



Looking Back

Looking Forward





Image above: Netballers awaiting the first game at the new Maranoa Netball Courts in Roma.

Acknowledgements

We acknowledge the traditional owners of this land that we work, live and play on, and pay our respect to their cultures, their ancestors and to the elders past and present and future generations.

We acknowledge the many volunteers within our community who so generously give their own time and energy to enrich the lives of those around them, and make our region a great place to live and visit.

We acknowledge the many staff within the Maranoa Regional Council teams who routinely go 'above and beyond' for the benefit of our community and organisation, helping us to continue to improve each and every year.

We would also like to take this opportunity to thank the many people who treasure and preserve our history on behalf of us all. We have enjoyed *Looking Back* on the collective efforts of those who have come before us.

- Roma & District Family History Society Inc.
- "The wealth of Warroo: a history of Surat and Surrounds", by Judith A. Nissen, 2016. The publication was supported by the Maranoa Regional Council and the Queensland Government.
- Booringa Shire Council, Annual Report 2006/07.
- <http://visityuleba.com.au/historical-gallery/>

We are *Looking Forward* to providing services and projects that will be our positive legacy for current and future generations.

Welcome

Welcome to Maranoa Regional Council's Annual Report for 2017/18

Council is proud to present the 2017/18 Annual Report to our community and stakeholders.

Each year Council is required by legislation to prepare and adopt an Annual Report. However Council views this as an important responsibility and an opportunity to communicate our performance, achievements, challenges and setbacks in an open, transparent and accountable way.

The theme for this year's Annual Report is 'Looking back', 'Looking forward'. In part it reflects on the achievements and challenges of the past year. However it also keeps us firmly focussed on the future, and what we are aiming to achieve for the residents of the Maranoa.

The theme was initially conceived during our commemoration of a significant milestone for the town of Roma. In August 2017, our Council and community commemorated 150 years of Local Government in Roma. The events reminded us of how far we have come and were a cherished insight into our community's history. We are thankful for all those who have been part of local government over the decades, not just in Roma but across the region. Our collective successes, challenges and experiences have made us who we are today.

Our report 'Looking back, Looking forward' provides our readers with a comprehensive and transparent account of Council's performance and achievements for the past financial year (1 July 2017 to 30 June 2018), and our plans for the next 1-5 years.

This report completes the year of transition from Council's previous Corporate Plan (2014-2019) prepared under the previous term of Council and the new Corporate Plan (2018-2023).

*Tomorrow holds a promise true,
So heed it while you may –
Tomorrow bloom the flowers sweet,
Of seeds you plant today.*

*So plant the seeds of truth and right,
Of kindness and goodwill,
And you will have a garden fair,
To sheer you up life's hill.*

*Unthinking one will call it luck,
But call it what they may,
The flowers of tomorrow bloom,
From seeds you plant today.*

Hope Spencer, Roma, 1940



Image above: Councillors celebrating 150 Years of Local Government in Roma with the time capsule, set to be opened in the year 2067.

About this annual report

Maranoa Regional Council's annual report for 2017/18 is a legislative requirement and prepared in accordance with the *Local Government Act 2009*, *Local Government Regulation 2012* and various other pieces of State Government legislation.

This year's annual report also completes the transition of our operations from the Corporate Plan prepared under the previous term of Council (2014-2019) to the new Corporate Plan (2018-2023). It provides an insight into how our organisation's directions have been reshaped even though we have commenced from a common foundation.

While reading further about our financial and operational performance, you will also find out more about how Council worked with a range of community groups to celebrate the 150 year milestone of Local Government in Roma including:

- 150 years of Mayors in Roma exhibition and book launch – page 163
- Scenes from a re-enactment of the first Council meeting where today's Councillors debuted their stellar acting skills – pages 10, 11 and 16.
- Commemorative dinner – page 163.
- Placement of a commemorative time capsule – page 163, 356-357.

The 2017/18 annual report is available online at www.maranoa.qld.gov.au.

Our logo

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

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



Structure of this report

The report is divided into four sections:

About us

Includes a Statement of purpose (vision, mission, values and strategic priorities), performance highlights, a message from our mayor, councillors and chief executive officer, about the Maranoa region, our council and its committees, our people, advocacy, regional collaboration, awards, recognition, events, community financial report, sustainability indicators and our governance framework.

Our performance

Details our progress in implementing the Corporate Plan 2014-19 and annual Operational Plan and maps the transition to our new framework. With 2017/18 being a year of transition we have integrated a transition to our new Corporate Plan 2018-2023 by aligning our performance with the five new strategic priority areas of *Getting the basics right*, *Delivering strong financial management*, *Helping to keep our communities safe*, *Growing our region* and *Managing our operations well*.

Each priority area begins with an introduction about what we do, why we do it, statistical information (and how we are 'trending'), and a summary of the year's activities. This is followed by what is planned for the year ahead (a summary of our 2018/19 operational plan) and a five year outlook (new corporate plan).

Legislative reporting

The Local Government Act and Regulation outline particular information that the annual report must contain. Our legislative obligations are detailed in the legislative compliance index on page 358.

Financial information

The financial section of this annual report includes:

- General purpose financial statements for the year ended 30 June 2018, audited by the Auditor-General;
- Management certificates;
- Current year financial sustainability statement for the year ended 30 June 2018, audited by the Auditor-General;
- Auditor-General's audit reports about the general purpose financial statement and the current year financial sustainability statement; and
- Long term financial sustainability statement for the financial year.

This report demonstrates the breadth of Council operations and the services provided to the community. At the front of the report is a table of contents which gives the starting page location for each section and sub-section.

Towards the back of the document, there are a number of other tools to help you navigate the report. These include a reference index, list of acronyms, legislative compliance index and operational plan index for our year of transition.

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A wreath laid as part of the 150 Years of Local Government in Roma celebrations on the headstone of William Benedict Murphy, Mayor of the Roma Municipal Council in 1887.

About us



Statement of purpose

With the new term of Council now settled in, a new corporate plan was developed and adopted this year.

It had its origins in a strategic planning workshop held with Councillors in 2017. Councillors workshoped their new vision statement (what they aspire to for the Maranoa region), and new mission statement which defines our purpose (why we exist).

Through 'Connected Futures' forums across the region with the community, and the biennial community satisfaction survey, we have been able to identify the areas of importance for our communities and also where they would like us to focus.

This report, in particular the performance highlights' section, shows how our operations and reporting have been reshaped - clearly linking the old to the new strategic priorities. As would be expected in a year of transition, 2017/18 priorities were common to both plans.

Our new vision

Strong, vibrant and connected communities embracing opportunities to grow.

Our new mission

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

Our new five strategic priorities

1. Getting the basics right

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

2. Delivering strong financial management

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

3. Helping to keep our communities safe

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

4. Growing our region

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

5. Managing our operations well

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

Image opposite - Maranoa Food & Fire Festival, Roma.

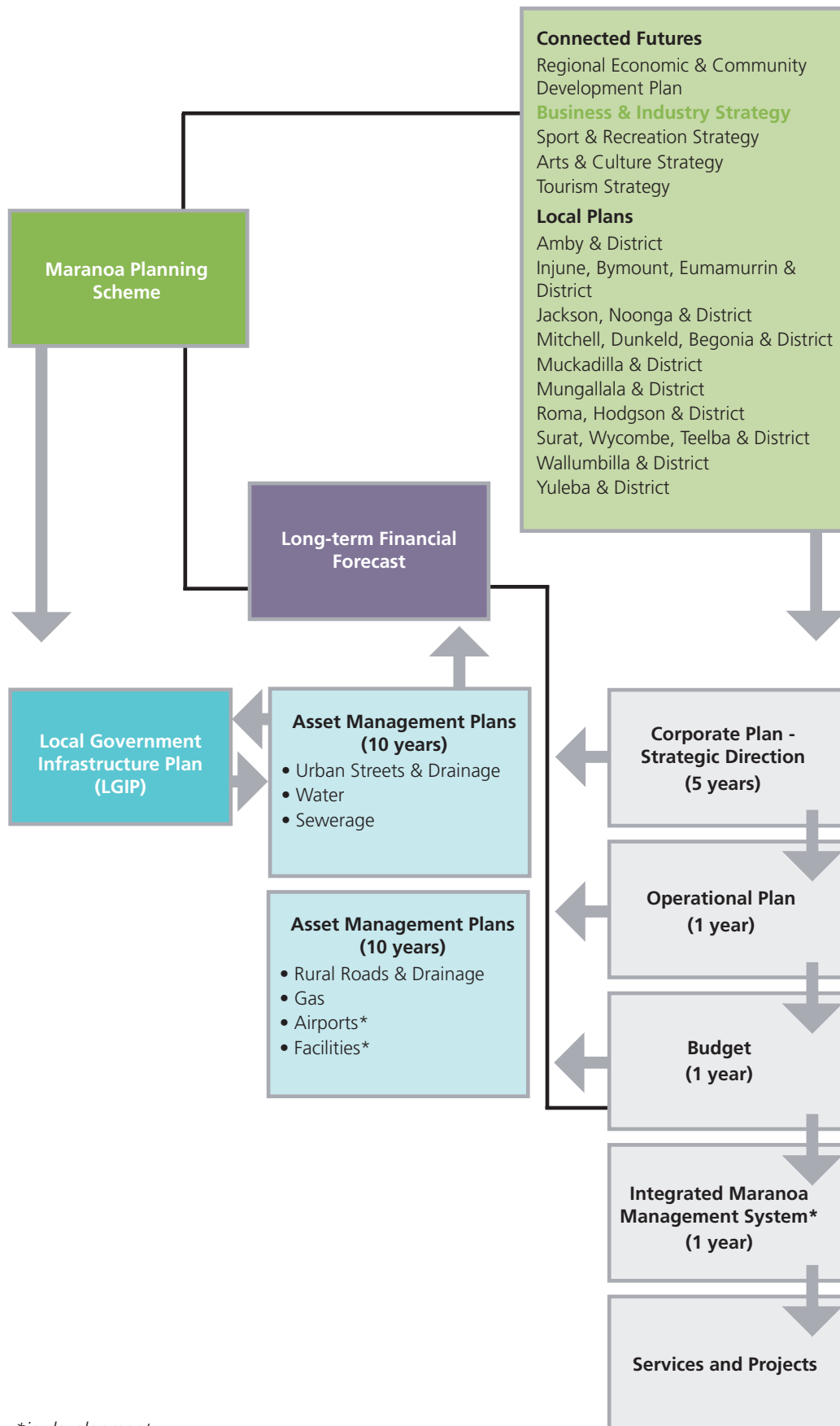
Our values

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

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

<p>Striving for excellence</p> 	<ul style="list-style-type: none"> • in our leadership and governance • in our services and projects.
<p>Being respectful</p> 	<ul style="list-style-type: none"> • of other people • of the laws applicable to local governments • of the democratic process and decisions of Council • of other's views.
<p>Showing empathy</p> 	<ul style="list-style-type: none"> • for the elected Council who often need to make difficult decisions on behalf of the community • for our employees who are on the front-line of service delivery and implement Council's decisions on a daily basis • for our customers who are often facing many issues in their daily lives other than the matter they are raising with Council (e.g. drought).
<p>Ensuring honesty</p> 	<ul style="list-style-type: none"> • in information provided for Council's decision making, in debate or reports • using Council funded materials, plant, equipment and time for approved Council purposes • in how our work time, materials and plant is used.
<p>Providing transparency</p> 	<ul style="list-style-type: none"> • managing information as openly as possible within our legal obligations • providing reasons for decisions where practical.
<p>Encouraging innovation and efficiency</p> 	<ul style="list-style-type: none"> • always thinking about how things might be done better, quicker, smarter, safer • being open to new ways of doing things • taking time to hear others ideas, suggestions, perspectives.
<p>Demonstrating accountability</p> 	<ul style="list-style-type: none"> • both to our State Government regulators and Council • for the accuracy and timeliness of our reporting • by care and diligence in undertaking our responsibilities.
<p>Ensuring the safety of our teams and community</p> 	<ul style="list-style-type: none"> • believing that all incidents are preventable • affirming that no job is that important, no service that urgent, that it can't be done safely • understanding that "I am the one that is responsible for safety" • knowing that no job is worth risking my, or someone else's Top 4 (described on page 242).
<p>Thinking about today and tomorrow</p> 	<ul style="list-style-type: none"> • by carrying out sustainable business practices to meet the needs of our current communities, while considering the needs for the future • by considering the environmental impacts of our services and projects from start to finish to minimise pollution and waste, minimising our environmental footprint • by thinking about the short and longer term impacts of Council's policies, plans and decisions

Our integrated planning



**in development*

The Maranoa region

On September 1862, the Town Reserve of Roma was gazetted by the Chief Commissioner of Crown Lands with the first survey peg being placed in position on 22 December 1862. The new township was given the name 'Roma' in honour of the wife of the first Governor of Queensland (Sir George Ferguson Bowen) who, before marriage, was the Countess Diamantina Roma.

1866 was an important year in the history of Roma with much development and building taking place. This resulted in a public meeting being held on 12 July 1866 for the purpose of 'taking the necessary steps for the formation of the Town of Roma into a Municipality.'

Proclamation of the Town of Roma as a Municipality was published in the Government Gazette on 25 May 1867. The first election was held on 10 August 1867 with Raphael Lewin, Henry Ray, Thomas McEwen, Thomas Byrnes, Marcus Schlesinger and Leis Samson being the successful candidates. The first meeting of Roma Municipal Council was held on the same day at McEwen's "Bush Inn" at which Thomas McEwen was appointed Mayor.

The first dedicated Council Chambers was established in 1871 and then relocated to McDowall Street in 1914, and finally moved to the Roma Bungil Cultural Centre on 9 April 1986.

Mystery shrouds events that occurred in February 1875 where Roma, with a population of 1,152, suffered a severe setback with the resignation of the whole Municipal Council! According to the minute book another meeting was not held until 9 August 1876 and documented the results of a poll for Aldermen. Roma appeared to be without Council administration for 18 months!

Roma was proclaimed a Municipality for the second time by the Governor of Queensland on 25 May 1876, exactly nine years after the first proclamation!

On 31 March 1903, Roma Municipal Council was abolished and its functions were transferred to Roma Town Council. On 15 March 2008, Roma Town amalgamated with Bendemere, Bungil, Warroo and Booringa Shires to form Roma Regional Council.

Following amalgamation, the new Council held public consultation to determine community sentiment in relation to the name this regional Council area would carry. A majority of residents who participated indicated a preference for a name change to Maranoa Regional Council.

The name change was finalised by the Local Government Electoral and Boundaries Commission on 1 May 2009 and notified in the Queensland Government Gazette on 26 June 2009.

In August 2017, we celebrated 150 years of local government in Roma. In the coming years, we will also celebrate this milestone for the former Bendemere, Bungil, Warroo and Booringa shires.



Thomas McEwen,
First Mayor of Roma 1867

The below images feature scenes from a re-enactment of the first Council meeting at McEwen's "Bush Inn" where today's Councillors debuted their stellar acting skills.



Appointment of Roma Town Council's first and only female Town Clerk in its 140 year history

During a period in our history when females were rarely found in such positions, Eileen Scotton was appointed as Town Clerk on 12 September 1930 at the age of 27. She held the position for 24 years until she resigned on 17 June 1955.

Miss E.M. Scotton gets position (Western Star Newspaper 17 September 1930)

At the meeting of Roma Town Council on Friday evening, the matter of appointing a Town Clerk, as successor to Mr C G McKeown, who had resigned, was considered at the conclusion of the general business. Twenty-one applications were received. The Mayor said he would be brief and candid about the business. He thought the majority of the Council had made up their minds. There was an application from Miss Scotton, and a lot more from other people. He did not think it fit and proper to go through those applications just as a matter of form, if the aldermen had already made up their minds. He would like an expression of opinion as to what course the Council would like to pursue.

Ald Saunders moved that Miss Scotton's application for the position of Town Clerk be accepted. It had been said the position should go to a married man. All things being equal, he would be agreeable to that, but at the present time Miss Scotton was occupying a more serious position than a married man. On that account, and Miss Scotton having the ability to fill the position, she should get it. For the Council to turn down her application, was tantamount to saying she was not competent for the job.

Ald Miscamble seconded the proposal. He made up his mind whose application he would support. For some years Miss Scotton had done all of the Council books, and the auditors had reported that she was competent. She had been employed by the Council for 8 years, and was now in the position of the bread winner for the family. Ald Borland supported the proposal. He had always looked upon the position as a man's job, but under the circumstances would support Miss Scotton. Ald Pitman said he had read reports of a farewell function where it had been emphasised how important and responsible the position of Town Clerk was. He had been described as Town Manager, and he had formed the opinion that it would be impossible for anyone other than an experienced man to hold the position. However, only that day one ex Alderman had informed him that Miss Scotton had been doing the work for years.

If that was so, she would be appointed, and he would support her application.

Ald Gibbs said it was a position for a married man, and preferably a returned soldier. An important town like Roma should have a man in the position of Town Clerk, and he said so without any reflection on Miss Scotton. The Council had called for applications, and should go into them. That was his honest opinion. If there was a returned soldier amongst the applicants, it was the policy of the Council to give a returned soldier preference. He would favour a returned soldier, a married man, getting the position. Ald Bons said when the Council decided to call for applications, he had tried to get Miss Scotton appointed on probation for a certain time. He had not changed his mind. She had proved competent, and had been doing the work for years.

Ald Feather said the majority of the aldermen had favoured the appointment of Miss Scotton. He was of the opinion the position should go to a married man – it was a man's job. He also thought it was the duty of the Council to go through the applications. Ald Pitman moved an amendment that Miss Scotton be appointed for 12 months. There was no seconder. The motion that Miss Scotton be appointed Town Clerk was put to the meeting and carried.



Miss E. M. Scotton, Town Clerk
Roma Town Council 1930 - 1955

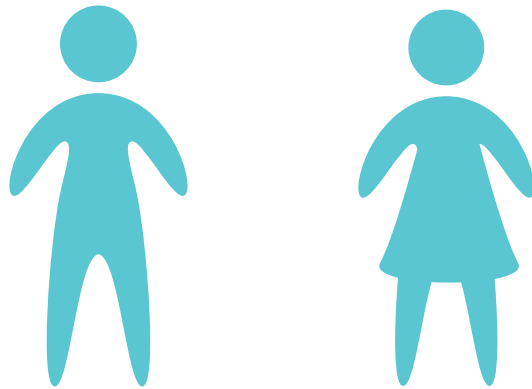


The Maranoa region continued

Today, the Maranoa region covers an area of 58,834.5 square kilometres, and is located in rural south-west Queensland, approximately 480 kilometres west of Brisbane.

It includes the townships of Roma, Muckadilla, Injune, Mitchell, Amby, Mungallala, Surat, Wallumbilla, Yuleba, Jackson and the region's many rural localities.

The region comprises an urban area of 31.7km² and a rural area of 58,802.8km² with approximately 70% of the permanent population living in the urban areas and approximately 30% in the rural areas.



Male - 51.4% **Female - 48.6%**

2016 Census	Maranoa
Median age	36
No. of families	3,118
Average children per family	1.9
Private dwellings	6,508
Average people per household	2.5
Median weekly household income	\$1,369
Median monthly mortgage repayments	\$1,400
Median house price	\$270,000
Median weekly rent	\$200
Average motor vehicles per dwelling	2.1

Statistics from the ABS 2016 Census.

	Maranoa	Queensland	Australia
People (> 15 yrs) who did voluntary work through an organisation or group in the previous 12 months	28.20%	18.80%	19.00%
Walk to work	6.90%	3.30%	3.50%
Both partners employed full time (in couple families)	32.50%	22.50%	21.60%
Types of dwellings / percentage of separate houses	93.20%	76.60%	72.90%
Homes owned outright	32.70%	28.50%	31.00%
3 or more registered motor vehicles per household	27.00%	19.00%	18.10%
Employment			
Worked full-time	68.20%	57.70%	57.70%
Worked part-time	22.70%	29.90%	30.40%
Away from home	5.40%	4.80%	5.00%
Unemployed	3.70%	7.60%	6.90%

Statistics from the ABS 2016 Census.



Land area:
58,834.5 km²



Gross regional
product (GRP):
\$1.538 billion²



Population:
12,850¹



Local jobs:
8,129²



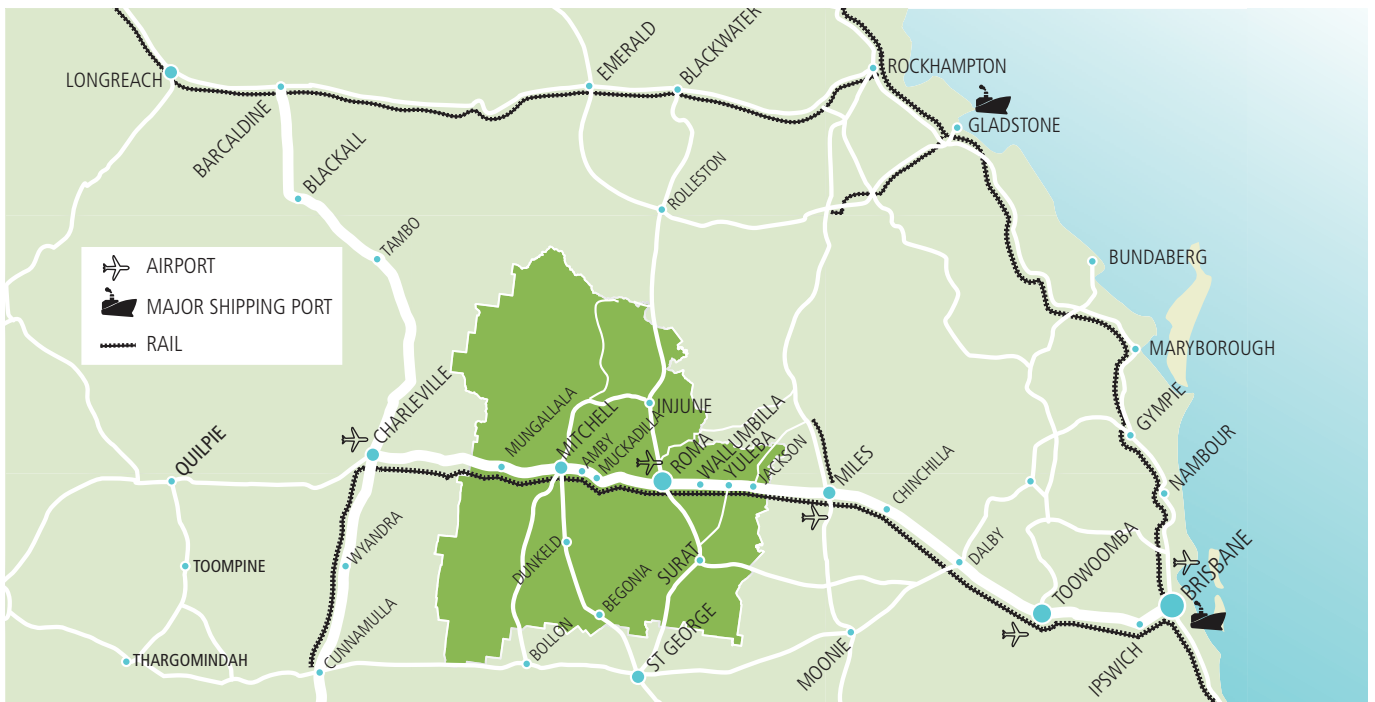
Local business:
2,477^{3,4.}



Unemployment
rate: 3.48%⁵



Home to: Australia's largest cattle selling centre -
Roma Saleyards



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 2018). 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 economy.id, the population experts.
 4. 2018 data not yet available - as per 2017
 5. Source: Australian Bureau of Statistics, Labour force survey, and Department of Employment, Small Area Labour Markets. Compiled and presented in economy.id by .id the population experts - June Quarter 2018.

Industry sector of employment

An analysis of the jobs held by the resident population in the Maranoa region in 2016 shows the three most popular industry sectors were:

- Agriculture, Forestry and Fishing (1,242 people or 19.5%)
- Health Care and Social Assistance (691 people or 10.8%)
- Public Administration and Safety (564 people or 8.9%)

Combined, these three industries employed 2,497 people in total or 39.2% of the total employed resident population.

The number of employed people in the Maranoa region decreased between 2011 and 2016 by 365.

The largest changes in the jobs held by the resident population between 2011 and 2016 in the Maranoa Regional Council area were for those employed in:

- Manufacturing (-140 persons)
- Mining (-130 persons)
- Retail Trade (-122 persons)
- Construction (-111 persons)

Jobs to resident ratio for the Maranoa in 2017/18 was 1.16, meaning that there were more jobs than resident workers.

Mining had the highest ratio (2.25), while the lowest ratio was found in Wholesale Trade (0.96).

Employment by industry (Total) - Agriculture, Forestry and Fishing is our largest employer, generating 1,354 local jobs in 2017/18.

Employment by industry (Full Time Equivalent (FTE) numbers) - Mining is the largest employer, generating 1,443 FTE jobs in 2017/18.

Employment self-sufficiency - In 2016, 79.8% of Maranoa Regional Council area's local workers were residents.

Industry sector of employment							
Maranoa Regional Council area - employed persons (usual residence)	2016			2011			Change
	Industry sector	Number	%	Darling Downs and South West Region* %	Number	%	
Agriculture, Forestry and Fishing	1,242	19.5	11.5	1,283	19.1	11.5	-41
Mining	274	4.3	2.0	404	6.0	2.4	-130
Manufacturing	214	3.4	6.3	354	5.3	8.2	-140
Electricity, Gas, Water and Waste Services	149	2.3	1.4	120	1.8	1.3	+29
Construction	469	7.4	8.1	580	8.6	8.0	-111
Retail Trade	482	7.6	9.5	604	9.0	10.8	-122
Wholesale trade	179	2.8	2.8	163	2.4	3.4	+16
Accommodation and Food Services	322	5.1	6.0	358	5.3	5.9	-36
Transport, Postal and Warehousing	293	4.6	4.4	337	5.0	4.8	-44
Information Media and Telecommunications	30	0.5	0.6	32	0.5	0.8	-2
Financial and Insurance Services	67	1.1	2.0	91	1.4	2.2	-24
Rental, Hiring and Real Estate Services	89	1.4	1.3	82	1.2	1.1	+7
Professional, Scientific and Technical Services	147	2.3	3.8	163	2.4	3.7	-16
Administrative and Support Services	115	1.8	2.3	87	1.3	1.9	+28
Public Administration and Safety	564	8.9	6.4	503	7.5	6.4	+61
Education and Training	465	7.3	10.0	410	6.1	8.9	+55
Health Care and Social Assistance	691	10.8	12.8	687	10.2	11.9	+4
Arts and Recreation Services	43	0.7	0.8	23	0.3	0.8	+20
Other Services	218	3.4	3.9	245	3.6	3.7	-27
Inadequately described or not stated	316	5.0	3.9	208	3.1	2.3	+108
Total employed persons aged 15+	6,369	100.0	100.0	6,734	100.0	100.0	-365

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id, <http://www.id.com.au>

* Regional Development Australia

Employment (total) by industry

Maranoa Regional Council area	2017/18			2012/13			Change
Industry	Number	%	Queensland %	Number	%	Queensland %	2012/13 to 2017/18
Agriculture, Forestry and Fishing	1,354	16.7	2.9	1,342	15.4	2.8	+11
Mining	1,063	13.1	2.6	1,021	11.7	2.9	+42

Source: National Institute of Economic and Industry Research (NIEIR) ©2018. Compiled and presented in economy.id by .id, the population experts. <https://home.id.com.au>

Full-time equivalent employment by industry sector

Maranoa Regional Council area	2017/18			2012/13			Change
Industry	Number	%	Queensland %	Number	%	Queensland %	2012/13 to 2017/18
Agriculture, Forestry and Fishing	1,375	17.2	3.1	1,774	19.9	3.7	-399
Mining	1,443	18.0	3.2	1,203	13.5	4.0	+240

Source: National Institute of Economic and Industry Research (NIEIR) ©2018. Compiled and presented in economy.id by .id, the population experts. <https://home.id.com.au>

Resident workers' industry of employment

Maranoa Regional Council area	2016			2011			Change
Industry	Number	%	Queensland %	Number	%	Queensland %	2011 to 2016
Agriculture, Forestry and Fishing	1,242	19.5	2.8	1,279	19.0	2.7	-37
Mining	274	4.3	2.3	404	6.0	2.6	-130

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id, the population experts. <https://home.id.com.au>

Bottle tree, Roma.



Message from the mayor, councillors and chief executive officer

It with pleasure that we introduce Council's annual report for the 2017/18 financial year – a year in which we have celebrated our past, embraced the present and looked to the future with much anticipation.

The celebrations of our past started early in the year with Council and the community coming together in August to celebrate 150 years of local government in Roma. The events commemorated the first local government election for the Roma district on 9 August 1857 and the first Council meeting on 10 August 1857.

We were grateful for a partnership with Roma & District Family History Society Inc. to launch the *150 Years of Mayors in Roma* book in conjunction with the celebration.

One of the most memorable events during August was a 'reenactment' of the first Council meeting. With the Mayor and Councillors and staff dressed in costume on stage, the actors and audience alike enjoyed two performances, applauded the amusing script and shared in the the occasional fit of the giggles as the lines were delivered!

Looking back	Looking forward
2017 150 year anniversary – Roma Town	2029 – Booringa Shire
	2029 – Warroo Shire
	2030 – Bungil Shire
	2061 – Bendemere Shire

Councillors in the 'reenactment of the first Council Meeting.



The year that followed was also filled with many other unique experiences, festivities and the best of life and community.

In September the region hosted Opera Queensland's performance under the stars of the outback, the first of its kind to be held in a quarry! Featuring performances and favourite moments from Carmen, Madam Butterfly, Rigoletto and Don Giovanni, residents and performers shared in a once in a lifetime experience, within an exceptional outback setting.

Our communities also were part of history in the making when the region hosted the Queen's Baton Relay on its way to the Gold Coast 2018 Commonwealth Games.

Maranoa residents came from far and wide to line the streets, supporting our batonbearers as they carried the Queen's Baton through Roma and Mitchell. The successful event was the culmination of almost 2 years of planning, so it was a credit to the many Council staff, volunteers, organisers, performers and community groups that made it memorable for all involved.

The much anticipated Maranoa Food & Fire Festival also thrilled residents of all ages. This year's highlights included cooking demonstrations with celebrity chef Alastair McLeod, a variety of culturally diverse food stalls, an action-packed Kids' Zone, and a licensed area with international beer and wine.

Looking back over the year, the diversity of events and activities on offer for residents and visitors was extraordinary, and we are proud of our role in helping to bring these experiences to our region.

Whether it was our airport hosting vintage planes for the Royal Flying Doctor Service's (RFDS) 90th Anniversary Pilgrimage in May, or our newly developed CBD hosting the Christmas Street Party in December, the region has been buzzing again with activity.

During the year, facilities old and new added to our residents' lifestyle and opportunities, with one of the highlights being the opening of the Maranoa Netball Precinct in April.

The new facility, located at Bassett Park, includes eight netball courts with a superior cushioned surface, clubhouse, seating, paths and lighting.



Players at the Maranoa Netball Precinct opening.

A great asset for the whole region, its opening was particularly special for a number of reasons. After passionate advocacy by Council representatives to secure the funding, and meticulous planning, it was wonderful to see the tender secured and construction completed by local builder Brett Pollock Constructions Pty Ltd.

As part of the official opening, the clubhouse was also named in honour of Martine Waldron; a fitting tribute to someone who gave so much of her life to sport within the region.

When reflecting on facilities old and new, it would be remiss to not mention the significant progress in the long term development of the Saleyards precinct – home to Australia's largest cattle saleyards.

Previous Annual Reports have featured Council's advocacy for funding and have showcased the new truck wash facility.

This year further works were undertaken, including:

- a hardstand area for heavy vehicle parking with funding assistance from the federal government;
- 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;
- a gravel car park;
- a stormwater detention basin and storm water management infrastructure

After years of planning, the new *United Petroleum Pty Ltd* truckstop at the Saleyards' precinct also opened for business in May.

New United Petroleum truckstop.



Although the multi-million dollar petrol station and truckstop was funded and constructed by the private sector, the initial vision for attracting such a facility to the precinct was part of the Roma Saleyards' Master Plan. The surrounding land was developed with a view to it servicing the heavy vehicle users of the adjacent Saleyards, and providing facilities for the travelling public.

The development includes a roadhouse, restaurant, separate truckers' lounge and amenities.

Looking back	Looking forward
CBD redevelopment opening and street Christmas party - 7 December 2017	Roma flood mitigation stage 2A
Maranoa Netball Precinct opening 21 April 2018	Roma airport runway upgrade
Roma Saleyards' hardstand construction (including heavy vehicle parking and entrance upgrade)	Roma Saleyards' improvements – Stage 1 Roma Saleyards' multi-purpose facility construction
Roma Saleyards' petrol station and truck stop opening – May 2018	50 year anniversary of the Roma Saleyards in 2019

Whilst the truckstop has been the latest improvement to the precinct, it certainly won't be the last. We look forward to projects in the 2018/19 financial year that will focus on improvements to the yards and associated buildings and infrastructure.

The importance and benefits of sound planning and unrelenting advocacy to the Federal and State governments was particularly evident during the year. Even though Maranoa was formed from 5 Councils coming together as 1, we are still a relatively small Council with limited finances. The projects achieved in 2017/18 have therefore been many years in the making, with the various stages that have spanned multiple Local, State and Federal government terms. The flood mitigation works is a further example of that occurring.

Planning for future projects and funding opportunities continued during the year. Importantly, Council embarked on the Connected Futures forums – a joint initiative of Council and the Queensland Government in partnership with the community.

'Connected Futures' involved a full review of our community and local plans in the areas of business and industry, tourism, arts, culture, sport and recreation. 11 local community planning sessions took place across our region during November.

Final consultation was undertaken in May and June, with the community's input also helping to shape Council's directions over the next 5 years as reflected in our new Corporate Plan.

From a planning perspective, other significant milestones for the year were the adoption of both the Maranoa Planning Scheme in September, and the associated Local Government Infrastructure Plan in June 2018.

The new Scheme has been in development since the formation of Maranoa Regional Council in 2008 and replaces the former schemes for Bendemere, Booringa, Bungil and Warroo Shires and Roma town.

After almost a decade of work by various Council and Queensland Government representatives, and input from the community, its approval by the Minister and adoption by Council marked a new era for development across our region.

2017/18 has certainly been a landmark year for Maranoa Regional Council, with the number of major projects coming to fruition after many years of effort. 2018/19 is set to be just as significant with other major projects now in full swing.

The much anticipated second stage of the Roma flood mitigation has been able to commence now that access to the final parcels of land have been secured. Weather permitting, construction of the Eastern Diversion Channel and Extension to the Western Levee are expected to be completed mid financial year. Once complete, the combined two stages will reduce the risk of above floor flooding for more than 500 homes should a flood event similar to 2012 occur again.

Works on Stage 2A of the Roma Flood Mitigation Project underway.



Council has also been able to finalise design, secure funding and call tenders for the Roma airport runway upgrade. The need for a runway overlay was brought forward by a number of years given the increased weight and frequency of the larger aircraft during the Coal Seam Gas construction period. With the tender awarded in May it means that the contract can progress in the first half of the new financial year.

This will secure the serviceability of the airport for our community for many years to come.

These diverse and significant projects continue to be delivered in parallel with an extensive array of daily services and infrastructure projects across our region; the full extent of which would not be possible without the contribution of many individuals and teams both within and external to Council.

We take this opportunity to recognise the efforts of Councillors, staff, community, industry and Federal and State Governments, past and present, who have been part of this year's successes.

We look forward to continuing to partner with community, government and industry to grow our region.

Our major funding partners 2017/18

<p>Maranoa Netball Precinct</p> <p><i>This project is proudly funded by the Queensland Government in association with Maranoa Regional Council and Santos Ltd.</i></p>	<p>The Queensland Government provided \$850,000 to Maranoa Regional Council to fund the construction of The Maranoa Netball Precinct to enable Queenslanders to participate in sport and recreation activities.</p> <p>Maranoa Regional Council provided an additional \$483,873 toward the facility.</p> <p>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.</p> <p>Maranoa Regional Council has also completed ancillary works, incorporating road and drainage works for the site, with a contribution from Santos Ltd of \$45,000.</p>
<p>Roma Saleyards Hardstand and Entrance Upgrade</p> <p><i>This project is a joint initiative of the Commonwealth Government and Maranoa Regional Council.</i></p>	<p>The total cost for the project was \$567,560 with \$258,000 funding through the Federal Government's Heavy Vehicle Safety and Productivity Program.</p>
<p>Roma Flood Mitigation Stage 2A</p> <p><i>This project is proudly funded by the Commonwealth Government and Queensland Government in association with Maranoa Regional Council.</i></p>	<p>Funding for this stage of works has been provided under the Commonwealth's <i>National Insurance Affordability Initiative</i> (\$4.98 million), the Queensland Government under the <i>Building our Regions</i> program (\$3.09 million) through the Department of State Development and Council (\$666,000).</p>
<p>Roma Airport Runway Upgrade</p> <p><i>This project is proudly funded by the Queensland Government in association with Maranoa Regional Council.</i></p>	<p>The Queensland Government is funding \$2 million under the <i>Building our Regions</i> program (through the Department of State Development), with the balance of the project cost to be paid through Council's airport reserves.</p>
<p>Roma Saleyards Improvements – Stage 1</p> <p><i>This project is a joint initiative of Maranoa Regional Council and the Queensland Government.</i></p>	<p>The total cost of the project is \$2,173,000, with \$1,303,800 coming from the Queensland Government's <i>Local Government Grants & Subsidies Program</i> through the Department of Local Government and \$869,200 from Council.</p>
<p>Roma Saleyards Multi-Purpose Facility</p> <p><i>This project is proudly funded by the Commonwealth Government and Queensland Government in association with Maranoa Regional Council.</i></p>	<p>Funding for this project has been provided by the Federal Government through the <i>Building Better Regions</i> program (\$3,961,482), the Queensland Government's <i>Building our Regions</i> program (\$3,698,983) through the Department of State Development, Saleyards Reserves (\$324,855) and the balance from other Maranoa Regional Council funds.</p>

Performance highlights

The tables below (Pages 19-23) provide an Executive Summary of this year's annual report. This section aims to provide readers the option to read as much or as little about a particular topic as they would like. The page references are included to provide a short cut to where additional information can be found in the document.

The tables provide a clear link between the old and new corporate plans (top strategic priority reference - Looking forward, bottom reference - Looking back). The 2017/18 activities are consistent with both the old (2014-2019) and new (2018-2023) corporate plans to ensure that the transition to the new plan is as seamless as possible.

Strategic priority (SP) 1 - Getting the basics right

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

Water 1.1	Sewerage 1.2	Roads and drainage 1.3	Parks, gardens and reserves 1.4	Waste 1.5	Cemeteries 1.6
<p>\$43.104 million of water infrastructure assets managed - (Net book value)</p> <p>Equivalent of approximately 3 olympic size swimming pools of water supplied each day (on average)</p> <p>Network of water mains extended by 16.3 kms.</p>	<p>\$40.95 million of sewerage infrastructure managed (Net book value)</p> <p>Equivalent of approximately 263 olympic sized swimming pools of sewage transported and treated for 2017/18</p>	<p>\$444.714 million of roads, drainage and bridges managed (Net book value) comprising:</p> <p>Rural: 5,607.563 kms</p> <p>Urban: 224.707 kms of urban streets</p> <p>28.762 kms of footpath</p> <p>168.456 kms of kerb and channel.</p>	<p>\$2.47 million spent on maintaining our parks, gardens and reserves for our region's towns and surrounds.</p>	<p>5,993 kerbside collections during the year (highest number in the last 5 years)</p>	<p>68 funerals/burials for 2017/18</p>
<p>Water asset management plan adopted by Council on 13 December 2017.</p>	<p>Sewerage asset management plan adopted by Council on 13 December 2017.</p>	<p>Rural roads network and urban streets asset management plans adopted on 13 December 2017.</p> <p>Roads continues to be the largest asset class and largest impact on Council's financial sustainability.</p>	<p>Teams maintained 1,081.78 hectares of parks, gardens and other open space.</p>	<p>34,240 Roma landfill patrons (13.1% increase from last year).</p> <p>22,479.1 tonnes of waste over the Roma weighbridge (just over 2016/17 tonnage).</p>	<p>5 plaques and plinths placed on former Mayors' unmarked graves as part of the 150 year commemoration of local government in Roma.</p>
<p>3 water incidents:</p> <ul style="list-style-type: none"> Mechanical bore fault (Muckadilla September 2017) Structural failure of reservoir (Muckadilla April 2018) Water quality incident (Roma September 2017) 	<p>Sewer relining undertaken including:</p> <p>Stage 1 - Roma - 1,759 metres</p> <p>Stage 2 - Roma, Injune, Surat, Mitchell - 3,288 metres</p> <p>In addition cleaning was undertaken, and CCTV of the sewer mains to review condition.</p>	<p>Maranoa Regional Council (MRC) has the 3rd largest road network in the State (out of 77 Councils), behind Western Downs Regional Council (WDRC) and Toowoomba Regional Council (TRC). However, availability of rate funding is significantly different (e.g. 2017/18):</p> <p>WDRC - \$88.035m TRC - \$242.7m MRC - \$31.1m</p> <p>Depreciation methodology review achieved an expense reduction of approximately \$5 million per annum.</p>	<p>Project highlights included:</p> <ul style="list-style-type: none"> ANZAC Avenue upgrade to some of the Plaques and Bottle trees. Big Rig parklands - upgrade to seating / tables / picnic area. Bungil creek clearing in Roma (amenity and flood mitigation benefits). 	<p>6,103 tonnes of waste was recycled. 28.2% higher than 5 years ago.</p>	<p>14 internment options (cemeteries and ash walls) and 6 historical cemeteries maintained during the year.</p>
Pages 68-73	Pages 74-79	Pages 80-87	Pages 88-91	Pages 92-97	Pages 98-101
SP5 - Essential infrastructure and services	SP5 - Essential infrastructure and services	SP4 - Our road network	SP7 - Vibrant communities, beautiful towns	SP5 - Essential infrastructure and services	SP5 - Essential infrastructure and services

Strategic priority (SP) 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.

Financial planning 2.1	Revenue collection 2.2	Accounting 2.3	Cost control 2.4	Financial and performance reporting 2.5
\$6.47 million external funding secured.	Half yearly rate levies administered: Levy 1 - 17,059,021 Levy 2 - \$17,100,661	4,039 invoices issued (debtors) - 44.3% lower than 5 years ago* 18,796 invoices processed (creditors) - 25.3% lower than 5 years ago.*	40 public tenders prepared and advertised. Tenderer forum questions responded to, tenders reviewed, evaluation reports prepared and tabled for Council decision, and contracts executed.	Unmodified audit report (Clean bill of health for Council's financial statements).
Meetings of the new Budget Submissions and Financial Planning Standing Committee held.	No. of rates and charges notices: Levy 1 - 7,703 Levy 2 - 7,702			
Asset management plans adopted for: <ul style="list-style-type: none"> Roads and Drainage (Urban & Rural) Water Sewerage Gas 	New Community Organisations - Rates and Charges Rebates and Concessions Policy: General rates: 41 concessions for community groups - \$55,728 Water access infrastructure charges: 29 concessions - \$44,334.	* Both reflective of the reduction in demands on these areas post the boom period when there were a high number of income and expenditure transactions. Positions have been reshaped and staff resourcing reduced accordingly).	16,664 requisitions raised by the Procurement team. 15,197 stock items issued from Council's stores.	3rd gold award in the Australasian Reporting Awards.
New corporate plan adopted (2018-2023) New operational plan drafted	Full review of general rates methodology with independent advice and benchmarking given large swings in property valuations.	Book value of debt at year end - \$14.32 million 2013/14 - \$21.88 million 2016/17 - \$12.96 million	5 consecutive years of reductions in operating expenses (both including and excluding depreciation).	Expanded range of long-term financial sustainability measures adopted. 5 within acceptable range; 2 improved from 2016/17 and 2 need further improvement.
Pages 104-109	Pages 110-115	Pages 116-119	Pages 120-125	Pages 126-131
SP2 - Our finances	SP2 - Our finances	SP2 - Our finances	SP2 - Our finances	SP2 - Our finances

Strategic priority (SP) 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.

Animal control and community safety 3.1	Building control and pool safety 3.2	Environmental and public health 3.3	Emergency management and flood mitigation 3.4	Street lighting and public space lighting 3.5
42% increase in impounded dogs.	76% of building approvals issued were certified by Council; equivalent market share to 2016/17* (balance by private certifiers).	175 commercial food premises licences issued and renewed. 140 inspections conducted.	4 local emergency coordination committees reformed.	\$201,065 incurred in street lighting expenses (lowest month February \$14,158.28; highest month June \$21,842.75).
The team responded to and investigated 49 dog attacks.	41 pool safety inspections were completed by Council's registered pool safety inspectors.	Mosquito monitoring and fogging undertaken in Surat, Injune and Roma.	Stage 2A Roma flood mitigation construction commenced.	Annual audit of street lights undertaken and faults reported to electricity provider.
New community safety newsletter distributed.	25 commercial and industrial development approvals; equivalent to 2016/17 * *Last 2 years were the highest numbers across 5 years.	Quarterly newsletter developed and distributed within the region – food safety, healthy eating, waste and recycling programs.	Continued implementation of the State Government Inspector-General Emergency Management Assurance Framework with a focus on 3 development areas (Council already well placed in 11/14).	Installation of a street light at Pinaroo Retirement Village (50-56 Bowen Street, Roma) to improve the safety for residents, family, staff and visitors.
Pages 134-139	Pages 140-143	Pages 144-147	Pages 148-153	Pages 154-157
SP5 - Essential infrastructure and services	SP5 - Essential infrastructure and services	SP5 - Essential infrastructure and services	SP8 - Disaster management	SP4 - Our road network

Strategic priority (SP) 4 - Growing our region

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

Elected members 4.1	Economic development 4.2	Tourism 4.3	Airports 4.4	Saleyards 4.5	Gas 4.6
79 formal Councillor community engagement activities. Advocacy and regional collaboration detailed on pages 50-51.	Economic indicators: 16.6% increase in the gross regional product for the region. 2.4% increase in local jobs; 1% increase in employed residents	58,816 people visited Maranoa Visitor Information Centres to request information about the local area.	85,902 passengers through Roma airport (regular public transport (RPT) and charter). Examples of earlier years: 2008/09 - 39,979 1999/00 - 11,249	304,843 head of cattle sold through the yards. \$267 million - value of cattle sold.	22.7 terajoules (TJ) of gas supplied.
1,056 resolutions (decisions) of Council - up from 291 in 2011/12).	'Connected Futures' forums held to gather input about Maranoa wide strategies (business and industry, tourism, sport and recreation and arts and culture) and local plans. Final consultation was open to 11 June.	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.	1,208 flights at Roma airport (regular public transport (RPT) and charter)	State funding secured for Stage 1 of saleyards improvements (\$1,303,800); and \$3.698m towards the multipurpose facility.	Total gas income (including sales) \$0.862 million.
14 new Maranoa citizens welcomed by the mayor and councillors during this year's citizenship ceremonies.	Council continued to partner with others in the "Business Excellence Program" which conducted 7 high profile events during the year.	New business model adopted for Roma's 'The Big Rig', with Council now managing all tourism operations, supported by volunteer local tourism ambassadors.	Tenders called and preferred contractor selected for the Roma airport runway overlay project. Construction will occur in 2018/19.	Roma Saleyards Australia's No. 1 Saleyards (Highest throughput for 2017/18).	Gas asset management plan adopted on 11 April 2018.
Pages 160-165	Pages 166-171	Pages 172-177	Pages 178-183	Pages 184-191	Pages 192-197
SP1 - Community leadership and accountability	SP7 - Vibrant communities, beautiful towns	SP7 - Vibrant communities, beautiful towns	SP6 - Prime assets	SP - Prime assets	SP6 - Prime assets

Roma Airport.



Strategic priority (SP) 4 - Growing our region continued

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

Town planning 4.7	Rural lands 4.8	Facilities 4.9	Arts and culture 4.10	Local development and events 4.11	Sport and recreation 4.12	Libraries 4.13
Maranoa Planning Scheme approved by the State Minister - and adopted by Council on 27 September 2017.	91,889 head of cattle travelled along Maranoa stock routes in 2017/18.	\$140.17 million in facility assets managed by Council.	\$42,857 of Regional Arts Development Funding approved for community groups.	\$1,396,566 in assistance to community groups.	Over 400 people (including 180 players) attended the opening of the new Maranoa Netball Precinct at Bassett Park.	47,591 public library visits across the region's libraries.
Maranoa's Local Government Infrastructure plan adopted within the timeframe approved by the Minister - Adopted on 27 June 2018.	\$22,510.73 spent on purchase of chemicals to control pest weeds.	13 user agreements executed with community groups that use Council facilities (40 left to do).	Surat Cobb & Co Store Museum Advisory Committee activities underway.	Commonwealth Games' Queen's Baton Relay came to Roma and Mitchell - local planning over 2 years and event facilitation by Council team members.	Be Healthy Maranoa initiative won State and National Heart Foundation Award.	244 library programs and events.
51 planning approvals including 15 material changes of use.	Two collaborative area management groups completed 202kms of exclusion fencing within the region.	New contract manager (Booringa Action Group) for Great Artesian Spa inducted and operating.	A Night with Opera Queensland was performed at the Boral Amby Quarry on 1 September 2017.	Maranoa Food and Fire Festival held in August - a diverse multicultural event showcasing international food and entertainment.	New playing oval completed at touch football fields, Bungil Street, Roma. Lighting installation will occur in 2018/19.	127,113 library circulations.
Pages 198-203	Pages 204-209	Pages 210-215	Pages 216-219	Pages 220-225	Pages 226-233	Pages 234-237
SP7 - Vibrant communities, beautiful towns	SP5 - Essential infrastructure and services	SP7 - Vibrant communities, beautiful towns	SP7 - Vibrant communities, beautiful towns	SP7 - Vibrant communities, beautiful towns	SP7 - Vibrant communities, beautiful towns	SP7 - Vibrant communities, beautiful towns

Councillors David Scheffe, Geoff McMullen, Janelle Stanford, Jan Chambers, Cameron O'Neil, Peter Flynn and Mayor Tyson Golder at the opening of the Maranoa Netball Precinct.



Strategic priority (SP) 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.

Continual improvement 5.1	Information and communication technology (ICT) 5.2	Human resources and leadership 5.3	Communications 5.4	Plant, fleet, workshops and depots 5.5
Lost time injury rate of 2.73 (Although an increase from last year, it was 4.12 two years ago).	Maranoa's ICT platform covered 29 sites across the region, with 57 software packages in use across Council. 171 workstations, 123 laptops and tablets and their users were supported by the ICT team.	\$0.937 million reduction in employee costs (operating/recurrent).	New communication initiative introduced - Council meeting snapshots. Published on Council's Facebook page, it is a quick one page summary of key decisions and a great way for our residents to keep up to date on the go!	\$22.6 million in plant and equipment assets (was \$20.795 million in 2013/14).
20 improvement notices from Office of Industrial Relations.	Telecommunication and data expenses further reduced through account analysis and service review (without dropping service levels). 2017/18 - \$611,235 2013/14 - \$988,478	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.	My Maranoa Facebook page increased to 675 likes - that's 215 more likes (and people we are communicating with daily) than last year!	\$2.614 million in depreciation expense (was \$3.162 million in 2013/14).
5 significant events notified to authorities.	ICT infrastructure review resulted in improved connections between our region's towns and cost savings. <ul style="list-style-type: none"> Mobile/voice data changes - ongoing savings of \$24,000 per annum. Desk phone/usage review -\$10,000 saving (50 handsets). Potential additional saving of \$10,000 for 4GX office connection trial (Surat, Injune). 	415 interviews held, with 92 people appointed to vacant positions within Council (external and internal applicants including secondments). 22 training programs conducted, with 157 participants.	Gold for the 2016/17 Annual Report at the Australasian Reporting Awards - the third Gold in a row. All major corporate documents (Operational Plan/ Budget and Annual Report) now designed inhouse).	Following earlier years' review of private use of vehicles, fringe benefits tax continues to fall (\$276,306 in 2013/14 compared to \$21,150 in 2017/18).
Pages 240-247	Pages 248-253	Pages 254-259 Pages 61-62	Pages 260-263	Pages 264-267
SP10-Organisational management	SP10-Organisational management	SP10-Organisational management	SP 1 - Community leadership and accountability	SP10-Organisational management

Quarry and quarry pits 5.6	Customer service 5.7	Information management 5.8
Stormwater management plan prepared and cost estimate submitted for budget consideration.	11,918 customer requests (external and internal) to all departments.	3,703 pieces of incoming correspondence (excluding invoices) managed. 787 cheques processed. 4,101 e-mails registered into the document management system.
Plan developed and implemented for rehabilitation of Clarice Vale pit.	18,768 telephone calls with 98.50% answered in 60 seconds.	104,613 new documents registered in the document management system.
Business improvement projects impacted by vacancy in key position.	Local telephone numbers re-established for local Council offices. Official launch in 2018/19.	3 Right to Information applications completed; 1 Internal Review and 1 External Review.
Pages 268-273	Pages 274-279	Pages 280-283
SP6 - Prime assets	SP3 - Customer service	SP10-Organisational management

Community financial report

The community financial report is a simplified version of Council's audited financial statements. The aim of the report is to assist readers in evaluating Council's financial performance and position for the 2017/18 financial year without the need to interpret the Annual Financial Statements.

Council's financial statements each year are audited by the Queensland Audit Office or their delegate. We aim for an unmodified audit opinion which essentially means a 'clean bill of health' for our financial statements. This year our financial statements were unmodified.

The key statements that are summarised in the community financial report are:

- Statement of comprehensive income
- Statement of financial position
- Statement of changes in equity
- Statement of cash flows
- Financial sustainability ratios.

The key financial highlights include:

- Unmodified financial statements
- Net result - a surplus of \$9.532 million
- Capital expenditure - \$41.2 million
- Cash, cash equivalents and investments - \$72.988 million with \$2.029 million in interest and investment revenue
- New borrowings - \$2.9 million.

Council's annual financial statements are included in Chapter 4 commencing on page 294.

