and process for Acquisition of Land, Easements and Access.
- 3.4.3** Finalise Stage 1 and Stage 2A of the Roma Flood Mitigation Project.
- 3.4.4** Undertake a revised scope for Stage 2B having regard to funding availability.
- 3.4.5** Implement Local Emergency Coordination Committees (LECC) to help ensure disaster prevention, preparedness, response and recovery for communities for flood, fire and other emergencies.
- 3.4.6** Undertake other flood mitigation works as funding becomes available, and subject to annual priorities.

Five years

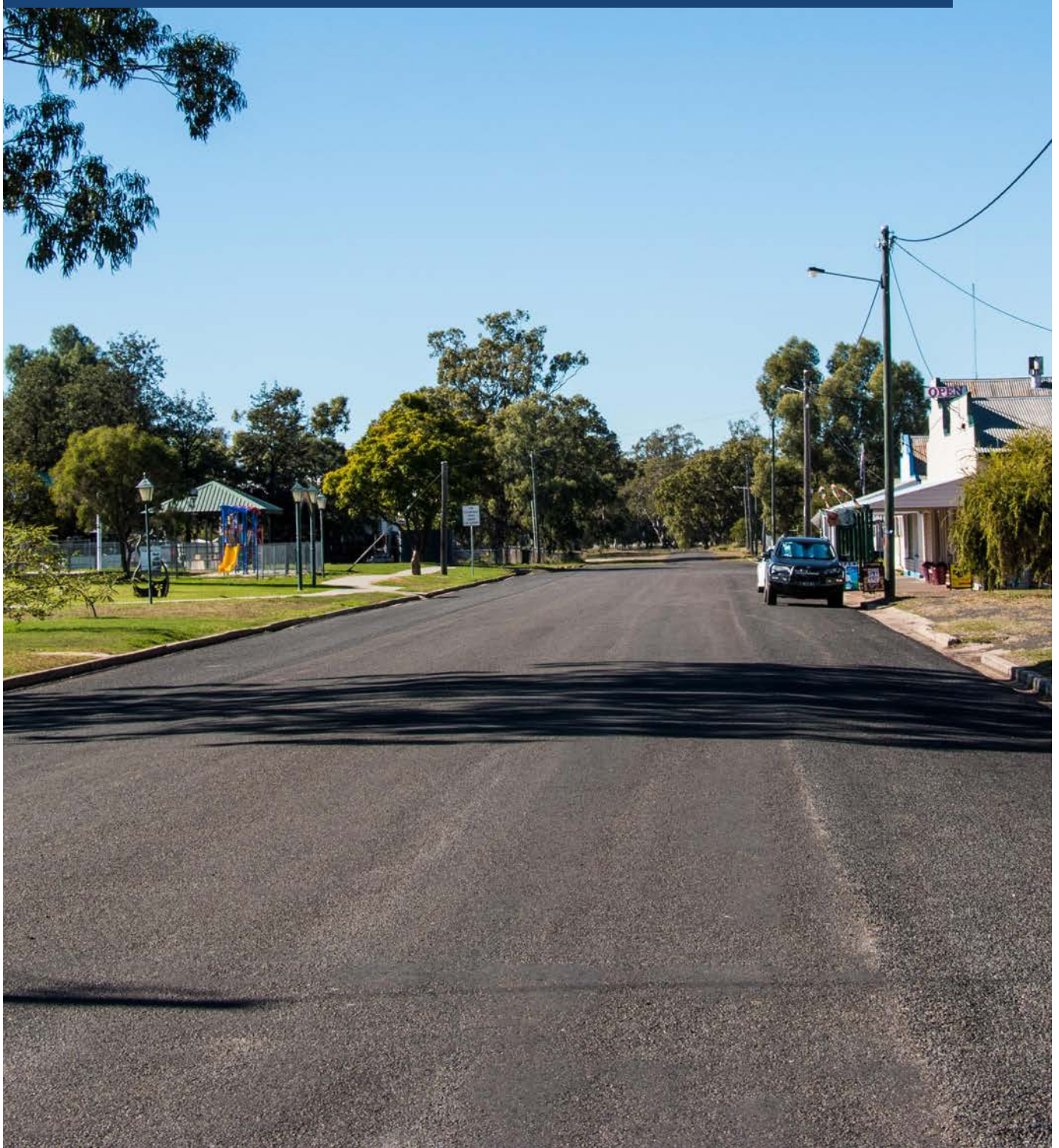
## The year ahead (2018/19 operational plan)

Objectives	Targets	
<b>Annual service delivery</b>		
Delivery of the following services:		
• Compliance with legislation		
- Manage events in the region	As required	
- Hold meetings of the Local Disaster Management Group (LDMG)	Minimum - every 6 months	
- Develop and implement emergency management staff roles and responsibilities	Ongoing review to ensure currency	
- Coordinate training for staff and supporting agencies	As identified including refresher training	
- Review the effectiveness of the Local Disaster Management Plan	Minimum once during the year	
- Plan and map required actions and monitor progress with implementation of the state government's Inspector-General Emergency Management (IGEM) Assurance Framework.	Minimum once during the year / action ongoing.	
• Building community resilience		
- Provide support to the Local Emergency Coordination Committees in Mitchell, Injune, Surat, Wallumbilla/Yuleba, including holding regular all-hazards planning meetings with key state government agencies.	Every 6 months, or earlier if required.	
- Participate in the State's 'Get Ready' campaign	In accordance with the State's program.	
- Provide support in relation to flood gauge network		
- Engage with the business community and vulnerable sectors of our community (including the aged) to support resilience and planning for disasters.	As required	
- Establish and maintain a dedicated Local Disaster Coordination Centre (Event response and training purposes).	30 June 2019	
- Prepare funding applications for mitigation and preparedness projects	As funding opportunities are identified.	
Objectives	Targets	
Projects	Quarter (Q) Finish	Within Scope & Budget
Fire threat management	Q4	\$10,000
Town cleanup	Q4	\$60,500
Bungil creek clearing	Q4	\$100,000
<b>Flood mitigation</b>		
Roma flood mitigation project stage 1	Q4	\$215,495
Roma flood mitigation project stage 2A	Q2	\$2,970,834
Roma flood mitigation project stage 2B	Q4	\$2,856,861

One year

## 3.5 Street lighting and public space lighting

We work in partnership with the region's energy provider for lighting of our streets and public spaces.



## What we do

Council pays monthly street lighting electricity accounts to Ergon Energy as they currently own and maintain the majority of the street lights installed throughout the Maranoa region.

Number of street lights	
<b>Mitchell and Surrounds</b>	
Amby	18
Mungallala	27
Mitchell	154
<b>Roma and Surrounds</b>	
Roma	631
Muckadilla	15
<b>Injune</b>	<b>76</b>
<b>Surat</b>	<b>66</b>
<b>Yuleba / Wallumbilla / Jackson and Surrounds</b>	
Yuleba	37
Wallumbilla	47
Jackson	11
<b>TOTAL</b>	<b>1,082</b>

Council provides a number of related services:

- Consideration of residents' requests for additional street lights and application to Ergon Energy. New installations are prioritised based on road user volumes and are subject to Council's funding availability. In some situations nearby residents will also be consulted to identify if the additional lighting is desired.
- Notification of faults to Ergon Energy where these have been reported to Council (Note: Residents can report these directly to Ergon Energy).
- Annual audit to proactively identify faults.
- Conditioning new developments to ensure that street lighting meets the requirements of the Australian Standard.

## Why we do it

We aim to provide:

- a well-planned and affordable street lighting network that focusses on improving road user and pedestrian safety at night - particularly at intersections, traffic islands and pedestrian crossing points.
- improved safety for pedestrians through the progressive review of lighting in public spaces and identification of any potential improvements for budget consideration.

### Note:

- Only local governments (Councils) or the Department of Transport and Main Roads can apply to Ergon Energy for street lighting connections.
- Street lighting is not designed to provide security lighting for private property.
- Council prefers not to install shields on street lights, as this can reduce lighting levels below that required by the Australian Standards, resulting in public safety issues.

Where a resident can demonstrate extreme hardship due to light spill into their property from an adjacent street light, the installation of a shield on the light may be considered.

Shields are not appropriate in new residential subdivisions where the street lighting has been specifically designed and installed to meet the lighting requirements of the Australian Standard.

- Street lighting designs must be prepared by an approved consultant and are to be certified by a registered engineer.

## Did you know

We do not own the majority of the street lights, but we do pay the accounts.



## How we are trending

	2014/15	2015/16	2016/17	2017/18
Street lighting expenses	\$209,586	\$186,510	\$189,543	\$201,065

Looking back



What we achieved this year

We do	We aim to	What we achieved
Provide a well-planned and affordable street lighting network that focusses on improving road user and pedestrian safety at night.	<p><b>FAULTS</b></p> <ul style="list-style-type: none"> <li>Conduct an annual audit.</li> </ul> <p><b>ENERGY EFFICIENCY</b></p> <ul style="list-style-type: none"> <li>Input as required into the pilot for LED street lighting.</li> </ul>	<p>Audit results for 2017/18 (faults identified and reported):</p> <p>Injune - 3                      Mitchell - 10                      Amby - 0                      Muckadilla - 0                      Jackson - 3                      Yuleba - 12                      Wallumbilla - 13                      Surat - 18                      Roma - 56</p> <p>No additional activity during 2017/18 due to staff movements.</p>
Provide improved safety for pedestrians through the progressive review of lighting in public spaces and identification of any potential improvements for budget consideration.	<p><b>NEW STREET LIGHTS</b></p> <ul style="list-style-type: none"> <li>Consider applications for new street lights upon receipt.</li> </ul>	<p>Council completed the installation of a street light at Pinaroo Retirement Village (50-56 Bowen Street, Roma) to improve the safety for residents, family, staff and visitors.</p>



Maintenance work on Roma Central Business District (CBD) lighting

The Roma CBD is spectacular at night with a colourful canopy of lights bringing a festive feeling to the space all year round.

These lights along McDowall Street need routine maintenance works each year to keep them operational and safe.

The maintenance works were undertaken by Ergon Energy in time for the biggest community event in Roma "Easter in the Country".

## Looking forward - the next 5 years (Our new corporate plan)

- 3.5.1** Develop a street lighting strategy to guide investment decisions for additional lighting.
- 3.5.2** Undertake an annual audit of our towns for street lights that aren't working and report these to the provider.
- 3.5.3** Allocate an annual budget sufficient to meet current lighting use and periodically review the allocation for any expansion to the network.
- 3.5.4** Explore opportunities to reduce costs and consumption through energy efficiency options.
- 3.5.5** Facilitate the reporting of faults to the energy provider.
- 3.5.6** Consider improvements according to annual priorities across both streets and public spaces.
- 3.5.7** Identify and implement lighting projects that complement other infrastructure works.

## The year ahead (2018/19 operational plan)

Objectives	Targets		
<b>Annual service delivery</b>			
Faults:	Annually		
<ul style="list-style-type: none"> <li>• Proactive (inspection of the street lighting network for brightness, damage and faults and report all findings to Ergon Energy).</li> <li>• Reactive</li> </ul>	As required		
	<p><i>Note: Council or residents can report faults directly to Ergon Energy:</i></p> <ul style="list-style-type: none"> <li>• Telephone: 13 22 96</li> <li>• Online:</li> </ul> <p><a href="https://www.ergon.com.au/network/outages-and-disruptions/report-a-problem/faulty-streetlight">https://www.ergon.com.au/network/outages-and-disruptions/report-a-problem/faulty-streetlight</a></p> <p><i>Ergon will need to be provided with the street address of the pole and it is helpful if the number on the pole can also be provided.</i></p> <ul style="list-style-type: none"> <li>• Emergencies such as exposed live wires should be reported immediately by telephoning Ergon on 13 19 62. Downed power lines should be reported directly to Emergency Services on 000.</li> </ul>		
Electricity account processing:	Monthly		
<ul style="list-style-type: none"> <li>• Mitchell &amp; Surrounds (Mitchell, Amby, Mungallala)</li> <li>• Roma &amp; Surrounds (Roma, Muckadilla)</li> <li>• Injune</li> <li>• Surat</li> <li>• Yuleba &amp; Surrounds (Yuleba, Wallumbilla, Jackson)</li> </ul>			
New applications	Upon receipt - considered having regard to supporting information and road user volumes as required.		
Objectives	Targets		
Initiatives	Quarter (Q) Finish		
Development of a street light strategy	Regional	Q4	Within operating budget

# Strategic priority 4. Growing our region

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



**Local development and events**  
Australia Day celebrations, Yuleba - 1916



**Local development and events**  
Anzac Day, Yuleba - 1916  
Said to be part of the first ANZAC Day commemorations in Australia



**Facilities**  
Shire Hall, Surat - Opened 1930



**Facilities**  
Hibernian Hall, Roma



**Sport and recreation**  
Policeman Kinbacher (CEO Julie's grandfather) at Judd's Lagoon, Yuleba - Late 1930's

## Looking back

**Local development and events**  
Australia Day celebrations, Noonga



**Local development and events**  
Anzac Day, Yuleba



**Business, Library, Gallery, Museum (Arts and Culture)**  
Burrowes Street, Surat



**Facilities**  
Hibernian Hall and Community Arts Centre, Roma



**Facilities**  
Shire Hall, Surat





**Business**  
Burrowes Street, Surat - 1927



**Facilities**  
Old hall, Injune - 1957



**Sport and recreation**  
Old showgrounds before Bassett Park, Roma - date unknown



**Rural lands**  
Prickly pear eradication, Surat - date unknown



**Rural lands**  
Stock route, Forestvale Mitchell - 1968

## Looking forward

**Sport and recreation, Tourism**  
Judd's Lagoon, Yuleba



**Sport and recreation**  
Bassett Park, Roma



**Rural lands**  
Stock route, Carnarvon Highway



**Facilities**  
Memorial Hall, Injune



**Rural lands**  
Parthenium spraying, roadside





## 4.1 Elected members

We work with our communities to identify priorities, and provide leadership and advocacy to grow our region.



## What we do

The Mayor and Councillors are elected by the community to collectively form the region's local government.

In summary, elected members:

- Participate in formal decision making (Council meetings), for matters within the jurisdiction of local government;
- Engage with our communities to provide information and seek a range of views as an input into Council priorities, policies and decision making.
- Advocate to the State and Federal Government for matters that are within their jurisdiction, and are important to our region.

Prior to participating in Council's decision making, Councillors also participate in informal briefings and review all relevant information via officer (employee) reports including technical advice and recommendations.



Mayor Tyson Golder speaking before the time capsule is lowered into the pavement at the Roma Customer Service Centre entrance during celebrations for Roma's 150 years of local government.

Image opposite - Councillors speaking with residents at the Roma Saleyards.

## Why we do it

Section 12 of the *Local Government Act 2009* details the following responsibilities of councillors (elected members):

- (1) *A councillor must represent the current and future interests of the residents of the local government area.*
- (2) *All councillors of a local government have the same responsibilities, but the mayor has some extra responsibilities.*
- (3) *All councillors have the following responsibilities -*
  - (a) *ensuring the local government -*
    - (i) *discharges its responsibilities under this Act; and*
    - (ii) *achieves its corporate plan; and*
    - (iii) *complies with all laws that apply to local governments;*
  - (b) *providing high quality leadership to the local government and the community;*
  - (c) *participating in council meetings, policy development, and decision-making, for the benefit of the local government area;*
  - (d) *being accountable to the community for the local government's performance.*

Council recognises that decision making is enhanced through community engagement initiatives, both formal and informal, which include Councillors:

- Speaking with residents who Councillors may not ordinarily come in contact with;
- Being available and visible in various towns and communities;
- Seeking broader input and information for the determination of Council's priorities;
- Gaining greater knowledge of Council and community assets;
- Gaining a broader understanding of local issues;
- Achieving a greater balance of perspectives – ensuring that decision making is not weighted towards a vocal minority at the detriment of a silent majority.
- Communicating the background to Council's decisions.

## Did you know

The number of matters being considered by Council is more than 3 times what it was in 2011/12 - that certainly is a big workload for our councillors!

## How we are trending

Number of Council meeting resolutions	2016/17	2017/18
Community leadership and accountability	37	47
Our finances	143	236
Customer service	10	10
Road network	87	70
Essential infrastructure and services	58	85
Prime assets	62	107
Vibrant communities, beautiful towns	263	358
Disaster management	50	37
Affordable land and housing	6	-
Organisational management	33	73
Councillor initiated reports	38	33
<b>Total</b>	<b>787</b>	<b>1,056</b>

Total resolutions	
2011/12	291
2012/13	360
2013/14	583
2014/15	860
2015/16	771
2016/17	787
2017/18	1,056

## Looking back



14 new citizens



79 formal Councillor community engagement activities

## What we achieved this year

We do	We aim to	What we achieved
Participate in formal decision making (Council meetings), for matters within the jurisdiction of local government, having reviewed all relevant information via officer reports, technical advice and recommendations and informal briefings.	<b>DECISION MAKING</b> <ul style="list-style-type: none"> <li>Continue Council's commitment to: <ul style="list-style-type: none"> <li>- Formal Council meetings on the 2nd and 4th Wednesday of each month (except December and January which will occur on the 1st and 3rd Wednesday respectively);</li> <li>- Council workshops (informal briefings) for Councillors - first, second and fourth Tuesday and third Wednesday of each month;</li> </ul> </li> </ul>	Council meetings on the 2nd and 4th Wednesday of the month with the exception of December and January (only one meeting).  During the year the workshop format was reshaped into: <ul style="list-style-type: none"> <li>• Agenda familiarisation workshop generally the day before the Council meeting.</li> <li>• Policy development in the 'off meeting' week, with time in the afternoon for deputations if required. <ul style="list-style-type: none"> <li>- 22 General Meetings,</li> <li>- 5 Special Meetings,</li> <li>- 1 Special Budget Meeting,</li> <li>- 38 Workshops.</li> </ul> </li> <li>• Commencement of Budget Submissions and Financial Planning Standing Committee Meetings.</li> </ul>
Engage with our communities to provide information and seek a range of views as an input into Council priorities, policies and decision making.	<b>COMMUNITY ENGAGEMENT</b> <ul style="list-style-type: none"> <li>Continue operation of Council's Advisory Committees: <ul style="list-style-type: none"> <li>- Airport Advisory Committee</li> <li>- Bassett Park Advisory Committee</li> <li>- My Maranoa Focus Group</li> <li>- Roma Saleyards Advisory Committee</li> <li>- Regional Roads Advisory Committee</li> <li>- Wallumbilla Showgrounds Advisory Committee</li> <li>- Wild Dog Advisory Committee.</li> </ul> </li> <li>Participate in town improvement/development meetings;</li> <li>Continue Councillors' 'Out &amp; About' program visiting the region;</li> </ul>	79 formal Councillor community engagement activities undertaken.  29 Advisory Committee meetings held and attended by Councillors.  Recommendations from these advisory committees were considered by the full Council throughout the year.  22 town meetings attended by available Councillors: <ul style="list-style-type: none"> <li>• Wallumbilla Town Improvement Group</li> <li>• Yuleba Development Group</li> <li>• Advance Injune</li> <li>• Surat &amp; District Development Association</li> <li>• Noonga &amp; Jackson Town &amp; Country Community Group</li> <li>• Booringa Action Group</li> <li>• Muckadilla Community Association Inc.</li> <li>• Commerce Roma</li> <li>• Mungallala Progress Association.</li> </ul> <ul style="list-style-type: none"> <li>• 3 'Out &amp; About' days attended by elected members at regional shows: <ul style="list-style-type: none"> <li>- Wallumbilla</li> <li>- Roma</li> <li>- Mitchell</li> </ul> </li> </ul>
Advocate to the State and Federal Government for matters that are within their jurisdiction, and are important to our region.	<b>ADVOCACY</b> <ul style="list-style-type: none"> <li>Participate in formal and informal opportunities to progress the interests of the region.</li> </ul>	Details of Councillors' advocacy where they attended as a delegate of Council are detailed on page 50, and Councillors' involvement in regional collaboration is detailed on page 51.

## 150 years of Local Government in Roma celebrations

Council invited residents to join in the 150 Years of Local Government in Roma celebration held this year.

A series of events and activities were held to highlight the history of Roma's local government.

The week commenced with the opening of the '150 Years of Mayors in Roma' exhibition and book launch at Roma on Bungil Gallery.

A community favourite was the re-enactment of the first Council meeting, where our current Councillors debuted their stellar acting skills!

The celebrations continued with Roma & District Family History Society Inc hosting an afternoon of family fun at the Lodge.

This was an important milestone for the town of Roma and it was a great opportunity for Council to work with a range of community groups in delivering a week long program of events.

The week closed with a ceremony for the placement of Roma's time capsule. The capsule will be opened on the 200 year anniversary of local government in Roma in August 2067.

The capsule contained a number of significant items donated by Council and the community, including:

- Letter to the Mayor and Councillors who will open the capsule in 50 years' time;
- The event program, photos and newspaper clippings of the celebrations;
- 150 Years of Mayors in Roma book;
- In Champagne Country (and addendum);
- Maranoa Regional Council Annual Report;
- 2017 uncirculated coin set, next generation \$5 note and stamp minisheet;
- Seed pods from Roma's biggest bottle tree;
- Menu from Irish McGanns at the Queen's Arms (Roma's oldest pub);
- Roma & District Family History Society Inc. photo, business card and brochure;
- Roma Historical Motor Club Inc. badge and brief history of the club;
- Photo of current Mayor and Councillors;
- Electronic copy of historical photos of Roma;
- Winning entries of the student artwork competition;
- Commemorative certificate for the baby born in Roma closest to the anniversary.

## Citizenship ceremonies

Council hosted three ceremonies for candidates during the year to celebrate the conferral of Australian Citizenship and to welcome them to the Maranoa community. Candidates were invited to affirm the values we share as Australians by participating in the affirmation ceremony.

The ceremonies were held in July, December and April, welcoming 14 new citizens from countries such as India, Sri Lanka, Philippines, Scotland and the Republic of Ireland. As part of the ceremonies, gift packages are presented to new citizens, including a native floral arrangement, a Bottle tree seedling which is a regional icon, a 150 Years of Roma booklet, citizenship medallion and a congratulatory letter from the Mayor.

## National general assembly of local government in Canberra

Councillors Stanford, Flynn and O'Neil, on behalf of Council, attended the national assembly held in Canberra in June.

The annual event provides an opportunity for local governments to engage directly with the federal government, to develop policy and to influence the future direction of councils and communities.

The Councillors held a series of delegations with ministers, senators and senior advisors raising a number of issues including:

- Rural roads funding
- Local government financial assistance grants
- Surat telecommunications
- Injune kindergarten

The local government assembly is important for Council representatives to attend to learn, network and discuss issues that affect communities across the nation.

As it was the final general assembly before the next federal election, it was a real opportunity for collective councils and individual councils to raise important issues, projects and local initiatives to Ministers and government members.

Councillors had the opportunity to meet and talk with Deputy Prime Minister and Minister for Transport, Michael McCormack, Local Government and Regional Development Minister, John McVeigh, and member for Maranoa, David Littleproud.

Councillors tabled a discussion paper on federal assistance grants. They highlighted the need for a significant increase, given that Council's annual net general rates have previously been around \$20 million, and we budget to spend in excess of \$22 million on roads alone.

The Deputy Prime Minister gave the Councillors a good hearing and strongly encouraged them to continue advocating for additional federal assistance grants.



Image above: Councillors Janelle Stanford, Cameron O'Neil and Peter Flynn meet with Deputy Prime Minister, Michael McCormack in Canberra.

## Bush councils' convention

In August 2017 Councillors represented the region at the biennial bush councils' convention in Charters Towers.

The convention brought over 100 delegates from across rural and regional Queensland together. It was a chance to hear first-hand from councils that experience the same challenges and opportunities as the Maranoa region, and about the innovative solutions they have to share.

This year's convention was tailored towards understanding that the next ten years of local government will not look like the last. Discussions surrounding tourism and the age of digital disruption were also focussed on at the convention.

Current statistics for rural and remote Queensland tourism, which were presented at the convention, indicate that the Maranoa region has an extremely positive future, but we must continue to invest in our tourism assets.

## Looking forward

### Looking forward - the next 5 years (Our new corporate plan)

#### We aim to:

- 4.1.1** Continue to review and expand Council's Community Engagement Framework, further committing to initiatives such as:
- Councillors' Out and About program
  - Local town improvement group meetings
  - Council advisory and other committees
  - Participation in community events
  - Project-specific engagement
  - Individual Councillor community engagement
  - Representation on community committees
  - Resident or business deputations to the elected Council.
- 4.1.2** Identify opportunities to present Council-endorsed priorities to government ministers and other representatives, formally or informally, individually as a Council or with other local governments (including the importance of roads to Council's financial sustainability).
- 4.1.3** Participate in local government decision making in accordance with the Local Government Principles (Section 4) and Councillors' responsibilities (Section 12) under the *Local Government Act 2009*.
- 4.1.4** Prepare a new Elected Member Request Policy incorporating reviewed Acceptable Request Guidelines.
- 4.1.5** Provide administrative support to Council's decision-making and community engagement processes.
- 4.1.6** Finalise the Good Governance Guide - A-Z Ready Reckoner.

Five years

### The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Services</b>	
Delivery of the following services:	
• Councillors' Out and About program	Visits across the region as time permits, include attendance at regional shows.
• Local town improvement group meetings	Rotational attendance based on Councillor availability.
• Representation on Council committees	As nominated by Council.
• Representation on community committees	Upon invitation, and nominated by Council.
• Project specific engagement and other community events	As required.
• Individual community engagement	As initiated by each Councillor.
• Deputations to the elected Councillors	Generally on a day set aside for Councillor workshops - e.g. first and third and Wednesday in the afternoon.
• Advocacy to other tiers of government	Formal submissions as opportunities arise. Informal advocacy on Council-endorsed priorities.
• Council decision making	On the second and fourth Wednesday of the month with the exception of December and January (only one meeting in each). Scheduling for workshops (informal briefings) is determined in consultation with Councillors, how generally: <ul style="list-style-type: none"> <li>• Agenda familiarisation on the day before the Council meeting;</li> <li>• Policy development in the 'off meeting' week (first and third Wednesday)</li> </ul>
<b>Projects</b>	
Advocacy	Preparation and updating of an advocacy 'prospectus' to assist with lobbying.
Finalise the Good Governance Guide, and Ready Reckoner for Councillors and employees.	Quarter 3

One year

*Image right: Councillors checking out the new Maranoa Netball Precinct with the Hon. Stirling Hinchliffe MP, Minister for Local Government, Racing and Multicultural Affairs*



## 4.2 Economic development

We encourage additional investment in the Maranoa, developing our local economy and increasing our region's population.

Welcome to the Maranoa

Explore the Opportunities, Lifestyle and Attractions

oma • Injune • Mitchell • Surat • Wallumbilla • Yuleba

## What we do

We partner with community, government and business to grow our local economy.

This includes initiatives that enable existing businesses in our community to be sustainable and grow, and attract additional investment and new business to our region.

We aim to:

- Ensure that every working age resident can have a job
- Provide quality lifestyles for residents
- Ensure business and industry is energetic, adaptable and responsive.
- Build futures for the next generations.

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

## Why we do it

It is important to encourage new business and industry to the region. It generates additional employment opportunities and increases availability of services.

Local jobs combined with quality lifestyle bring population increase, which in turn increases the long term sustainability of our communities.



## Did you know

Anyone can view the latest economic statistics for the Maranoa region, the Darling Downs and South West Queensland by following this link on Council's website.

<http://www.maranoa.qld.gov.au/maranoa-s-economic-profile>



## How we are trending

Economic indicators	30 June 2016	30 June 2017	30 June 2018
Estimated resident population <sup>1</sup>	12,926	12,850	12,850
Gross regional product <sup>2</sup>	\$1.176 billion (Reduction of 9.3% since the previous year) (0.39% of Queensland)	\$1.32 billion (Growing 12.2% since the previous year) (0.43% of Queensland)	\$1.538 billion (Growing 16.6% since the previous year) (0.49% of Queensland)
Local jobs <sup>2</sup>	8,456	7,939	8,129
Employed residents <sup>2</sup>	7,181	6,912	6,981
Local businesses <sup>3</sup>	2,528	2,477	2,477 <sup>4</sup>

Industry information			
- Largest employer <sup>2</sup>	Agriculture, forestry and fishing 1,318 jobs	Agriculture, forestry and fishing 1,289 jobs	Agriculture, forestry and fishing 1,354 jobs
- Largest exporter <sup>2</sup>	Agriculture, forestry and fishing \$361.7 million	Mining \$510.4 million	Mining \$736 million
- Largest sales <sup>2</sup>	Construction \$621.4	Construction \$351.7 million	Construction \$349.2 million
- Largest number of registered businesses <sup>3</sup>	Agriculture, forestry and fishing 1,319 52.2% of total businesses	Agriculture, forestry and fishing 1,298 52.4% of total businesses	Agriculture, forestry and fishing 1,298 <sup>4</sup> 52.4% of total businesses

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

2. Source: National Institute of Economic and Industry Research (NIEIR). Compiled and presented in economy.id by .id, the population experts.

3. Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2015 to 2017 displayed on economyid, the population experts

4. 2018 data not yet available - as per 2017



Looking back



**16.6% increase** in the gross regional product for the region



**2.4% increase** in local jobs  
**1% increase** in employed residents

We do	We aim to	What we achieved																																				
<p>Encourage new business and industry to the Maranoa to expand the diversity of our local economy and generate additional employment opportunities.</p> <p>Partner with State and Federal Government agencies and other organisations in initiatives that enable existing businesses to be sustainable and grow.</p> <p>Promote the Maranoa as a great place to invest, live and visit, and implement initiatives to increase our permanent population.</p>	<p><b>PLANNING</b></p> <ul style="list-style-type: none"> <li>Partner with our local communities to develop action plans in conjunction with a new Economic and Community Development Plan with sub strategies for business and industry.</li> <li>Integrate economic development strategies with Council operations.</li> </ul>	<p>‘Connected Futures’ forums were held across the region in November 2017 for the community to help shape regional and local priorities including those pertaining to business and industry.</p> <table border="1"> <thead> <tr> <th>Day</th> <th>Date</th> <th>Location</th> </tr> </thead> <tbody> <tr> <td>Friday</td> <td>10/11/17</td> <td>Roma (day)</td> </tr> <tr> <td>Monday</td> <td>13/11/17</td> <td>Mungallala</td> </tr> <tr> <td>Monday</td> <td>13/11/17</td> <td>Mitchell</td> </tr> <tr> <td>Tuesday</td> <td>14/11/17</td> <td>Injune</td> </tr> <tr> <td>Friday</td> <td>17/11/17</td> <td>Amby</td> </tr> <tr> <td>Monday</td> <td>20/11/17</td> <td>Roma (evening)</td> </tr> <tr> <td>Monday</td> <td>27/11/17</td> <td>Muckadilla</td> </tr> <tr> <td>Monday</td> <td>27/11/17</td> <td>Wallumbilla</td> </tr> <tr> <td>Tuesday</td> <td>28/11/17</td> <td>Yuleba</td> </tr> <tr> <td>Tuesday</td> <td>28/11/17</td> <td>Surat (evening)</td> </tr> <tr> <td>Thursday</td> <td>30/11/17</td> <td>Jackson</td> </tr> </tbody> </table> <p>Final community consultation on the draft Business and industry strategy was open until 11 June 2018, with adoption now planned for early in the new financial year. Actions plans will follow in 2018/19.</p>	Day	Date	Location	Friday	10/11/17	Roma (day)	Monday	13/11/17	Mungallala	Monday	13/11/17	Mitchell	Tuesday	14/11/17	Injune	Friday	17/11/17	Amby	Monday	20/11/17	Roma (evening)	Monday	27/11/17	Muckadilla	Monday	27/11/17	Wallumbilla	Tuesday	28/11/17	Yuleba	Tuesday	28/11/17	Surat (evening)	Thursday	30/11/17	Jackson
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	<p><b>INDUSTRY NETWORKS</b></p> <ul style="list-style-type: none"> <li>Continue membership in regional organisations including South West Regional Economic Development Association (SWRED), Downs and Surat Basin Alliance of Councils (DASBAC) and Toowoomba and Surat Basin Enterprise (TSBE).</li> </ul>	<p>Council continued its membership of the South West Regional Economic Development (SWRED) association, Downs and Surat Basin Alliance of Councils (DASBAC) and Toowoomba and Surat Basin Enterprise (TSBE).</p> <p>The networks enable Council to collaborate on cross-boundary projects.</p>																																				

## What we achieved this year

### Connecting our futures

As part of the 'Connected Futures' initiative, Council undertook a series of forums across the region to gather community input for development of a new Economic and Community Development Plan. The plan, once adopted, will comprise Maranoa wide strategies including:

- **Business and industry;**
- Tourism;
- Sport and recreation;
- Arts and culture.

Following a period of development, Council released the draft plan and a suite of local plans for a final round of public consultation in May, with the feedback period open until 11 June 2018.

The new plans recognise the need for both local jobs and quality lifestyle to foster sustainable communities.

The Maranoa Economic and Community Plan, in conjunction with each local community plan, is intended to provide direction and connect the action plans of Council, community organisations, business and other agencies.

### Online community planning hub

During the year Council released an online community planning hub for community use, as a further 'Connected Futures' initiative.