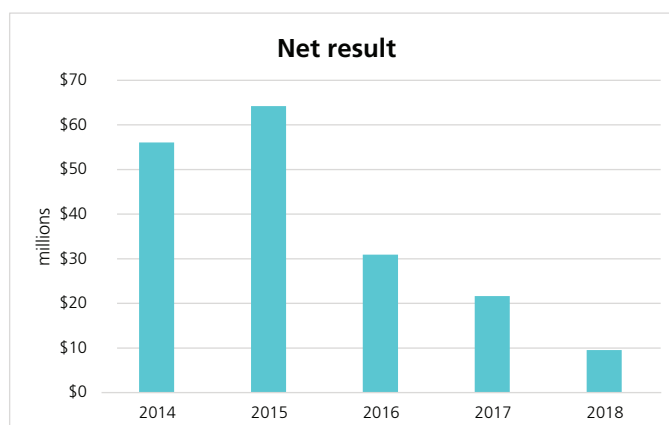
5 year financial summary

	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$000	\$000
Capital expenditure	84,059	81,365	52,087	43,974	41,200
Net result (income less expenses)	56,052	64,215	30,931	21,659	9,532
Increase/(decrease) in net assets (Total comprehensive income)	(230,059)	61,440	(49,256)	(88,401)	96,718
Income - recurrent (operating) revenue	115,271	94,351	75,694	82,500	73,531
Income - capital revenue	66,132	72,176	50,224	19,794	24,910
Income - capital / (loss)	35	69	(317)	160	93
Expenses - recurrent (operating)	122,094	99,075	89,548	79,343	78,085
Expenses - capital	3,292	3,306	5,122	1,452	10,917
Cash, cash equivalents and investments	44,788	53,524	70,291	66,062	72,988
Restricted cash, cash equivalents and investments (external and internal restrictions)	36,539	37,301	52,084	41,710	40,530
Borrowings	21,878	16,506	14,425	12,964	14,321
Work in progress	57,957	45,825	30,892	48,005	45,709
	%	%	%	%	%
Percentage of total revenue from rates, levies and charges	13.46	16.35	22.31	29.67	31.62

Statement of comprehensive income

The statement of comprehensive income measures how Council performed in relation to income and expenses for the year. For 2017/18, there was a net result of \$9.532 million (2016/17 - \$21.659 million) which is the difference between total income and total expenses. The decrease from last year was largely due to an increase in capital expenses.

The statement of comprehensive income shows both cash transactions and non-cash transactions. For example, all rates issued are included as income even though some ratepayers have not paid. The amount not paid would show in the statement of financial position as an amount owed to Council. In accounting terms this is referred to as an example of accrual (rather than cash) accounting.



5 year summary of income and expenses

Income	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$000	\$000
Rates, levies and charges (net of discounts)	24,416	27,232	28,090	30,347	31,126
Fees and charges	4,677	5,469	2,682	2,038	2,212
Rental income	1,389	\$717	643	603	644
Interest and investment revenue	1,219	1,816	2,381	2,034	2,029
Sales revenue - Saleyards	3,581	4,032	3,672	3,699	4,053
Sales revenue - Other	46,845	23,680	15,561	12,135	12,147
Grants (general purpose)	8,498	16,044	16,416	25,504	16,882
Grants (project based)	59,878	35,042	12,284	12,190	12,673
Contributions (recurrent and capital)	28,309	47,197	40,230	11,121	14,269
Other income and donations	2,591	5,298	3,959	2,623	2,406
Capital income	35	69	-317	160	93
Total income	181,438	166,596	125,601	102,454	98,534

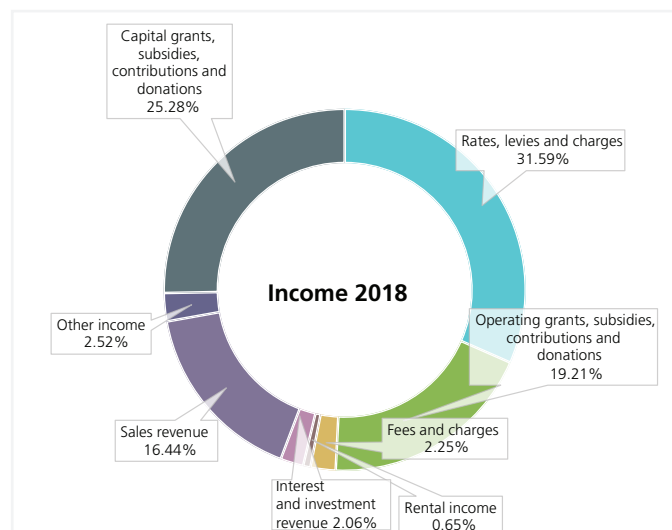
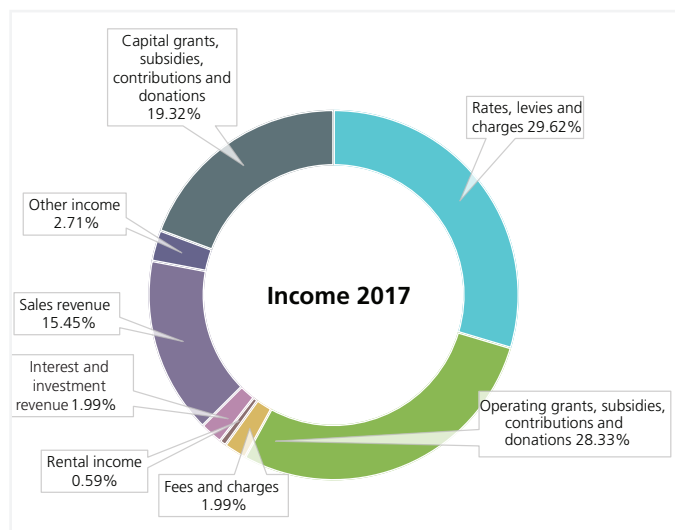
Expenses	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses - recurrent (operating):					
Employee costs	29,810	32,008	33,088	29,861	28,924
Materials and services	66,169	39,285	30,060	28,338	27,317
Finance cost	1,794	2,472	1,440	973	1,126
Depreciation	24,322	25,310	24,960	20,171	20,718
Expenses - capital	3,291	3,306	5,122	1,452	10,917
Total expenses	125,386	102,381	94,670	80,795	89,002

Net result	56,052	64,215	30,931	21,659	9,532
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Income

Council's total income for the financial year was \$98.534 million.

A breakdown of Council's 2017/18 income is shown below.



Net rates, levies and charges - \$31.126 million

- General rates levied totalled \$23.438 million less discounts allowed of \$1.935 million and Council pensioner remissions of \$0.287 million.
- Special rates and charges for wild dog management and state government precept and rural fire brigades - \$0.748 million.
- Water charges of \$3.199 million for access infrastructure charges and \$2.007 million for water usage (consumption) and other water revenue (rental, sundries).
- Sewerage charges of \$2.499 million.
- Waste charges of \$1.457 million.

Fees and charges - \$2.212 million

This amount includes user fees and charges of \$1.137 million, with the balance comprising:

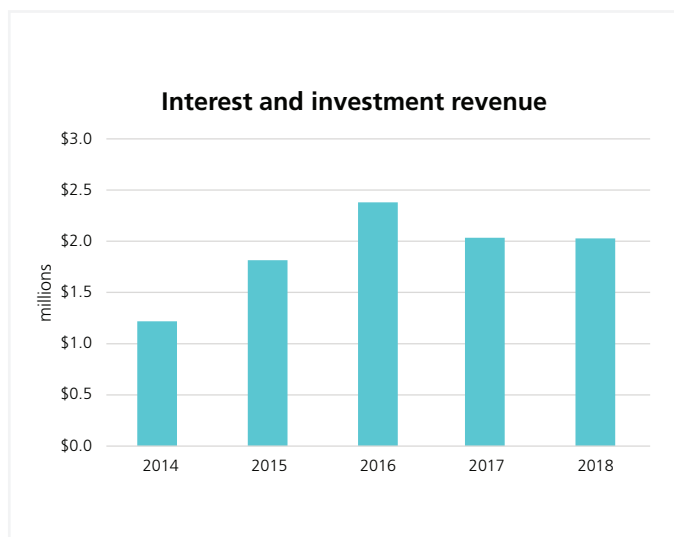
- Town planning, building and development fees - \$0.177 million
- Animal registrations - \$0.096 million
- Infringements - \$0.018 million
- Licences and registrations - \$0.057 million
- Cemetery fees - \$0.133 million
- Other statutory fees - \$0.541 million
- Other fees and charges - \$0.053 million

Interest revenue - \$2.029 million

This comprises:

- Interest on investments \$1.628 million
- Interest on outstanding rates and charges - \$0.358 million
- Bank interest - \$0.043 million.

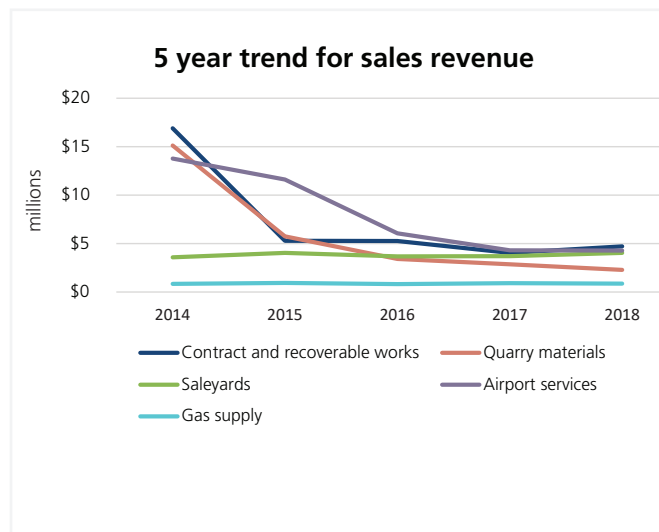
Council actively managed its cash investments in 2017/18, which resulted in higher than budgeted interest revenue. In earlier years Council mainly invested with Queensland Treasury Corporation (QTC) however in accordance with Council's more recent investment policy, a diversified portfolio of investments continues to be used to maximise returns.



Sales revenue - \$16.2 million

Sales revenue accounted for significant portion of Council income (\$15.834 million in 2016/17).

- Quarry materials - \$2.294 million
- Airport services - \$4.288 million
- Saleyards - \$4.053 million
- Contract and recoverable works - \$4.706 million
- Gas supply - \$0.859 million



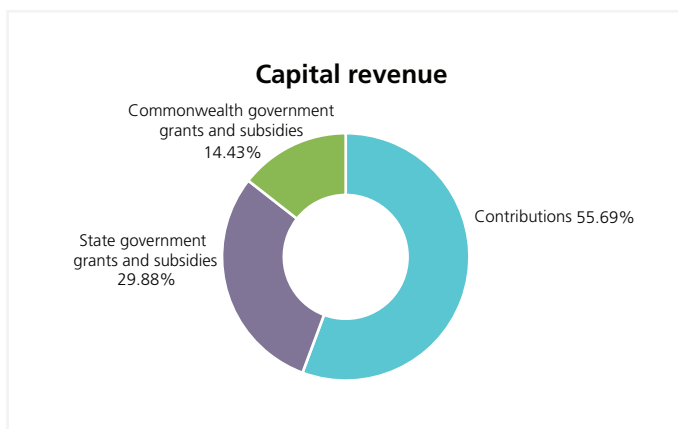
Operating grants, subsidies, contributions and donations - \$18.926 million

The majority of Council's operating grants came from the Federal Government in the form of an annual Financial Assistance Grant (\$16.8 million). Other grant revenue included a \$0.642 million for flood damage, contributions of \$0.398 million and various donations, state and commonwealth government subsidies and grants.

Capital revenue - \$24.91 million

Capital revenue varies from year to year depending on the level of grant funding secured and also the level of upgrade works funded by the energy sector (in the form of contributions). The following chart indicates the sources of capital revenue received in 2017/18.

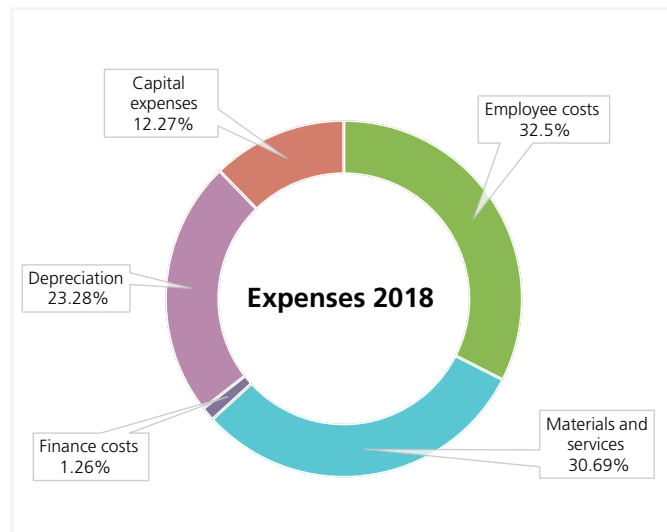
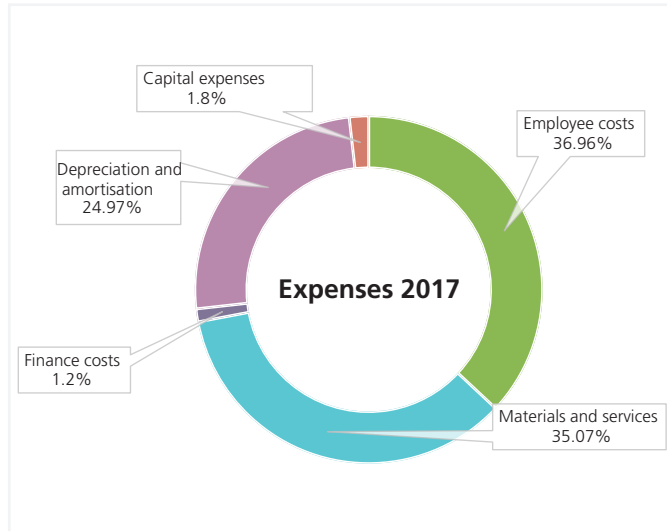
- State government subsidies and grants - \$7.444 million (29.88%)
- Commonwealth government subsidies and grants - \$3.595 million (14.43%)
- Contributions - \$13.871 million (55.69%)



Expenses

Council's total expenses for 2017/18 were \$89.002 million.

Expenses consist of materials and services, employee costs, depreciation, capital expenses and finance costs. A breakdown of Council's 2017/18 expenses is shown below.



Council provides a wide range of services to the community. This work is performed by Council staff and in some instances contractors. Where there are local suppliers and local contractors that provide the goods or service and value for money can be achieved, these are used so that the money flows back into the local community.

The three major expense categories are employee costs, materials and services and depreciation.

Materials and services accounted for \$27.317 million of all recurrent (operating) expenses. The costs for materials and services incorporate our payments to suppliers for the delivery of hundreds of services and projects to the community such as roads, parks, water, sewerage, footpaths, libraries, pools, airports, community halls, planning and building services and compliance and includes payments for purchases like bitumen materials, gravel, electricity, petrol and other operational costs.

Employee costs of \$28.924 million included employee salaries and wages, superannuation, leave entitlements and councillors' remuneration.

Depreciation expense

Council's depreciation expense this year was \$20.718 million.

Although this does not represent cash spent, it recognises the value of our assets 'consumed' during the period.

During the year Council adopted Asset Management Plans (AMP) for Rural Roads and Urban Streets (Roads and Drainage), Water, Sewerage and Gas.

Our infrastructure delivers essential services to our community. It is extremely important to have effective management of our assets (including long term planning) to meet community needs for current and future generations.

As well as adopting the AMP's, Council reviewed how depreciation was calculated to ensure that we are compliant with Australian Accounting Standards.

A positive outcome of this review was a reduction in our depreciation expense, however this meant our financial statements needed some comparative figures restated for 2017.

Depreciation expense for 2017 was restated as \$20.171 million, down from \$25.992 million - a \$5.821 million decrease.

Operating result

	2013/14	2014/15	2015/16	2016/17	2017/18
	\$000	\$000	\$000	\$000	\$000
Operating (recurrent) revenue	115,271*	94,351*	75,694	82,500	73,531
Operating (recurrent) expenses	122,094*	99,075*	89,548	79,343*	78,085
Operating surplus / (deficit)	(6,823)	(4,724)	13,854	3,157	4,554
Operating surplus ratio **	-5.92%	-5.01%	-18.3%	3.83%	-6.19%

* Restated figure

The Operating Surplus Ratio is the indicator of the extent to which recurrent revenue raised covers operational (recurrent) expenses only or is available for capital funding. (Net operating surplus (deficit) divided by total operating revenue) Benchmark: 0-10%

Refer Pages 30 and 127 for other financial ratios.

Statement of cash flows

Cash and cash equivalents was \$72.988 million as at 30 June 2018. This balance is sufficient to cover Council's restricted assets and commitments including unspent government grants and subsidies of \$11.958 million, unspent developer contributions \$1.683 million, unspent loan monies \$2.857 million and internally imposed expenditure restrictions – reserves for future projects \$24.032 million.

The statement of cash flows is similar to your personal bank statement. If you summarised your bank statements for the year it would be your cash flow statement.

Council's cash flow statement only reports on cash movements and shows:

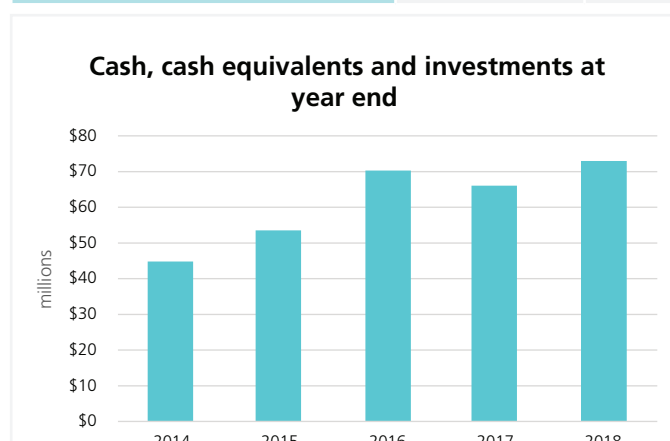
1. How much money we started the year with;
2. Where the incoming money came from;
3. Where the money was spent;
4. How much money we had left at the end of the year.

The statement of cash flows quantifies the inflows and outflows of cash throughout the organisation during the financial year.

Cash flows for the period are separated into operating, investing and financing activities.

- Operating activities – includes all areas such as rates, fees and charges, grants, employee costs (operating), materials and services, interest - Net inflow of \$21.126 million
- Investing activities – includes money Council receives and spends when buying or selling property, plant and equipment and invests cash - Net outflow of \$28.78 million
- Financing activities – incorporates cash received if Council takes out new loans or repays loans – Net inflow of \$1.357 million.

Cash flow	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening cash balance	32,860	44,788	32,501	27,452	28,177
Net cashflow from operating activities - net inflow	25,202	22,547	19,624	20,499	21,126
Net cashflow from investing activities - net outflow	(16,808)	(29,476)	(22,592)	(18,313)	(28,780)
Net cashflow from financing activities - net inflow / (net outflow)	3,534	(5,358)	(2,081)	(1,461)	1,357
Closing cash balance	44,788	32,501	27,452	28,177	21,880
Plus investments on hand	-	21,023	42,839	37,885	51,108
Total cash, cash equivalents and investments	44,788	53,524	70,291	66,062	72,988



Statement of changes in equity

Community equity:

Asset revaluation surplus - \$283.169 million

This amount represents an accumulation of the net increase in value of Council's non-current assets having regard to asset condition, useful life and time value of money.

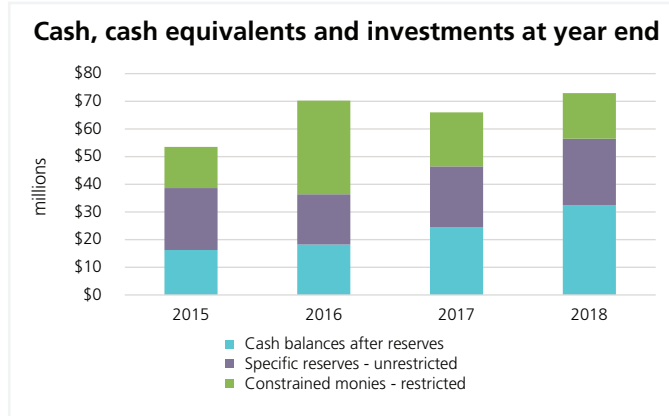
Retained surplus - \$547.505 million

This amount represents Council's estimated net wealth at the end of the year.

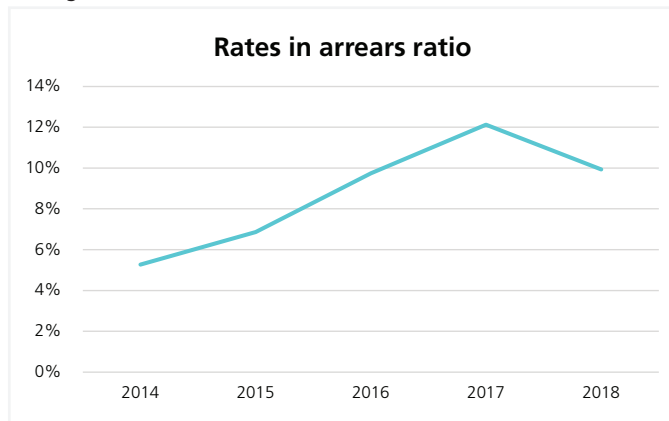
Statement of financial position

Current assets - \$83.631 million

The major component of current assets was cash, cash equivalents and investments totalling \$72.988 million at 30 June 2018. Of these funds, \$16.498 million has external restrictions on how it is spent (i.e. specific grants, subsidies and contributions not spent) while a further \$24.032 million has internally imposed restrictions (specific Council reserves).



The other component is rates and trade receivables. Below are the rates arrears over the last five years. Through proactive management we have achieved a 2% decrease in arrears.

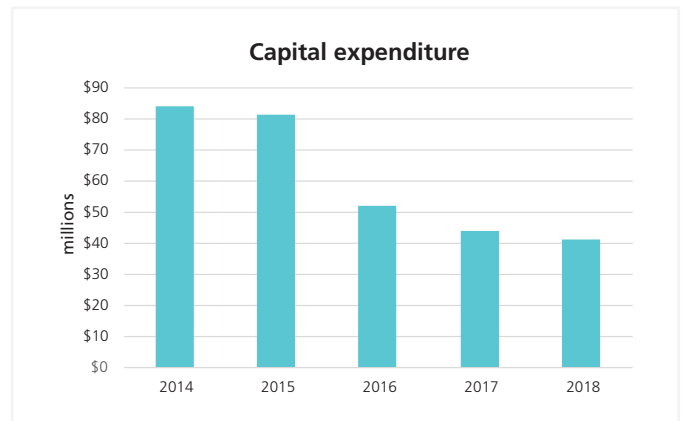


Council also runs its own stores which supply goods across all depots in the region. The current inventories held (including quarry stock) has increased by \$151,000 to \$1.789 million. Council plans to continue to monitor and review the level of these goods and materials.

Non current assets - \$777.843 million

This figure is the value of Council's land, buildings, plant and equipment, infrastructure assets and capital works in progress at 30 June 2018.

Asset group	\$'000
Land and site improvements	43,167
Buildings	97,003
Plant and equipment	22,619
Road, drainage and bridge network	444,714
Water	43,104
Sewerage	40,950
Other infrastructure	28,686
Airport	11,891
Work in progress	45,709
Total	777,843



Liabilities

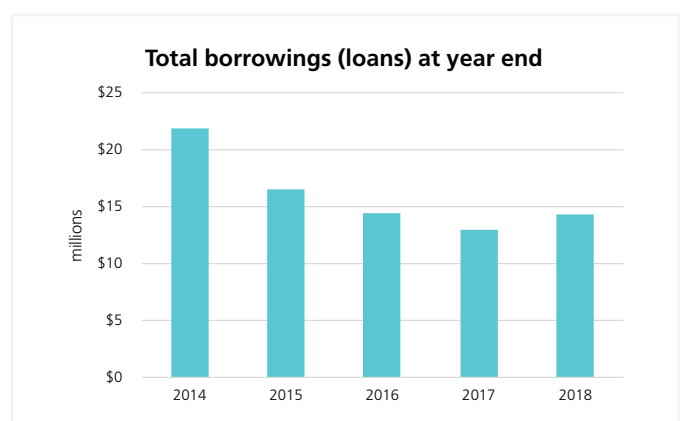
Council owes \$14.321 million in loans

Local governments, in general, have a very high level of assets under their control but are limited in revenue raising opportunities. This means that many Councils in Queensland have to rely on borrowing or substantial grants to fund major capital works, while using their general revenue (rates, fees and charges) to provide services and maintain community assets.

Details of all loan balances as at 30 June 2018 are as follows:

Loan balances	
Description of purpose	Amount \$
Levee	2,474,298
Quarry	461,317
Water infrastructure (Roma)	3,874,418
Roma Saleyard truck stop infrastructure	2,186,247
Saleyard land purchase & washdown facility	2,423,105
Roma airport runway	2,550,963
Water bores	350,132
Total	14,320,481

There was an additional \$2.9 million borrowed in 2018. Our total repayments of borrowings was \$1.543 million.



Financial sustainability ratios

Operating surplus ratio

The Operating Surplus Ratio indicates the extent to which operational (recurrent) revenues raised cover operating (recurrent) expenses.

Calculated as: Net operating result/Total operating revenue (excluding capital items).

The Financial Management Sustainability Guideline 2013 has set the target of between 0% and 10%. Council's performance when compared to the last few years has been negatively impacted in part due to loss of sales revenue and maintaining service levels to customers at previous levels. The ratio for 2017/18 is -6.19%.

Asset sustainability ratio

The Asset Sustainability Ratio indicates the extent to which assets are being replaced as they reach the end of their useful lives.

Calculated as: Capital expenditure on replacement infrastructure assets (renewals) / Depreciation expense on infrastructure assets.

The Financial Management Sustainability Guideline 2013 has set the target at greater than 90%. Achieving this target indicates that Council is renewing and replacing its assets at a greater rate than they are wearing out.

The ratio was 44.55% in 2017/18, which is below target. It is however noted that this ratio is impacted by the energy sector agreements. These involve significant capital upgrades, which has resulted in a large increase in capital additions rather than renewal of these assets.

Net financial liabilities ratio

The Net Financial Liabilities Ratio indicates the extent to which operating revenue (including grants and subsidies) can cover net financial liabilities (usually loans and leases).

Calculated as: (Total liabilities – current assets)/Total operating revenue.

The Financial Management Sustainability Guideline 2013 has set the target as not greater than 60%.

Councils that have net financial liabilities that are greater than 60 per cent of operating revenue have a limited capacity to increase loan borrowings and may experience stress in servicing current debt.

Council has a negative 71.85% ratio, which means that Council has ability to increase its loan borrowing. In the case of this particular ratio, a negative ratio is a strength.

Key local government financial indicators		2018 actual result	Benchmark	Within limits
Ratio	Description			
Operating surplus ratio	This is the indicator of the extent to which revenue raised cover operational expenses only or is available for capital funding	-6.19%	0-10%	No
Asset sustainability ratio	This ratio helps to show whether Council is replacing assets as their service potential is used up.	44.55%	Greater than 90%	No
Net financial liabilities ratio	This ratio explains the level of debt Council has compared to its operating revenues.	-71.85%	Less than 60%	Yes

5 year trend - local government financial indicators					
Ratio	2013/14	2014/15	2015/16	2016/17	2017/18
Operating surplus ratio	-5.92%*	-5.01%*	-18.3%	3.83%*	-6.19%
Asset sustainability ratio	184.5%	21.86%	23.08%	52.2%*	44.55%
Net financial liabilities ratio	-25.04%*	-46.94%*	-68.83%*	-63.3%	-71.85%

*Restated

Image opposite - The new Roma Netball Precinct.



Awards and recognition

Australia Day awards

Council's Australia Day awards program recognises and honours the outstanding achievement of individuals within the communities of the Maranoa. The awards identify excellence in sporting endeavours, recognise significant community events, and name citizens of the year and young citizens of the year.

Mitchell and surrounds

Citizen of the year	Shirley Hart
Young citizen of the year	Ashley Tate
Community event of the year	Paint the Town REaD
Junior sports award	Raleigh Lawson
Member contribution award	Kelly Kenafake and Amanda Bowen
Achievement award	Mitchell Magpies Junior Rugby League Under 14s

Jackson / Wallumbilla/ Yuleba / Noonga and surrounds

Citizen of the year	Neville Maunder
Young citizen of the year	Cameron Thompson
Community event of the year	2017 Help Kids Like Nick Yuleba Marathon & Fun Run
Cultural award	Beryl York
Junior sports award	Jasmine Johnson
Member contribution award	Polly Leahy
Achievement award	Emma Rogers

Surat and surrounds

Citizen of the year	Margaret Gallagher
Young citizen of the year	Holly Thom and Claudia Thom
Community event of the year	WAGS Expo
Cultural award	Elizabeth McLean
Sports award	Geoffrey Moore
Junior sports award	Claudia Thom
Member contribution award	Gregory Richardson
Achievement award	Maxine Murray

Injune and surrounds

Citizen of the year	Karel-Anne Collie
Young citizen of the year	Charlee O'Donohue
Community event of the year	'Beef in the Buffel' Black Tie Ball
Cultural award	Injune Combined Churches
Sports award	Raymond Duff
Junior sports award	Jack Bischoff
Member contribution award	Brigid Price
Achievement award	Injune P&C for 'Country Kids to Capital'

Roma and surrounds

Citizen of the year	Annette Mills
Young citizen of the year	Tony Kerr
Community event of the year	150 Years in Local Government presented to Roma & District Family History Society Inc.
Cultural award	Muckadilla Community Association Remembrance Day Service
Sports award	Thomas McNulty
Junior sports award	Hannah Hughes
Member contribution award	Donna Sutton
Achievement award	Tyson Campbell

Image below: Injune's Young Citizen of the Year Charlee O'Donohue with Cr Puddy Chandler.



Andrea Murray memorial award (regional award)

The Andrea Murray memorial award recognises someone in the community who has made a noteworthy contribution during the year and/or given outstanding services to the disability sector for a number of years.

The recipient of the Andrea Murray memorial award for 2018 was Daphne Beale.

Image below: Tracey O'Brien with recipient Daphne Beale.



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, where Council took out two awards.

The success of Council's Be Healthy and Safe Maranoa initiative was highlighted when Council received both the state and national award for councils with populations between 10,000 and 50,000.

The Be Healthy and 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.

The Heart Foundation awards recognise and showcase councils working to improve heart health by building a sense of community, encouraging people to be physically active, be smoke-free and make healthy food choices.

Council continues its strong commitment to building a healthy community through events and programs carried out by Be Healthy and Safe Maranoa.

Wall of fame inductees

Lawson Dingle and Fletcher Ferguson have been recognised for representing Australia under a recognised National Sporting Organisation for weight lifting and water skiing respectively.



Fletcher Ferguson.



Lawson Dingle.

Maranoa takes home third 'Gold' at reporting awards

Council secured its third Gold award in a row at the Australasian Reporting Awards (ARA) in Sydney this year.

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.

Maintaining a Gold standard is a challenging and important task which Council was once again committed to achieving.

Summarising the year's highs and lows, in a transparent, accountable and balanced format is the aim when collating the annual report. By entering the Australasian Reporting Awards, Council is able to benchmark against other government, private and public sector organisations in Australia and internationally.

Council is proud to have reached this Gold standard for the third year in a row, and congratulate all involved.

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

Share a thanks

Each year Council, through its annual report, shares with the community some of the big achievements, like those listed on the previous pages and in the 'Our Performance' section. However so much of what makes up these big achievements, is the little things. At Council we have a 'Share a thanks' on our internal website enabling our teams to share feedback we receive. This feedback is a combination of community provided feedback and messages from officers who have witnessed outstanding customer service and dedication by their fellow colleagues. This year, for the first time, we are sharing that feedback with our community as it provides some additional insight into the dedication and hard work of our Maranoa team members.

Royal Flying Doctor Service (RFDS) 90th Anniversary Pilgrimage

Council received a thank you note following the recent anniversary pilgrimage events hosted in the region.

Dear Maranoa Regional Council,

Just a quick note thanking the team at the Council for all the assistance with the organising of the RFDS 90th Pilgrimage. The team at the Airport and the Big Rig were just fantastic. Thanking you for your ongoing support of the Flying Doctors. All the Best.

Assistance with the RFDS Air Pilgrimage

Thanks to Dana McKerrow, Kerrie Just, Lorelle Taylor, Sue Sands, and everyone else that played a part in making the Royal Flying Doctors Service 90th anniversary air pilgrimage a success. Your help on the day was greatly appreciated!

Best service since the 70's

Well done to Erin Doherty, Susie Ferrier, John Mundy and the team for providing excellent customer service to an irate customer that has an ongoing issue with Council and working with other Departments to provide updates and solutions. The customer commented "It's the first time since the 70s he has had great service from Council".

Rural roads maintenance - Bindaroo

A resident contacted Council to pass on his appreciation for grading Bindaroo Road (east of Roma) so quickly and exceeding his expectations! Great work to the Rural Roads Maintenance - Unsealed Reactive team for being so efficient.

Construction team - Wallaroo

A resident called in to one of our Customer Service Centres to say thank you to the Roads team responsible for fixing up the poor spots of the road at Wallaroo, Injune.

Sewer relining contract assistance

Graham Bebington, Senior Engineer, provided huge assistance with management of the Roma sewer relining contract, which is not part of his role. This required a significant time commitment. Graham managed the details of the contract work extremely well and helped make the project a success.

Local Development Officers (LDO's) deliver amazing Food and Fire festival!

The Food and Fire festival was an amazing community event, which could not have been delivered without a huge amount of time, effort and organisation in the lead-up. Thank you to the wonderful LDOs – Kate Murphy, Jane Fenton, Joh Hancock and Penny Howland for their hard work and attention to detail which made this event so successful.

Thank you from Roma Show Society

Council received a letter of thanks from the Roma Show Society (RSS) for the support provided for the 2017 Show.

The Roma Show Society Committee wish to thank Maranoa Regional Council for the in-kind support and discounted hire fee received for the 2017 Show. Without this support for the show, the RSS Volunteers would struggle to deliver the annual show.

We do also appreciate all the time and money that goes into the preparation of Bassett Park. From the upgrading of the Fashion Parade

Pavilion to providing a water truck and operator. Please pass our thanks on to all the Maranoa Regional Council personnel who assisted us in many ways. We look forward to an exciting show for 2018.

Thank you again for your assistance.

Queensland Opera rocked Amby Quarry

Thanks to Michelle Blair for all the hard work that went into organising the logistics of having an event in the middle of a quarry! It was a stunning venue, and everything seemed to happen seamlessly.

From working on the front gate, everyone who came through was impressed and in the mood to have a good time.

It will be hard to top that event on the Queensland Opera tour.

Thanks to volunteers at Opera

A big thank you to the volunteers (Sue Sands, Leanne Aitken, Leanne Crawford and Jane Fenton) who helped out at the Amby Quarry for the Opera! It was a huge success and the event organiser said that she couldn't have gotten through the night without their help!

Another thanks - Bindaroo Lane

Residents on Bindaroo Lane, Roma, wrote to the Chief Executive Officer to express their thanks for the recent grading and repairs carried out on Bindaroo Lane. Well done to all staff involved!

Tourism network event

Thank you to Paul Klar (Manager – Saleyards) and his team at the Saleyards for having the facility looking so spiffy for the tourism networking evening. We received a lot of comments on how fantastic it looked.

Thank you also to Konrad Crawford and his team for gathering beautiful native flowers and helping us with all the heaving and lifting. The night would not have been so successful and enjoyable without your help.

Well done Injune visitor centre

Well done to Adrienne and the whole Injune Visitor Information Centre team who received this lovely feedback via email:

Thanks again Adrienne for your assistance with this enquiry. Your Information Centre is one of the most informative and friendly I have come across in my travels and it's a credit to your Council and Injune. Very best regards.

Mowing of Mungallala recreational oval

The "Three Oldies" who play golf each morning on the Mungallala Recreational Oval would like to acknowledge and give thanks for the maintenance and mowing of the oval, performed by Mitchell work camp (which is facilitated by Council). This allows them to get out and play a few rounds every morning which they love to do!

Bottle tree removal

A resident contacted Council to thank Konrad and his team for the amazing job they did on the removal of a bottle tree.

He said they went above and beyond and he was very happy to work with them.

Warrong Road – Mitchell town and surrounds

Residents from Mitchell would like to say thank you to Mitchell Town & Surrounds mowing team for mowing the Warrong Road. Very appreciative of the prompt response after the recent rain.

Roma streetscaping and Bassett Park praise

A recent visitor to Roma from Charleville has sent the following feedback via Council's website -

Congratulations on the streetscaping in Roma. We were in Roma from Charleville on the weekend to attend the Xmas race day. I just wanted to say how fabulous it looks, you sure wouldn't know you were in Western Qld! I just love the clock too. The racecourse also looks a picture with beautiful lawn and landscaping at the entrance. Well Done!

Gullagimbi Road works

Council has received a thank you from the school bus operator who travels Gullagimbi Road, North Jackson. The bus driver has thanked everyone involved with the upgrade to Gullagimbi Road and said it is the best he has seen it in a long time, with no trouble travelling it after rain. Well done team!

Excellent customer service

A resident called and spoke to Customer Service Officer Maureen Miller regarding an untidy property around Clearview Estate yesterday. The resident stated that Maureen gave wonderful customer service and took a keen interest in what they were saying and how they were feeling. The resident appreciated everything that Maureen did.

The resident went on to mention that everything now looks absolutely beautiful from Bowen St to McDowall St.

Thank you for fast action!

A resident called wanting to say thank you. She had rung with a complaint regarding an overgrown lawn and spoke with Customer Service Officer Susie Ferrier - the customer could not believe her concerns were actioned so fast by Customer Service and Community Safety. The customer was glad it was taken seriously and the Community Safety team was on site taking pictures and looking at the property.

The customer believes that people should compliment as much as they complain, and requested for the recognition to be noted.

Congratulations to the Surat crew!

A customer wanted to acknowledge and commend the Surat South East Road Crews for the works they recently completed with the grader, roller and truck.

It has since rained and the road held together. He and the other landholders in the area are really impressed at the quality of works. Well done, top job!

Best site safety induction

A safety auditor from Council's workers' compensation insurer attended Michael Clanchy's site at the netball courts where Michael carried out a site safety induction for the auditor. The auditor provided feedback that it was the best site safety induction that someone has presented to him across all his audits at various councils. The auditor mentioned that Michael covered every safety element required for the site induction. Thanks Michael for promoting positive safety leadership on your site!

Thanks - clearing of Pei Road Jackson

A resident had requested for Pei Road, Jackson to be cleared as there were safety and visibility issues.

She came in to thank Council for her Customer Request being completed so quickly.

The resident stated she needed to let Council know of a job well done!

Mowing appreciation – Roma

A resident has expressed his appreciation for Mal Wyllie's immediate action on his mowing request. The resident would like to compliment Mal and his team for the prompt action and job well done. Great work Mal!

Thank you for works

A resident wanted to say thank you to Council, particularly to John Mundy, Jason Fleming, Gordan Cant and Ross Moore, for the excellent work that was done on rectifying his concerns.

He is extremely happy with the job done and believes that the abovementioned team members, exceeded his expectations and certainly did more than they had to.

Prompt cheerful service - Surat hazard

A Council officer was approached by a community member who alerted them to a hazard related to the boating pontoon on the river at Surat. The fix involved a backhoe and heavy lifting, not a small job. 24 hours later it was reported that the job was completed and evidence (photo) supplied.

Great work from the team!

Amazing work by Cam H and Fiona!

In organising the official opening of the new Maranoa Netball Precinct (held on 21 April) the person advised that they had spent a lot of time liaising with Cameron Hoffmann and Fiona Vincent. This project had been in the pipeline for years and there had been a phenomenal amount of work done behind the scenes, right up until the minutes preceding the facility opening.

Cam and Fiona both spent many hours of their professional and personal time ensuring the project was executed smoothly. Fiona had countless meetings, phone calls and email exchanges with our sporting groups about this project over a period of years. In assisting with preparations for the official opening, Fiona had meetings during her days off to avoid delays in organising the event, and even sewed the plaque unveiling curtains!

Cameron meticulously oversaw construction of the precinct, going so far as to water and mow the newly laid turf in his own time. Cameron and Fiona have both gone above and beyond the call of duty on this project (as they have for many others) and deserve to be recognised for their amazing efforts.

Pound rescues

Council received feedback from a rescue agency about the work of the Community Safety team, and in particular Danny Newton. The letter is featured on Page 137 (Animal Control).

Deputy Mayor, Cr Jan Chambers



Queen's Baton Relay

The Maranoa region welcomed the Gold Coast 2018 Commonwealth Games Queen's Baton Relay to Roma and Mitchell in March.

It was a special moment for our batonbearers and for the residents who lined the streets to cheer them on.

The celebrations continued after the relay with various community events and gatherings.

A big thank you to all the wonderful Council staff, volunteers, organisers, performers and community groups that made the community celebration one to remember.

Queen's Baton Relay Batonbearers

John Birkett	Tracey Hansen
Toni Boon	Darcy Kingston
Caron Brindley	Grant Lorenz
Wendy Cicero	Margaret Lyons
Akierra Denton	Ron Manns
Joy Denton	Diane Massurit
Daniel Gunnulson	Nathan McHugh
Tony Marris	Pamela Moloney
Christine McLean	Robert Nugent
Georgie Phillips	Karen Penfold
Steffan van Munster	Nary Penfold
Jean Benham	Nikita Proud
Jason Bosnjak	Madison Spackman
Lane Brookes	Darren Thrupp
Molly Ferguson	Sophia Tilbury
Sade Ferguson	Jacina van Slobbe
Fiona Flanders	Ray Waldron
Elizabeth Hannah-Smith	Clancy Wright
Thomas York	Georgia Wylie
Kristie York	

1.



2.



3.



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5.



For the two years prior to the relay, Council staff worked quietly behind the scenes to ensure all preparations were made for the event. Council would like to recognise the following staff for their contributions:

Council officers involved with the Queen's Baton Relay

Shane Morgan	Darren Kay	James Abberton
Imran Dann	Chris Hughes	Robert Kerr
Karl Ware	Richard Butler	Michael Richardson
Jason Anderson	Chris Ferguson	Joe White
Shane Jones	Jason Currie	Rodney Kearns
Matthew Yates	David Young	Shane Green
John Mundy	John Horsington	Niklas (Nik) Gansel
Robert Dean	Stephen Munro	Konrad Crawford
Greg Rickert	Gerard Mackay	Paul Flemming
Aaron Quigg	John Norman	Eric Tucker
William Yates	Adam Page	Robert (Percy) Newby
Malcolm (Mal) Wyllie	Luke Stewart	James Cartlidge
Ian Allen	Clinton Gant	Evan Woods
Russell Hill	Jessie Johnson	Stephen Scott
Chris Hammond	Peter Rowe	Sue Sands
Andy Cochrane	Brighton Currie	Kate Murphy
Danny Watson	Justin Silvester	Jane Fenton
Anthony Tucker	Wayne Dodd	Jane Frith
Nathan Small	John Tate	Sophie Kluckhohn
Allan Bowden	David Hershell	Justine Miller
John Lyle	Des Caden	Michelle Blair
Andy Cockran	Peter Cross	Fiona Vincent
Luke Podham	Keith Currie	Ed Sims
Wayne Wehl	Roger Bond	Rob Hayward
Gary Wehl	Loren Clanchy	Cameron Castles
Rebecca Mitchell	Michael Clanchy	Doug Schneider
Kerry Pearce	Grant Green	Shea Horribin



6.



7.



8.

Images: 1 - Jacina Van Slobbe, 2 - Nikita Proud and Ray Waldron, 3 - Jason Bosnjak, 4 - Joy Denton, 5 - Tony Marris, 6 - Ron Manns, - 7 - Darren Thrupp, 8 - Cr Jan Chambers, Roderick Handley and John Murray, 9 - Roger Bond, Evan Woods, Chris Ferguson, Peter Cross, Jane Fenton and Sue Sands, 10 - Sophie Kluckhohn and Molly Hancock.



9.



10.

Calendar of events

July 2017

The special meeting was held to adopt the 2017/18 Council budget.



August 2017

The **Maranoa Food and Fire Festival** hosted a fantastic line up of entertainment, international cuisine, markets, a fire show spectacular and much more aiming to bring communities across the region together for a diverse multicultural event.



To celebrate **150 Years of Local Government in Roma** Council invited residents to a series of events and activities that featured the history of Roma's local government. Highlights of the event are included on page 163.

Seniors Week 2017 was a chance to show our appreciation for the vital role that seniors play in our communities. Free events and activities were open to all ages to attend.



September 2017

The free **Maranoa Comedy Roadshow**, featuring Fiona O'Loughlin and Sean Woodland, provided residents across the region a night of fun and loads of laughter. Four events were held across the region in Yuleba, Mitchell, Surat and Bymount.

As part of Disability Action Week, Council hosted **DanceABILITY**, a free all ages event for the community to celebrate and come to together inclusive of people with disabilities.

Council hosted a Family Day Out to raise awareness for **R U Ok Day and World Suicide Prevention Day**. The event included guest speakers, free entertainment, local support services, food stalls and barbeque.

A **Night with Queensland Opera** was a unique opportunity for residents to experience the opera right at home.

Menopause The Musical™ WOMEN ON FIRE!



October 2017

Maranoa residents had the opportunity to enjoy the much anticipated **'Menopause the Musical – Women on Fire'** which poked fun at all the woes of later womanhood.

Women of the region were invited to take part in a week of free events to thank them for their contribution to our families and community. The **Women's Wellness Workshops** were held throughout October in Mitchell, Jackson and Surat.



November 2017

Council's Annual Christmas Luncheon was a heartwarming event providing an opportunity for the community to come together to celebrate Christmas. The Christmas luncheon is a free event each year and is open to anyone in the community, especially those who may not have family here for Christmas.



December 2017

The annual **School Holiday Program** commenced providing children with all the entertainment they could need over the school holidays. The program ran through to January.

Council's **Annual Christmas Hamper Appeal** was a huge success with \$2,617 received in donations as well as non-perishable food items that helped us distribute 135 hampers to families in need during the Christmas season.

Commerce Roma's Street Christmas Party celebrated the festive season. It also provided Council the perfect opportunity to officially open the Roma Central Business District (CBD) upgrade followed by the lighting of the Christmas tree.

The **Andre Moore's Free 'Big Feet' Basketball and Mentoring Clinic** was held at the Maranoa Police Citizen's Youth Club (PCYC) offering sessions to all ages on skills training, conditioning work and health and safety information.

Free pool inspections were offered to residents throughout the region for the months of December and January.



January 2018

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

Round 1 of the Regional Arts Development Fund opened supporting artists and community groups for projects in visual arts, music, theatre or drama, dance, digital media, public art, collections or design.

Mitchell held a series of **Free Fitness Classes** aimed at all ages and fitness levels from January through to March. Sessions included aqua aerobics, boot camp, walking group and swimming stroke correction workshops.



February 2018

Get out Get Active provided free fitness sessions through February and March for women of all ages to inspire daily physical activity. Sessions included self-defence, yoga and water aerobics to name a few.

An **Introducing Solids Workshop** was held, which was just one of many initiatives throughout the year by the Be Healthy and Safe Team. The focus was on providing free information sessions for young families.



March 2018

The **Queen's Baton Relay** saw residents line the streets of Roma and Mitchell as the baton passed through on its way to the Gold Coast 2018 Commonwealth Games. Thirty-nine locals carried the baton through the region as part of a once in a lifetime event.

Cultures around the Campfire | Harmony Day celebrated the diversity of the Maranoa community with entertainment, food stalls, children's activities and market stalls.



April 2018

The **Maranoa Netball Precinct** was officially opened on 21 April 2018. This was an exciting day for the netballers and the community which saw the much-anticipated opening of the newly constructed facility.

Council endorsed over \$25,000 in funding for Regional Arts Projects through the **Regional Arts Development Fund (RADF)** to six local community groups for future art projects and workshops to take place in communities across the Maranoa.

Anzac Day services were held across the region to commemorate those brave men and women who have served in the armed forces both past and present.

A **free outdoor movie night** was held in conjunction with the Roma Lions Club's monthly fish and chips in the park.



May 2018

Volunteers Week was a celebration and a chance to say thank you for all the hard-working volunteers across the Maranoa region.

A free **Digital Media Workshop** was held providing social media training. It aimed to assist tourism businesses improve their online presence.

The **Royal Flying Doctor Service (RFDS) of Australia 90th Anniversary Pilgrimage** came to town with 25 antique aircraft stopping in Roma as part of the pilgrimage. In conjunction with the Antique Aircraft Association of Australia, this free event was a fantastic demonstration of how far the RFDS aeromedical services have progressed.

Regional Shows were held in May - Wallumbilla (4-5 May), Roma (11-12 May) and Mitchell (14-15 May).



June 2018

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

A **Free Movie Youth Night** was organised by the Be Healthy and Safe Maranoa team. It was the last in a series of movie nights funded through the State Government's *Tackling Regional Adversity through Integrated Care* program.

Our council

Council operates under the *Local Government Act 2009* (the Act), and Councillors are elected to provide leadership and good governance for the Maranoa region.

Our nine elected members together form the Council. The Mayor and eight Councillors were elected on 19 March 2016 for a four year term. Council does not have divisions, and therefore the mayor and councillors are elected representatives of all residents and ratepayers across the region.

Council has a duty to ensure the system of local government is accountable, effective, efficient and sustainable in accordance with the principles under the Act. The local government principles are:

- a. transparent and effective processes, and decision-making in the public interest; and
- b. sustainable development and management of assets and infrastructure, and delivery of effective services; and
- c. democratic representation, social inclusion and meaningful community engagement; and
- d. good governance of, and by, local government; and
- e. ethical and legal behaviour of councillors and local government employees.

Collectively the councillors set the strategic direction for the council, identifying service standards and monitoring performance of the organisation.

Role of councillors

A councillor must represent the current and future interests of the residents of the local government area. In summary, all councillors, including the mayor, are responsible for:

- 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.

Each councillor participates in the process of formulating, adopting and reviewing our corporate and operational plans. Councillors have regular meetings to make decisions to discuss local issues.

Role of mayor

The mayor has the duties of a councillor with the added responsibility of:

- a. leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings;
- b. preparing a budget to present to the local government;
- c. leading, managing, and providing strategic direction to the chief executive officer in order to achieve the high quality administration of the local government;
- d. directing the chief executive officer and senior executive employees, in accordance with the local government's policies;
- e. conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example);
- f. ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister;
- g. being a member of each standing committee of the local government;
- h. representing the local government at ceremonial or civic functions.

Image below: Maranoa Regional Councillors with Minister for Local Government Hon Stirling Hinchliffe.





Mayor Tyson Golder

Phone: 0458 006 200

Email: tyson.golder@maranoa.qld.gov.au

Councillor Tyson Golder and his wife Natalie operates Golder's Stores in Roma, Toowoomba and Longreach. The first 'Golders' was founded in Roma, by Tyson's grandfather, Harold Golder back in 1927. Tyson's father, Alf Golder, a former Councillor, continued to run the family business until Tyson and wife Natalie took over the helm.

Tyson strives to meet the needs of our community by really listening to locals. The regular engagement with residents that comes with operating a local business has provided our Mayor with a strong foundation to better understand how to serve the people of the Maranoa by hearing and considering residents' points of view.

As Mayor of Maranoa Regional Council, Tyson advocates for growth in employment opportunities by increasing the livability of our region. He asks all local industries to live local and buy local, encourages local jobs, supports improving rural roads, expanding our tourism industry and continues to encourage his objective of Maranoa Regional Council gaining the reputation of the friendliest Council in Queensland. With the region having a great deal to offer visitors, with each of our towns offering unique experiences, Tyson is excited to help shine a spotlight on our region's tourism industry both in the Maranoa as well as across Australia and internationally.

Tyson believes there is no better place to visit, live, work and raise a family than the Maranoa. As he travels throughout our region, talking with locals about their local issues, he is continuously impressed by the enthusiasm residents have for each of our communities.

Tyson believes the Maranoa is a beautiful place to live, with the people making it exceptional.

Portfolio	Government Relations (Federal, State, Local) Major Stakeholder Engagement (e.g. Industry, Coal Seam Gas (CSG)) Executive Management (in line with Council policies) Disaster Management
Council committee representation	Audit Committee CSG Advisory Committee (no meetings were required in 2017/18)
Local government experience	Elected as Mayor for Maranoa Regional Council March 2016



Deputy Mayor Jan Chambers

Phone: 0439 947 763 or 07 4623 1849

Email: jan.chambers@maranoa.qld.gov.au

Councillor Jan Chambers resides at Glenelg, south of Mungallalla, and is married to Graham. Together they run a grazing enterprise with cattle and sheep.

Having always been involved in the community, Jan has been Secretary of the Maranoa Diggers Race Club at Mitchell since 2007.

She loves bush life and the freedom and rewards that come with it. Jan has always been passionate about local government, having worked at Booringa Shire when she first left school. Since aspiring to become a councillor many years ago, Jan has been fulfilling this passion for the past 14 years.

On behalf of Council, Jan would like to acknowledge the work done by all our staff - the Maranoa family continues to be very dedicated and professional.

Portfolio	Finance Elected Member Services Community Engagement (Information, Consultation, Participation) Major Projects (e.g. Flood Mitigation)
Council committee representation	Audit Committee My Maranoa Focus Group
Local government experience	Elected as Councillor for Maranoa Regional Council in 2008 to current Booringa Shire Council 2004 to 2008



Councillor Puddy Chandler

Phone: 0429 545 324

Email: nita.chandler@maranoa.qld.gov.au

A beef producer from Injune, Councillor Puddy Chandler is married with three adult sons and has worked as a teacher, project officer, field officer and administration manager for a local contractor.

She is involved in many not-for-profit organisations in her community of Injune and surrounding district.

Fiercely protective of the rural Queensland way of life, Puddy cares for and is interested in all people in the Maranoa and enjoys working towards the improvement of the region's communities and lifestyle.

Portfolio	Tourism, Arts and Heritage Community Safety
Council committee representation	Regional Roads Advisory Group Surat Cobb & Co Store Museum (Chair) Wild Dog Advisory Committee Regional Arts Development Fund (RADF) Committee (Chair)
Local government experience	Elected as Councillor for Maranoa Regional Council in March 2016



Councillor Peter Flynn

Phone: 0417 626 672

Email: peter.flynn@maranoa.qld.gov.au

Peter was a Councillor in the previous term of Council, and was a long term alderman for Roma Town Council.

Peter has owned Maranoa Travel Centre for more than 2 decades.

As well as being a local business owner, Peter has strong links with a number of community organisations. He has spent over 40 years involved with rugby league and racing, and has general sporting interests.

Peter has a strong focus on youth, sport and recreation as well as strong commitment to the development of the Maranoa region.

Portfolio	Saleyards Youth, Recreation and Sport
Council committee representation	Bassett Park Master Planning Advisory Committee (Deputy Chair) Roma Saleyards Advisory Committee (Chair) The Warroo Sporting Complex Advisory Committee (Chair) Wallumbilla Showgrounds Advisory Committee (Chair)
Local government experience	Elected as Councillor for Maranoa Regional Council in 2012 to current Roma Town Council 1977 to 1995



Councillor Geoff McMullen

Phone: 0427 221 501

Email: geoffrey.mcmullen@maranoa.qld.gov.au

Councillor Geoff McMullen's family moved to the Roma area in 1955. Geoff started work operating earthmoving machinery in the Roma, Mitchell, Longreach and Isisford areas.