The software, which enables the community to access resources for their own organisations' planning, was trialled with selected community members. Feedback through that process enabled further finetuning of the product prior to its full release to the community.

### Business excellence program

The "Business Excellence Program" conducted 7 high profile events in Roma during the year. A highlight was the acclaimed Dr Phil Jauncey (Australia's foremost sports psychologist) and mentor to Olympians who presented in Roma this year.

### Origin Energy / Australia Pacific LNG project

Opportunities to grow the region's population were pursued during the year.

Councillors met with Origin Energy in September 2017 and were provided with an update on Origin's development activities. It was an opportunity for Councillors to emphasise the importance of Origin encouraging more permanent staff to live locally in lieu of accommodation camps (on a fly-in, fly-out basis).

In February 2018 Council resolved as follows:

*That Council agree to Origin Energy Australia Pacific LNG's proposal to establish a working group to develop a plan to encourage higher rates of regionally based staff to reside locally in the Maranoa region, with the Council's representative being Cr Scheffe.*

The decision came following on-going discussions about ways in which Origin can work to increase the number of permanent staff residing in Maranoa's townships

The matter of accommodation camps was reintroduced to the Council Chambers in May when Council was formally advised of an application to the State Government's Coordinator-General for the Temporary Workers' Camps to be permitted to continue in operation. The resolution from Council's meeting was:

*That Council:*

*1. Permit an extension of the Origin Energy (Australia Pacific LNG) Temporary Workers' Accommodation Facilities for a period of six (6) months to allow Council and the applicant to progress negotiations with a view to increasing Origin Energy' resident workforce in the region.*

*2. Request that Origin Energy be transparent with Council throughout the course of the application process.*

*3. Write to the Coordinator General to confirm the above, and to request a copy of the application and any supporting information when formally lodged by Origin Energy.*

Council will continue to progress the matter in 2018/19.

McDowall Street, Roma.



## Looking forward

## Looking forward - the next 5 years (Our new corporate plan)

**We aim to:**

**4.2.1** In partnership with the community, commence implementation of the Maranoa Business and Industry strategy, with the key strategies including:

- Attracting, encouraging and creating new business
  - Ensure the region provides locational advantages for business
  - Facilitate new and diverse business investment
  - Reduce risks associated with new business establishment
  - Develop and execute an investment attraction marketing campaign
- Supporting and assisting current business
  - Provide support to local business
  - Facilitate local and regional business networks
  - Provide business with access to local economic data
  - Whole of Council service delivery to local business
  - Physical improvements to enhance business accessibility and visual amenity for customers and service providers
  - Enhance the visual amenity of our towns
- Attracting new residents and visitors
  - Growing the population of the Maranoa
  - Attracting more visitors to the Maranoa
- Leveraging existing facilities, land and resources
  - Leverage existing transport assets
  - Leverage existing industrial infrastructure
  - Provision of land and utilities for work camps
  - Pursue external funding and partnerships for infrastructure improvements
  - Utilise waste products from Council and business facilities
- Developing skills and entrepreneurship
  - Provide learning and skill development strategies adapted to regional conditions
  - Foster business, social and environmental entrepreneurship
  - Support and assist regional workforce development
- Building community partnerships
  - Work with the community to ensure alignment of Council programs and community aspirations
  - Empower local communities to develop their economy and lifestyle
  - Encourage community leaders to participate in the development and promotion of the region.

**4.2.2** Partner with key agencies and organisations to facilitate investment in the Maranoa through initiatives that attract, encourage and create new businesses and support existing businesses.

**4.2.3** Promote the regional locational advantages of “Investing, Living, Visiting” the Maranoa through Council publications and initiatives, including representations at key industry events, forums and advocacy opportunities.

**4.2.4** Create an environment that is conducive to growth through progressive integration of Council’s Planning Scheme, Economic & Community Development Plan and Business & Industry Strategy.

**4.2.5** Partner with State and Federal Government based agencies and private organisations to assist current businesses to be sustainable and grow, including participation in the annual Maranoa Business Awards.

**4.2.6** Work with business and industry to attract new residents, thereby growing our permanent population, with a key focus on the operational workforce of Coal Seam Gas companies.

**4.2.7** Continue to develop Council’s key assets for multi community benefits, i.e. Roma Saleyards, Airport, sporting facilities (e.g. Bassett Park) and industrial sites, leveraging facilities, land or resources.

**4.2.8** Participate in initiatives that support innovation, develop skills and entrepreneurship.

**4.2.9** Build community, business and industry partnerships to grow our economy and local employment.

**4.2.10** Monitor and report on key economic indicators over time.

## The year ahead (2018/19 operational plan)

Objectives		Targets
<b>Annual service delivery</b>		
Delivery of the following services: <ul style="list-style-type: none"> <li>Investment attraction - attracting, encouraging and creating new businesses</li> <li>Business support - assisting current businesses</li> <li>Livability services - attracting new residents</li> <li>Leveraging facilities, land or resources</li> <li>Supporting innovation - developing skills and entrepreneurship</li> <li>Creating partnerships with the community</li> </ul>		Initiatives within the annual operating budget.  Sponsorship of the annual business awards and participation in its planning.  A business support workshop at least every 2 <sup>nd</sup> month.  Activity reported quarterly
Projects	Quarter (Q) Finish	Within Scope & Budget
Regions 400M - Innovation Project  The Advancing Regional Innovation Program presented by the Queensland Government Department of Science, Information Technology and Innovation (DSITI) aims to assist business who have developed new and innovative processes and products to obtain further financial and consultative support to bring their respective innovations to commercialisation. The funding associated with this program is \$500,000 over 3 years.  Toowoomba and Surat Basin Enterprise (TSBE) won the rights to deliver the program in the Darling Downs.  A letter of support for the program was given by Council in April 2017, with the program requiring a contribution by Council.	Regional	Q3
Completion of 2017/18 Project (Funding carried forward to this financial year)		
Racecourse North Estate - Signage/entrance	Injune	\$12,795

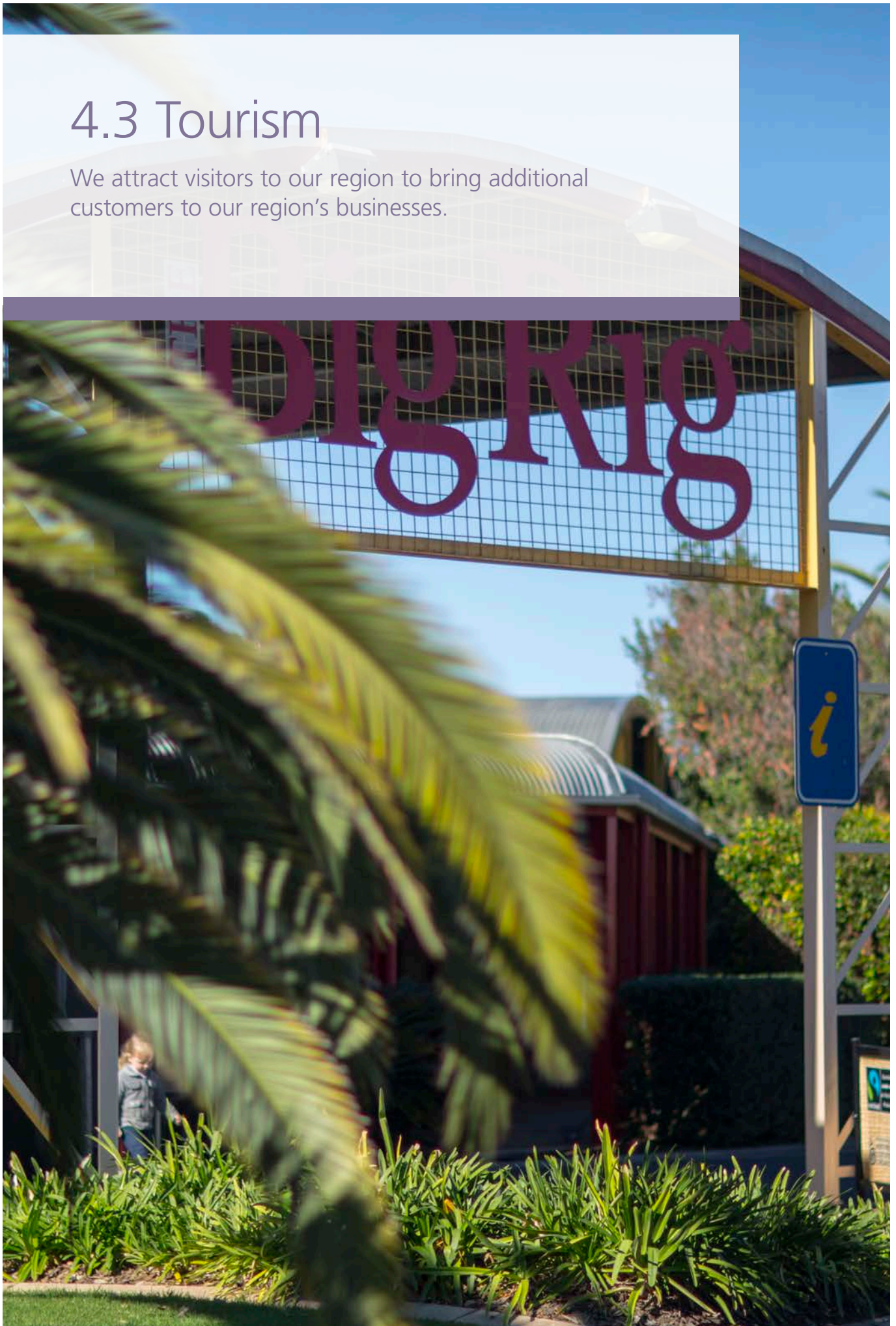
One year

Cambridge Street, Mitchell.



## 4.3 Tourism

We attract visitors to our region to bring additional customers to our region's businesses.



## What we do

Council operates two 7 day a week accredited Visitor Information Centres, one in Roma at the Big Rig, and one in Injune.

Council also provides support to 3 other Visitor Information Centres at Wallumbilla, Surat and Mitchell.

We work in partnership with local tourism and progress associations to market the region, and plan, seek funding and implement initiatives for key tourism precincts, attractions, events and other product development.

We aim to help ensure:

- Every visitor becomes a tourist
- Every visitor wants to stay another night
- A future for the next generation
- A committed and responsive Maranoa tourism industry is developed and sustained.

## Why we do it

Tourism brings additional customers to our region's businesses and therefore its growth as a sector is key to the economic development of the region.

Each of our local communities already has a strong focus on tourism - our aim is to complement not replicate what is already happening at a local level.

We aim to be a partner in the Maranoa Tourism Collaborative to support and expand tourism where regional coordination can value add to the industry - e.g:

- destination marketing
- pursuit of funding
- networking
- product development
- event promotion.

By converting more of the passing traffic to visitors of the Big Rig facility, we also hope to encourage them to stay longer both in Roma and the region and visit the many attractions on offer.

## Did you know

87,965 short vehicles towing a caravan or camper trailer are estimated to drive past 'The Big Rig' in both directions each year.

(1.55 million vehicles in total)

By encouraging an additional 2% of the passing traffic to stay an extra night in the Maranoa a further \$3.3 million could be injected into our regional economy.



Carnarvon Highway, Roma.

Image opposite - The Big Rig Visitor Information Centre, Cafe, Oil Patch Museum and Night Show Venue.

## How we are trending

	2015/16	2016/17	2017/18
Number of people that visited Maranoa Visitor Information Centres	57,601	56,384	58,816
Visitors to the Big Rig Oil Patch and Night Show	4,875	4,638	5,188

\* Queensland Government - Department of Transport and Main Roads Annual Average Daily Traffic (AADT) data 2017 - Segment Analysis Report

Looking back



**58,816 people** visited Maranoa Visitor Information Centres to request information about the local area



**Over 65 attended** the latest industry networking event hosted by Council

**53 volunteers** attended the familiarisation tour of some of the region's tourism assets

What we achieved this year

We do	We aim to	What we achieved
<p>Support and expand tourism in the Maranoa region through regionally coordinated destination marketing, coordinated funding, networking opportunities, product development and event promotion.</p>	<p><b>ENGAGEMENT WITH INDUSTRY</b></p> <ul style="list-style-type: none"> <li>Increase engagement with tourism operators and local and state peak bodies to connect locally and regionally to increase visitor numbers to, and duration of stay within the Maranoa.</li> </ul>	<ul style="list-style-type: none"> <li>Tourism industry networking events were held, one in October 2017 at the Roma Saleyards and the other in March 2018 at St Paul's Anglican Church, attracting over 65 industry representatives and volunteers.</li> <li>The annual Tourism Volunteer Familiarisation Tour was conducted with 53 Visitor Information Centre volunteers in attendance.</li> <li>'The Big Rig' Action Group was formed with the primary purpose of implementing 'The Big Rig' Night Show project and to attract funding for the upgrade of The Big Rig and Oil Patch.</li> <li>Maranoa Tourism Collaborative, of which Council is a partner, undertook a detailed analysis of the existing Visit Maranoa brand to assist in future destination marketing initiatives.</li> <li>Council extended its Outback Queensland Tourism Association membership for the 2017/18 financial year.</li> <li>Free digital and social media workshop for tourism providers in May 2018, hosted by Outback Queensland Australia.</li> <li>Roma and the Maranoa was announced as the host of the 2018 Outback Queensland Tourism Awards and Symposium to be held in November 2018.</li> </ul>
	<p><b>NEW BUSINESS MODEL</b></p> <ul style="list-style-type: none"> <li>Review the business model for the Big Rig.</li> </ul>	<ul style="list-style-type: none"> <li>Tender awarded for Big Rig Cafe management 13 December 2017 (Roma Thai).</li> <li>New management model in operation.</li> </ul>
	<p><b>PLANNING</b></p> <ul style="list-style-type: none"> <li>Adopt a new Regional Tourism Strategy and develop an action plan integrated with the new Economic and Community Development Plan.</li> </ul>	<p>Final community consultation on the draft Tourism strategy was open until 11 June 2018, with adoption now planned for early in the new financial year.</p>
	<p><b>PROJECTS</b></p> <ul style="list-style-type: none"> <li>Complete projects as funding is secured.</li> </ul>	<p>Council implemented the \$117,000 Interpretive Signage Tourism Demand-Driver Infrastructure (TDDI) Project across the region.</p>

## What we achieved this year

### **Tourism volunteer familiarisation ('famil') tour**

Council once again held a Tourism Volunteer Familiarisation Tour. The day included a journey across sections of three Maranoa region drive trails accompanied by experienced local guides, morning tea at the Noonga Community Hall, lunch at Mount Hope and afternoon tea at Calico Cottage.

53 volunteers from across the region attended the day to experience first hand some of the wonderful attractions our region has to offer.

### **Tourism networking event**

In March 2018 Council hosted a Tourism Networking Event for tourism providers in the region.

The event included a regional tourism update, a guided tour of the Roma Anglican Church Windows and an Easter in the Country update.

Over 65 industry representatives attended the event.

### **Free digital and social media workshop for Maranoa tourism providers**

In May 2018 tourism providers were able to access a free digital and social media training workshop, hosted by Outback Queensland Australia.

Attendees had the opportunity to learn about the following topics:

- Identifying the target audience and selecting the right distribution channels;
- Choosing the right content for the right purpose;
- Understanding social media platforms;
- Planning an online strategy and integrating social media;
- Understanding and developing social media content;
- Understanding data produced by social media platforms.

The workshop was designed to help develop tourism providers' digital footprint so visitors can find them easily. It also gave attendees the knowledge and tips to better understand how social media can help their business.

Council is a member of the Outback Queensland Tourism Association, to help support the tourism industry in our region.

### **New business model for 'The Big Rig'**

With the expiry of the previous management agreement in November 2017, there was an opportunity for Council to look at a different operating model.

In previous years, the entire operation of the facility was contracted out to private sector operators.

However, following a review of options, Council saw the potential of attracting an additional share of the passing traffic to the complex through a dedicated focus on tourism.

It was identified that this could also inject significant additional money into the local economy with visitors encouraged to stay longer in and visit all the attractions and experiences throughout the whole Maranoa region.

Under the new model which was subsequently approved for implementation, Council now manages all tourism operations at the Big Rig including visitor services, merchandise, Oil Patch museum and night show at the Roma Big Rig.

Tenders were called solely for the management of the cafe, with the successful tenderer being Suphajit Maher trading as Roma Thai.

The benefits of this model are that Council is able to service the front counter with professional, trained tourism employees 7 days a week along with knowledgeable volunteer local tourism ambassadors who can greet all visitors and directly answer their enquiries.

Over time Council's team can develop additional tourism product at the Roma Big Rig, including guided tours with local volunteers and hosting of special events in the Oil Patch.

The new model is already proving a success with exciting projects ahead for the Oil Patch museum, Big Rig night show and visitor information centre.

The changes will see the Maranoa well placed to capitalise on the growing number of people visiting Outback Queensland each year.

*The Big Rig, Roma.*





## Looking forward

### Looking forward - the next 5 years (Our new corporate plan)

#### We aim to:

- 4.3.1** In partnership with the community, commence implementation of the Maranoa Tourism strategy, with the key strategies including:
- Position Maranoa as a destination of Outback Queensland;
  - Enhance the network of Maranoa attractions and link them to the Big Rig;
  - Upgrade and progressively expand the Big Rig to become a “must see” attraction in Outback Queensland with a focus on oil, gas and geology;
  - Attract and feature high quality events while promoting tourism in every event;
  - Enhance “experience” and “adventure” tourism with quality “must do” activities;
  - Maximise the potential of transport links to develop inbound tourism;
  - Convert business, event, function and sport visitors, friends, relatives and travellers into tourists;
  - Continue to enhance marketing of the Maranoa;
  - Partner, partners and more partners in every aspect of tourism.
- 4.3.2** Research, design and deliver destination marketing initiatives aimed at increasing visitor numbers, duration of stay, repeat visits and visitor spend, in partnership with local tourism and progress associations.
- 4.3.3** Operate two 7 day a week accredited Visitor Information Centres (Roma, Injune) and support three other Visitor Information Centres (Mitchell, Wallumbilla, Surat).
- 4.3.4** Facilitate industry partnerships and skill development.
- 4.3.5** Implement Master Plans for key tourism precincts as funding becomes available.
- 4.3.6** Coordinate funding applications, as opportunities arise, to progress tourism initiatives in the Maranoa.

Five years

Injune Information Centre



## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Destination marketing <ul style="list-style-type: none"> <li>Regional visitor guide</li> <li>Approach to coach companies</li> <li>Regional calendar of events</li> <li>Maintenance of Outback Queensland Tourism Association</li> </ul>	Annually
<ul style="list-style-type: none"> <li>Meetings with tourism associations to assess current marketing initiatives and develop and implement new marketing strategies</li> </ul>	Twice yearly
<ul style="list-style-type: none"> <li>What's On in the Maranoa</li> </ul>	Weekly
<ul style="list-style-type: none"> <li>Attendance at tourism association meetings (new product and promotion opportunities - experiences and activities)</li> </ul>	Bimonthly
<ul style="list-style-type: none"> <li>Conversion of business, event, function and sport visitors, friends, relatives and travellers into tourists</li> </ul>	Monthly discussion with Regional Sport & Recreation Coordinator to identify upcoming promotion opportunities
Professional operation of 'The Big Rig' as a regionally significant tourism attraction	7 days a week
Operation of two accredited Visitor Information Centres and support for three other Visitor Information Centres across the region	7 days a week
Industry partnerships and skill development	One major industry networking event each year One volunteer 'famil' each year Twice yearly skill development opportunities (partnership with industry)
Tourism planning	Master plans as funding becomes available Maranoa tourism strategy initiatives within approved budget.

Objectives		Targets	
Projects		Quarter (Q) Finish	Within Scope & Budget
Destination brand and marketing strategy	Regional	Q4	\$20,000
Big Rig upgrade - master plan and business case It is planned to update the Big Rig Master Plan (2014) and prepare a Business Case to attract investment to fund the upgrade.	Roma	Q3	\$80,000
Big Rig - Peter Keegan Oil and Gas Museum development - historical exhibition	Roma	Q4	\$20,000
The Bigger Big Rig and Tree Walk (Stage 1) - Scope to be fine-tuned in 2018/19 having regard to available funding.	Roma	2019/20	\$1.23 million
Reprinting of tourism brochures	Regional	Q4	\$30,000
Enhancement of tourism and promotional activities at the Roma Airport	Regional / Roma	Q3	\$20,000

### Additional tourism related initiatives

*Note 1: Project included in Arts & Culture - also key to Tourism is Surat*  
*- Surat Cobb & Co Store Museum - Updates to current exhibition and new exhibitions (\$50,000)*

*Note (2): Projects included in Facilities - also assist Big Rig operations in Roma*  
*- Supply and installation of a new display fridge (\$10,600)*  
*- Upgrade of after hours access to the Big Rig Cafe (\$9,000)*

*Note (3): Budget included in Local Development and Events - with a key focus on Tourism*  
*- Appointment of a Specialist - Events Promotion and Marketing (\$94,822 included in operating budget)*

*Note (4): Projects included in Facilities - an integral part of the Cobb & Co Changing Station*  
*- Aquarium operating costs (\$6,000)*  
*- Reburishment of aquarium (\$72,540)*

## 4.4 Airports

We provide airports that contribute to the economic and community development of the region.



## What we do

We own, operate and manage 4 aerodrome facilities within the Maranoa region. Roma Airport operates Regular Public Transport (RPT) flights between Roma and Brisbane daily through the security screened terminal - 3kms north of town. It also operates as the central hub providing maintenance support, compliance and operational monitoring to Council's Aeroplane Landing Areas (ALAs) in Injune, Surat and Mitchell.

Our aerodromes consist of 5 runways and 1 dedicated helipad:

	Length (metres)	Width (metres)	Surface
<b>Roma main runway</b>	1,504	30	Asphalt
<b>Roma secondary runway</b>	804	18	Grass
<b>Injune runway</b>	1,200	18	Chip seal
<b>Injune helipad</b>	43	30	Chip seal
<b>Surat runway</b>	1,047	15	Chip seal
<b>Mitchell runway</b>	1,430	30	Chip seal

All 4 of Council's aerodromes are equipped with pilot activated remote lighting controls to allow safe runway landings for aircraft day or night and have aerodrome serviceability and technical inspections undertaken at regular intervals to monitor for any changes to the facilities that might impact safe aircraft operations.



Image left and above - Roma Airport.

## Why we do it

Council, as the owner and operator of aviation facilities, is required to operate and maintain its aerodromes in accordance with the relevant legislation including the Civil Aviation Safety Regulation (CASR) and Aviation Transport Security Regulation (ATSR).

Further to this, we aim to provide safe and sustainable facilities to enhance the region's livability and economic prosperity, and provide access to services and markets outside the region. Therefore, it is critical that our aerodromes are fit for purpose, safe and maintained to a high standard.

We also need to plan for the future to ensure that our facilities can grow (e.g. not become land locked) and adapt to changing needs (e.g. type of aircraft).

### Did you know?

Some of the services Council's aerodromes provide include:

- Daily east-west (Brisbane-Dalby-Roma-Charleville) mail plane stop
- Emergency and non-urgent medical transport
- Aerial firefighting
- Reloading access facilities for agricultural spraying
- Aviation fuel supply for landholders
- Specialist doctors and medical support to the region
- Military aircraft refueling stop-over
- Key logistical role in disaster management
- Pilot training
- Identity verification for Aviation Security Identification Cards (ASIC).

## How we are trending

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Passenger numbers	39,979	47,415	57,482	90,483	211,344	317,587	228,661	105,027	86,625	85,902
Flight numbers	*		356	1,178	2,557	3,548	3,130	1,781	1,210	1,208

	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Passenger numbers	11,249	11,196	10,532	10,219	11,477	14,402	16,247	22,331	29,965

\* data based on weight class and it would be very difficult to accurately determine what is regular passenger transport (RPT), charter and general aviation.

Looking back




**85,902 passengers** through Roma airport (regular public transport (RPT) and charter)



**1,208 flights** at Roma airport (regular public transport (RPT) and charter)

What we achieved this year

We do	We aim to	What we achieved
<p>Provide an air transport gateway to the Maranoa region that supports the commercial expansion and social connection of the region in an economically and environmentally sustainable manner.</p> <p>Provide airport infrastructure and services that are safe and compliant with all legislative requirements including the Civil Aviation Safety Regulation (CASR) and Aviation Transport Security Regulation (ATSR).</p> <p>Contribute to the attraction of visitors to the region through marketing and promotional activities at the Roma Airport.</p>	<p><b>ORGANISATIONAL STRUCTURE</b></p> <ul style="list-style-type: none"> <li>Transition to one less team member given the fall in passenger numbers.</li> </ul>	<p>Objective achieved by the end of 2017/18. At the contract end date of a host employee, Council opted not to extend the contract.</p> <p>Position removed from the organisational structure (27 June 2018; Council resolution reference GM/06.2018/133).</p>
	<p><b>ASSET MANAGEMENT PLAN</b></p> <ul style="list-style-type: none"> <li>Develop a plan for ongoing operational costs and longer term capital investment required for each aerodrome.</li> </ul>	<p>Condition assessment and major maintenance projections have been developed for Injune, Surat and Mitchell aerodromes.</p> <p>An Asset Management Plan covering Injune, Surat and Mitchell has been drafted and is to be finalised for presentation to Council in 2018/19.</p>
	<p><b>PROJECT</b></p> <p>Undertake the following project:</p> <ul style="list-style-type: none"> <li>Roma airport runway overlay works to ensure the airport remains fit for purpose.</li> </ul>	<p>In progress.</p>  <p>Tenderer for construction selected (9 May 2018; Council resolution reference GM/05.2018/16). Works to commence in 2018/19.</p>

**Airport screening tender awarded**

Council resolved to appoint MSS Security Pty Ltd as the tenderer for the Aviation Screening Services at the Roma Airport.

Roma Airport is a security controlled airport under the *Aviation Transport Security Regulations 2005*, which means that as the airport operator, Council must adhere to the strict provisions imposed by the regulation. This includes having a screening point for the regular passenger transport and charter services that use the Roma Airport terminal.

**Roma airport runway overlay project**

Funding for the Roma Airport Runway capital project went to the next stage with Council applying for a specific loan from Queensland Treasury Corporation. Repayments are planned over a 15 year timeframe and will be repaid through airport revenue. The higher volume of air traffic during the boom and heavier aircraft shortened the lifespan of the tarmac and brought forward the need for these works.

The project progressed to tender stage and Council selected Fulton Hogan Industries Pty Ltd to undertake the works.

Preparation ahead of the works has involved consultation with regulatory authorities and stakeholders in order to minimise any impacts on the regular public transport services and to maintain compliance with legislative requirements while the works are being completed. All Roma Airport personnel were required to complete Works Safety Officer training ahead of the project start date.

Construction will commence in the first half of 2018/19.

**Regional aerodromes**

Council staff continued with the rolling 3 year program to conduct aerodrome safety inspections, prepare corrective action plans and close out recommendations for Council's three regional aerodromes, Mitchell, Surat and Injune.

The Roma Airport is required by the Civil Aviation Safety Regulations to conduct an Aerodrome Technical Inspection (ATI) and an Electrical Technical Inspection (ETI) annually and develop a corrective action plan related to the findings.

The remaining three of Council's Aeroplane Landing Areas (ALAs) Injune, Surat and Mitchell are also subject to a voluntary Compliance Inspection every three years to monitor the performance and condition of the ALAs, and provide recommendations to maintain safety standards.

A Compliance Inspection was conducted at the Injune Airport in January 2018 and the Annual Technical and Electrical Inspections was undertaken for the Roma Airport. Following receipt of the final report, a corrective action plan was drafted and reported to Council at its meeting on 24 April 2018.

Site inspections and conditions assessments were also completed for all three regional aerodromes which will inform the development of Asset Management Plans for each site. Significant progress was made on these plans through the year. Updates were also made towards the end of the financial year to incorporate the strategic priorities from Council's recently adopted Corporate Plan 2018-2023. The asset management plans for each site will be finalised in 2018/19.

## Looking forward - the next 5 years (Our new corporate plan)

**We aim to:**

- 4.4.1 Administer access control and monitoring for airside and restricted areas at Roma Airport.
- 4.4.2 Coordinate programmed and reactive maintenance of the airport and aerodromes including buildings, grounds, equipment, lighting, gates, fencing and runways.
- 4.4.3 Manage the contract for screening of passengers and items on Regular Public Transport (RPT) and selected Charter flights.
- 4.4.4 Undertake statutory inspections of aerodrome serviceability and technical compliance as required under the Civil Aviation Safety Regulations and Civil Aviation Advisory Publication 92-1 (1).
- 4.4.5 Undertake programmed and other tasks to manage the safety of aircraft and passengers.
- 4.4.6 Manage the services' contracts and leases of business tenancies.
- 4.4.7 Ensure emergency response preparedness.
- 4.4.8 Engage with stakeholders through compliance and airport user meetings including Aerodrome Security and Safety Committee, Airport Advisory Committee Meeting and Regional Industry Consultative Meetings.
- 4.4.9 Manage the Roma Airport carpark.
- 4.4.10 Administer landing and pavement concession requests.
- 4.4.11 Use condition assessments and asset management processes to identify major maintenance and renewal projects, external funding sources and opportunities to minimise cost to Council.
- 4.4.12 Undertake renewal, upgrade and new works for Roma Airport and regional aerodromes in accordance with the operational plan and budget.
- 4.4.13 Complete the Roma Airport runway overlay project.
- 4.4.14 Develop a long term asset management plan for Roma Airport.
- 4.4.15 Adhere to regulatory changes and close out any compliance items identified through internal auditing and external compliance activities by regulators based on risk.
- 4.4.16 Identify and implement marketing and promotional activities for the Roma Airport.



One of approximately 30 antique aircraft that made its way to the Roma airport as part of the Royal Flying Doctor Service's (RFDS's) 90th anniversary pilgrimage (In Roma on 10-11 May). Refer page 39.

## Looking forward

## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
Airport access	
<ul style="list-style-type: none"> <li>Issuing and control of Visitor Identification Cards under the Aviation Transport Security Regulations</li> </ul>	Provided as required for airport users
<ul style="list-style-type: none"> <li>Identity verification services to Aviation Security Identification Card (ASIC) issuing bodies</li> </ul>	Ad hoc service provided to ASIC applicants by appointment
<ul style="list-style-type: none"> <li>Works safety supervision and airside escorting of vehicles and personnel</li> </ul>	Provided by arrangement in advance of works or for infrequent access to airside facilities
<ul style="list-style-type: none"> <li>Airport induction and airside driving authorisations</li> </ul>	Provided by arrangement with notice; duration approximately 2 hours
<ul style="list-style-type: none"> <li>ASIC verification of airside persons</li> </ul>	Daily interaction with persons airside
<ul style="list-style-type: none"> <li>Issuing gate codes for airside access</li> </ul>	Daily as requested, pilot escorting for non-ASIC holders
<ul style="list-style-type: none"> <li>Access control and monitoring to airside and security restricted areas</li> </ul>	Daily during operational hours
Airport maintenance	
<ul style="list-style-type: none"> <li>Terminal and general facility cleaning</li> </ul>	Daily facility cleaning with monthly carpet cleaning
<ul style="list-style-type: none"> <li>Line marking of movement areas</li> </ul>	As identified in inspections or directed by the Civil Aviation Safety Authority (CASA)
<ul style="list-style-type: none"> <li>Runway, taxiway and apron maintenance</li> </ul>	Daily foreign object and debris removal, crack patching and minor time limited works
<ul style="list-style-type: none"> <li>Passenger and baggage screening equipment maintenance</li> </ul>	Programmed quarterly maintenance contract in place, daily inspection and calibration, periodic licensing and safety certification of radiation sources
<ul style="list-style-type: none"> <li>Runway lighting inspection and maintenance</li> </ul>	Daily serviceability inspections (Roma) and twice weekly for Aeroplane Landing Area (ALAs), minor faults rectified immediately.
<ul style="list-style-type: none"> <li>Fence and gate maintenance keeping animals off runways.</li> </ul>	Daily inspection of fences and gates at Roma with weekly minor repairs undertaken, major fence breaches rectified immediately. Twice weekly inspections for ALAs, faults rectified as required.
<ul style="list-style-type: none"> <li>Start and end of trip facility maintenance</li> </ul>	Airconditioning inspections programmed quarterly, lighting, electrical, plumbing and building defects identified and rectified as required.
<ul style="list-style-type: none"> <li>Slashing and grounds keeping of airports</li> </ul>	Slashing of flight strips when grass height exceeds 150mm, annual airside and landside boundary slashing (Roma), weekly lawn and garden maintenance.
Airport operations	
<ul style="list-style-type: none"> <li>Screening of passengers and items on Regular Public Transport (RPT) and selected Charter flights</li> </ul>	Daily during operational periods.
<ul style="list-style-type: none"> <li>Wildlife hazard control</li> </ul>	Daily before and after RPT and large charter operations.
<ul style="list-style-type: none"> <li>Statutory inspections of aerodrome serviceability and technical compliance as required under the Civil Aviation Safety Regulations and Civil Aviation Advisory Publication 92-1 (1)</li> </ul>	Daily serviceability inspections of Roma and twice weekly for ALAs, annual Technical and Electrical inspections at Roma and 3 yearly rotating compliance inspections of ALAs.
<ul style="list-style-type: none"> <li>Obstacle Limitation Surface and Procedures for Air Navigation Services — Aircraft Operations (PANS-OPS) monitoring and hazard management</li> </ul>	Daily monitoring of Obstacle Limitation and PANS-OPS surfaces, ad hoc Notices to Airmen (NOTAMS) and regulatory agency referrals
<ul style="list-style-type: none"> <li>Planning assessment for developments in the vicinity of aerodromes</li> </ul>	As required assessment of development implications to airspace.
<ul style="list-style-type: none"> <li>Contract management for services to Council and leases of business tenancies</li> </ul>	Annual review of schedules, daily contractor management and monitoring.
<ul style="list-style-type: none"> <li>Roma Aerodrome compliance and user meetings</li> </ul>	Minimum annual Aerodrome Security and Safety Committee meetings, Airport Advisory Committee Meeting held 6-monthly, Regional Industry Consultative Meetings held 6-monthly.
<ul style="list-style-type: none"> <li>Foreign object/debris and aircraft safety monitoring</li> </ul>	Daily before and after RPT and large charter operations.
<ul style="list-style-type: none"> <li>Passenger and aircraft monitoring</li> </ul>	Daily monitoring of passenger movement through Security Restricted Areas.
<ul style="list-style-type: none"> <li>Emergency response preparedness and exercises</li> </ul>	Rotating schedule of desktop and full activation exercises annually, planning and de-brief meetings held prior to and following exercises, continual update of Aerodrome Emergency Plan and Aerodrome Manual following exercises.

One year

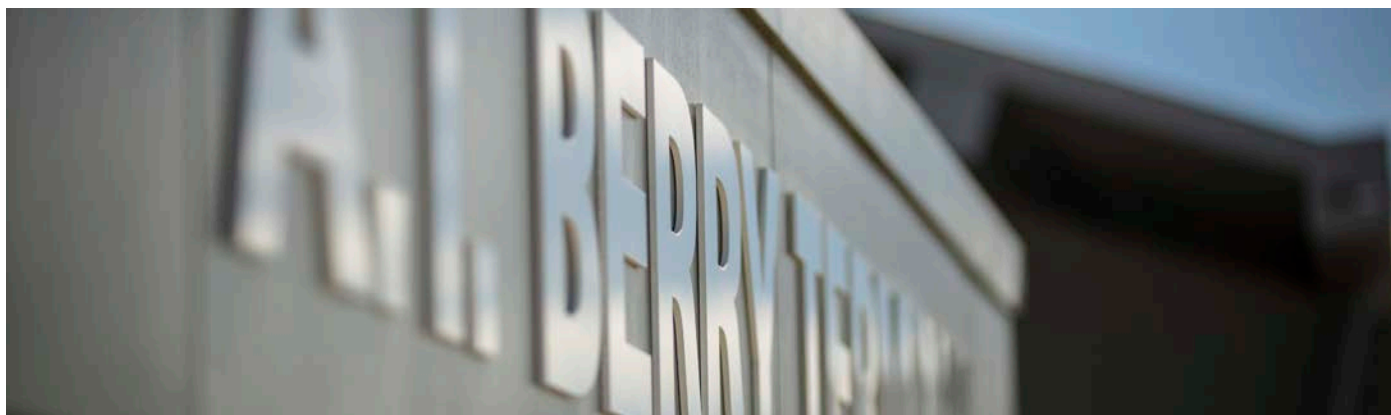
## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Carparking</b>	
<ul style="list-style-type: none"> <li>Secure carpark cash management</li> </ul>	Quarterly reconciliation of cash on site, quarterly banking and pay station cash in transit actions as required.
<ul style="list-style-type: none"> <li>Carpark equipment maintenance</li> </ul>	Weekly cleaning and inspection of entry, exit and pay station machines with reactionary maintenance for breakdowns, annual supplier maintenance program.
<ul style="list-style-type: none"> <li>Responding to ticket and payment issues with customers</li> </ul>	Daily as required.
<ul style="list-style-type: none"> <li>Carpark postpaid account management</li> </ul>	Monthly reconciliation and invoicing of accounts. Account card set up as requested by customers.
<b>Landing requests</b>	
<ul style="list-style-type: none"> <li>Processing and approving landing requests</li> </ul>	As requested assessment of aircraft landing requests, allocation of parking bays and notification to ALA reporting officers.
<ul style="list-style-type: none"> <li>Pavement concessions</li> </ul>	As requested engineering review of pavement and aircraft capacities.

Objectives	Targets
<b>Projects</b>	<b>Within Operational Budget</b>
Asset management strategy	Development of a long term asset management plan for Roma Airport following completion of the Runway Overlay Project.
Compliance	Adherence to regulatory changes and timely close out of compliance issues identified through internal auditing and external compliance activities by regulators based on risk.
Financial focus	Use of condition assessments and asset management processes to identify major maintenance and renewal projects and pursue external funding sources and opportunities to minimise the cost to Council.
Aviation security	Continued implementation of Wildlife Hazard Management Plan controls to reduce bird strike occurrences. Develop and implement work management processes focussing on delivery of key aviation safety tasks across Council's aerodromes (Airports Operations Manual)

Equipment		Quarter (Q) Purchase	Within Scope & Budget
Upgrade - Injune, Surat and Mitchell Aerodromes - Design work	Injune, Surat, Mitchell	Q3	\$70,000
Renewal - Roma Airport lock replacement	Roma	Q2	\$35,000
Renewal - Roma Airport explosive trace detection equipment replacement	Roma	Q2	\$85,000
New - Roma airport uninterruptable power supply (UPS)	Roma	Q4	\$140,000

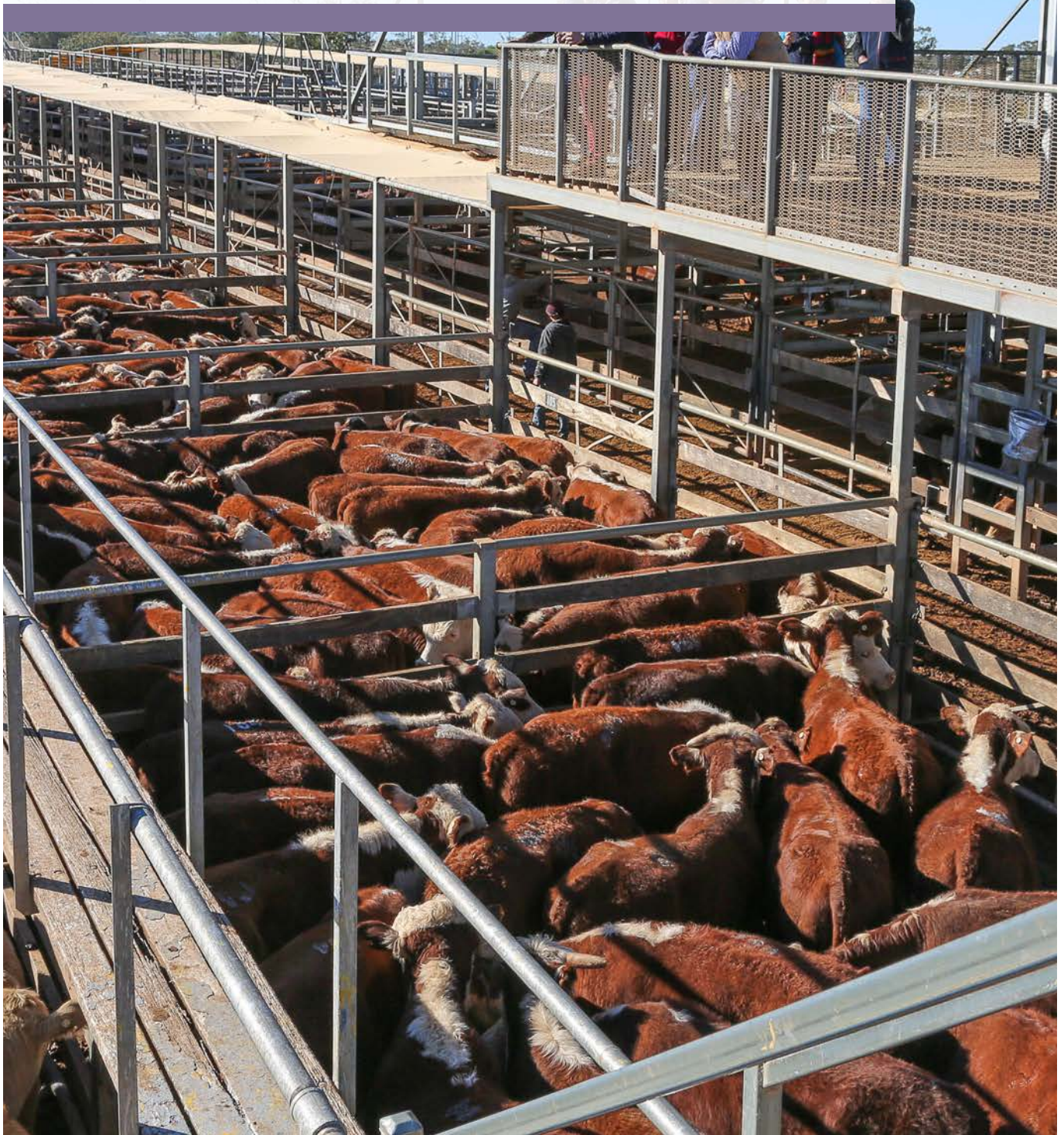
Roma Airport's A. T. Berry terminal.





## 4.5 Saleyards

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



## What we do

Council provides an accredited centre for store, prime, stud and special sales, and private weighing and spelling. Set on a generous 123 acres, the centre operates as a 24/7 facility which is accredited with both the NSQA (National Saleyards Quality Assurance) and EUCAS (European Union Cattle Accreditation Scheme).

Saleyards' facilities include:

- 375 Selling pens, 5 drafts, 72 receival/delivery yards, 33 cable yards, 6 large spelling yards
- Load in/out facilities – 3 double ramps and 2 body truck ramps
- Bull and stud selling area (225 seating capacity) and wash facilities
- 2 Weighbridges
- 2 Vet crushes
- Amenities
- Administration buildings including checkoff room and load out office
- Canteen (kitchen and eating areas)
- Demountable offices for agents and contractors.

Additional facilities on site:

- 3 bay truck wash and 2 bay seed wash
- Truck hardstand area for Type 2 road trains
- Truck hardstand area for B-Double trucks
- 97 carparks (plus parking for 6 caravans)
- Truck stop and refueling facility.

Depending on the season and availability of cattle, the auctions typically attract 200-450 people, and sell between 250,000 and 400,000 cattle annually. The saleyards' highest annual throughput was set in 2009 with 413,000 cattle sold through the facility. The centre has a proven track record in the processing of large scale cattle numbers on any given sale day, with the record sale set at just over 14,000 head.

## Why we do it

Saleyards are important assets to regional farming communities and townships, providing a hub for employment, economic activity and trade.

The Roma Saleyards is a major agricultural industry asset in the context of the regional economy and beyond. Cattle are transported from local properties, as well as further afield including the Northern Territory, northern New South Wales, Cameron's Corner in South Australia and east from Alice Springs.

More recently the Roma Saleyards has drawn large numbers of tourists to the region and is a key driver of broader economic activity through visitor spending.

### Roma Saleyards' business philosophy

The Roma Saleyards provides an important community service, given the economic and social benefits that accrue to the Maranoa region and beyond.

For this reason Council does not aim to run the facility at a profit, nor does any of the 2017/18 revenue from the saleyards go towards any other part of Council operations.

Council does however, as manager of the asset, need to ensure that it gets sufficient income so that the facility is operated, maintained and upgraded to meet industry demands and standards.

Council also ensures that, as the facility serves customers outside the Maranoa region, the financials are separately accounted for so that the general ratepayer is not subsidising the operations.

### Did you know?

Roma Saleyards is Australia's largest cattle selling centre.

## How we are trending

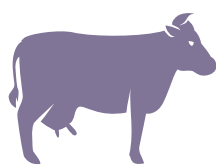
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Cattle sold - store and prime sale						
- Number of head	384,907	347,243	372,546	335,667	310,525	304,843
- Gross sale value (\$ excluding GST)	206,180,780	155,921,765	239,052,702	308,354,154	338,225,431	267,015,013
- Council yard dues (\$ revenue)			3,013,923	2,857,964	2,695,246	2,919,382
Cattle sold - store and prime sale						
- Number of head	1,430	1,422	966	842	842	849
- Gross sale value (\$ excluding GST)	5,157,600	3,121,700	2,708,050	4,254,500	5,854,750	5,152,650
- Council yard dues (\$ revenue)	*	*	22,648	29,460	38,180	64,029
Private weighing and scanning, spelling numbers						
- Weigh only	5,007	7,579	8,272	10,406	8,496	14,952
- Scan only	0	0	0	73	0	89
- Weigh and scan	1,153	846	34	357	1,686	590
- Spelling	*	*	*	34,543	49,864	25,323

\* not applicable

Looking back



**304,843** head of cattle sold through the yards





**\$267 million** - value of cattle sold



**Roma Saleyards**  
Australia's No. 1 Saleyards  
(Highest throughput for 2017/18)

What we achieved this year

We do	We aim to	What we achieved
<p>Provide an accredited centre for store, prime, stud, bull and special sales and private weighing and scanning and spelling services.</p> <p>Operate the Saleyards with a number of stakeholders working together, with each having separate legal roles and responsibilities.</p> <p>Capitalise on our competitive advantage (being capacity, location, technology, facilities and national interest in the Saleyards' operation) through ongoing development of the yards and facilities and strong financial management.</p>	<p><b>PROJECTS</b></p> <ul style="list-style-type: none"> <li>Update and implement the precinct masterplan including design of the new administration building, future saleyard infrastructure and traffic flows.</li> </ul>	<p>3 projects were completed during the year.</p>  <p>Construction of the hardstand parking area was completed on 13 September 2017 (within budget). The upgraded entrance to the Roma Saleyards was completed and re-opened 15 November 2017. Construction of the truck stop facility was completed and operations commenced May 2018.</p>
		<p>In progress.</p>  <p>Tender documentation including specifications for the construction of the multipurpose facility were prepared.</p>
	<p><b>MARKETING AND PROMOTION</b></p> <ul style="list-style-type: none"> <li>Review the facility's marketing and promotional activities.</li> </ul>	<p>Market reporting is now done in-house - i.e. one of our Communications officer focusses on Roma Saleyards activity. This is a cost effective approach. Council has also been able to respond to feedback from stakeholders and community, incorporating amendments to the format (GM/05.2018/65 23 May 2018).</p>

**Hardstand works and truckstop**

Work on the Roma Saleyards precinct development continued with work on the hardstand area commencing early in August 2017.

The hardstand and truckstop development works included:

- gravel hardstand area for heavy vehicle parking (2.3ha hardstand for road trains and 0.5ha hardstand for B-doubles) with funding assistance from the federal government;
- a gravel hardstand car park;
- upgrade of the Saleyards entrance to cater for Type 2 road trains including a new culvert, new cattle grid and upgrading of electrical and telecommunication infrastructure; and
- a stormwater detention basin and stormwater management infrastructure.

There was further activity in the precinct as United Petroleum commenced work on their multi-million dollar petrol station and truck stop, constructed at the corner of the Warrego Highway and the Roma Saleyards entry road. Funded by United Petroleum the facility includes a roadhouse, restaurant, separate truckers' lounge and amenities.

Fuelling facilities include a 4 island Ultra High Flow Diesel Truck Canopy with AdBlue and a 4 island petrol and LPG canopy with off-street parking for cars and trucks.

Having a facility where heavy vehicles can be re-fuelled after unloading cattle and washing down is proving to be a great value add to the facility. It is convenient for Roma Saleyards' truck drivers and other heavy vehicle drivers and visitors passing through on their long-haul journeys to refuel and rest.

The hardstand construction work was completed in September 2017 and the truck stop works were completed in May 2018.

## Roma Saleyards improvement plan - stage 1

Council has been successful in securing \$1.3 million towards the Roma Saleyards Improvement Plan from the State's government's 2017–19 Local Government Grants and Subsidies Program.

The funding will see the construction of new selling pens and drafts on the eastern side of the yards to make way for additional receival/delivery yards on the western side of the yards (adjacent to the unloading/loading ramps).

Benefits of these works will include improved efficiency in operations, reduced weighing times and improved animal welfare outcomes.

Additionally, this capital investment will provide significant economic benefits through increased employment and economic activity for our local business community.

Local business Brett Pollock Constructions Pty Ltd was selected by Council as the preferred tenderer for the construction of Stage 1.

*Contractor Brett Pollock onsite for commencement of the Roma Saleyards Improvement Plan - Stage 1.*



## European Union (EU) operating procedures

A review and update of the European Union Operating Procedure for the Roma Saleyards for approval by EUCAS (European Union Cattle Accreditation Scheme) and adoption by Council was scheduled for completion this year. Approval was received on 20 November 2017.

## Biosecurity plan

As a result of the *Biosecurity Act 2014* coming into force, preparation of a Biosecurity Plan for the Roma Saleyards was commenced.

The purpose of the biosecurity plan is to prevent or reduce and minimise:

- a) the risk of the introduction of biosecurity matter into Roma Saleyards; or
- b) the spread of biosecurity matter within the saleyard and prevent the spread of biosecurity matter outside the saleyard.

A biosecurity event is caused by a pest, disease or contaminant that is, or is likely to become, a significant problem for your industry, human health, social amenity, the economy or the environment.

With the gross value of Australia's cattle and calf production approximately \$11.4 billion dollars in 2017/18, such an event could have catastrophic impacts to the industry's economy which is why industry stakeholders need to be vigilant.

At year end, the plan was in draft form, with it scheduled to be completed in 2018/19.

## Roma Saleyards' access - Primaries Road

Council has been liaising with the Department of Transport and Main Roads and other relevant stakeholders to further investigate developing a permanent entrance/exit via Primaries Road.

The decision came following the use of Primaries Road as an alternative access point to the Saleyards during the upgrade of the main entrance.

Feedback received from stakeholders indicated that using Primaries Road as another access point had proved convenient and could be a viable option to investigate as a main access point for heavy vehicles to ease congestion through the Saleyards' main entrance.

## 'Great Elders Cattle Muster' sponsorship

Council sponsored the Great Elders Cattle Muster event by waiving all selling fees and charges associated with cattle donated and sold on the day.

The proceeds raised from donated cattle supported Epilepsy Queensland by establishing a service on the ground in regional Queensland.

## Multi-purpose facility funding

During the year Council secured \$3.698 million from the State Government's Building our Regions Program for the Roma Saleyards multi-purpose facility project.

The project will include a new arena for stud stock selling with state of the art audio visual facilities making it a standout feature for all stud stock sales, and a multi-purpose facility featuring an interpretive centre. The centre will highlight the history of the cattle industry and the saleyards, and incorporate a new canteen, dining area and a single storey administrative office.

Once complete, the interpretative centre will provide our many saleyard visitors (currently around 4,000 per annum) with a unique experience while learning about the cattle and agriculture industry and the history of the saleyards.

The project has been in the pipeline for some time now, so this year's announcement was a great achievement both for this term of Council and previous ones.

## New facility at an alternative location

The original office was built in 1969 with basic amenities. This small building has been extended in stages over the years to include extra offices, a check-off room, kitchen and canteen facilities. More recently, demountable buildings have been positioned onsite for agent and contractor offices, and additional amenities.

A dilapidation report on the current administration and canteen building details its condition with severe cracking and tilting outwards of the building walls. Council did explore the option of upgrading the existing building, however due to the condition and age of the building, it was considered that the most viable option was to build a new building at a different location - northwest and adjacent to the selling pens and connecting to the existing catwalk.

The additional benefits of this option include:

1. Minimal disruption to Roma Saleyards' users, as the existing facilities will remain operational during construction; and
2. The removal of the old building will make way for future expansion of the yards (i.e. additional receipt/delivery yards, ramps).

### Interpretative centre

Visitors love to see Australia's largest cattle selling complex in action, however sometimes their travel plans don't quite work in with the sale days. The interpretative centre will complement their visit to the yards and value add to the Roma Saleyards tour experience.

It is planned that the self-guided interpretative centre will showcase the history and significance of both the beef industry and the Roma Saleyards. The finer details of the fit-out will be developed in consultation with key community stakeholders as the project progresses.

### Where has this idea come from?

The idea of a beef interpretative centre was originally developed by the former 'Roma-Bungil Showgrounds and Saleyards Board', with the group commissioning a study on the concept in 2003. The study was undertaken by Kattlegear Australia Pty Ltd and Jennifer Wythes Consultation and was supported by the then Federal Government – Department of Transport and Regional Services.

At that time, extensive consultation was undertaken with four major stakeholder groups – tourism, education and training, the general community and the beef industry (at local, regional and state levels).

*Agents mid-auction at the Roma Saleyards.*



Outcomes of the study "confirmed that the Beef Interpretative Centre has the potential to serve a range of community uses, integrate with other major tourist activities, enhance the attractiveness of the Saleyards and possibly further increase its usage".

### Facility design - accessible, rustic, modern and cost effective

The proposed facility is single storey with the administration building/office set at ground level. The facility design aims to take advantage of the slope of the land with the new canteen and walkways connecting directly with the existing catwalk at the yards. This will provide easy accessibility for all.

The exterior design features rustic colours and materials, and natural timbers to blend with the surroundings and the yards. The minimalistic, yet modern, rustic look will be achieved with materials that minimise construction and maintenance costs.

The new canteen/dining area will provide a 25% increase in capacity with seating for approximately 100 people. A commercial kitchen with cold room will be welcomed by the canteen operator, given the large numbers of people on sale days and the variety of food on offer.

### New bull selling arena

A new bull arena has also been included in the plans.

This new arena will provide a seating capacity for 225 people, with comfortable, upgraded seating.

## Looking forward - the next 5 years (Our new corporate plan)

### We aim to:

- 4.5.1** Maintain European Union and National Saleyards Quality Assurance.
- 4.5.2** Promote the Saleyards including market reports and press reports.
- 4.5.3** Undertake approved renewal, upgrade and new works to develop the yards and facilities.
- 4.5.4** Continue to account for the Saleyards operating funds separately within Council's financial system, with no cross-subsidisation to or from other Council operations.
- 4.5.5** Continue to prepare monthly reports to Council on the Saleyards operations and finances.
- 4.5.6** Continue to undertake Council's responsibilities in relation to the operation of the selling centre:
  - National Livestock Identification System (NLIS) compliance scanning and transaction processing;
  - Weighing of sold cattle;
  - Maintenance of sale records for data entry, invoicing, issuing buyer check off and delivery advices, waybills.
  - Humane destruction and disposal services.
- 4.5.7** Undertake programmed maintenance of the:
  - the selling pens including cleaning, re-gravelling and water trough cleaning;
  - the weighbridges including calibration, certification, checking and cleaning.
- 4.5.8** Manage the contract for the movement and control of all cattle after they are sold.
- 4.5.9** Undertake regular cleaning of the yards including:
  - the penning and draft area surrounding the weighbridges;
  - receival / delivery yards (including re-gravelling and water trough cleaning);
  - cable yards (including water trough cleaning);
  - drafts.
- 4.5.10** Undertake maintenance including:
  - Yards
  - Grounds (including mowing, slashing)
  - Waste collection
  - Amenities cleaning
  - Dust suppression
  - Internal roads street-sweeping
  - Vet crushes.
- 4.5.11** Continue to offer a range of private services including:
  - Weighing
  - National Livestock Identification System (NLIS) compliance scanning
  - Spelling
  - Unloading and loading of cattle for spelling, private weighing and scanning (on request).
- 4.5.12** Investigate an online auction platform for Roma Saleyards, initially inviting expressions of interest for the purpose of shortlisting tenders.

*Cattle at the Roma Saleyards.*



## Looking forward

## The year ahead (2018/19 operational plan)

Objectives	Targets	
<b>Annual service delivery</b>		
Delivery of the following services:		
Programmed (planned) maintenance and reactive maintenance		
<ul style="list-style-type: none"> <li>Selling pens - cleaning, regravelling, water trough cleaning</li> </ul>	<ul style="list-style-type: none"> <li>On average, each of the 375 selling pens is cleaned seven (7) times per year. This frequency varies depending on throughput and weather conditions.</li> <li>25% of the selling pens are re-graveled each year – on average each selling pen is re-graveled once every 4 years.</li> <li>Each water trough in the selling pens is cleaned 24 times per year (fortnightly with the exception of Christmas shutdown period)</li> </ul>	
<ul style="list-style-type: none"> <li>Weighbridges - calibration and certification, checking and cleaning</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annual inspection, calibration and certification by external provider (Provider certified by Australian Government - National Measurement Institute (NMI))</li> <li>Visual inspection and test weigh prior to each sale on each weighbridge.</li> <li>Zero operation and indication undertaken at the change of each Agency's weighing on each weighbridge.</li> <li>Zero tracking is undertaken after each weigh (visual check by scale operator).</li> <li>Each weighbridge is cleaned after each sale.</li> </ul>	
<ul style="list-style-type: none"> <li>Penning and draft area surrounding weighbridges - cleaning</li> </ul>	<ul style="list-style-type: none"> <li>On average, the penning and draft area surrounding the weighbridges is cleaned 15 times per year (every 3 weeks). This frequency varies depending on throughput and weather conditions.</li> </ul>	
<ul style="list-style-type: none"> <li>Receival / delivery yards - cleaning including water trough and regravelling</li> </ul>	<ul style="list-style-type: none"> <li>On average, each of the 72 receival/delivery yards is cleaned five (5) times per year. This frequency varies depending on throughput and weather conditions.</li> <li>20% of the receival/delivery yards are re-graveled each year – on average each receival/delivery yard is re-graveled once every 5 years.</li> <li>Each water trough in the receival/delivery yards is cleaned 24 times per year (fortnightly with the exception of Christmas shutdown period)</li> </ul>	
<ul style="list-style-type: none"> <li>Cable yards - cleaning, including water trough</li> </ul>	<ul style="list-style-type: none"> <li>Each of the 33 cable yards is cleaned once a year, however an additional cleaning may be required due to weather conditions.</li> <li>Each water trough in the cable yards is cleaned 24 times per year (fortnightly with the exception of Christmas shutdown period)</li> </ul>	
<ul style="list-style-type: none"> <li>Drafts - cleaning</li> </ul>	<ul style="list-style-type: none"> <li>On average, each of the 5 drafts is cleaned six (6) times per year. This frequency varies depending on throughput and weather conditions.</li> </ul>	
<ul style="list-style-type: none"> <li>Facility - general maintenance and repairs, ground maintenance including mowing, slashing, waste collection, amenities cleaning, dust suppression, street sweeping of internal roads.</li> </ul>	<p><b>GENERAL MAINTENANCE</b></p> <ul style="list-style-type: none"> <li>Visual inspection of the yards is undertaken three (3) times per week.</li> <li>Repairs undertaken as required or reported. On average there are approximately 500 general maintenance repairs throughout the year. (e.g. replace broken rails, gates, latches etc)</li> <li>Lubricate all gates, slam latches and hinges monthly</li> </ul> <p><b>GROUNDS MAINTENANCE</b></p> <ul style="list-style-type: none"> <li>Generally mowing around the office and canteen is undertaken weekly, depending on weather conditions.</li> <li>Slashing around the facility is done as required.</li> </ul> <p><b>WASTE</b></p> <ul style="list-style-type: none"> <li>Approximately 7 bins around the canteen area are manually emptied after each store, prime and special sale.</li> <li>Approximately 35 bins throughout the yards are manually emptied once a week.</li> </ul> <p><b>AMENITIES</b></p> <ul style="list-style-type: none"> <li>All amenities are inspected each day and cleaned if required.</li> <li>All amenities are routinely cleaned after each store, prime and special sale, with one additional clean over the weekends.</li> </ul> <p><b>DUST SUPPRESSION</b></p> <ul style="list-style-type: none"> <li>As required.</li> <li>Within the yards using a sprinkler system.</li> </ul> <p><b>STREET SWEEPING</b></p> <ul style="list-style-type: none"> <li>Internal roads, turnarounds and hardstand parking using a water truck.</li> <li>Monthly excluding Christmas shutdown period</li> </ul>	
<ul style="list-style-type: none"> <li>Vet crushes - general maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Inspected after each use</li> <li>Grease and clean of the two (2) crushes once a month</li> </ul>	
<b>Projects</b>	<b>Quarter (Q) Finish</b>	<b>Within Operating Budget</b>
Development of a 'Fit to Sell' policy.	Q4	By 30 June 2019

One year

Objectives	Targets	
	Quarter (Q) Finish	Within Scope & Budget
<b>Saleyards improvement plan - stage 1</b>		
Stage 1 involves construction of new selling pens and drafts on the eastern side of the yards to make way for additional receival/delivery yards on the western side of the yards adjacent to the unloading/loading ramps; and other ancillary works. This is a continuing project which commenced in 2017/18; total project cost \$2.173M.	Q4	\$1,450,000
<b>Saleyards' improvement plan - stage 2</b>		
<b>Stage 2 - detailed designs</b>		
Stage 2 involves brings together projects which address critical safety, security and productivity issues, for detailed design.		
The detailed designs will incorporate the following components:		
<ul style="list-style-type: none"> <li>• Reconfiguration of the loading in/out facilities Ramp 1</li> <li>• Reconfiguration of the loading in/out facilities Ramp 2</li> <li>• Relocation and installation of new body truck ramps – rotating east/west (consistent with all other ramps). Moving the ramps east will ease congestion with a dual advantage of the new area being adjacent to the new bull arena and converted receival/delivery yards.</li> <li>• Receival and delivery yards connecting to the bull selling arena</li> <li>• Small pound draft for smaller consignments connecting directly into selling pen area (i.e. Body truck loads)</li> <li>• Offset Ramps 1 and 2 for improved accessibility and usage of all ramps throughout the facility</li> <li>• Expansion of the security system within the facility</li> <li>• Upgrade of the remaining auctioneers' walkways</li> <li>• Safety walkways</li> </ul>	Q3	\$50,000
The detailed designs (including indicative costs) are essential to planning for the completion of Stage 2 of the Saleyards Improvement Plans in the future.		
<b>Roma Saleyards' safety improvements to ramp 2</b>		
Reconfiguring Ramp 2 will reduce the risk of injury during the process of loading cattle. The designs to reconfigure Ramp 2 will incorporate laneways for cattle, and external walkways for transporters which will tie into the existing external walkways on the loading ramps. This will reduce the requirement for transport operators to enter the yards with cattle and eliminate transporters from following the cattle up the inside of the ramp.	Q4	\$150,000
<b>Saleyards improvement plan - stage 3</b>		
<b>Stage 3 - Weighbridge area - detailed designs</b>		
This project will ultimately involve moving the weighbridges to a new site (central between the selling pens and the delivery yards) and rotating the weighbridges so they flow east to west; to improve productivity (improved cattle flow through the weighbridge area) and reduced weighing times.		
The detailed designs will incorporate:		
<ul style="list-style-type: none"> <li>• two weighbridges with the latest technology</li> <li>• weighbridge office</li> <li>• pre-scales drafting areas</li> <li>• post scale holding area</li> <li>• roof over weighing area.</li> </ul>	Q3	\$70,000
Obtaining the detailed designs for the weighbridge area means Council will have a shovel ready project when the Saleyards is at the stage of commencing Stage 3 of the Saleyards Improvement Plan.		
Multi-purpose facility	Q2 2019/20	\$7,922,965
Lighting at cable yards and spelling yards	Q4	\$89,138



## 4.6 Gas

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



## What we do

Council holds a retail and distribution authority for the supply of natural gas within the township of Roma, with the authority (licence) issued under the *Gas Supply Act 2003*.

We purchase natural gas from a wholesale provider, odourise the natural gas received and distribute it to the town of Roma.

The distribution network supplies gas from the wholesaler's Bungil Creek facility (situated approximately 2 kms east of Roma on the Warrego Highway) to a total of 559 customers (670 connections) through 30.36 kms of reticulated gas pipe. Council delivers an annual volume of gas in excess of 22 terajoules (TJ).

## Why we do it

Roma is only one of 2 Councils in Queensland to have a reticulated gas network. The early local governments no doubt sought to obtain a benefit for local residents of the oil and gas resources mined in the region. That service continues to be provided annually, and the network of mains is extended where it is commercially viable to do so.

Today, numerous customers rely on the network to provide gas for industrial, commercial and domestic use.

Customers	2017/18
	<b>MJ</b>
<b>Industrial</b>	14,648,104
<b>Commercial</b>	4,264,327
<b>Domestic</b>	3,796,050
<b>Total</b>	22,708,481

## Did you know?

Roma was the site of both the first discovery of natural gas in Australia (in 1900) and Australia's first commercial gas project - i.e. the conversion of the Roma power station carried out in 1961.