He worked in Western Australia driving trucks from 1976, returning to Roma in 1978. Geoff has had several jobs supervising in the transport industry, servicing the gas fields and hauling livestock and grain in the local rural sector.

He spent two years supervising for Shaw Pipe Protection, coating gas pipe in projects in Roma, Thailand and Townsville. For the last 15 years, Geoff ran his own transport business, operating out of Roma.

With a broad knowledge of a range of industries, Geoff brings to Council a practical approach.

Portfolio	Towns & Surrounds (Town Streets, Beautification, Parks, Gardens, Cemeteries, Footpaths) Environment & Waste
Council committee representation	Regional Roads Advisory Group Wild Dog Advisory Committee Regional Arts Development Fund (RADF) Committee
Local government experience	Elected as Councillor for Maranoa Regional Council in March 2016



Councillor Wendy Newman

Phone: 0429 407 535

Email: wendy.newman@maranoa.qld.gov.au

Councillor Wendy Newman has many years' experience in Local Government, having first been elected to Maranoa Regional Council in November 2010 serving through until the March 2016 Local Government elections and returning in March 2017.

Cr Newman has lived in the Surat area since 2001 with her husband, Brian. Cr Newman has extensive experience in the fields of primary and special education for children and young adults. In the latter part of her career she focused on implementing and managing services across Queensland for children with special needs, working extensively with state and federal government representatives. Since moving to Surat, Wendy has taken on a variety of roles in the fields of Information Technology training, banking, Queensland Government Agency Program (QGAP) service delivery and delivery of services provided through Australia Post. She is the author of Australia's first bed and breakfast recipe book and was a partner in her family business, Mt May Enterprises, which included cattle production, fencing, yard building, post driver manufacturing and retail outlets. Cr Newman is involved with many community organisations in Surat, including Lions, Surat and District Development Association, Meals on Wheels and Surat Multipurpose Health Service CAN (Chair).

Cr Newman believes that everyone is entitled to live in a community that is strong, positive and supportive, and that local government is a key driver in achieving these outcomes. She is also focused on ensuring all segments of our region are well represented and consulted as part of negotiation processes to ensure our true future needs are both identified and planned for.

Portfolio	Development Rural Services (Stock Routes, Wild Dogs, Pest Management)
Council committee representation	Regional Roads Advisory Committee Roma Saleyards Advisory Committee Surat Cobb & Co Store Museum Advisory Committee Wild Dog Advisory Committee (Chair)
Local government experience	Elected as Councillor for Maranoa Regional Council 1 November 2010 to March 2016 March 2017 to current



Councillor Cameron O'Neil

Phone: 0429 956 379

Email: cameron.oneil@maranoa.qld.gov.au

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

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

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

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

Portfolio	Facilities, Airports & Events Economic Development & Advocacy
Council committee representation	Airport Advisory Committee (Chair) Bassett Park Master Planning Advisory Committee (Chair) Wallumbilla Showgrounds Advisory Committee The Warroo Sporting Complex Advisory Committee
Local government experience	Elected as Councillor for Maranoa Regional Council in 2012 to current



Councillor David Schefe

Phone: 0419 895 078

Email: david.schefe@maranoa.qld.gov.au

Councillor David Schefe grew up on the family property near Eumamurrin, north of Roma. David married wife Tania in 1990, and they have two sons.

David is currently focused on upgrading Council's ageing infrastructure – such as Council's water, sewerage and gas assets. This is essential to ensure these services remain functional for our community into the future.

He continues to engage with the community about Council's procurement review, expansion of our procurement panels and the broader rollout of the '5 star local rating', to all businesses within our region, as part of the broader My Maranoa Business Initiative.

Renewable energy is another area that he is passionate about and has encouraged Council along the path of an energy audit, energy efficient lighting upgrades and solar panels on Council assets to reduce our energy footprint and lower Council's ongoing energy costs. The Geothermal energy project is currently awaiting the successful completion of the Winton Geothermal project, which is the first of its type in Queensland.

This will provide more accurate costings and a successful working model to study prior to final commitment by our Council. Continuous advancements with new technology make this an exciting future space that Council needs to be involved in.

David has previous experience in local government serving as Councillor for both Roma Town Council and Maranoa Regional Council.

Portfolio	Utilities (Water, Sewerage & Gas) Geothermal Energy Local Business
Council committee representation	Airport Advisory Committee My Maranoa Business Pilot Groups (Chair)
Local government experience	Elected as Councillor for Maranoa Regional Council in 2012 to current Roma Town Council 2004 to 2008



Councillor Janelle Stanford

Phone: 0429 081 616

Email: janelle.stanford@maranoa.qld.gov.au

Councillor Janelle Stanford was brought up on a sheep station at Muckadilla. Janelle lives at 'Hendon Park' Bymount with her husband Michael and their two children Charlize and Daniel.

Janelle is actively involved in the local community, holding executive positions in several groups to support the progress of the local community.

She has worked as a registered nurse and midwife as Director of Nursing / Facility Manager at Injune Hospital, and Acting Maternity Unit Manager and midwife at Roma Hospital. Janelle also manages her own business 'Roma Therapeutics', providing services across the Maranoa.

Janelle believes it is important for Council to keep focusing on roads, value for rates and waste management, as well as creating opportunities to improve the region's liveability.

Portfolio	Community & Social Services Rural Roads & Grids
Council committee representation	Regional Roads Advisory Group (Chair) My Maranoa Focus Group
Local government experience	Elected as Councillor for Maranoa Regional Council in March 2016

For details on all Councillor Remuneration, superannuation, expenses, and meeting attendance refer to page 287.

Council committees

Council operated several advisory committees to provide advice and make recommendations to Council on specific issues. In 2017/18, the following advisory committees were in place, with the Terms and References detailed below:

Audit

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

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

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

Audit committee	
Committee members	
Bob Coomber	Committee chair and member
Adam McEvoy	Committee member
Karan Pearn	Committee member
Ossie Behrend	Committee member
Mayor Tyson Golder	Committee member
Cr. Jan Chambers	Committee member
Queensland Audit Office (QAO) / Pitcher Partners' Representative/s	External audit attendees
Julie Reitano	Chief Executive Officer (attendee)
Sharon Frank	Director – Corporate, Community & Commercial Services (attendee)
Deelea Sullivan	Financial Accountant / Team Coordinator, Accounting Services (attendee)

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

The Chief Executive Officer, Director Corporate, Community and Commercial Services, Financial Accountant / Team Coordinator Accounting Services, Internal Audit and representatives of the Queensland Audit Office participated in the meetings to present written reports and respond to Audit Committee requests for information on particular matters of relevance to the Committee's role.

During the course of 2017/18, the Audit Committee held three meetings. At these meetings the committee reviewed the following:

- Draft Related Party Disclosures Policy and supporting documents

- Draft general purpose financial statements
- Queensland Audit Office interim audit report
- Queensland Audit Office closing report to the audit committee
- Queensland Audit Office audit strategy
- Draft non-current asset policy
- Asset valuations and asset management plans
- Internal audit report - Roma Saleyards

External (independent) committee members

Bob Coomber

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

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

Adam McEvoy

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

Karan Pearn

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

Ossie Behrend

Ossie's extensive local government and finance sector experience are an invaluable asset to the Audit Committee. Ossie has over 55 years' experience in management and financial management positions, as well as 55 years being self employed as a land holder. Ossie served for 23 years on the Bungil Shire Council (which was amalgamated into what is now Maranoa Regional Council), and served as Mayor for six years from 1991 – 1997. He also has a combined 87 years of committee memberships, often holding executive positions, including 12 years on the Finance Committee for Bungil Shire Council. Other committee memberships included Roma Bungil Showgrounds and Saleyards Board, Roma Youth Hostel Committee, Isolated Parents and Children's Association Roma Branch and the Roma Picnic Race Club. Ossie has been a member of Council's Audit Committee since 2011.

Bassett Park

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

Objectives

- Provide a forum for open discussion to problem solve and approach the redevelopment of Bassett Park.
- Have respect for roles, views and the due process of meeting to discuss the future of Bassett Park.
- Develop and action an agreed implementation plan for Bassett Park.
- Identify barriers and develop solutions for successful outcomes.
- Provide operational and policy advice to Council.
- Contribute to information for planning and maintenance for Council's budgetary considerations.
- Contribute to planning for redevelopment of Bassett Park.
- Facilitate communication between Council and the individual groups.

Meetings

The Bassett Park Master Planning Advisory Committee held two meetings during the year.

Councillor representation

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

Coal Seam Gas (CSG)

The CSG Advisory Committee aims to ensure that:

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

- c. There is coordinated action to implement the agreed outcomes from the Advisory Committee.
- d. There is a basis for escalation of issues (e.g. to the Coordinator General) where either party is dissatisfied with progress.

Meetings

No meetings were held during the 2017/18 financial year.

Councillor representation

Mayor Tyson Golder (Chair).

Roma Saleyards

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

Objectives

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

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

Councillor representation

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

Regional Roads

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

Objectives

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

Meetings

The Regional Roads Advisory Committee held two meetings during the year.

Councillor representation

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

Wallumbilla Showgrounds

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

Objectives

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

- Contribute information for planning and maintenance of the facility for Council's budgetary considerations.
- Facilitate communication between Council and the individual groups.

Meetings

The Wallumbilla Showgrounds Advisory Committee held three meetings during the financial year.

Councillor representation

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

Warroo Sporting Complex

The Warroo Sporting Complex Advisory Committee was established and held its first meeting on 12 June 2017. The committee is responsible for developing and creating effective networks and partnerships between Council and user groups (present and potential), of Warroo Sporting Complex / recreational facility; with the focus on enhancing use of the area to increase participation rates and optimise facility usage.

Objectives

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

Meetings

The Warroo Sporting Complex Advisory Committee held three meetings during the year.

Councillor representation

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

Surat Cobb & Co Store Museum

The Surat Cobb & Co Store Museum Advisory Committee held its inaugural meeting on 22 June 2017. The committee is responsible for providing strategic direction to the sub-committee (working group) and Council to support the exhibition schedule and the maintenance of the Cobb & Co Store Museum facility.

Objectives

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

Meetings

The Surat Cobb & Co Store Museum Advisory Committee held five meetings during the year.

Councillor representation

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

Wild Dogs

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

Objectives

- Provide a forum for open discussion to problem solve and approach the control of wild dogs.
- Increase landholder participation in wild dog control.
- Encourage registration of wild dog scalps collected by individuals and presented to Maranoa Regional Council.
- Increase awareness of the impacts that wild dogs have on each community and the flow on economic implications.
- Provide operational and policy advice to Council.

- Contribute information for planning and maintenance for input into Council's budgetary considerations.
- Actively promote continued equalised funding from State and Local Government to manage and maintain the Wild Dog Barrier Fence.
- Facilitate communication and co-operation between Council, groups and individuals.

Meetings

The Wild Dog Advisory Committee held three meetings during the year.

Councillor representation

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

Advocacy, strategy and policy development

Advocacy, strategy and policy development are important for enhancing our community and the Maranoa region. For this reason, each year Council nominates councillors to attend various forums, meetings, conferences and deputations to represent Council. The 2017/18 activity is shown in the table below. All attendances are approved by Council resolution.

2017/18 activity	Venue	Dates	Elected member
National Energy Summit	Toowoomba, Queensland	12-13 July 2017	Mayor Tyson Golder Cr David Scheffe
National Saleyards Expo & Conference	Rockhampton, Queensland	25-27 July 2017	Cr Peter Flynn Cr Wendy Newman
LGAQ Bush Councils Convention	Charters Towers, Queensland	9-11 August 2017	Cr Puddy Chandler Cr Geoff McMullen Cr Wendy Newman Cr Cameron O'Neil Cr David Scheffe
Australian Regional Development Conference	Coffs Harbour, New South Wales	11-12 September 2017	Cr Cameron O'Neil
South West Local Government Association Meeting (SWQLGA)	Thargomindah, Queensland	26-27 September 2017	Cr Cameron O'Neil Cr Janelle Stanford Mayor Tyson Golder (27 September only)
Livestock Markets Association Board Meeting (ALMA)	Sydney, New South Wales	21-22 September 2017	Cr Peter Flynn
2017 Local Government Association of Queensland Annual Conference	Gladstone, Queensland	16-18 October 2017	Mayor Tyson Golder Cr Geoff McMullen Cr Cameron O'Neil Cr Wendy Newman Cr David Scheffe
2017 Outback Queensland Tourism Symposium & Awards	Cloncurry, Queensland	2-4 November 2017	Cr Puddy Chandler
2018 Museums Galleries Australia National Conference	Melbourne, Victoria	4 -7 June 2018	Cr Puddy Chandler
2018 National General Assembly of Local Government	Canberra, Australian Capital Territory	17 - 20 June 2018	Cr Peter Flynn Cr Cameron O'Neil Cr Janelle Stanford
Local Government Association of Queensland (LGAQ) Water and Sewerage Advisory Group (Chair)	Brisbane, Queensland	25 September 2017 19 March 2018 (Teleconference) 29 March 2018	Cr David Scheffe
Queensland Water Regional Alliances Program (QWRAP) (Cr Scheffe invited to speak on <i>Keeping community control of Council owned water services</i>)	Brisbane, Queensland	29 August 2017 (Invitation to speak as Chair of Advisory Group)	Cr David Scheffe
	Roma, Queensland	22 February 2018	Cr David Scheffe
Local Government Association of Queensland (LGAQ) Resource Communities Advisory Group	Brisbane, Qld	28 June 2018	Cr David Scheffe

Regional collaboration

The mayor, councillors and senior management participate in external organisations and regional forums to promote and foster regional collaboration and cooperation. This includes, but is not limited to, Toowoomba and Surat Basin Enterprise (TSBE), South West Regional Economic Development (SWRED) and South West Regional Roads Group (SWRRG).

Community committee representation	Council delegate
Australian Regional Tourism Network Organising Committee (ARTN)	Cr Puddy Chandler (Chair)
Australian Livestock Markets Association Board	Cr Peter Flynn (Board member)
Darling Downs & South West Queensland Council of Mayors (DDSWQ-COM)	Mayor Tyson Golder
Dogwatch	Cr Wendy Newman
Great Artesian Basin Coordinating Committee	Cr Cameron O'Neil (Australian Local Government Association representative)
Great Inland Way Board	Cr Puddy Chandler
Great Inland Way Highway Promotion Committee	Cr Puddy Chandler
Local Government Association of Queensland (LGAQ) Economic Development Advisory Group	Cr Cameron O'Neil
Local Government Association of Queensland (LGAQ) Executive Representative	Cr Cameron O'Neil
Local Government Association of Queensland (LGAQ) Resource Communities Advisory Group	Cr David Scheffe
Local Government Association of Queensland (LGAQ) Water and Sewerage Advisory Group	Cr David Scheffe (Chair)
Lifeline Darling Downs & South West Queensland Partners in Recovery (PIR)	Cr Cameron O'Neil
Local Disaster Management Group (LDMG)	Mayor Tyson Golder Cr Cameron O'Neil (Deputy Chair) Cr David Scheffe (Relief Deputy Chair)
Local Emergency Coordination Committee (LECC)	Cr Wendy Newman (Chair) Surat Cr Jan Chambers (Chair) Mitchell Cr Janelle Stanford (Chair) Injune Cr Geoff McMullen (Chair) Wallumbilla/Yuleba Cr David Scheffe LECC representative for LDMG
Maranoa Kangaroo Harvesters & Growers Working Group	Cr Wendy Newman
Mitchell RSL & Combined Sports Club Inc.	Cr Peter Flynn
Police Citizen's Youth Club (PCYC) Management Committee	Cr Peter Flynn
Queensland Murray Darling Committee	Cr Wendy Newman
Queensland Murray Darling (QMDC) Regional Waste Committee	Cr Geoff McMullen
Regional Pest Management Group	Cr Wendy Newman
Roma Community Advisory Network (CAN)	Cr Janelle Stanford
Roma on Bungil Art Gallery Committee	Cr Puddy Chandler
Roma Rural Student Hostel Inc.	Mayor Tyson Golder Cr Cameron O'Neil
South West Queensland Local Government Association (SWQLGA)	Mayor Tyson Golder
South West Regional Development Association Inc. (SWRED)	Cr Cameron O'Neil (Council representative)
South West Regional Road and Transport Group (SWRRTG)	Cr Janelle Stanford
Surat Basin Workforce Development Committee	Cr Peter Flynn
Tourism Advisory Group (TAG)	Cr Puddy Chandler
Toowoomba Surat Basin Advisory Group	Cr Cameron O'Neil
Wallumbilla Pool Committee	Cr Peter Flynn
Water Working Group (Santos Ltd)	Cr David Scheffe
Wild Dog Barrier Fence Panel	Cr Wendy Newman
Work Camp Advisory Committee	Cr Janelle Stanford

Governance framework

Governance within Council is supported by policies, plans and decisions associated with both the functions of Council and Council officers.

Maranoa Regional Council is one of the councils in Queensland forming part of the system of local government referred to in the *Constitution of Queensland 2001* (Section 70).

The way in which Council is constituted and the nature and extent of its responsibilities and powers is provided in the *Local Government Act 2009* (the Act).

To ensure that the system of local government in Queensland is accountable, effective, efficient and sustainable, any actions taken or responsibilities performed must be in accordance with the local government principles detailed in the Act, specifically:

- (a) transparent and effective processes, and decision-making in the public interest; and*
- (b) sustainable development and management of assets and infrastructure, and delivery of effective services; and*
- (c) democratic representation, social inclusion and meaningful community engagement; and*
- (d) good governance of, and by, local government; and*
- (e) ethical and legal behaviour of councillors and local government employees.*

Corporate governance involves the control and management of an organisation to achieve its objectives. It encompasses decision making and implementation, optimisation of performance and how the organisation is directed, reviewed and held to account.

The aim of corporate governance is to ensure the highest standard of community leadership and organisational performance and accountability. Good governance underpins the Australian democratic system of which local governments are the first level and focuses around the issues of accountability, transparency, fairness, stewardship, responsibility, mandate, consultation and balance. Put simply it is about ensuring the organisation is run properly, goals are achieved and public monies are managed with the high standards of propriety and probity.

Corporate planning, operational planning, budgets

Council is required to adopt a corporate plan, and the plan provides the framework for everything we do. It establishes the strategic priorities to be pursued by Council to meet the needs and aspirations of our community. The plan may be revised at any time to ensure it remains relevant and accommodates any significant changes in direction.

To implement the corporate plan, operational plans (work programs) are created each year. These plans detail where the focus will be for the year and the associated targets (what we are aiming for).

The operational plan defines what we will do, and the budget details how those activities will be funded.

Directors are responsible for the coordination of their Directorate's budgets for operational activities. The Executive Leadership Team is responsible for reviewing all budgets and the impact of the budget upon Council's overall financial sustainability.

Recommendations are made to Council by the officers, but the ultimate decision on what is included in all 3 documents is a matter for the elected Council.

With the new term of Council now settled in, the next step was to develop a plan that reflected the goals of the new Council. Commencing with a strategic planning workshop a year earlier, the drafting of the plan drew on the following inputs:

- Council's new vision and mission statements developed through the workshop;
- 'Connected Futures' forums held with the community across the region;
- A community satisfaction survey conducted by an independent market research company for a random sample of the region's residents. The survey is undertaken periodically so that Council can track its progress, and gain insight into what community members see as important, and how they perceive Council's performance.

The new new plan was adopted in June. It focuses on Council's top five strategic priorities:

1. Getting the basics right;
2. Delivering strong financial management;
3. Helping to keep our communities safe;
4. Growing our region; and
5. Managing our operations well.

In developing the plan, Council has simplified the contents to make it more user friendly for our community and stakeholders. The new plan no longer makes reference to our directorates or departments, but rather focuses on key functional areas of Council (such as water, waste and roads and drainage). It includes a new set of values, incorporates our strategic performance indicators and outlines what we believe our strategic risks are and how these will be managed. Finally, to assist our community and stakeholders, the plan also aims to be informative about the business of local government to help in understanding what it is that Council does and what governs the way we do things.

Each of the priorities has a number of functional areas that will contribute to its achievement. The 2017/18 activities are consistent with both the old (2014-2019) and new (2018-2023) corporate plans to ensure that the transition to the new plan is as seamless as possible. How the two are connected is detailed on pages 19-23 (Corporate Plan). Pages 365-368 which feature the "Preview of the Year Ahead" from Council's last annual report has also been included to map the transition to the new framework. This allows us to report against the previous corporate plan and operational plan while still looking to the future.

Performance monitoring and reporting

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

The primary tool for monitoring teams' progress is through quarterly reporting. This provides an update to the management team and Council on the status of the corporate and operational plans' implementation.

Ethical framework - codes of conduct

A councillor code of conduct and an employee code of conduct have been adopted by Council. These codes provide a framework for behaviour, actions and decisions and promote five ethical principles (identified in the *Public Sector Ethics Act 1994*): respect for persons, respect for the law and system of government, integrity, diligence, and economy and efficiency.

External audit

Each year Council's financial operations, including the general purpose financial statements, are subject to an external audit by the Auditor-General of Queensland or their delegate. The Queensland Audit Office's appointed contract auditor for Maranoa Regional Council is Pitcher Partners. Council's statements for 2017/18 were certified by the Queensland Audit Office on 16 October 2018, with an Unmodified Audit Opinion. This is effectively a 'clean bill of health' for Council's financial statements and a pleasing result for the year.

Internal audit - systems and compliance

Council is progressively implementing a management system to address the operational risks captured in our organisational vision:

- Quality (in our services and projects);
- Safety of our teams and community;
- Environmental management of our natural and built environment.
- Affordability for our current and future community.

4 internal audits were conducted during the year.

Date	Internal audit	Findings
30 September 2017	Safety Management System SafePlan - Element 4 (Work environment risks)	28 non-conformances 51 conformances Non-conformances related to a requirement to review existing safety procedures and documentation, implementation and training.
11 October 2017	Process audit – Maintenance Delivery and Works - conducted over a period of approximately 6 months	4 non-conformances 4 observations 9 comments 42 conformances Non-conformances related to: • document control • development of a traffic management procedure • compliance with procedures (Manual of uniform traffic control devices/MUTCD and excavation and trenching) • management of project non-conformances • formalisation of restoration and testing requirements
18 October 2017	Interim 'health check' Mitchell Great Artesian Spa - to assist the new contractor to identify gaps and comply with the Guidelines for Safe Pool Operations	6 non-conformances 11 conformances Non-conformances related to: • Risk assessment process • Chemical management • Communication between staff on duty.

Date	Internal audit	Findings
13 June 2018	Safety management system SafePlan - Element 6 (Incident management process).	8 non-conformances 15 conformances Non-conformances related to: • Identification of contributing factors in online reporting • Review of existing procedures, consultation, implementation, and training.

An internal audit was also conducted under the National Saleyards Quality Assurance program ahead of the external audit.

Internal audit - financial

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

At the Audit Committee meeting on 28 August 2017, the committee was provided with an overview of the internal audit review of the Roma Saleyards, where 126 invoices were tested. Little to no errors were found, with those identified found to have been addressed. It was recommended that unless issues were raised this aspect had been adequately addressed and reviewed.

During the 2017/18 year, tenders were called for Internal Audit Services as part of Tender 18040 – *Register of Pre-Qualified Suppliers for Accounting and Internal Audit Services*.

The tender period opened on 10 April 2018 with a closing date of 4 May 2018. 11 tenders were received with the evaluation report to be tabled for Council's consideration early in the new year.

Community engagement

The mayor and councillors are elected by the community for the community, i.e. to represent the current and future interests of its residents. Collectively, the elected members:

- Determine the priorities for Council;
- Make decisions through formal Council meetings for the benefit of the whole Maranoa region;
- Develop and adopt policies to help ensure consistency of decision making for the same type of issue and provide officers with an approved method of dealing with those issues in the future.

Council recognises that decision-making is enhanced through interaction and communication with the community that elected members represent. A community engagement framework was adopted in a previous year, but continues to be updated as additions and other amendments are made.

Informing our community

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

- www.maranoa.qld.gov.au (will be phased out next year);
- www.mymaranoa.org.au;

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

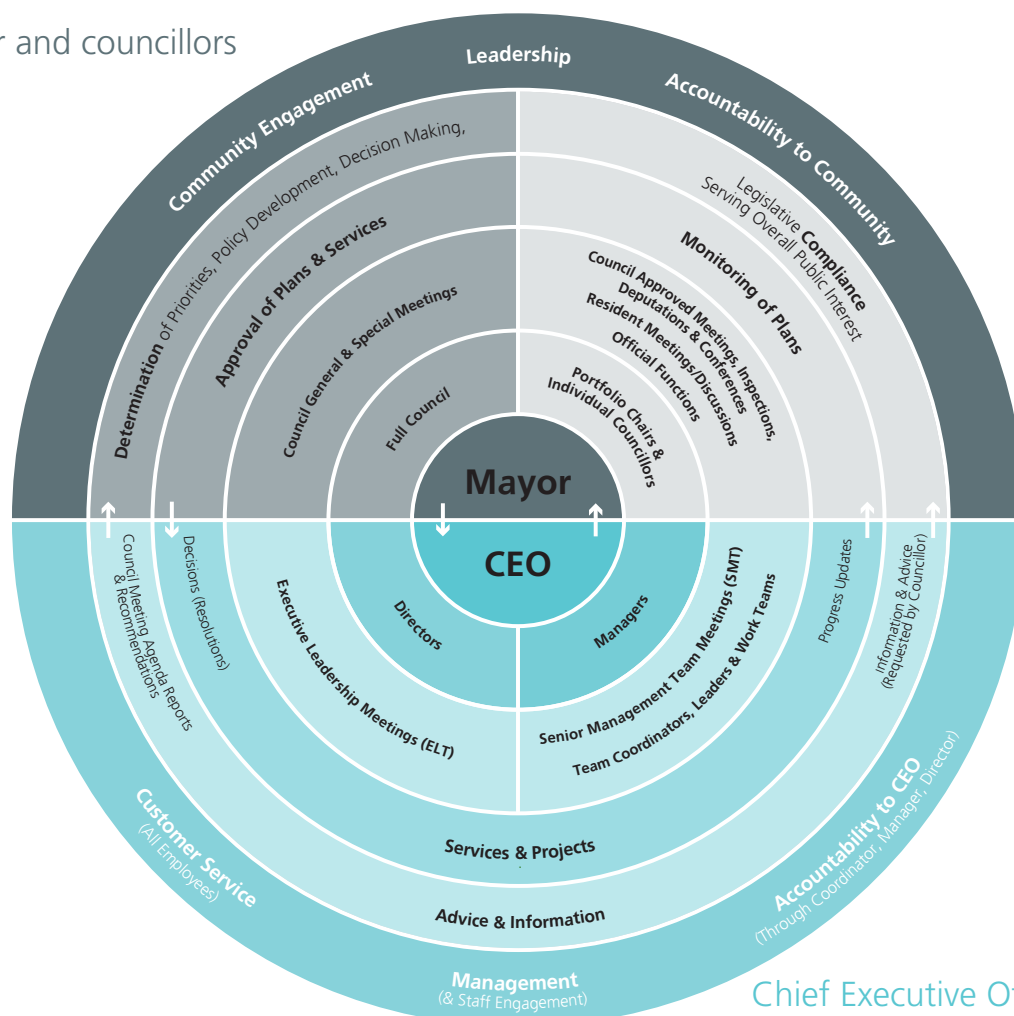
Our team

Roles and responsibilities

For those who are new to the local government industry, it can take some time to gain an understanding of how the system of local government works. The following diagram aims to provide a quick visual guide (a 'ready reckoner') that summarises the key roles and responsibilities within the *Local Government Act 2009*.

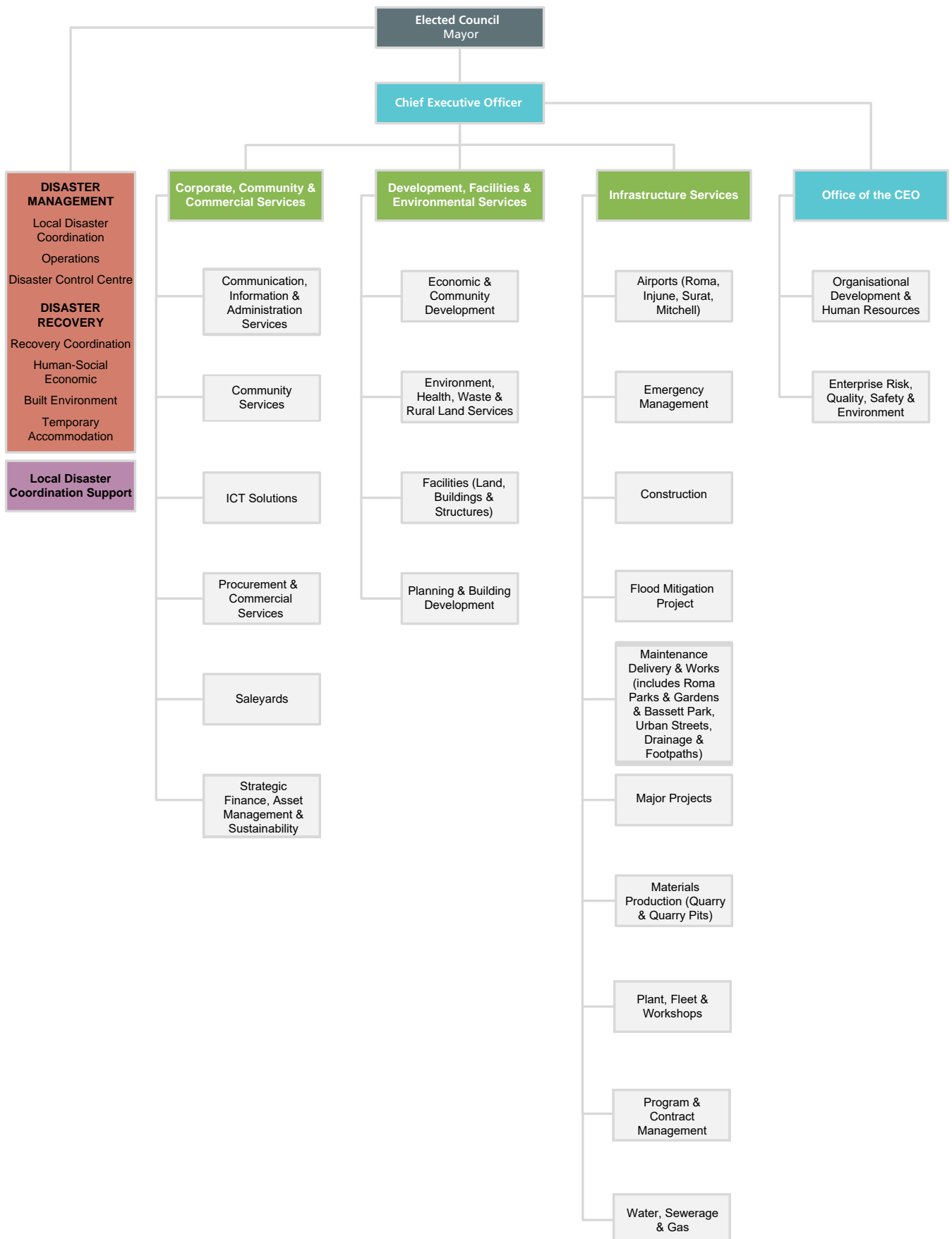
- Local government comprises two groups of people:
 - Councillors who are elected by the community to represent them and make decisions on behalf of the community;
 - Employees who are responsible for implementing those decisions.
- The circle represents that while the two groups are still part of the one Maranoa Regional Council team, they have very different legal roles and responsibilities.
- Councillors (elected members) provide leadership, engage with the community, and are accountable to the community. The top left quadrant shows that councillors only have decision making authority when meeting as a group, i.e. all councillors (through Council's formal meetings). The Council approves plans and services, determines priorities, develops policies and makes decisions. The lighter grey quadrant (top right) shows the responsibilities of individual councillors.
- Employees deliver services and projects (i.e. implement the decisions of the Council), are engaged in the day to day management of Council's operations and are accountable to the Chief Executive Officer through the Directors and Managers.
- The arrows between the two halves show how information flows between the elected members (councillors) and the Chief Executive Officer (CEO), Directors, Managers and employees who provide technical advice and support to the full Council (for decision making), and updates, information and advice to individual Councillors to assist them in their roles.
- The inner circle represents the important link and close working relationship between the mayor (who is also a councillor) and the Chief Executive Officer (who is also an employee). The Chief Executive Officer is ultimately accountable to the full Council, but receives strategic direction by the mayor (in accordance with the full Council's policies).

Mayor and councillors



Chief Executive Officer (CEO) and employees

Organisational structure



Executive leadership team

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

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

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





Julie Reitano
Chief Executive Officer

Career start

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

Career summary

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

Contribution to council and the executive leadership team

Julie brings to her current role more than two decades' experience having worked:

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

Current role

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

- Leading organisational reforms, in conjunction with the three Directors
 - Corporate, Community & Commercial Services
 - Development, Facilities & Environmental Services
 - Infrastructure Services
- Managing the day-to-day operations of Council and its employees;
- Coordinating advice and information for the elected Council pertaining to short, medium and long term plans, policies and decisions;
- Establishing management practices (systems and processes) for the implementation and communication of Council approved plans services, policies and decisions; and
- Implementing systems and processes for Information Management – to ensure safe custody of all documents, including records about proceedings, accounts and transactions.

Qualifications

Julie has a Bachelor of Commerce, a Graduate Certificate of Local Government Management and a Masters in Business Administration (MBA), and is a qualified accountant (CPA).

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



Sharon Frank

Director - Corporate, Community & Commercial Services

Career start

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

Career summary

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

Contribution to council and the executive leadership team

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

Current role

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

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

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

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

Qualifications

Sharon has an Associate Degree in Commerce and is working towards a Masters in Business Administration (MBA).

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

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



Rob Hayward

Director - Development, Facilities & Environmental Services

Career start

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

Career summary

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

Contribution to council and the executive leadership team

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

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

Current role

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

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

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

- Economic development
- Arts and culture
- Be Healthy & Safe Maranoa
- Grants (council and community)
- Libraries
- Local development and events
- Sport and recreation
- Tourism
- Environmental health
- Environmental protection (community)
- Pest management
- Stock routes
- Licensing
- Facilities (land, buildings and structures)
- Cultural heritage
- Housing
- Insurances
- Workers' camps
- Town planning
- Building control
- Pool safety

Qualifications

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



Cameron Castles

Director - Infrastructure Services

Career start

Cameron commenced his career in the private sector in retail sales in the automotive and agricultural industry prior to moving into management, giving him firsthand experience at teamwork, customer service, marketing and financial management. He has also been an auxiliary Fire Firefighter & Captain (1986 - 2016) providing him with hands on experience for emergency response, disaster management and leadership.

Career summary

Cameron was subsequently appointed to management positions within the State Government, in the areas of Transport Customer Service, Road Safety, Transport Compliance and Passenger Transport in the Southern Region area, and then moved onto regional program and business management in Main Roads.

Prior to commencing with Council, Cameron was the Principal Advisor – Technical Services for the State Department of Transport & Main Roads Downs South West Region – an area stretching from Toowoomba to the South Australian border, incorporating Road Safety, Soil Testing Laboratories, Surveying and cultural heritage aspects of preconstruction design on state controlled roads.

Contribution to council and the executive leadership team

Cameron provides a fresh approach for, and experience in, the provision of Infrastructure Services, with a strong focus on customer and client services, corporate governance, finance and human resource management, while valuing the importance of workplace health and safety, the environment and cultural heritage. Cameron's experience in leadership and change management at a State level has provided a valued, additional perspective within the executive leadership team.

Cameron also has a dual role for Council and the Community as the Local Disaster Coordinator, responsible directly to the mayor during times of disaster. Cameron's skills and experience make him a logical choice for the role, having previously been the District Disaster Liaison Coordinator for the Department of Transport and Main Roads. He has had hands on experience, previously forming part of the team in response to Cyclone Larry as well as the Queensland floods of 2010, 2011 and 2012.

Current role

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

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

The Directorate of Infrastructure Services includes:

- Airports (Roma, Injune, Surat, Mitchell)
- Emergency Management
- Construction
- Flood Mitigation
- Maintenance Delivery & Works
- Roma Parks & Gardens and Bassett Park
- Urban Streets, Drainage & Footpaths
- Major Projects
- Materials Production (Quarry & Quarry Pits)
- Plant, Fleet & Workshops
- Program & Contract Management
- Water, Sewerage & Gas

Qualifications

Cameron has a Graduate Certificate in Public Sector Management, a Graduate Certificate in Management, and Certifications in Project Management, Training & Assessment, Queensland Disaster Management Arrangements and Procurement.

Our people

At the end of the year Council had 349.77 full time equivalent (FTE) positions (this included 326 employees with full time employment).

The definition of FTE is the number of working hours that represents one full-time employee (for instance, if a position is part time and the employee only works for half the week, the calculation would be 0.5 FTE). FTE simplifies work measurement by converting workload hours into the number of people required to complete that work.

The number of employees as at 30 June 2018 was 10 less than 30 June 2017 comprising:

- Employees that commenced during the year - 54
- Employees that left Council during the year - 64

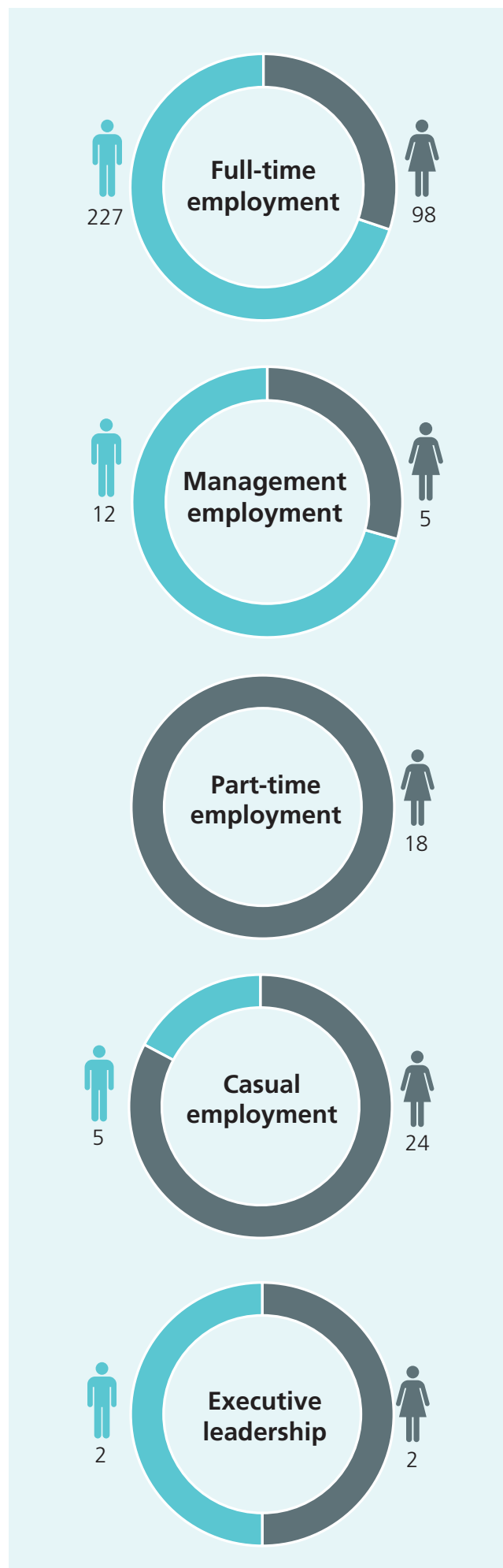
This is a snapshot in time as some positions were vacant as at 30 June 2018 and recruitment will follow in the new financial year.

Council's voluntary turnover rate for the year has reduced from 20.9% to 17.2% this financial year.

Length of service milestones

During the year 23 employees achieved service milestones:

Employee	Years of service
Kayleen Seawright	10 years
Andrew Philp	
David Light	
Christopher Hughes	
Kelvin Herbener	
Norman Turner	
Gordan Cant	
Aaron Quigg	
Kelly Rogers	
Teagan Macdivitt	
Samuel Cherry	
William Yates	
Michael Higgs	
Danielle Pearn	
Roslyn Waldron	
Iris Aldridge	
Clinton Chambers	
Steven Munro	
Clinton Gant	
John Lyle	
Desmond Horsfall	15 years
Elwyn Park	20 years
David Herschell	50 years



Employee assistance program (EAP)

Council is committed to assisting our employees manage personal and work-based issues that can impact both their physical and mental wellbeing. Council provides free, confidential and professional employee counselling and support services.

Employees and managers can receive telephone, face-to-face or online access to a professionally qualified counsellor to assist and support them through their issue. Providing this valuable support to our employees ensures a healthier work environment with reduced absenteeism and improved productivity.

Traineeships

This year Council was successful in gaining four (4) traineeship positions under the **Skilling Queenslanders For Work - First Start Program**.

Traineeship placements were offered in the fields of:

- Business administration (2 traineeships)
- Civil construction (2 traineeships)

The First Start program aims to provide young people and disadvantage job seekers with opportunities to gain a nationally recognised qualification and twelve (12) months' paid employment by undertaking a traineeship with Council.

The program primarily targets young Queensland school leavers and disadvantaged job seekers considered at risk of enduring prolonged periods of unemployment.

Council also partnered with Golden West Apprenticeships to offer six (6) traineeship placements under the Queensland Government's **Work Skills Traineeships Program**.

The primary goal of the community partnership program is to provide participants with employment, skills development and training opportunities particularly for those identifying as being disadvantaged job seekers.

During the year trainees were allocated to projects which would provide meaningful learning outcomes, workplace mentoring and valuable hands-on work experience.

Projects included:

- Bungil Creek and Yuleba / Jackson weed management program (2 conservation and land management trainees)
- Roma flood mitigation project – Stage 2A (2 construction trainees)
- Council community events (1 business trainee)
- Tourism initiatives and events (1 business trainee)

Employees by years of service

Years of service	Male %	Female %	Total %
0-5 years	36.02%	23.66%	59.68%
6-10 years	13.98%	8.33%	22.31%
11-15 years	3.76%	1.61%	5.38%
16-20 years	1.88%	2.15%	4.03%
21+ years	6.72%	1.88%	8.60%
Total	62.37%	37.63%	100.00%

Age profile of employees

Age group	Male %	Female %	Total %
Under 20	0.54%	-	0.54%
20-25	2.96%	2.96%	5.91%
26-30	5.11%	2.96%	8.06%
31-36	7.80%	4.57%	12.37%
36-40	4.03%	3.49%	7.53%
41-45	6.99%	6.45%	13.44%
46-50	6.99%	5.38%	12.37%
51-55	9.41%	3.76%	13.17%
56-60	8.33%	5.38%	13.71%
61-65	8.33%	1.34%	9.68%
65+	1.88%	1.34%	3.23%
Total	62.37%	37.63%	100.00%



92 position vacancies filled (including secondments)

415 applications received



22 training programs delivered

157 participants

Our volunteers

Council values the assistance volunteers provide in a range of services and facilities across the region.

Volunteers supported Council in many ways during the year, including Maranoa Food and Fire Festival, Harmony Day, Annual Christmas Luncheon, Roma Saleyards' tours, Visitor Information Centres and Disability Action Week.

At our Visitor Information Centres, our enthusiastic band of helpers welcome visitors to the region each day and provide valuable information about the many unique attractions and industries.

In our local libraries, volunteers lead storytelling, arts, crafts and reading groups for children and adults.

At the Roma Saleyards, our award winning volunteer tour leaders share their extensive knowledge of the beef industry and the Saleyards' operations.

Volunteers are most certainly the backbone of our many community groups and Council facilities. We sincerely thank them for their time and contribution to our region. They all do an amazing job!

National volunteer week

With volunteers at the heart of every sporting club, community organisation, event and activity, the national annual volunteers' week is an opportunity to celebrate and thank volunteers for their contribution. This year the region's many volunteers were invited to enjoy a guided tour of the Roma Saleyards and the Oil Patch at the Big Rig Information Centre.

65 volunteers from across the region attended, with Council providing buses for travel to the event along with morning tea and lunch for our many hardworking volunteers.

New volunteers

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

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

<http://www.mymaranoa.org.au/>

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

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

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

Roma Saleyards' tours	2014/15	2015/16	2016/17	2017/18
Numbers attending	791	3,453	4,323	3,686



Roma Saleyards' volunteers James Stinson, Geoff Thompson, Jim Scott and Peter Nichol.

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.



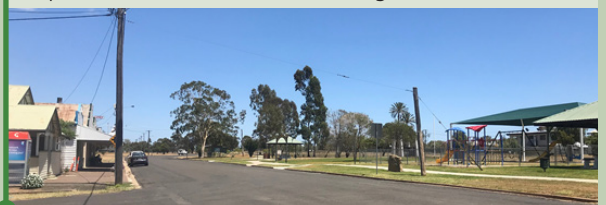
Water, sewerage and electricity
1960 sign, Surat - "One of the smallest towns to have the 3 amenities"

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

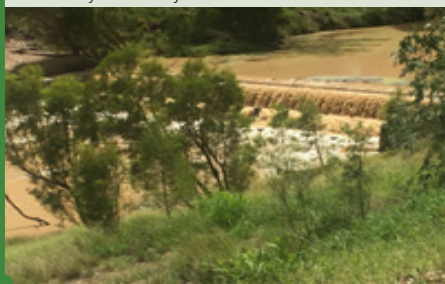
Water
Water tower, Surat



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 \$
Central			
Roma	7,156	4,700,000	24,701,425
Muckadilla	30	59,000	460,034
Eastern			
Wallumbilla	285	219,000	2,135,028
Yuleba	280	94,000	1,170,592
Jackson	46	6,000	75,860
Injune			
Injune	320	474,000	3,825,781
Surat			
Surat	500	840,000	6,175,849
Western			
Amby	50	65,000	412,547
Mitchell	950	1,020,000	5,746,870
Mungallala	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
Key statistics			
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
Key performance measures			
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>DRINKING WATER QUALITY MANAGEMENT PLAN</p> <ul style="list-style-type: none"> • Comply with Council's legislative obligations for the Drinking Water Quality Management Plan: <ul style="list-style-type: none"> › Review and audit by 1 October 2017 › Report to Regulator by 19 December 2017. 	<p>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.</p> <p>Report submitted to the regulator by the deadline of 19 December 2017.</p>
	<p>QUARTERLY REPORTING</p> <ul style="list-style-type: none"> • Prepare quarterly reporting on the Key Performance Indicators (KPI's) included in the Customer Service Standards (targets) adopted by Council on 12 April 2017. 	<p>Quarterly reporting of KPI's completed.</p> <p>The Water team also participated in the implementation of Council's new Customer Request System through review of request categories, timeframes and workflows. This will assist in automating KPI reporting going forward.</p>
	<p>ASSET MANAGEMENT PLAN</p> <ul style="list-style-type: none"> • Adopt a new Asset Management Plan (10 year planning horizon) for Water by the end of Quarter 2. 	<p>Asset Management Plan adopted by Council at the General Meeting on 13 December 2017 (Council resolution: GM/12.2017/110).</p>
	<p>ORGANISATIONAL STRUCTURE</p> <ul style="list-style-type: none"> • Implement a new Organisational Structure for Water from 1 August 2017. 	<p>Review completed. New and updated position descriptions developed for all positions. All positions compliant with the award, Enterprise Bargaining Agreement and Council policies.</p> <p>Skill gaps reviewed and compulsory training identified as part of the upcoming year's budget deliberations.</p>
	<p>OPERATING MANUAL FOR WATER</p> <ul style="list-style-type: none"> • Develop a new operating manual incorporating quality, safety and environment (Council's Integrated Maranoa Management System). • Rollout and reporting on proactive management programs for essential infrastructure. 	<p>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> <p>The project will now be completed in 2018/19.</p>
	<p>SUPERVISORY CONTROL AND DATA ACQUISITION (SCADA) SYSTEM</p> <ul style="list-style-type: none"> • 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. 	<p>Tender documentation prepared.</p> <p>Balance of the project will now occur in 2018/19.</p>

Project summary

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

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
Services	
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
Services (User pays)	
<ul style="list-style-type: none"> Sale of water from standpipes Determination of water meter location and other service infrastructure Meter testing / investigation Replacement of damaged or destroyed meters 	<p>Upon request.</p> <p>Fees in accordance with Council's adopted Fees & Charges Register.</p>
<ul style="list-style-type: none"> Inspections for extension to, or alteration of the network 	Inspection and quote within 20 working days.
<ul style="list-style-type: none"> Washdown facilities 	Maintenance as required. Access and billing through the national Avdata washdown systems.
Policy documents	
<ul style="list-style-type: none"> Customer service standards 	No mandatory requirement for review this year. Last reviewed 12 April 2017 (review every 5 years).
<ul style="list-style-type: none"> Fees and charges register 	Review conducted in accordance with published budget timetable.
<ul style="list-style-type: none"> Asset management plan 	Annual review.
Compliance and reporting	
<ul style="list-style-type: none"> Drinking Water Quality Management Plan (DWQMP) 	Annual report provided to the regulator by 18 December 2018.
<ul style="list-style-type: none"> Notifications to Regulator: <ul style="list-style-type: none"> - Non-compliance with water quality criteria; or - Non-compliance with the health limits of the Australian Drinking Water Guidelines or other incidents impacting the ability to supply potable water to customers. 	<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"> Reporting to the Department of Natural Resources, Mines and Energy (DNRME) on water usage and availability 	<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"> Water network performance 	Incidence of unplanned interruptions and total water main breaks and leaks recorded and trends monitored.
<ul style="list-style-type: none"> Performance reporting 	Report prepared on or before 1 October and provided to Regulator via Queensland's SWIM system. Spreadsheet export published on Council's website.
Water quality	
<ul style="list-style-type: none"> Water testing for E.coli 	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"> Water testing of chlorine levels 	Summary extracts of water quality monitoring results included in the DWQMP annual report.
<ul style="list-style-type: none"> Water quality verification monitoring program 	<p>Annual program conducted.</p> <p>Results published on Council's website as part of the DWQMP annual report.</p>
<ul style="list-style-type: none"> Benchmarking of water quality against health-related and aesthetic guidelines 	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
Renewals (\$835,000)			
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
Upgrades (\$250,000)			
Upgrade chlorination at Roma water tower	Roma	Q4	\$250,000
New (\$470,000)			
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
Key statistics			
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
Key performance measures			
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"> • Roma • Injune • Surat • Amby • Mitchell • Mungallala. 	ASSET MANAGEMENT PLAN <ul style="list-style-type: none"> • Adopt a new Asset Management Plan (10 year planning horizon) for Sewerage by the end of Quarter 3. 	Asset Management Plan was adopted by Council at the Council meeting on 13 December 2017 (Council resolution reference: GM/12.2017/111).
	SEWER MANHOLES <ul style="list-style-type: none"> • Identify and undertake condition ratings of sewer manholes. 	Completed
	ANNUAL CAPITAL WORKS PROGRAM <ul style="list-style-type: none"> • Complete works approved in Council's budget 	Project summary provided below.

Project summary

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

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

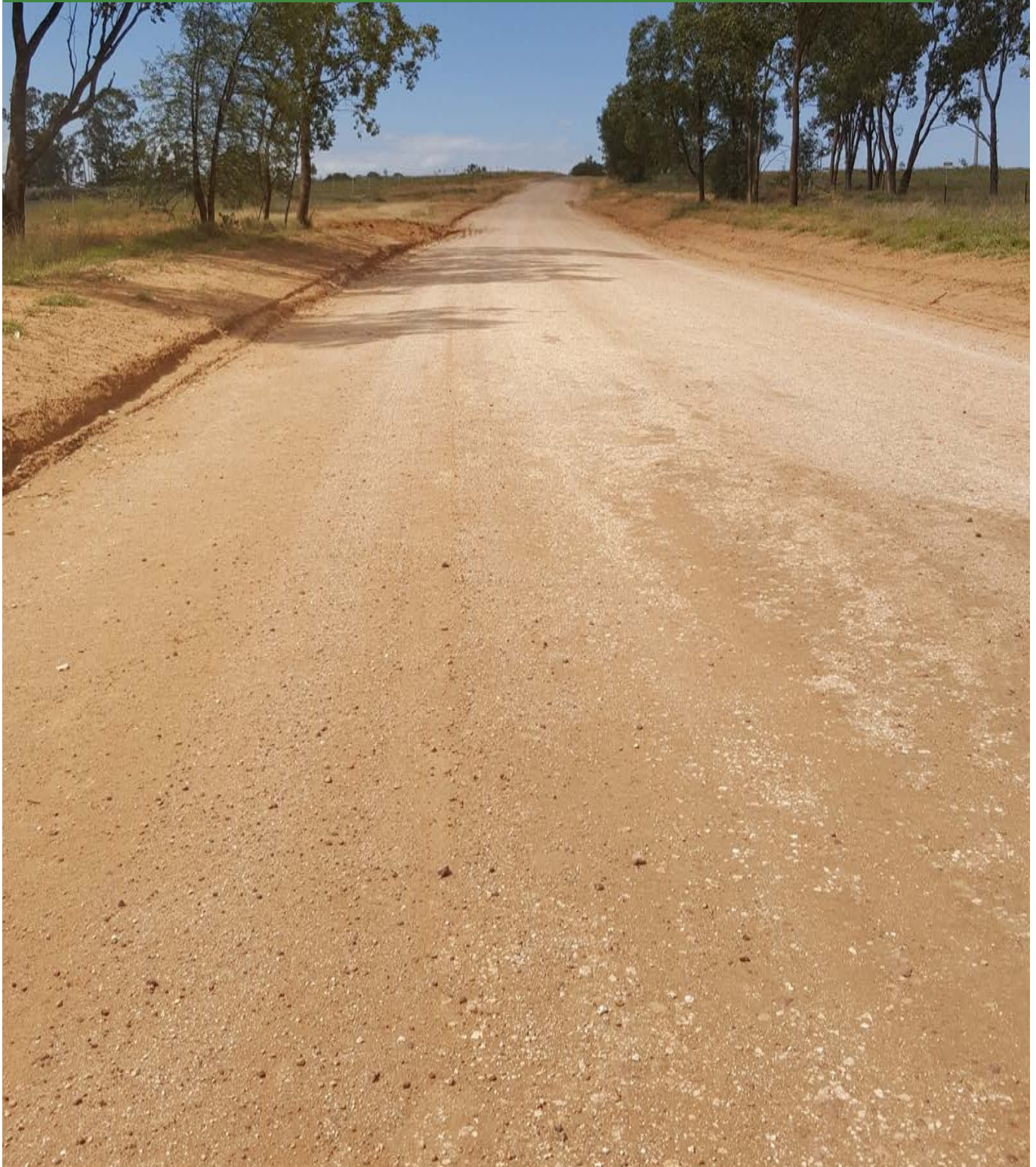
Objectives	Targets
Services	
Delivery of the following services:	
Environmental authority (EA) compliance	
<ul style="list-style-type: none"> • All sewage treatment plants (Injune, Mitchell, Amby, Mungallala, Surat, Roma) 	Compliance with general/common conditions (Part 1 of the Environmental Authority) and noise conditions (Part 2).
<ul style="list-style-type: none"> • Roma 	Compliance with waters, land and waste conditions (Part 3).
<ul style="list-style-type: none"> • Surat 	Compliance with land and waste conditions (Part 4).
<ul style="list-style-type: none"> • Mitchell, Mungallala and Amby 	Compliance with water and waste conditions (Part 5)
<ul style="list-style-type: none"> • Injune 	Compliance with water and waste conditions (Part 6)
Programmed maintenance	
<ul style="list-style-type: none"> • Programmed works for wastewater (sewer) mains through Closed Circuit Television (CCTV), manhole inspections, cockroach kill and smoke testing. 	In accordance with approved program.
<ul style="list-style-type: none"> • Programmed works for pump maintenance, davits, aerators, dosing equipment, imhoff tanks, desludge ponds, green dome. 	In accordance with approved program.
Customer service	
<ul style="list-style-type: none"> • New sewerage service connections 	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"> • Response to urgent incidents (sewer blockages, sewer overflow) and complaints 	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"> • Caravan dumps points (7 across the region) Roma - 14 Station Street Roma - Bassett Park camping area Wallumbilla - Showgrounds camping area, Warrego Highway Mitchell - Showgrounds, 205 Alice Street Injune - Truck Stop, 131 Carnarvon Highway Surat - Fisherman's Park, Carnarvon Highway Mungallala - Cobb & Co Rest Area, Tryconnel Street 	Available free of charge. Wastewater collected as required (Usage is highly variable).

Objectives	Targets
Services (User pays)	
<ul style="list-style-type: none"> Assistance with locating sewerage infrastructure 	Within 20 working days.
<ul style="list-style-type: none"> Inspections for extension to, or alteration of, the network 	Inspection and quote within 20 working days.
<ul style="list-style-type: none"> Trade waste 	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"> Regulated waste receipt 	As required by commercial activities in the region (workers' camps). Note: Service only available to authorised waste carters.
<ul style="list-style-type: none"> Sewerage plans 	Upon request. Fees in accordance with Council's adopted Fees & Charges Register.
Policy documents	
<ul style="list-style-type: none"> Customer service standards 	No mandatory requirement for review this year. Last reviewed 12 April 2017 (review every 5 years).
<ul style="list-style-type: none"> Fees and charges register 	Review conducted in accordance with published budget timetable.
<ul style="list-style-type: none"> Asset management plan 	Annual review.
Compliance and reporting	
<ul style="list-style-type: none"> Preparation of return to the Department of Environment and Science and participation in inspection. 	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"> Notifications to Regulator 	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"> Sewerage network performance 	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"> Performance reporting 	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.
New development	
<ul style="list-style-type: none"> Information request 	4 business days
<ul style="list-style-type: none"> Decision 	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"> Undertake a full review of maintenance activities and processes; Develop and document defect assessment measures, intervention levels and timeframes to inform maintenance programming; Develop and implement a Programmed Maintenance Schedule; Develop and implement internal and external review of project documentation and outcomes; Undertake post completion inspections of capital and maintenance works; Identify ways to reduce reliance on external funding sources through improvements in maintenance efficiencies; Monitor main condition and implement replacement before it fails; Develop and implement processes for Supervisory Control and Data Acquisition (SCADA) system operation upon installation. Other asset management plan improvement initiatives: <ul style="list-style-type: none"> Investigate means to extend the useful life of components through design and construction processes to reduce the depreciation expense; Develop a program to monitor areas where deficiencies have been identified, investigate options, design and cost projects for future funding consideration; Continue to advocate for funding from other tiers of government. 			30 June 2019
Renewals			
2018/19 Sewer Relining Program	Regional	Q4	\$3,600,000
New			
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 km² (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
	Note: (Rural is approximately 30% of the population)	(Length of rural road network 5,607.563 kms)		

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"> Adopt Asset Management Plans for Rural Roads and Urban Streets in Quarter 1, and subsequent roll out of, and reporting on, Council approved service levels. 	<ul style="list-style-type: none"> 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)
	<ul style="list-style-type: none"> Implementation of new Organisational Structure, reviewed processes and streamlined reporting for Maintenance Delivery & Works and Construction. 	<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"> Retention of third party certification for our management systems (Quality, Safety & Environment) for ISO 9001:2015 and ISO 14001:2015. 	<p>Recertification against Quality, Safety & Environment Standards and transition to the 2015 standards completed.</p>

Project summary

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

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
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"> • Vegetation management <ul style="list-style-type: none"> Slashing / vegetation management on roads > average of 250 vehicles / day Slashing / vegetation management of roads > average between 40 and 249 vehicles per day Herbicide Spraying • Unsealed roads maintenance <ul style="list-style-type: none"> Minor maintenance grading ('patrol grading') Major maintenance grading Shoulder maintenance grading • Sealed roads maintenance <ul style="list-style-type: none"> Sealed network shoulder grading Reactive maintenance <ul style="list-style-type: none"> - Sealed surface defect repair program - 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) • Drainage maintenance <ul style="list-style-type: none"> Clearing of debris and silt through culverts, pipes and pits, and undertake minor repairs to head-walls. • Flood damage restoration <ul style="list-style-type: none"> Administration in accordance with the Australian Government's new Disaster Recovery Funding Arrangements model (effective 1 July 2018). • Rural signs and lines • Ad-hoc maintenance 	<ul style="list-style-type: none"> 287kms 2,496kms Spraying follows the slashing program 1,229kms 874kms 110kms (Rural Roads) 5,536kms 82kms As required and within budget \$137,298 (Rural Roads) Make safe for the public after an event. Completion of works after approval is received from the State Government As identified through inspections and reports and within budget. Additional works as required and within the allocated budget.

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
Minor projects (<\$50,000)				\$279,283
Renewal works - bitumen				
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"> Vegetation management 			
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"> Priority 1: Mowing of urban streets in Roma CBD zone 12 times a year - on average each street is mowed once a month. Priority 2: Mowing of urban streets Roma all zones - on average each street is mowed once every 4 to 6 weeks. Priority 3: Mowing of urban streets Roma all zones - on average each street is mowed once every 6 to 8 weeks. 	
<ul style="list-style-type: none"> Unsealed roads maintenance 			
Minor maintenance grading		33% of the network	
Major maintenance grading			
Shoulder maintenance grading			
<ul style="list-style-type: none"> Sealed roads maintenance 			
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
Annual service delivery	
<ul style="list-style-type: none"> Urban drainage maintenance 	
<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"> Flood damage restoration 	
<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"> Urban signs and lines Kerb and channel Pathways / footpaths Ad-hoc maintenance 	As identified through inspections and reports and within budget.
<ul style="list-style-type: none"> Street sweeping 	<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"> Miscellaneous activities 	<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"> Inter-departmental service agreements 	<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
Annual service delivery	
Delivery of the following services:	Administered in accordance with the Road Infrastructure Agreements and relevant legislation.
<ul style="list-style-type: none"> Traffic monitoring 	Roads included in traffic counter program as development throughout the region progresses.
<ul style="list-style-type: none"> Regular network defect inspections 	Ongoing
<ul style="list-style-type: none"> Joint network inspections (with Coal Seam Gas representative) 	6 monthly
<ul style="list-style-type: none"> Steering committee meetings (with Coal Seam Gas and Council representatives) 	Quarterly
<ul style="list-style-type: none"> Technical working group meetings (Engineering representatives) 	Monthly
<ul style="list-style-type: none"> Road maintenance 	As required, based on defect intervention levels.
<ul style="list-style-type: none"> Capital renewals and upgrades 	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"> Coal seam gas activities within road reserves - e.g. pipeline crossings, new accesses. 	Application reviews and relevant conditions imposed.
<ul style="list-style-type: none"> Compliance inspections 	As required – based on number of permits issued and type of activity being undertaken.
<ul style="list-style-type: none"> Auditing and acquittal 	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

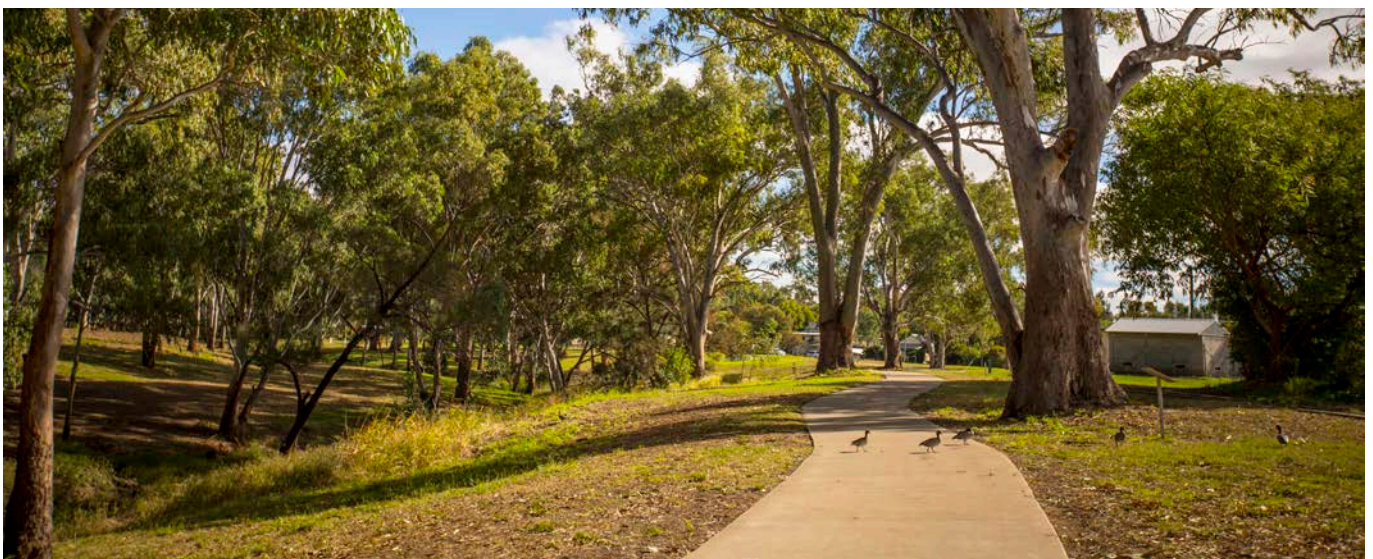
Our teams maintain 1,081.78 hectares of parks, gardens and other open space.



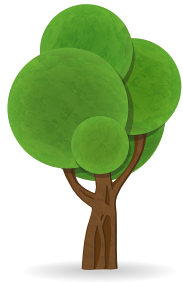
How we are trending

	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
Total	\$1,788,404	\$2,227,711	\$2,512,984	\$2,466,734

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.	PROJECTS Complete the following projects:	Complete
	<ul style="list-style-type: none"> ANZAC Avenue upgrade - upgrade to some of the Plaques and Bottle trees Big Rig parklands upgrade - upgrade to seating / tables / picnic area. 	 Complete
	<ul style="list-style-type: none"> Dog off leash park - Roma 	 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.

The year ahead (2018/19 operational plan)

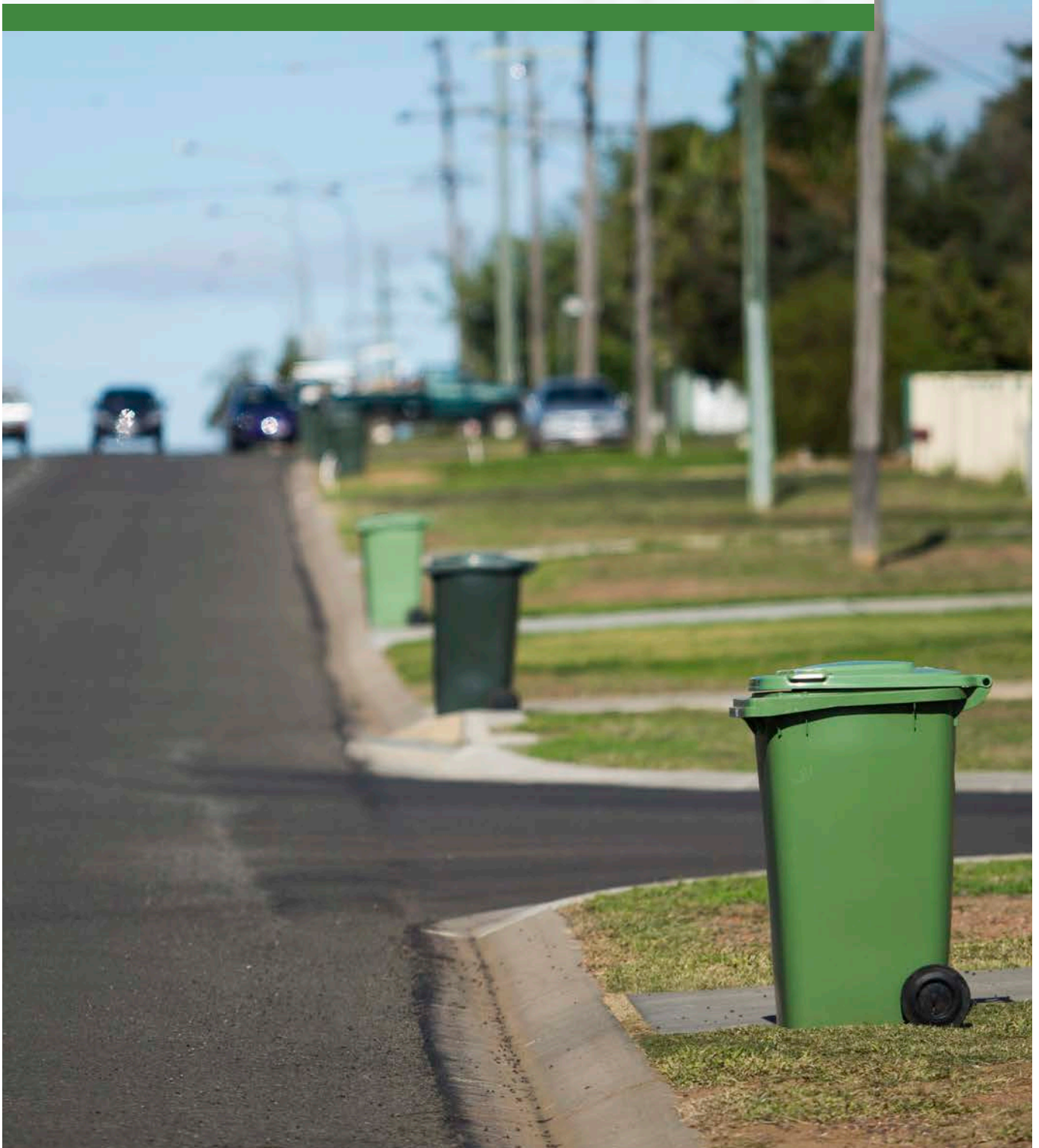
Objectives		Targets	
Delivery of the following services:			
Programmed (planned) maintenance and prioritised ad-hoc / reactive maintenance based on officer inspections and reports			
Vegetation management, including mowing		<p>Mowing on a zone basis according to the service level that has been set for streets. Critical locations, such as town entrance ways, are mowed more frequently.</p> <ul style="list-style-type: none"> • Priority 1: Mowing of urban streets in Roma CBD zone 12 times a year - on average each street is mowed once a month. • Priority 1: Mowing of town entrance ways 12 times a year - on average each street is mowed once a month. • 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. • 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. 	
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)

Five years

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
6 waste disposal facilities	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	
4 waste transfer stations	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
2 industrial bins	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
Roma weighbridge (tonnage)					
- 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
Weighbridge total	29,282.58	41,249.15	22,869.43	22,354.37	22,479.10
<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
Recycled waste (tonnage)	4,760.48	12,066.30	6,637.83	6,215.00	6,103.00

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

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

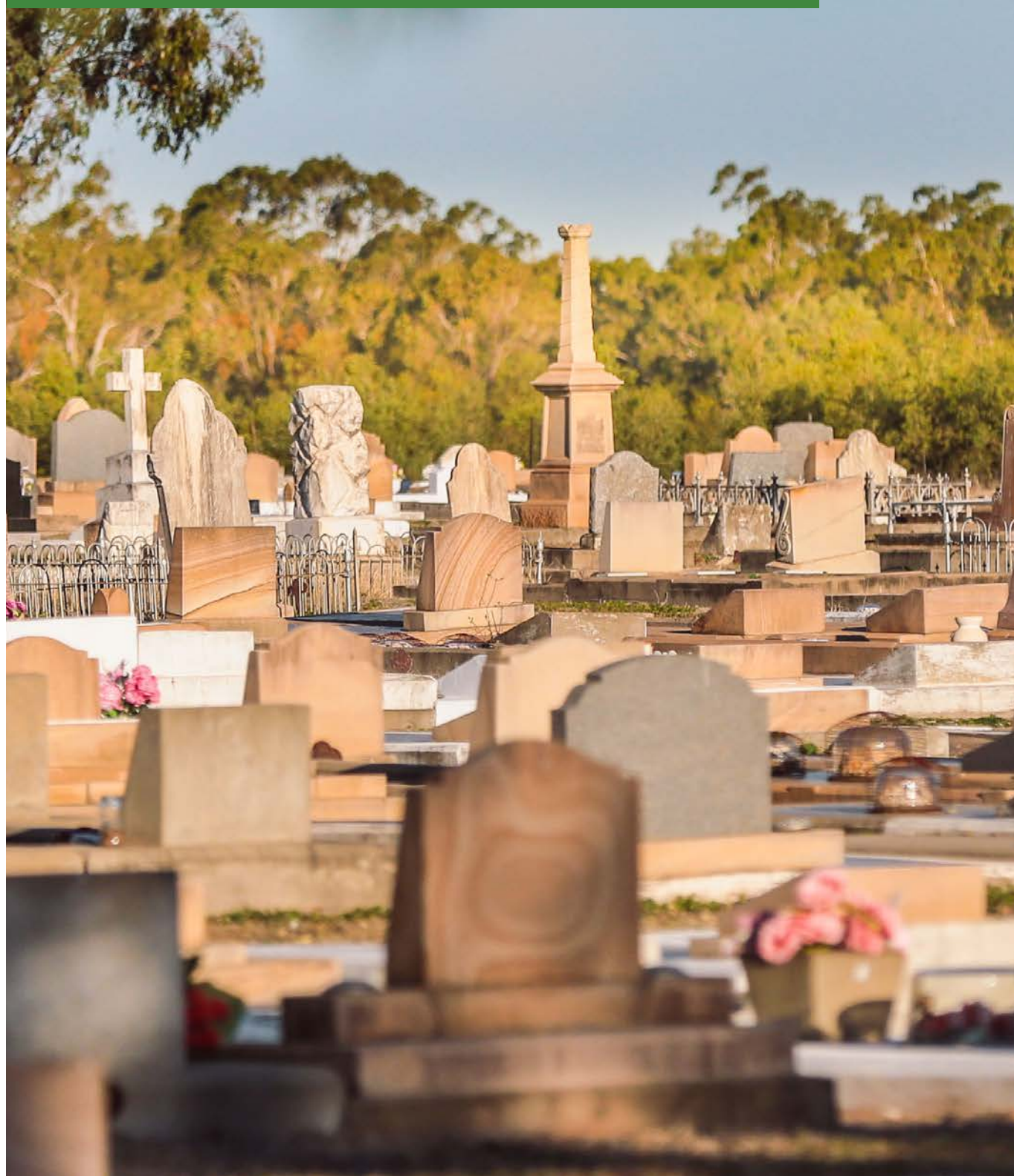
Objectives	Targets
Annual service delivery	
Delivery of approved services	
Environmental authority (EA) compliance	
<ul style="list-style-type: none"> • Annual return and fee to the Department of Environment and Science 	Completed by the due date.
<ul style="list-style-type: none"> • All waste facilities (Yuleba, Roma, Surat, Mitchell, Jackson, Wallumbilla, Injune) 	Compliance with general/common conditions (Part 1 of the Environmental Authority).
<ul style="list-style-type: none"> • Roma, Surat, Mitchell and Injune waste facilities 	Compliance with noise conditions (Part 2 of the Environmental Authority).
<ul style="list-style-type: none"> • Roma waste facility 	Compliance with waste conditions (Part 3 of the Environmental Authority).
<ul style="list-style-type: none"> • Surat waste facility 	Compliance with waste conditions (Part 4 of the Environmental Authority).
<ul style="list-style-type: none"> • Mitchell waste facility 	Compliance with waste conditions (Part 5 of the Environmental Authority).
<ul style="list-style-type: none"> • Injune waste facility 	Compliance with land and waste conditions (Part 6 of the Environmental Authority).
<ul style="list-style-type: none"> • Yuleba, Jackson and Wallumbilla waste facilities 	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"> • Mungallala, Mitchell, Amby, Muckadilla, Dunkeld, Begonia - A.L Cherry & M.G Pearce • Roma, Hodgson, Wallumbilla, Yuleba, Jackson - Braca Pty Ltd • Surat - G.E Grams • Injune - Julie Gray 	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 - http://www.maranoa.qld.gov.au/waste-collection 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	
Annual service delivery		
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"> • Mungallala • Amby • Muckadilla • Jackson 	Weekly	
	Weekly	
	Weekly	
	Weekly	
And industrial bin facilities at:	On request	
<ul style="list-style-type: none"> • Mitchell • Dunkeld • Begonia 	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"> • Roma • Mitchell 	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
Funerals/burials		
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
Total	74	68

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.	MAINTENANCE AND ADMINISTRATION <ul style="list-style-type: none"> Undertake tasks as required for the maintenance and administration of our cemeteries, including preparations for burials and information requests. 	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.
	PROJECTS <ul style="list-style-type: none"> Construct the Ash Wall for the Wallumbilla cemetery (\$30,000). 	Completed 
	<ul style="list-style-type: none"> Replace the Roma Cemetery fencing (\$35,000). 	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		
Annual service delivery			
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



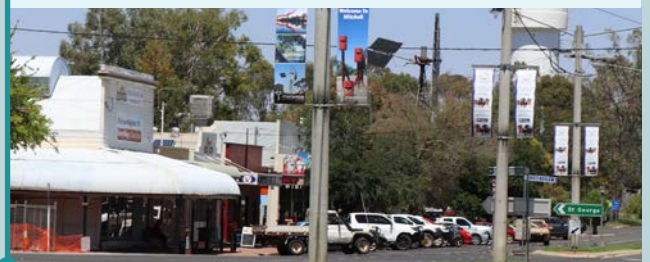
Local business
Post office, Surat



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) (v))

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"> • 5-year corporate plan • Long-term asset management plan • Long-term financial forecast • Annual budget • Annual operational plan and other documents that assist in financial management: <ul style="list-style-type: none"> • Business cases • Grant and subsidy applications • Policies and other Council meeting reports and decisions • Local Government Infrastructure Plan. 	5-YEAR CORPORATE PLAN <ul style="list-style-type: none"> • Prepare a new corporate plan, and ensure consistency with the operational plan and budget. 	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.
	LONG-TERM ASSET MANAGEMENT PLANS <ul style="list-style-type: none"> • Adopt new Asset Management Plans for: <ul style="list-style-type: none"> - Rural Roads - Urban Streets - Facilities - Water - Sewerage - Gas 	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).
	ANNUAL BUDGET AND LONG-TERM FINANCIAL FORECAST <ul style="list-style-type: none"> • Adopt the budget before the legislative due date of 1 August. 	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.
	ANNUAL OPERATIONAL PLAN <ul style="list-style-type: none"> • Adopt a plan consistent with the annual budget. 	Operational plan adopted at the special budget meeting on 31 July 2017.
	GRANT AND SUBSIDY APPLICATIONS <ul style="list-style-type: none"> • Continue to pursue funding through a range of state and federal funding programs – including Building our Regions, Local Government Grants & Subsidies, Transport Infrastructure Development Scheme (TIDS), Roads to Recovery (R2R) and other programs as they are announced. 	\$6.47 million in external contestable funding secured and \$4.524 million in funding received during the year.
	LOCAL GOVERNMENT INFRASTRUCTURE PLAN <ul style="list-style-type: none"> • Adopt the plan prior to 30 June 2018 (Ministerial extension - note this varied from Council's original planned date of 16 June 2018). 	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.

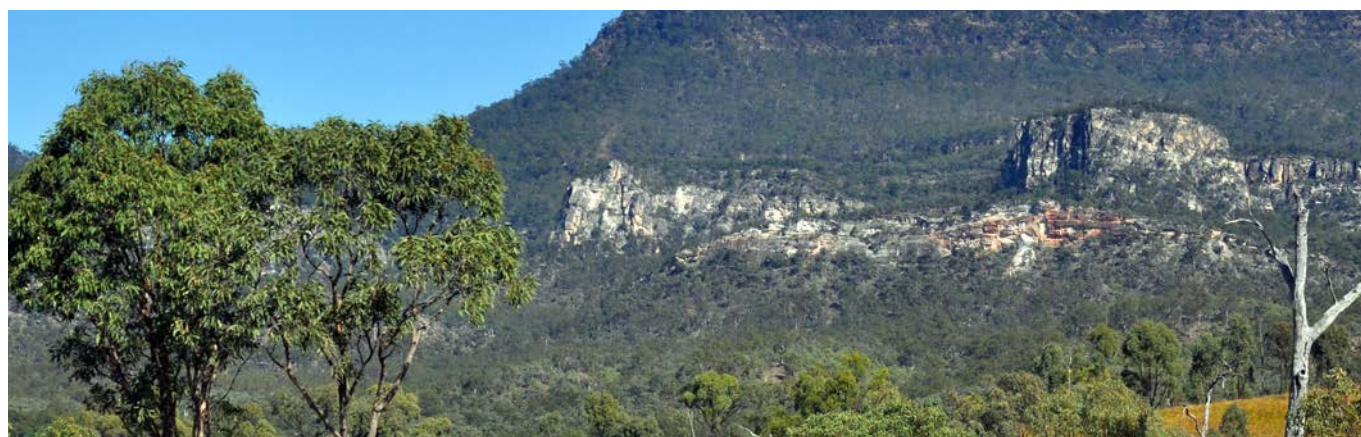
External (contestable) grant funding awarded to Council

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	
Total contestable funding secured			\$6,471,508	\$4,524,080

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	
Annual service delivery		
Delivery of the following services:		
Short-term		
• Business cases and use of decision making tools		Development and implementation of outline and detailed business cases (Refer also: Project below).
• Grant and subsidy applications		Review of funding rounds as announced, ensuring alignment with Council plans. Financial benefits of grants pursued and secured published quarterly and annually.
• Operational plan		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.
• Annual budget (12 month financial plan)		Adoption on 12 June 2018
Medium and long-term		
• Asset management plans (10 year forward works programs)		Minimum annual review as plans are developed
• Local government infrastructure plan (LGIP)		No mandatory review for 2018/19 (Minimum is every 2 years)
• Long-term forecasts (10 year financial plan)		Adoption with the annual budget
All timeframes		
• Policies		Initial development as the need is identified and then annual review
• Council decisions		Financial implications included in all agenda reports where applicable
Objectives	Targets	
Projects		
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"> • Facilities • Airports.
	Regional	Completion of review of existing plans prior to 30 June: <ul style="list-style-type: none"> • Roads and Drainage (Urban and Rural) • Water • Sewerage • Gas.
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.	<p>RATING METHODOLOGY</p> <ul style="list-style-type: none"> Undertake a post implementation review of the new general rates methodology implemented from 1 July 2017. Undertake a full review of the structure and level of utility charges (water, sewerage and waste) 	<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>
	<p>RATES CONCESSIONS</p> <ul style="list-style-type: none"> Implement the new rates rebate and concessions policy for community groups. 	<p>General rates: 41 concessions for community groups totalling \$55,728. Water access infrastructure charge: 29 concessions totalling \$44,334.</p>
	<p>DEBT RECOVERY</p> <ul style="list-style-type: none"> Undertake active management and reporting on unpaid rates and charges (Target - less than 2% outstanding by 30 June). Review invoicing and follow-up of debts (Target of Nil > 90 days). 	<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 > 90 days (2017 - 13 > 90 days)</p>
	<p>COMPLETION OF RETURNS</p> <ul style="list-style-type: none"> Comply with due dates, monitored through departmental Objectives and Targets. 	<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>
	<p>PROCESS IMPROVEMENT</p> <ul style="list-style-type: none"> Undertake further streamlining of electronic processing of invoices (both goods receipted and approval to pay). 	<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:

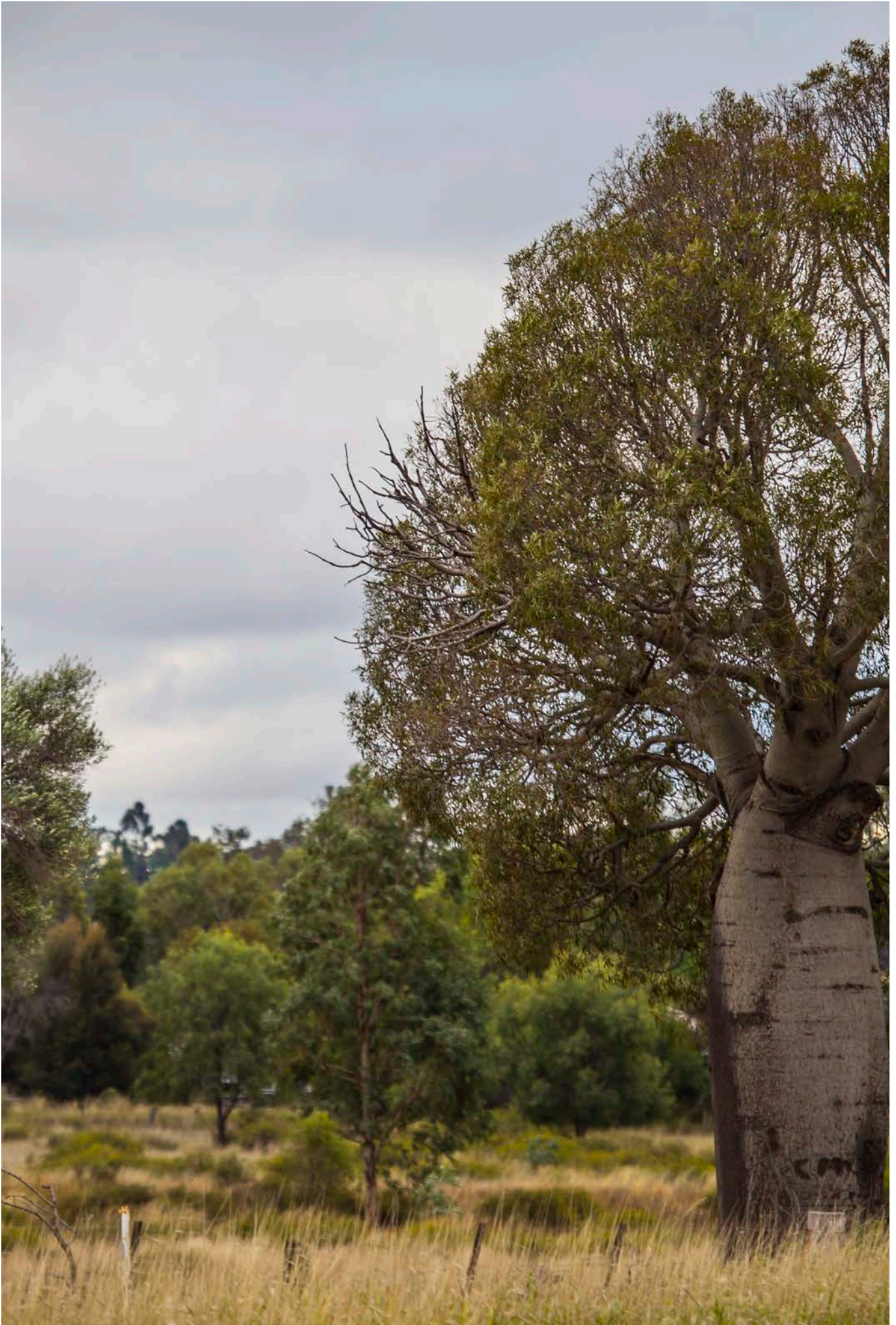
- 2.2.1 Develop and implement transparent and equitable funding models.
- 2.2.2 Benchmark our rates and charges with other Councils annually.
- 2.2.3 Provide a wide range of convenient payment methods.
- 2.2.4 Closely monitor rate arrears and other outstanding debts, and ensure timely and consistent 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)

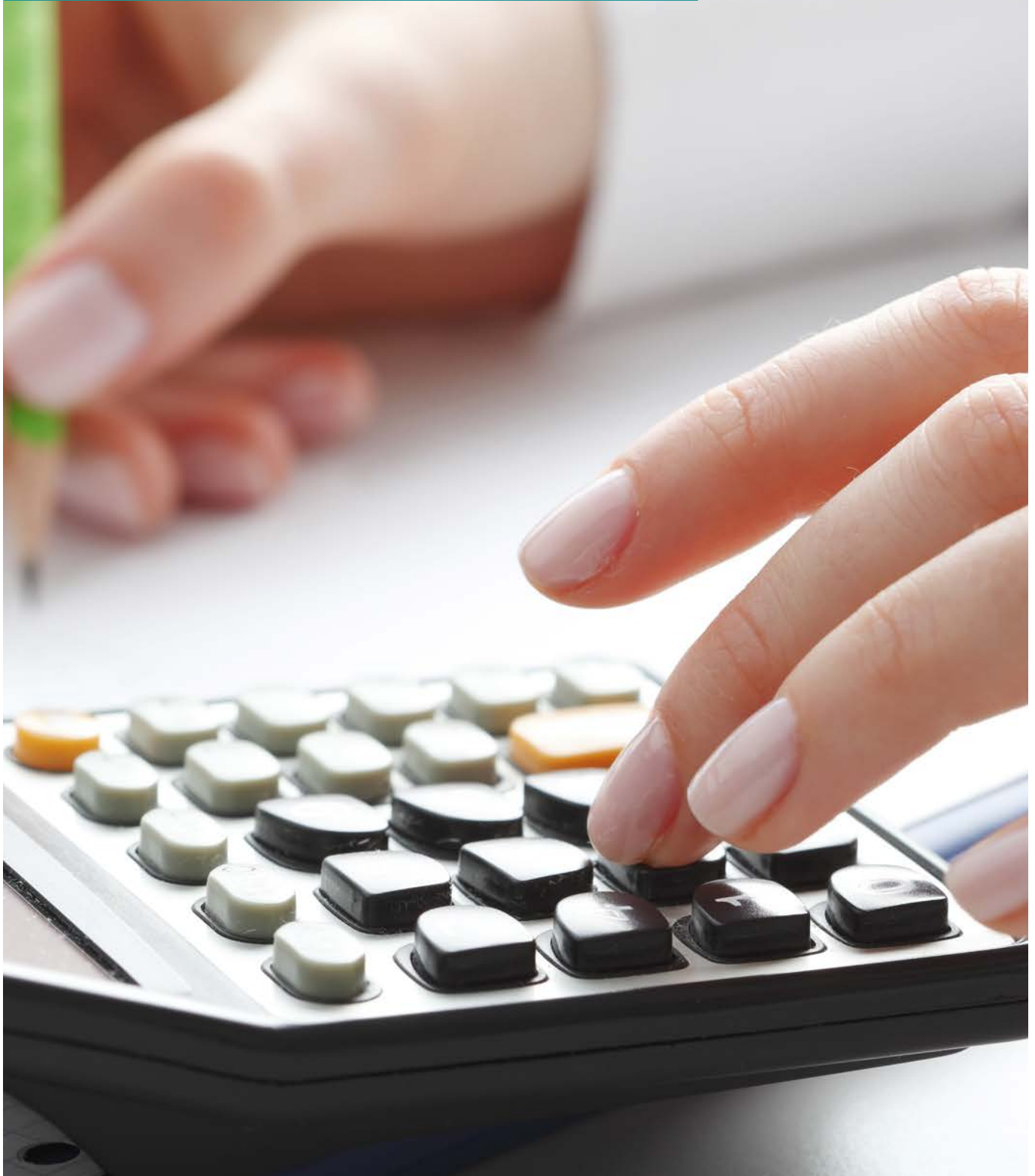
Objectives	Targets
Annual service delivery	
Delivery of the following services:	
<ul style="list-style-type: none"> • Rate levies and invoicing 	
Notices	Half yearly rates notices issued in August/September and February/March each financial year. Quarterly gas notices. Sundry invoices within 2 working 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"> • Revenue collection on behalf of others 	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"> • Discounts, remissions and concessions' administration 	
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"> • Fees and charges register 	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"> • Debt recovery 	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.
Projects	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
Total	\$15,515,880	\$16,044,238	\$16,416,223	\$16,816,867	\$16,827,171
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"> Queensland Local Government Grants Commission Australian Bureau of Statistics Australian Taxation Office Queensland Treasury Corporation Department of Local Government, Racing and Multicultural Affairs 	PAYROLL SYSTEM <ul style="list-style-type: none"> Undertake a system health check of Council's software to identify potential improvements in human resources and payroll functions. 	Online timesheet function developed, testing began in Quarter 4 of 2017/18. Payroll/human resources review deferred until first quarter of 2018/19.
	TIGHTENING THE BELT INITIATIVES <ul style="list-style-type: none"> Administer employee salary sacrificing arrangements (in lieu of Council provided vehicles and housing). 	Salary sacrificing made available to all employees. Note: Fringe benefits tax continues to fall (2013/14 - \$276,306 in 2017/18 - \$21,150)
	PROCESS REVIEWS <ul style="list-style-type: none"> Implement a revised structure and processes for management reporting. 	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

Debtors - Invoices processed	4,039
Credit notes issued	189
Overdue letters sent	348
Total revenue	\$68,140,640.07
Creditors - 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.

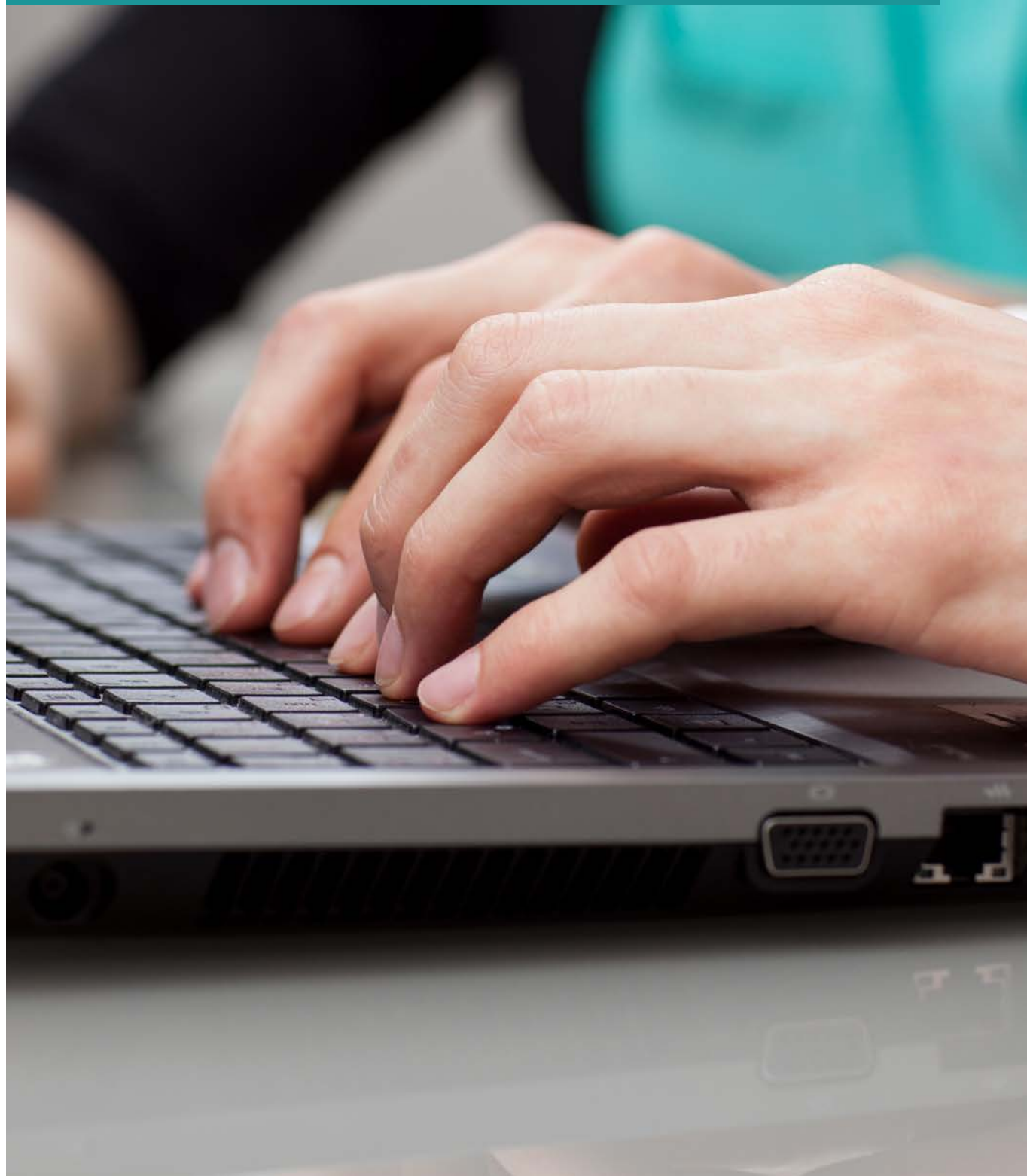
2.3.2 Manage and administer all investments and borrowings, consistent with Council policies.

The year ahead (2018/19 operational plan)

Objectives	Targets
Annual service delivery	
Delivery of the following services:	
<ul style="list-style-type: none"> • Taxation (Goods and Services Tax and Fringe Benefits Tax) 	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"> • Borrowings <ul style="list-style-type: none"> - Reconciliation to general ledger (repayments, interest and administration fees) - New borrowings (policy, long-term forecast and applications) 	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"> • Investments 	Active management daily. Reconciliation of investment register monthly.
<ul style="list-style-type: none"> • Financial assets register <ul style="list-style-type: none"> - Maintenance of Financial Asset Register and processing of asset transactions - Reconciliation to general ledger - Revaluation of asset classes 	- Depreciation monthly, other transactions as required. - Monthly - Desktop valuation - Roads, Drainage and Bridge network and Airport 30 June 2019. Comprehensive valuation of land, buildings, water, sewerage, other infrastructure by 30 June 2019.
<ul style="list-style-type: none"> • Payroll Tax - Office of State Revenue (OSR) 	Monthly by statutory due date (7th day of the following month).
<ul style="list-style-type: none"> • Bank reconciliation 	Reconciled daily
<ul style="list-style-type: none"> • Internal advice and support 	As required
<ul style="list-style-type: none"> • Trust register 	Reconciled monthly
<ul style="list-style-type: none"> • General ledger reconciliations 	
Data integrity checks including: <ul style="list-style-type: none"> - Trial Balance - Unbalanced transactions - Software (Civica Authority) Module Balance Check (Rates/Water, Accounts Payable, Accounts Receivable, Inventory Control, Plant, Goods Receipts, Purchasing Control, Purchasing GST Control, Trust) 	Daily
Other reconciliations	Monthly
<ul style="list-style-type: none"> • Queensland Local Government Grants Commission 	Annual return completed by the due date
<ul style="list-style-type: none"> • Australian Bureau of Statistics (ABS) - statistics 	Quarterly
<ul style="list-style-type: none"> • Fuel rebate claims 	Monthly
<ul style="list-style-type: none"> • National competition policy business activity review 	Report to Council each year.
Projects	
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
	\$ million	\$ million	\$ million	\$ million	\$ million
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	INVENTORY / STORES <ul style="list-style-type: none"> Buy in bulk where possible (aggregating purchases). 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. 	<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 (>2 years) by approximately \$25,000.</p>
	PROCUREMENT <ul style="list-style-type: none"> 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. 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. Refresh supplier panels, and the identify and implement additional panels - particularly for hardware and plumbing supplies. 	<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>
	CONTRACTORS <ul style="list-style-type: none"> 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). 	<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>
	MY MARANOVA BUSINESS <ul style="list-style-type: none"> Roll out the My Maranoa Business Star Rating to the broader business community and adopt and implement the My Maranoa Business Commitment Statement. 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. Ensure, through the My Maranoa Business database, that Council staff are aware of all potential local suppliers of goods and services. 	<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>
	PROGRAM, CONTRACT AND PROJECT MANAGEMENT <ul style="list-style-type: none"> 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. Implement the next stage of Program Management. 	<p>The capital works program is now managed as a whole to identify:</p> <ul style="list-style-type: none"> optimum sequencing of works; any efficiencies that can be achieved by combining works. <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"> - Initial proof of concept sessions. - Initial staff training on Microsoft Project Online.
	COST CONTROL / REDUCTION <ul style="list-style-type: none"> 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"> Identify, implement and track cost cutting initiatives: <ul style="list-style-type: none"> Stage 1 - \$9 million (Commenced in 2016/17) Stage 2 - Additional \$5 million. Actively manage and report quarterly on trends in employee leave liabilities (entitlements maintained within policy). Review the Top 5 high cost services and revenue options. 	<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
Total expenditure (Large-sized contracts awarded)	\$19,420,330	29

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
Annual service delivery	
Delivery of the following services:	
Procurement	
Release and evaluation of quotation requests for small and medium-sized contracts (up to \$200,000) <ul style="list-style-type: none"> • Invite quotes via direct request or vendor panel • Evaluate submissions • Raise requisition • Notify suppliers of outcome 	Each working day.
Release and evaluation of public tenders for large-sized contractual arrangements (\$200,000 +) <ul style="list-style-type: none"> • Draft tender documentation including specification, conditions of contract, response form • Invite public tenders via LG Tender Box • Evaluate submissions • Table evaluation report for Council's consideration • Notify tenderers of outcome • Raise requisition and/or draft contract for execution 	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"> • Draft tender documentation including specification, conditions of contract, response form • Invite public tenders via LG Tender Box • Evaluate submissions • Table evaluation report for Council's consideration • Notify tenderers of outcome • Draft deed of agreement 	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
Contracts	
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
Stores / Inventory	
Maintain a reliable and efficient stockholding of standardised goods and parts through internal Stores. <ul style="list-style-type: none"> Procure goods Management of stock including reordering levels, stock rationalisation and acquisition of new items Issuing stock to operational staff 	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
My Maranoa Business	
Point of contact for current and prospective suppliers (providing information and answering questions)	Ongoing
Verification of businesses' Local Star Ratings	Ongoing
Projects	
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.



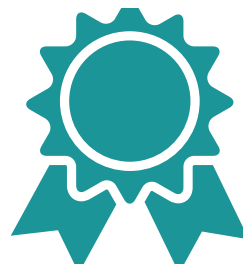
How we are trending

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"> Annual Report Financial Sustainability Report. <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>EXTERNAL AUDIT</p> <ul style="list-style-type: none"> Achieve an 'unmodified' audit report ('clean bill of health') for Council's annual financial statements. Complete the audit process by the legislative deadline of 31 October 2017. Undertake remedial action for audit matters according to the Queensland Audit Office's risk categories and required timeframes. 	<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>AUDIT COMMITTEE / INTERNAL AUDIT</p> <ul style="list-style-type: none"> Commit to the internal audit and Audit Committee. 	<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>LOCAL AREA BUDGETS</p> <ul style="list-style-type: none"> Set up of local area budget reporting to assist with community engagement about financial sustainability and service levels. 	<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>LONG TERM FINANCIAL SUSTAINABILITY</p> <ul style="list-style-type: none"> 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" 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. 	<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>CONTINUAL IMPROVEMENT</p> <ul style="list-style-type: none"> Implementation of Auditor-General's recommendations about Fraud Management in Local Government. 	<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
Annual service delivery	
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"> • internal audit of the financial system; • scope expansion for Council's management system.
Audit committee	Meeting at least twice each financial year; report to Council after each meeting.
Projects	
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



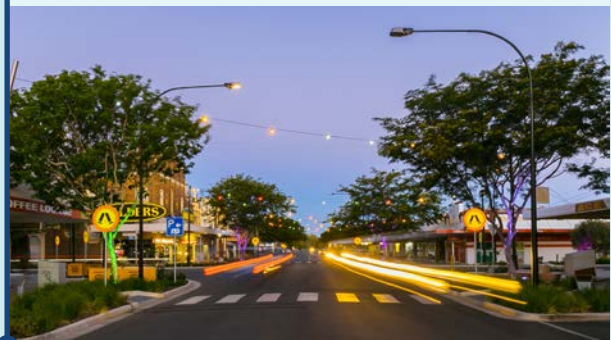
Flood mitigation

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.	PROGRAMS	
	<ul style="list-style-type: none"> Continue development and implementation of a compliance program. 	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"> Develop programs and processes for unsightly allotments, overgrown allotments and stock on urban roads. 	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"> Undertake a Selective Inspection Program (SIP) and advertising as required under legislation. 	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.
	PROJECTS	
	<ul style="list-style-type: none"> Contribute to the dog park project. 	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

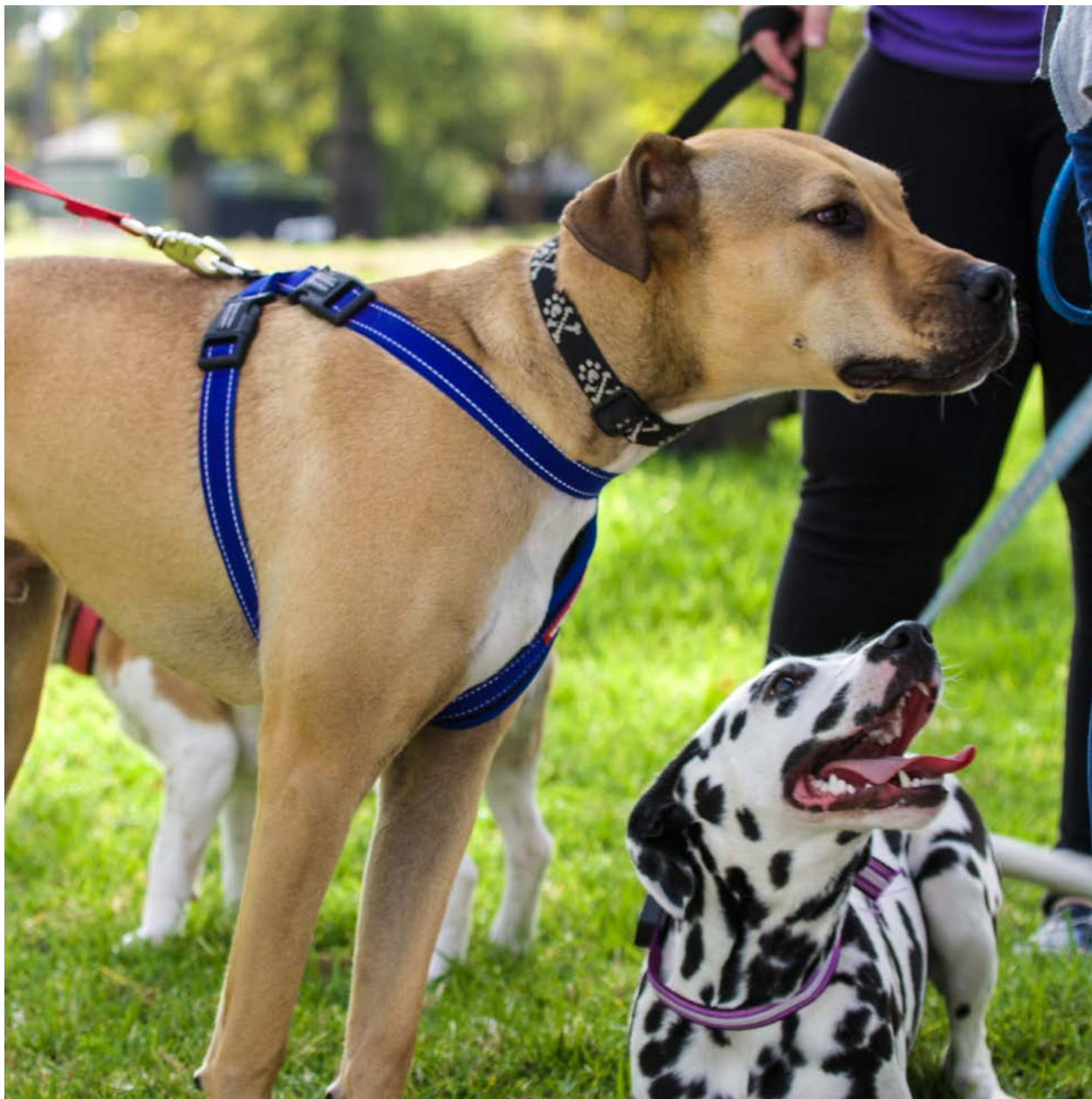
The year ahead (2018/19 operational plan)

Objectives	Targets
Annual service delivery	
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)

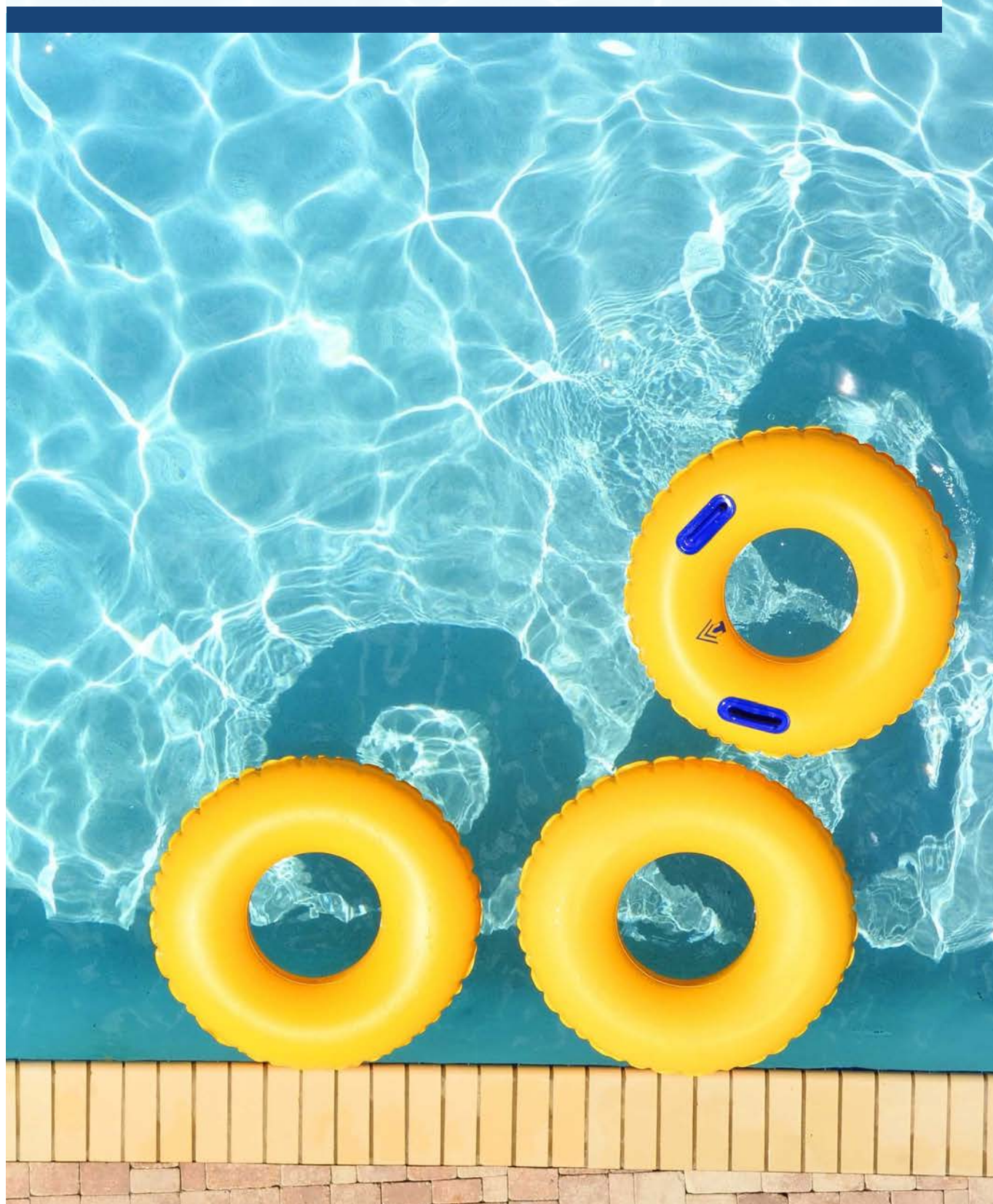
Objectives	Targets		
		Quarter (Q) Finish	Within Scope & Budget
Projects			
Cat management plan - Development and implementation of a plan to take an active role in the management of stray and feral cats.	Regional	Q4	\$21,380
Disaster management - animal holding facility Construction of an alternative 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
Temporary holding facilities for dogs in areas other than Roma - cost to repair existing facilities or create new temporary holding cages.	Regional	Q4	\$8,000
Opening of dog off leash park	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

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

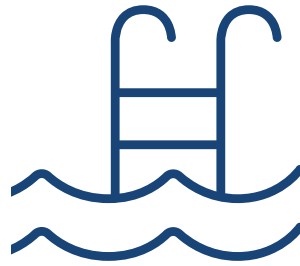
How we are trending

	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.	BUILDING CERTIFICATION <ul style="list-style-type: none"> Increase focus on ensuring compliance with Council's development conditions and building legislation. 	77 (76%) of buildings applications were certified by Council. Review of services undertaken and service levels defined for our new Operational Plan.
	POOL SAFETY <ul style="list-style-type: none"> Check all pools during the annual inspection. 	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
Annual service delivery	
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"> • Building approval records • Building record searches • Development application tracking • Information and guidance material 	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"> • Development assessment statistics • Australian Bureau of Statistics (ABS) 	Monthly
Pool safety <ul style="list-style-type: none"> • Inspections • Pool safety campaign 	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>COMMUNITY EDUCATION AND COLLABORATION</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Quarterly newsletter developed and distributed within the region – food safety, healthy eating, waste and recycling programs. Continued mosquito surveillance program in partnership with Queensland Health and residents.