## How we are trending

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Gas reconnections	83	113	114	141	147	115
Gas disconnections	108	101	163	139	138	118
Gas new connections	20	17	58	39	14	2
<i>Extract from Note 2 (b) of Council's Financial Statements:</i>						
Gas total assets (net) (\$'000)	234*	7,149	6,218	6,184	5,397	4,689
Gas income (\$'000)	1,237	842	946	811	922	862
Gas expenses (\$'000)	823	643	863	598	590	586
Net result (\$'000)	414	199	83	213	332	276

\*Prior to reviewed valuation methodology

Looking back



22.7 terajoules (TJ) of gas supplied




Gas asset management plan adopted on 11 April 2018



Total gas income (including sales) \$0.862 million

What we have achieved

We do	We aim to	What we achieved
Purchase natural gas from a wholesale provider, odourise the natural gas received and distribute it to the town of Roma.	<b>PLANNING</b> <ul style="list-style-type: none"> <li>Adopt an Asset Management Plan (10 year planning horizon).</li> </ul>	Completed. The Gas Asset Management Plan was adopted at the meeting on 11 April 2018 (Resolution reference - GM/04.2018/08).
	<ul style="list-style-type: none"> <li>Prepare a Gas Total Management Plan.</li> </ul>	Carried over to the 2018/19 financial year.
	<b>PROJECTS</b> <ul style="list-style-type: none"> <li>Extend the network in the Roma area - \$240,000.</li> </ul>	In progress.    Project will continue in 2018/19 with the scope now including the replacement of the full length of steel main up to Tiffin Street.

Quick facts from 2017/18

- Number of customers
  - Domestic - 482
  - Commercial - 60
  - Industrial - 17
- Outstanding accounts at 30 June - \$110,213.51
  - Domestic - \$561.12
  - Commercial - \$2,000
  - Industrial - \$102,612.30
  - Disconnected - \$5,263.97
- Length of gas mains - 30.361 kms
- Number of service connections - 670



## What we achieved this year

### Gas main upgrade in Roma

Council commenced works to upgrade the existing gas main in Roma to allow for future growth of the network.

A new, larger polyethylene pipe replaced the existing steel pipe from the Gas Gate Station at the W. M. Ewan Bridge to Tiffin Street.

The new gas main was run alongside the existing gas main and was kept live until all connections had been transferred to the new main which allowed for minimal disruption to the supply for gas customers. Works will continue in 2018/19.

*Works on the new gas main in Roma.*



### Gas asset management plan

This year the team undertook the comprehensive process of preparing an Asset Management Plan for Council's gas infrastructure.

The development of a 10 year asset management plan provides direction and ensures that this service is provided in a financially sustainable way.

The plan details the Asset Management strategies applied by Council's gas network and identifies initiatives for the ongoing improvement of Council's asset management. It also includes details about the infrastructure assets and the actions required to provide an agreed level of service in the most cost effective manner while outlining associated risks and costs to maintain the network for the next 10 years.

### Gas supply agreement

During the year Council publicly called tenders for the supply of natural gas for distribution through Council's network.

The purpose of the tender was for Council to enter into an agreement with a supplier to guarantee the continuity of gas supply for Council's natural gas customers.

In June 2018, Council resolved to adopt a tender consideration plan ahead of Council entering into negotiations with the successful tender.

## Looking forward

### Looking forward - the next 5 years (Our new corporate plan)

#### Five years

#### We aim to:

- 4.6.1 Continue to develop Council's safety management system to ensure our gas operations comply with the *Petroleum and Gas (Production and Safety) Act 2004*.
- 4.6.2 Ensure required reports and returns for the Regulator are reviewed for accuracy and legislative compliance and submitted on or before the due dates.
- 4.6.3 Provide annual service delivery, approved initiatives and infrastructure renewal and upgrade works.
- 4.6.4 Expand the network where it is commercially viable to do so.
- 4.6.5 Pursue initiatives, in partnership with industry and government to offer gas at a competitive price, to attract additional industry to our region.

Stormwater pipes above the new gas main in Roma.



## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
Programmed maintenance	
<ul style="list-style-type: none"> <li>Leak detection program</li> </ul>	Leaks responded to according to risk (Class 1, 2, 3) with Class 1 addressed immediately.
<ul style="list-style-type: none"> <li>Cathodic inspections</li> </ul>	Minimum once a year.
<ul style="list-style-type: none"> <li>Valves inspections and cleaning</li> </ul>	Minimum of a fifth of the valves each year.
<ul style="list-style-type: none"> <li>Odourant recharge</li> </ul>	Weekly monitoring at key points. Levels checked at least once per month.
<ul style="list-style-type: none"> <li>Replacement of old meters</li> </ul>	Ultimately at end of useful life (Current backlog over 3 years).
<ul style="list-style-type: none"> <li>Pressure logging</li> </ul>	Loggers calibrated and serviced (Minimum once during the year).
Reactive maintenance	
<ul style="list-style-type: none"> <li>Response to unplanned asset failures</li> </ul>	As required, prioritised according to risk and budget.
Capital works	
<ul style="list-style-type: none"> <li>Program informed by an up to date asset management plan.</li> </ul>	Reviewed annually.
Reporting to regulators	
<ul style="list-style-type: none"> <li>Annual safety report</li> </ul>	On or before 1 September
<ul style="list-style-type: none"> <li>Gas annual report</li> </ul>	Due 31 October
<ul style="list-style-type: none"> <li>Safety and health fee return</li> </ul>	By 31 July
Customer service	
<ul style="list-style-type: none"> <li>Urgent incidents</li> </ul>	Immediate response
<ul style="list-style-type: none"> <li>Planned interruptions to service delivery</li> </ul>	Target - 48 hours' notice if not urgent.
<ul style="list-style-type: none"> <li>New services</li> </ul>	Within 20 working days after receipt of application and fee. If required, a quote will be provided within the 20 day period.
<ul style="list-style-type: none"> <li>Reconnections and disconnections</li> </ul>	Works completed with 5 working days after receipt of application and fee.
<ul style="list-style-type: none"> <li>Investigation of complaints about gas supply</li> </ul>	In accordance with adopted complaints policy.
<ul style="list-style-type: none"> <li>New development</li> </ul>	Information request - Within 4 business days Decision - Within 6 business days
<ul style="list-style-type: none"> <li>Assistance with locating gas service infrastructure</li> </ul>	Within 20 days.
Safety	
<ul style="list-style-type: none"> <li>Safety management system</li> </ul>	Continually improved and periodically reviewed by the Regulator.

One year

Projects	Quarter (Q) Finish	Within Scope & Budget
Preparation of gas model to consider growth scenarios, determine required extensions and make allowance for the upsizing of mains.	Q3	\$50,000
Replacement of steel gas mains with PVC - Station Street, Whip Street and McDowall Street	Q4	\$55,000
Replacement meters program	Q4	\$20,000
Extension of gas main network	Q4	\$110,000

## 4.7 Town planning

We plan and manage the growth of our towns.



## What we do

We strategically plan for the growth of our region's towns and:

- Assess new and changed uses against the approved Planning Scheme;
- Provide advice and information to developers and ensure compliance;
- Collate development information for the State Government and broader community.

We manage existing and new development, land uses and works to ensure our infrastructure and resources can meet the future needs and expectations of our community.

Council's long term plans to manage and facilitate growth are embedded in our local planning scheme and infrastructure plan. We use these tools to guide and assess development in the region.

In planning our region's towns, Council is governed by the State Government *Planning Act 2016* and *Planning Regulation 2017*.

## Why we do it

We develop and apply a planning scheme to manage future growth and change in the region, ensuring that it continues to be a desirable community for people to live and invest. The planning scheme is a strategic planning document that guides the way land and buildings are used and developed, and sets the standards for new infrastructure to service the region over the next 10+ years.

Proposals for new development are assessed against the planning scheme to ensure that they are compatible with surrounding land uses, they respond appropriately to site constraints, that any impacts can be managed, and that their infrastructure requirements can be met. This process is imperative to preserving the social, economic and environmental qualities of the region and ensuring the long term vision and aspirations of the broader community will not be compromised.

Image opposite - Aerial view of the northern entrance to Roma.

## Did you know?

The new **Maranoa Planning Scheme** came into effect on 29 September 2017.

It provides a single planning framework for the Maranoa region, streamlining local planning provisions and reducing assessment requirements. The new scheme supports growth and guides the way land, buildings and structures are used and developed in the Maranoa area, enabling Council to plan for a sustainable future.

The Maranoa Planning Scheme 2017 and the Planning Scheme Policies have replaced the Bendemere Shire Planning Scheme, Booringa Shire Planning Scheme, Bungil Shire Planning Scheme, Roma Town Planning Scheme and Warroo Shire Planning Scheme.

## How we are trending

Development assessment statistics	2013/14	2014/ 15	2015/16	2016/17	2017/18
Material change of use (MCU) approvals	39	28	16	15	15
Reconfiguring a lot (ROL) approvals	22	5	7	8	5
Operational (OP) works approvals	18	15	6	7	3
Assessable building works	16	27	13	12	12
Negotiated decisions	No Data		1	3	1
Combined MCU, ROL and OP works	3	0	0	0	0
Survey plan endorsement	0	0	5	3	4
Request to change existing approvals	6	17	7	2	5
Applications to extend the currency period of existing approvals	1	2	4	4	6
Planning certificates	57	30	19	19	16
- Limited	15	3	10	9	4
- Standard	11	8	2	8	9
- Full	31	19	7	2	3
Infrastructure charges recovered	\$2,091,362	\$1,121,514	\$295,356	\$22,929	\$92,862
<b>Residential lot data</b>					
Reconfiguration of a lot approvals (including subdivision and boundary realignment)	12	8	9	8	5
Operational works approvals associated with allotment reconfigurations	3	0	3	0	1
Survey plans endorsed by Council for registration	8	8	9	3	3
New lots approved	54	42	35	27	4
New lots created	43	35	18	17	2
Extension approvals granted	1	2	3	1	1



Looking back



Maranoa's **Local Government Infrastructure plan** met Minister's deadline (Adopted on 27 June 2018)



**New planning scheme** approved by Minister - and adopted by Council on 27 September 2017



**51** planning approvals including **15** material changes of use

What we achieved this year

We do	We aim to	What we achieved
<p>Strategically plan the growth of our region's towns and:</p> <ul style="list-style-type: none"> <li>• assess new and changed uses against the approved Planning Scheme;</li> <li>• provide advice and information to developers and ensure compliance;</li> <li>• collate development information for the State Government and broader community.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the new processes to give effect to Queensland's new planning system - Planning Act 2016 - effective 3 July 2017.</li> <li>• Adopt the new Planning Scheme - Quarter 1, with fine-tuning during the financial year.</li> <li>• Adoption of Council's Local Government Infrastructure Plan (LGIP).</li> </ul>	<ul style="list-style-type: none"> <li>• Development assessment procedures were transitioned to align with the new planning framework on 3 July 2017.</li> <li>• The proposed Maranoa Planning Scheme was aligned to amend with the Planning Act 2016 prior to its adoption by Council on 27 September 2017 (GM/09.2017/54).</li> <li>• A draft amendment register for the Maranoa Planning Scheme has been compiled taking into account user and State Government feedback. The amendment process will continue during 2018/19.</li> <li>• All development assessments have been recorded and public access to live records is being maintained in Council's Development Application Tracker online.</li> <li>• The Maranoa Planning Scheme was amended to facilitate the adoption of the Local Government Infrastructure Plan on 27 June 2018 (GM/06.2018/112).</li> </ul>

Quick facts from 2017/18

Council received 5 applications to change existing approvals, and 6 applications to extend the currency period of existing approvals.

Council endorsed 4 survey plans to register subdivided allotments or change existing allotment configurations.

Development infrastructure contributions revenue increased by 304% from the previous financial year.

Image right - Town of Injune.



## New planning legislation

The Queensland Government introduced the new *Planning Act 2016* on 3 July 2017, to repeal the previous *Sustainable Planning Act 2009*.

The purpose of this Act is to establish an efficient, effective, transparent, integrated, coordinated and accountable system of land use planning (planning), development assessment and related matters that facilitates the achievement of ecological sustainability.

With the new Act coming into force, Council was required to implement new processes that would align with the new legislation.

Council officers amended the development assessment procedures to transition to the new planning framework ahead of the commencement date. In anticipation of the *Planning Act 2016* commencing, Council made an alignment amendment to the draft Maranoa Planning Scheme, which was approved by the Minister on 15 September 2017.

During the transition Council offered pre-lodgement meetings to provide the opportunity for detailed feedback and for support to be given to applicants, which in turn reduced the need for information requests and expedited assessment periods.

## Maranoa planning scheme

The new Scheme adopted on 27 September 2017 was the product of many years' work, commencing after the Maranoa Regional Council was formed through the amalgamation of five local government areas in 2008.

Prior to its adoption, Council was faced with the challenge of implementing five individual and often conflicting planning schemes that did not address the current or long term needs and expectations of the Maranoa community as a whole.

Through the drafting process Council undertook to gain an all-inclusive understanding of the region's unique characteristics, as well as the challenges and opportunities for its future growth. This involved extensive consultation with a broad range of stakeholders over almost a decade as drafting of the document progressed. Valuable feedback was received from local residents, community groups, businesses, industry representatives, government and non-government agencies amongst others.

The draft document underwent multiple reviews by affected State Government Departments to ensure its alignment with the broader planning interests of the State. A short while before its adoption, the draft was amended to reflect changes brought about by Queensland's new planning legislation that took effect on 3 July 2017. Council was thereafter successful in gaining endorsement from all interested State Departments and approval from the Minister to adopt the Maranoa Planning Scheme 2017.

It is a major achievement for the region and will enable Council to provide a clear framework for planning and development throughout the Maranoa region.

The Maranoa Planning Scheme 2017 and the Planning Scheme Policies can be viewed on Council's website <http://www.maranoa.qld.gov.au/maranoa-planning-scheme>.

## Local government infrastructure plan (LGIP)

Council's planning team commenced preparation of the Local Government Infrastructure Plan (LGIP) incorporating:

- a) Identification of the Priority Infrastructure Area (PIA)
- b) Assumptions about:
  - i. population and employment growth; and
  - ii. the type, scale, location and timing of future development
- c) Plans for trunk infrastructure
- d) Desired standard of service for development infrastructure.

The draft LGIP was completed early in the year and underwent independent review, with feedback received on the draft plan regarding its compliance with the Minister's Guidelines and Rules under the *Planning Act 2016*.

Council resolved to refer the draft LGIP to the Minister for a State Interest Review and seek approval to publicly consult on the draft document, with Ministerial approval granted on 5 April 2018.

Public notification of the draft LGIP was carried out from April to May 2018. Following this notification period, Council sought a second statutory review of the draft LGIP.

Council was successful in receiving Ministerial approval of the LGIP on 26 June 2018, after which it was formally adopted at the Council Meeting on 27 June 2018.

## Maranoa planning scheme property report

Council's planning team has been working hard through the year to complete a Maranoa Planning Scheme Property Report (IPR) as a result of Council's successful application to Round 1 of the State's Innovation and Improvement Fund.

The tool will provide a convenient way for members of the public to obtain property specific development information free of charge on Council's website. Users will have the ability to search any property within the region and obtain information including:

- General property information (such as lot identification, land area, tenure etc.);
- A summary of the applicable planning scheme zones, local plans and overlays (such as flood hazard areas, significant vegetation and infrastructure);
- Maps showing the applicable mapping layers of the planning scheme; and
- Development approval records.

The report will enable users to access Council's Development Application Tracker, Property Search Forms, State Government and Google mapping systems.

The tool will automatically collate information into a user-friendly report format that can be accessed on any device, including desktop computer, tablet or smart phone. It will be a useful tool for land owners, potential purchasers, real estate agents, private building certifiers and development consultants.

This is a first step in further development of Council's planning tools and services which are to become available online. The project is in its final stages, with the official launch planned to occur in 2018/19.

## Looking forward

## Looking forward - the next 5 years (Our new corporate plan)

**We aim to:**

Five years

- 4.7.1** Periodically review the approved Maranoa Planning Scheme, provide recommendations to Council and the State Government, and facilitate the Minister's consideration of any changes.
- 4.7.2** Provide advice and information to developers, including pre-lodgement meetings upon request.
- 4.7.3** Undertake compliance inspections for new or changed uses or where there is suspected unlawful development, initiating compliance action where required.
- 4.7.4** Collate statistics required by the State Government in relation to development activity in the region and development information for the broader community.
- 4.7.5** Encourage resource companies to 'live and buy' local for their operational workforce.
- 4.7.6** Launch an interactive mapping system will provide clarity and certainty on how land is intended to be developed and what restrictions apply. to particular parcels of land.

## The year ahead (2018/19 operational plan)

One year

Objectives	Targets		
<b>Annual service delivery</b>			
Assessment of new development applications including: <ul style="list-style-type: none"> <li>New development applications</li> <li>Pre-lodgement meetings and advice</li> <li>Development application tracking</li> <li>Community projects assistance</li> </ul>	<ul style="list-style-type: none"> <li>Assessment and timeframes in accordance with the State Government's Development Assessment Rules.</li> <li>Pre-lodgement meetings upon request.</li> <li>Online/live tracking service - available 24 hours a day / 7 days a week.</li> <li>Assistance provided in accordance with Council's policy.</li> </ul>		
Strategic planning (Maranoa planning scheme)	Amendments in accordance with the process established by the State Government. (This involves a series of steps including community consultation and review by interested State agencies before it can be approved by the Minister and adopted by Council).		
Infrastructure planning	Formal review within 5 years of adoption. Internal review every 2 years. (Note: No mandatory requirement for review this year)		
Provision of development information including: <ul style="list-style-type: none"> <li>Planning and development certificates</li> <li>Development application decisions</li> <li>Development information online</li> </ul>	<ul style="list-style-type: none"> <li>Limited certificate within 5 business days, Standard within 10 business days and Full within 30 business days.</li> <li>Published on website within 5 business days of the decision.</li> <li>Updated online as policies, property and infrastructure data occurs.</li> </ul>		
Development compliance	Inspections prior to the commencement of a new or changed use or registration of a plan of survey to subdivide or reconfigure land.  Inspections and investigations as suspected unlawful activities and works are observed or reported.		
Statistical reporting including: <ul style="list-style-type: none"> <li>Development assessment statistics</li> <li>Reporting to the State Government</li> </ul>	Quarterly		
Planning consultancy services <ul style="list-style-type: none"> <li>Paroo Shire</li> <li>Barcoo Shire</li> </ul>	Service delivery consistent with Memorandums of Understanding		
Objectives	Targets		
Projects	Quarter (Q) Finish		
Launch of interactive mapping system that will provide clarity and certainty on how land is intended to be developed and what restrictions apply.	Regional	Q2	Within scope and budget



## 4.8 Rural lands

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



## What we do

We provide a range of rural land services including management of stock routes, control of weeds and control of wild dogs in partnership with the State Government and landowners.

### Land management - stock routes

We are responsible for managing and maintaining the following, under the guidelines set by the Department of Natural Resources, Mines and Energy:

- 30,530 hectares of unused stock route
- 31,640 hectares of minor stock route
- 8,698 hectares of secondary stock route
- 11,410 hectares of primary stock route
- 82,278 hectares total stock route land.

The above total land does not include any reserves that interact with the stock route network:

- Reserves - 11,470 hectares
- Camping and water reserves - 7,158 hectares.

### Water facilities

On these routes there are a number of water facilities – underground water (bores), man made water holes and natural water holes, for which neighbouring landholders may have approved water agreements.

- 28 approved water agreements
- 105 watering points within the region
- 71 water facilities that require maintenance each year.

## Weed management

The following weeds of national significance are controlled within the region and in partnership with landholders and natural resource management agencies:

- Parthenium
- Mother of Millions
- Harrisia Cactus
- Rope Pear
- African Boxthorn
- Green Cestrum
- Cats Claw creeper
- Mesquite
- Lantana
- Parkinsonia
- Prickly Acacia
- Giant RatsTail Grass
- Water Lettuce
- Rubber Vine
- Water Hyacinth
- Honey Locust.

## Why we do it

Many within, and from outside our region, rely on access to rural land for their business whether that is agriculture or the cattle and sheep industry. Pest plants impact production.

Wild dogs pose a risk to both stock and native species and also risk the spread of disease, such as hydatids to domestic animals and people.

The cattle industry also rely on well maintained stock routes to walk cattle across the state.

*Image opposite - Exclusion fence being erected, in the south west of the region.*

## Did you know

The Maranoa region has:

**14.14%** of the State's total number of water agreements

**18.3%** of the State's water facilities that must be maintained.



## How we are trending

	2015/16	2016/17	2017/18
<b>Stock route travel</b>			
Upgrades to stock route water facilities	\$130,000	\$135,000	\$148,957
Number of head of cattle	63,559	51,891	91,889
Number of permits	95	71	122
Gross revenue*	\$7,200	\$3,687	\$9,885
<b>Stock route agistment</b>			
Number of head of cattle	4,728	8,154	22,747
Number of permits	23	36	48
Gross revenue*	\$8,836	\$25,304	\$43,590
<b>Coordinated baiting campaigns</b>			
Dog meat (kgs)	16,280	15,800	17,880
Pig meat	2,420	2,700	2,820
Factory bait (single bait)	9,264	8,404	8,784
Area of land baited (hectares)	3,227,258	3,164,716	3,803,662
Participating landholders	538	472	521
Weed spraying chemical*	\$18,803	\$18,753	\$22,511

(rounded to nearest dollar)

Looking back






**\$22,510.73** spent on purchase of chemicals to control pest weeds



**91,889** - head of cattle travelled along Maranoa stock routes in 2017/18

What we achieved this year

We do	We aim to	What we achieved
Provide a range of rural land services including management of stock routes, control of weeds and control of wild dogs in partnership with the State Government and landowners.	<b>GRANTS</b> <ul style="list-style-type: none"> <li>Administer funding and reporting for the Queensland Feral Pest Initiative (Exclusion Fencing) - a partnership with State Department of Agriculture and Fisheries.</li> </ul>	Two Collaborative Area Management groups completed 202kms of exclusion fencing within the region.
	<b>PROJECTS</b> <ul style="list-style-type: none"> <li>Fence the police paddock Roma into 14 paddocks .</li> </ul>	In progress. Police paddock first stage of fencing completed, resulting in eight paddocks. 
	<ul style="list-style-type: none"> <li>Undertake works on land used by Yuleba Pony Club - stick rake and blade plough.</li> </ul>	Completed. Stick rake and chemical spraying completed at Yuleba Pony Club paddock – monitoring ongoing for follow-up spraying. 
	<ul style="list-style-type: none"> <li>Fence Wallumbilla North Road (to ensure that it is stock proof).</li> </ul>	In progress. 5kms complete. 

Did you know

The Wild Dog Barrier Fence passes through the Maranoa region.

The Queensland section of the wild dog barrier fence is 2,500kms and was originally built in 1948 to protect the Australian sheep industry from wild dog attacks. The Queensland fence joins at the point where Queensland, New South Wales and South Australia meet, known as Cameron’s Corner.

When it was first constructed graziers were responsible for the fence, but faced many challenges in maintaining the fence due to drought and a decline in the wool market. The Queensland Government commenced a restoration program in the late 1980’s, rebuilding approximately half of the original barrier (2,500kms of the total 5,600kms).

The fence is now administrated by Biosecurity Queensland. It protects approximately 26.5 million hectares of sheep and cattle grazing country through a combination of barrier and check fences.



## Predator control field day in Surat

Surat hosted a free predator control field day in November 2017 at the Warroo Sporting Complex.

The day was organised in partnership with Balonne Shire Council, 'Leading Sheep' and the Queensland Department of Agriculture and Fisheries.

Landholders had the opportunity to talk to experts about different feral animal control methods and to visit displays and demonstrations on site for exclusion fencing (traditional and electric), fence construction machinery, baiting materials, trapping suppliers and remote cameras.

The day featured producers who spoke about their experiences with fencing and predator control.

Council's Deputy Mayor Jan Chambers, a local landholder who has completed exclusion fencing on the family property, was among the guest speakers on the day.

*Exclusion fence being erected, in south west Maranoa.*



## Financial hardship support for drought affected community members

Council received funding from the Queensland State Government to provide support to residents affected by drought.

The Flexible Financial Hardship Support program included assistance of up to \$500 per household, with two options available:

**Option 1:** \$500 in \$50 vouchers for use at selected grocery stores in the Maranoa region.

**Option 2:** Financial assistance of up to \$500 for a specific bill account.

With over 66% of Queensland drought declared, it is having a significant effect on towns and regions throughout the State.

Council appreciated this financial boost from the State Government to support people in our community, and encouraged landholders to apply.

Using the vouchers or financial assistance to pay bills for local suppliers has also had a positive impact on the small businesses in our towns.

The Flexible Financial Hardship Support program was supported by the Department of Communities, Child Safety and Disability Services Community Drought Support Package.

## Council endorsement of landowner groups for exclusion fence funding

At Council's meeting on 28 February 2018, three landowner groups were endorsed to receive funding for the establishment of exclusion fencing, as recommended by the Barrier Fence to Border Collaborative Area Management (CAM) Project assessment panel.

The three successful projects included North Bollon CAM (Maranoa), Culgoa Cluster (Balonne), and Woollerina and Yendon (Balonne).

Council, in partnership with Balonne Shire Council, applied for funding and received a total of \$635,000 from the second round of the Queensland Feral Pest Initiative for landowners to construct 235 kilometres of exclusion fencing. The Council resolution was one of the final steps to get this much-needed funding to the landowners.

This project will see construction completed of a line of cluster fencing in the south-west and north-west corners of the respective local government areas.

Once the cluster fencing is in place, the control programs are anticipated to have a lasting effect on the wild dog population, therefore helping to protect the livelihoods of the landowners within the groups (otherwise known as Collaborative Area Management Groups).

It is Council's hope that in the future, once these fences are erected, the economic benefits of a revived sheep and small stock industry will flow onto our landholders and these communities overall.

## Wild dog baiting program

Council completed its most recent Wild dog baiting program in April 2018 as part of an ongoing initiative to tackle the wild dog population within the Maranoa region.

Effective control of the wild dog population requires a coordinated approach. This enables neighbouring properties to bait at the same time. This means that a larger area is covered which in turn targets a greater percentage of the wild dog population.

### Quick Fact 2017/18

- 21% of the total Maranoa region is located inside some form of exclusion fence.
- 31.5% of the Maranoa region that is inside the Wild Dog Barrier Fence is enclosed with some form of exclusion fence.
- Approximately:
  - 3,944,000 hectares is located inside the Wild Dog barrier fence.
  - 1,245,000 hectares is behind some form of exclusion fence.



## Looking forward

### Looking forward - the next 5 years (Our new corporate plan)

#### We aim to:

- 4.8.1 Manage the State Government regulated stock routes, water facilities, including upgrade works as funding is approved by the State Government.
- 4.8.2 Manage the priority weeds in accordance with Council's Pest Management Plan in partnership with landholders and natural resource management agencies.
- 4.8.3 Monitor the use of public lands to ensure they are not causing environmental harm or a safety hazard.
- 4.8.4 Administer the twice yearly coordinated baiting campaigns and carry out adhoc baiting upon request for 3 or more landholders.
- 4.8.5 Administer the Wild Dog State Precept.
- 4.8.6 Coordinate the receipt and payment of wild dog bonus payments.
- 4.8.7 Work in partnership with landholders and other local governments to apply for funding and implement approved programs.

Five years

*Cattle travelling along the Carnarvon Highway stock route.*



## The year ahead (2018/19 operational plan)

Objectives		Targets			
<b>Annual service delivery</b>					
Delivery of the following services:					
Wild dog management					
• Coordinated baiting campaigns		Two for the year (April/May and October/November)			
• Wild dog advisory committee		Generally quarterly			
• Receipt and payment of wild dog bonus payments		Within budget			
• Queensland feral pest initiative (QFPI)		Applications submitted as opportunities arise. Funding administered in accordance with the funding agreements.			
Stock route management					
• Stock route water facility capital works		Applications submitted as opportunities arise. Funding administered in accordance with the funding agreements.			
• Stock routes revenue collection and remittance		Quarterly			
• Stock route monitoring		As required			
• Water agreements		Monitoring and implementation in accordance with the terms of the agreements.			
Weed management and other rural land activities					
• Control of weeds - State controlled roads		Annual program			
• Control of weeds - Council lands		Annual program			
• Rural lands monitoring		As required			
Projects		Quarter (Q) Finish	Within Scope & Budget		
Update the Maranoa Region's <b>pest management plan</b> in consultation with key stakeholders including neighbouring local governments.	Regional	Q4	By 30 June 2019		
Develop a new <b>stock route management plan</b> that will encompass the State's stock route network management strategy.	Regional	Q4	By 30 June 2019		
Develop 'Fact Sheets' that provide information to users of the <b>stock route network</b> sharing knowledge and understanding of requirements at a glance.	Regional	Q1	1 x Overview of the Stock Route Network 1 x Quick Guide for Drivers and Stock Owners By end of Quarter 1		
Review all <b>water agreements</b> (28) within the Maranoa region.	Regional	Q4	By 30 June 2019		
Upgrade <b>stock route water facilities</b> through funding received from the Department of Natural Resources, Mines and Energy.	Regional	Q1	Location	Details of Upgrade	Funding (\$)
		Q2	Solitary	Windmill	23,000
		Q4	Yuleba	Tank and trough	39,000
		Q2	Mitchell Saleyard	Tank and trough	35,750
		Q2	Cammie Plains	Tank	20,000
		Q3	Gunnalow	Troughs	16,500
		Q1	Euthulla	Tank	20,000
		Q1	Injune	New fence	5,100
		Q1	Albany Downs	Bore pump	6,000
					Total
Continue with the <b>wild dog exclusion fencing projects</b> and complete reports and monitor these in accordance with completed agreements with both landholders and State Government.			Ongoing		

## 4.9 Facilities

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



## What we do

We manage Council's land and building assets in 10 towns and surrounding localities across the region. The number of buildings (as at 30 June 2018) were:

Buildings	Number	Value*
Managed by the facilities' team	436	\$89,051,645
Managed as part of specific services	117	\$7,951,088
<b>Total</b>	<b>553</b>	<b>\$97,002,733</b>

The types and levels of service that are catered for in Council's property portfolio include:

- Highly regulated services such as kindergartens and food preparation areas;
- High profile community and operational services such as libraries, council administration centres, tourism attractions, meetings rooms and function spaces;
- Public sporting and recreational facilities at a variety of levels;
- Public toilets;
- Council field operations depots and workshops;
- Storage facilities and shelters;
- Residential housing and workers accommodation;
- Land – vacant freehold and reserve land under the trusteeship of Council.

The Facilities team manages just over 86% of Council's facilities assets through their lifecycle, including occupancy and management of any associated tenancy matters, maintenance of the assets, management of risk associated with the provision and use of the assets, through to disposal or end of life.

(The balance is managed by specific service areas within Council).

## Why we do it

Our facilities are fundamental to Council's service delivery to the community and contribute to the overall quality of life for our region's residents.

Our goal is to ensure that these facilities can deliver the type and level of service required now and into the future.

The assets include those inherited from the earlier, pre-amalgamated councils, and additions to the portfolio since 2008.

Community	Value of Buildings*
<b>Central</b>	
Roma	49,085,821
Muckadilla	96,107
<b>East</b>	
Wallumbilla	2,887,990
Yuleba	3,693,199
Jackson	447,324
<b>North</b>	
injune	9,221,644
<b>South</b>	
Surat	12,039,330
<b>West</b>	
Amby	389,979
Mitchell	18,306,662
Mungallala	834,677
<b>Total</b>	<b>\$97,002,733</b>

\*Written down value of buildings at 30 June (i.e. after depreciation). Refer Note 13 of the financial statements for further information.

## How we are trending

	2015/16	2016/17	2017/18
Extract from Note 2 (b) of Council's Financial Statements:			
Depreciation expense - Buildings (\$ million)	1.335	2.093	2.147
Gross value of buildings at 30 June (Determined by an independent valuer*) (\$ million)	118.58	124.169	127.05
Written down value of buildings at 30 June (i.e. after depreciation) \$ million*	96.745	94.664	97.003
Written down value of land and improvements at 30 June (Determined by an independent valuer*) - \$ million	49.145	43.118	43.167

Image opposite - Community Hub, Roma.

## Looking back



**13 user agreements** executed with community groups that use Council facilities (40 left to do).



**\$140.17 million** in facility assets managed by Council:

Land and improvements  
- \$43.167 million

Buildings  
- \$97.003 million

## What we achieved this year

We do	We aim to	What we achieved
Manage land and buildings across a number of broad categories including: <ul style="list-style-type: none"> <li>Community eg. Community Halls, community centres and public toilets.</li> <li>Recreation eg. Grounds and facilities used for sport and swimming pools.</li> <li>Residential Housing eg. Council owned housing providing for staff and housing delivered as part of the community housing program.</li> <li>Workers Camps e.g. to house Council employees when working in the remote regions of our Council area.</li> <li>Corporate eg. Council administration buildings and depots.</li> </ul>	<b>ASSET MANAGEMENT PLAN</b> <ul style="list-style-type: none"> <li>Adopt a new Asset Management Plan for Facilities (10 year planning horizon) by the end of Quarter 2.</li> </ul>	Preliminary data collected, however progress was impacted by a staff vacancy in the lead asset management planning role.  The plan has been carried over to 2018/19.
	<b>LEASES AND USER AGREEMENTS</b> <ul style="list-style-type: none"> <li>Monitor completed leases and user agreements for continued compliance with each party's obligations.</li> <li>Complete new user agreements and leases.</li> </ul>	Leases and user agreements monitored for compliance with insurance requirements and lessees/users contacted annually for copies of public liability insurance coverage.  By 30 June 2018 there were a total of 112 agreements needed, with 72 executed/completed (i.e. 13 completed during 2017/18).
	<b>SWIMMING POOL COMPLIANCE</b> <ul style="list-style-type: none"> <li>Continue implementation of recommendations and audit findings from the Queensland Royal Lifesaving Association, internal audits, and external compliance audits conducted by Compliance Australia Certification Services.</li> </ul>	In Progress.  Royal Life Saving Australia is conducting a review of their published guidelines. Pending release of the updated guidelines, Council opted to not undertake an audit in 2017/18 and to instead prepare for implementation of the new guidelines, based on known action items from other audits. Refer page 213 for further information.
	<b>ENERGY EFFICIENCY</b> <ul style="list-style-type: none"> <li>Undertake Stage 1 energy audit and tariff review.</li> <li>Undertake renewable energy pilot for the Cultural Centre.</li> </ul>	Completed in time for budget deliberations.  Deferred until 2018/19.

## Swimming pool audits

Ahead of the new Royal Lifesaving Guidelines coming into effect, preparatory work was undertaken in review of the Aquatic Facility Operational Manuals, Emergency Action Plans and associated documents for each of Council's owned pool facilities.

There was a new contractor appointed at the Great Artesian Spa (Booringa Action Group) who is operating both the Spa and Visitor Information Centre. Inductions were completed in the first quarter of the year with the new management agreement now operational.

Work will continue on updating manuals in 2018/19, and the annual audits by Royal Life Saving Society of Queensland will be recommenced.

## Land management continual improvement

Council's Facilities team continued to work with the Department of Natural Resources and Mines to identify and resolve outstanding tenure matters associated with use of unallocated State land or reserves for Council purposes.

In being respectful of the Indigenous land holders within the Maranoa region, Council has been working to establish if the identified land tenure falls within native title claim areas. This process involves determination of the claim by the Federal Court of Australia and where necessary execution of Indigenous Land use Agreements under the *Land Title Act 1993*.

## Project summary

Completed	In progress	Not started
		
<ul style="list-style-type: none"> <li>Great Artesian Spa, Mitchell - Amenities upgrade</li> <li>Great Artesian Spa, Mitchell - Replacement of spa decking</li> <li>Renewal of bathroom - Trainers' residence at Bassett Park</li> <li>Roma library - roof repair</li> <li>Installation of air conditioner at 1/12 South St Roma</li> <li>Installation of air conditioner at 10/12 South St Roma</li> </ul>	<ul style="list-style-type: none"> <li>Roma Cultural Centre - Air conditioning upgrade</li> <li>Roma Library - Air conditioning upgrade</li> <li>Landscape and Masterplan - Police Citizens' Youth Club main office and Cultural Centre precinct</li> <li>Roma Rural Student (Youth) Hostel - subsidence work</li> </ul>	<ul style="list-style-type: none"> <li>Bassett Park kitchen refurbishment</li> <li>Resurface Road behind grandstand, Bassett Park</li> <li>Rectify drainage near main bar, Bassett Park</li> <li>17 Railway Parade, Injune - Bathroom and kitchen renewal</li> <li>7 Elmer Street, Roma - Renewal of kitchen</li> <li>40 Edinburgh Street, Mitchell - renewal of bathroom</li> <li>Replacement of roof on Mitchell archive building</li> <li>New roof for the Mitchell administration office</li> <li>Design Roma Pool upgrade</li> <li>Design replacement of the Mitchell Dance Studio</li> <li>Roma pool - first aid room</li> </ul>

## Did you know

Council seeks to ensure that the 6 pools across the region are operated and maintained in accordance with the Royal Life Saving Australia Guidelines for Safe Pool Operations (GSPO). The Guidelines clearly set out the requirements for a safe aquatic facility and provide "invaluable information for local government, facility owners, architects, engineers, duty managers and pool lifeguards.

The GSPO includes 92 guidelines across the following seven sections of aquatic facility operation:

1. General Operations
2. Technical Operations
3. First Aid
4. Facility Design
5. Supervision
6. Low Patronage Pools
7. Programs

Royal Life Saving undertakes a regular review of the Guidelines for Safe Pool Operations. The guidelines may also be amended based on coronial recommendations and industry feedback when necessary."

Source: <https://www.royallifesaving.com.au/aquatic-centres/managers/guidelines-for-safe-aquatic-venues/guidelines-for-safe-pool-operations>



## Looking forward

### Looking forward - the next 5 years (Our new corporate plan)

#### We aim to:

- 4.9.1** Provide operation and maintenance, renewal, upgrade and construction of Council's buildings and structures according to the priorities and funding approved by Council, ensuring fit-for-purpose specification development for new and upgraded assets.
- 4.9.2** Manage the use of Council facilities.
- 4.9.3** Develop and implement agreements for the long term use of facilities (including leases, management agreements, user agreements).
- 4.9.4** Manage the region's 6 swimming pools.
- 4.9.5** Manage Council's insurance portfolio and respond to claims.
- 4.9.6** Develop and periodically review an Asset Management Plan for facilities.
- 4.9.7** Participate as a named respondent to native title claims over the region and collaborate with other local governments in negotiating joint Indigenous Land Use Agreements.
- 4.9.8** Undertake land management activities including easements, acquisition of property, sale of land and conduct and compensation agreements with Coal Seam Gas resource companies. This includes formal response to requests from the State Government reviewing land tenure under the *Land Act 1994*.
- 4.9.9** Undertake energy efficiency initiatives to reduce operating costs and Council's environmental footprint.

Five years

### The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
Provision of community and tourism facilities including community halls, visitor information centres, multi-purpose facilities and public toilets	With the annual approved budget.
Swimming pools (6 - Roma, 2 x Mitchell, Injune, Surat, Wallumbilla) - including maintenance of plant and equipment, chemical ordering, work health and safety and management of contractors.	Swimming pools - Target of equal or greater to 90% for compliance with the Royal Lifesaving Guidelines as independently audited by Royal Lifesaving Australia.
Other sport and recreation facilities (including sporting grounds)	
Heritage buildings	
Housing (90 - including both Council owned and low-cost community housing within Council's rental portfolio).	In accordance with tenancy agreements and Council's approved budget.
Property leases - formalising tenancy arrangements through lease, licence or user agreement and monitor compliance with agreements.	
Hire of Council venues - 31 locations available for hire and an additional 6 for internal (Council) use.	
Land management including: <ul style="list-style-type: none"> <li>- easements, acquisition of property, sale of land and conduct and compensation agreements with Coal Seam Gas companies.</li> <li>- coordination of formal responses to the State Government for land tenure under the <i>Land Act 1994</i>.</li> </ul>	Preparation of reports to Council by agenda due dates.  Actions in accordance with Council resolutions.
Native title - participating as a named respondent to native title claims over the region and collaborate with other local governments in negotiating joint Indigenous Land Use Agreements.	As required and in accordance with Federal Court stipulated timeframes.
Building maintenance - including fire and electrical safety, pest control and cleaning.	In accordance with legislated requirements (where applicable) and within the allocated budget.
Workers' camps - providing accommodation for employees when working remotely (4 camps - Begonia, Dunkeld, Injune and off Bargunya Road in the far south-west of the region).	As required. Listing of any issues raised and status update available prior to each Employee Consultative Committee meeting.
Insurance	Insurance coverage arranged annually in May. Claims submitted as required and reports prepared to Council where a decision is required.
Buildings strategic asset management - plan, forecast, develop and monitor community assets and asset management systems and plans.	Annually
Building design and construction	Partner with the Program and Contract Management team - providing input into specification and undertaking agreed works.

One year

## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Projects</b>	
Develop an Asset Management Plan for facilities	By 30 June 2019
Review Council's insurance schedule for buildings and structures with a view to reducing Council's annual premiums, having regard to consequence and likelihood of loss.	By 31 March 2019
Progress agreements for long term use of the region's facilities (40 left to negotiate)	By 30 June 2019 (Number dependent on negotiations)
Undertake a review of buildings for Council's financial statements (replacement assessment)	By 31 March 2019
Contribute to development of on-line induction and training for pool contractors	By 31 March 2019

Projects		Quarter (Q) Finish	Within Scope & Budget
<b>Housing - Council and community</b>			
• 18 Stephenson St, Yuleba - Kitchen/laundry upgrade	Yuleba	Q2	\$25,000
• 54 Ronald St, Injune - Kitchen upgrade	Injune	Q3	\$15,000
• 18 Stephenson St, Yuleba - Replacement of guttering	Yuleba	Q2	\$8,000
• Bassett Park Caretaker's Residence - Bathroom upgrade	Roma	Q2	\$12,000
• 50 Stephenson St, Yuleba - Bathroom upgrade	Yuleba	Q2	\$18,000
• 36 Edinburgh St, Mitchell - Restumping	Mitchell	Q2	\$12,000
<b>Council buildings</b>			
Construction of awning off lunch room at the Roma Infrastructure Depot	Roma	Q2	\$9,000
Administration office generator	Surat	Q3	\$30,000
Demolish Neighbourhood Centre building	Roma	On hold	\$120,000

<b>Community buildings and other facilities</b>			
Design Replacement of the Mitchell Dance Studio - Carryover	Mitchell	Q4	\$20,000
The Council owned building located at 48-52 Cambridge St, Mitchell comprising the Mitchell Dance Studio, Landcare, and the Old Things Shop is in a poor state of repair. The funding will enable consultation to occur about future use, and design to occur.			
Fence replacement at Mitchell Saleyards	Mitchell	Q3	\$25,000
Council has previously renewed some of the fencing at this site, and will continue with the renewal of fencing this year. The existing fence is in excess of 60 years old.			
Cobb & Co Park Redevelopment Yuleba - Stage 2	Yuleba	Q4	\$50,000
Cobb & Co Park Master Plan - Stage 1 improvements to be completed in time for the 95th Anniversary Cobb & Co Festival in August 2019.			
<b>Major initiatives</b>			
Energy efficiency upgrades for Council facilities	Regional	2019/20	\$1,500,000



## 4.10 Arts and culture

We foster arts and culture within our communities and help preserve our local history.



## What we do

We help to arrange arts and cultural activities and projects within the community in partnership with the State Government (Arts Queensland), and the many arts and cultural groups forming part of our regional communities.

Depending on the event, project or activity, Council's role may be host, organiser, supporter, provider, funder or joint funder.

Our vision is for every resident to be an arts and culture participant in one of our many facilities and activities!

## Why we do it

Our ultimate aim is to add to the lifestyle available within the Maranoa region through a range of arts and cultural projects and programs.

We aim to maximise use of the region's museums, galleries and studios, enabling residents and visitors to enjoy visual arts, music, performing arts, social history and cultural heritage.

Indigenous artwork - Wallumbilla



## Did you know?

Council partners with the State Government to support local arts and culture through the Regional Arts Development Fund (RADF). Below are the groups that were assisted in 2017/18.

Project	Cost
Easter in the Country film workshop - Council initiative	\$3,630
Project with Visit Roma - Mural at Bassett Park - Council initiative	\$8,000
Seed funding for Small Museums Conference - Council initiative	\$3,370
Out-of-round funding for pottery workshop for Friends of the Gallery (Mitchell)	\$2,450
Booringa Action Group - 3-day immersive art workshop during NAIDOC Week - Ngalingu 'Because of her we can'	\$10,961
Creative Injune - painting workshops	\$2,200
ICPA St George - funding art classes for students camp (attended by Maranoa residents)	\$1,974
Workshops and exhibition for Roma on Bungil Gallery	\$1,272
2-day workshop 'Creative Odyssey' run by Injune Arts	\$8,000
Silversmithing workshop for Silversmiths Roma	\$1,000
<b>TOTAL</b>	<b>\$42,857</b>

## How we are trending

	2013/14	2014/15	2015/16	2016/17	2017/18
Regional Arts Development Fund (RADF) grants	\$47,970	\$42,857	\$38,947	\$37,857	\$42,857
State government funding	\$30,000	\$30,000	\$24,000	\$25,000	\$25,000

Looking back



**Surat Cobb & Co  
Store Museum  
Advisory  
Committee**  
activities underway



**\$42,857 of Regional  
Arts Development  
Funding** approved for  
community groups

What we achieved this year

We do	We aim to	What we achieved
Partner with community, government and business to secure a range of arts and cultural events, projects and programs within the region.	<b>EVENTS</b> <ul style="list-style-type: none"> <li>Host events including Q Opera</li> </ul>	A Night with the Opera Queensland was performed at the Boral Amby Quarry. Refer below for further information.
Support the management and use of arts and cultural facilities within the region.	<b>GRANTS</b> <ul style="list-style-type: none"> <li>Administer the Regional Arts Development Fund.</li> </ul>	\$42,857 approved for community groups with \$25,000 from the State Government (Details on Page 217).

**First Opera performed in a quarry - A Night With Opera Queensland**

It was a night to remember on Friday 1 September 2017, when Council presented ‘A Night with Opera Queensland’ from the base of the Boral Amby Quarry.

The event provided a once in a lifetime opportunity for residents to experience and enjoy renowned operatic and musical numbers under the stars of the outback – surrounded by the walls of a quarry.

The opera featured performances and favourite moments from Carmen, Madam Butterfly, Rigoletto and Don Giovanni.

This was a rare chance to be able to get up close and personal with some of the best singers from Opera Queensland, in an exceptional outback setting.

The support act for the evening was Culture Train from Brisbane’s Multicultural Arts Centre, which included a variety of musicians from all over the world.

The project received financial assistance from the Queensland Government through the Playing Queensland Fund and Regional Arts Development Fund (RADF).

**Moonlighting in Moffatt on tour in the Maranoa**

The Moonlighting in Moffatt art exhibition by Karen Knight-Mudie tells a story of the Kenniff Brothers and the Maranoa was lucky enough to host the exhibitions at galleries throughout the region.

Part one was displayed at Mitchell on Maranoa Gallery from 20 January until 24 March 2018. This display featured the original works based on the stories of the Kenniff Brothers. Part two, the new chapter, Reflections of Paddy and Jim, was displayed at Injune Creek Gallery from 19 January until 24 March 2018.

Both parts one and two, the original works and new chapter displays were then joined together at Roma on Bungil Gallery from 30 March until 11 May 2018.

This art exhibition was the result of Karen Knight-Mudie’s many field trips, stories and research that saw new direction for the images to move beyond the land, across creek beds and campsites to court records.

The core exhibition of Moonlighting in Moffatt consists of 11 large banners that depict the main characters and selected properties in the Maranoa now termed as ‘Kenniff Country’.

The art exhibition provided our community with access to a high quality of art works that show local historical connections.

## Looking forward - the next 5 years (Our new corporate plan)

**We aim to:**

- 4.10.1** In partnership with the community, commence implementation of the Maranoa Arts and Culture strategy with the key strategies including:
- Local heritage is protected, valued and accessible;
  - Indigenous, outback and other cultures have continuity, diversity and energy;
  - Place-making and architecture support arts, culture and heritage;
  - Educators, businesses, agencies, Council and communities collaborate to provide creative spaces and creative activity support;
  - Visual arts and performing arts have display and performance opportunities;
  - Maranoa region can host visiting national standard exhibitions and performances;
  - Arts and culture are valued as an industry;
  - Alignment of the Maranoa arts and culture strategy with the Tourism strategy.
- 4.10.2** Administer the Regional Arts Development Fund (RADF) in partnership with the State Government's Arts Queensland.
- 4.10.3** Assist when needed with community groups' grant applications to other funding providers.
- 4.10.4** Provide opportunities for community groups to apply for financial and inkind assistance from Council for arts and cultural initiatives.
- 4.10.5** Source and coordinate arts and cultural events and programs within the Maranoa.
- 4.10.6** Identify and implement approved Council or joint projects to preserve our heritage and local history for current and future generations, identifying opportunities to secure external funding and support.
- 4.10.7** Provide input into placemaking and facilities (spaces and places) from an arts and culture perspective.

Five years

## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
<ul style="list-style-type: none"> <li>• Creating partnerships (community projects)</li> </ul>	Monthly through Arts Group meetings and as and when required
<ul style="list-style-type: none"> <li>• Assisting with funding opportunities for community groups</li> </ul>	Minimum 2 rounds per year for Regional Arts Development Fund; Other funding as opportunities arise, including assistance with grant writing.
<ul style="list-style-type: none"> <li>• Updating and implementing placemaking plans</li> </ul>	Quarterly through Arts Group meetings
<ul style="list-style-type: none"> <li>• Providing facilities (spaces and places) for arts and cultural activities</li> </ul>	Reviewed monthly through Arts Group meetings; Subject to budget consideration.
<ul style="list-style-type: none"> <li>• Preserving history and heritage for current and future residents</li> </ul>	Monthly through local historical societies when and as identified.
<ul style="list-style-type: none"> <li>• Delivering a range of annual and one-off budgeted Council events</li> </ul>	Minimum 3 per year

One year

Objectives	Targets		
Projects		Quarter (2) Finish	Within Scope & Budget
Surat Cobb & Co Store Museum Exhibitions - Updates to current exhibition and new exhibitions The Museum is a key tourism asset for the town of Surat. <i>This project therefore pursues the dual strategic priorities of Arts &amp; Culture and Tourism.</i>	Surat	Q4	\$20,000
History of Injune & Surrounds - Provision of seed funding Council will engage a professional historian to work collaboratively with the Cultural Heritage Injune Preservation Society (CHIPS) to collect and collate historical data for publication in book format.	Injune	Q4	\$10,000

## 4.11 Local development and events

We support development of our local communities through planning, programs and events.



## What we do

Our Local Development Officers (LDOs) work with each of our communities to lead planning, economic and community development and events at a local level. Each LDO provides general support across a number of areas including:

- Economic and local business development
- Tourism
- Sport and recreation
- Arts and culture
- Council events.

They also work closely with and are able to access regional support in each of the above areas.

As part of the new Corporate Plan, Council has recommitted to a Local Development Officer in each of our communities:

- Injune & Surrounds
- Mitchell & Surrounds
- Surat & Surrounds
- Yuleba/Wallumbilla/Jackson & Surrounds
- Roma & Surrounds.

We also coordinate grant programs for:

- Council funding to community groups; and
- Funding from other tiers of government and industry partners to Council;

As a new initiative in the Corporate Plan, we will also be actively promoting and marketing the Maranoa as a place to hold conferences and events.

## Why we do it

A diverse range of programs and events adds to the richness of community life in the region. Our events are popular with residents but often also encourage visitors to stay a little longer, providing a welcome boost to the local economy.

The conferences and events that we are able to attract to the region also provide a valuable boost for many of the region's businesses.

As we continue to encourage fly-in fly-out workers to become permanent residents, the liveability of our region is becoming increasingly more important to promote. Our programs and events provide a wonderful array of activities for all ages to enjoy.

The assistance we provide on an annual basis to community groups, and the partnerships we establish with community, government and business also enable the delivery of projects and services that otherwise might not be achievable.

## Did you know

Maranoa's Food and Fire Festival was created in 2008 to commemorate the 100 year anniversary of the Great Fire of 1908. The fire blazed for a phenomenal 45 days after being accidentally ignited during the drilling of a gas well on Hospital Hill, Roma.

The festival celebrates the long and prosperous oil and gas industry in the area which is still prominent today.

## How we are trending

	2013/14	2014/15	2015/16	2016/17	2017/18	Total
In-kind assistance	\$10,723	\$5,977	\$42,956	\$24,812	\$49,814	\$134,282
Fee waivers	Included as in-kind	Included as in-kind	Included as in-kind	\$47,828	\$47,447	\$95,275
Ongoing assistance	\$104,600	\$69,026	\$53,572	\$29,078	\$35,964	\$292,240
Sponsorship/ cash contributions	-	\$16,363	\$202,358	\$68,400	\$25,750	\$312,871
Community grants						
\$ value	\$105,244	\$103,838	\$133,801	\$139,890	\$79,125	\$561,898
Number of groups supported	17	15	19	26	11	88
<b>Total</b>	<b>\$220,567</b>	<b>\$195,204</b>	<b>\$423,687</b>	<b>\$310,008</b>	<b>\$238,100</b>	<b>\$1,396,566</b>

## Looking back






**\$1,396,566** in assistance to community groups



**Commonwealth Games' Queen's Baton Relay** came to Roma and Mitchell - local planning over 2 years and event facilitation by Council team members.

### What we achieved this year

We do	We aim to	What we achieved
Provide local development support for planning, programs and events within each of our communities, in partnership with community, government and business.	<b>MAJOR PROJECT / EVENT</b> <ul style="list-style-type: none"> <li>Plan for and facilitate the visit to Roma and Mitchell of the Queen's Baton Relay.</li> </ul>	Completed. Feature story on page 36. 
	<b>PROJECTS</b> <ul style="list-style-type: none"> <li>Deliver the following projects:                             <ul style="list-style-type: none"> <li>- Fisherman's Statue, Surat</li> <li>- Cobb and Co Park, Yuleba - Master Planning and Stage 1 Improvements</li> </ul> </li> </ul>	In progress - projects are now scheduled for completion in 2018/19. 
	<ul style="list-style-type: none"> <li>- Flood levee monument, Roma</li> </ul>	Not started - project is now scheduled for completion in 2018/19. 
Coordinate grant programs: <ul style="list-style-type: none"> <li>for funding to community groups; and</li> <li>for funding from other tiers of government and industry partners to Council;</li> </ul> to enable delivery of projects and services that otherwise might not be achievable.	<b>GRANTS</b> <ul style="list-style-type: none"> <li>Deliver Council's community grants program.</li> </ul>	Grant programs were administered resulting in: <ul style="list-style-type: none"> <li>In-kind assistance - \$134,282</li> <li>Fee waivers - \$95,275</li> <li>Sponsorships/cash contributions - \$312,871</li> <li>Community grants - \$561,898</li> </ul> (Refer also: 'Arts and culture' for Regional Arts Development Fund)

### Food and Fire Festival 2017

The Maranoa Food & Fire Festival aims to bring communities across the region together for a diverse multicultural event showcasing international food and entertainment.

The festival was held August 2017 and marked the sixth Food & Fire Festival, which has continued to grow since its inception. Along with an amazing selection of delicious cuisine and markets there was plenty of entertainment for all ages including a children's zone, roving performers, live music, cooking demonstrations by celebrity Chef Alastair McLeod and the region's own Maranoa Beef.

There was also a great line up of multicultural entertainment featuring Rhythm Culture: African Drumming (which included workshops), Fiesta Tropicale band and Chinese Lion Dancing with Chinese drumming.

Crowds were treated to the sights of the lantern parade and as the night came to a close and the sun set a fantastic display of talent from the Sacred Circus Fire Show.

The event was a great success with over 3,000 people attending, which is a testament to the hard work and dedication of those involved.

Sponsors for the 2017 festival were Santos, Ezyquip Hire, Origin Energy, The Western Star, Senex and Best Employment.

### Seniors Week in the Maranoa

Seniors Week was held 19-27 August 2017. Free events were held throughout the region which included activities such as morning tea and movie morning, Guest Speaker – Robyn Moore (the voice of Blinky Bill), Country Fair and Old Time Dance and much more.

Seniors Week activities were provided through Council's Be Healthy and Safe initiative and the Local Development team.

### Maranoa Comedy Roadshow

In September 2017 Council hosted a free Maranoa Comedy Roadshow featuring Fiona O'Loughlin and Sean Woodland.

The comedy shows were made possible with funding received to provide social events for drought affected residents. These events were a great way to unwind, relax and have a laugh.

The Comedy Show was held in four locations across the region, being Surat (27 September), Mitchell (28 September), Yuleba (29 September) and Bymount (30 September 2017).

## Maranoa School Holiday Program

Council hosted a range of fun-filled activities across the region for the Christmas holidays.

The activities and events ran from Saturday, 9 December 2017 to Saturday, 20 January 2018 to provide our local youth with a variety of events and activities to keep entertained and active.

Highlights from the program included slime and snow making workshops, laser skirmish, movie nights, Christmas craft, and sporting activities.

As well as activities run by Council and other community groups, parents were able to take advantage of the many public facilities across the region including swimming pools, skate parks, playgrounds, libraries and sporting fields to keep their children active and entertained during the holiday period.

## Harmony Day 2018

Council helped the Maranoa community celebrate our diverse talents and culture with Roma's Harmony Day – Cultures around the Campfire celebrations held in March 2018.

Harmony Day is a celebration of cultural diversity, with a key message that 'everyone belongs!'

Orange was the colour chosen to represent Harmony Day. Traditionally, orange signifies social communication and meaningful conversations, but it also relates to the freedom of ideas and encouragement of mutual respect.

Held in conjunction with the Roma Country Markets, the event was a celebration of food and dance with children's activities, an open microphone session and much more!

## Disability Action Week

Disability Action Week held in October 2017 was a big success with over 75 people enjoying themselves at the DanceABILITY dance held at The Zone, Roma.

The Maranoa Inclusive Sports Program Open Day was held in support of the week where the head coach from Brisbane Paralympic Football Program, Jay Larkins, came to Roma for the open day and ran drills with all the participants. The program was an opportunity to also give people with varying disabilities a chance to be involved in sport and be active.

It was great to see so many Maranoa residents of all ages and abilities getting involved in the week's activities.

Council was appreciative of all the organisers and volunteers who helped create these successful events.



*DanceABILITY in full swing at the Zone, Roma.*

## R U Ok Day and World Suicide Prevention Day

Council hosted a Family Day Out to raise awareness for R U OK Day and World Suicide Prevention Day. The event was held at the Roma Big Rig on 9 September 2017.

Ed Sloan from Beyond Blue and Kiel Goodman from Mates4Mates were guest speakers on the day.

There was plenty of fun for the children with free entertainment including a jumping castle, toddler tent, face painting, crafts, train rides and more!

Events like this provide an opportunity for the community to connect with people around them and ask the vital question – are you OK?

## Christmas Hamper Appeal 2017

Council held its annual Christmas Hamper Appeal in December 2017 as a way of helping everyone celebrate the Christmas season.

Council received \$2,617 in donations as well as donations of non-perishable food items to make up the hampers. These kind donations helped Council to distribute 135 Christmas hampers to families who were in need at Christmas time.

## Council's Annual Christmas Luncheon

Council's Annual Christmas Luncheon was held in December 2017 with 88 residents attending to spread the Christmas cheer.

Mayor Golder conducted bingo games and Cr Stanford greeted people at the door and helped serve lunch. There was singing and music, with a special visit from Santa, and many volunteers who made the day special.

Attendees enjoyed the spread of fresh, seasonal foods and festivities.



*Residents enjoying Council's annual Christmas luncheon.*



## Looking forward

Five years

## Looking forward - the next 5 years (Our new corporate plan)

**We aim to:**

- 4.11.1** Coordinate Council's grant programs and other funding to community groups.
- 4.11.2** Identify state and federal government funding opportunities and industry partners to assist in funding Council projects and services within each of our communities, coordinate applications and administer funding agreements for successful applications.
- 4.11.3** Deliver community based programs, planning, projects and initiatives in partnership with our local groups including town development, indigenous, tourism, arts, cultural and heritage, sporting and recreation.
- 4.11.4** Deliver a range of annual, biennial and one-off budgeted Council events in partnership with local community groups (where applicable).
- 4.11.5** Provide support to community festivals and events through access to opportunities for financial and in kind assistance.
- 4.11.6** Establish a new function within Council for Regional Events Promotion and Marketing.

Council employees at Harmony Day, 2018.

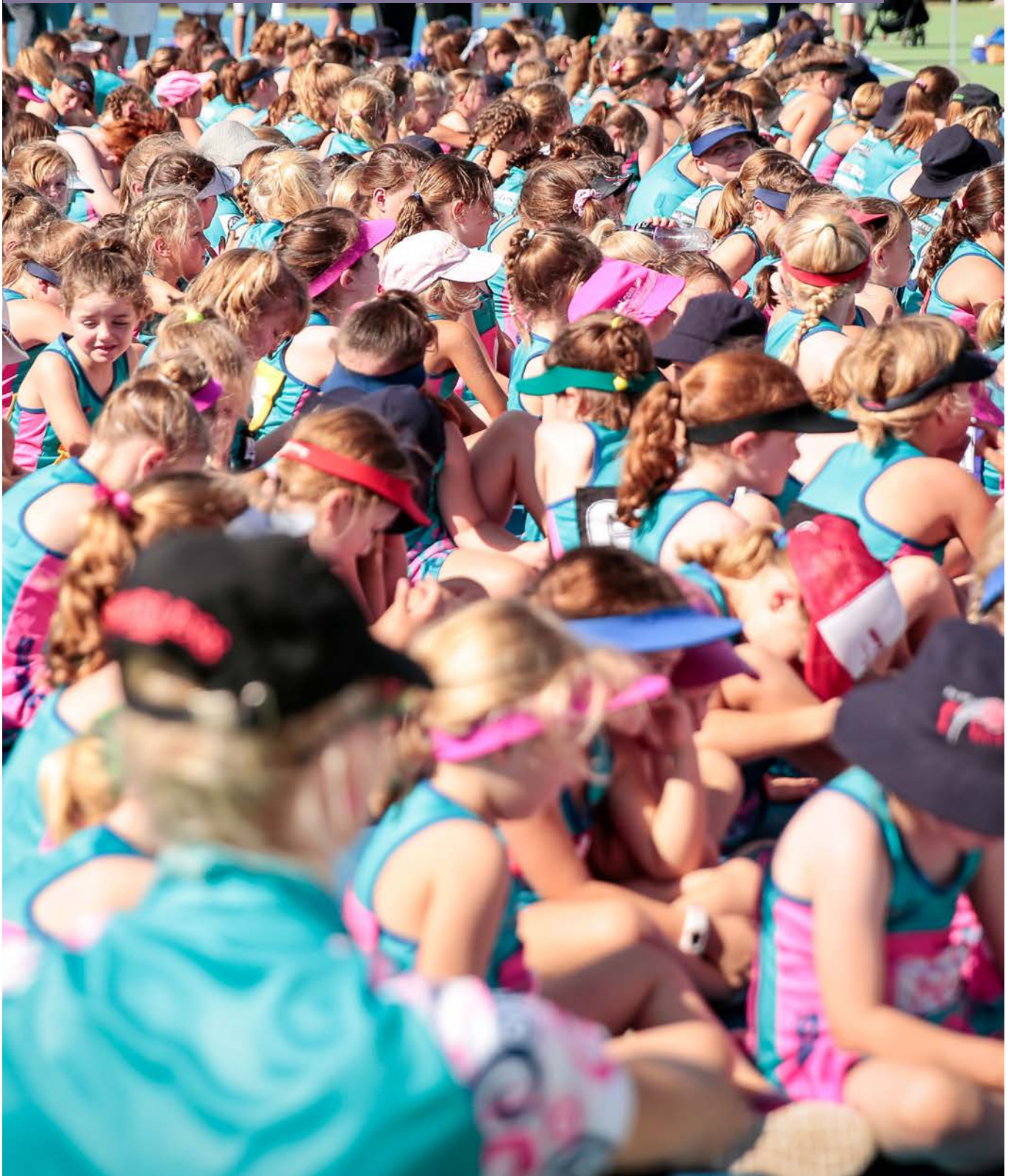


## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Community grant programs and other funding: <ul style="list-style-type: none"> <li>• Community grants</li> <li>• Community drought support</li> <li>• Sponsorship</li> <li>• Non-financial assistance</li> </ul>	2 grant rounds  Subject to funding from the State government.  Case-by-case basis throughout the year Case-by-case basis throughout the year
State and federal government funding	Proactive searches for funding opportunities and opening of funding rounds.  Applications and business cases submitted by the due date.  Administration of funding agreements for successful projects in accordance with agreement terms and milestones.
Community based programs <ul style="list-style-type: none"> <li>• Local plans</li> <li>• Program development</li> <li>• Group and individual development and recognition</li> <li>• Work outreach program for Mitchell and Surrounds</li> <li>• Placemaking planning and projects</li> </ul>	Annual review with ongoing reference to daily activities.  Biannual Maranoa Holiday Program across the region.  Ongoing activities, with regular meetings.
Council events <ul style="list-style-type: none"> <li>• Event management</li> <li>• Council event coordination</li> </ul>	Update of conferences and events management guidelines and checklists.  Proactive attraction of new events and conferences.
Community festivals and events' support: <ul style="list-style-type: none"> <li>• Community events</li> <li>• National and state recognised events</li> <li>• Travelling events</li> </ul>	Monthly through community group meetings.  As required As required

## 4.12 Sport and recreation

We develop healthy and connected communities through sport and recreation activities and facilities.



## What we do

We provide practical support and assistance to our region's sport and recreational clubs and groups both at a local level through our Local Development Officers, and regionally through a dedicated Sport & Recreation Development Coordinator.

We also plan for sport, recreation and entertainment precincts and regional leisure activities, helping ensure that planned and upgraded infrastructure and facilities are fit-for-purpose.

We aim to ensure that:

- Every resident is a sport and recreation participant
- Every visitor is a sport and recreation participant
- The Maranoa sport and recreation industry is committed, energetic and responsive
- We are building futures for the next generation.

*Image left: Netballers waiting for the commencement of the season at the new Maranoa Netball Precinct.*

*Image Right: Be Healthy Maranoa Ambassador Heiko Mitchell keeping active with her daughter.*

## Why we do it

We want to encourage participation in sport and recreation activities and help clubs and groups to grow strong.

We also seek to maximise use of the region's sport and recreational facilities thereby contributing to the health and wellbeing of our residents.