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
Services	
Delivery of the following services:	
<ul style="list-style-type: none"> • Amendment to an activity subject to the <i>Environmental Protection Act 1994</i>. 	As required - any weekday during Council business hours
<ul style="list-style-type: none"> • 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 	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"> • Food safety programs for 'at risk' residents (Child care/aged care) 	With 10 days
<ul style="list-style-type: none"> • Non-compliances with licence and/or regulated conditions. 	Inspection as required, subject to a current delegation. Issue of compliance notices where applicable.
<ul style="list-style-type: none"> • Nuisance complaints 	
<ul style="list-style-type: none"> • Asbestos removal applications 	As required. Compliance with the Asbestos Removal Code.
<ul style="list-style-type: none"> • Applications for receipt of chemical impregnated waste at Council's waste facilities 	As required. Review of application and presented information (percentage of contamination and type)
<ul style="list-style-type: none"> • Notifiable diseases 	Mapping, monitoring and actions in partnership with Queensland Health.
<ul style="list-style-type: none"> • Mobile food outlets 	Monitored weekly
<ul style="list-style-type: none"> • Annual report to Queensland Health 	September each year
<ul style="list-style-type: none"> • Surat flying foxes 	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"> • Mosquito control 	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"> • Environmental health newsletter 	Quarterly
Projects	
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.qitplus.com.au/maranoa_qldtraffic.qld.gov.au for state controlled road updates and 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>FLOOD MITIGATION PROJECT</p> <ul style="list-style-type: none"> Complete Stage 2A and 2B works and acquit the funding for the Roma Flood Mitigation. 	<p>In progress. Stage 2A works commenced in May 2018. At the end of Quarter 4 approximately 120,000m² of topsoil had been stripped, 80,000m³ of material excavated and 6,000m³ 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>DISASTER PLANS</p> <ul style="list-style-type: none"> 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. 	<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>ANIMAL MANAGEMENT DURING DISASTERS</p> <ul style="list-style-type: none"> Review and adopt a Disaster Management Plan for the pound, and sub plan for managing animals in disaster situations. 	<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

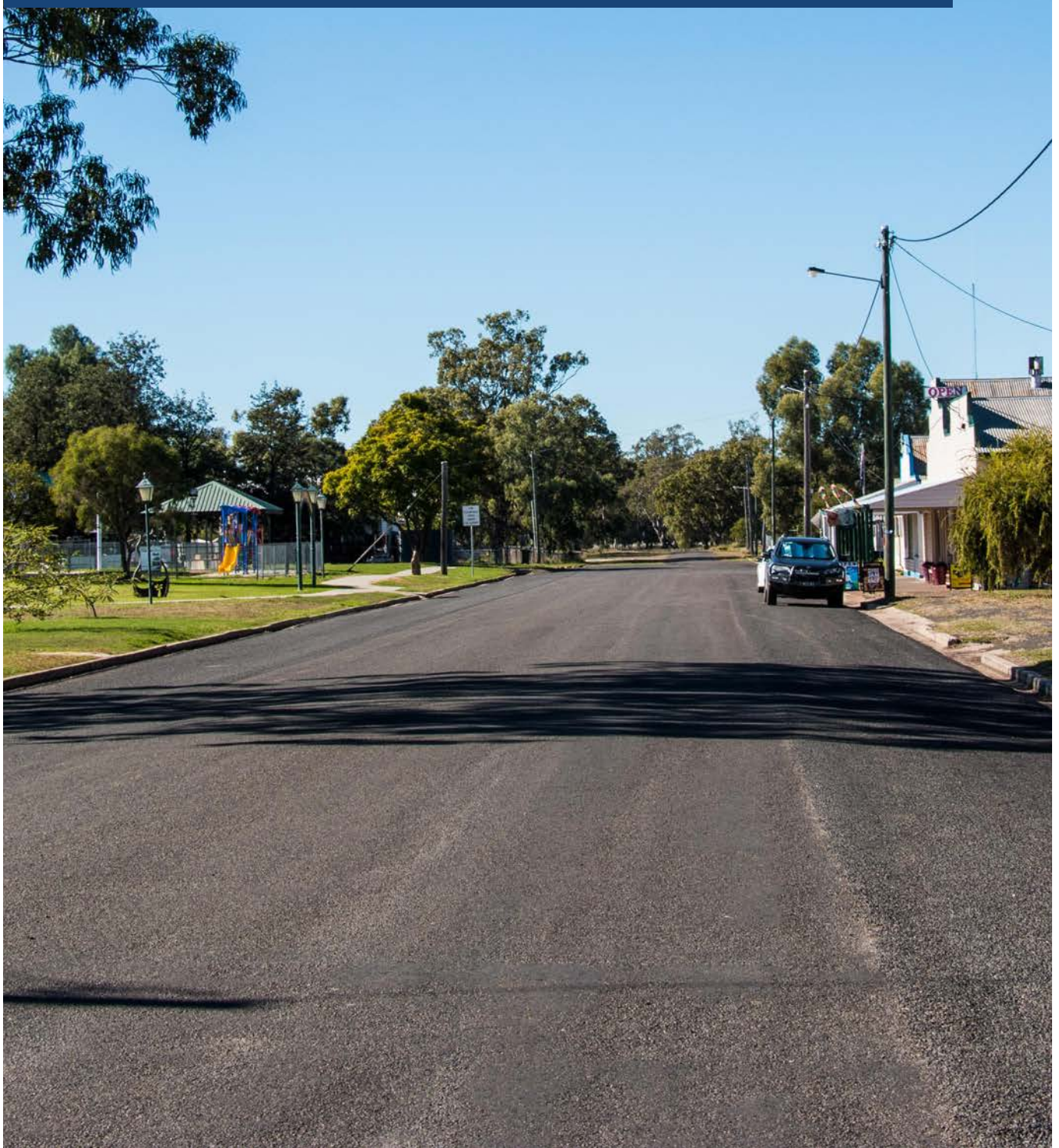
The year ahead (2018/19 operational plan)

Objectives	Targets	
Annual service delivery		
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
Flood mitigation		
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	
Mitchell and Surrounds	
Amby	18
Mungallala	27
Mitchell	154
Roma and Surrounds	
Roma	631
Muckadilla	15
Injune	76
Surat	66
Yuleba / Wallumbilla / Jackson and Surrounds	
Yuleba	37
Wallumbilla	47
Jackson	11
TOTAL	1,082

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

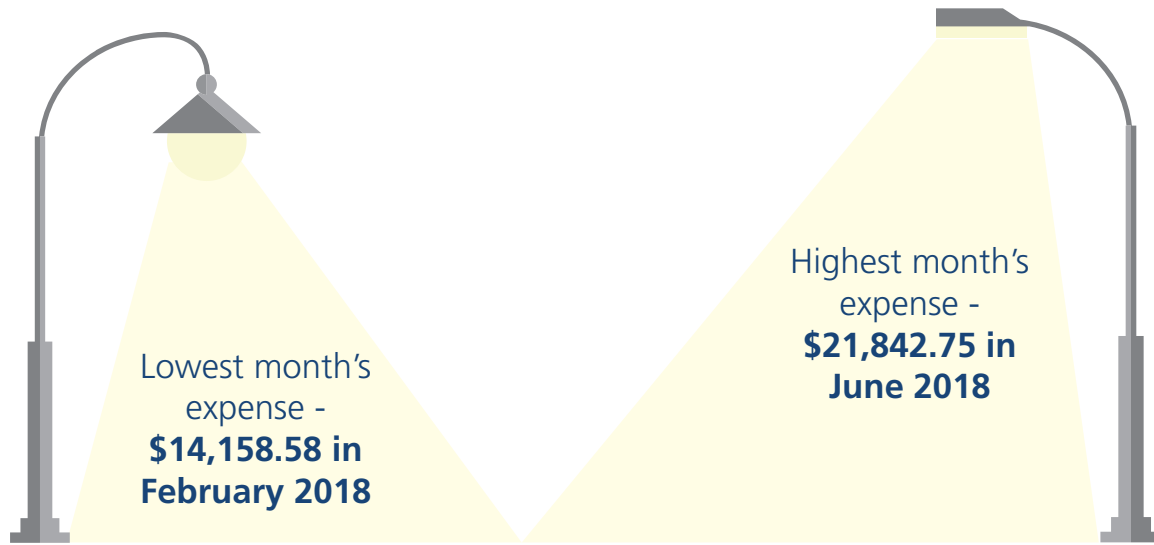
We do not own the majority of the street lights, but we do pay the accounts.



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>FAULTS</p> <ul style="list-style-type: none"> Conduct an annual audit. <p>ENERGY EFFICIENCY</p> <ul style="list-style-type: none"> Input as required into the pilot for LED street lighting. 	<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>NEW STREET LIGHTS</p> <ul style="list-style-type: none"> Consider applications for new street lights upon receipt. 	<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		
Annual service delivery			
Faults:			
<ul style="list-style-type: none"> • Proactive (inspection of the street lighting network for brightness, damage and faults and report all findings to Ergon Energy). • Reactive 	Annually		
	As required		
	<p><i>Note: Council or residents can report faults directly to Ergon Energy:</i></p> <ul style="list-style-type: none"> • Telephone: 13 22 96 • Online: <p>https://www.ergon.com.au/network/outages-and-disruptions/report-a-problem/faulty-streetlight.</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"> • <i>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.</i> 		
Electricity account processing:			
<ul style="list-style-type: none"> • Mitchell & Surrounds (Mitchell, Amby, Mungallala) • Roma & Surrounds (Roma, Muckadilla) • Injune • Surat • Yuleba & Surrounds (Yuleba, Wallumbilla, Jackson) 	Monthly		
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

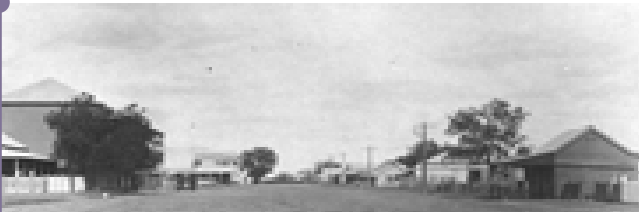


Facilities
Hibernian Hall and Community Arts Centre, Roma



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
Total	787	1,056

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

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
Services	
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"> • Agenda familiarisation on the day before the Council meeting; • Policy development in the 'off meeting' week (first and third Wednesday)
Projects	
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 ¹	12,926	12,850	12,850
Gross regional product ²	\$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 ²	8,456	7,939	8,129
Employed residents ²	7,181	6,912	6,981
Local businesses ³	2,528	2,477	2,477 ⁴

Industry information			
- Largest employer ²	Agriculture, forestry and fishing 1,318 jobs	Agriculture, forestry and fishing 1,289 jobs	Agriculture, forestry and fishing 1,354 jobs
- Largest exporter ²	Agriculture, forestry and fishing \$361.7 million	Mining \$510.4 million	Mining \$736 million
- Largest sales ²	Construction \$621.4	Construction \$351.7 million	Construction \$349.2 million
- Largest number of registered businesses ³	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 ⁴ 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>PLANNING</p> <ul style="list-style-type: none"> 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. Integrate economic development strategies with Council operations. 	<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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Thursday	30/11/17	Jackson																																				
	<p>INDUSTRY NETWORKS</p> <ul style="list-style-type: none"> 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). 	<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
Annual service delivery		
Delivery of the following services: <ul style="list-style-type: none"> Investment attraction - attracting, encouraging and creating new businesses Business support - assisting current businesses Livability services - attracting new residents Leveraging facilities, land or resources Supporting innovation - developing skills and entrepreneurship Creating partnerships with the community 		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 nd 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

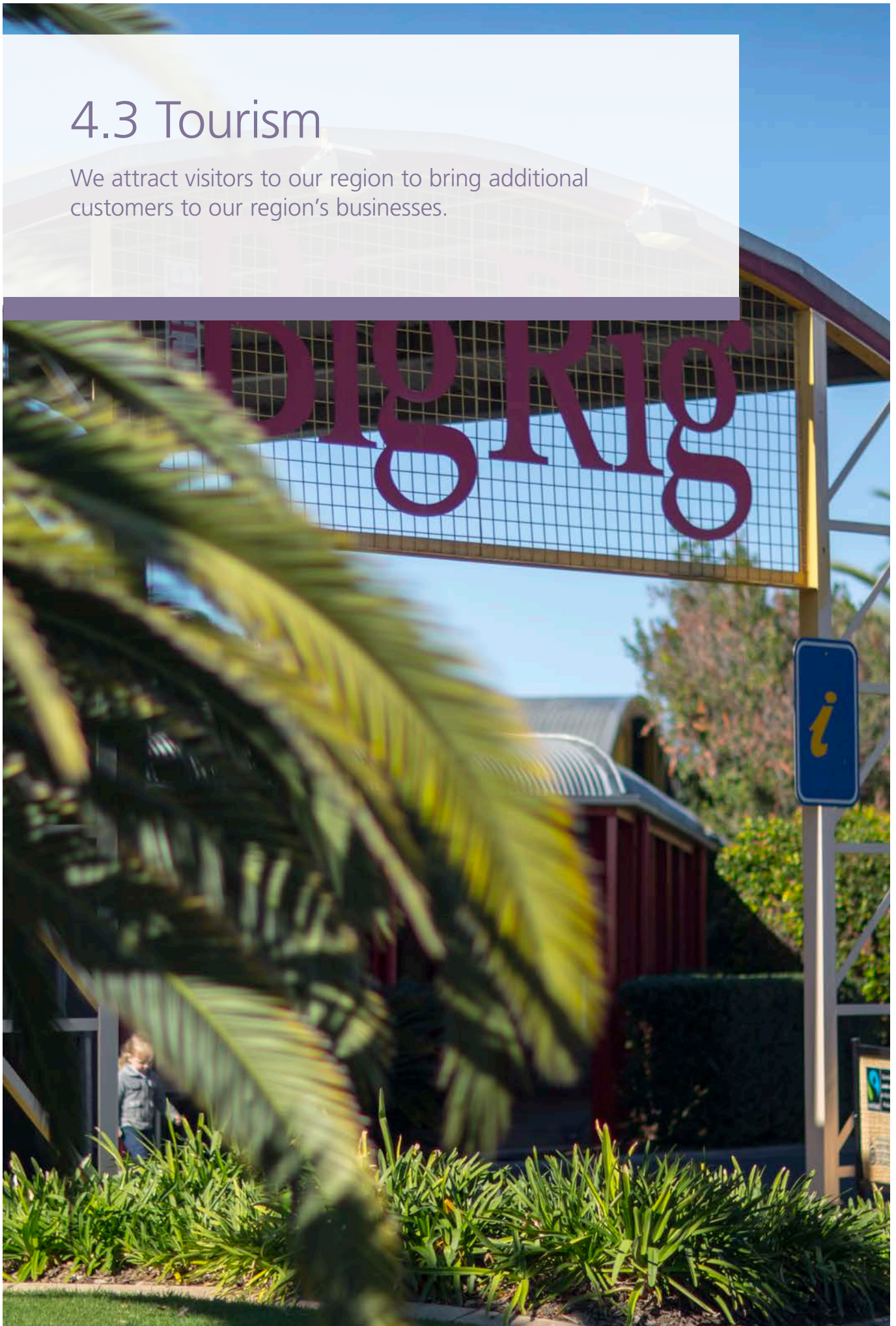
One year

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.

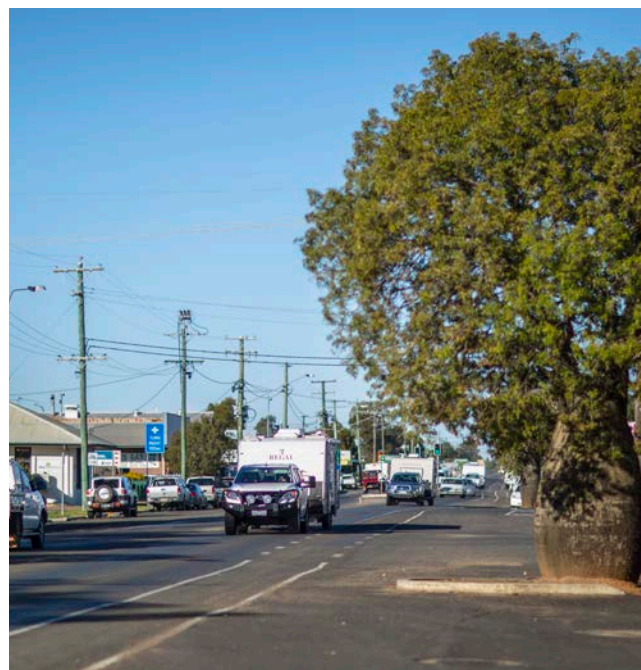
By converting more of the passing traffic to visitors of the Big Rig facility, we also hope to encourage them to stay longer both in Roma and the region and visit the many attractions on offer.

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>ENGAGEMENT WITH INDUSTRY</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. The annual Tourism Volunteer Familiarisation Tour was conducted with 53 Visitor Information Centre volunteers in attendance. '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. 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. Council extended its Outback Queensland Tourism Association membership for the 2017/18 financial year. Free digital and social media workshop for tourism providers in May 2018, hosted by Outback Queensland Australia. Roma and the Maranoa was announced as the host of the 2018 Outback Queensland Tourism Awards and Symposium to be held in November 2018.
	<p>NEW BUSINESS MODEL</p> <ul style="list-style-type: none"> Review the business model for the Big Rig. 	<ul style="list-style-type: none"> Tender awarded for Big Rig Cafe management 13 December 2017 (Roma Thai). New management model in operation.
	<p>PLANNING</p> <ul style="list-style-type: none"> Adopt a new Regional Tourism Strategy and develop an action plan integrated with the new Economic and Community Development Plan. 	<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>PROJECTS</p> <ul style="list-style-type: none"> Complete projects as funding is secured. 	<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
Annual service delivery	
Destination marketing <ul style="list-style-type: none"> Regional visitor guide Approach to coach companies Regional calendar of events Maintenance of Outback Queensland Tourism Association 	Annually
<ul style="list-style-type: none"> Meetings with tourism associations to assess current marketing initiatives and develop and implement new marketing strategies 	Twice yearly
<ul style="list-style-type: none"> What's On in the Maranoa 	Weekly
<ul style="list-style-type: none"> Attendance at tourism association meetings (new product and promotion opportunities - experiences and activities) 	Bimonthly
<ul style="list-style-type: none"> Conversion of business, event, function and sport visitors, friends, relatives and travellers into tourists 	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
Roma main runway	1,504	30	Asphalt
Roma secondary runway	804	18	Grass
Injune runway	1,200	18	Chip seal
Injune helipad	43	30	Chip seal
Surat runway	1,047	15	Chip seal
Mitchell runway	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>ORGANISATIONAL STRUCTURE</p> <ul style="list-style-type: none"> Transition to one less team member given the fall in passenger numbers. 	<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>ASSET MANAGEMENT PLAN</p> <ul style="list-style-type: none"> Develop a plan for ongoing operational costs and longer term capital investment required for each aerodrome. 	<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>PROJECT</p> <p>Undertake the following project:</p> <ul style="list-style-type: none"> Roma airport runway overlay works to ensure the airport remains fit for purpose. 	<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
Annual service delivery	
Delivery of the following services:	
Airport access	
<ul style="list-style-type: none"> Issuing and control of Visitor Identification Cards under the Aviation Transport Security Regulations 	Provided as required for airport users
<ul style="list-style-type: none"> Identity verification services to Aviation Security Identification Card (ASIC) issuing bodies 	Ad hoc service provided to ASIC applicants by appointment
<ul style="list-style-type: none"> Works safety supervision and airside escorting of vehicles and personnel 	Provided by arrangement in advance of works or for infrequent access to airside facilities
<ul style="list-style-type: none"> Airport induction and airside driving authorisations 	Provided by arrangement with notice; duration approximately 2 hours
<ul style="list-style-type: none"> ASIC verification of airside persons 	Daily interaction with persons airside
<ul style="list-style-type: none"> Issuing gate codes for airside access 	Daily as requested, pilot escorting for non-ASIC holders
<ul style="list-style-type: none"> Access control and monitoring to airside and security restricted areas 	Daily during operational hours
Airport maintenance	
<ul style="list-style-type: none"> Terminal and general facility cleaning 	Daily facility cleaning with monthly carpet cleaning
<ul style="list-style-type: none"> Line marking of movement areas 	As identified in inspections or directed by the Civil Aviation Safety Authority (CASA)
<ul style="list-style-type: none"> Runway, taxiway and apron maintenance 	Daily foreign object and debris removal, crack patching and minor time limited works
<ul style="list-style-type: none"> Passenger and baggage screening equipment maintenance 	Programmed quarterly maintenance contract in place, daily inspection and calibration, periodic licensing and safety certification of radiation sources
<ul style="list-style-type: none"> Runway lighting inspection and maintenance 	Daily serviceability inspections (Roma) and twice weekly for Aeroplane Landing Area (ALAs), minor faults rectified immediately.
<ul style="list-style-type: none"> Fence and gate maintenance keeping animals off runways. 	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"> Start and end of trip facility maintenance 	Airconditioning inspections programmed quarterly, lighting, electrical, plumbing and building defects identified and rectified as required.
<ul style="list-style-type: none"> Slashing and grounds keeping of airports 	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"> Screening of passengers and items on Regular Public Transport (RPT) and selected Charter flights 	Daily during operational periods.
<ul style="list-style-type: none"> Wildlife hazard control 	Daily before and after RPT and large charter operations.
<ul style="list-style-type: none"> Statutory inspections of aerodrome serviceability and technical compliance as required under the Civil Aviation Safety Regulations and Civil Aviation Advisory Publication 92-1 (1) 	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"> Obstacle Limitation Surface and Procedures for Air Navigation Services — Aircraft Operations (PANS-OPS) monitoring and hazard management 	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"> Planning assessment for developments in the vicinity of aerodromes 	As required assessment of development implications to airspace.
<ul style="list-style-type: none"> Contract management for services to Council and leases of business tenancies 	Annual review of schedules, daily contractor management and monitoring.
<ul style="list-style-type: none"> Roma Aerodrome compliance and user meetings 	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"> Foreign object/debris and aircraft safety monitoring 	Daily before and after RPT and large charter operations.
<ul style="list-style-type: none"> Passenger and aircraft monitoring 	Daily monitoring of passenger movement through Security Restricted Areas.
<ul style="list-style-type: none"> Emergency response preparedness and exercises 	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

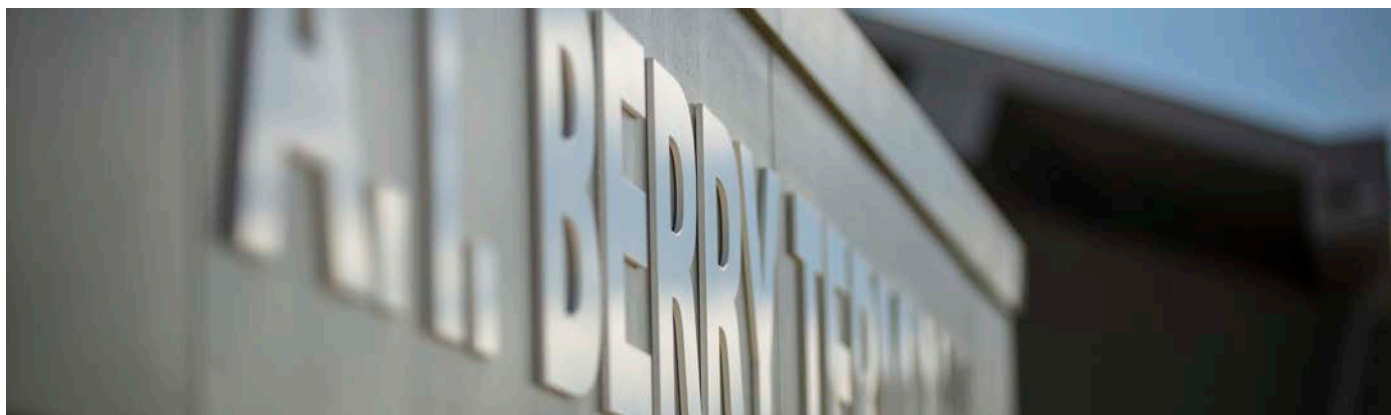
The year ahead (2018/19 operational plan)

Objectives	Targets
Carparking	
<ul style="list-style-type: none"> Secure carpark cash management 	Quarterly reconciliation of cash on site, quarterly banking and pay station cash in transit actions as required.
<ul style="list-style-type: none"> Carpark equipment maintenance 	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"> Responding to ticket and payment issues with customers 	Daily as required.
<ul style="list-style-type: none"> Carpark postpaid account management 	Monthly reconciliation and invoicing of accounts. Account card set up as requested by customers.
Landing requests	
<ul style="list-style-type: none"> Processing and approving landing requests 	As requested assessment of aircraft landing requests, allocation of parking bays and notification to ALA reporting officers.
<ul style="list-style-type: none"> Pavement concessions 	As requested engineering review of pavement and aircraft capacities.

Objectives	Targets
Projects	Within Operational Budget
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)

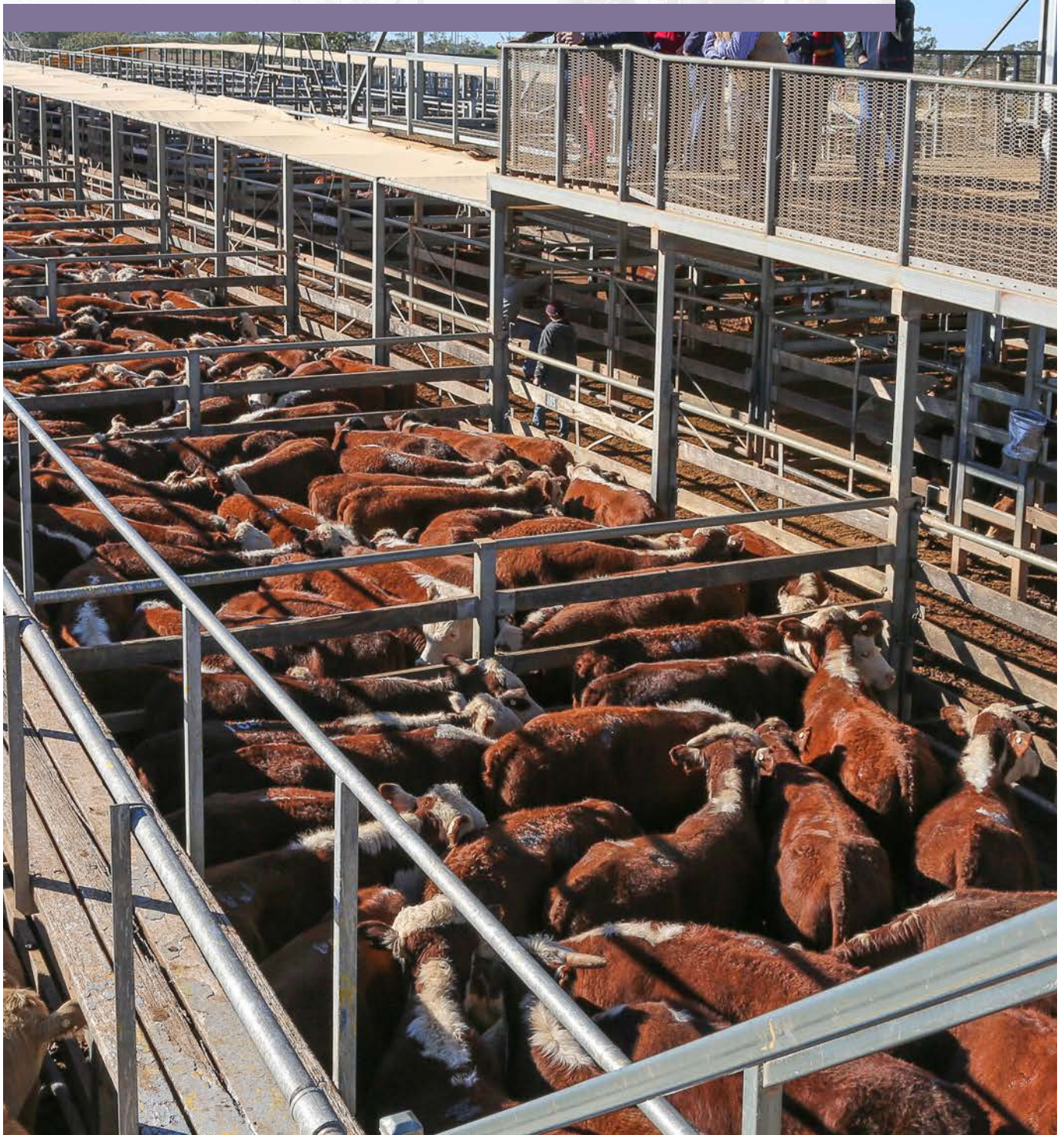
Equipment		Quarter (Q) Purchase	Within Scope & Budget
Upgrade - Injune, Surat and Mitchell Aerodromes - Design work	Injune, Surat, Mitchell	Q3	\$70,000
Renewal - Roma Airport lock replacement	Roma	Q2	\$35,000
Renewal - Roma Airport explosive trace detection equipment replacement	Roma	Q2	\$85,000
New - 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

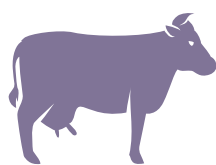
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Cattle sold - store and prime sale						
- Number of head	384,907	347,243	372,546	335,667	310,525	304,843
- Gross sale value (\$ excluding GST)	206,180,780	155,921,765	239,052,702	308,354,154	338,225,431	267,015,013
- Council yard dues (\$ revenue)			3,013,923	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>PROJECTS</p> <ul style="list-style-type: none"> Update and implement the precinct masterplan including design of the new administration building, future saleyard infrastructure and traffic flows. 	<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>MARKETING AND PROMOTION</p> <ul style="list-style-type: none"> Review the facility's marketing and promotional activities. 	<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	
Annual service delivery		
Delivery of the following services:		
Programmed (planned) maintenance and reactive maintenance		
<ul style="list-style-type: none"> Selling pens - cleaning, regravelling, water trough cleaning 	<ul style="list-style-type: none"> On average, each of the 375 selling pens is cleaned seven (7) times per year. This frequency varies depending on throughput and weather conditions. 25% of the selling pens are re-graveled each year – on average each selling pen is re-graveled once every 4 years. Each water trough in the selling pens is cleaned 24 times per year (fortnightly with the exception of Christmas shutdown period) 	
<ul style="list-style-type: none"> Weighbridges - calibration and certification, checking and cleaning 	<ul style="list-style-type: none"> Bi-annual inspection, calibration and certification by external provider (Provider certified by Australian Government - National Measurement Institute (NMI)) Visual inspection and test weigh prior to each sale on each weighbridge. Zero operation and indication undertaken at the change of each Agency's weighing on each weighbridge. Zero tracking is undertaken after each weigh (visual check by scale operator). Each weighbridge is cleaned after each sale. 	
<ul style="list-style-type: none"> Penning and draft area surrounding weighbridges - cleaning 	<ul style="list-style-type: none"> 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. 	
<ul style="list-style-type: none"> Receival / delivery yards - cleaning including water trough and regravelling 	<ul style="list-style-type: none"> 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. 20% of the receival/delivery yards are re-graveled each year – on average each receival/delivery yard is re-graveled once every 5 years. Each water trough in the receival/delivery yards is cleaned 24 times per year (fortnightly with the exception of Christmas shutdown period) 	
<ul style="list-style-type: none"> Cable yards - cleaning, including water trough 	<ul style="list-style-type: none"> Each of the 33 cable yards is cleaned once a year, however an additional cleaning may be required due to weather conditions. Each water trough in the cable yards is cleaned 24 times per year (fortnightly with the exception of Christmas shutdown period) 	
<ul style="list-style-type: none"> Drafts - cleaning 	<ul style="list-style-type: none"> On average, each of the 5 drafts is cleaned six (6) times per year. This frequency varies depending on throughput and weather conditions. 	
<ul style="list-style-type: none"> Facility - general maintenance and repairs, ground maintenance including mowing, slashing, waste collection, amenities cleaning, dust suppression, street sweeping of internal roads. 	<p>GENERAL MAINTENANCE</p> <ul style="list-style-type: none"> Visual inspection of the yards is undertaken three (3) times per week. 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) Lubricate all gates, slam latches and hinges monthly <p>GROUNDS MAINTENANCE</p> <ul style="list-style-type: none"> Generally mowing around the office and canteen is undertaken weekly, depending on weather conditions. Slashing around the facility is done as required. <p>WASTE</p> <ul style="list-style-type: none"> Approximately 7 bins around the canteen area are manually emptied after each store, prime and special sale. Approximately 35 bins throughout the yards are manually emptied once a week. <p>AMENITIES</p> <ul style="list-style-type: none"> All amenities are inspected each day and cleaned if required. All amenities are routinely cleaned after each store, prime and special sale, with one additional clean over the weekends. <p>DUST SUPPRESSION</p> <ul style="list-style-type: none"> As required. Within the yards using a sprinkler system. <p>STREET SWEEPING</p> <ul style="list-style-type: none"> Internal roads, turnarounds and hardstand parking using a water truck. Monthly excluding Christmas shutdown period 	
<ul style="list-style-type: none"> Vet crushes - general maintenance 	<ul style="list-style-type: none"> Inspected after each use Grease and clean of the two (2) crushes once a month 	
Projects	Quarter (Q) Finish	Within Operating Budget
Development of a 'Fit to Sell' policy.	Q4	By 30 June 2019

One year

Objectives	Targets	
Projects	Quarter (Q) Finish	Within Scope & Budget
Saleyards improvement plan - stage 1		
<p>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.</p>	Q4	\$1,450,000
Saleyards' improvement plan - stage 2		
Stage 2 - detailed designs		
<p>Stage 2 involves brings together projects which address critical safety, security and productivity issues, for detailed design.</p> <p>The detailed designs will incorporate the following components:</p> <ul style="list-style-type: none"> • Reconfiguration of the loading in/out facilities Ramp 1 • Reconfiguration of the loading in/out facilities Ramp 2 • 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. • Receival and delivery yards connecting to the bull selling arena • Small pound draft for smaller consignments connecting directly into selling pen area (i.e. Body truck loads) • Offset Ramps 1 and 2 for improved accessibility and usage of all ramps throughout the facility • Expansion of the security system within the facility • Upgrade of the remaining auctioneers' walkways • Safety walkways <p>The detailed designs (including indicative costs) are essential to planning for the completion of Stage 2 of the Saleyards Improvement Plans in the future.</p>	Q3	\$50,000
Roma Saleyards' safety improvements to ramp 2		
<p>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.</p>	Q4	\$150,000
Saleyards improvement plan - stage 3		
Stage 3 - Weighbridge area - detailed designs		
<p>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.</p> <p>The detailed designs will incorporate:</p> <ul style="list-style-type: none"> • two weighbridges with the latest technology • weighbridge office • pre-scales drafting areas • post scale holding area • roof over weighing area. <p>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.</p>	Q3	\$70,000
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
	MJ
Industrial	14,648,104
Commercial	4,264,327
Domestic	3,796,050
Total	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.	PLANNING <ul style="list-style-type: none"> Adopt an Asset Management Plan (10 year planning horizon). 	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"> Prepare a Gas Total Management Plan. 	Carried over to the 2018/19 financial year.
	PROJECTS <ul style="list-style-type: none"> Extend the network in the Roma area - \$240,000. 	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
Annual service delivery	
Delivery of the following services:	
Programmed maintenance	
<ul style="list-style-type: none"> Leak detection program 	Leaks responded to according to risk (Class 1, 2, 3) with Class 1 addressed immediately.
<ul style="list-style-type: none"> Cathodic inspections 	Minimum once a year.
<ul style="list-style-type: none"> Valves inspections and cleaning 	Minimum of a fifth of the valves each year.
<ul style="list-style-type: none"> Odourant recharge 	Weekly monitoring at key points. Levels checked at least once per month.
<ul style="list-style-type: none"> Replacement of old meters 	Ultimately at end of useful life (Current backlog over 3 years).
<ul style="list-style-type: none"> Pressure logging 	Loggers calibrated and serviced (Minimum once during the year).
Reactive maintenance	
<ul style="list-style-type: none"> Response to unplanned asset failures 	As required, prioritised according to risk and budget.
Capital works	
<ul style="list-style-type: none"> Program informed by an up to date asset management plan. 	Reviewed annually.
Reporting to regulators	
<ul style="list-style-type: none"> Annual safety report 	On or before 1 September
<ul style="list-style-type: none"> Gas annual report 	Due 31 October
<ul style="list-style-type: none"> Safety and health fee return 	By 31 July
Customer service	
<ul style="list-style-type: none"> Urgent incidents 	Immediate response
<ul style="list-style-type: none"> Planned interruptions to service delivery 	Target - 48 hours' notice if not urgent.
<ul style="list-style-type: none"> New services 	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"> Reconnections and disconnections 	Works completed with 5 working days after receipt of application and fee.
<ul style="list-style-type: none"> Investigation of complaints about gas supply 	In accordance with adopted complaints policy.
<ul style="list-style-type: none"> New development 	Information request - Within 4 business days Decision - Within 6 business days
<ul style="list-style-type: none"> Assistance with locating gas service infrastructure 	Within 20 days.
Safety	
<ul style="list-style-type: none"> Safety management system 	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
Residential lot data					
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"> • 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. 	<ul style="list-style-type: none"> • Implement the new processes to give effect to Queensland's new planning system - Planning Act 2016 - effective 3 July 2017. • Adopt the new Planning Scheme - Quarter 1, with fine-tuning during the financial year. <ul style="list-style-type: none"> • Adoption of Council's Local Government Infrastructure Plan (LGIP). 	<ul style="list-style-type: none"> • Development assessment procedures were transitioned to align with the new planning framework on 3 July 2017. • 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). • 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. • All development assessments have been recorded and public access to live records is being maintained in Council's Development Application Tracker online. • The Maranoa Planning Scheme was amended to facilitate the adoption of the Local Government Infrastructure Plan on 27 June 2018 (GM/06.2018/112).

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		
Annual service delivery			
Assessment of new development applications including: <ul style="list-style-type: none"> New development applications Pre-lodgement meetings and advice Development application tracking Community projects assistance 	<ul style="list-style-type: none"> Assessment and timeframes in accordance with the State Government's Development Assessment Rules. Pre-lodgement meetings upon request. Online/live tracking service - available 24 hours a day / 7 days a week. Assistance provided in accordance with Council's policy. 		
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"> Planning and development certificates Development application decisions Development information online 	<ul style="list-style-type: none"> Limited certificate within 5 business days, Standard within 10 business days and Full within 30 business days. Published on website within 5 business days of the decision. Updated online as policies, property and infrastructure data occurs. 		
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"> Development assessment statistics Reporting to the State Government 	Quarterly		
Planning consultancy services <ul style="list-style-type: none"> Paroo Shire Barcoo Shire 	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
Stock route travel			
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
Stock route agistment			
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
Coordinated baiting campaigns			
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.	GRANTS <ul style="list-style-type: none"> Administer funding and reporting for the Queensland Feral Pest Initiative (Exclusion Fencing) - a partnership with State Department of Agriculture and Fisheries. 	Two Collaborative Area Management groups completed 202kms of exclusion fencing within the region.
	PROJECTS <ul style="list-style-type: none"> Fence the police paddock Roma into 14 paddocks . 	In progress. Police paddock first stage of fencing completed, resulting in eight paddocks. 
	<ul style="list-style-type: none"> Undertake works on land used by Yuleba Pony Club - stick rake and blade plough. 	Completed. Stick rake and chemical spraying completed at Yuleba Pony Club paddock – monitoring ongoing for follow-up spraying. 
	<ul style="list-style-type: none"> Fence Wallumbilla North Road (to ensure that it is stock proof). 	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			
Annual service delivery					
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 pest management plan in consultation with key stakeholders including neighbouring local governments.	Regional	Q4	By 30 June 2019		
Develop a new stock route management plan 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 stock route network 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 water agreements (28) within the Maranoa region.	Regional	Q4	By 30 June 2019		
Upgrade stock route water facilities 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 wild dog exclusion fencing projects 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
Total	553	\$97,002,733

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*
Central	
Roma	49,085,821
Muckadilla	96,107
East	
Wallumbilla	2,887,990
Yuleba	3,693,199
Jackson	447,324
North	
injune	9,221,644
South	
Surat	12,039,330
West	
Amby	389,979
Mitchell	18,306,662
Mungallala	834,677
Total	\$97,002,733

*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"> • Community eg. Community Halls, community centres and public toilets. • Recreation eg. Grounds and facilities used for sport and swimming pools. • Residential Housing eg. Council owned housing providing for staff and housing delivered as part of the community housing program. • Workers Camps e.g. to house Council employees when working in the remote regions of our Council area. • Corporate eg. Council administration buildings and depots. 	ASSET MANAGEMENT PLAN <ul style="list-style-type: none"> • Adopt a new Asset Management Plan for Facilities (10 year planning horizon) by the end of Quarter 2. 	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.
	LEASES AND USER AGREEMENTS <ul style="list-style-type: none"> • Monitor completed leases and user agreements for continued compliance with each party's obligations. • Complete new user agreements and leases. 	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).
	SWIMMING POOL COMPLIANCE <ul style="list-style-type: none"> • 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. 	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.
	ENERGY EFFICIENCY <ul style="list-style-type: none"> • Undertake Stage 1 energy audit and tariff review. • Undertake renewable energy pilot for the Cultural Centre. 	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"> Great Artesian Spa, Mitchell - Amenities upgrade Great Artesian Spa, Mitchell - Replacement of spa decking Renewal of bathroom - Trainers' residence at Bassett Park Roma library - roof repair Installation of air conditioner at 1/12 South St Roma Installation of air conditioner at 10/12 South St Roma 	<ul style="list-style-type: none"> Roma Cultural Centre - Air conditioning upgrade Roma Library - Air conditioning upgrade Landscape and Masterplan - Police Citizens' Youth Club main office and Cultural Centre precinct Roma Rural Student (Youth) Hostel - subsidence work 	<ul style="list-style-type: none"> Bassett Park kitchen refurbishment Resurface Road behind grandstand, Bassett Park Rectify drainage near main bar, Bassett Park 17 Railway Parade, Injune - Bathroom and kitchen renewal 7 Elmer Street, Roma - Renewal of kitchen 40 Edinburgh Street, Mitchell - renewal of bathroom Replacement of roof on Mitchell archive building New roof for the Mitchell administration office Design Roma Pool upgrade Design replacement of the Mitchell Dance Studio Roma pool - first aid room

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
Annual service delivery	
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"> - easements, acquisition of property, sale of land and conduct and compensation agreements with Coal Seam Gas companies. - coordination of formal responses to the State Government for land tenure under the <i>Land Act 1994</i>. 	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
Projects	
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
Housing - Council and community			
• 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
Council buildings			
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

Community buildings and other facilities			
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.			
Major initiatives			
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
TOTAL	\$42,857

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.	EVENTS <ul style="list-style-type: none"> Host events including Q Opera 	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.	GRANTS <ul style="list-style-type: none"> Administer the Regional Arts Development Fund. 	\$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
Annual service delivery	
Delivery of the following services:	
<ul style="list-style-type: none"> • Creating partnerships (community projects) 	Monthly through Arts Group meetings and as and when required
<ul style="list-style-type: none"> • Assisting with funding opportunities for community groups 	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"> • Updating and implementing placemaking plans 	Quarterly through Arts Group meetings
<ul style="list-style-type: none"> • Providing facilities (spaces and places) for arts and cultural activities 	Reviewed monthly through Arts Group meetings; Subject to budget consideration.
<ul style="list-style-type: none"> • Preserving history and heritage for current and future residents 	Monthly through local historical societies when and as identified.
<ul style="list-style-type: none"> • Delivering a range of annual and one-off budgeted Council events 	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 & 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
Total	\$220,567	\$195,204	\$423,687	\$310,008	\$238,100	\$1,396,566

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.	MAJOR PROJECT / EVENT <ul style="list-style-type: none"> Plan for and facilitate the visit to Roma and Mitchell of the Queen's Baton Relay. 	Completed. Feature story on page 36. 
	PROJECTS <ul style="list-style-type: none"> Deliver the following projects: <ul style="list-style-type: none"> - Fisherman's Statue, Surat - Cobb and Co Park, Yuleba - Master Planning and Stage 1 Improvements 	In progress - projects are now scheduled for completion in 2018/19. 
	<ul style="list-style-type: none"> - Flood levee monument, Roma 	Not started - project is now scheduled for completion in 2018/19. 
Coordinate grant programs: <ul style="list-style-type: none"> for funding to community groups; and for funding from other tiers of government and industry partners to Council; to enable delivery of projects and services that otherwise might not be achievable.	GRANTS <ul style="list-style-type: none"> Deliver Council's community grants program. 	Grant programs were administered resulting in: <ul style="list-style-type: none"> In-kind assistance - \$134,282 Fee waivers - \$95,275 Sponsorships/cash contributions - \$312,871 Community grants - \$561,898 (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.

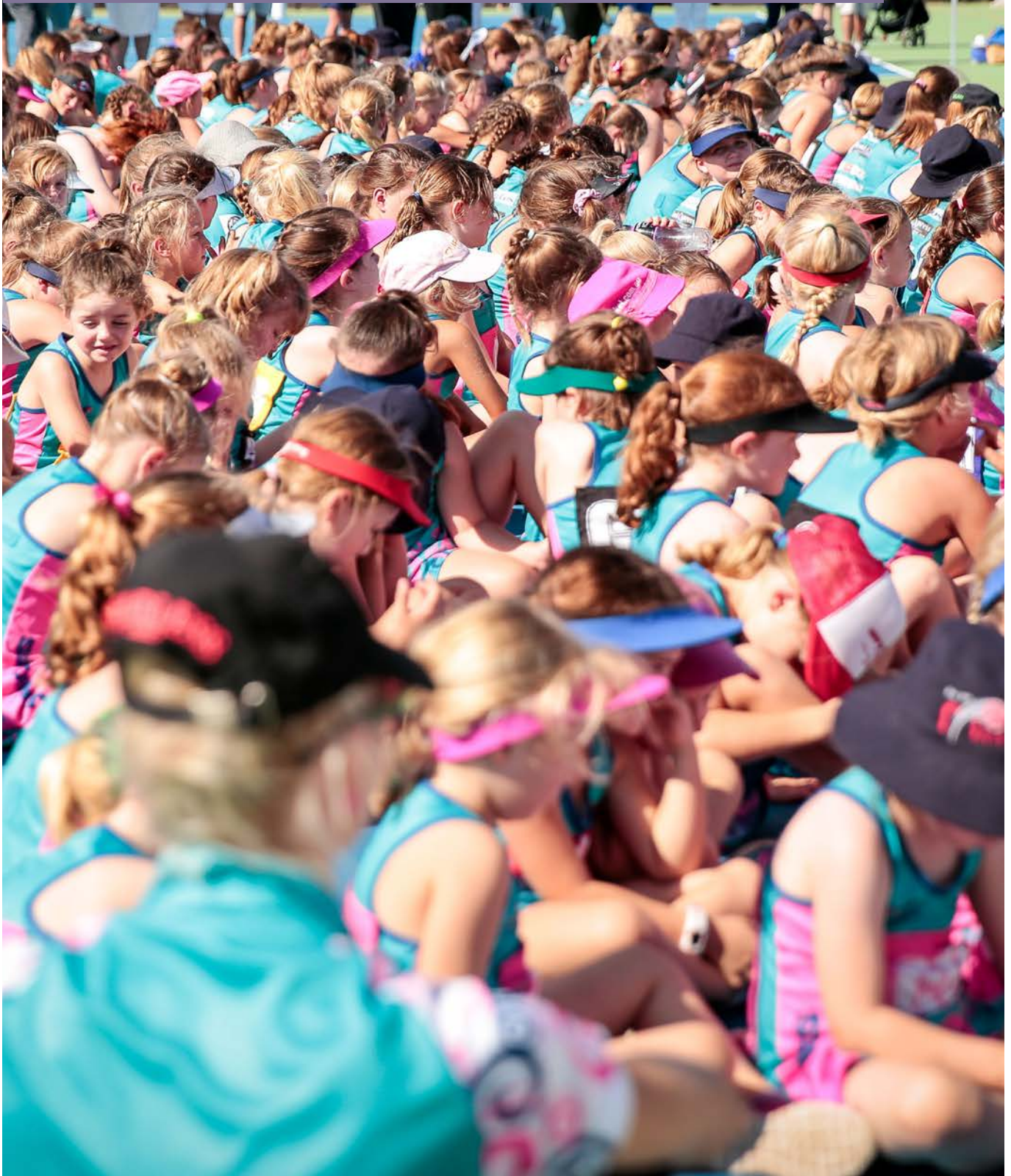


The year ahead (2018/19 operational plan)

Objectives	Targets
Annual service delivery	
Community grant programs and other funding: <ul style="list-style-type: none"> • Community grants • Community drought support • Sponsorship • Non-financial assistance 	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"> • Local plans • Program development • Group and individual development and recognition • Work outreach program for Mitchell and Surrounds • Placemaking planning and projects 	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"> • Event management • Council event coordination 	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"> • Community events • National and state recognised events • Travelling events 	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.	PLANNING <ul style="list-style-type: none"> Develop an action plan integrated with the new Economic and Community Development Plan 	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.	PROJECTS Complete the following projects: <ul style="list-style-type: none"> Maranoa Netball Precinct - Bassett Park 	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"> New field and lighting - Roma Touch Association 	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	
Annual service delivery			
Delivery of the following services: <ul style="list-style-type: none"> • Club support and assistance • Planning (masterplanning, community and local plans) • Club governance support 		Bimonthly advisory group meetings and monthly sporting club interactions	
<ul style="list-style-type: none"> • Pursuit of funding opportunities for Council and individual clubs and groups 		Monthly during scheduled group meetings and upon request	
<ul style="list-style-type: none"> • Sport and recreation facilities 		According to master plans, community priorities and Council budget allocations each year	
<ul style="list-style-type: none"> • Council events 		As opportunities are identified	
Projects		Quarter (Q) Finish	Within Scope & Budget
KD Bar - shade extension <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
Roma Rodeo Arena - fencing <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
Sheep Dog Trial Arena - yards <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>Roma & District Lapidary, Minerals Society - ramp and landing</p> <p>The Roma & 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>Roma History Lodge - airconditioning</p> <p>Roma & 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 & 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>Surat Recreation Grounds - canteen exhaust canopy</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 & 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>Injune Rodeo Canteen & Bar - upgrade to power supply</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
Injune swimming wade pool - upgrade and repair			
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.	Injune	Q4	\$30,619
Surat wading pool - replacement of pipework valves and outlets and fibreglassing the wading pool and walls			
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. - Fibreglass the wading pool and walls - Replace pipework valves and outlets	Surat	Q4 Q4	\$21,000 \$36,000
Great Artesian Spa - construct compliant disability parking			
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. The project will ensure there is compliant disability parking at the site.	Mitchell	Q3	\$10,000

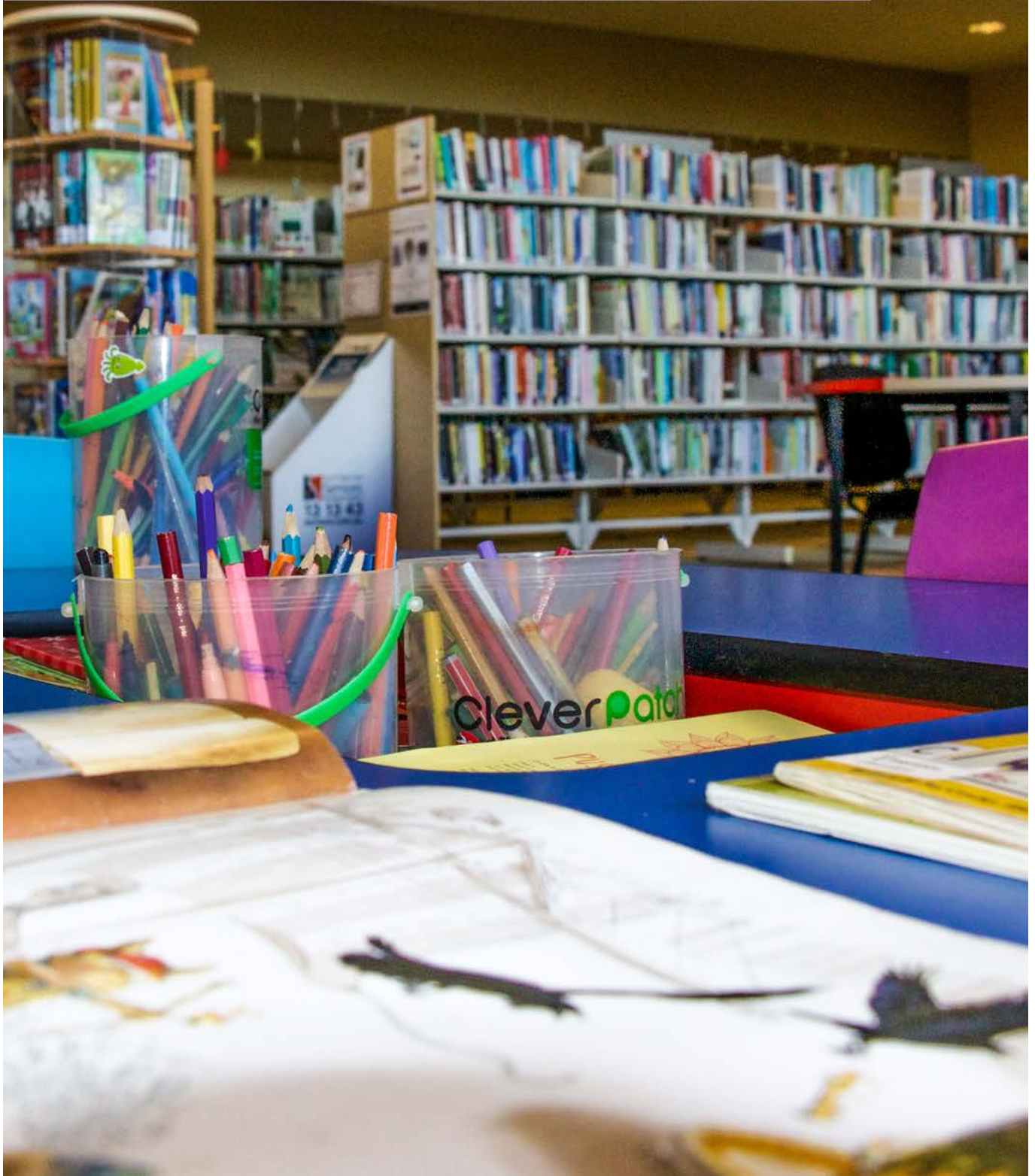
One year

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
<p>Provide a core, dynamic public library service for educational, information and recreational needs.</p> <p>Provide relevant services and programs that develop and support individuals' and communities' lifelong learning, wellbeing and social inclusion.</p>	<p>OPERATIONS</p> <ul style="list-style-type: none"> Conduct the Tech Savvy workshops (Grant received for this to go ahead in 2017/18) - \$9,391. 	<ul style="list-style-type: none"> Tech Savvy program completed in October and November 2017. Refer below for further information.
	<p>PROJECTS</p> <ul style="list-style-type: none"> Repair the roof leak at the Roma Library - \$40,000. 	<ul style="list-style-type: none"> Completed 

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		
Annual service delivery			
Delivery of approved library and customer services and infrastructure	<ul style="list-style-type: none"> • Published opening times • Annual reports to the State Library of Queensland • Staff training and development 3 times a year • Daily assessment of client needs and service delivery standards that meet State Library minimum criteria 		
Projects	Quarter (Q) Finish		Within Scope & Budget
Library airconditioning	Mitchell	Q3	\$70,000
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.			
Temporary library	Wallumbilla	Q3	\$40,000
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>			

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



Boorunga Shire Council Offices / Customer Service Centre, Mitchell - opened 1967



Boorunga 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>MANAGEMENT SYSTEM</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.
	<p>“SWITCH ON” TO SAFETY</p> <ul style="list-style-type: none"> Provide “Switch On” to safety awareness programs: <ul style="list-style-type: none"> Newsletters - 1 per quarter Toolbox Talks - 1 per month (100% sign-off / completion rate for the assessments) Alerts - as issues are identified. 	<ul style="list-style-type: none"> Switch on to Safety Newsletter released August & November 2017, February & May 2018. Switch on to Safety Toolbox Talks released July, September, October & December 2017, January, March, April & June 2018. 100% sign-off not yet achieved. This will need additional focus in 2018/19. 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; 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.
	<p>MANAGEMENT LED INSPECTIONS</p> <ul style="list-style-type: none"> Undertake management led hazard inspections twice per year. 	<ul style="list-style-type: none"> Council’s Chief Executive Officer and Directors participated in manager led hazard inspections equating to 87.5% achievement.
	<p>HAZARDS, INCIDENTS, AUDITS</p> <ul style="list-style-type: none"> Close out hazards (proactive) and incidents (reactive) in accordance with risk based timeframes. 	<ul style="list-style-type: none"> Hazards = 226 identified with a 65% verification rate. Average age of open hazards has reduced by 54%. 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%. Audit findings = 87 audit findings with 30% verification rate. Average age of open audit findings has reduced by 67%.
	<p>ON-LINE INDUCTION</p> <ul style="list-style-type: none"> Implement an on-line learning management system and on-line contractor induction. 	<ul style="list-style-type: none"> Induction software package configured. Safety Hub training videos uploaded - 2 changes to be made prior to go-live) (awaiting final amendment). Training monitors have been installed in all major depots (6) for the purposes of the Learning Management System and On-line contractor inductions.