## Did you know

Our region has approximately 110 sport and recreational clubs and groups



## How we are trending

Sport and recreation	2013/14	2014/15	2015/16	2016/17	2017/18
Number of sport and recreational events	4	22 (GOGA Round 1)	27 (GOGA Round 2)	92 (GOGA Round 2)	52 (GOGA Round 3)
Total attendance at events	56	347	384	905	835
Number of workshops	2	2	2	2	3
Total attendance at workshops	12	18	22	19	25
Special events					
- Andre Moore Basketball Workshop	N/a	N/a	N/a	N/a	1 (23 attendees)

GOGA - Get Out Get Active Program - See also page 229.

Be Healthy Maranoa	2016/17	2017/18
Programs delivered	29	41
Individual program sessions	76	76
Program participants	711	558
Community health events	17	27
Participants in community health events	825	1,531
Smoothie bike events (Peddle to make your own smoothie !)	9	10
Partnership meetings	12	8
New partners	3	2
Media articles	21	47

Looking back



Over 400 people (including 180 players) attended the opening of the new Maranoa Netball Precinct



Be Healthy Maranoa initiative won State and National Heart Foundation Award

What we achieved this year

We do	We aim to	What we achieved
Provide practical support and assistance to clubs and groups.	<b>PLANNING</b> <ul style="list-style-type: none"> <li>Develop an action plan integrated with the new Economic and Community Development Plan</li> </ul>	Final community consultation on the draft strategy was open until 11 June 2018, with adoption now planned for early in the new financial year.
Plan for sport, recreation and entertainment precincts and regional leisure activities.	<b>PROJECTS</b> Complete the following projects: <ul style="list-style-type: none"> <li>Maranoa Netball Precinct - Bassett Park</li> </ul>	Completed 
Seek to maximise use of facilities and participation in sport and recreation through fit-for-purpose facilities and infrastructure.	<ul style="list-style-type: none"> <li>New field and lighting - Roma Touch Association</li> </ul>	In progress. Field complete. Lighting installation will now occur in 2018/19. 

Quick facts from 2017/18

- Opening of Maranoa Netball Precinct, Bassett Park on 21 April 2018
- New playing oval completed at Roma Touch Fields, Bungil Street, Roma; lighting installation in 2018/19.
- Delivery of Round 3 of State Government's Get Out Get Active funding for programs benefitting women and girls across the region.



New Maranoa Netball Precinct.

## Opening of new Maranoa Netball Precinct

Netballers from the Maranoa and beyond can now enjoy top quality facilities, following the construction of the Maranoa Netball Precinct – a facility that was jointly funded by the Queensland Government and Council.

The new facility officially opened on Saturday, 21 April 2018 at Bassett Park, Roma with a netball competition and celebratory cake to enjoy.

Built by local builder Brett Pollock Constructions Pty Ltd, the eight netball court facility is an impressive addition to the Maranoa's sporting precincts. It features a superior cushioned surface, seating, paths and lighting. As netball can be a physically demanding sport, a superior cushioned mat (the preferred option of Netball Australia) has been incorporated providing greater impact absorption.

The facility is also home to the Martine Waldron Clubhouse, named in memory of Martine's dedication and commitment to netball in the Maranoa.

The Queensland Government provided \$850,000 to Council to fund the construction to enable Queenslanders to participate in sport and recreation activities.

Council provided an additional \$483,873 toward the facility.

The Queensland Government also provided \$100,000 for the Lighting Maranoa Netball Courts Project, to light 4 additional courts, under its \$200 million Works for Queensland program.

Council has completed ancillary works, incorporating road and drainage works for the site, with a contribution from Santos Ltd of \$45,000.

## Get Out Be Active sessions for women and girls

With an aim to inspire daily physical activity, Council was successful in its application to the round of funding from the Department of National Parks, Sport and Racing to host fitness sessions for women and girls of all ages to enjoy.

A range of activities were on offer, including yoga, self-defence, water aerobics and general fitness.

As well as offering free fun activities, this program provided participants with resources and knowledge to help address the major inhibitors of daily physical activities for women.

The program encouraged daily activity for life and shared ideas that could be continued at home with minimal equipment. The sessions provided a fun twist on exercise where participants could make friends and gain support from each other.

The Queensland Government provided \$40,000 to Council through the Get Out Get Active program to enable Queenslanders to participate in sport and recreation activities.

## Council wins Heart Foundation local government awards

Council's efforts to help tackle heart disease were recognised at the 2017 Heart Foundation Local Government Awards in Gladstone, when Council took out two awards.

The success of Council's Be Healthy & Safe Maranoa initiative was highlighted when Council was awarded both the State and National Award Winner for councils with populations between 10,000 and 50,000.

The Be Healthy & Safe Maranoa initiative has been an effective initiative in the community, with its activities and programs encouraging residents to live a healthy, active and safe lifestyle.

These awards recognise the outstanding achievements of local governments in the continuing fight against heart disease and looks forward to running many more programs.

The Heart Foundation Awards recognise and showcase councils working to improve heart health through building a sense of community, encouraging people to be physically active, be smoke-free and make healthy food choices.

## New touch football fields nearing completion

An exciting partnership between Council, the Roma Touch Association and the Queensland Government has resulted in a new touch field for Maranoa's touch players to enjoy for years to come.

The construction of the new field will allow for more games to be played at one time.

Local suppliers were involved in the project's earthworks, irrigation and supply of turf.

The final step for the touch fields will be the installation of fixed lighting on two fields. These works are scheduled to be completed in 2018/19.

The Queensland Government provided \$100,000 to Council for the Roma Touch Fields Project to increase Queenslanders' participation in sport and recreation activities.

Further contributions were made by Council and the Roma Touch Association.

*The new Roma touch football field.*



## Looking forward

## Looking forward - the next 5 years (Our new corporate plan)

**We aim to:**

- 4.12.1** In partnership with the community, commence implementation of the Maranoa Sport and Recreation Strategy with the key strategies including:
- Sustainable and shared community leadership for sport and recreation in the Maranoa;
  - Local communities and visitors are aware of the diverse sport and recreation opportunities across the Maranoa;
  - Funding for sport and recreation facilities and activities is optimised and equitable across the Maranoa;
  - Access to sport and recreation facilities and activities is optimised and equitable across the Maranoa for all ages and abilities;
  - Every urban community has access to trails which facilitate sport and recreation in conjunction with arts, culture and tourism;
  - The Maranoa has the capacity to host inter-regional (and some state) level sporting and recreation events for selected activities and for appropriate arising opportunities;
  - Sport and recreation events encourage resident and visitor participation as competitors and spectators;
  - Sport and recreation are valued as an industry;
  - Alignment of the Maranoa sport and recreation plan with the Maranoa tourism plan.
- 4.12.2** Facilitate access to a range of funding, training and recognition opportunities including grant writing, club/committee governance, volunteer attraction and retention, and specific skill development.
- 4.12.3** Provide assistance where required with funding applications.
- 4.12.4** Review and implement key plans with initiatives prioritised on an annual basis:
- Sport and Recreation Strategy
  - Masterplanning of multipurpose precincts
  - Trails Strategy
  - Youth Precincts Strategy.
- 4.12.5** Deliver sport and recreation facilities and infrastructure projects for the community as funding is approved, including engagement with key stakeholders.
- 4.12.6** Implement initiatives to maximise use of facilities and participation in sport and recreation.
- 4.12.7** Assist in development of sport and recreation leases, management and user agreements to clarify roles and responsibilities with regard to operation and maintenance of community facilities and land.

Five years

*Be Healthy Maranoa Ambassador Matika Laycock enjoying playing netball.*



## The year ahead (2018/19 operational plan)

Objectives		Targets	
<b>Annual service delivery</b>			
Delivery of the following services: <ul style="list-style-type: none"> <li>• Club support and assistance</li> <li>• Planning (masterplanning, community and local plans)</li> <li>• Club governance support</li> </ul>		Bimonthly advisory group meetings and monthly sporting club interactions	
<ul style="list-style-type: none"> <li>• Pursuit of funding opportunities for Council and individual clubs and groups</li> </ul>		Monthly during scheduled group meetings and upon request	
<ul style="list-style-type: none"> <li>• Sport and recreation facilities</li> </ul>		According to master plans, community priorities and Council budget allocations each year	
<ul style="list-style-type: none"> <li>• Council events</li> </ul>		As opportunities are identified	
Projects		Quarter (Q) Finish	Within Scope & Budget
<b>KD Bar - shade extension</b> <p>The upgrade will consist of extending shade to the east and south from the existing bar which has no shade to offer comfort from wet weather and very hot days. As most events are held from September-March, shade is imperative. The inability to have space for patrons to sit to use the bar and canteen has a negative effect on sales and revenue raising for the clubs, who require the income to progress improvements on the site.</p> <p>The upgrade will allow better conditions for a range of local equestrian clubs and enthusiasts, access for training/coaching and the hosting of local, regional and State competitions and events.</p> <p>Roma Campdraft Association has offered to fund half of the project, due to the benefits for their patrons, spectators and competitors.</p>	Bassett Park, Roma	Q4	Total project - \$20,000 50% funding from Roma Campdraft Association 50% funding from Council
<b>Roma Rodeo Arena - fencing</b> <p>The upgrade will consist of new arena fencing that meets safety guidelines for competitors and animals, and earthworks to improve the arena surfacing and drainage.</p>	Bassett Park, Roma	Q4	\$90,000
<b>Sheep Dog Trial Arena - yards</b> <p>Council will uphold a commitment to rework the sheep dog arena area post construction of the netball courts. Prior to the construction of the courts at Bassett Park, discussion took place regarding the sheep dog arena area and the need to re-work these yards. This area is not required for the 2018 Roma Show due to Beef Week but will be needed for the 2019 Roma Show.</p> <p>Earlier discussions proposed the option of reworking the yards to allow the northern area to be used as the main arena, allowing camping to occur in the southern area.</p>	Bassett Park, Roma	Q3	\$25,000



## The year ahead (2018/19 operational plan)

Objectives		Targets	
		Quarter (Q) Finish	Within Scope & Budget
<p><b>Roma &amp; District Lapidary, Minerals Society - ramp and landing</b></p> <p>The Roma &amp; District Lapidary, Minerals Society has previously sought Council's consideration for the construction of a landing and disability access ramp. For next year Council will provide a contribution and assist the society in pursuing the additional funding required to undertake the project.</p> <p>The works, once complete, will allow members with restricted mobility to access and exit the facility.</p>	Roma	Q3	<p>Total project - \$52,000</p> <p>Council has allocated a contribution of \$26,500</p> <p>Council will assist the Society to vigorously pursue external funding for the balance of the works.</p>
<p><b>Roma History Lodge - airconditioning</b></p> <p>Roma &amp; District Family History Society Inc approached Council requesting the supply and installation of reverse cycle air-conditioning for the Roma History Lodge.</p> <p>Having reverse cycle air-conditioning installed will ensure the comfort of the many volunteers who work for the Roma &amp; District Family History Lodge along with the many visitors including tourists to the area.</p> <p>Air-conditioning will also supply a constant temperature which will benefit the historical resources housed in this building.</p>	Roma	Q2	<p>Total project - \$7,000</p> <p>Council has allocated a contribution of \$5,000</p> <p>The Society has offered a contribution of \$2,000 towards the project.</p>
<p><b>Surat Recreation Grounds - canteen exhaust canopy</b></p> <p>Council will supply and install a commercial exhaust canopy in the Surat Recreation Grounds canteen to reduce the heat in the building when the kitchen cooking facilities are in use. The project will include removal of the existing exhaust and installation of new roof and wall sheeting to hide the existing penetration (hole from pipe).</p> <p>Since the Surat Recreation Grounds canteen was originally constructed, the frequency and how the canteen is being used has changed substantially with the local Surat Lions Club initiating Fish and Chips nights on a regular basis of one night per month. With the use of the deep fryers for cooking the fish and chips, concerns have been raised with regard to the heat within the canteen. Grease and steam from cooking is not adequately being removed from the building potentially causing damage to the finishes in the building.</p> <p>Reduction of heat and steam in the canteen will make conditions for the workers/volunteers more endurable, especially in the summer months.</p> <p>The project aims to provide a benefit to the volunteer groups within the Surat Community who use the facility including Surat Community Fish &amp; Chips Group; Surat Aboriginal Corporation; Wallumbilla Surat Red Bulls Football Club; Binderoo Bulls Jr Football Club; Surat Ambulance Committee; Surat State School.</p>	Surat	Q3	\$15,000
<p><b>Injune Rodeo Canteen &amp; Bar - upgrade to power supply</b></p> <p>This project was requested by the Injune Rodeo Committee.</p> <p>The current electrical wiring fails to allow use of the pie warmer, deep fryer or any other cooking equipment simultaneously which causes problems at peak times during events.</p> <p>The electrical upgrade will assist the volunteers who work in the canteen for functions and enable the facility to cope with larger crowds.</p>	Injune	Q3	\$10,990

One year

## The year ahead (2018/19 operational plan)

Objectives	Projects	Targets		
		Quarter (2) Finish	Within Scope & Budget	
	<p><b>Injune swimming wade pool - upgrade and repair</b></p> <p>The Injune wading pool currently loses water and to prevent ongoing water costs it has been recommended by a pool specialist to fibreglass the remainder of the pool. This will also prolong the longevity of the pool. Previously purchased fibreglass features such as mushrooms, fibreglass monster, rockwork and hand rails will also be installed.</p>	Injune	Q4	\$30,619
	<p><b>Surat wading pool - replacement of pipework valves and outlets and fibreglassing the wading pool and walls</b></p> <p>The Surat Wading Pool cannot hold water due to a large crack in the base of the shell and the failure of the pool pipework. Advice has been sourced from a pool specialist to fibreglass the wading pool to repair the crack and in conjunction replace the pipe work valves and outlets.</p> <ul style="list-style-type: none"> <li>- Fibreglass the wading pool and walls</li> <li>- Replace pipework valves and outlets</li> </ul>	Surat	Q4 Q4	\$21,000 \$36,000
	<p><b>Great Artesian Spa - construct compliant disability parking</b></p> <p>The current disability parking is not compliant and the surface presents a trip hazard for patrons of the facility. The park is also not wide enough for a person in a wheelchair to exit their vehicle and the surface is not level.</p> <p>The project will ensure there is compliant disability parking at the site.</p>	Mitchell	Q3	\$10,000

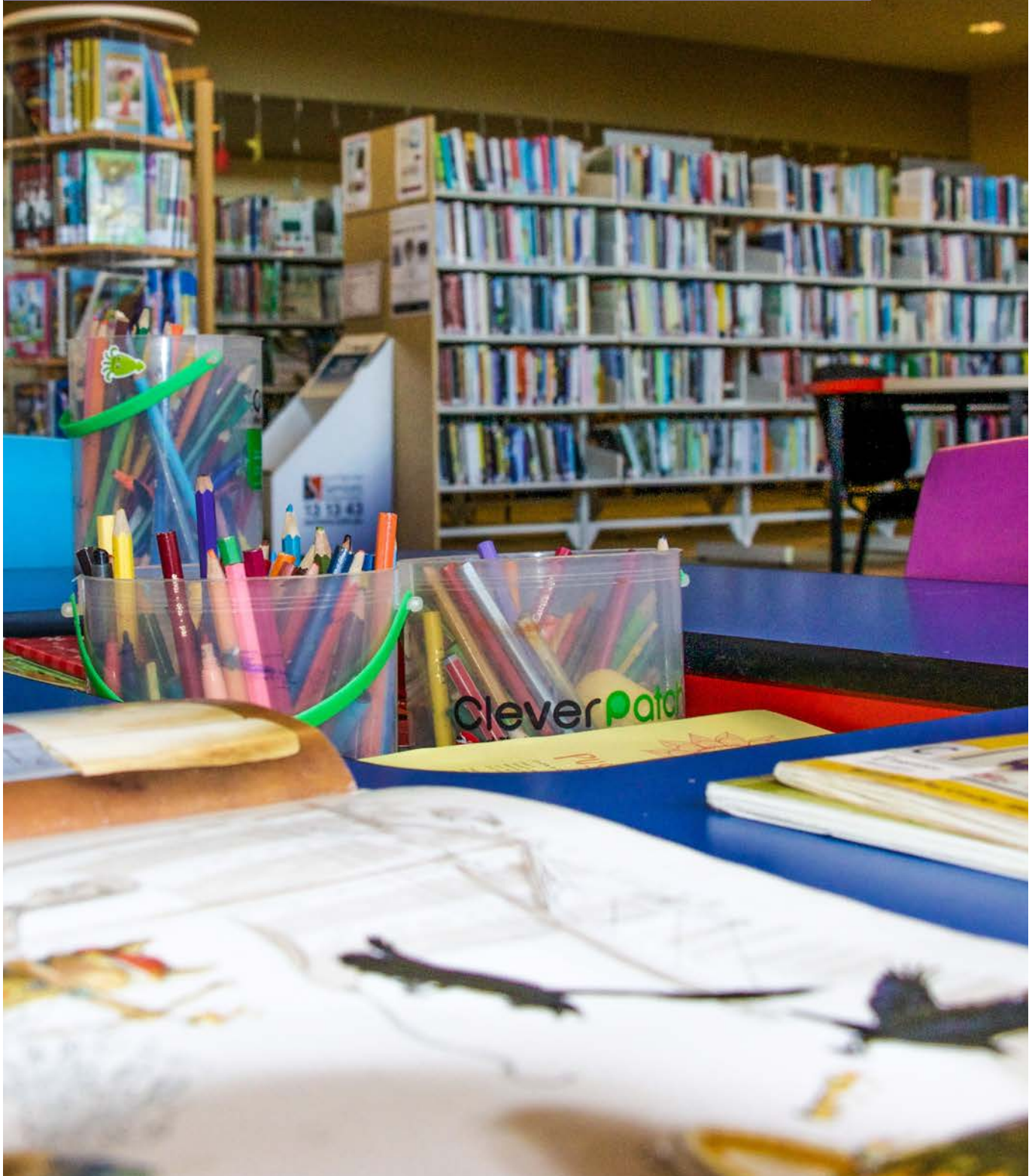
One year

Contractor Brett Pollock and Cr Peter Flynn inspecting works at the Maranoa Netball Precinct.



## 4.13 Libraries

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



## What we do

We provide 8 libraries:

- Injune - Multipurpose Complex, Hutton Street
- Jackson - Edward Street
- Mitchell - Library Gallery Building, Cambridge Street
- Mungallala - Adjoining the Mungallala Memorial Hall, Redford Street
- Roma - Community Arts Centre, 38-44 Hawthorne Street
- Surat - Cobb & Co Changing Station, Burrowes Street
- Wallumbilla - Moving to Wallumbilla Hall
- Yuleba - Customer Service Centre, Stephenson Street

Library users have access to an array of books, magazines, compact discs, public computers and the internet. Access is also available via the Rural Libraries Queensland network to a diverse range of collections, services and activities.

We provide activities such as storytelling sessions, book clubs, children's education groups, parenting sessions, seniors' technology workshops and much more!

Membership is free, as is our WiFi !

## Why we do it

Our places and spaces meet users' educational, information and recreational needs.

We want to create a welcoming, inclusive and stimulating environment where lifelong learning, self-empowerment and creativity is encouraged and a love of reading is nurtured.



Image opposite and right - Roma Library.

## Did you know

Our library users are able to borrow and return items to any of the region's libraries



## How we are trending

	2012/13	2013/14	2014/15	2015/16	2016/17
Number of circulations – loans, returns and renewals	114,753	119,489	123,255	119,821	127,113
Number of library programs and events	213	219	250	241	244
Number of public library visits	55,601	52,923	41,748	47,325	47,591

Looking back



**47,591 public library**  
visits across the region



**244 library programs**  
and events



**127,113 library**  
circulations

What we achieved this year

We do	We aim to	What we achieved
Provide a core, dynamic public library service for educational, information and recreational needs.  Provide relevant services and programs that develop and support individuals' and communities' lifelong learning, wellbeing and social inclusion.	<b>OPERATIONS</b> <ul style="list-style-type: none"> <li>Conduct the Tech Savvy workshops (Grant received for this to go ahead in 2017/18) - \$9,391.</li> </ul>	<ul style="list-style-type: none"> <li>Tech Savvy program completed in October and November 2017. Refer below for further information.</li> </ul>
	<b>PROJECTS</b> <ul style="list-style-type: none"> <li>Repair the roof leak at the Roma Library - \$40,000.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul> 

**Seniors get tech savvy in the Maranoa**

Libraries across Maranoa offered free Tech Savvy Seniors Queensland training sessions in October and November 2017, designed to teach older people to use a variety of technologies to help them navigate the evolving digital world.

Local seniors participated in 19 different training modules covering a range of essential topics from introducing people to the internet and email through to teaching about online shopping and banking, cyber safety and social media.

The program provides Queensland's growing senior population with the skills needed to securely access essential services online including how to use a smartphone and an iPad, the basics of social media, and how to shop online and access core government services.

The program provides support so that everybody is able to thrive in a digital world, regardless of their age, background, ability or where they live. Digital technology can help break down social barriers, create efficiencies, and open up new learning and engagement opportunities for Queenslanders in their golden years.

The free training sessions gave Maranoa seniors the opportunity to learn new skills that will have a positive impact on their day to day activities.

The Tech Savvy Seniors program is perfect for our community, with a strong demand among our seniors in the Maranoa to stay connected and up-to-date with technology.

**Summer Reading Club**

The Summer Reading Club was held in libraries across the Maranoa over the school holidays with an impressive 698 books read by 45 participants throughout the two month period.

Created for pre-school age to 17, the Summer Reading Club is a free public program led by State Library of Queensland that inspires imaginations and instils a love of libraries and reading.

Council encouraged our younger residents to get involved with this fun educational program that supported the development of reading skills during the summer months.

Looking forward - the next 5 years (Our new corporate plan)

**We aim to:**

- 4.13.1 In partnership with the community, contribute to the implementation of the Maranoa Arts and Culture strategy, with a key objective being:
  - Libraries make literature and technology accessible to all residents.
- 4.13.2 Continue to service eight library services across the region - Injune, Jackson, Mitchell, Mungallala, Roma, Surat, Wallumbilla and Yuleba.
- 4.13.3 Progressively plan for and construct a new fit for purpose library facility in Wallumbilla, providing temporary alternative accommodation in the interim in the Wallumbilla Hall.
- 4.13.4 Continue "Library Corner", providing a range of activities and programs catering for diverse ages and interests.
- 4.13.5 Where practical, integrate provision of a range of services and infrastructure that library customers can access (e.g. improved access to Jackson library).

Five years

The year ahead (2018/19 operational plan)

Objectives	Targets		
<b>Annual service delivery</b>			
Delivery of approved library and customer services and infrastructure	<ul style="list-style-type: none"> <li>• Published opening times</li> <li>• Annual reports to the State Library of Queensland</li> <li>• Staff training and development 3 times a year</li> <li>• Daily assessment of client needs and service delivery standards that meet State Library minimum criteria</li> </ul>		
Projects	Quarter (Q) Finish		Within Scope & Budget
<b>Library airconditioning</b>  The budget allocation is to upgrade the air-conditioning in the Mitchell Library and Gallery to provide a pleasant environment for visitors to the centre and for staff working at the facility.	Mitchell	Q3	\$70,000
<b>Temporary library</b>  The budget allocation will fund the relocation of Wallumbilla Library from the railway building at the Calico Cottage precinct to the front store room of the Wallumbilla Hall. This is a temporary measure until the proposed fit for purpose complex can be designed and built.  <i>These projects will be undertaken by the Facilities team, but are directly applicable to the Library Service.</i>	Wallumbilla	Q3	\$40,000

One year

Image below - injune Library.



# Strategic priority 5. Managing our operations well

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



Original town hall and Town Council Chambers, Roma - 1912



Post office, Yuleba - 1926



Council grader - date unknown

## Looking back



Customer Service Centre and Maranoa Regional Council Chambers, Roma

Council grader, Wallumbilla



Council Customer Service Centre and post office, Yuleba





Council plant - date unknown



Council Chambers / Customer Service Centre opening, Surat - date unknown



Booringa Shire Council Offices / Customer Service Centre, Mitchell - opened 1967



Booringa Shire employees, Mount Moffatt Station - 1949

## Looking forward

Council Customer Service Centre, Mitchell



Council Customer Service Centre, Surat



Council plant, Roma



Maranoa Regional Council employees and Men's Shed representatives, car park upgrade, Roma





## 5.1 Continual improvement

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



## What we do

We are developing an Integrated Maranoa Management System (IMMS). It is a suite of policies, processes and tools 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.

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.

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 projects and services against what was planned.



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.

## 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 need (our interested parties) 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 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 through these standards.*

Refer over page for more information about safety.

## How we are trending

Workers' compensation	2013/14	2014/15	2015/16	2016/17	2017/18	5-yr average
Total claims	18	17	30	20	24	22
Accepted claims	16	13	27	20	24	20
Average incurred loss (\$'s per claim)	6,780	7,601	6,251	8,159	3,515	6,461
Highest incurred loss (\$'s)	41,751	78,909	78,540	61,922	31,415	58,507
Total incurred (\$'s)	122,042	129,221	187,542	163,184	84,361	137,270
Claims > 10 days lost time	5	4	7	7	4	5
Member scheme rate (%)	0.947	1.042	0.948	0.833	1.008	0.956

## Looking back

### Continual improvement

Our organisational vision is summarised in the following logo:



#### Ensuring the safety of our teams and community (spotlight on one of our values)

At Council we understand the importance of:

- believing that all incidents are preventable;
- affirming that no job is that important, no service that urgent, that it can't be done safely;
- understanding that "I am the one that is responsible for safety";
- knowing that no job is worth risking my, or someone else's Top 4.

Council has continued its focus on providing a safe work place and environment through the "Switch On" to Safety initiative and remembering our Top 4 (further information below on what that means).

#### Why is the safety of our operations important?

In 2016 there were 45 work related fatalities in Queensland, or approximately 2 fatalities per 100,000 workers in the State.

We don't 'do safety' solely for compliance; we want to ensure that no-one's Top 4 is put at risk. Each person's Top 4 are the people or things they love most about life which could be lost or significantly impacted, directly or indirectly, by a workplace incident.

Safety to us is more than just statistics and numbers – safety is about people and their quality of life. Each day, workers are seriously injured at work, sometimes changing the quality of their life and those around them for years to come – or even worse, when a loved one is lost to us forever. The effects and costs of these injuries and deaths are borne by workers, their families, the broader community, Council and other employers throughout the region.

To minimise the impact our services and projects have on work health and safety, Council commits to:

- Reducing worker and community exposure to hazards and risks;
- Improving the awareness, management and control of risks; and
- Reducing the incidence of work-related fatalities, injury and illness.

As a local government, we have a responsibility to our teams, but even a broader responsibility to our community. What we do on our worksites, and our public spaces, has the potential to affect those within our communities every day. To ensure the 'safety of our teams and community', Council supports the principles, vision and outcomes of the "Australian Work Health and Safety Strategy 2012–2022".

The strategy provides two key principles for health and safety which we aim to embed in all of our operations:

"Firstly all workers, regardless of their occupation or how they are engaged, have the right to a healthy and safe working environment;

And secondly, well-designed, healthy and safe work will allow workers in Australia to have more productive working lives."

While there are costs associated with providing a safe work place, the costs of not doing so are even greater. We support the vision of the strategy for:

"Healthy, safe and productive working lives"

And the outcomes of the strategy to:

"Reduce the incidence of work-related death, injury and illness achieved by; reduced exposure to hazards and risks using improved hazard controls and supported by an improved work health and safety infrastructure."

As an employer in the region and in support of the national strategy, we aim to implement the Australian Work Health and Safety Strategy 2012–2022 actions into our everyday activities and throughout our services.



Roadworks, Roma.

## 2017/18 quality, safety and environment report

### Incident reporting and investigations

In the last 12 months there were 184 incidents reported.

It is noted that there has been an increase in the number of reported incidents in 2017/18 (184), when compared to 2016/17 (178). This reflects a 3.37% increase from the previous year.

	Number of reported incidents
2017/18	184
2016/17	178
2015/16	153

Of the 184 reported incidents, 103 were vehicle / asset related incidents, 5 were environmental incidents and 76 were events that resulted in an injury. Incidents resulting in injuries increased by 65.2% during 2017/18 (76), when compared to 2016/17 (46).

### Personal incidents reported by mechanism of injury

In 2017/18 there has been an increase in injuries resulting from movement when compared to the previous reporting year. Hitting an object or being hit by an object resulted in 17 incidents (13 incidents for the previous year), and slips, trips and falls resulted in 19 incidents (14 incidents for the previous year).

This increase is something that we will need to closely monitor, particularly given the demographics of our workforce.

Age	Percentage
51-55	13.17%
61-65	9.68%
65+	3.23

### 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 2.29 for the 2016/17 year).

	Lost time injury rate
2017/18	2.73
2016/17	2.29
2015/16	4.12

The total number of claims and accepted claims incurred were slightly up from last financial year, but came in below the five year average.

Average incurred losses, highest incurred loss, total incurred costs and claims exceeding ten days of lost time all were well below the five year average.

Our workers' compensation premium increased from 0.833% to 1.008%.

We will continue to focus on reducing the severity of incidents through risk management initiatives in 2018/19.

### External audits

During 2017/18, 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 – ISO 9001, AS/NZ 4801 and ISO 14001:

Compliance to ISO 9001:2015 (QUALITY) and Compliance to ISO 14001:2015 (ENVIRONMENT)

Scope: Quality and Environmental Management Systems for Construction and Maintenance activities including Road Construction and Maintenance activities including Design and Implementation of traffic management plans, including operational traffic control.

Compliance to AS/NZS4801 (Safety Management System) for all Council operations.

The audits were conducted in July 2017 and March 2018.

A summary of the audit findings are below.

	Certification audit July 2017	Insurer audit March 2018
Non-conformances	Nil	Non-conformance 1
Observations	9	Partial compliance 12
Comments	Nil	Recommendations 25
Closure of findings from previous audits / addressed	All previous findings closed.	No previous audit undertaken

Note: Details of internal audits are included on page 53.

### Notification of significant events to authorities

The following notifiable incidents were made to regulatory authorities in 2017/18.

Date	Details	Reference	Authority
17/08/2017	Roma Airport - Bird strike – QANTAS flight Q300 Dash 8, upon landing hit magpie.	#77	Australian Transport Safety Bureau
27/09/2017	E.coli – DOI 27/09/2017 – 2 MPN/100MI – Sample location 120 Bourne Drive, Roma	MRC #106 D18/48331	Department of Energy & Water Supply
03/11/2017	Roma Quarry - JCI Stacker / Loader conveyor rollover.	MRC #120	Department of Natural Resources, Mines and Energy
13/12/2017	Auger struck live electrical cable underground – Roma Saleyard	I-55897 (68370) MRC - Incident #156	Office of Fair and Safe Work Qld
03/04/2018	Mitchell – reversed into electrical pole	I-58119 MRC #204	Workplace Health & Safety Queensland Electrical Safety Officer

### Other notices

There were 20 improvement notices issued by the Office of Industrial Relations.

Looking back



**Lost time injury rate of 2.73**  
(Although an increase from last year, it was 4.12 two years ago)



**20 improvement notices** from Office of Industrial Relations



**5 significant events** notified to authorities

What we achieved this year

We do	We aim to	What we achieved
<p>Continue to improve all aspects of our operations, passing on what we learn to current and future employees by developing our Integrated Maranoa Management System.</p>	<p><b>MANAGEMENT SYSTEM</b></p> <ul style="list-style-type: none"> <li>Work towards ensuring all departments and the organisation are able to meet the requirements of ISO 9001:2015 and ISO 14001:2015, benchmarking our operations against current best practice in the public and private sector.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance to ISO 9001:2015 (Quality) and Compliance to ISO 14001:2015 (Environment) Scope: Quality and Environmental Management Systems for Construction and Maintenance activities including Road Construction and Maintenance activities including Design and Implementation of traffic management plans, including operational traffic control. Compliance to AS/NZS4801 (Safety Management System) for all Council operations. Page 245 provides an update on the Integrated Maranoa Management System.</li> </ul>
	<p><b>“SWITCH ON” TO SAFETY</b></p> <ul style="list-style-type: none"> <li>Provide “Switch On” to safety awareness programs:                             <ul style="list-style-type: none"> <li>Newsletters - 1 per quarter</li> <li>Toolbox Talks - 1 per month (100% sign-off / completion rate for the assessments)</li> <li>Alerts - as issues are identified.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Switch on to Safety Newsletter released August &amp; November 2017, February &amp; May 2018.</li> <li>Switch on to Safety Toolbox Talks released July, September, October &amp; December 2017, January, March, April &amp; June 2018. 100% sign-off not yet achieved. This will need additional focus in 2018/19.</li> <li>Adhoc Safety Alerts sent to relevant departments - 4 x October 2017; 2 x November, 2017; 2 x December 2017; 1 x January 2018; 1 x March 2018;</li> <li>Organisation wide communication through Council resources used for general alerts and information. Specific information relayed to relevant work units via key contacts in work units.</li> </ul>
	<p><b>MANAGEMENT LED INSPECTIONS</b></p> <ul style="list-style-type: none"> <li>Undertake management led hazard inspections twice per year.</li> </ul>	<ul style="list-style-type: none"> <li>Council’s Chief Executive Officer and Directors participated in manager led hazard inspections equating to 87.5% achievement.</li> </ul>
	<p><b>HAZARDS, INCIDENTS, AUDITS</b></p> <ul style="list-style-type: none"> <li>Close out hazards (proactive) and incidents (reactive) in accordance with risk based timeframes.</li> </ul>	<ul style="list-style-type: none"> <li>Hazards = 226 identified with a 65% verification rate. Average age of open hazards has reduced by 54%.</li> <li>Incidents = 184 Incident (includes Injuries [76], Asset [103] and Environmental [5]) with a 65% verification rate. Average age of open incidents has reduced by 63%.</li> <li>Audit findings = 87 audit findings with 30% verification rate. Average age of open audit findings has reduced by 67%.</li> </ul>
	<p><b>ON-LINE INDUCTION</b></p> <ul style="list-style-type: none"> <li>Implement an on-line learning management system and on-line contractor induction.</li> </ul>	<ul style="list-style-type: none"> <li>Induction software package configured.</li> <li>Safety Hub training videos uploaded - 2 changes to be made prior to go-live) (awaiting final amendment).</li> <li>Training monitors have been installed in all major depots (6) for the purposes of the Learning Management System and On-line contractor inductions.</li> </ul>

## 'Switch on' to safety awareness campaign

We continued our focus on providing a safe workplace and environment through the "Switch on" to safety initiative this year.