'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
Communications	
Toolbox talk and newsletter completion rate (Departmental)	100% completion rate
Audit program	
Close out of audit items within a 90 day period (unless exemption applies) with evidence supplied in the audit register for verification.	All audit action items closed out within 90 period.
IMMS system development and maintenance	
Ongoing support, commitment, implementation and improvement of corporate and operational elements of the IMMS.	Improvements actioned as required.
Management review	
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
Services	
Annual delivery of the following services (by the Enterprise Risk, Quality, Safety & Environment team):	
<ul style="list-style-type: none"> Communication and consultation 	
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"> Audit program 	
Internal Audits - including in-scope services for IMMS maintenance and out-of-scope services for IMMS expansion.	Deliver as per internal schedule based on risk and business need.
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"> Integrated Maranoa Management System (IMMS) system development and maintenance 	
System Development - Develop corporate level documentation to meet the needs of multiple services across Council to reduce the duplication of policies, processes and procedures for quality, safety and environment elements.	Development of system tools to meet business needs and risk requirements as needed.
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"> Support, coaching and advice 	
IMMS related support, coaching and advice	Manage requests for support as required according to internal Customer Request Management (CRM) workflows.
<ul style="list-style-type: none"> Management review 	
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"> Fitness for work 	
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"> Induction 	
Corporate induction of employees and contractors	In person / transitioning to on-line.
Projects	
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"> - 'Working bee' to close out past hazards, incidents and audit outcomes. - New items to be closed out by responsible officers within 90 days. 	
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?

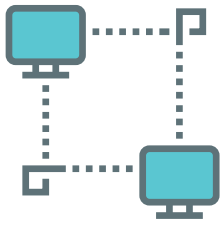
In addition to servicing the needs of Council, the team also provides valuable services for the broader community for the following areas:

- 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
Telecommunications			
Telecommunication and data expenses	\$614,543.58	\$680,673.40	\$611,235.02
Printing			
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
Servers			
Physical production servers	13	12	12
Physical virtual host servers	11	11	9
Virtual servers	27	27	42
Council's business software (Civica Authority)			
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"> Cloud migration 	Microsoft Office 365 Migration has been completed, this included the following services: <ul style="list-style-type: none"> SharePoint Skype for Business Exchange 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"> Online induction and training platform 	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"> Stage 1 of SCADA (Supervisory Control and Data Acquisition) system 	The ICT Solutions team is supporting the Water, Sewerage & Gas team. This will be continued in 2018/19.
	<ul style="list-style-type: none"> Customer request system, and review of associated workflows 	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"> Program and project management software 	The following actions have been completed: <ul style="list-style-type: none"> initial staff training on Microsoft Office Online; initial proof of concept sessions with PC Cubed Ltd. The project is on hold pending implementation of Council's new Project Management Framework.
	<ul style="list-style-type: none"> My Maranoa database 	Development on hold pending filling of position vacancy.
	Complete the following projects: <ul style="list-style-type: none"> MRC-VNX01 – POD (Storage Device) - \$42,000 MRC-VNX02 – Community Hub (Storage Device) - \$42,000 	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 charges 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

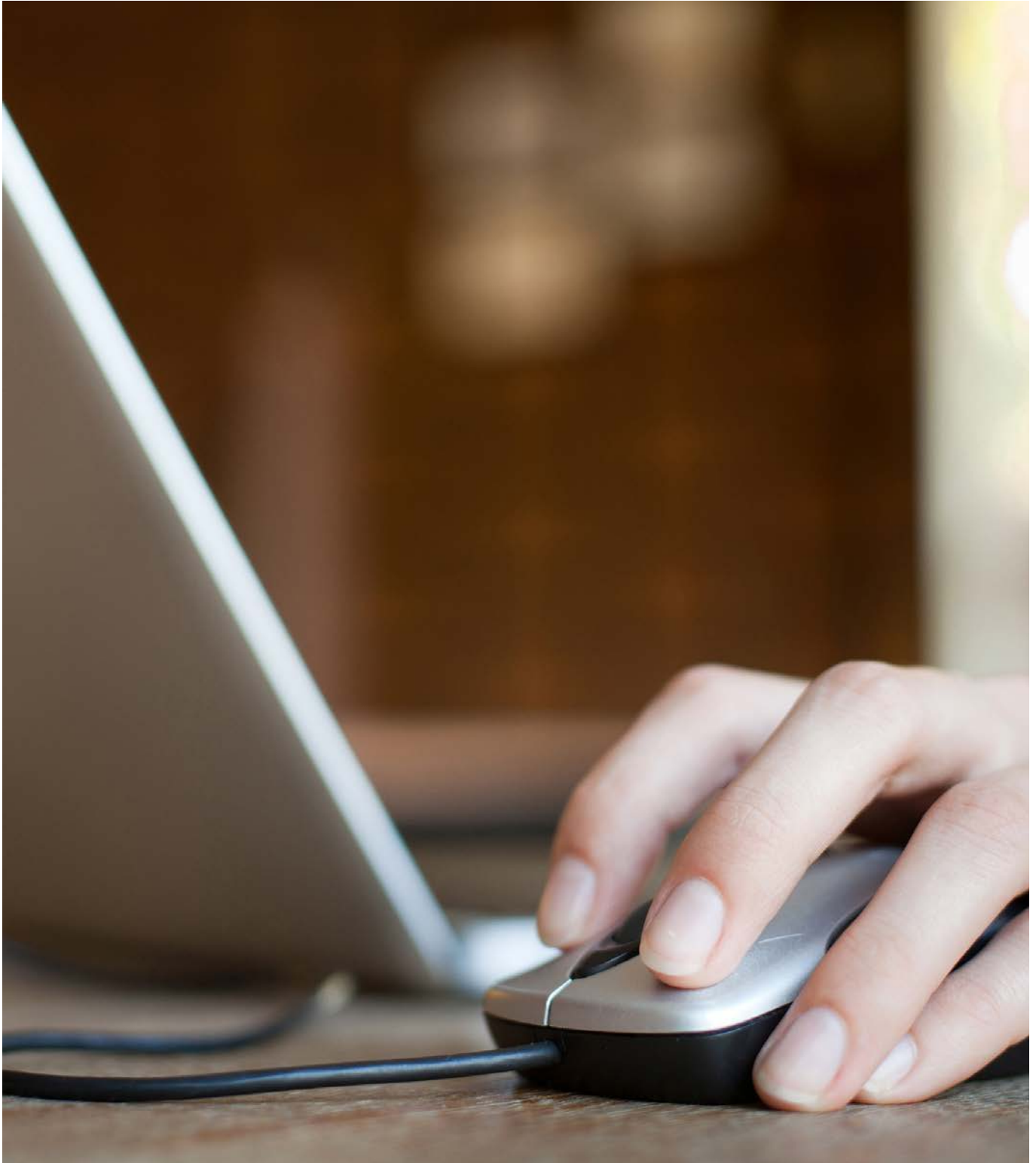
Looking forward

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
Annual service delivery	
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
New initiatives			
On-line services	Regional	Q4	Within operational budget
<ul style="list-style-type: none"> Set up of a payment gateway in 2018/19 - with the platform ready to add various on-line services. 			
New customer request system	Regional	Q1	Within operational budget
<ul style="list-style-type: none"> Go-live of the new customer request system with the following features: <ul style="list-style-type: none"> - in-the-field access (for teams to access and update it out of the office); - automatic workflows and document management; - enhanced privacy, security and reporting features. 			
On-line learning and multi-purpose training facilities across the region	Regional	Q3	Within operational budget
<ul style="list-style-type: none"> Set up of the technical environment to cater for new initiatives going live in 2018/19. 			
Sharepoint intranet/internet service agreement	Regional	Ongoing	\$30,000
<ul style="list-style-type: none"> Maintenance of a support agreement. <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>			
Equipment			
Security system and Closed Circuit Television (CCTV) - Yuleba service centre	Yuleba	Q3	\$12,925
<ul style="list-style-type: none"> Upgrade of the Yuleba Service Centre Security and CCTV system. <p>This will allow for centralised management and local support/maintenance services.</p>			
Photocopier schedule replacement program	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>			
Host server replacement program	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>			
One off project			
Civica - Business Intelligence System (BIS)	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.	TRAINING <ul style="list-style-type: none"> Develop content for an online induction and training program for new and existing employees. Develop and maintain a training plan and calendar that prioritises, schedules and delivers corporate training programs, administered by the Human Resources and Training team. 	<ul style="list-style-type: none"> Organisational Development and Human Resources content finalised and submitted for inclusion in the Online Induction Training Module for new employees and suppliers. Annual training plan and budget developed focusing on the delivery of Mandatory and Enterprise Risk, Quality, Safety & Environment (ERQSE) training programs for the 2018/19 financial year.
	POSITION DESCRIPTIONS <ul style="list-style-type: none"> 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). Transition to the modern award/s and realignment of Council's current positions to the new classifications. 	<ul style="list-style-type: none"> Position description review is ongoing with approximately 40% of current position descriptions reviewed and transitioned into new format.
	PERFORMANCE MANAGEMENT <ul style="list-style-type: none"> Develop a Performance Management Framework to facilitate review and discussion about personnel performance and directions. 	<ul style="list-style-type: none"> Probationary review templates have been developed in line with revised position descriptions. 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"> Customer Requests (Residents, Businesses, Visitors) Elected Member Requests & Assistance Services & Projects Safety of Our Teams & Community Managing the Business
	WORKPLACE SUPPORT <ul style="list-style-type: none"> Continue implementation of a Workplace Issues tracker, to record receipt of personnel matters, and monitor progress of issue resolutions. 	<ul style="list-style-type: none"> 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.
	INDUSTRIAL INSTRUMENTS <ul style="list-style-type: none"> Negotiate a new industrial agreement that is both affordable and compliant with Council's obligations as an employer. 	<ul style="list-style-type: none"> Negotiations now scheduled to occur in 2018/19.
	WORKFORCE PLANNING <ul style="list-style-type: none"> Adopt and implement a workforce plan to reshape the organisation having regard to falling external revenue. 	<ul style="list-style-type: none"> Draft workforce planning document and Organisational Structure presented to Council at its meeting on 12 July 2017. Further report (26 July 2017) and recommendations made to Budget Submissions and Financial Planning committee (31 May 2018) to set targets for 2018/19.

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

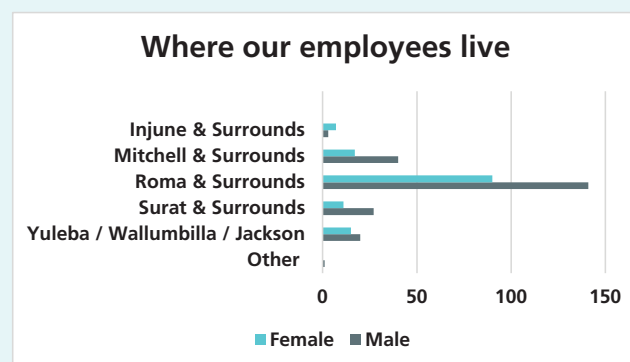
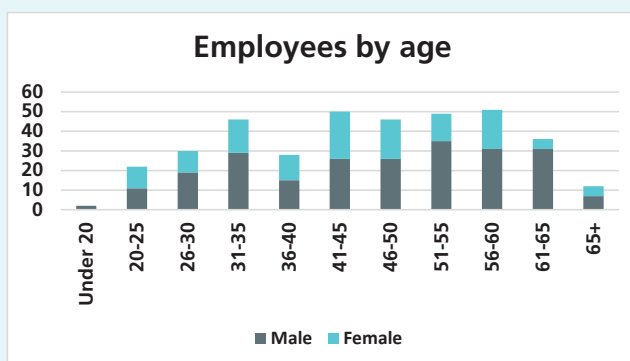
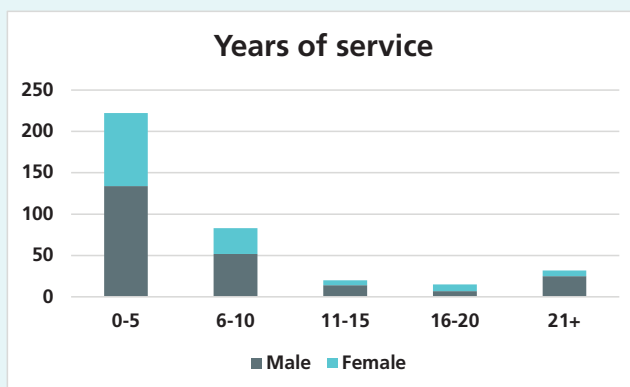
Employment type	Number	Percentage
Full Time	326	93.2%
Part Time	11.88	3.4%
Casual	11.89	3.4%
Total	349.77	100.0%

Indoor / outdoor	Number	Percentage
Outdoor	198.37	56.7%
Indoor	151.40	43.3%
Total	349.77	100.0%

Gender	Number	Percentage
Male	228.24	65.3%
Female	121.53	34.7%
Total	349.77	100.0%

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



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
Annual service delivery	
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"> • Staff movements - within 1 working day of release of staff movement advice; • Structural changes - within 2 working days of release of the Council meeting minutes. <p>Organisational Chart refreshed, reconciled and uploaded to the intranet monthly. 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"> • Relevant notifications in relation to contract renewal provisions adhered to. • New contracts provided 7 clear days prior to the contract being entered into. • Advice on awards, certified agreement and legislation as required to employees and management team.
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"> • Ongoing contribution to development, support and implementation of initiatives that seek input from employees at all levels for the betterment of Council and individuals' job satisfaction. • Exit interview offered to all employees with feedback provided to the Chief Executive Officer.
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"> • provision of support to the management team including preliminary assessment and notifications to the relevant agencies (where required); • scheduling of investigations (where required); • assistance with the gathering of information (where required); • review of findings and implementation of actions in conjunction with the Chief Executive Officer and relevant Director/Manager.
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"> • Group training organisations (e.g. Golden West) • Council directly.
Projects	
New certified agreement	<ul style="list-style-type: none"> • Meetings of negotiating committee held at mutually agreed days/times. • Draft to employee representatives in January. • Agendas and minutes prepared and distributed to the committee. • Draft communications prepared for the Chief Executive Officer at key milestones.
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.	COUNCIL NEWS <ul style="list-style-type: none"> Produce the Council News publication that is internally designed, professionally printed and distributed to the Maranoa region. 	4 Council News publications (design completed in-house). <ul style="list-style-type: none"> › September 2017 › November 2017 › March 2018 › April 2018
	BOTTLE TREE BULLETIN <ul style="list-style-type: none"> Provide financial and content support for the community newsletter – Bottle Tree Bulletin. 	12 Monthly Bottle Tree Bulletin editions supported financially and with content.
	ANNUAL REPORT <ul style="list-style-type: none"> Support the provision of quality information on Council's operations through the Annual Report – benchmarking ourselves against Australasian Best Practice. 	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.
	ONLINE NEWS <ul style="list-style-type: none"> Review all Council's print and online listings to ensure they are current and consistent across all mediums. Commit to online, social media and print media. Increase subscriptions for Council's electronic newsletters and bulletins 	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
Annual service delivery	
Delivery of the following services: <ul style="list-style-type: none"> • Media releases • Website maintenance • Online event calendar • My Maranoa app • Advertising • General publications • Editorial service • Media liaison • Media interview preparation • Graphic design • Photography 	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
Projects	Quarter (Q) Finish
Launch of Council's new website	Q3
Major project communications: <ul style="list-style-type: none"> • Stage 2A Roma Flood Mitigation • Saleyards Improvements • Expanded Infrastructure projects communication 	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"> 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. 	Additions of \$3.824 million recorded in Council's plant and equipment register for 2017/18.
	<ul style="list-style-type: none"> Monitor plant utilisation and minimum quarterly recommendations to Council on reshaping the plant fleet to cost effectively meet business needs. 	Identification and reporting (utilisation / aged plant / Optimum replacement or turnover) of plant undertaken. <ul style="list-style-type: none"> Gross value of disposals - \$2.56 million Accumulated depreciation of disposals - \$1.798 million Quarterly reporting to Council as part of the Operational Plan.

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		
Annual service delivery			
Delivery of the following services:			
<ul style="list-style-type: none"> • Scheduled servicing: Light trailers Generators (fixed) Light and heavy vehicles and heavy trailers Plant servicing Small plant and miscellaneous plant 	Annually Quarterly 10,000 kms 250 hours Based on condition		
<ul style="list-style-type: none"> • Reactive maintenance 	As required		
<ul style="list-style-type: none"> • National Heavy Vehicle Accreditation Scheme (NHVAS) 	Compliance with national requirements		
<ul style="list-style-type: none"> • National Heavy Vehicle Accreditation Scheme (NHVAS) internal compliance audits 	Quarterly		
<ul style="list-style-type: none"> • Insurance policies • Roadside assistance membership • Third party plant assessments • Associations and registrations (e.g. workshop licences, pressure vessels' compliance) 	Annually		
<ul style="list-style-type: none"> • Motor vehicle registrations 	Bi-annually		
<ul style="list-style-type: none"> • Third party plant assessments 	Annually		
<ul style="list-style-type: none"> • Plant hire charges and review 	Fortnightly processing of standard charges; Manual charges as required; Minimum annual review of plant hire.		
<ul style="list-style-type: none"> • Management of maintenance records 	Daily		
<ul style="list-style-type: none"> • Procurement and disposal of plant and equipment 	Approved program		
<ul style="list-style-type: none"> • Pool vehicle fleet, workshops, depots, community and tourism plant, wash down facilities, fuel and state emergency service vehicles operations. 	Consistent with approved services		
	Quarter (Q) Finish	Within Scope & Budget	
Plant Capital Program 2018/19			
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"> • Plant no. 124 - Komatsu GD555-3 Grader • Plant no. 142 - Caterpillar 816F Compactor • Plant no. 115 - Caterpillar 12H Grader • Plant no. 119 - Caterpillar 12H Grader • Plant no. 117 - John Deere 670D Grader • Plant no. 5 - KPI-JCI FT2603CC Two Deck Incline Screen • Plant no. 736 - Toyota Landcruiser Utility • Plant no. 759 - Toyota Landcruiser Utility 	Regional	Q4	\$2,590,000
Construction of an awning off the lunch room at the Roma Infrastructure Depot	Roma	Q1	\$9,000
Reallocated from 2017/18 (Carried forward)			
Plant Capital Program 2017/18	Regional	Q4	\$1,348,979

Five years

One year

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>REHABILITATION PROGRAM</p> <ul style="list-style-type: none"> 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. 	<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>STORMWATER MANAGEMENT</p> <ul style="list-style-type: none"> Prepare a Roma Quarry Ground Water Management Plan by end of quarter 2. 	<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>INTEGRATED MARANOVA MANAGEMENT SYSTEM (IMMS) FOR QUARRY AND QUARRY PITS</p> <ul style="list-style-type: none"> Develop a Departmental Operating Manual for the Quarry and Quarry Pits, with advice on the corporate processes and templates from Enterprise Risk, Quality, Safety & Environment, and advice as required from the regulator (through the Director Infrastructure Services) – i.e. Mines Inspectorate and Department of Environment & Heritage Protection. <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>PROFITABILITY INITIATIVES</p> <ul style="list-style-type: none"> Track net operating result, and provide recommendations to the Director to increase profitability. Undertake a plant review. 	

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
Annual service delivery	
Delivery of the following services:	
<ul style="list-style-type: none"> • 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> 	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"> • Sales and delivery of quarry products <i>Coordinate the logistics required to deliver quarry products.</i> 	As required / sales agreement.
<ul style="list-style-type: none"> • Campaign crushing <i>Supply of mining/crushing and screening equipment and machinery for campaign crushing subject to legal compliance and machinery availability.</i> 	As required and subject to plant availability.
<ul style="list-style-type: none"> • Product quality assurance <i>Work with NATA accredited laboratories to ensure product specification conformance certification.</i> 	Annually, when there is a specific request or when there is new product.
<ul style="list-style-type: none"> • Weighbridge <i>Provide a heavy vehicle weighing service for local business owners.</i> 	Weekdays 7am - 3pm (standard opening hours of the quarry). No charge.
<ul style="list-style-type: none"> • National competition policy business activity review 	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>Integrated Maranoa Management System (IMMS) for Quarry and Quarry Pits</p> <p>Develop the Quarry and Quarry Pits Operating Manual, within the corporate management system framework.</p>	Regional	<ul style="list-style-type: none"> New operating manual developed (Project Plan Q3, New operating manual completed Q4).
	<p>Quarry pit optimisation</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"> Individual assessment of each pit, either active, inactive or abandoned. Assessment to take note of economical importance, resources, environmental impact, legal compliance and value to land owners (Progressive reporting to Council). Pits identified that are no longer needed and rehabilitation requirement progressed for handover back to the landowner or State Government (Q4).
	<p>Mining plan</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"> Quote for mining plan with clear scope of work to be gathered from registered and capable suppliers (Q3). An action plan developed as per the recommendations of the 10 year mining plan (Q4). Rehabilitation opportunities explored as the reserves are exhausted.
	<p>Business development</p> <p>Undertake initiatives to develop the quarry business and its financial viability.</p>	Roma Quarry	<ul style="list-style-type: none"> Roma Quarry business portfolio incorporated in the Council Website. Customer site visits undertaken to keep abreast with customer requirement and potential product market.
	<p>Workforce planning</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"> Quarry organisational structure reviewed to align with production / sales demand (Q3). Quarry operators' training matrix reviewed in conjunction with the Human Resources team (Q3). Clear succession plan established for potential workers.
	<p>Plant review</p> <p>Commence a review of plant currently owned and operated within the quarry.</p>	Roma Quarry	<ul style="list-style-type: none"> Crushing and screening plant's running hours/downtime and performance captured and assessed to better manage and gauge the plant's capabilities (Q3). Defect register developed to better track defects and defect completion durations (Q3). Assistance provided to the plant team to develop a spare parts register to ensure adequate parts are available to reduce downtime. Develop a business case for plant replacement / acquisition / disposal (Q3).
	<p>Outstanding contract matters</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).	CUSTOMER REQUEST SYSTEM <ul style="list-style-type: none"> Implement a reviewed customer request system that: <ul style="list-style-type: none"> › caters for mobile / in the field updating of actions taken; › will incorporate a review of system workflows to ensure requests get to the right place first time (the team that will review and respond). <p>This will include implementation of technology solutions to increase productivity and streamline service delivery.</p>	In progress.
	In conjunction with implementation of the customer request system: <ul style="list-style-type: none"> › undertake a review of, and implement updated processes for internal requests as distinct from process steps; › 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. 	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.
	COMMUNITY SATISFACTION SURVEY <ul style="list-style-type: none"> Engage an independent market research company to conduct the Customer Service Survey of a sample of residents from across the region. 	Completed. Feedback received was used during the development of Council's strategic priorities for the new Corporate Plan 2018-2023.
	CUSTOMER SERVICE CHARTER <ul style="list-style-type: none"> Redesign and update the Customer Service Charter. 	Completed. The Customer Request Policy (incorporating Customer Service Charter) was adopted by Council on 26 March 2018 (Council resolution reference GM/03.2018/04).
	LOCAL AND REGIONAL MODEL <ul style="list-style-type: none"> 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. 	CEO Blog - 17 August 2017 launching Connecting Locally, Connecting Regionally New Managers announced 20 August 2017. In progress. Local numbers established. Official launch will now occur in 2018/19. First meeting for pilot group held - Injune Local Working Group on 22 March 2018.

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	
Annual service delivery		
Delivery of the following services:		
Receiving customer requests		
<ul style="list-style-type: none"> • Local and regional customer service officers 	<p>Serviced during normal business hours.</p> <p>Local numbers - As some phones are answered by a single customer service officer, if the person is away from their desk for any reason, or on another call, residents 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"> • Local and regional e-mail addresses 	<p>Acknowledged no later than the next business day.</p> <p>New customer request e-mail address maintained and promoted. customer.service@maranoa.qld.gov.au</p>	
<ul style="list-style-type: none"> • Local and regional telephone numbers 	<p>98% of calls through to the 1300 007 662 number answered within 60 seconds.</p>	
<ul style="list-style-type: none"> • After hours emergencies service 	<p>On-call roster maintained for all service areas where emergencies arise; 1300 007 662 call centre software maintained to direct calls to the on-call employee/s.</p>	
<ul style="list-style-type: none"> • By mail/post 	<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 council@maranoa.qld.gov.au 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"> • Customer request policy and customer request system 	Service/processing in accordance with Council's policy.	
Projects		
Fine-tune Council's new Customer Request Policy. Implement new Customer Request System.	Regional	<p>Go-live by 5 September 2018.</p> <p>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.	Local	<p>By end of quarter 3</p> <p>Injune & Surrounds (Pilot meeting 2017/18)</p> <p>Mitchell & Surrounds</p> <p>Surat & Surrounds</p> <p>Yuleba & Surrounds</p> <p>Roma & 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"> 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. 	<ul style="list-style-type: none"> Information Management Manual updated in 2017/18, this includes identification of vital records.



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
Annual service delivery	
Delivery of the following services:	
<ul style="list-style-type: none"> • Public sector recordkeeping 	Annual review of policies. Administration of system, and training and support to other departments as required.
<ul style="list-style-type: none"> • Right to information and information privacy access applications 	In accordance with legislative timeframes.
<ul style="list-style-type: none"> • Mail processing 	Mail registered and into the document management system by 10am.
<ul style="list-style-type: none"> • Publications scheme 	Annual review
Projects	
<p>Records governance policy</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>Publication scheme and classification structure</p> <p>Review of publication scheme and classification structure to align with the new Corporate Plan functional areas.</p>	By 30 June 2019
<p>Employee induction and refresher training</p> <p>Review of content on public sector recordkeeping responsibilities for new and continuing employees.</p>	By 30 June 2019
<p>Recordkeeping framework</p> <p>Provide input, support and guidance to key corporate projects for 2018/19 including:</p> <ul style="list-style-type: none"> • document mapping for the new Customer Request System implementation • scope expansion of Council's management system (Quality, Safety, Environment) from the perspective of document management • implementation of Council's new Corporate Plan, Operational Plan and functions. 	Q1 Project support as required by the Enterprise Risk team. By 30 June 2019

Five years

One year

Chapter 3

Legislative reporting



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



Legislative reporting

Local Government Act 2009

Identifying beneficial enterprises (s41)

A local government's annual report for each financial year must contain a list of all the beneficial enterprises that the local government conducted during the financial year.	Nil
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Identifying significant business activities (s45)

<p>"A local government's annual report for each financial year must—</p> <p>a. contain a list of all the business activities that the local government conducted during the financial year; and</p> <p>b. identify the business activities that are significant business activities; and</p> <p>c. state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied; and</p> <p>d. state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities."</p>	<p>6</p> <p>Building certification Roads Water and sewerage Gas Quarry Saleyards</p> <p>Nil</p> <p>N/a</p> <p>N/a</p>
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Senior management remuneration packages (s201)(1)

"A local government's annual report for each financial year must state the total of all remuneration packages payable to the senior management and the number of employees in senior management who are being paid in each band of remuneration. Each band of remuneration is an increment of \$100,000. Senior management includes the Chief Executive Officer (CEO) and 3 Directors; collectively they are our Executive Leadership Team. The total of all remuneration packages paid to the Executive Leadership Team of Council was \$935,338.87 for the 2017/18 financial year. The number of employees in senior management who are being paid each band of remuneration:"

Total remuneration package (including superannuation)	Number of senior management employees (Executive leadership team)
\$250,000 - \$350,000	1
\$150,000 - \$250,000	3

Local Government Regulation 2012

Preparation of the annual report (s182)

Adopt annual report within one month after the QAO provides the Auditor General's Audit Report.

Final audit report received 26 November 2018.
Draft annual report presented to Council on 12 December 2018.
Special meeting held on 21 December 2018 to seek approval for amended design and reviewed contents.

Annual Report placed on Council website within two weeks after Council adopting the report.

Report progressively loaded onto the website by section, with the final sections loaded through the night of 4 January 2018. Section covers and minor edits 6/7 January 2019.

Financial statements (s183)

"The annual report for a financial year must contain —
(a) the general purpose financial statement for the financial year, audited by the auditor-general; and
(b) the current-year financial sustainability statement for the financial year, audited by the auditor-general; and
(c) the long-term financial sustainability statement for the financial year; and
(d) the auditor-general's audit reports about the general purpose financial statement and the current-year financial sustainability statement."

Commences on page 294

Community financial report (s184)

The annual report for a financial year must contain the community financial report for the financial year.

Commences on page 24

Particular resolutions (s185)

"The annual report for a financial year must contain -
(a) a copy of the resolutions made during the financial year under section 250(1) - expenses reimbursement policy or amendment; and

(b) a list of any resolutions made during the financial year under section 206(2) - which refers to an amount set for when assets are treated as an expense."

No amendments to the Expenses Reimbursement Policy (it was adopted 25 January 2017).

**Resolution No. GM/01.2017/20
That Council adopt the Expenses Reimbursement Policy (Councillors) as presented.**

Councillors (s186)

(a) for each councillor, the total remuneration, including superannuation contributions, paid to the councillor during the financial year;

Councillor Remuneration is determined by the Local Government Remuneration and Discipline Tribunal*. Superannuation contributions are pursuant to section 226 of the **Local Government Act 2009** and Resolution No. GM/02.2017/03.

*includes rounding that will be adjusted in a subsequent pay cycle.

Councillor	Gross payment	Superannuation	Total remuneration
Cr Tyson Golder	\$125,083.92	\$15,010.07	\$140,093.99
Cr Jan Chambers	\$78,177.06	\$9,381.23	\$87,558.29
Cr Janelle Stanford	\$66,450.02	\$7,974.00	\$74,424.02
Cr Cameron O'Neil	\$66,450.02	\$7,974.00	\$74,424.02
Cr Geoff McMullen	\$66,450.02	\$7,974.00	\$74,424.02
Cr Peter Flynn	\$66,450.02	\$7,974.00	\$74,424.02
Cr Puddy Chandler	\$66,450.02	\$7,974.00	\$74,424.02
Cr David Schefe	\$66,450.02	\$7,974.00	\$74,424.02
Cr Wendy Newman	\$66,450.02	\$7,974.00	\$74,424.02

"(b) the expenses incurred by, and the facilities provided to, each Councillor during the financial year under the local government's Expenses Reimbursement Policy; and Councillors Peter Flynn, Puddy Chandler, Wendy Newman, David Schefe, Cameron O'Neil and Janelle Stanford were provided with a fully maintained Council vehicle from Council's fleet. Councillors Jan Chambers was reimbursed at the rate of 88c per kilometre for use of her personal vehicle for the purposes of Council business."

Councillor	Expenses	Conferences	Council supplied vehicle	Mileage	Councillor community engagement	Total expenses
Cr Tyson Golder	\$414	\$1,668	\$-	\$-	\$36	\$3,470
Cr Jan Chambers	\$5,902	\$-	N/A	\$16,092	\$90	\$22,084
Cr Puddy Chandler	\$11,691	\$3,648	\$19,120	N/A	\$90	\$34,549
Cr Peter Flynn	\$1,096	\$2,668	\$22,620	N/A	\$90	\$26,474
Cr Cameron O'Neil	\$4,379	\$3,421	\$19,120	N/A	\$225	\$27,145
Cr Geoff McMullen	\$408	\$3,441	N/A	\$-	\$90	\$3,939
Cr Wendy Newman	\$10,855	\$8,428	\$17,639	N/A	\$90	\$37,012
Cr David Schefe	\$3,066	\$3,626	\$19,120	N/A	\$90	\$25,902
Cr Janelle Stanford	\$8,737	\$2,460	\$19,120	N/A	\$225	\$30,542

"The total expenses incurred by the Mayor includes Entertainment & Hospitality expenses of \$1,352.27.

Councillors Puddy Chandler, Cameron O'Neil, Wendy Newman, David Schefe and Janelle Stanford elected to enter into a private use agreement for their Council issued vehicle. Each paid \$3,500 to Council for payment of this benefit under Section 4.4.1 of the Expenses Reimbursement Policy (Councillors)."

(c) the number of local government meetings that each Councillor attended during the financial year;

Councillor	Ordinary Meeting	Special Meeting	Budget Meetings	Workshops	Budget Workshops	Total
Cr Tyson Golder	22	4	1	29	12	68
Cr Jan Chambers	21	5	1	30	13	70
Cr Puddy Chandler	21	4	1	27	10	63
Cr Peter Flynn	20	4	1	25	11	61
Cr Cameron O'Neil	20	5	1	23	12	61
Cr Geoff McMullen	22	5	1	30	13	71
Cr Wendy Newman	20	5	1	28	9	63
Cr David Schefe	21	5	1	31	11	69
Cr Janelle Stanford	20	4	1	25	13	63

"(d) the total number of the following during the financial year -
(i) orders and recommendations made under section 180(2) or (4) of the Act;
(ii) orders made under section 181 of the Act; and"

Nil

"(e) each of the following during the financial year -
(i) the name of each councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act;
(ii) a description of the misconduct or inappropriate conduct engaged in by each of the councillors;
(iii) a summary of the order or recommendation made for each councillor; and
(vi) complaints heard by a regional conduct review panel;
(vii) complaints heard by the tribunal;
(viii) complaints to which section 176C(6) of the Act applied."

Nil

"(f) the number of each of the following during the financial year—
(i) complaints about the conduct or performance of councillors for which no further action was taken under section 176C(2) of the Act;
(ii) complaints referred to the department's chief executive under section 176C(3)(a)(i) of the Act;
(iii) complaints referred to the mayor under section 176C(3)(a)(ii) or (b)(i) of the Act;
(iv) complaints referred to the department's chief executive under section 176C(4)(a) of the Act;
(v) complaints assessed by the chief executive officer as being about corrupt conduct under the Crime and Corruption Act;
(vi) complaints heard by a regional conduct review panel;
(vii) complaints heard by the tribunal;
(viii) complaints to which section 176C(6) of the Act applied."

Nil

Administrative Action Complaints (s187)

(1) The annual report for a financial year must contain —	Note: Council commenced maintaining a register of complaints in February 2014 as part of the Customer Request System."
(a) a statement about the local government's commitment to dealing fairly with administrative action complaints; and	"Council is committed to the provision of the highest quality and level of services to its community and welcomes feedback. The investigation of concerns or complaints can lead to improvements within Council and the manner in which we maintain services within our community. All complaints received by Council will be considered on their merits and addressed in an equitable and unbiased manner through an established complaints process available on Council's website. Complainants will be treated courteously."
(b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process.	<p>"Council wants to be open, accountable and responsive to the public's needs. A review of the complaints process has commenced. Once finalised, Council will ensure that our complaints framework, procedures and processes are readily available to all employees and members of the public. This will be achieved by:</p> <ul style="list-style-type: none"> • Incorporating appropriate content and training into the Corporate Induction process • Training Customer Service Officers and other relevant Council employees on lodgement of complaints • Including documents and guidelines on our public webpage and intranet • Making the policy available at our Customer Service Centres • Providing a complaints and feedback form for customer and employee use on our website."
(2) The annual report must also contain particulars of: (a) the number of the following during the financial year: (i) administrative action complaints made to the local government; (ii) administrative action complaints resolved by the local government under the complaints management process (iii) administrative action complaints not resolved by the local government under the complaints management process; and	<p style="text-align: right;">16 10 6*</p> <p>* 1 - anonymous 1 - in progress at year end 2 - longer term business improvement considerations</p>
(b) the number of administrative action complaints under paragraph (a)(iii) that were made in a previous financial year.	0

Overseas Travel (s188)

(1) The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year— (a) for a councillor—the name of the councillor; (b) for a local government employee—the name of, and position held by, the local government employee; (c) the destination of the overseas travel; (d) the purpose of the overseas travel; (e) the cost of the overseas travel.	Edward Sims, Manager Economic & Community Development Field trips included several locations in New Zealand (including Auckland, Rotorua & Hamilton) - Food Leaders Australia's " "Access NZ 2018" ". - Innovation in Tourism and in Agricultural Production. - No cost to Council (included conference attendance, airfares and accommodation).
(2) The annual report may also contain any other information about the overseas travel the local government considers relevant.	Nil

Expenditure on grants to community organisations (s189)

"(i) The annual report for a financial year must contain a summary of (a) the local government's expenditure for the financial year on grants to community organisations; and"	Refer below
"(b) expenditure from each councillor's discretionary fund, including — (ii) the name of each community organisation to which an amount was allocated from the fund; and (iii) the amount and purpose of the allocation."	Not applicable - Maranoa Regional Council councillors does not have discretionary funds.
"Maranoa Regional Council is committed to supporting local and regional initiatives that provide opportunities for the community to access and participate in a wide range of recreational, cultural, environmental, community and economic development projects and activities. There are a number of programs through which Council supports and develops local community organisations: <ul style="list-style-type: none"> • Major grants and community grants • Non-financial (in-kind) community assistance • Ongoing assistance • Regional Arts Development Fund • Sponsorship" 	

Major grants and community grants

Organisation	Project	Funding amount
Round 1		
Muckadilla TopCrop Group	Muckadilla TopCrop Field Day 2018	\$9,868
Roma Touch Association Inc	Repairing playing field	\$4,875
Maranoa Poultry and Caged Birds Club Inc	Maranoa Poultry and Caged Birds Club Inc - poultry show	\$1,000
Roma Show Society	Refurbishment of Bassett Park stables	\$2,150
Mitchell RSL Combined Sporting Club Inc	Mitchell cricket pitch/practice wicket refurbishment	\$2,248
Murilla Landcare Groups Inc	Harrisia Cactus control in the Jackson town precinct	\$959
Injune Professional Rodeo Association Inc	Renewal of safety fence at Injune Rodeo grounds	\$7,000
Wallumbilla Rifle Club	Range earthworks	\$6,952
Roma Rednecks Mud Racing Club Inc	Repairs to race track	\$5,000
	Total Round 1	\$40,052
Round 2		
There was no Round 2 in 2017/18		
Additional payments by Council resolution:		
Wallumbilla Campdraft Association		\$12,690
Wallumbilla Campdraft Association		\$21,420
Total		\$74,162

Non-financial (in-kind) community assistance

The provision of non-financial assistance is based on the applicant's ability to meet eligibility criteria.

Organisation	Nature of request	Assistance value
Roma Polocrosse	Waive dump fees for annual carnival	\$500
Roma Bungil Rodeo Association	Waive hire fees, water truck for charity rodeo	\$1,430
Grande Country Carnivale	Waive fees, water truck	\$1,437
Roma Men's Shed	Base for car park	\$18,000
St Vincent de Paul	Waive dump fees for annual carnival	\$1,040
Roma Rugby Union Club	Provision of gravel for potholes	\$980
Roma Red Cross	Chelsea Flower Show - printing & public address system	\$360
Noonga Community Association	Printing for fund-raiser	\$220
Roma Show	Assistance with event	\$17,723
Total		\$41,690

Total is not inclusive of the change to the Fees and Charges Structure. This allows any community group to hire local halls for free, and 50% discount for Maranoa residents. It also provides free building applications to community groups. Fee waivers - \$47,447.

On-going assistance

Applications for on-going assistance include on-going waivers of Council's fees and charges, roads closures, grounds maintenance work etc. Eligible applications are only entitled to receive one On-going Assistance per term of Council. Council provided assistance to a value of \$35,986 to community groups and organisations in 2017/18

Regional Arts Development Fund 2017/18

The Regional Arts Development Fund is a partnership between the Queensland Government and Maranoa Regional Council to support local arts and culture in regional Queensland.

Organisation	Project	Funding amount
Maranoa Regional Council	Small Museums Conference <i>Seed funding</i>	\$3,370
Easter in the Country	Film workshop	\$3,630
Booringa Action Group	"Ngulalma Ngalinda" Because of Her We Can <i>3-day immersive art workshop during NAIDOC Week</i>	\$10,961
Roma on Bungil Gallery Inc.	Exhibition of 2D and 3D Artwork by Cameron Eaton <i>Workshops and exhibition</i>	\$1,272
ICPA St George	Breakout Art at Breaker Camp 2018 <i>Funding art classes for students' camp (attended by Maranoa residents)</i>	\$1,974
Creative Injune	"The Power Within" <i>Painting workshops</i>	\$2,200
Injune Arts	Injune Creative Odyssey 2018 <i>2 day workshop</i>	\$8,000
The Silversmiths Roma Group Inc	Silversmithing workshop <i>Ring or pendant gem setting</i>	\$1,000
Visit Roma	Public mural project at Bassett Park	\$8,000
Friends of the Gallery Mitchell	Out-of-round funding for pottery workshop for Friends of the Gallery (Mitchell) <i>Raku workshop</i>	\$2,450
	Surplus (rolled over for 2018/19)	\$0
Total		\$42,857

Total expenditure of \$42,857 was made up of \$25,000 from Arts Queensland and \$17,857 contribution from Council.

Sponsorship 2017/18

Organisation	Sponsorship type	Funding Amount
Young Beef Producers' Forum	Cash	\$750
Roma Cup	Cash	\$5,000
Wallumbilla Agricultural and Pastoral Association	Cash	\$5,000
Easter in the Country	Cash	\$15,000
Total		\$25,750

Other Contents (s190 (1)(a), (b), (c) of the Local Government Regulation 2012))

(1) The annual report for a financial year must contain the following information:
 (a) the chief executive officer's assessment of the local government's progress towards implementing its 5-year corporate plan and annual operational plan;
 (b) particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year;
 (c) an annual operations report for each commercial business unit;"

Reported in Chapter 2

Refer also:

Message from the mayor, councillors & chief executive officer - Pages 16-18

Performance highlights - Pages 19 - 23 (Corporate Plan, Strategic Priorities 1-5 and mapping to previous Strategic Priorities 1-10)

Operational plan references - Pages 365-368

Not applicable.

Other contents – Joint Local Government Activity (s190(1)(d)(i) of the Local Government Regulation 2012))

(d) details of any action taken for, and expenditure on, a service, facility or activity –
 (i) supplied by another local government under an agreement for conducting a joint government activity; and

Nil

Other contents – Special Rates and Charges (s190(1)(d)(ii) of the Local Government Regulation 2012)

Details of any action taken for, and expenditure on, a service, facility or activity for which the local government levied special rates or charges for the financial year.

Wild Dog Management & State Government Precept – Special Charge

Council set a Wild Dog Management & State Government Precept Levy to:

- Contribute to a coordinated approach for the control of wild dogs on rural properties throughout the region.
- Collect and forward to the State Government a precept for the Wild Dog Barrier Fence, pest and weed research.

Council was of the opinion that all rural properties classified as Category 38 – Rural, would receive a benefit from the provision of wild dog control services.

The Wild Dog Management & State Government Precept levy of 0.00066667 cents in the dollar on the Unimproved Capital Value of all rateable land was applied to all rural properties classified as Category 38 – Rural. The levy generated total revenue of \$747,273.73 in the 2017/18 reporting period.

Rural Fire Brigade – Special Charge

The Rural Fire Brigade Special Charge was levied on all rateable lands serviced by the rural fire brigades.

Rural Fire Brigade Special Charge**Rural Fire Brigade Annual Charge Per Assessment**

Amby	\$74.58
Mungallala	\$74.58
Yuleba	\$74.58
Orange Hill	\$50.00.

This was for the purpose of offsetting the cost of the ongoing operation and maintenance of the Rural Fire Brigades. The calculations were based on budgets previously provided, inclusive of a percentage increase to accommodate rising costs.

This levy generated revenue of \$20,725.16 for the 2017/18 financial year which was distributed to the brigades.

Other contents - Number of Invitations to change tenders (s190(1)(e) of the Local Government Regulation 2012)

The annual report must contain the number of invitations to change tenders under section 228(7) of the Local Government Act 2009 during the year.

Nil

Other contents – List of Registers (s190(1)(f) of the Local Government Regulation 2012)

The annual report must contain a list of registers kept by the local government.

- Register of Interests (s 171B - Local Government Act 2009 /s 289 - Local Government Regulation 2012)
- Register of Delegations (s 260 - Local Government Act 2009 /s 305 - Local Government Regulation 2012)
- Register of Local Laws (s 31 - Local Government Act 2009 /s 14 - Local Government Regulation 2012)
- Register of Roads (s 74 - Local Government Act 2009, s 57 - Local Government Regulation 2012)
- Register of Cost-Recovery Fees (s 98 - Local Government Act 2009)
- Asset Register (s 180 - Local Government Regulation 2012)
- Council also maintains a cemetery register.

Other contents - Summary of all concessions for rates and charges granted (s190(1)(g) of the Local Government Regulation 2012)

Other contents – Summary of all concessions for rates and charges granted (s190(1)(g))

Pensioner Concession

Council recognises that certain types of pensioners have contributed rates over a period of time and should be afforded a concession to alleviate the impact of rates and charges thereby assisting pensioner property owners to remain in their own homes.

In accordance with Section 120 (1) (a) of the Local Government Regulation 2012, Council adopted a Pensioner Rate Concession Policy that granted pensioners a concession of 50% of the general rate, with a maximum limit of \$295 per annum.

Eligibility was based on meeting the requirements to qualify under the State Government Pensioner Rate Subsidy Scheme.

Overdue rates of pensioners subject to this section and policy incurred interest in accordance with Section 3.4 of Council's Revenue Statement.

Note: This concession was in addition to the Queensland Government's Pensioner Rate Subsidy and further details with respect to eligibility and application of this concession were outlined in Council's Pensioner Rate Concession Policy.

Total value of pensioner concessions granted – \$163,233.33

No. of pensioners who received maximum concession – 557

No. of pensioners who received a part concession – 13

Non-Profit Community Organisation Concession

A concession was available for general rates to certain organisations where the land use was considered to contribute to the social, cultural or sporting welfare of the community.

A general rate concession of 100% was allowed for non-profit and charitable organisations. The concession was subject to written application for the concession.

41 community groups received a concession on the general rates this year with a total value of \$55,728.39.

29 community groups received a concession on the water access charge this year with a value of \$44,334.01.

Hardship Concession

Council recognises that individuals can experience difficulty in meeting their rate commitments and that in some cases it may be appropriate, where genuine financial hardship has been demonstrated, to grant a rates concession to the land owner, for example financial hardship as a result of drought.

Applications for concessions on the grounds of hardship were considered by Council on a case by case basis.

Eight applications received hardship concessions for the year, totalling \$199,073.35.

Note: Council may grant eligible applicants a concession by granting the applicant a deferred payment option and or waiving of interest and or approving a full or partial waiver of rates.

Other contents – Report on Internal Audit (s190(1)(h) of the Local Government Regulation 2012)

The annual report must contain the report on the internal audit for the financial year;

Reported on page 53

Other contents – Summary of Investigation Notices under section 49 (s190(i) of the Local Government Regulation 2012)

The annual report must contain a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints;

Nil

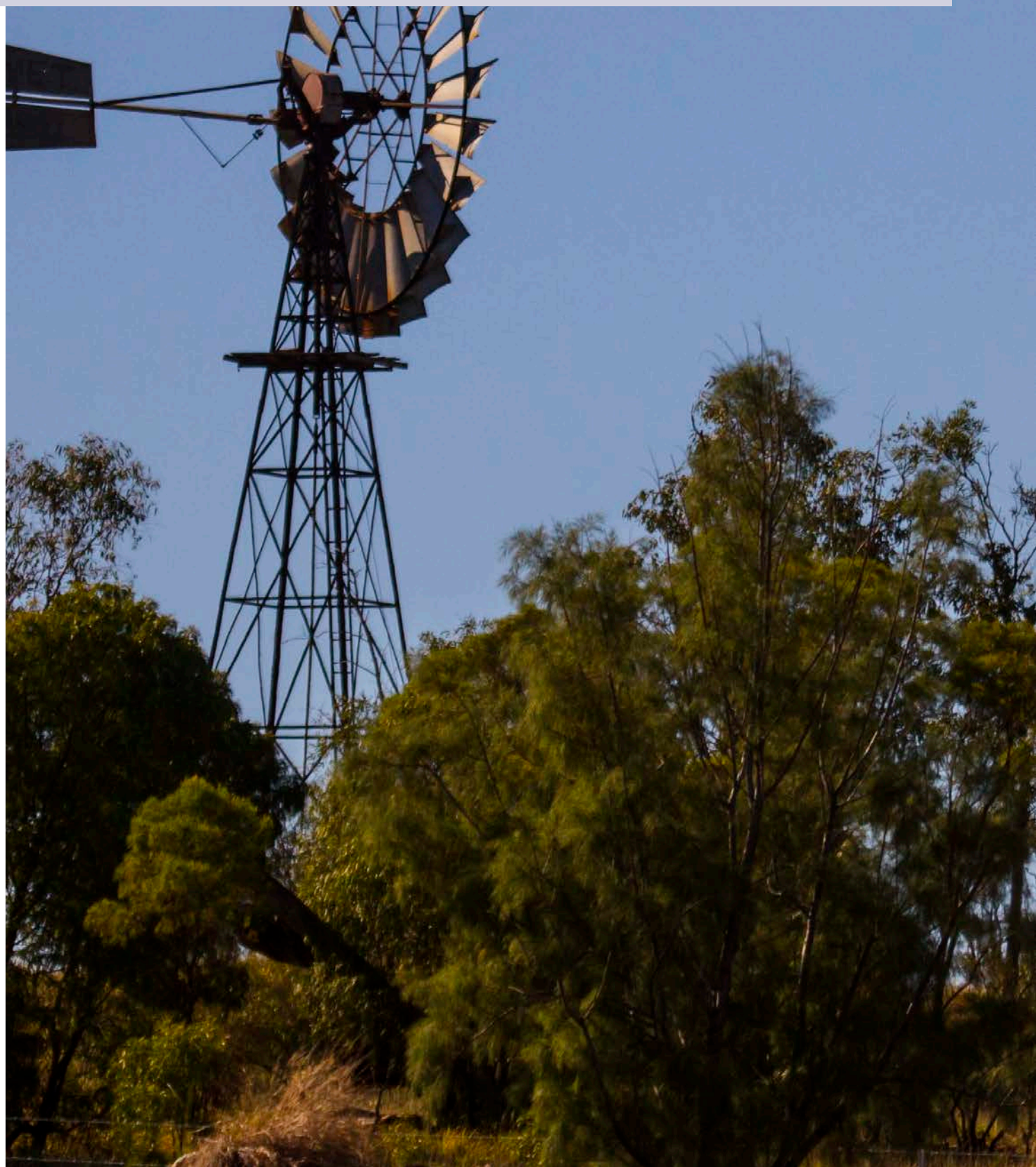
Other contents – Responses to QCA's Recommendations (s190(j) of the Local Government Regulation 2012)

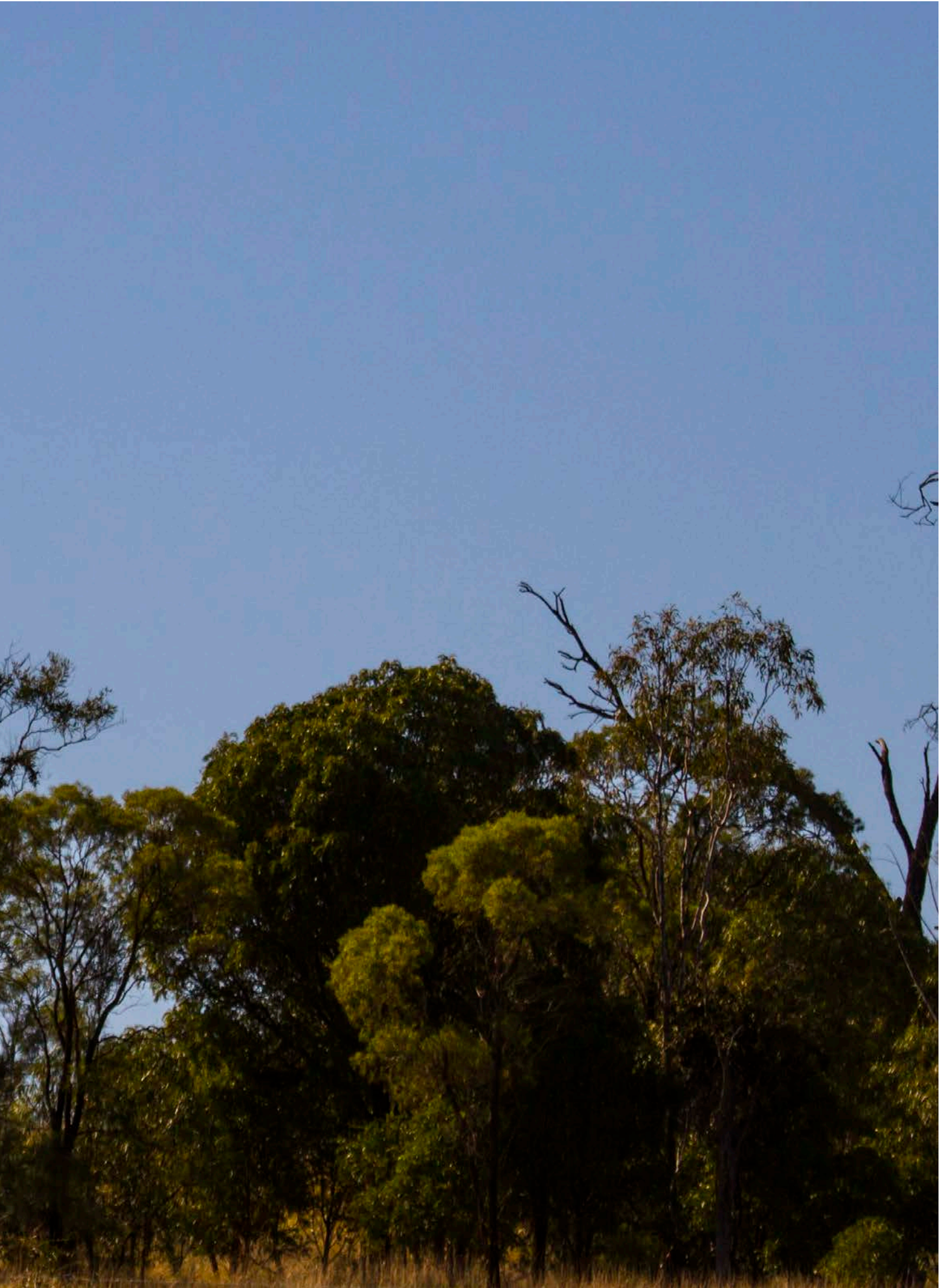
The annual report must contain the local government's responses in the financial year on the QCA's recommendations on any competitive neutrality complaints under section 52(3)

Nil

Chapter 4

Financial information





General Purpose Financial Statements
for the year ended 30 June 2018

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Maranoa Regional Council

Statement of Comprehensive Income for the year ended 30 June 2018

		2018	2017
	Notes	\$'000	<i>Restated*</i> \$'000
Income			
Revenue			
Recurrent Revenue			
Rates, Levies and Charges	3a	31,126	30,347
Fees and Charges	3b	2,212	2,038
Rental Income		644	603
Interest and Investment Revenue		2,029	2,034
Sales Revenue	3c	16,200	15,834
Other Income		2,394	2,617
Grants, Subsidies, Contributions and Donations	4a	18,926	29,027
Total Recurrent Revenue		<u>73,531</u>	<u>82,500</u>
Capital Revenue			
Grants, Subsidies, Contributions and Donations	4b	24,910	19,794
Total Revenue		<u>98,441</u>	<u>102,294</u>
Capital Income / (loss)	5	93	160
Total Income		<u>98,534</u>	<u>102,454</u>
Expenses			
Recurrent Expenses			
Employee Costs	6	28,924	29,861
Materials and Services	7	27,317	28,338
Finance Costs	8	1,126	973
Depreciation and Amortisation	12	20,718	20,171
Total Recurrent Expenses		<u>78,085</u>	<u>79,343</u>
Capital Expenses	9	10,917	1,452
Total Expenses		<u>89,002</u>	<u>80,795</u>
Net Result		<u>9,532</u>	<u>21,659</u>
Other Comprehensive Income			
Amounts which will not be reclassified to the Net Result			
Gain/(Loss) on Revaluation and Impairment of Property, Plant and Equipment	17	87,186	(110,060)
Total Other Comprehensive Income for the year		<u>87,186</u>	<u>(110,060)</u>
Total Comprehensive Income for the year		<u>96,718</u>	<u>(88,401)</u>

*Council has made a retrospective restatement as a consequence of correction of errors. Details are disclosed in Note 23.

Maranoa Regional Council

Statement of Financial Position

as at 30 June 2018

		2018	2017
	Notes	\$'000	<i>Restated*</i> \$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	10	21,880	28,177
Investments	10	51,108	37,885
Trade and Other Receivables	11	8,854	11,412
Inventories		1,789	1,638
Total Current Assets		83,631	79,112
Non-Current Assets			
Property, Plant and Equipment	12	777,843	681,736
Total Non-Current Assets		777,843	681,736
TOTAL ASSETS		861,474	760,848
LIABILITIES			
Current Liabilities			
Trade and Other Payables	14	10,911	8,396
Borrowings	15	1,600	1,567
Provisions	16	3,308	3,241
Total Current Liabilities		15,819	13,204
Non-Current Liabilities			
Borrowings	15	12,721	11,397
Provisions	16	2,260	2,291
Total Non-Current Liabilities		14,981	13,688
TOTAL LIABILITIES		30,800	26,892
Net Community Assets		830,674	733,956
COMMUNITY EQUITY			
Asset Revaluation Surplus	17	283,169	195,983
Retained Surplus		547,505	537,973
Total Community Equity		830,674	733,956

*Council has made a retrospective restatement as a consequence of correction of errors. Details are disclosed in Note 23.

Maranoa Regional Council

Statement of Changes in Equity for the year ended 30 June 2018

	Notes	Asset Revaluation Surplus \$'000	Retained Surplus \$'000	Total Equity \$'000
2018				
Opening Balance <i>(restated)*</i>		195,983	537,973	733,956
a. Net Operating Surplus for the Year		-	9,532	9,532
b. Other Comprehensive Income				
- Revaluations : Property, Plant and Equip.	17	87,186	-	87,186
Other Comprehensive Income		87,186	-	87,186
Total Comprehensive Income		87,186	9,532	96,718
Equity Balance as at 30 June, 2018		283,169	547,505	830,674
2017				
Opening Balance		306,043	516,314	822,357
a. Net Operating Surplus for the Year		-	21,659	21,659
b. Other Comprehensive Income				
- Revaluations : Property, Plant and Equip.	17	(110,060)	-	(110,060)
Other Comprehensive Income		(110,060)	-	(110,060)
Total Comprehensive Income		(110,060)	21,659	(88,401)
Equity Balance as at 30 June, 2017		195,983	537,973	733,956

*Council has made a retrospective restatement as a consequence of correction of errors. Details are disclosed in Note 23.

Maranoa Regional Council

Statement of Cash Flows

for the year ended 30 June 2018

	Notes	2018 \$'000	2017 \$'000
Cash Flows from Operating Activities			
Receipts from Customers		60,211	55,325
Payments to Suppliers and Employees		(59,558)	(65,671)
		653	(10,346)
Receipts:			
Investment and Interest Revenue Received		2,029	2,034
Rental Income		644	603
Non Capital Grants and Contributions		18,926	29,027
Payments:			
Borrowing Costs		(1,126)	(819)
Net Cash - Operating Activities	22	21,126	20,499
Cash Flows from Investing Activities			
Receipts:			
Sale of Property, Plant and Equipment		733	913
Grants, Subsidies, Contributions and Donations		24,910	19,794
Redemption of Investment Securities		-	4,954
Payments:			
Purchase of Investment Securities		(13,223)	-
Purchase of Property, Plant and Equipment		(41,200)	(43,974)
Net Cash - Investing Activities		(28,780)	(18,313)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings and Advances		2,900	-
Payments:			
Repayment of Borrowings and Advances		(1,543)	(1,461)
Net Cash Flow - Financing Activities		1,357	(1,461)
Net Increase/(Decrease) for the year		(6,297)	725
Plus: Cash and Cash Equivalents - beginning		28,177	27,452
Cash and Cash Equivalents - closing	10	21,880	28,177
Additional Information:			
Plus: Investments on hand - end of year	10	51,108	37,885
Total Cash, Cash Equivalents and Investments		72,988	66,062

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies

(1.a) Basis of preparation

These general purpose financial statements are for the period 1 July 2017 to 30 June 2018 and have been prepared in compliance with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. Consequently, these financial statements have been prepared in accordance with all Australian Accounting Standards, Australian Accounting Interpretations and other authoritative pronouncements issued by the Australian Accounting Standards Board.

These financial statements have been prepared under the historical cost convention except for the following:

- Financial assets and liabilities, certain classes of property, plant and equipment and investment property which are measured at fair value;
- Assets held for sale which are measured at fair value less cost of disposal.

Recurrent/Capital Classification

Revenue and expenditure are presented as "recurrent" or "capital" in the Statement of Comprehensive Income on the following basis:

Capital Revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers.

The following transactions are classified as either "Capital Income" or "Capital Expenses" depending on whether they result in accounting gains or losses:

- Disposal of non-current assets
- Discount rate adjustments to restoration provisions
- Revaluations of investment property and property, plant and equipment.

All other revenue and expenses have been classified as "recurrent".

(1.b) Statement of Compliance

These general purpose financial statements comply with all accounting standards and interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to Council's operations and effective for the current reporting period. Because the Council is a not-for-profit entity and the Australian Accounting Standards include requirements for not-for-profit entities which are inconsistent with International Financial Reporting Standards (IFRS), to the extent these inconsistencies are applied, these financial statements do not comply with IFRS. The main impacts are the offsetting of revaluation and impairment gains and losses within a class of assets, and the timing of the recognition of non-reciprocal grant revenue.

(1.c) Constitution

Maranoa Regional Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

(1.d) Date of Authorisation

The financial statements were authorised for issue on the date they were submitted to the Auditor-General for final signature. This is the date the management certificate is signed.

(1.e) Currency

The Council uses the Australian dollar as its functional currency and its presentation currency.

(1.f) Adoption of New and Revised Accounting Standards

In the current year, Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Council's accounting policies.

Maranoa Regional Council has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies (continued)

This year Council has applied AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107 for the first time. As a result, Council has disclosed more information to explain changes in liabilities arising from financing activities ('debt reconciliation').

Some Australian Accounting Standards and Interpretations have been issued but are not yet effective. Those standards have not been applied in these financial statements. Council will implement them when they are effective.

The standards that are expected to have an impact upon Council's future financial statements are:

Effective for annual reporting periods beginning on or after 1 July 2018

- *AASB 9 Financial Instruments* This replaces AASB 139 Financial Instruments: Recognition and Measurement, and addresses the classification, measurement and disclosure of financial assets and liabilities.

The standard introduces a new impairment model that requires impairment provisions to be based on expected credit losses, rather than incurred credit losses. Based on assessments to date, council expects a small increase to impairment losses however the standard is not expected to have a material impact overall.

Effective for annual reporting periods beginning on or after 1 July 2019

- *AASB 15 Revenue from Contracts with Customers*, *AASB 1058 Income of Not-for-Profit Entities* and *AASB 2016-8 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities*

AASB 15 will replace AASB 118 Revenue, AASB 111 Construction Contracts and a number of Interpretations. AASB 2016-8 provides Australian requirements and guidance for not-for-profit entities in applying AASB 9 and AASB 15, and AASB 1058 will replace AASB 1004 Contributions. Together they contain a comprehensive and robust framework for the recognition, measurement and disclosure of income including revenue from contracts with customers.

Council is still reviewing the way that income is measured and recognised to identify whether there will be any material impact arising from these standards. Rates income received in advance is currently recognised as income when received. Under the new standard this will no longer occur. At 30 June 2018, Council recognised rates in advance of \$479,118 which would be deferred as a liability on the balance sheet under AASB 1058. Assuming consistency in payment patterns, it is therefore expected that rates revenue may decrease by approximately \$500,000 in the period of initial application of the new standards, being financial year 2020.

- *AASB 16 Leases*
Council may have some leases that are not on its balance sheet. These may need to be included on the balance sheet when this standard comes into effect.

Other standards that have been issued but not yet effective are not expected to have an impact on Council's future financial statements.

(1.g) Critical accounting judgements and key sources of estimation uncertainty

In the application of Council's accounting policies, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and ongoing assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Judgements, estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Valuation and depreciation of Property, Plant & Equipment - Note 1.m and Note 13
- Provisions - Note 1.q and Note 16
- Contingent Liabilities - Note 19.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies (continued)

(1.h) Revenue

Rates and levies

Where rate monies are received prior to the commencement of the rating/levying period, the amount is recognised as revenue in the period in which they are received, otherwise rates are recognised at the commencement of rating period.

Grants and subsidies

Grants, subsidies and contributions that are non-reciprocal in nature are recognised as revenue in the year in which Council obtains control over them.

Where grants are received that are reciprocal in nature, revenue is recognised as the various performance obligations under the funding agreement are fulfilled. Council does not currently have any reciprocal grants.

Non-cash contributions

Non-cash contributions with a value in excess of the recognition thresholds, are recognised as revenue and as non-current assets. Non-cash contributions below the thresholds are recorded as revenue and expenses.

Physical assets contributed to Council by developers in the form of road works, stormwater, water and wastewater infrastructure and park equipment are recognised as revenue when the development becomes "on maintenance" (i.e. the Council obtains control of the assets and becomes liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. All non-cash contributions are recognised at the fair value of the contribution received on the date of acquisition

Cash contributions

Developers also pay infrastructure charges for trunk infrastructure, such as pumping stations, treatment works, mains, sewers and water pollution control works. These infrastructure charges are not within the scope of AASB Interpretation 18 because there is no performance obligation associated with them. Consequently, the infrastructure charges are recognised as income when received.

Interest

Interest received from term deposits is accrued over the term of the investment.

Sales revenue

Sale of goods is recognised when the significant risks and rewards of ownership are transferred to the buyer, generally when the customer has taken undisputed delivery of the goods.

Council generates revenues from a number of services including general private works and contracts for road and earthworks. Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for use of equipment and employees. Contract revenue and associated costs are recognised by reference to the stage of completion of the contract activity at the reporting date. Revenue is measured at the fair value of consideration received or receivable in relation to that activity. Where consideration is received for the service in advance it is included in other liabilities and is recognised as revenue in the period when the service is performed.

Fees and Charges

Fees and charges are recognised upon unconditional entitlement to the funds. Generally this is upon lodgement of the relevant applications or documents, issuing of the infringement notice or when the service is provided.

(1.i) Financial assets and financial liabilities

Council recognises a financial asset or a financial liability in its Statement of Financial Position when, and only when, Council becomes a party to the contractual provisions of the instrument.

Council has categorised and measured the financial assets and financial liabilities held at balance date as follows:

Financial assets

- Cash and cash equivalents (Note 1.j)
- Receivables - measured at amortised cost (Note 1.k)

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies (continued)

Financial liabilities

- Payables - measured at amortised cost (Note 1.n)
- Borrowings - measured at amortised cost (Note 1.p)

Financial assets and financial liabilities are presented separately from each other and offsetting has not been applied.

All other disclosures relating to the measurement and financial risk management of financial instruments are included in Note 25.

(1.j) Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand, all cash and cheques receipted but not banked at the year end, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Term deposits in excess of three months are reported as investments.

(1.k) Receivables

Trade receivables are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase price / contract price. Settlement of these amounts is required within 30 days from invoice date.

The collectability of receivables is assessed periodically and if there is objective evidence that Council will not be able to collect all amounts due, the carrying amount is reduced for impairment.

All known bad debts were written off at 30 June 2018.

Because Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts, Council does not impair any rate receivables.

Loans and advances are recognised in the same way as other receivables. Terms are usually a maximum of five years with interest charged at commercial rates. Security is not normally obtained.

(1.l) Inventories

Stores and quarry materials held for resale are valued at the lower of cost and net realisable value and include, where applicable, direct material, direct labour and an appropriate portion of variable and fixed overheads. Costs are assigned on the basis of weighted average cost.

Inventories held for distribution are:

- goods to be supplied at no or nominal charge, and
- goods to be used for the provision of services at no or nominal, charge.

These goods are valued at cost, adjusted, when applicable, for any loss of service potential.

(1.m) Property, Plant & Equipment

Each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss. Items of plant and equipment with a total value of less than \$5,000, and infrastructure assets and buildings with a total value of less than \$10,000 are treated as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised.

The classes and useful lives of property, plant and equipment recognised by the Council are:

Category	Years
Land and Improvements	Not Depreciated
Buildings	8-130
Plant and Equipment - Other	3-100
Infrastructure	
- Roads, drainage & bridges	10-200
- Water	6-210
- Sewerage	6-210
- Other infrastructure assets	10-200
- Airport	13-210
Work in progress	Not Depreciated

Acquisition of assets

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including freight in, architect's fees and engineering design fees and all other establishment costs.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies (continued)

Property, plant and equipment received in the form of contributions, are recognised as assets and revenues at fair value by Council valuation where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date.

Capital and operating expenditure

Direct labour and materials and an appropriate proportion of overheads incurred in the acquisition or construction of assets are treated as capital expenditure. Assets under construction are not depreciated until they are completed and commissioned, at which time they are reclassified from work in progress to the appropriate property, plant and equipment class.

Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity and useful life of the non-current asset is expensed as incurred, while expenditure that relates to replacement of a major component of an asset to maintain its service potential is capitalised.

Valuation

Land and improvements, buildings, major plant and all infrastructure assets are measured on the revaluation basis, at fair value, in accordance with AASB 116 Property, Plant & Equipment. Other plant and equipment and work in progress are measured at cost.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment assets at least once every 3 years. This process involves the valuer physically sighting a representative sample of Council assets across all asset classes and making their own assessments of the condition of the assets at the date of inspection.

In the intervening years, Council uses internal engineers to assess the condition and cost assumptions associated with all infrastructure assets, the results of which are considered in combination with the actual construction costs. Together these are

used to form the basis of a management valuation for infrastructure asset classes in each of the intervening years. With respect to the valuation of the land and improvements, buildings and major plant asset classes in the intervening years, management engage independent, professionally qualified valuers to perform a "desktop" valuation. A desktop valuation involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

An analysis performed by management has indicated that, on average, the variance between an indexed asset value and the valuation by an independent valuer when performed is not significant and the indices used by Council are sound. Further details in relation to valuers, the methods of valuation and the key assumptions used are disclosed in Note 13.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

Details of valuers and methods of valuations are disclosed in Note 13.

Capital work in progress

The cost of property, plant and equipment being constructed by the Council includes the cost of purchased services, materials, direct labour and an appropriate proportion of labour overheads.

Depreciation

Land is not depreciated as it has an unlimited useful life. Depreciation on other property, plant and

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies (continued)

equipment assets is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the Council. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

Road formation and earthworks are considered to be a non depreciable asset under AASB Interpretation 1055 – *Accounting for Road Earthworks*.

Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and commissioned ready for use.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Council.

Major spares purchased specifically for particular assets that are above the asset recognition threshold are capitalised and depreciated on the same basis as the asset to which they relate.

The depreciable amount of improvements to or on leasehold land is allocated progressively over the estimated useful lives of the improvements to the Council or the unexpired period of the lease, whichever is the shorter.

Depreciation methods, estimated useful lives and residual values of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted where necessary to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions. The condition assessments performed as part of the annual valuation process for assets measured at depreciated current replacement cost are used to estimate the useful lives of these assets at each reporting date. Details of the range of estimated useful lives for each class of asset are shown in Note 1.m.

Land under roads

Land under the road network within the Council area that has been dedicated and opened for public use under the *Land Act 1994* or the *Land Title Act 1994* is not controlled by Council but is controlled by the State pursuant to the relevant legislation. Therefore this land is not recognised in these financial statements.

(1.n) Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price net of applicable discounts other than contingent discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

(1.o) Liabilities - Employee Entitlements

Liabilities are recognised for employee entitlements such as wages and salaries, annual leave and long service leave in respect of services provided by the employees up to the reporting date. Liabilities for employee entitlements are assessed at each reporting date.

Salaries and wages

A liability for salaries and wages is recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date. This liability represents an accrued expense and is reported in Note 14 as a payable.

Annual leave

A liability for annual leave is recognised. Amounts expected to be settled within 12 months are calculated on current wage and salary levels and includes related employee on-costs. This liability represents an accrued expense and is reported in Note 14 as a payable.

As Council does not have an unconditional right to defer this liability beyond 12 months annual leave is classified as a current liability.

Superannuation

The superannuation expense for the reporting period is the amount of the contribution the Council makes to the superannuation plan for its employees. Details of those arrangements are set out in Note 20.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies (continued)

Long service leave

A liability for long service leave is measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The value of the liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in the Council's employment or other associated employment which would result in the Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The yields attaching to Commonwealth Government guaranteed securities at the reporting date are used to discount the estimated future cash outflows to their present value. This liability is reported in Note 16 as a provision.

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer this liability beyond 12 months long service leave is classified as a current liability. Otherwise it is classified as non-current.

(1.p) Borrowings and Borrowing Costs

Borrowings are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial recognition these liabilities are measured at amortised cost.

In accordance with the *Local Government Regulation 2012* Council adopts an annual debt policy that sets out council's planned borrowings for the next nine years. Council's current policy is to only borrow for capital projects and for a term no longer than the expected life of the asset. Council also aims to comply with the Queensland Treasury Corporation's borrowing guidelines and ensure that sustainability indicators remain within acceptable levels at all times. All borrowing costs are expensed in the period in which they are incurred. No borrowing costs are capitalised on qualifying assets.

(1.q) Provisions

Provisions for legal claims, service warranties and other like liabilities are recognised when:

- Council has a present legal or constructive obligation as a result of past events;

- it is more likely than not that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date.

The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability.

The increase in the provision due to the passage of time is recognised as interest expense/finance cost.

Restoration Provisions

A provision is made for the cost of restoration in respect of refuse dumps and quarries where it is probable the Council will be liable, or required, to incur such a cost on the cessation of use of these facilities. The provision is measured at the expected cost of the work required, discounted to current day values using the interest rates attaching to Commonwealth Government guaranteed securities with a maturity date corresponding to the anticipated date of the restoration.

Quarry Rehabilitation

The provision represents the present value of the anticipated future costs associated with the closure of the quarries, refilling the basin, and reclamation and rehabilitation of these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies (continued)

will be incurred. The provision recognised for quarry rehabilitation is reviewed at least annually and updated based on the facts and circumstances available at the time. Management estimates that the restoration will occur in 2036.

Quarries are situated on Council controlled land and are classified as land and improvement assets. The provision for restoration is, therefore, included in the cost of the land and amortised over the expected useful life of the quarry. Changes in the provision not arising from the passing of time are added to or deducted from the asset revaluation surplus for land. If there is no available revaluation surplus, increases in the provision are treated as an expense and recovered out of future decreases (if any). Changes to the provision resulting from the passing of time (the unwinding of the discount) are treated as a finance cost.

(1.r) Asset Revaluation Surplus

The asset revaluation surplus comprises adjustments relating to changes in value of property, plant and equipment that do not result from the use of those assets. Net incremental changes in the carrying value of classes of non-current assets since their initial recognition are accumulated in the asset revaluation reserve.

Increases and decreases on revaluation are offset within a class of assets.

Where a class of assets is decreased on revaluation, that decrease is offset first against the amount remaining in the asset revaluation reserve in respect of that class. Any excess is treated as an expense.

When an asset is disposed of, the amount reported in the asset revaluation reserve in respect of that asset is retained in the asset revaluation reserve and not transferred to retained surplus.

(1.s) Rounding and Comparatives

Amounts included in the financial statements have been rounded to the nearest \$1,000 unless otherwise indicated.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

(1.t) Trust funds held for outside parties

Funds held in the trust account on behalf of outside parties include those funds from the sale of land for arrears in rates, deposits for the contracted sale of land, security deposits lodged to guarantee performance and unclaimed monies (e.g. wages) paid into the trust account by Council. Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements.

The monies are disclosed in the notes to the financial statements for information purposes only in Note 21.

(1.u) Taxation

Income of Council is exempt from Commonwealth taxation except for Fringe Benefits Tax and Goods and Services Tax ('GST'). The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

The Council pays payroll tax to the Queensland Government on certain activities.

Note 2(a). Council Functions - Component Descriptions

Details relating to the Council's functions / activities as reported in Note 2(b) are as follows:

OFFICE OF THE CEO

The objective of this function is to provide open and accountable leadership through our Corporate Vision of Quality, Safety, Environment and Affordability. It includes organisational development, recruitment and onboarding, strategic human resource management, integrated quality, safety and environment (including enterprise risk), service planning and delivery and asset management.

CORPORATE & COMMUNITY SERVICES

The objective of this function is to provide professional corporate and community services including strategic finance, information technology solutions, information and knowledge management, customer service facilitation, community safety, council housing, community support, elected member services and corporate communications.

DEVELOPMENT, FACILITIES & ENVIRONMENT

The objective of this function is to provide town planning, facilities, land management, economic and community development, tourism, recreation, events, sports, arts, affordable land and housing across our region.

ENERGY SECTOR ROADWORKS

The objective of this function is to deliver identified road projects that mitigate energy sector impacts ensuring they are undertaken within time, cost and scope of expectations, with a high level of monitoring and supervision.

ROAD NETWORK

The objective of this function is to administer, maintain, renew and upgrade the region's road network, incorporating the related functional areas of kerb and channel, stormwater drainage, lighting, footpaths and other pathways.

INFRASTRUCTURE SERVICES

The objective of this function is to demonstrate best practice in our service and delivery. Includes depots, commercial road activities, town and surrounds (including parks and gardens) and disaster management.

WASTE

The objective of this function is to provide affordable collection, receipt and disposal of waste generated by households, businesses and industry that is compliant with legislation and the agreed service levels for presentation and maintenance of Council's waste facilities.

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 2(a). Council Functions - Component Descriptions (continued)

GAS

The objective of this function is to provide a safe and reliable retail supply to an expanding distribution network within a commercially viable framework.

PLANT

The objective of this function is to provide a competitively priced, reliable and fit for purpose plant that enables the delivery of Council's services and programs.

WATER INFRASTRUCTURE

The objective of this function is to provide water for domestic, commercial and industrial use in accordance with legislation and Council standards, established for the safety and benefit of the community.

SEWERAGE INFRASTRUCTURE

The objective of this function is to provide for the transporting and treating of effluent from domestic, commercial and industrial properties within defined urban areas in accordance with legislation and Council standards, established for safety and the benefit of the community.

QUARRY (ROMA)

The objective of this function is to provide Council and external customers, within our region and beyond, aggregate road base and rock suitable for use in asphalt, concrete, road construction and infrastructure construction works.

ROMA AIRPORT

The objective of this function is to provide an air transport gateway to the Maranoa region that supports the commercial expansion and social connection of the region.

SALEYARDS (ROMA)

The objective of this function is to provide an accredited centre for store, prime, stud and special sales, private weighing and spelling services.

Maranoa Regional Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 2(b). Analysis of Results by Function

Functions	Gross Program Income						Gross Program Expenses			Total Income	Total Expenses	Net Result from Recurring Operations	Net Result	Total Assets
	Recurring		Capital		Other		Recurring	Capital						
	Grants	Other	Grants	Other	Grants	Other								
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
2018	87	79	-	-	-	-	(2,721)	-	-	(2,721)	(2,555)	(2,555)	-	
Office of the CEO	13,516	23,637	-	-	-	-	(10,783)	-	-	(10,783)	26,370	26,370	84,371	
Corporate & Community Services	491	2,192	1,348	-	-	-	(15,191)	(221)	(221)	(15,412)	(12,508)	(11,381)	133,885	
Development, Facilities & Environment	361	4,996	13,461	-	-	-	(4,434)	-	-	(4,434)	923	14,384	-	
Energy Sector Roadworks	4,181	73	6,034	-	-	-	(21,616)	(10,314)	(10,314)	(31,930)	(17,362)	(21,642)	492,967	
Road Network	-	706	-	-	-	-	(4,511)	-	-	(4,511)	(3,805)	(3,805)	3,918	
Infrastructure Services	-	2,222	-	-	-	-	(2,163)	-	-	(2,163)	59	59	1,242	
Waste	-	862	-	-	-	-	(586)	-	-	(586)	276	276	4,689	
Gas	290	96	-	93	-	-	1,938	(282)	(282)	1,656	2,324	2,135	18,866	
Plant	-	5,764	1,056	-	-	-	(5,335)	-	-	(5,335)	429	1,485	45,186	
Water Infrastructure	-	2,617	155	-	-	-	(2,474)	-	-	(2,474)	143	298	41,681	
Sewerage Infrastructure	-	2,940	-	-	-	-	(2,902)	(8)	(8)	(2,910)	38	30	2,343	
Quarry (Roma)	-	4,343	9	-	-	-	(3,492)	(92)	(92)	(3,584)	851	768	18,059	
Roma Airport	-	4,078	2,847	-	-	-	(3,815)	-	-	(3,815)	263	3,110	14,267	
Saleyards (Roma)	18,926	54,605	24,910	93	93	93	(78,085)	(10,917)	(10,917)	(89,002)	(4,554)	9,532	861,474	

Functions	Gross Program Income						Gross Program Expenses			Total Income	Total Expenses	Net Result from Recurring Operations	Net Result	Total Assets
	Recurring		Capital		Other		Recurring	Capital						
	Grants	Other	Grants	Other	Grants	Other								
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
2017	46	95	-	-	-	-	(2,378)	-	-	(2,378)	(2,237)	(2,237)	-	
Office of the CEO	20,461	23,590	-	-	-	-	(9,515)	-	-	(9,515)	34,536	34,536	81,487	
Corporate & Community Services	1,245	2,104	1,134	-	-	-	(16,261)	(371)	(371)	(16,632)	(12,912)	(12,149)	129,007	
Development, Facilities & Environment	530	2,999	9,023	-	-	-	(4,187)	-	-	(4,187)	(658)	8,365	-	
Energy Sector Roadworks	6,501	97	7,380	-	-	-	(23,990)	(184)	(184)	(24,174)	(17,392)	(10,196)	424,990	
Road Network	-	1,879	-	-	-	-	(4,345)	-	-	(4,345)	(2,466)	(2,466)	3,465	
Infrastructure Services	-	2,084	-	-	-	-	(2,064)	-	-	(2,064)	20	20	797	
Waste	-	922	-	-	-	-	(590)	-	-	(590)	332	332	5,397	
Gas	141	56	-	160	-	-	2,579	(667)	(667)	1,912	2,776	2,269	15,270	
Plant	-	5,472	819	-	-	-	(5,446)	(184)	(184)	(5,630)	26	661	32,332	
Water Infrastructure	-	2,536	-	-	-	-	(2,387)	(77)	(77)	(2,464)	149	72	28,234	
Sewerage Infrastructure	71	3,633	-	-	-	-	(3,639)	31	31	(3,608)	65	96	5,834	
Quarry (Roma)	-	4,307	831	-	-	-	(3,618)	-	-	(3,618)	689	1,520	20,598	
Roma Airport	32	3,699	607	-	-	-	(3,502)	-	-	(3,502)	229	836	13,437	
Saleyards (Roma)	29,027	53,473	19,794	160	160	160	(79,343)	(1,452)	(1,452)	(80,795)	3,157	21,659	760,848	

Maranoa Regional Council

Notes to the Financial Statements for the year ended 30 June 2018

Note 3. Revenue Analysis

Notes	2018 \$'000	2017 \$'000
(a). Rates, Levies and Charges		
General Rates	23,438	23,049
Separate Rates	748	678
Water	3,199	3,081
Water Consumption, Rental and Sundries	2,007	1,807
Sewerage	2,499	2,459
Waste Management	1,457	1,394
Total rates and utility charge revenue	33,348	32,468
Less: Discounts	(1,935)	(1,842)
Less: Pensioner remissions	(287)	(279)
TOTAL RATES, LEVIES AND CHARGES	31,126	30,347
(b). Fees and Charges		
Town Planning Fees	87	70
Building and Development Fees	90	117
Animal Registrations	96	130
Infringements	18	41
Licences and Registrations	57	11
Cemetery Fees	133	132
Other Statutory Fees	541	459
User Fees and Charges	1,137	1,078
Other Fees and Charges	53	-
TOTAL FEES AND CHARGES	2,212	2,038
(c). Sales Revenue		
Sale of services		
Contract and Recoverable Works	4,706	4,038
Saleyards	4,053	3,699
Gas supply	859	921
Airport Services	4,288	4,307
Total Sale of Services	13,906	12,965
Sale of goods		
Quarry Materials	2,294	2,869
Total Sale of Goods	2,294	2,869
TOTAL SALES REVENUE	16,200	15,834

The amount recognised as revenue for contract revenue during the financial year is the amount receivable in respect of invoices issued during the period. There are no contracts in progress at the year end. The contract work carried out is not subject to retentions.

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 4. Grants, Subsidies, Contributions and Donations

	2018	2017
Notes	\$'000	\$'000
(a) Recurrent		
General Purpose Grants	16,882	25,504
State Government Subsidies and Grants	592	1,999
Commonwealth Government Subsidies and Grants	400	555
Donations	12	6
Contributions	398	562
Flood Damage Grants	642	401
<u>TOTAL RECURRENT GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS</u>	<u>18,926</u>	<u>29,027</u>
(b) Capital		
State Government Subsidies and Grants	7,444	5,096
Commonwealth Government Subsidies and Grants	3,595	4,139
Contributions	13,871	10,559
<u>TOTAL CAPITAL GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS</u>	<u>24,910</u>	<u>19,794</u>

Note 5. Capital Income

(a) Gain on disposal of non-current assets

Proceeds from the Disposal of Property, Plant and Equipment		290	333
Less: Book Value of Property, Plant and Equipment Disposed	12	(197)	(173)
<u>TOTAL CAPITAL INCOME</u>		<u>93</u>	<u>160</u>

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 6. Employee Costs

	Notes	2018 \$'000	2017 \$'000
Wages and Salaries		21,002	22,587
Annual, Sick and Long Service Leave Expenses		4,064	3,207
Superannuation	20	3,039	3,318
Councillors Remuneration		751	664
		<u>28,856</u>	<u>29,776</u>
Other Employee Related Expenses		68	85
<u>TOTAL EMPLOYEE COSTS</u>		<u>28,924</u>	<u>29,861</u>

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties and includes superannuation.

Additional information:

Total Employees at year end:

Administration Staff	145	145
Depot and Outdoors Staff	206	214
Total full time equivalent employees	<u>351</u>	<u>359</u>
Total Elected Members	<u>9</u>	<u>9</u>

Note 7. Materials and Services

Advertising and Marketing	223	305
Administration Supplies and Consumables	54	59
Audit of Annual Financial Statements by the Auditor-General of Queensland	104	89
Communications and IT	1,767	2,588
Consultants	281	259
Contractors	4,513	6,091
Donations Paid	181	218
Insurance	1,436	1,361
Legal Services	474	404
Materials Issued from Store	1,259	1,331
Plant and Vehicle Running Costs	2,040	2,020
Power	2,079	2,172
Operations and Maintenance	12,542	10,129
Subscriptions and Registrations	155	173
Travel	19	41
Other Materials and Services	190	1,098
<u>TOTAL MATERIALS AND SERVICES</u>	<u>27,317</u>	<u>28,338</u>

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 8. Finance Costs

	Notes	2018 \$'000	2017 \$'000
Finance costs - Queensland Treasury Corporation		597	678
Bank Charges		92	99
Impairment of Debts		395	165
Quarry Rehabilitation		42	31
<u>TOTAL FINANCE COSTS</u>		<u>1,126</u>	<u>973</u>

Note 9. Capital Expenses

(a) Loss on disposal of non-current assets

Proceeds from the Disposal of Property, Plant and Equipment		443	580
Less: Book Value of Property, Plant and Equipment Disposed	12	(932)	(1,168)
<u>Loss on disposal of non-current assets</u>		<u>489</u>	<u>588</u>

(b) Provision for restoration of land

Other		<u>8</u>	<u>(59)</u>
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(c) Revaluation decrement

Downwards Revaluation of Property, Plant and Equipment	12	<u>92</u>	<u>-</u>
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(d) Other capital expenses

Loss on Write-Off of Assets	12	<u>10,328</u>	<u>923</u>
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<u>TOTAL CAPITAL EXPENSES</u>		<u>10,917</u>	<u>1,452</u>
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Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 10. Cash, Cash Equivalents and Investments

Notes	2018 \$'000	2017 \$'000
Cash and Cash Equivalents		
Cash at Bank and on Hand	748	1,321
Cash Equivalent Assets ¹		
- Deposits at Call	21,132	26,856
Total Cash and Cash Equivalents	21,880	28,177
Investment Securities - Current		
Short Term Deposits	51,108	37,885
Total Current Investment Securities	51,108	37,885
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS	72,988	66,062

¹ Those Investments where time to maturity (from date of purchase) is < 3 mths.

Restricted Cash, Cash Equivalents and Investments

Council's Cash and Cash Equivalents are subject to a number of Internal and External Restrictions that limit amounts available for discretionary or future use. These include:

Externally imposed Expenditure Restrictions at the reporting date relate to the following cash assets:

Unspent Government Grants and Subsidies	11,958	13,244
Unspent Loan Monies	2,857	2,213
Unspent Developer Contributions	1,683	4,084
Total External Restrictions	16,498	19,541

Internally imposed Expenditure Restrictions at the reporting date:

Future Capital Works	24,032	22,169
Total Internal Restrictions	24,032	22,169
Total Unspent Restricted Cash, Cash Equivalents and Investments	40,530	41,710

All term deposits comply with the Investment Policy and are less than 12 months in maturity.

Maranoa Regional Council

Notes to the Financial Statements for the year ended 30 June 2018

Note 11. Trade and Other Receivables

	2018	2017
Notes	\$'000	\$'000
Current		
Rateable Revenue and Utility Charges	3,092	3,681
Other Debtors	4,573	6,239
GST Recoverable	416	217
Prepayments	92	210
Accrued Revenue	868	1,159
Total	<u>9,041</u>	<u>11,506</u>
less: Provision for Impairment		
Other	(187)	(94)
Total Provision for Impairment - Receivables	<u>(187)</u>	<u>(94)</u>
<u>TOTAL CURRENT TRADE AND OTHER RECEIVABLES</u>	<u><u>8,854</u></u>	<u><u>11,412</u></u>
Movement in Provision for Impairment of Receivables		
Opening balance at 1 July	94	79
Add: Additional impairments recognised	134	17
Less: Impairment debts written off during the year	(41)	(2)
Balance at the end of the year	<u><u>187</u></u>	<u><u>94</u></u>

Notes to the Financial Statements
for the year ended 30 June 2018

Note 12. Property, Plant and Equipment

30 June 2018	Measurement Basis		Note	Land and Site Improvements	Buildings	Plant and equipment	Road, Drainage and Bridge Network	Water	Sewerage	Other Infrastructure	Airport	Works in Progress	Total
	\$'000	Fair Value											
Opening Gross Balance - at Cost	-	-		-	-	40,924	-	-	-	-	-	48,005	88,929
Opening Gross Balance - at Fair Value	43,225	124,169		43,225	124,169	40,924	578,181	71,487	58,125	39,649	18,810	-	933,646
Opening Gross Balance	43,225	124,169		43,225	124,169	40,924	578,181	71,487	58,125	39,649	18,810	48,005	1,022,575
Additions*	(300)	(70)	5,9	(300)	(70)	(2,560)	-	-	-	-	-	41,243	41,243
Disposals	-	(18)	5,9	-	(18)	(35)	(14,922)	-	-	-	-	-	(2,930)
Write-offs	(1,934)	-	17	(1,934)	-	-	-	-	-	-	(91)	-	(2,025)
Revaluation Decrements to Equity (ARR)	-	2,423	17	-	2,423	3,824	8,534	4,972	2,089	2,222	-	-	20,240
Revaluation Increments to Equity (ARR)	2,338	546		2,338	546	3,824	35,936	173	38	665	19	(43,539)	-
Work in Progress Transfers	(55)	-		(55)	-	-	-	-	-	-	-	-	(55)
Adjustments and Other Transfers	-	-		-	-	42,153	-	-	-	-	-	45,709	87,862
Total Gross Value of Property, Plant and Equipment - at Cost	43,274	127,050		43,274	127,050	42,153	607,729	76,632	60,252	42,536	18,738	45,709	976,211
Total Gross Value of Property, Plant and Equipment - at Fair Value	43,274	127,050		43,274	127,050	42,153	607,729	76,632	60,252	42,536	18,738	45,709	1,064,073
Opening Accumulated Depreciation	107	29,505		107	29,505	18,753	203,545	41,374	30,610	12,578	4,367	-	340,839
Depreciation Expense	-	2,147		-	2,147	2,614	11,635	1,513	1,040	944	825	-	20,718
Disposals	-	(3)	5,9	-	(3)	(1,798)	-	-	-	-	-	-	(1,801)
Write-offs	-	(5)	5,9	-	(5)	(35)	(4,607)	-	-	-	-	-	(4,647)
Revaluation Decrements to P&L	-	(1,597)	10	-	(1,597)	-	-	-	-	-	92	-	92
Revaluation Decrements to Equity (ARR)	-	-	17	-	-	-	(47,568)	(9,359)	(12,348)	-	-	-	(70,862)
Revaluation Increments to Equity (ARR)	-	-		-	-	-	-	-	-	328	1,563	-	1,891
Total Accumulated Depreciation of Property, Plant and Equipment	107	30,047		107	30,047	19,534	163,015	33,528	19,302	13,850	6,847	-	286,230
Total Net Book Value of Property, Plant and Equipment	43,167	97,003		43,167	97,003	22,619	444,714	43,104	40,950	28,686	11,891	45,709	777,843
*Asset Additions Comprise													
Asset Renewals on Infrastructure	-	-		-	-	-	-	-	-	-	-	8,066	8,066
Asset Renewals on other asset classes	-	-		-	-	-	-	-	-	-	-	110	110
Other Additions	-	-		-	-	-	-	-	-	-	-	33,067	33,067
Total Asset Additions	-	-		-	-	-	-	-	-	-	-	41,243	41,243

Maranoa Regional Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 12. Property, Plant and Equipment

30 June 2017	Measurement Basis	Note	Land and Site Improvements		Buildings		Plant and equipment		Road, Drainage and Bridge Network		Water		Sewerage		Other Infrastructure		Airport		Works in Progress		Total
			\$'000	Fair Value	\$'000	Fair Value	\$'000	Cost	\$'000	Fair Value	\$'000	Fair Value	\$'000	Fair Value	\$'000	Fair Value	\$'000	Fair Value	\$'000	Cost	
	Opening Gross Balance - at Cost		-	-	-	41,510	-	-	-	-	-	-	-	-	-	-	-	-	30,892	72,402	
	Opening Gross Balance - at Fair Value		49,257	118,580	118,580	-	595,087	80,620	54,036	41,481	20,138	-	-	-	-	-	-	-	-	959,199	
	Opening Gross Balance		49,257	118,580	118,580	41,510	595,087	80,620	54,036	41,481	20,138	-	-	-	-	-	-	-	30,892	1,031,601	
	Additions*		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	43,391	43,391	
	Disposals	5,9	(510)	(23)	(23)	(2,734)	(405)	(499)	(1,098)	-	-	-	-	-	-	-	-	-	-	(3,267)	
	Write-offs	5,9	(6,232)	-	-	(1,436)	(31,687)	(10,195)	(2,798)	-	-	-	-	-	-	-	-	-	-	(3,438)	
	Revaluation Decrements to Equity (ARR)	17	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(52,262)	
	Revaluation Increments to Equity (ARR)	17	-	2,184	-	-	15,186	1,561	3,783	1,180	22	-	-	-	-	-	-	-	-	5,967	
	Work in Progress Transfers		127	3,373	3,425	-	-	-	-	-	-	-	-	-	-	-	-	-	(26,278)	-	
	Adjustments and Other Transfers		583	55	159	-	-	-	-	(214)	-	-	-	-	-	-	-	-	-	583	
	Total Gross Value of Property, Plant and Equipment - at Cost		-	-	-	40,924	-	-	-	-	-	-	-	-	-	-	-	-	48,005	88,929	
	Total Gross Value of Property, Plant and Equipment - at Fair Value		43,225	124,169	124,169	-	578,181	71,487	58,125	39,649	18,810	-	-	-	-	-	-	-	-	933,646	
	Total Gross Value of Property, Plant and Equipment		43,225	124,169	124,169	40,924	578,181	71,487	58,125	39,649	18,810	-	-	-	-	-	-	-	48,005	1,022,575	
	Opening Accumulated Depreciation		112	21,835	19,233	19,233	165,947	26,879	13,723	7,112	6,503	-	-	-	-	-	-	-	-	261,344	
	Depreciation Expense		-	2,093	2,398	(1,924)	11,194	1,514	1,089	657	1,226	-	-	-	-	-	-	-	-	20,171	
	Disposals	5,9	-	(2)	(2)	(958)	(221)	(315)	(1,021)	-	-	-	-	-	-	-	-	-	-	(1,926)	
	Write-offs	5,9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,515)	
	Revaluation Decrements to Equity (ARR)	17	(5)	-	-	-	26,625	13,296	16,819	4,814	(3,362)	-	-	-	-	-	-	-	-	(3,367)	
	Revaluation Increments to Equity (ARR)	17	-	5,578	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	67,132	
	Adjustments and Other Transfers		-	1	4	-	-	-	-	(5)	-	-	-	-	-	-	-	-	-	-	
	Total Accumulated Depreciation of Property, Plant and Equipment		107	29,505	18,753	203,545	41,374	30,610	12,578	4,367	-	-	-	-	-	-	-	-	-	340,839	
	Total Net Book Value of Property, Plant and Equipment		43,118	94,664	22,171	374,636	30,113	27,515	27,071	14,443	48,005	-	-	-	-	-	-	-	-	681,736	
	*Asset Additions Comprise		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Asset Renewals		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,278	
	Other Additions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	34,113	
	Total Asset Additions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	43,391	

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Fair Value Measurements

Council measures and recognises the following assets at fair value on a recurring basis:

- Property, plant and equipment
- Land and Site Improvements
- Buildings
- Road, Drainage and Bridge Network
- Water
- Sewerage
- Other Infrastructure
- Airport

Council does not measure any liabilities at fair value on a recurring basis.

Council has assets and liabilities which are not measured at fair value, but for which fair values are disclosed in other notes.

Council borrowings are measured at amortised cost with interest recognised in profit or loss when incurred. The fair value of borrowings disclosed in note 15 is provided by the Queensland Treasury Corporation and represents the contractual undiscounted cash flows at balance date (Level 2).

The carrying amounts of trade receivables and trade payables are assumed to approximate their fair values due to their short-term nature (Level 2).

In accordance with AASB 13 fair value measurements are categorised on the following basis:

- Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities **(Level 1)**
- Fair value based on inputs that are directly or indirectly observable for the asset or liability **(Level 2)**
- Fair value based on unobservable inputs for the asset and liability **(Level 3)**

The following table categorises fair value measurements as either Level 2 or Level 3 in accordance with AASB 13. Council does not have any assets or liabilities measured at fair value which meet the criteria for categorisation as Level 1.

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If all significant inputs required to fair value an asset are observable, the asset is included in Level 2. If one or more of the significant inputs is not based on observable market data, the asset is included in Level 3. This is the case for Council infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

Council engages external, independent and qualified valuers to determine the fair value of the entity's land, buildings and infrastructure on a regular basis. As at 30 June 2018 a comprehensive revaluation was undertaken for Road, Drainage and Bridge Network and Airport classes subject to revaluation by APV Valuers. An assessment of change in material value was undertaken by APV Valuers and Asset Management for all other asset classes at 30 June 2018.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

(1) The following table presents all assets and liabilities that have been measured and recognised at fair values: (continued)

	Date of latest valuation	Fair Value Measurement using:			Total
		Level 1	Level 2	Level 3	
		Quoted prices in active mkts	Significant observable inputs	Significant unobservable inputs	
		\$'000	\$'000	\$'000	\$'000
2018					
Property, Plant and Equipment					
- Land and Site Improvements	01/07/16	-	43,167	-	43,167
- Buildings - Residential	01/07/16	-	6,300	-	6,300
- Buildings - Other	01/07/16	-	-	90,703	90,703
- Road, Drainage and Bridge Network	30/06/18	-	-	444,714	444,714
- Water	01/07/16	-	-	43,104	43,104
- Sewerage	01/07/16	-	-	40,950	40,950
- Other Infrastructure	01/07/16	-	-	28,686	28,686
- Airport	30/06/18	-	-	11,891	11,891
Total Property, Plant and Equipment		-	49,467	660,048	709,515
2017					
Property, Plant and Equipment					
- Land and Site Improvements	01/07/16	-	43,118	-	43,118
- Buildings - Residential	01/07/16	-	6,370	-	6,370
- Buildings - Other	01/07/16	-	-	88,294	88,294
- Road, Drainage and Bridge Network	01/07/16	-	-	374,636	374,636
- Water	01/07/16	-	-	30,113	30,113
- Sewerage	01/07/16	-	-	27,515	27,515
- Other Infrastructure	01/07/16	-	-	27,071	27,071
- Airport	01/07/16	-	-	14,443	14,443
Total Property, Plant and Equipment		-	49,488	562,072	611,560

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

(2) Transfers between Level 1 and Level 2 Fair Value Hierarchies

There were no transfers between Level 1 and Level 2 during the year, nor between Levels 2 and 3.

Council's policy is to recognise transfers in and out of the fair value hierarchy level as at the end of the reporting period.

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values

Where Council is unable to derive Fair Valuations using quoted market prices of identical assets (ie. Level 1 inputs) Council instead uses a spread of both observable inputs (Level 2 inputs) and unobservable inputs (Level 3 inputs).

The Fair Valuation techniques Council has employed while using Level 2 and Level 3 inputs are as follows:

Land and Site Improvements (Level 2)

Land fair values were determined by independent valuer, APV Valuers & Asset Management effective 30 June 2018. APV carried out a comprehensive revaluation, including physical inspection, with an effective date of 1 July 2016. A desktop revaluation update was subsequently undertaken effective 30 June 2018. Level 2 valuation inputs were used to value land held in freehold title (investment and non-investment) as well as land used for special purposes, which is restricted in use under current zoning rules. Sales prices of comparable land sites in close proximity are adjusted for differences in key attributes such as property size. The most significant inputs into this valuation approach are price per square metre.

The indexation percentage for the land valuations applied in the desktop valuation at 30 June 2018 has been developed for each major land use/zoning such as residential, industrial & rural. Within each of these the valuer has researched sales to develop indices of land with varying land areas. Analysing this data the valuer has determined that there is no observable evidence to justify any movement in the value of land within the Maranoa Region. For this desktop valuation a zero indexation figure has been applied to land assets.

Buildings (Level 2 and 3)

The fair value of buildings were also determined by independent valuer, APV Valuers & Asset Management effective 30 June 2018. APV carried out a comprehensive revaluation, including physical inspection, with an effective date 1 July 2016. A desktop revaluation update was subsequently undertaken effective 30 June 2018. Level 2 inputs were used to determine the fair value of a range of properties. This included the bulk of residential and commercial properties. The residential properties fair value has been derived from sales prices of comparable properties after adjusting for differences in key attributes such as property size. The most significant inputs into this valuation approach are price per square metre.

Some residential properties were located in isolated locations where there was no evidence to support a market approach. These properties were valued using the cost approach and due to the range of assumptions used to determine the fair value have been classified as Level 3.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

Buildings (Level 2 and 3) (continued)

Specialised buildings were valued using the cost approach using professionally qualified Registered Valuers. The approach estimated the replacement cost for each building by componentising the buildings into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on square metres could be supported from market evidence (Level 2) other inputs (such as estimates of residual value, useful life, pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using Level 3 valuation inputs.