This included information for our teams, corporate reporting on progress, and programming and implementation of management led hazard inspections.

## Our safety rules

This year we developed and launched "Our Safety Rules". It is too easy, in these days of high compliance, to forget the basics. While we are developing our more detailed management system, the safety rules have been developed to ensure that we get the 'big things' right.

They aim to provide a clear safety message to everyone who works for or with Council (employees and contractors). The rules put our commitment to safety into simple statements that everyone can follow.

The rules help protect us from the hazards in the workplace and keep us safe, ensuring we return home to our loved ones and the things we enjoy (each of our Top 4).

Copies of the pocket guide are included below.



## Fitness for work

Council's Fit For Work process was launched this year, aiming to manage the risk of impairment.

All workers must be able to safely carry out their work duties and report fit for work unaffected by a substance, fatigue or physical/mental condition that causes impairment.

Minimising the risk of impairment provides a safer workplace and offers a reduction in risk to the wider community in which we work.

The initial roll out of the Fit For Work requirements has focussed on the impairment from alcohol and drugs and how this impairment is addressed in our workplace.

Training was delivered across the region by an external provider from 26 February to 2 March 2018, in conjunction with an information briefing session from our Enterprise Risk, Quality, Safety & Environment team about 'Our Safety Rules'.

The training sessions for managers, supervisors and coordinators was delivered to 64 attendees. Training sessions for all other employees was delivered to 268 attendees.

Following on from these training sessions, 374 drug and alcohol tests were conducted across the region including 48 contractors and 326 employees (84% of the organisation at that time).

## Switch on to safety toolbox talk and newsletters

Preparation and distribution of toolbox talks and newsletters continued this year as a further means of reinforcing a safety culture within our organisation.

Topics covered addressed many of the hazards and incidents commonly encountered in the workplace, with regular reporting to the management team on completion rates.

## Simplified risk management process for safety

A review and development of a simple risk management process was undertaken during the year.

This included a draft Safety Risk and Competency process and progressive development of High Risk Construction Activity Guide cards.

Pilot sites for the process will be Road Maintenance and Water, Sewerage and Gas with trials set to commence once the draft documentation has been finalised in 2018/19.

## Integrated Maranoa Management System (IMMS) - processes and templates

Work commenced on draft corporate processes for a single Integrated Maranoa Management System (IMMS).

The corporate processes are being designed to address a number of criteria including:

- Risk management framework;
- Control of documented information;
- Incident management;
- Training and competency;
- Internal audit;
- Management review;
- Awareness and communication;
- Emergency preparedness (including fire safety);
- Compliance obligations;
- Procurement and contractor management.

Work was also undertaken in conjunction with the new Operational Plan's development to establish the framework for departmental operating manuals in 2018/19.

## Looking forward

Five years

### Looking forward - the next 5 years (Our new corporate plan)

#### We aim to:

- 5.1.1 Plan how we do business through risk-based thinking.
- 5.1.2 Deliver our services and projects with excellence in mind.
- 5.1.3 Comply with our legal obligations.
- 5.1.4 Measure and benchmark our performance.
- 5.1.5 Listen to our interested parties and employees' ideas and expectations.
- 5.1.6 Take corrective action to learn from our experiences.
- 5.1.7 Develop a system for how we do business that helps to ensure:
  - Quality in our services and projects
  - Management of our natural and built environment
  - Safety of our teams and community
  - Affordability for our current and future communities.
- 5.1.8 Implement compliance services software.

Table - Corporate objectives and targets - All departments

Objectives	Targets
<b>Communications</b>	
Toolbox talk and newsletter completion rate (Departmental)	100% completion rate
<b>Audit program</b>	
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.
<b>IMMS system development and maintenance</b>	
Ongoing support, commitment, implementation and improvement of corporate and operational elements of the IMMS.	Improvements actioned as required.
<b>Management review</b>	
Executive Leadership Team (ELT) commitment to the provision of management review meetings and representation at meetings.	Minimum 2 meetings per year with quorum of ELT members.
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.

Bungil Creek, Roma.



## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Services</b>	
Annual delivery of the following services (by the Enterprise Risk, Quality, Safety & Environment team):	
<ul style="list-style-type: none"> <li><b>Communication and consultation</b></li> </ul>	
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.
Statistic reporting to enable the management team to monitor completion rates of toolbox talks and newsletters.	Report distributed within 15 days of communication release (Toolbox talks and newsletters only)
Work health and safety committee facilitation	Minimum quarterly meetings.
<ul style="list-style-type: none"> <li><b>Audit program</b></li> </ul>	
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.
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.
<ul style="list-style-type: none"> <li><b>Integrated Maranoa Management System (IMMS) system development and maintenance</b></li> </ul>	
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.
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.
<ul style="list-style-type: none"> <li><b>Support, coaching and advice</b></li> </ul>	
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"> <li><b>Management review</b></li> </ul>	
Review of IMMS performance – management review meetings facilitated	Minimum 2 meetings per year
Minutes from management review meetings	Distributed to Executive Leadership Team within 15 days after meeting.
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.
<ul style="list-style-type: none"> <li><b>Fitness for work</b></li> </ul>	
Implementation of Council's fitness for work process	Logistical planning and liaison with the external testing contractor. Testing following workplace incidents.
<ul style="list-style-type: none"> <li><b>Induction</b></li> </ul>	
Corporate induction of employees and contractors	In person / transitioning to on-line.
<b>Projects</b>	
Development of an overarching/strategic Work Health and Safety Management System Plan to complement Council's current management system as per audit recommendation.	January/February 2019
Rollout of objectives and targets for safety, embedding these in Council's new success evaluation framework. <ul style="list-style-type: none"> <li>- 'Working bee' to close out past hazards, incidents and audit outcomes.</li> <li>- New items to be closed out by responsible officers within 90 days.</li> </ul>	
Review of work health and safety inclusions for position descriptions - level and roles.	
Launch of on-line induction for new employees and contractors, and refresher for existing employees.	

Refer left: Corporate objectives and targets (for all departments)



## 5.2 Information and communication technology (ICT)

We embrace technology to enhance service delivery and as a productivity initiative.



## 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 both during times of 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.

## Did you know?

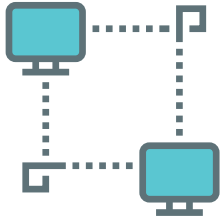
In addition to servicing the needs of Council, the team also provides valuable services for the broader community for the following areas:

- 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

	2015/16	2016/17	2017/18
<b>Telecommunications</b>			
Telecommunication and data expenses	\$614,543.58	\$680,673.40	\$611,235.02
<b>Printing</b>			
Total printing jobs	293,202	336,259	302,160
Pages per day	3,857	4,194	4,193
Printing costs	\$133,290.77	\$124,139.72	\$91,870.48
<b>Servers</b>			
Physical production servers	13	12	12
Physical virtual host servers	11	11	9
Virtual servers	27	27	42
<b>Council's business software (Civica Authority)</b>			
Financial transactions	298,614	329,635	291,191
Non-financial transactions	1,050	1,674	9,242

Looking back



Our ICT platform covered **29 sites across the Maranoa**




**57 software packages** were in use across Council



**171 workstations, 123 laptops and tablets** and their users were supported

What we achieved this year

We do	We aim to	What we achieved
Partner with all work areas to identify and implement technology solutions to assist in service delivery and the provision of information.	Implement technology solutions to increase productivity and streamline service delivery including: <ul style="list-style-type: none"> <li>Cloud migration</li> </ul>	Microsoft Office 365 Migration has been completed, this included the following services: <ul style="list-style-type: none"> <li>SharePoint</li> <li>Skype for Business</li> <li>Exchange</li> </ul> The migration to cloud services has reduced the Information Technology capital infrastructure investment while providing greater system access and flexibility to staff.
	<ul style="list-style-type: none"> <li>Online induction and training platform</li> </ul>	ICT Solutions has setup account integration with the solution provider to provide easy access and management for staff training. Multipurpose training facilities have been designed and scoped and will be deployed in 2018/19.
	<ul style="list-style-type: none"> <li>Stage 1 of SCADA (Supervisory Control and Data Acquisition) system</li> </ul>	The ICT Solutions team is supporting the Water, Sewerage & Gas team. This will be continued in 2018/19.
	<ul style="list-style-type: none"> <li>Customer request system, and review of associated workflows</li> </ul>	Planning, development and testing was undertaken with key stakeholders across Council in preparation for a 'Go Live' on the new customer request management system in early 2018/19.
	<ul style="list-style-type: none"> <li>Program and project management software</li> </ul>	The following actions have been completed: <ul style="list-style-type: none"> <li>initial staff training on Microsoft Office Online;</li> <li>initial proof of concept sessions with PC Cubed Ltd.</li> </ul> The project is on hold pending implementation of Council's new Project Management Framework.
	<ul style="list-style-type: none"> <li>My Maranoa database</li> </ul>	Development on hold pending filling of position vacancy.
	Complete the following projects: <ul style="list-style-type: none"> <li>MRC-VNX01 – POD (Storage Device) - \$42,000</li> <li>MRC-VNX02 – Community Hub (Storage Device) - \$42,000</li> </ul>	Completed <div style="text-align: center;">  </div> All production servers are now residing on new storage solutions. The migration process caused no impact to staff during implementation. Storage capacity and performance has been significantly increased to provide for future data growth within Council based on current storage trends.

Quick facts

In **2013/14**, Council's telecommunication and data expenses were \$988,478.

In **2015/16**, the telecommunication and data expenses had reduced to \$614,543.58. This was achieved through account analysis and service review and without dropping service levels.

In **2017/18**, the benefit of the early work continued, with the lowest figure in 5 years recorded (\$611,235).



## Information and Communication Technology (ICT) infrastructure review

A review of ICT Infrastructure, specifically connections between the region's towns, identified value for money options to improve service delivery.

In keeping with Council's Tightening the Belt initiative the ICT Solutions team focussed on savings through review of contractual arrangements and other initiatives.

This has resulted in an estimated of \$12,000 savings in mobile voice/data changes in 2017/18, with an ongoing annual saving of \$24,000 in 2018/19.

A trial of a 4GX office connection for Surat and Injune sites was undertaken which identified a potential saving of \$10,000. The ICT team continued to monitor the performance during the trial and noted significant performance increase for these sites.

A desk phone audit and usage review was undertaken with initial savings identified of \$10,000 2017/18 (50 telephone handsets). The team also completed an update to the telecommunications billing software to match the organisational structure. This will facilitate identification of further potential savings.

## Cyber security and business continuity

The ICT Solutions team undertook cyber security and business continuity planning, testing and refining of processes, for both disaster management and normal business operations throughout the year.

This included live testing of wireless bridge units to pinpoint any identifiable issues. It was determined from testing that damage to data cabling on the connecting wireless bridge from birds had caused reduction in connectivity speeds.

Two new storage devices have been installed as part of the asset replacement strategy to ensure business system and corporate information continues to be stored and managed on equipment that meets Council's business requirements.

The team commenced a review of the current e-mail malware protection system to evaluate a better value solution, while still affording the same level of security.

Implementation of a new antivirus solution has been completed, which provides a greater level of security for Council's servers and end user devices.

The team completed testing and review of the current e-mail security and filtering software. Investigations were also undertaken for a secure mobile network management solution.

## Quick facts

### Quarter 2\* to Quarter 4 2017/18

Customer requests (Logged; does not include direct call or walk in requests)		
External		104
Internal		1,817
Email - Firstwave traffic		
Valid emails		283,425
Spam blocked		2,199,942
Viruses blocked		151
Microsoft Office 365		
Sharepoint - Intranet	Files viewed or edited	140,434
Skype for business	Internal communications	31,581
Antivirus		
System and data threats found	Viruses / spyware	422
	Adware / potentially unwanted applications	77
Software supported (inhouse help desk - Level 1 & 2 support; level 3 by software provider)		
Software packages		57
Print management		
Total printed pages		1,132,837
Unreleased print jobs (pages saved from being printed)		26,801 (software implemented as a cost reduction and environmental initiative)
Information and communication technology hardware supported		
Communication racks		39
FOBOTS (Fibre optic breakout tray)		29
Network switches		54
Laptops / tablets		123
Network attached storage (NAS)		2
Printers		63
Servers (physical and virtual)		88
Storage area networks (SAN)		2
Workstations		171
Telecommunications (active services)		
Mobile phones		265
Satellite phones		36
Network - (4G modems, tablets and telemetry)		104
Telstra IP Telephony (TIPT) services (i.e. phones and facsimiles)		260

\* Commenced data capture

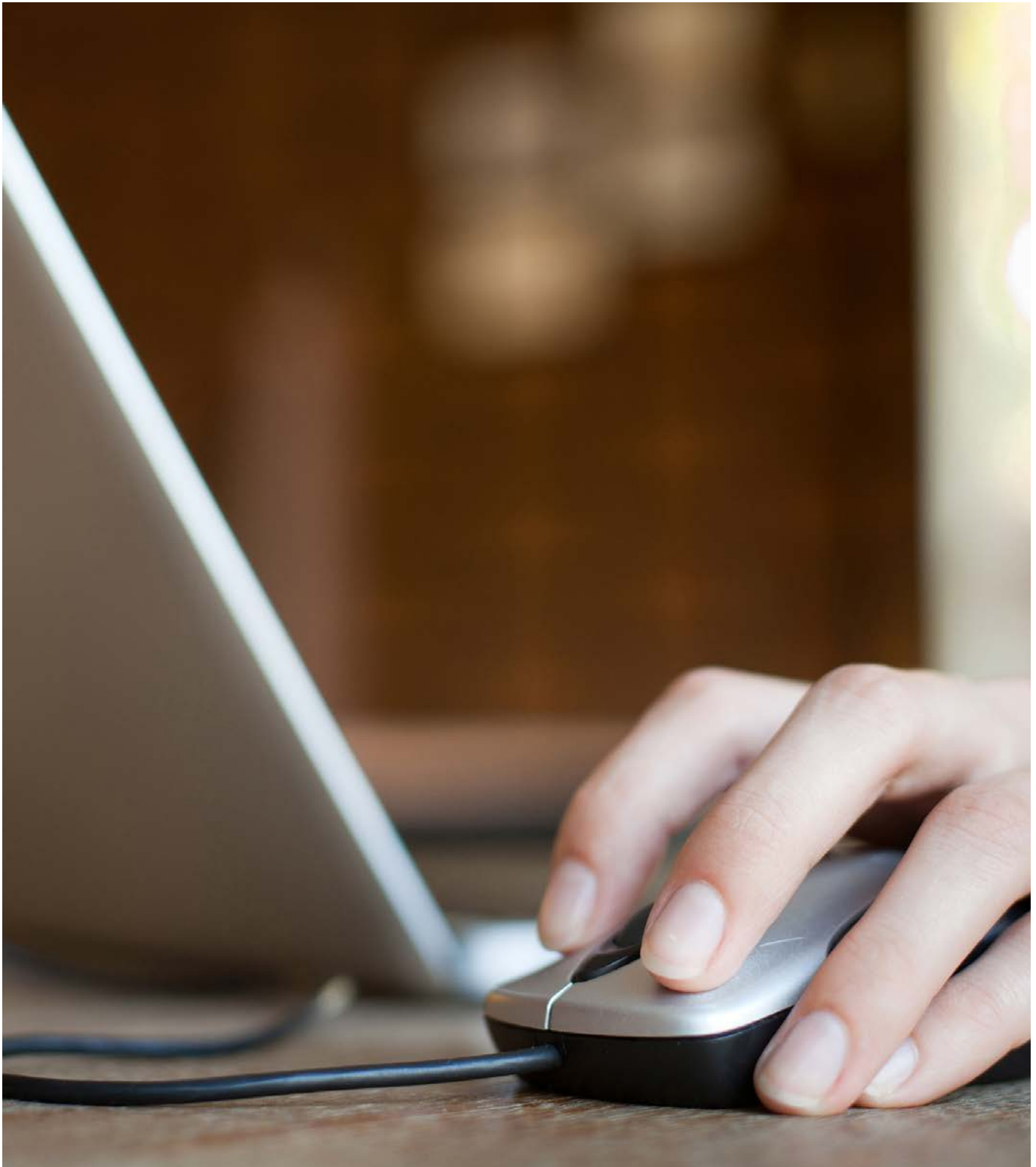
## Looking forward

### Five years

#### Looking forward - the next 5 years (Our new corporate plan)

##### We aim to:

- 5.2.1 Foster innovation through technology.
- 5.2.2 Provide secure, sustainable and reliable Information & Communications Technology (ICT) infrastructure and services, for normal business operations and during an incident or disaster event.
- 5.2.3 Increase productivity and efficiency in service delivery and expand availability of on-line information for our teams and community.



## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Server administration services	Individual targets as per Service listing. Incidents are risk assessed with the following target resolution times (by Priority):
Database services	
ICT client support services	
Network infrastructure services	
Telecommunications services	
Business systems services	
Disaster management services	
	Critical 1 Hour
	High 8 Hours
	Medium 24 Hours
	Low 48 Hours
	Planning 72 Hours

Objectives	Targets		
Projects		Quarter (Q) Finish	Within Scope & Budget
<b>New initiatives</b>			
<b>On-line services</b>	Regional	Q4	Within operational budget
<ul style="list-style-type: none"> <li>Set up of a payment gateway in 2018/19 - with the platform ready to add various on-line services.</li> </ul>			
<b>New customer request system</b>	Regional	Q1	Within operational budget
<ul style="list-style-type: none"> <li>Go-live of the new customer request system with the following features:                             <ul style="list-style-type: none"> <li>- in-the-field access (for teams to access and update it out of the office);</li> <li>- automatic workflows and document management;</li> <li>- enhanced privacy, security and reporting features.</li> </ul> </li> </ul>			
<b>On-line learning and multi-purpose training facilities across the region</b>	Regional	Q3	Within operational budget
<ul style="list-style-type: none"> <li>Set up of the technical environment to cater for new initiatives going live in 2018/19.</li> </ul>			
<b>Sharepoint intranet/internet service agreement</b>	Regional	Ongoing	\$30,000
<ul style="list-style-type: none"> <li>Maintenance of a support agreement.</li> </ul> <p>Council uses the highly flexible and industry standard web platform Microsoft SharePoint. To ensure our teams have access to the correct resources to allow for high level professional support Council will enter into and maintain a support agreement for 2018/19.</p>			
<b>Equipment</b>			
<b>Security system and Closed Circuit Television (CCTV) - Yuleba service centre</b>	Yuleba	Q3	\$12,925
<ul style="list-style-type: none"> <li>Upgrade of the Yuleba Service Centre Security and CCTV system.</li> </ul> <p>This will allow for centralised management and local support/maintenance services.</p>			
<b>Photocopier schedule replacement program</b>	Regional	Q3	\$44,000
<p>Printing and scanning is still a major component of how Council does business. The reliability and up-time of these devices needs to be maintained to minimise disruption to service delivery.</p>			
<b>Host server replacement program</b>	Regional	Q3	\$100,000
<p>Council's server platform is the foundation of almost all ICT systems across the Council. To ensure business continuity and services' availability Council's servers are maintained on a 4 year asset replacement cycle - this is in line with the next business day warranty provided on these devices. After the 4 year period the serviceability and availability of components is greatly reduced which in turn reduces the ability to provide timely or acceptable service levels.</p>			
<b>One off project</b>			
<b>Civica - Business Intelligence System (BIS)</b>	Regional	Q4	\$15,883
<p>This initiative will enable the standardisation of the business system reporting and budgeting tool across Council including integration of the reporting tool into the Civica Authority core business platform.</p>			

## 5.3 Human resources and leadership

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



## 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.

## Why we do it

We want to deliver quality services and projects.



## 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

	2013/14	2014/15	2015/16	2016/17	2017/18
Operating expenses - employees' and councillors' remuneration (excluding capital) \$ million	29.809	32.008	33.088	29.861	28.924
Full time equivalent employee numbers	402	397	407	359	349.77
Operating expenditure per capita					
- Estimated residential population*	13,443	13,305	12,926	12,850	12,850
- Per capita	\$2,217.44	\$2,405.71	\$2,559.80	\$2,323.81	\$2,250.89

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

Note: 2017/18 - 30 June 2017 (2018 not available at time of printing).



## Looking back



Reshaping of **organisational structure** and positions continues as Council adapts to the quieter economic times - third consecutive year reduction in full-time equivalent employee numbers.



**\$0.937 million** reduction in employee costs (operating/recurrent costs)

## What we achieved this year

We do	We aim to	What we achieved
Secure the right people in the right positions at the right time, ensuring that our employees are job ready and productive.	<b>TRAINING</b> <ul style="list-style-type: none"> <li>Develop content for an online induction and training program for new and existing employees.</li> <li>Develop and maintain a training plan and calendar that prioritises, schedules and delivers corporate training programs, administered by the Human Resources and Training team.</li> </ul>	<ul style="list-style-type: none"> <li>Organisational Development and Human Resources content finalised and submitted for inclusion in the Online Induction Training Module for new employees and suppliers.</li> <li>Annual training plan and budget developed focusing on the delivery of Mandatory and Enterprise Risk, Quality, Safety &amp; Environment (ERQSE) training programs for the 2018/19 financial year.</li> </ul>
	<b>POSITION DESCRIPTIONS</b> <ul style="list-style-type: none"> <li>Continue review of position descriptions, updating them to the new format and linking them to the organisational structure and delegations within Council's business software (Authority).</li> <li>Transition to the modern award/s and realignment of Council's current positions to the new classifications.</li> </ul>	<ul style="list-style-type: none"> <li>Position description review is ongoing with approximately 40% of current position descriptions reviewed and transitioned into new format.</li> </ul>
	<b>PERFORMANCE MANAGEMENT</b> <ul style="list-style-type: none"> <li>Develop a Performance Management Framework to facilitate review and discussion about personnel performance and directions.</li> </ul>	<ul style="list-style-type: none"> <li>Probationary review templates have been developed in line with revised position descriptions.</li> <li>A new approach for measuring strategic performance has been developed and included in the Maranoa Regional Council Corporate Plan 2018-2023 identifying the top 5 Strategic Performance Indicators being: <ul style="list-style-type: none"> <li>Customer Requests (Residents, Businesses, Visitors)</li> <li>Elected Member Requests &amp; Assistance</li> <li>Services &amp; Projects</li> <li>Safety of Our Teams &amp; Community</li> <li>Managing the Business</li> </ul> </li> </ul>
	<b>WORKPLACE SUPPORT</b> <ul style="list-style-type: none"> <li>Continue implementation of a Workplace Issues tracker, to record receipt of personnel matters, and monitor progress of issue resolutions.</li> </ul>	<ul style="list-style-type: none"> <li>Workplace Issues Tracker is being transitioned to the Customer Request and Human Resources Management System providing an integrated approach to the management of workplaces issues.</li> </ul>
	<b>INDUSTRIAL INSTRUMENTS</b> <ul style="list-style-type: none"> <li>Negotiate a new industrial agreement that is both affordable and compliant with Council's obligations as an employer.</li> </ul>	<ul style="list-style-type: none"> <li>Negotiations now scheduled to occur in 2018/19.</li> </ul>
	<b>WORKFORCE PLANNING</b> <ul style="list-style-type: none"> <li>Adopt and implement a workforce plan to reshape the organisation having regard to falling external revenue.</li> </ul>	<ul style="list-style-type: none"> <li>Draft workforce planning document and Organisational Structure presented to Council at its meeting on 12 July 2017.</li> <li>Further report (26 July 2017) and recommendations made to Budget Submissions and Financial Planning committee (31 May 2018) to set targets for 2018/19.</li> </ul>

## Tightening the Belt initiative

Continuing to focus on reduction of expenses, a review was undertaken from a human resources perspective. This included higher duties, meal breaks, on-call arrangements, overtime, time-in-lieu, leave in excess of policy and positions' salary levels, to ensure that all were in accordance with the relevant industrial agreement and being appropriately managed.

Reports were prepared to facilitate the comparative analysis of data for the last three financial years specifically assessing the areas of focus.

Review of every position is occurring as it becomes vacant, and opportunities are considered for job redesign, career progression, secondment or fixed term appointment versus external recruitment.

Throughout the year, this initiative resulted in savings of \$0.937 million in operating costs.

A further extensive review of positions was undertaken as part of the new budget's preparation.

## Corporate induction

The Organisational Development and Human Resources team developed content for the new employee online induction this year in conjunction with the Enterprise Risk, Quality, Safety and Environment team.

The current induction program is delivered face-to-face on an employee's first day with Council. This induction program also captures all contractors of Council and covers topics such as an overview of Council, code of conduct and workplace health and safety.

A review of the existing induction program's content was undertaken during this process, as it was the perfect time to identify areas that needed updating or revision.

Working with the Enterprise Risk, Quality, Safety & Environment team to collate all the content into a draft presentation was completed by the end of the financial year with further content development planned for 2018/19.

### Quick facts from June 2018

#### Full time equivalent employees

Employment type	Number	Percentage
Full Time	326	93.2%
Part Time	11.88	3.4%
Casual	11.89	3.4%
<b>Total</b>	<b>349.77</b>	<b>100.0%</b>

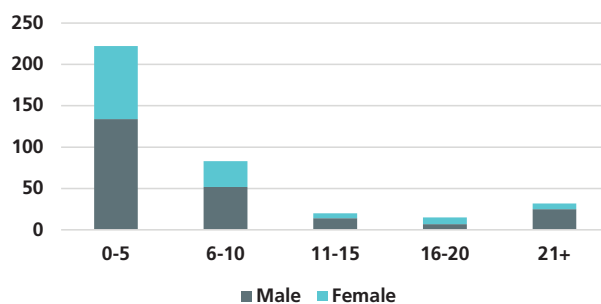
Indoor / outdoor	Number	Percentage
Outdoor	198.37	56.7%
Indoor	151.40	43.3%
<b>Total</b>	<b>349.77</b>	<b>100.0%</b>

Gender	Number	Percentage
Male	228.24	65.3%
Female	121.53	34.7%
<b>Total</b>	<b>349.77</b>	<b>100.0%</b>

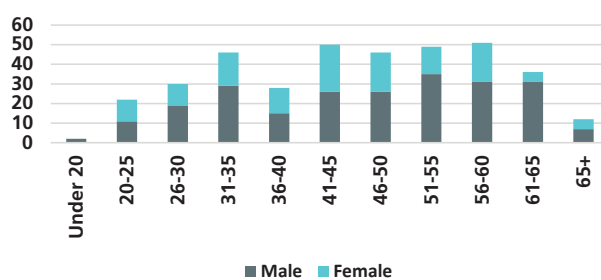
#### Key statistics

Recruitment requests received by the Human Resources team	68
Applications received	415
Interviews conducted	142
Vacancies filled (including secondments)	92
Employees inducted	59
Employee probation advice	111
Training programs delivered	22
Number of training program participants	157

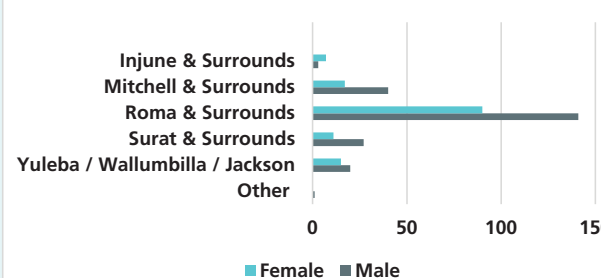
#### Years of service



#### Employees by age



#### Where our employees live



## Looking forward

Five years

### Looking forward - the next 5 years (Our new corporate plan)

#### We aim to:

- 5.3.1** Develop and implement a centralised training plan with a key focus on mandatory position requirements, safety and low cost networking industry opportunities.
- 5.3.2** As a major regional employer, recognise that communities look to Council to help provide local jobs, apprenticeships and traineeships.
- 5.3.3** Increase employee engagement initiatives by all levels of management for the betterment of Council and individuals' job satisfaction.
- 5.3.4** Continue to develop, implement and review human resource policies and processes.
- 5.3.5** Provide a confidential short term counselling and employee support service through an external, independent provider for a range of personal and work related issues.
- 5.3.6** Manage employee leave balances.
- 5.3.7** Implement a new success/performance evaluation framework aligned with the new Corporate and Operational Plans.
- 5.3.8** Coordinate employees' induction and refresher training, probation and skill verification processes.
- 5.3.9** Coordinate Council's approved traineeship / apprenticeship program including pursuit and administration of funding/subsidy opportunities.
- 5.3.10** Contribute to content development for the on-line training platform to provide learning outcomes at a cost effective price and consistent quality.
- 5.3.11** Continue to review Council's Organisational Structure to ensure that it is appropriate to the performance of Council's responsibilities.
- 5.3.12** Work together to create a workplace where our teams enjoy working because:
- We all know what we need to do and why, and are confident in our daily tasks;
  - We appreciate and take pride in a job well done;
  - Each person has a voice in developing our processes (how we do business), and each voice is valued;
  - There is a one-Council approach to service delivery – i.e. we help each other when needed irrespective of directorate, department or work team;
  - We take time to say thank-you, celebrate our successes, recognise special efforts and provide feedback;
  - We treat our work colleagues how we want to be treated.

*Roma's largest bottle tree.*



## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
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"> <li>• Staff movements - within 1 working day of release of staff movement advice;</li> <li>• Structural changes - within 2 working days of release of the Council meeting minutes.</li> </ul> <p>Organisational Chart refreshed, reconciled and uploaded to the intranet monthly. Sample audit against the Payroll System - Quarterly Complete audit against the Payroll System - Annually (in line with budget development).</p>
Salaries and wages budget	Preparation of a whole-of-Council budget and progress monitored (Minimum quarterly).
Industrial instruments and legislation	<ul style="list-style-type: none"> <li>• Relevant notifications in relation to contract renewal provisions adhered to.</li> <li>• New contracts provided 7 clear days prior to the contract being entered into.</li> <li>• Advice on awards, certified agreement and legislation as required to employees and management team.</li> </ul>
Position classifications	Assessment against the relevant award and recommendation to the Chief Executive Officer within 5 working days. Outcome processed within 5 working days.
Position vacancies	<p>Facilitate review of all positions with Manager/Director/Chief Executive Officer in advance of a decision to proceed with recruitment - noting target reduction of 30 (Set at 31 May 2017 committee meeting).</p> <p>Facilitate 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>
Employee engagement / consultation	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Exit interview offered to all employees with feedback provided to the Chief Executive Officer.</li> </ul>
Employee assistance	Administer the Employee Assistance program (EAP) with budget approval sought from Council.
Human resource policies	Minimum annual review (Refer also 'Projects' below).
Leave balances	Quarterly reports through corporate services. Support provided to managers in the preparation of leave management plans.
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"> <li>• provision of support to the management team including preliminary assessment and notifications to the relevant agencies (where required);</li> <li>• scheduling of investigations (where required);</li> <li>• assistance with the gathering of information (where required);</li> <li>• review of findings and implementation of actions in conjunction with the Chief Executive Officer and relevant Director/Manager.</li> </ul>
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 approved budget.</p> <p>Skill level assessments / verification for all plant categories. Inductions for all new or reassigned unfamiliar plant. Logbooks to all operators in training.</p>
Traineeships and apprenticeships	<p>Review of funding eligibility criteria as funding rounds open.</p> <p>Report to Council with recommendations.</p> <p>Administer in accordance with the funding agreements through either:</p> <ul style="list-style-type: none"> <li>• Group training organisations (e.g. Golden West)</li> <li>• Council directly.</li> </ul>
<b>Projects</b>	
New certified agreement	<ul style="list-style-type: none"> <li>• Meetings of negotiating committee held at mutually agreed days/times.</li> <li>• Draft to employee representatives in January.</li> <li>• Agendas and minutes prepared and distributed to the committee.</li> <li>• Draft communications prepared for the Chief Executive Officer at key milestones.</li> </ul>
New success/performance evaluation framework	Draft finalised and rolled out to management team in Quarter 3.
New policies	New human resource policies in conjunction with certified agreement negotiations.

## 5.4 Communication

We aim to keep our community up to date on Council's decisions, services and projects.



## What we do

As Council provides a wide range of services, programs and events, communication is essential to keep our many audiences (ratepayers, residents and our community overall) up to date with accurate information.

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;
- 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.



### Did you know?

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

Council's **My Maranoa Facebook page increased to 675 likes in the 2017/18** financial year – that's **215 more likes** (and people we are communicating with daily) **than in the 2016/17** financial year!

**Council's audience is most active** on our My Maranoa Facebook page between **5pm-6pm and 8pm-9pm**.

## How we are trending \*

Communication method	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Media releases	195	183	248	124	275	197
Media enquiries	64	87	134	62	62	34
Advertisements	-	-	-	112	116	114
Roma Saleyards market reports *						159
Web requests **	-	-	-	-	-	184
e-Newsletters	2	23	23	21	36	62
Facebook responses	N/a	20	20	176	25	420
Bottle Tree Bulletin	12	12	12	12	12	12
Frequently asked questions	-	-	-	7	5	-

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

\*\* New data being collected

## Looking back



197 Media releases



675 Facebook likes

## What we achieved this year

We do	We aim to	What we achieved
Provide information about Council's services, projects and activities through a diverse range of mediums.	<b>COUNCIL NEWS</b> <ul style="list-style-type: none"> <li>Produce the Council News publication that is internally designed, professionally printed and distributed to the Maranoa region.</li> </ul>	4 Council News publications (design completed in-house). <ul style="list-style-type: none"> <li>› September 2017</li> <li>› November 2017</li> <li>› March 2018</li> <li>› April 2018</li> </ul>
	<b>BOTTLE TREE BULLETIN</b> <ul style="list-style-type: none"> <li>Provide financial and content support for the community newsletter – Bottle Tree Bulletin.</li> </ul>	12 Monthly Bottle Tree Bulletin editions supported financially and with content.
	<b>ANNUAL REPORT</b> <ul style="list-style-type: none"> <li>Support the provision of quality information on Council's operations through the Annual Report – benchmarking ourselves against Australasian Best Practice.</li> </ul>	2017/18 Annual Report was internally designed. Council was awarded a Gold for the 2016/17 Annual Report at the Australasian Reporting Awards - the third Gold in a row.
	<b>ONLINE NEWS</b> <ul style="list-style-type: none"> <li>Review all Council's print and online listings to ensure they are current and consistent across all mediums.</li> <li>Commit to online, social media and print media.</li> <li>Increase subscriptions for Council's electronic newsletters and bulletins</li> </ul>	All of Council's print and online listings were reviewed.  Media releases updated on Council's website and provided to media outlets.  My Maranoa, Roma Saleyards and Council Facebook pages continually monitored and enquiries responded to.  Further subscription drive will now occur in 2018/19.

## What we achieved this year

**New model for communication**

A pilot commenced in quarter two to trial pairing one of our communications officers with each Directorate.

If the pilot was successful, the aim was to ultimately ensure that each of the 3 Directorates has a dedicated officer, providing the following benefits for all involved:

- Progressive deepening of each Communications Officer's understanding of the services and projects delivered by the departments within their Directorate;
- Ready availability of a dedicated officer for departments' priority communications;
- Helping ensure the community is hearing about all of Council's key service areas and projects.

The pilot commenced with the allocation of a dedicated Communications Officer for the Corporate, Community & Commercial Services directorate.

Transition to a dedicated Communications Officer for both Infrastructure Services and Development, Facilities & Environmental Services was progressively completed in the following months.

**Meeting snapshots - keeping our community informed**

This year Council commenced distribution of the Council Meeting Snapshot as a new communication initiative.

The meeting snapshot is prepared after each Council meeting and provides highlights of Council decisions for each meeting - from successful tenders and grant applications to adoption of corporate documents. Published on Council's Facebook page, it is a quick one page summary and a great way for our residents to keep up to date on the go!

## Looking forward - the next 5 years (Our new corporate plan)

### We aim to:

**5.4.1** Timely, relevant, accurate and consistent information.

**5.4.2** Progressively tailoring our communications to the needs, interests and preferences of our communities and stakeholders.

Five years

## The year ahead (2018/19 Operational Plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services: <ul style="list-style-type: none"> <li>• Media releases</li> <li>• Website maintenance</li> <li>• Online event calendar</li> <li>• My Maranoa app</li> <li>• Advertising</li> <li>• General publications</li> <li>• Editorial service</li> <li>• Media liaison</li> <li>• Media interview preparation</li> <li>• Graphic design</li> <li>• Photography</li> </ul>	As required
Electronic newsletters and bulletins	Increase in subscriptions
Council meeting snapshots	Following each meeting (Target - release on the day of the meeting)
Corporate publications (corporate plan, operational plan, budget, annual report)	In accordance with statutory timeframes
Facebook	Daily
Instagram	Twice-weekly
Council News	Monthly

One year

Objectives	Targets
<b>Projects</b>	<b>Quarter (Q) Finish</b>
Launch of Council's new website	Q3
Major project communications: <ul style="list-style-type: none"> <li>• Stage 2A Roma Flood Mitigation</li> <li>• Saleyards Improvements</li> <li>• Expanded Infrastructure projects communication</li> </ul>	Milestone reporting
Development of a new Communications Strategy covering all forms of media.	Q3

Burrowes Street, Surat.





## 5.5 Plant, fleet, workshops and depots

We purchase and maintain plant, depots and ancillary facilities, and dispose of plant as required through trade or auction.



## What we do

### Fleet management

We provide fleet management services for a large and varied fleet with over 700 active plant items including more than 400 registerable plant, including (but not limited to):

- 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 and Gas Departments, Waste facilities, Showgrounds, Airports, Quarries and Quarry Pits, Swimming Pools and administration 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. We have light and heavy vehicle technicians and can perform Certificates of Inspections (COIs) and Measurement documents in house. We also have an auto electrician and boiler maker in our team to assist with a broad range of fleet maintenance requirements.

### 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.

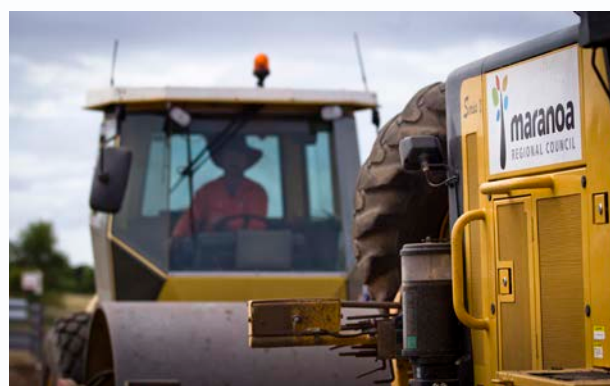
## Why we do it

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.



### 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

\$ million	2013/14 (\$)	2014/15 (\$)	2015/16 (\$)	2016/17 (\$)	2017/18 (\$)
Value of plant and equipment assets (Net book value)	20.795	24.738	22.277	22.171	22.619
Depreciation	3.162	3.178	2.982	2.398	2.614
Purchases	2.591	8.244	1.949	3.425	3.824
Plant operations and maintenance (excluding depreciation and loss on sale)	5.99	5.8	4.8	4.5	4.6
Plant internal recoveries (plant hire)	14.97	10.43	8.5	9.7	9.6

Looking back



**\$22.6 million** in plant and equipment assets  
(was \$20.795 million in 2013/14)



**\$2.614 million** in depreciation expense  
(was \$3.162 million in 2013/14)  
Following earlier years' review of private use of vehicles, total fringe benefits tax continues to fall (2013/14 - \$276,306 in 2017/18 - \$21,150)

What we achieved this year

We do	We aim to	What we achieved
Purchase and maintain plant, depots and ancillary facilities, and disposal of plant as required through trade or auction.	<ul style="list-style-type: none"> <li>Plant fleet replacement program - heavy and light fleet replacement program in accordance with the 10 year replacement program to help ensure plant is reliable and fit for purpose.</li> </ul>	Additions of \$3.824 million recorded in Council's plant and equipment register for 2017/18.
	<ul style="list-style-type: none"> <li>Monitor plant utilisation and minimum quarterly recommendations to Council on reshaping the plant fleet to cost effectively meet business needs.</li> </ul>	Identification and reporting (utilisation / aged plant / Optimum replacement or turnover) of plant undertaken. <ul style="list-style-type: none"> <li>Gross value of disposals - \$2.56 million</li> <li>Accumulated depreciation of disposals - \$1.798 million</li> <li>Quarterly reporting to Council as part of the Operational Plan.</li> </ul>

**Productivity and safety of Council's plant fleet**

Research commenced in relation to GPS Fleet Management Technology this year. The initial focus was on high value plant and/or where there is a high probability of individuals working alone such as with graders, haulage fleet, slashers, street sweepers and jet patchers.

The project aims to tick off on a number of Council's priorities including:

- Enterprise Risk, Quality, Safety & Environmental Management
- Fatigue management
- Lone-worker contact
- At risk driver behaviour
- Maintenance scheduling
- Tightening the Belt and plant productivity
- Fuel tax credits
- Fuel usage
- Plant utilisation
- Idle time
- Technology solutions to increase productivity and streamline service delivery

- Compliance with legislative and taxation obligations (Heavy vehicle, fuel excise)
- Reporting on service levels

Council sought quotations from industry specialists as well as consultation with other local governments to understand advantages and shortcomings for the purpose of building a business case for consideration by Council during the 2018/19 budget deliberations.

**Plant review**

A review of plant hire rates was undertaken to ensure that rates are sufficient to cover the operating and maintenance costs and depreciation of Council's plant fleet.

Identification of Council's active plant has been reviewed and linked to 'user' departments (work units). This enables improved reporting on usage and financial performance.

Plant with low utilisation is being progressively reviewed to determine whether the funds could be better invested in higher use plant and equipment.

*Council plant on the Roma Flood Mitigation Project - Stage 2A works.*



## Looking forward - the next 5 years (Our new corporate plan)

**We aim to:**

- 5.5.1 Develop business cases for acquisition and retention of plant.
- 5.5.2 Purchase fit for purpose plant (determined with input from operators) that continue to be well maintained and safe for use.
- 5.5.3 Minimise idle time for people and plant.
- 5.5.4 Undertake a rolling review of plant hire rates.
- 5.5.5 Investigate the establishment of the Mitchell workshop as a business unit.

## The year ahead (2018/19 operational plan)

Objectives	Targets	
<b>Annual service delivery</b>		
Delivery of the following services:		
<ul style="list-style-type: none"> <li>• Scheduled servicing: Light trailers Generators (fixed) Light and heavy vehicles and heavy trailers Plant servicing Small plant and miscellaneous plant</li> </ul>	Annually Quarterly 10,000 kms 250 hours Based on condition	
<ul style="list-style-type: none"> <li>• Reactive maintenance</li> </ul>	As required	
<ul style="list-style-type: none"> <li>• National Heavy Vehicle Accreditation Scheme (NHVAS)</li> </ul>	Compliance with national requirements	
<ul style="list-style-type: none"> <li>• National Heavy Vehicle Accreditation Scheme (NHVAS) internal compliance audits</li> </ul>	Quarterly	
<ul style="list-style-type: none"> <li>• Insurance policies</li> <li>• Roadside assistance membership</li> <li>• Third party plant assessments</li> <li>• Associations and registrations (e.g. workshop licences, pressure vessels' compliance)</li> </ul>	Annually	
<ul style="list-style-type: none"> <li>• Motor vehicle registrations</li> </ul>	Bi-annually	
<ul style="list-style-type: none"> <li>• Third party plant assessments</li> </ul>	Annually	
<ul style="list-style-type: none"> <li>• Plant hire charges and review</li> </ul>	Fortnightly processing of standard charges; Manual charges as required; Minimum annual review of plant hire.	
<ul style="list-style-type: none"> <li>• Management of maintenance records</li> </ul>	Daily	
<ul style="list-style-type: none"> <li>• Procurement and disposal of plant and equipment</li> </ul>	Approved program	
<ul style="list-style-type: none"> <li>• Pool vehicle fleet, workshops, depots, community and tourism plant, wash down facilities, fuel and state emergency service vehicles operations.</li> </ul>	Consistent with approved services	
	<b>Quarter (Q) Finish</b>	<b>Within Scope &amp; Budget</b>
<b>Plant Capital Program 2018/19</b>		
The purchase of new plant based on the estimated disposal value and depreciation values. The following plant is due for replacement as part of the 2018/19 program:		
<ul style="list-style-type: none"> <li>• Plant no. 124 - Komatsu GD555-3 Grader</li> <li>• Plant no. 142 - Caterpillar 816F Compactor</li> <li>• Plant no. 115 - Caterpillar 12H Grader</li> <li>• Plant no. 119 - Caterpillar 12H Grader</li> <li>• Plant no. 117 - John Deere 670D Grader</li> <li>• Plant no. 5 - KPI-JCI FT2603CC Two Deck Incline Screen</li> <li>• Plant no. 736 - Toyota Landcruiser Utility</li> <li>• Plant no. 759 - Toyota Landcruiser Utility</li> </ul>	Regional	Q4 \$2,590,000
Construction of an awning off the lunch room at the Roma Infrastructure Depot	Roma	Q1 \$9,000
<b>Reallocated from 2017/18 (Carried forward)</b>		
Plant Capital Program 2017/18	Regional	Q4 \$1,348,979

## 5.6 Quarry and quarry pits

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



## 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 carting 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.

## Did you know

Council has access to 95 active gravel pits across the region for extracting materials predominantly for use with road construction and maintenance activities.

## How we are trending

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

Source: General purpose financial statements.

Image opposite - Roma Quarry.

Looking back



Plan developed and implemented for **rehabilitation** of Clarice Vale pit.



**Stormwater management plan** prepared and cost estimate submitted for budget consideration.

What we have achieved

We do	We aim to	What we achieved
<p>Meet and grow internal and external customer demand for quarry materials in a sustainable business model.</p>	<p><b>REHABILITATION PROGRAM</b></p> <ul style="list-style-type: none"> <li>Develop an operating manual / working plan to achieve rehabilitation of the Clarice Vale pit and then development and implementation of a program for other pits.</li> </ul>	<p>Tender process was completed in October 2017. Earthworks were completed in early February 2018.</p> <p>Council will continue to monitor and inspect the site to ensure no new erosion occurs.</p>
	<p><b>STORMWATER MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>Prepare a Roma Quarry Ground Water Management Plan by end of quarter 2.</li> </ul>	<p>A scope of work was sent out on 21 September 2017 to prepare a detailed Stormwater Management Plan.</p> <p>A site inspection was undertaken on Tuesday 24 October 2017 with the engineering consultant.</p> <p>The stormwater management plan was received on 23 March 2018.</p> <p>A cost estimate to complete the works was included as part of the budget deliberations for next year.</p>
	<p><b>INTEGRATED MARANOVA MANAGEMENT SYSTEM (IMMS) FOR QUARRY AND QUARRY PITS</b></p> <ul style="list-style-type: none"> <li>Develop a Departmental Operating Manual for the Quarry and Quarry Pits, with advice on the corporate processes and templates from Enterprise Risk, Quality, Safety &amp; Environment, and advice as required from the regulator (through the Director Infrastructure Services) – i.e. Mines Inspectorate and Department of Environment &amp; Heritage Protection.</li> </ul> <p>(Note: Selected because Materials Production is responsible for Environmentally Relevant and High Risk Activities)</p>	<p>Projects impacted by vacancy in leadership position during the year.</p> <p>Operations Manager – Material Production (Quarry and Quarry Pits) was appointed effective 20 May 2018.</p> <p>Projects will be carried forward to 2018/19.</p>
	<p><b>PROFITABILITY INITIATIVES</b></p> <ul style="list-style-type: none"> <li>Track net operating result, and provide recommendations to the Director to increase profitability.</li> <li>Undertake a plant review.</li> </ul>	

## Looking forward - the next 5 years (Our new corporate plan)

## We aim to:

- 5.6.1** Provide for our customers and Council:
- Optimum quality product and quarrying solutions
  - Customer focussed building material supply
  - Safe and healthy quarrying operations, ensuring compliance with the *Mining and Quarrying Safety and Health Act 1999*.
  - Conscientious and responsible management of the environment and natural resources.
- 5.6.2** Undertake a review of plant currently owned and operated in relation to fitness for purpose and prepare any business cases for changes.
- 5.6.3** Prepare a new 10 year mining plan to ensure the direction of material extraction as well as to capture anticipated future additional costs.
- 5.6.4** Undertake initiatives to develop the quarry business and its financial viability.
- 5.6.5** Develop and implement a program to progressively rehabilitate the northern and eastern part of the Roma Quarry (WV828).
- 5.6.6** Undertake a rehabilitation plan for regional pits that are no longer used to ensure the sites that have been accessed meet all of the required legislative obligations.
- 5.6.7** Undertake a 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.
- 5.6.8** Expand the scope of the Maranoa Management System to include Roma quarry and regional quarry pits, encompassing quality, safety and environment, ultimately implementing an integrated system (IMMS).
- 5.6.9** Finalise outstanding matters from the purchase of the Roma quarry.

Five years

## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
<ul style="list-style-type: none"> <li>• Supply of road-base, drainage materials, aggregates, pre-coated aggregate and concrete blends <i>Manage the mining/crushing and screening operation to produce the normally demanded products.</i></li> </ul>	Throughout the year. The production of road-base and aggregate are alternated based on the quality of shot rock, material demand and stockpile availability.
<ul style="list-style-type: none"> <li>• Sales and delivery of quarry products <i>Coordinate the logistics required to deliver quarry products.</i></li> </ul>	As required / sales agreement.
<ul style="list-style-type: none"> <li>• Campaign crushing <i>Supply of mining/crushing and screening equipment and machinery for campaign crushing subject to legal compliance and machinery availability.</i></li> </ul>	As required and subject to plant availability.
<ul style="list-style-type: none"> <li>• Product quality assurance <i>Work with NATA accredited laboratories to ensure product specification conformance certification.</i></li> </ul>	Annually, when there is a specific request or when there is new product.
<ul style="list-style-type: none"> <li>• Weighbridge <i>Provide a heavy vehicle weighing service for local business owners.</i></li> </ul>	Weekdays 7am - 3pm (standard opening hours of the quarry). No charge.
<ul style="list-style-type: none"> <li>• National competition policy business activity review</li> </ul>	Participation in the report preparation for Council each year through Accounting Services.

One year



## Looking forward

## The year ahead (2018/19 operational plan)

One year	Objectives		Targets
	Projects		Quarter (Q) Finish (Where applicable)
	<p><b>Integrated Maranoa Management System (IMMS) for Quarry and Quarry Pits</b></p> <p>Develop the Quarry and Quarry Pits Operating Manual, within the corporate management system framework.</p>	Regional	<ul style="list-style-type: none"> <li>New operating manual developed (Project Plan Q3, New operating manual completed Q4).</li> </ul>
	<p><b>Quarry pit optimisation</b></p> <p>Undertake a 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>	Regional	<ul style="list-style-type: none"> <li>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).</li> <li>Pits identified that are no longer needed and rehabilitation requirement progressed for handover back to the landowner or State Government (Q4).</li> </ul>
	<p><b>Mining plan</b></p> <p>Prepare a new 10 year mining plan to ensure the direction of material extraction as well as to capture anticipated future additional costs.</p>	Roma Quarry	<ul style="list-style-type: none"> <li>Quote for mining plan with clear scope of work to be gathered from registered and capable suppliers (Q3).</li> <li>An action plan developed as per the recommendations of the 10 year mining plan (Q4).</li> <li>Rehabilitation opportunities explored as the reserves are exhausted.</li> </ul>
	<p><b>Business development</b></p> <p>Undertake initiatives to develop the quarry business and its financial viability.</p>	Roma Quarry	<ul style="list-style-type: none"> <li>Roma Quarry business portfolio incorporated in the Council Website.</li> <li>Customer site visits undertaken to keep abreast with customer requirement and potential product market.</li> </ul>
	<p><b>Workforce planning</b></p> <p>Plan and implement workforce initiatives to ensure that team members can deliver products and services that meet Council's quality, safety and environmental expectations.</p>	Regional	<ul style="list-style-type: none"> <li>Quarry organisational structure reviewed to align with production / sales demand (Q3).</li> <li>Quarry operators' training matrix reviewed in conjunction with the Human Resources team (Q3).</li> <li>Clear succession plan established for potential workers.</li> </ul>
	<p><b>Plant review</b></p> <p>Commence a review of plant currently owned and operated within the quarry.</p>	Roma Quarry	<ul style="list-style-type: none"> <li>Crushing and screening plant's running hours/downtime and performance captured and assessed to better manage and gauge the plant's capabilities (Q3).</li> <li>Defect register developed to better track defects and defect completion durations (Q3).</li> <li>Assistance provided to the plant team to develop a spare parts register to ensure adequate parts are available to reduce downtime.</li> <li>Develop a business case for plant replacement / acquisition / disposal (Q3).</li> </ul>
	<p><b>Outstanding contract matters</b></p> <p>Finalise outstanding matters pertaining to the purchase contract.</p>	Roma Quarry	<p>Telephone line to Lot 2, SP200044 - \$10,000</p> <p>Access road construction for Lot 2, SP200044 - \$200,000</p> <p>Groundwater management - \$200,000</p> <p>Fencing - \$6,000</p> <p>Subtraction of Lot 2, SP200044 from Environmental Authority No EPSX03179915.</p>

Image opposite - Roma Quarry.



## 5.7 Customer service

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



## 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 in the process of being rolled out for residents who would like to contact their local office directly (official launch in 2018/19).

## 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 (in development).
- 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 will be able to contact their local office if that is their preference (Official launch in 2018/19). 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 on-call employees.



## How we are trending

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Telephone calls answered (Numbers)	32,909	29,558	26,091	21,458	19,830	18,768
Counter enquiries	57,719	38,464	23,765	21,231	14,327	11,099
Customer requests handled by all departments (external and internal)	2,979	6,039	8,564	7,728	11,458	11,918

## Looking back



**11,918** customer requests (external and internal to all departments)



**18,768** calls with 98.50% answered in 60 seconds

## What we achieved this year

We do	We aim to	What we achieved
Receive, process and report on requests received from customers (residents, visitors and businesses).	<p><b>CUSTOMER REQUEST SYSTEM</b></p> <ul style="list-style-type: none"> <li>Implement a reviewed customer request system that:               <ul style="list-style-type: none"> <li>› caters for mobile / in the field updating of actions taken;</li> <li>› will incorporate a review of system workflows to ensure requests get to the right place first time (the team that will review and respond).</li> </ul> </li> </ul> <p>This will include implementation of technology solutions to increase productivity and streamline service delivery.</p>	<p>In progress.</p> <p>Development of a new Customer Request System in Authority progressed to testing phase during 2017/18. Finalisation of testing and rollout is anticipated early in 2018/19.</p>
	<p>In conjunction with implementation of the customer request system:</p> <ul style="list-style-type: none"> <li>› undertake a review of, and implement updated processes for internal requests as distinct from process steps;</li> <li>› progressively develop a service directory (i.e. who within Council is the best contact for particular services). This may also be extended over time to include external agencies for issues that may arise in the community.</li> </ul>	<p>Completed. As part of the development of the Customer Request System, workflows identified work units responsible for services delivered by Council. This will be fine-tuned throughout the testing phase. Ongoing maintenance will continue once the system goes live in early 2018/19.</p>
	<p><b>COMMUNITY SATISFACTION SURVEY</b></p> <ul style="list-style-type: none"> <li>Engage an independent market research company to conduct the Customer Service Survey of a sample of residents from across the region.</li> </ul>	<p>Completed. Feedback received was used during the development of Council's strategic priorities for the new Corporate Plan 2018-2023.</p>
	<p><b>CUSTOMER SERVICE CHARTER</b></p> <ul style="list-style-type: none"> <li>Redesign and update the Customer Service Charter.</li> </ul>	<p>Completed. The Customer Request Policy (incorporating Customer Service Charter) was adopted by Council on 26 March 2018 (Council resolution reference GM/03.2018/04).</p>
	<p><b>LOCAL AND REGIONAL MODEL</b></p> <ul style="list-style-type: none"> <li>Transition to a local customer service model where local Customer Service officers in each of the Council offices support their local areas. This will include staged implementation of a local telephone number option for residents, new Local Working Groups and Local Area Managers.</li> </ul>	<p>CEO Blog - 17 August 2017 launching Connecting Locally, Connecting Regionally New Managers announced 20 August 2017.</p> <p>In progress. Local numbers established. Official launch will now occur in 2018/19.</p> <p>First meeting for pilot group held - Injune Local Working Group on 22 March 2018.</p>

## Quick facts 2017/18

Calls taken on 1300 007 662	18,768
Average call time	3:23 minutes
Answered in 60 seconds	98.50%
Front counter customers (walk into Council offices)	11,099
Total customer requests entered (external and internal)	11,918
Customer requests entered by our Customer Service team	6,154
Percentage entered by our Customer Service team	51.64%

## Customer satisfaction survey

Council undertook its periodic Customer Satisfaction Survey to benchmark against earlier surveys and other Council results.

The aim was to better understand areas important to our community, residents and ratepayers, as well as identify what services Council does well and where Council can improve.

The survey of a random sample of residents from across the region was conducted via phone and online by independent research company Market Facts.

The information received was an important input to the new Corporate Plan 2018-2023. Overall when benchmarked with other rural local governments, Council not only closed the gap but exceeded scores on 4 of the 5 categories identified; these being:

- Qualities of Council;
- Customer Services and Communication;
- Managing the Shire/Region; and
- Community Lifestyle Services.

The only area where there is a residual gap to close (when compared to the rural Councils' average) is in the area of Basic Services / Infrastructure, however it is noted that there has been an increase in satisfaction in this area over the last three surveys.

There was a clear theme when reviewing the results of the survey that reinforced the concept of going back to basics. Some of the highest areas of importance recorded were:

- Roads
- Water
- Sewerage
- Disaster Management
- Financial Management
- Revenue Raising (Rates, Fees & Charges)
- Community Engagement
- Economic Development / Local Employment.

## Customer request management system review

A major project across many areas of Council this year was the preparation for the new Customer Request Management system.

The Information and Communication Technology (ICT) Solutions team commenced work with key stakeholders across the organisation to ensure that each team would have the required request categories, workflows and checklists created for use in the system set up.

Testing was continuing up to the end of the year with the go live date for the new system set for September 2018.

## Connecting locally, connecting regionally

Continuing Council's commitment to connecting locally with our community, further work was undertaken during the year.

Injune was selected as the pilot for initiatives including:

- set up of a local phone number (in addition to existing 1300 number)
- reshaping the Customer Service Officer position
- initial meeting of the local working group of cross departmental staff.
- new area manager who has both a local role and existing regional role.

The changes will be formally launched with the community in 2018/19.

Work on setting up Council's financial system to display Council's budgets at a local level also continued, with the official launch / publishing of local budgets to now occur in 2018/19.

## Customer request policy

With the development and implementation of a new Customer Request System underway, it was identified that an overarching policy framework was required to ensure the new system will achieve its desired outcomes.

In addition, the current Council has identified a number of areas where they would like some changes made.

The new Customer Request Policy, along with an accompanying short form summary document is intended to support and elaborate the 'why' behind Council's operations in regards to customer service and customer requests. In addition, it addresses some of the identified gaps and planned improvements to existing practices, given our experiences over the last few years with the current system.



Mitchell's Council Customer Service Centre.

## Looking forward

### Looking forward - the next 5 years (Our new corporate plan)

#### We aim to:

Five years

- 5.7.1 Implement and fine-tune Council's new Customer Request Policy.
- 5.7.2 Implement Council's new Customer Request System.
- 5.7.3 Commit to funding a Customer Service Officer in our key centres.
- 5.7.4 Continue to operate the Post Office for Yuleba.
- 5.7.5 Offer a range of ways to lodge requests with Council - in person at one of our Customer Service offices, telephone, e-mail and letter.
- 5.7.6 Finalise the review of, and implement, Council's Complaint Management Policy.
- 5.7.7 Provide information to the Ombudsman and other relevant agencies as required.
- 5.7.8 Finalise roll out of Local Working Groups to facilitate the exchange of information across departments and with the Customer Service Officer at a local level, chaired by the Local Area Manager.

### The year ahead (2018/19 operational plan)

One year

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
Receiving customer requests	
<ul style="list-style-type: none"> <li>• Local and regional customer service officers</li> </ul>	<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 will have the option to leave a message for the officer to call back, or to contact the regional number.</p>
<ul style="list-style-type: none"> <li>• Local and regional e-mail addresses</li> </ul>	<p>Acknowledged no later than the next business day.</p> <p>New customer request e-mail address maintained and promoted. <a href="mailto:customer.service@maranoa.qld.gov.au">customer.service@maranoa.qld.gov.au</a></p>
<ul style="list-style-type: none"> <li>• Local and regional telephone numbers</li> </ul>	<p>98% of calls through to the 1300 007 662 number answered within 60 seconds.</p>
<ul style="list-style-type: none"> <li>• After hours emergencies service</li> </ul>	<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>
<ul style="list-style-type: none"> <li>• By mail/post</li> </ul>	<p>Servicing of two postal addresses:            PO Box 620, Roma. Queensland 4455            PO Box 42, Mitchell, Queensland 4465.            Any requests forwarded by letter or e-mail to <a href="mailto:council@maranoa.qld.gov.au">council@maranoa.qld.gov.au</a> that relate to a customer request will be onforwarded by our officers who open the mail and forward it to the new e-mail address.</p>
Processing customer requests	
<ul style="list-style-type: none"> <li>• Customer request policy and customer request system</li> </ul>	Service/processing in accordance with Council's policy.
<b>Projects</b>	
Fine-tune Council's new Customer Request Policy. Implement new Customer Request System.	<p>Regional</p> <p>Go-live by 5 September 2018.            Training progressively rolled out for employees</p>
Finalise the review of, and implement, Council's new Complaint Management process, policy and procedures.	By end of quarter 3.
Finalise roll out of Local Working Groups to facilitate the exchange of information across departments and with the Customer Service Officer at a local level, with meetings chaired by the Local Area Manager.	<p>Local</p> <p>By end of quarter 3            Injune &amp; Surrounds (Pilot meeting 2017/18)            Mitchell &amp; Surrounds            Surat &amp; Surrounds            Yuleba &amp; Surrounds            Roma &amp; Surrounds</p>

Image opposite - Council's Yuleba Services Centre.





## 5.8 Information management

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

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



## 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.

### New state government records policy introduced June 2018

The 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>

## How we are trending

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

Information management / records	2014/15	2015/16	2016/17	2017/18
Incoming correspondence (not including invoices)	*	*	9,747	3,703
Documents registered into the document management system (organisation wide)	104,745	103,705	116,155	104,613
E-mails registered	*	*	4,417	4,101
Cheques	1,786	1,265	967	787
Archive boxes created	203	293	341	259

\*data not available

Looking back



**787** cheques received and processed



**104,613** new documents registered in the document management system

What we achieved this year

We do	We aim to	What we achieved
<p>Provide policy, process, system and operational support for the management of Council's information.</p> <p>Process right to information and information privacy applications in accordance with Council's legislative obligations.</p>	<ul style="list-style-type: none"> <li>Develop a register of all types of information and documents created by Council, to document how/ where stored, responsible department/s, standardised precis, retention and disposal.</li> </ul>	<ul style="list-style-type: none"> <li>Information Management Manual updated in 2017/18, this includes identification of vital records.</li> </ul>



## Looking forward - the next 5 years (Our new corporate plan)

## We aim to:

- 5.8.1** Manage and maintain Council's recordkeeping framework, policies, processes and system to ensure public records are reliable, available and secure as per legislative and State Government requirements.
- 5.8.2** Retain and dispose of records in compliance with the *Public Records Act 2002* and *Public Records Regulation 2014*.
- 5.8.3** Collect, register and distribute daily incoming correspondence.
- 5.8.4** Assist employees with, and provide guidance in relation to, use of the document management system and recordkeeping within the public sector.
- 5.8.5** Process *Right to Information* applications in compliance with the *Right to Information Act 2009* and *Right to Information Regulation 2009*.
- 5.8.6** Process *Information Privacy* access applications in compliance with the *Information Privacy Act 2009* and *Information Privacy Regulation 2009*.

## The year ahead (2018/19 operational plan)

Objectives	Targets
<b>Annual service delivery</b>	
Delivery of the following services:	
<ul style="list-style-type: none"> <li>• Public sector recordkeeping</li> </ul>	Annual review of policies. Administration of system, and training and support to other departments as required.
<ul style="list-style-type: none"> <li>• Right to information and information privacy access applications</li> </ul>	In accordance with legislative timeframes.
<ul style="list-style-type: none"> <li>• Mail processing</li> </ul>	Mail registered and into the document management system by 10am.
<ul style="list-style-type: none"> <li>• Publications scheme</li> </ul>	Annual review
<b>Projects</b>	
<p><b>Records governance policy</b></p> <p>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>	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><b>Publication scheme and classification structure</b></p> <p>Review of publication scheme and classification structure to align with the new Corporate Plan functional areas.</p>	By 30 June 2019
<p><b>Employee induction and refresher training</b></p> <p>Review of content on public sector recordkeeping responsibilities for new and continuing employees.</p>	By 30 June 2019
<p><b>Recordkeeping framework</b></p> <p>Provide input, support and guidance to key corporate projects for 2018/19 including:</p> <ul style="list-style-type: none"> <li>• document mapping for the new Customer Request System implementation</li> <li>• scope expansion of Council's management system (Quality, Safety, Environment) from the perspective of document management</li> <li>• implementation of Council's new Corporate Plan, Operational Plan and functions.</li> </ul>	Q1 Project support as required by the Enterprise Risk team. By 30 June 2019