In determining the level of accumulated depreciation the assets have been disaggregated into significant components, and further disaggregated into short and long-term components, which exhibit different useful lives and service potential patterns. Allowance has been made for the typical asset life cycle and renewal treatments of each component, and the condition of the asset. Condition was assessed taking into account both physical characteristics as well as holistic factors such as functionality, capability, utilisation and obsolescence.

The quantitative disclosures of the remaining service potential relating to each corresponding condition score for each of the patterns of consumption used in this valuation are as follows:

Description	Consumption Score	% Remaining Service Potential of Depreciable Amount				
		Straight-Line	Low	Moderate	High	Extreme
New or very good condition - very high level of remaining service potential.	0	100%	100%	100%	100%	100%
Not new but in very good condition with no indicators of any future obsolescence and providing a high level of remaining service potential.	1	85%	92%	94%	98%	100%
Aged and in good condition, providing an adequate level of remaining service potential. No signs of immediate or short term obsolescence.	2	50%	65%	75%	85%	99%
Providing an adequate level of remaining service potential but there are some concerns over the asset's ability to continue to provide an adequate level of service in the short to medium term. May be signs of obsolescence in short to mid-term.	3	25%	40%	64%	70%	90%
Indicators showing the need to renew, upgrade or scrap in the near future. Should be reflected by inclusion in the Capital Works Plan to renew or replace in short-term. Very low level of remaining service potential.	4	10%	20%	34%	45%	70%
At intervention point. No longer providing an acceptable level of service. If remedial action is not taken immediately the asset will need to be closed or decommissioned.	5	0%	0%	0%	0%	0%
Theoretical end of life.	6	Fully Written Off				

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

Buildings (Level 2 and 3) (continued)

The indexation percentage as applied in the desktop valuation at 30 June 2018 has been derived from reference to actual costs where details have been provided of recent construction, costing guides issued by the Australian Institute of Quantity Surveyors, Rawlinson's (Australian Construction Handbook), Construction Data from the Australian Bureau of Statistics and APV's own internal market research and costings. The analysis of these construction cost guides and research has determined that the approximate increase in building costs over the period of time from the 1 July 2017 to 30 June 2018 for each building type is as following:

Building Category	Index %
Residential	2.50%
Commercial	2.50%
Industrial	2.50%
Civic	2.50%
Amenities	2.00%

Infrastructure Assets (Level 3)

All Council infrastructure assets were fair valued using written down current replacement cost (CRC). This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. Where existing assets were over designed, had excess capacity, or were redundant an adjustment was made so that the resulting valuation reflected the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output within the Council's planning horizon.

The unit rates (labour and materials) and quantities applied to determine the CRC of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks. The CRC was determined using methods relevant to the asset class as described under individual asset categories below.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

Infrastructure Assets (Level 3) (continued)

Roads

Current replacement cost:

Roads, drainage and bridge and airport assets have been comprehensively valued by APV Valuers as at 30 June 2018.

Council categorises its road infrastructure into urban and rural roads and the further sub-categorises these into sealed and unsealed roads. Roads are split into segments which vary in length depending on the attributes of each segment and the previous construction history – as described below. All road segments are then componentised into formation, pavement and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

All road network infrastructure assets were valued using Level 3 valuation inputs using the cost approach.

CRC was calculated by reference to asset linear and area specifications, estimated labour and material inputs, services costs, and overhead allocations. Segment lengths and widths and pavement depths are actual where known from design plans and/or construction records, or are confirmed by field measure. Unconfirmed pavement depths are assumed constructed to 200mm for sealed roads and 150mm for unsealed roads. Council also assumes that all raw materials can be sourced from local quarries. For internal constructions estimates, material and services prices were based on existing supplier contract rates and supplier price lists while labour wage rates were based on Council's Enterprise Bargaining Agreement (EBA). All direct costs were allocated to assets at standard usage quantities according to recently completed similar projects. Where construction is outsourced, CRC was based on the average of completed similar projects over the last few years, where sufficiently representative capital works have been undertaken; otherwise, these were based on rates supplied by an independent valuer determined using professional judgement, and externally available cost data.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

Roads (continued)

Accumulated depreciation:

In determining the level of accumulated depreciation, roads were disaggregated into significant components which exhibited different useful lives and bridges are summarised into one lump sum item.

Useful lives are an estimate of the total service capacity in years for that type of asset. The remaining useful life of the asset is determined based on an asset condition rating, which reflects both physical characteristics (e.g. age and physical condition) as well as holistic factors such as functionality, capability, utilisation and obsolescence. Accumulated depreciation represents the decline in service potential (i.e. the difference between useful life and remaining useful life) for an asset. In periods when a comprehensive valuation is not undertaken, the remaining useful of the asset is then calculated based purely on the time elapsed since the previous valuation, as adjusted for any known improvements or deterioration in asset condition.

In order to assess the level of remaining service potential the following consumption scoring methodology was applied.

Phase Points	Description
0.00 ↓ 0.99	New of very good condition - very high level of remaining service potential.
1.00 ↓ 1.99	Not new but in very good condition with no indicators of any future obsolescence and providing a high level of remaining service potential.
2.00 ↓ 2.99	Aged and in good condition, providing an adequate level of remaining service potential. No signs of immediate or short term obsolescence.
3.00 ↓ 3.99	Providing an adequate level of remaining service potential but there are some concerns over the asset's ability to continue to provide an adequate level of service in the short to medium term. May be signs of obsolescence in short to mid-term.
4.00 ↓ 4.99	Indicators showing the need to renew, upgrade or scrap in near future. Should be reflected by inclusion in the Capital Works Plan to renew or replace in short-term. Very low level of remaining service potential.
5.00	At intervention point. No longer providing an acceptable level of service. If remedial action is not taken immediately the asset will need to be closed or decommissioned.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

Water, Sewerage and Gas Infrastructure

Current replacement cost:

The comprehensive valuation of water, sewerage and gas was completed by Council's Asset Management department effective 1 July 2016. The desktop valuation for water, sewerage and gas was completed by APV Valuers and Asset Management effective 30 June 2018.

The indexation percentage for the infrastructure desktop valuations effective 30 June 2018 has been derived from reference to costing guides issued by the Australian Institute of Quantity Surveyors, Rawlinson's (Australian Construction Handbook), Construction Data from the Australian Bureau of Statistics and APV's own internal market research and costings.

The analysis of these construction cost guides and research has determined that the approximate increase in infrastructure costs over the period from the 1 July 2017 to 30 June 2018 for Gas infrastructure and the period from 1 July 2016 to 30 June 2018 for Water and Sewerage Infrastructure is as following:

Infrastructure Category	Index %
Water supply and sewerage active – Civil assets	2.5 - 5.5%
Water supply and sewerage active - Pipework & associate assets	0.4 - 4.5 %
Gas infrastructure assets	2.5 - 3.4%

All water, sewerage and gas network infrastructure assets were valued using Level 3 valuation inputs using the cost approach. Revaluation calculations have been based on the proportion of useful life remaining. In many cases the remaining useful life was estimated based on the condition of the asset from the visual inspections. For assets that are not available for visual inspection, such as mains and pumps, the useful life remaining was based on age and adjusted where there were known factors to impact on the condition.

During the year there were a number of new projects completed where the actual cost was recorded and the impact of depreciation at year end was negligible. While these could be classified as valued at Level 2 given the low proportion of the total portfolio that these represented and the likelihood that in future valuations they would most likely be valued at Level 3 we have adopted a policy that all road and water network infrastructure assets are deemed to be valued at Level 3.

Accumulated depreciation:

In determining accumulated depreciation, assets were either subject to a site inspection or an assessment to determine remaining useful life. Where site inspections were conducted (i.e. for active assets), the assets were allocated a consumption assessment, which was used to estimate remaining useful life. Refer to consumption scoring methodology in Roads section.

For assets that are not available for visual inspection the useful life remaining was based on age and adjusted where there were known factors to impact on the condition.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

Airport

Current replacement cost:

Airport assets have been comprehensively valued by APV Valuers as at 30 June 2018.

CRC was calculated based on expected replacement costs. In all cases the assets were disaggregated to component level to ensure a reliable measure of cost and service capacity and deterioration of estimated remaining life.

Accumulated depreciation:

In determining the level of accumulated depreciation, assets were disaggregated into significant components which exhibited different useful lives. Airport assets were subject to a comprehensive valuation effective 30 June 2018.

(4). Fair value measurements using significant unobservable inputs (Level 3)

The changes in Level 3 assets with recurring fair value measurements are detailed in note 12 (property, plant and equipment). However, since the residential buildings disclosed in those notes comprise both Level 2 and level 3 assets, the movement in Level 3 buildings (other) are detailed below. There have been no transfers between Level 1, 2 or 3 measurements during the year.

Changes in buildings (other) (Level 3):

	Buildings 2018 \$'000	Buildings 2017 \$'000
Opening gross value as at 1 July	117,799	106,232
Additions	494	3,374
Disposals	(14)	(21)
Revaluation adjustment (ARR)	2,471	8,214
Closing gross value as at 30 June	<u>120,750</u>	<u>117,799</u>
Accumulation depreciation		
Opening balance as at 1 July	29,505	16,947
Depreciation in current period	1,936	1,882
Revaluation adjustment (ARR)	(1,390)	10,677
Disposals	(4)	(1)
Accumulated Depreciation as at 30 June	<u>30,047</u>	<u>29,505</u>
Consolidated book value as at 30 June	<u>90,703</u>	<u>88,294</u>

Maranoa Regional Council

Notes to the Financial Statements for the year ended 30 June 2018

Note 14. Trade and Other Payables

	2018	2017
Notes	\$'000	\$'000
Current		
Creditors and Accruals	6,211	4,076
Employee Related Accruals	346	339
Annual Leave Entitlements	3,833	3,699
Other	521	282
<u>TOTAL CURRENT TRADE AND OTHER PAYABLES</u>	<u>10,911</u>	<u>8,396</u>

Note 15. Borrowings

Current		
Loans - Queensland Treasury Corporation	1,600	1,567
<u>TOTAL CURRENT BORROWINGS</u>	<u>1,600</u>	<u>1,567</u>
Non-current		
Loans - Queensland Treasury Corporation	12,721	11,397
<u>TOTAL NON-CURRENT BORROWINGS</u>	<u>12,721</u>	<u>11,397</u>
Reconciliation of Loan Movements for the year		
Loans - Queensland Treasury Corporation		
Opening Balance at Beginning of Financial Year	12,964	14,425
Loans Raised	2,900	-
Principal Repayments	<u>(1,543)</u>	<u>(1,461)</u>
Book value at end of financial year	<u>14,321</u>	<u>12,964</u>

The QTC loan market value at the reporting date was \$15,173,978 (2017 - \$13,995,121). This represents the value of the debt if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 15. Borrowings (continued)

Loan Disclosures

No assets have been pledged as security by the Council for any liabilities, however all loans are guaranteed by the Queensland Government.

All borrowings are in \$AUD denominated amounts and carried at amortised cost, interest being expensed as it accrues. No interest has been capitalised during the current or comparative reporting period. Expected final repayment dates vary from 15 March 2019 to 15 June 2038.

There have been no defaults or breaches of the loan agreement during the period.

Principal and interest repayments are made quarterly in arrears.

Note 16. Provisions

Current

Long Service Leave	3,308	3,241
<u>TOTAL CURRENT PROVISIONS</u>	<u>3,308</u>	<u>3,241</u>

Non-current

Long Service Leave	800	827
Quarry Rehabilitation	1,460	1,464
<u>TOTAL NON-CURRENT PROVISIONS</u>	<u>2,260</u>	<u>2,291</u>

Quarry rehabilitation

This is the present value of the estimated cost of restoring the quarry site to a useable state at the end of its useful life. The projected cost is \$1,708,769 and this cost is expected to be incurred in 2036.

Maranoa Regional Council

Notes to the Financial Statements for the year ended 30 June 2018

Note 17. Asset Revaluation Surplus

	Notes	2018 \$'000	2017 \$'000
Movements in the asset revaluation surplus:			
Balance at beginning of financial year		195,983	306,043
Net adjustment to non-current assets at end of period to reflect a change in current fair value:			
Land and Site Improvements		(1,934)	(6,227)
Buildings		4,020	(3,394)
Road, Drainage and Bridge Network		56,092	(58,312)
Water		14,331	(23,491)
Sewerage		14,437	(13,036)
Other Infrastructure		1,894	(7,612)
Airport		(1,654)	2,012
	12	<u>87,186</u>	<u>(110,060)</u>
Balance at end of financial year		<u><u>283,169</u></u>	<u><u>195,983</u></u>

Asset revaluation surplus analysis

The closing balance of the Asset Revaluation Reserve comprises the following asset categories:

Land and Site Improvements	24,624	26,558
Buildings	37,494	33,474
Road, Drainage and Bridge Network	139,694	83,602
Water	35,887	21,556
Sewerage	22,004	7,567
Other Infrastructure	23,467	21,573
Airport	(1)	1,653
Balance at end of financial year	<u><u>283,169</u></u>	<u><u>195,983</u></u>

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Commitments for Expenditure

	2018	2017
Notes	\$'000	\$'000
(a) Capital Commitments (exclusive of GST)		
Property, Plant and Equipment		
Infrastructure	12,683	5,628
Total Commitments	12,683	5,628

Capital commitments are payable within the next year and funded from unrestricted general funds.

(b) Contractual commitments

Contractual commitments at end of financial year but not recognised in the financial statements are as follows:

Waste Collection Contract (per year) - Expires 30 June 2023	785	785
Rates Support Service - Expires 16 September 2017	-	66
Microsoft Enterprise Agreement (per year) - Expires 30 June 2020	192	191
Security Screening Services Agreement (per year) - Expires 16 April 2020	812	962
Movement & Control of Stock (per year) - Expires 30 April 2020	831	831
NLIS Scanning & Data Collection (per year) - Expires 30 June 2019	318	318
Swimming Pool Management (per year) - Various Expiry 16 September 2018 to 31 August 2021	342	264
Great Artesian Spa Management (per year) - Expires 4 October 2020	182	-
Community Newsletter - Expires 31 August 2019	89	22
Data Products and Services - Expires 8 December 2020	36	-
Software Licence - Expires 30 June 2020	39	-
Data Centre - Expires 30 June 2020	22	-
Strategic Planning & Reporting System - Expires 30 June 2020	46	-
	3,694	3,439

Note 19. Contingent Liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

Local Government Mutual

The Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2017 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 19. Contingent Liabilities (continued)

Local Government Workcare

The Council is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government Workcare. Under this scheme the Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. The Council's maximum exposure to the bank guarantee is \$488,212.

Note 20. Superannuation

Council contributes to the LGIASuper Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIASuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*.

The scheme is a defined benefit plan, however Council is not able to account for it as a defined benefit plan in accordance with AASB119 because LGIASuper is unable to account for its proportionate share of the defined benefit obligation, plan assets and costs.

Any amount by which the scheme is over or under funded may affect future benefits and result in a change to the contribution rate, but has not been recognised as an asset or liability of the Council.

Technically Maranoa Regional Council can be liable to the scheme for a portion of another local government's obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIASuper trust deed changes to council's obligations will only be made on the advice of an actuary.

The last completed actuarial assessment of the scheme was undertaken as at 1 July 2015. The actuary indicated that "At the valuation date of 1 July 2015, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee assets and there are no known requirements to change the rate of contributions

Another actuarial investigation is being conducted as at 1 July 2018. At the time of signing these financial statements this investigation is still in progress.

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 20. Superannuation (continued)

The most significant risks that may result in LGIA super increasing the contribution rate, on the advice of the actuary, are:

Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.

Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

There are currently 72 entities contributing to the scheme and any changes in contribution rates would apply equally to all 72 entities. Maranoa Regional Council made less than 4% of the total contributions to the plan in the 2017/18 financial year.

	Notes	2018 \$'000	2017 \$'000
Superannuation contributions made to the Regional Defined Benefits Fund		2,985	3,283
Other superannuation contributions for employees		54	35
Total superannuation contributions paid by Council for employees	6	<u>3,039</u>	<u>3,318</u>
			2019 \$'000
Contributions Council expects to make to the Regional Defined Benefits Fund for 2018-19			<u>2,777</u>

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 21. Trust Funds

Notes	2018 \$'000	2017 \$'000
Trust funds held for outside parties		
Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities	53	68
Security Deposits	502	577
	<u>555</u>	<u>645</u>

The Council performs only a custodial role in respect of these monies. As these funds cannot be used by the Council, they are not brought to account in these financial statements.

Note 22. Reconciliation of Net Result for the year to Net Cash Inflow/(Outflow) from Operating Activities

Net operating result from Income Statement	9,532	21,659
Non-cash items		
Depreciation and Amortisation	20,718	20,171
	<u>20,718</u>	<u>20,171</u>
Investing and development activities		
Net Losses/(Gains) on Disposal of Assets	396	428
Loss on Write-Off of Assets	10,336	923
Capital Grants and Contributions	(24,910)	(19,794)
	<u>(14,082)</u>	<u>(18,443)</u>
Changes in operating assets and liabilities:		
(Increase)/Decrease in Receivables	2,465	(1,755)
Increase/(Decrease) in Provision for Doubtful Debts	93	15
(Increase)/Decrease in Inventories	(151)	605
Increase/(Decrease) in Payables and Accruals	2,135	(1,404)
Increase/(Decrease) in Other Liabilities	380	(42)
Increase/(Decrease) in Employee Leave Entitlements	40	(862)
Increase/(Decrease) in Other Provisions	(4)	555
	<u>4,958</u>	<u>(2,888)</u>
Net cash inflow from operating activities to the Statement of Cash Flows	<u><u>21,126</u></u>	<u><u>20,499</u></u>

Notes to the Financial Statements

for the year ended 30 June 2018

Note 23. Correction of Error

Correction of Error/s relating to a Previous Reporting Period

During the current financial year, Council undertook a benchmarking analysis of useful lives against those adopted by other local governments. As an outcome of this analysis and as further confirmed during the 30 June 2018 comprehensive revaluation exercise for road infrastructure, specifically the componentisation of these assets, it was identified that useful lives historically adopted by Council for road infrastructure were not reflective of Council's asset management practices. Council determined that useful lives supported by Council's asset management practices are, on average, 52% higher than those that had previously been applied. As a result, Council has retrospectively restated depreciation expense for both the current and comparative financial years applying the revised depreciation rates. Due to the significant capital works and changes in asset valuations which have occurred in years prior to FY17, Council considers it impracticable to calculate the effect of the error in opening balances for the comparative period. Such error, if quantifiable, would result in an increase to retained surplus and a decrease to the asset revaluation surplus.

The adjustments are as follows:

Notes	Previous 2017 \$'000	Correction	Restated 2017 \$'000
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Reconciliation of Restated Comparatives

Financial Report Line Item / Balance affected

Statement of Comprehensive Income

Depreciation and Amortisation	25,992	(5,821)	20,171
Total Recurrent Expenses	85,164	(5,821)	79,343
Total Expenses	86,616	(5,821)	80,795
Net Result	15,838	5,821	21,659
Gain/(Loss) on Revaluation of Property, Plant and Equipment	(104,239)	(5,821)	(110,060)
Total Other Comprehensive Income for the year	(104,239)	(5,821)	(110,060)
Total Comprehensive Income	88,401	-	88,401

Statement of Financial Position

Retained Surplus/(Deficiency)	532,152	5,821	537,973
Asset Revaluation Surplus	201,804	(5,821)	195,983
Total Community Equity	733,956	-	733,956

Note 24. Events After the Reporting Period

There were no material adjusting events after the balance date.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 25. Financial Instruments

Council has exposure to the following risks arising from financial instruments; **(i)** interest rate risk, **(ii)** credit risk, and **(iii)** liquidity risk.

This note provides information (both qualitative and quantitative) to assist statement users evaluate the significance of financial instruments on the Council's financial position and financial performance, including the nature and extent of risks and how the Council manages these exposures.

Financial Risk Management

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

Council's management approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

The Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council.

Council does not enter into derivatives.

Credit Risk Exposure

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the Council's investments and receivables from customers.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations. The carrying amount of financial assets represents the maximum credit exposure.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar State/Commonwealth bodies or financial institutions in Australia, in line with the requirements of the Statutory Bodies Financial Arrangements Act 1982.

No collateral is held as security relating to the financial assets held by the Council.

	Notes	2018 \$'000	2017 \$'000
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The following table represents the maximum exposure to credit risk based on the carrying amounts of financial assets at the end of the reporting period:

Financial Assets

Cash and Cash Equivalents	10	21,880	28,177
Investment Securities	10	51,108	37,885
Receivables - Rates	11	3,092	3,681
Receivables - Other	11	5,670	7,521
		<u>81,750</u>	<u>77,264</u>

Other Credit Exposures

Guarantee	19	488	449
		<u>488</u>	<u>449</u>
Total		<u><u>82,238</u></u>	<u><u>77,713</u></u>

Notes to the Financial Statements

for the year ended 30 June 2018

Note 25. Financial Instruments (continued)

Cash and Cash Equivalents

The Council may be exposed to credit risk through its investments in the QTC Cash Fund and QTC Working Capital Facility. The QTC Cash Fund is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed. Working Capital Facility deposits have a duration of one day and all investments are required to have a minimum credit rating of "A-", therefore the likelihood of the counterparty having capacity to meet its financial commitments is strong.

Other Financial Assets

Other investments are held with financial institutions, which are rated A1+ to A2 based on rating agency Standard & Poor's ratings, and whilst not capital guaranteed, the likelihood of a credit failure is assessed as remote. Some investments were held with unrated Authorised Deposit-taking Institutions only to the value of the Government guarantee on deposits and only one deposit per institution.

Trade and Other Receivables

In the case of rate receivables, the Council has the power to sell the property to recover any defaulted amounts. In effect this power protects the Council against credit risk in the case of defaults.

In other cases, the Council assesses the credit risk before providing goods or services and applies normal business credit protection procedures to minimise the risk.

By the nature of the Councils operations, there is a geographical concentration of risk in the Council's area. Because the area is largely agricultural and energy sector, there is also a concentration in these sectors.

	Notes	2018 \$'000	2017 \$'000
Ageing of past due receivables and the amount of any impairment is disclosed in the following table:			
Receivables			
Fully Performing		8,734	11,144
Past due:			
- 31 to 60 days overdue		113	265
- 61 to 90 days overdue		-	-
- Greater than 90 days overdue		194	97
- Impaired		(187)	(94)
Total	11	<u>8,854</u>	<u>11,412</u>

Liquidity Risk

Liquidity risk refers to the situation where the Council may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. The Council is exposed to liquidity risk through its trading in the normal course of business and borrowings from the Queensland Treasury Corporation for capital works.

Council manages its exposure to liquidity risk by maintaining sufficient cash deposits and undrawn facilities, both short and long term, to cater for unexpected volatility in cash flows. These facilities are disclosed in Note 10.

Council does not have any overdraft facilities at the reporting date.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 25. Financial Instruments (continued)

The following table sets out the liquidity risk in relation to financial liabilities held by the Council. It represents the remaining contractual cashflows (principal and interest) of financial liabilities at the end of the reporting period, excluding the impact of netting agreements:

	0 to 1 year \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total Contractual Cash Flows \$'000	Carrying Amount \$'000
2018					
Trade and Other Payables	6,210	-	-	6,210	6,732
Loans - QTC	2,194	6,885	9,318	18,397	14,321
	<u>8,404</u>	<u>6,885</u>	<u>9,318</u>	<u>24,607</u>	<u>21,053</u>
2017					
Trade and Other Payables	4,358	-	-	4,358	4,358
Loans - QTC	2,154	6,554	7,811	16,519	12,964
	<u>6,512</u>	<u>6,554</u>	<u>7,811</u>	<u>20,877</u>	<u>17,322</u>

The outflows in the above table are not expected to occur significantly earlier and are not expected to be for significantly different amounts than indicated in the table.

Market Risk

Market risk is the risk that changes in market prices, such as interest rates, will affect the Council's income or the value of its holdings of financial instruments.

Interest Rate Risk

The Council is exposed to interest rate risk through investments and borrowings with Queensland Treasury and/or other financial institutions.

The Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

Sensitivity to interest rate movements is shown for variable financial assets and liabilities based on the carrying amount at reporting date.

The following interest rate sensitivity analysis depicts what effect a reasonably possible change in interest rates (assumed to be 1%) would have on the profit and equity, based on the carrying values at the end of the reporting period. The calculation assumes that the change in interest rates would be held constant over the period.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 25. Financial Instruments (continued)

	Net Carrying	Net Result		Equity	
	Amount \$'000	1% increase \$'000	1% decrease \$'000	1% increase \$'000	1% decrease \$'000
2018					
QTC Cash Fund	21,132	211	(211)	211	(211)
Other Investments	51,108	511	(511)	511	(511)
Loans - QTC	14,321	(143)	143	(143)	143
Net	86,561	579	(579)	579	(579)
2017					
QTC Cash Fund	26,856	269	(269)	269	(269)
Other Investments	37,585	376	(376)	376	(376)
Loans - QTC	12,964	(130)	130	(130)	130
Net	77,405	515	(515)	515	(515)

In relation to the QTC loans held by the Council, the following has been applied:

QTC Fixed Rate Loan - financial instruments with fixed interest rates which are carried at amortised cost are not subject to interest rate sensitivity.

QTC Generic Debt Pool - the generic debt pool products approximate a fixed rate loan. There is a negligible impact on interest sensitivity from changes in interest rates for generic debt pool borrowings.

QTC Client Specific Pool - client specific pool products are often rebalanced to a target benchmark duration. This partially exposes clients to the level of interest rates at the time of rebalancing. Sensitivity on these products is provided by QTC through calculating the interest effect over the period.

Fair Value

The fair value of trade and other receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

The fair value of borrowings with QTC is based on the market value of debt outstanding. The market value of a debt obligation is the discounted value of future cash flows based on prevailing market rates and represents the amount required to be repaid if this was to occur at balance date. The market value of debt is provided by QTC and is disclosed in Note 15.

QTC applies a book rate approach in the management of debt and interest rate risk, to limit the impact of market value movements to clients' cost of funding. The book value represents the carrying value based on amortised cost using the effective interest method.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 26. Transactions with Related Parties

(a) Associates

		Amount of transactions during year	Outstanding Balance (incl. Commitments)	Doubtful Debts Expense Recognised
	Details	\$'000	\$'000	\$'000
2018				
Associates Total	#	20	-	-
		<u>20</u>	<u>-</u>	<u>-</u>
2017				
Associates Total	#	20	-	-
		<u>20</u>	<u>-</u>	<u>-</u>

Annual contribution to Regional Economic Development Association

(b) Other Related Parties

Transactions with Other Related Parties

		Amount of transactions during year	Outstanding Balance (incl. Commitments)
	Details	\$'000	\$'000
2018			
Purchase of materials and services from entities controlled by KMP	#	21	-
Payments to non-profit associations a KMP is a controlling committee member.	##	<u>13</u>	<u>-</u>
		<u>34</u>	<u>-</u>
2017			
Purchase of materials and services from entities controlled by KMP	#	41	-
Payments to non-profit associations a KMP is a controlling committee member.	##	<u>21</u>	<u>-</u>
		<u>62</u>	<u>-</u>

Maranoa Regional Council purchased travel and accommodation booking services from an entity controlled by a member of key management personnel. All purchases were at arm's length and were in the normal course of council operations.

Community funding assistance payments were made to non-profit community organisations of which key management personnel are committee (controlling) members.

Maranoa Regional Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 26. Transactions with Related Parties (continued)

(c) Key Management Personnel

Transactions with Key Management Personnel

Key Management Personnel (KMP) are persons having authority and responsibility for planning, directing and controlling the activities of Council, directly or indirectly. At Maranoa Regional Council KMP's are considered to include Mayor and Councillors, Chief Executive Officer and Directors.

The compensation paid to Key Management Personnel for comprises:

	2018	2017
	\$'000	\$'000
Short-Term Employee Benefits	1,601	1,470
Post-Employment Benefits	156	174
Long-Term Benefits	23	30
Total	1,780	1,674

Maranoa Regional Council

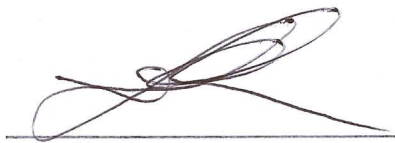
General Purpose Financial Statements for the year ended 30 June 2018

Management Certificate for the year ended 30 June 2018

These General Purpose Financial Statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulations) and other prescribed requirements.

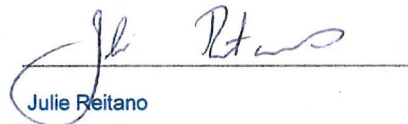
In accordance with Section 212(5) of the Regulation, we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulations 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the General Purpose Financial Statements, as set out on pages 2 to 47, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Tyson Golder
MAYOR

16 October 2018



Julie Reitano
CHIEF EXECUTIVE OFFICER

16 October 2018

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Maranoa Regional Council

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Maranoa Regional Council (the Council).

In my opinion, the financial report:

- a) gives a true and fair view of the Council's financial position as at 30 June 2018, and of their financial performance and cash flows for the year then ended;
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the management certificate given by the Mayor and the Chief Executive Officer.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises the information included in the Maranoa Regional Council's annual report for the year ended 30 June 2018, but does not include the financial report and my auditor's report thereon. At the date of this auditor's report, the other information was the current year financial sustainability statement and the long-term financial sustainability statement.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent

with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the Council for the financial report

The Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Council is also responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the Council or to otherwise cease operations of the Council.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.

- Conclude on the appropriateness of the Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2018:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



Carolyn Dougherty
as delegate of the Auditor-General

16 October 2018

Queensland Audit Office
Brisbane

Maranoa Regional Council

Current Year Financial Sustainability Statement

for the year ended 30 June 2018

	Actual 2018	Target 2018
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Measures of Financial Sustainability

Council's performance at 30 June 2018 against key financial ratios and targets.

Performance Indicators

1. Operating Surplus Ratio

$\frac{\text{Net Result (excluding capital items)}^{(1)}}{\text{Total Operating Revenue (excluding capital items)}^{(2)}}$	-6.19%	0 - 10%
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An indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.

2. Asset Sustainability Ratio

$\frac{\text{Capital Expenditure on the Replacement of Infrastructure Assets (renewals)}}{\text{Depreciation Expense of Infrastructure Assets}}$	44.55%	more than 90%
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An approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.

3. Net Financial Liabilities Ratio

$\frac{\text{Total Liabilities less Current Assets}}{\text{Total Operating Revenue (excluding capital items)}^{(2)}}$	-71.85%	less than 60%
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An indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.

Note 1 - Basis of Preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2018.

Current Year Financial Sustainability Statement (continued) for the year ended 30 June 2018

Notes

- (1) Includes only Recurrent Revenue and Recurrent Expenditure disclosed in the Income Statement. Excludes Capital Revenue Grants, Contributions, Donations and Subsidies received for capital acquisitions, Capital Income items such as Profit from the Sale of: Property, Plant and Equipment, Financial Assets, Real Estate and Investment Properties (refer to Note 5 for exclusions), and any Capital Expenditure such as Write Off of Assets, movements in Provisions for Restoration and Rehabilitation and Revaluation Decrements that hit the Statement of Comprehensive Income.
- (2) Includes only Recurrent Revenue disclosed in the Income Statement. Excludes Capital Revenue Grants, Contributions Donations and Subsidies received for capital acquisitions. Also excludes any Capital Income items such as Profit from the Sale of: Property, Plant and Equipment, Financial Assets, Real Estate and Investment Properties (refer to Note 5 for exclusions).

These ratios are the relevant measures of financial sustainability required to be reported under section 178(1) of the *Local Government Regulation 2012*.

Definitions are sourced from the Financial Management (Sustainability) Guideline issued by the then Department of Local Government, Community Recovery and Resilience.

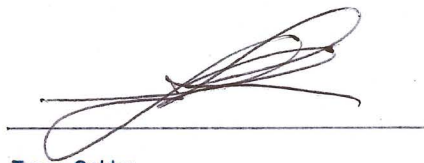
Maranoa Regional Council

Current Year Financial Sustainability Statement for the year ended 30 June 2018

Certificate of Accuracy for the year ended 30 June 2018

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

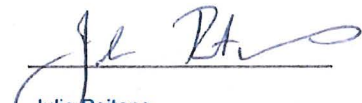
In accordance with Section 212(5) of the Regulation we certify that this Current-Year Financial Sustainability Statement has been accurately calculated.



Tyson Golder

MAYOR

16 October 2018



Julie Reitano

CHIEF EXECUTIVE OFFICER

16 October 2018

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Maranoa Regional Council

Report on the Current Year Financial Sustainability Statement

Opinion

I have audited the accompanying current year statement of financial sustainability of Maranoa Regional Council for the year ended 30 June 2018 comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with section 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Maranoa Regional Council for the year ended 30 June 2018 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

Other information comprises the information included in Maranoa Regional Council's annual report for the year ended 30 June 2018, but does not include the current year financial sustainability statement and my auditor's report thereon. At the date of this auditor's report, the other information was the general purpose financial statements and the long-term financial sustainability statement.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the council for the current year financial sustainability statement

The council is responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The council's responsibility also includes such internal control as the council determines is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Carolyn Dougherty
as delegate of the Auditor-General

16 October 2018
Queensland Audit Office
Brisbane

Maranoa Regional Council

Long-Term Financial Sustainability Statement

prepared as at 30 June 2018

	Target 2018	Actual 2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028

Forecast

Measures of Financial Sustainability

Council's performance at 30 June 2018 against key financial ratios and targets.

Performance Indicators

1. Operating Surplus Ratio

Net Result (excluding capital items) ⁽¹⁾

Total Operating Revenue (excluding capital items) ⁽²⁾

An indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.

0 - 10%	-6.19%	-2.50%	-0.20%	-0.10%	0.10%	0.30%	0.40%	0.60%	0.70%	0.80%	0.90%
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2. Asset Sustainability Ratio

Capital Expenditure on the Replacement of Assets (renewals)

Depreciation Expense

An approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.

> 90%	44.55%	147.10%	91.30%	94.70%	100.40%	100.30%	130.90%	102.20%	107.40%	117.50%	105.20%
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3. Net Financial Liabilities Ratio

Total Liabilities less Current Assets

Total Operating Revenue (excluding capital items) ⁽²⁾

An indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.

< 60%	-71.85%	-35.70%	-35.30%	-35.80%	-35.40%	-38.20%	-34.50%	-37.90%	-40.20%	-40.20%	-42.70%
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Maranoa Regional Council

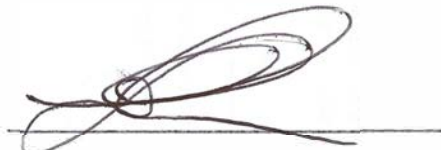
Long-Term Financial Sustainability Statement

Certificate of Accuracy

for the long-term financial sustainability statement prepared as at 30 June 2018

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

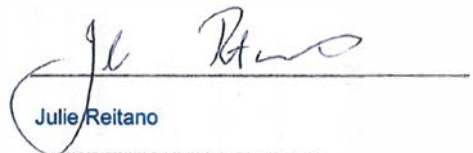
In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Tyson Golder

MAYOR

16 October 2018



Julie Reitano

CHIEF EXECUTIVE OFFICER

16 October 2018



Kerb and channel works underway on Wyndham Street, Roma.

Chapter 5

Index





Mayor Tyson Golder and Cr Cameron O'Neil lowering the time capsule during the 150 Years of Local Government in Roma celebrations.

Legislative compliance index

Requirements	Details	Page/s
Local Government Act 2009		
Section 41	<p>"Identifying beneficial enterprises (s41)</p> <p>A local government's annual report for each financial year must contain a list of all the beneficial enterprises that the local government conducted during the financial year."</p>	Nil
Section 45	<p>"Identifying significant business activities. A local government's annual report for each financial year must—</p> <p>(a) contain a list of all the business activities that the local government conducted during the financial year; and</p> <p>(b) identify the business activities that are significant business activities; and</p> <p>(c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied; and</p> <p>(d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities."</p>	Nil
Section 201	<p>"Annual report must detail remuneration</p> <p>The annual report of a local government must state—</p> <p>(a) the total remuneration packages that are payable (in the year to which the annual report relates) to senior management of the local government; and</p> <p>(b) the number of employees in the senior management who are being paid each band on remuneration."</p>	Refer page 286
Local Government Regulation 2012		
Section 182	<p>"Preparation of Annual Report</p> <p>The local government must adopt its annual report within one (1) month after the day the auditor-general gives the auditor-general's audit report about the local government's financial statements for the financial year to the local government. The local government must publish its annual report on its website within two (2) weeks of adopting the annual report."</p>	Refer page 287
Section 183	<p>"Financial Statements</p> <p>The annual report for a financial year must contain —</p> <p>(a) the general purpose financial statement for the financial year, audited by the auditor-general; and</p> <p>(b) the current-year financial sustainability statement for the financial year, audited by the auditor-general; and</p> <p>(c) the long-term financial sustainability statement for the financial year; and</p> <p>(d) the auditor-general's audit reports about the general purpose financial statement and the current-year financial sustainability statement."</p>	Refer page 294
Section 184	<p>"Community Financial Report</p> <p>The annual report for a financial year must contain the community financial report for the financial year."</p>	Refer page 24
Section 185	<p>"Particular Resolutions</p> <p>The annual report for a financial year must contain—</p> <p>(a) a copy of the resolutions made during the financial year under section 250(1); and</p> <p>(b) a list of any resolutions made during the financial year under section 206(2)."</p>	Refer page 287

Section 186	<p>“Councillors</p> <p>(a) for each councillor, the total remuneration, including superannuation contributions, paid to the councillor during the financial year; and</p> <p>(b) the expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government’s expenses reimbursement policy; and</p> <p>(c) the number of local government meetings that each councillor attended during the financial year; and</p> <p>(d) the total number of the following during the financial year</p> <ul style="list-style-type: none"> (i) orders and recommendations made under section 180(2) or (4) of the Act; (ii) orders made under section 181 of the Act; and <p>(e) each of the following during the financial year—</p> <ul style="list-style-type: none"> (i) the name of each councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act; (ii) a description of the misconduct or inappropriate conduct engaged in by each of the councillors; (iii) a summary of the order or recommendation made for each councillor; and <p>(f) the number of each of the following during the financial year—</p> <ul style="list-style-type: none"> (i) complaints about the conduct or performance of councillors for which no further action was taken under section 176C(2) of the Act; (ii) complaints referred to the department’s chief executive under section 176C(3)(a) of the Act; (iii) complaints referred to the mayor under section 176C(3)(a)(ii) or (b)(i) of the Act; (iv) complaints referred to the department’s chief executive under section 176C(4)(a) of the Act; (v) complaints assessed by the chief executive officer as being about corrupt conduct under the Crime and Corruption Act; (vi) complaints heard by a regional conduct review panel; (vii) complaints heard by the tribunal; (viii) complaints to which section 176C(6) of the Act applied.” 	Refer page 287
Section 187	<p>“Administrative Action Complaints</p> <p>(1) The annual report for a financial year must contain —</p> <ul style="list-style-type: none"> (a) a statement about the local government’s commitment to dealing fairly with administrative action complaints; and (b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government’s performance in resolving complaints under the process. <p>(2) The annual report must also contain particulars of —</p> <ul style="list-style-type: none"> (a) the number of the following during the financial year— <ul style="list-style-type: none"> (i) administrative action complaints made to the local government; (ii) administrative action complaints resolved by the local government under the complaints management process; (iii) administrative action complaints not resolved by the local government under the complaints management process; and (b) the number of administrative action complaints under paragraph (a)(iii) that were made in a previous financial year.” 	Refer page 289
Section 188	<p>“Overseas Travel</p> <p>The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year—</p> <ul style="list-style-type: none"> (a) for a councillor—the name of the councillor; (b) for a local government employee—the name of, and position held by, the local government employee; (c) the destination of the overseas travel; (d) the purpose of the overseas travel; (e) the cost of the overseas travel. <p>The annual report may also contain any other information about the overseas travel the local government considers relevant.”</p>	Refer page 290
Section 189	<p>“Expenditure on grants to community organisations</p> <p>The annual report for a financial year must contain a summary of —</p> <ul style="list-style-type: none"> (a) the local government’s expenditure for the financial year on grants to community organisations; and (b) expenditure from each councillor’s discretionary fund, including — <ul style="list-style-type: none"> (c) the name of each community organisation to which an amount was allocated from the fund; and (d) the amount and purpose of the allocation.” 	Refer page 290

Section 190	<p>"Other Contents</p> <p>The annual report for a financial year must contain the following information –</p> <p>(a) the chief executive officer's assessment of the local government's progress towards implementing its 5-year corporate plan and annual operational plan</p> <p>(b) particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year;</p> <p>(c) an annual operations report for each commercial business unit;"</p>	Refer page 291
Section 190(d)(i)	<p>"Other contents – Joint Local Government Activity</p> <p>The annual report for the financial year must contain details of any action taken for, and expenditure on, a service, facility or activity –</p> <p>(i) supplied by another local government under an agreement for conducting a joint government activity;"</p>	Refer page 291
Section 190(d)(ii)	<p>"Other contents – Special Rates and Charges</p> <p>The annual report for a financial year must contain details of any action taken for, and expenditure on, a service, facility or activity (ii) for which the local government levied special rates or charges for the financial year."</p>	Refer page 291
Section 190(e)	<p>"Other contents – Number of Invitations to changes tenders</p> <p>The annual report must contain the number of invitations to change tenders under section 228(7) during the financial year."</p>	Refer page 291
Section 190(f)	<p>"Other contents – List of Registers</p> <p>The annual report must contain a list of the registers kept by the local government."</p>	Refer page 292
Section 190(g)	<p>"Other contents – Summary of all concessions for rates and charges granted</p> <p>The annual report must contain a summary of all concessions for rates and charges granted during the year."</p>	Refer page 292
Section 190(h)	<p>"Other contents – Report on Internal Audit</p> <p>The annual report must contain the report in the internal audit for the financial year."</p>	Refer page 293
Section 190(i)	<p>"Other contents – Summary of Investigation Notices under section 49</p> <p>The annual report must contain a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints."</p>	Refer page 293
Section 190(j)	<p>"Other contents – Responses to QCA's Recommendations</p> <p>The annual report must contain the local government's responses in the financial year on the QCA's"</p>	Refer page 293

Image opposite - Deputy Mayor Jan Chambers and Mayor Tyson Golder holding the 150 Years of Mayors in Roma book, in celebration of 150 years of local government in Roma.



Acronyms

Acronym	Details
AASB	Australian Accounting Standards Board
ABF	Accumulation Benefits Fund
AK	Order of Australia Medal
ANZAC	Australian and New Zealand Army Corps
APLNG	Australia Pacific Liquefied Natural Gas
ARA	Australasian Reporting Awards
ARTN	Australian Regional Tourism Network
AS/NZ	Australian / New Zealand
AS	Australian Standard
ATO	Australian Taxation Office
CBD	Central Business District
CDBF	City Defined Benefits Fund
CEO	Chief Executive Officer
CH	Chainage
CO	Company
CPA	Certified Practising Accountant
CRC	Current Replacement Cost
CSG	Coal Seam Gas
CWA	Country Women's Association
DBF	Defined Benefits Fund
EBA	Enterprise Bargaining Agreement
FTE	Full-time Equivalent
GLNG	Gladstone Liquefied Natural Gas
GPS	Global Positioning System
GSPO	Guidelines for Safe Pool Operations (Royal Lifesaving Australia)
GST	Goods and Services Tax
HR	Human Resources
ICT	Information & Communications Technology
ID	Identity Document
IFRS	International Financial Reporting Standards
IGEM	Inspector-General Emergency Management
ISO	International Organisation for Standardisation
IT	Information Technology
KMP	Key Management Personnel
KPI	Key Performance Indicator
LGAQ	Local Government Association of Queensland
LGM	Local Government Mutual
LNG	Liquefied Natural Gas
MBA	Masters in Business Administration
MC	Military Cross

Acronym	Details
MRC	Maranoa Regional Council
NAIDOC	The National Aboriginal Islander Day Observance Committee
PALC	Pilot Activated Lighting Control
PCYC	Police Citizens Youth Club
PMO	Project Management Office
PPE	Personal Protective Equipment
Q	Quarter of financial year Quarter 1 = July to September Quarter 2 = October to December Quarter 3 = January to March Quarter 4 = April to June
QAO	Queensland Audit Office
QGAP	Queensland Government Agency Program
QTC	Queensland Treasury Corporation
QUDM	Queensland Urban Drainage Model
QWRAP	Queensland Water Regional Alliances Program
Retd	Retired
RMPC	Road Maintenance Performance Contract
RSL	Returned Services League
RSPCA	Royal Society for the Prevention of Cruelty to Animals
R2R	Roads to Recovery
SAMP	Strategic Asset Management Plan
SES	State Emergency Service
SIP	Selective Inspection Program
ST	Street
SPRK	Schools Parents Robots Kids
SWIM	Statewide Water Information Management
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAFE	Technical and Further Education
TIDS	Transport Infrastructure Development Scheme
TMP	Total Management Plan
WHS	Workplace Health and Safety


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Operational plan references

**STRONG, VIBRANT,
CONNECTED
COMMUNITIES**



		Pages
Economic & Community Development	<ul style="list-style-type: none"> Partnering with our local communities to develop action plans in conjunction with a new Economic & Community Development Strategy with sub strategies for: <ul style="list-style-type: none"> - Business and Industry - Arts & Culture - Tourism - Sport & Recreation 	168, 169
	<ul style="list-style-type: none"> Economic development strategies integrated with Council operations. 	168, 169
	<ul style="list-style-type: none"> Funding administration and reporting for the Queensland Feral Pest Initiative (Exclusion Fencing) in partnership with State Department of Agriculture and Fisheries. 	206
	<ul style="list-style-type: none"> Roll out of the My Maranoa Business Star Rating to the broader business community and adoption and implementation of the My Maranoa Business Commitment Statement. 	122
Facilities	<ul style="list-style-type: none"> Adoption of new Asset Management Plan for Facilities (10 year planning horizon). 	212
	<ul style="list-style-type: none"> Completion of new user agreements and leases. 	212
Local & Regional Customer Service	<ul style="list-style-type: none"> Reshaping the roles for Council's Customer Service officers in each of the Council offices to become 'case managers' for their local area - looking after requests from beginning to end. Local people, local knowledge. <p>Continuing to work together to provide regional services for all our towns and communities.</p> <p><i>Connecting locally. Connecting regionally</i></p>	276
Local Working Groups	<ul style="list-style-type: none"> Commencement of cross departmental working groups meeting monthly in each town (Local Development, Town & Surrounds, Customer Service, Rural Land Services, Rural Roads and Emergency Management). <p>Local Area Managers will chair the Local Working Groups.</p>	276

		Pages
Local Area Managers	<ul style="list-style-type: none"> New roles will be officially launched during 2017/18. <p>It is planned that Local Area Managers will be existing Council team members, who will be selected based on the special qualities that each would bring to these new roles.</p> <p>The Local Area Manager role will be additional to their existing roles, with a dual focus:</p> <ul style="list-style-type: none"> - Externally – Being a point of contact for residents who want to speak with someone locally; - Internally – Providing an on-the-ground link to the management team about key opportunities and issues at a local level. 	276
Local & Regional Phone Numbers	<ul style="list-style-type: none"> Providing residents with the option to once again be able to connect with Council through their local Council office with a local phone number, or the regional 1300 number. (Implementation of new local numbers during 2017/18). 	276

SUSTAINABLE GROWTH



		Pages
Planning & Building	<ul style="list-style-type: none"> Implementation of new processes to give effect to Queensland's new planning system – <i>Planning Act 2016</i> – effective 3 July 2017. 	200, 201
	<ul style="list-style-type: none"> Adoption of new Planning Scheme with fine-tuning during the financial year. 	200, 201
	<ul style="list-style-type: none"> Adoption of Council's Local Government Infrastructure Plan (LGIP) 	200, 201 106
<p><i>Facilitating development of our region for residents, business and industry</i></p>		
Energy & Waste	<ul style="list-style-type: none"> Stage 1 Energy Audit and Tariff Review. 	212
	<ul style="list-style-type: none"> Renewable energy pilot for the Cultural Centre. 	212
	<ul style="list-style-type: none"> Input as required into the pilot for LED street lighting. 	156
	<ul style="list-style-type: none"> Tender release, evaluation and award for composting at the Roma landfill. 	94
	<ul style="list-style-type: none"> Review of waste management operations at each of our smaller communities (Muckadilla, Jackson, Mitchell, Roma and Yuleba). 	94, 95

WELL PLANNED INFRASTRUCTURE & COST EFFECTIVE MAINTENANCE



		Pages
Urban Streets & Rural Roads	<ul style="list-style-type: none"> Adoption of updated Asset Management Plans for Rural Roads and Urban Streets, and subsequent roll out of, and reporting on, Council approved service levels. 	82
	<ul style="list-style-type: none"> Implementation of new Organisational Structure, reviewed processes and streamlined reporting for Maintenance Delivery & Works and Construction. 	82
	<ul style="list-style-type: none"> Retention of third party certification for our management systems (Quality, Safety & Environment) and transition to ISO 9001:2015 and ISO 14001:2015. <p><i>Driving our dollars further</i></p>	82
Water, Sewerage & Gas	<ul style="list-style-type: none"> Compliance with Council's legislative obligations for the Drinking Water Quality Management Plan: 	70
	<ul style="list-style-type: none"> Quarterly reporting on the Key Performance Indicators included in the Customer Service Standards (targets) adopted by Council on 12 April 2017. 	70
	<ul style="list-style-type: none"> Adoption of new Asset Management Plans (10 year planning horizon) for Water, Sewerage and Gas. 	70
	<ul style="list-style-type: none"> Implementation of new Organisational Structure from 1 August 2017 and roll out and reporting on proactive management programs for essential infrastructure. <p><i>Complying with our legislative obligations</i></p>	70
Flood Mitigation	<ul style="list-style-type: none"> Substantial progress for Stage 2A construction works (Western Levee and Eastern Diversion Channel). 	18, 150

GOOD GOVERNANCE & LEADERSHIP



		Pages
Good Governance	<ul style="list-style-type: none"> New Corporate Plan to reflect the direction of the new Council. 	106
	<ul style="list-style-type: none"> Council compliant with its legislative obligations across all activities. 	Ongoing target
	<ul style="list-style-type: none"> Departmental objectives and targets (minimum Top 5) established for all departments by each Director with the relevant Manager in Quarter 1 and Quarter 2. 	Ongoing target
	<ul style="list-style-type: none"> Information collated on corporate and departmental progress and forwarded to the CEO for reporting to Council on a quarterly basis. 	Ongoing target
Leadership	<ul style="list-style-type: none"> Council meeting minutes within three business days of the meeting and correspondence completed prior to the next meeting. 	Ongoing target
	<ul style="list-style-type: none"> Community engagement during the year (e.g. advisory committees, 'Out & About' program) for Councillors to engage with community, business and industry representatives about key parts of Council's operations. 	162
	<ul style="list-style-type: none"> Advocacy activities during the year to Federal and State governments and for the region's funding priorities. <p><i>This will include development of an advocacy 'prospectus' to be ready for funding programs as they arise (a pipeline of 'shovel ready' projects for other tiers of government) and to offer potential funding partners the opportunity to select projects that align to their corporate objectives.</i></p>	50, 51 162

EFFICIENT & SAFE SERVICE DELIVERY



		Pages
Continuous Improvement of Service Delivery	<ul style="list-style-type: none"> Downward trend in: <ul style="list-style-type: none"> - employee costs as a % of operating expenditure 	255
	<ul style="list-style-type: none"> - full-time equivalent employees per 100 people (population) 	255
	<ul style="list-style-type: none"> - operating expenditure per capita. 	255
	<ul style="list-style-type: none"> Monitoring of plant utilisation and minimum quarterly recommendations to Council on reshaping the plant fleet to cost effectively meet business needs. 	266
Safety of Our Teams & Community	<ul style="list-style-type: none"> Review and testing of the disaster management plan for each of our region's towns. 	150
	<ul style="list-style-type: none"> "Switch On" to Safety awareness programs for our teams: <ul style="list-style-type: none"> - Newsletters – 1 per quarter 	244
	<ul style="list-style-type: none"> - Toolbox talks – 8 per year 	244
	<ul style="list-style-type: none"> - 100% sign-off / completion rate 	244
	<ul style="list-style-type: none"> - Alerts – as issues are identified 	244
	<ul style="list-style-type: none"> Management led hazard inspections twice per year. 	244
Quality in Planning, Processes & Delivery	<ul style="list-style-type: none"> Close out of hazards (proactive) and incidents (reactive) in accordance with risk based timeframes. 	244
	<ul style="list-style-type: none"> All departments and the organisation 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. 	245
	<ul style="list-style-type: none"> Implementation of technology solutions to increase productivity and streamline service delivery: <ul style="list-style-type: none"> - Cloud migration 	250
	<ul style="list-style-type: none"> - Online induction and training platform 	250
	<ul style="list-style-type: none"> - Stage 1 Supervisory Control and Data Acquisition (SCADA) 	250
	<ul style="list-style-type: none"> - Customer Request System (and workflows) 	250
	<ul style="list-style-type: none"> - Program and project management software 	250
	<ul style="list-style-type: none"> - My Maranoa Business database. 	250
	<ul style="list-style-type: none"> Implementation of 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 Team Coordinators / Project Managers) 	122

FINANCIALLY STRONG ORGANISATION



		Pages
External Audit of Council's Finances	• Unmodified Audit Opinion.	128
	• Audit completed by 31 October, 2017.	128
	• Remedial action undertaken for audit matters according to the Queensland Audit Office's risk categories and required timeframes.	128
Increased Focus on Maranoa's Long-Term Financial Sustainability	• 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".	
	- Operating surplus ratio	30,127
	- Council controlled revenue ratio	127
	- Net financial liabilities ratio	30,127
	- Debt service cover ratio	127
	- Current ratio	127
	- Asset sustainability ratio.	30,127
In addition to use of ratios to assist with Council's asset management:	127	
- Asset consumption ratio	127	
- Average useful life of depreciating assets ratio	127	
- Asset renewal funding ratio*	-	
Financial Information for Council and our Communities at both a Local and Regional Level	• Set up of local area budget reporting to assist with community engagement about financial sustainability and service levels.	128
	• As part of Council's Asset Management Plan, complete a review of service levels as an input to Council's budgeting and community discussions.	128
Further Progress With Council's 'Tightening The Belt' Initiative	• Implementation of "What's my 10%?" program for 2017/18.	122
	• Adoption and implementation of a Workforce Plan to reshape the organisation having regard to falling external revenue.	256
	• Identification, implementation and tracking of cost cutting initiatives: Stage 1 – \$9 million (Commenced in 2016/17) Stage 2 – Additional \$5 million.	122
	• Negotiation of new industrial agreements that are both affordable and compliant with Council's obligations as an employer.	256
	• Active management and reporting quarterly of trends in employee leave liabilities (entitlements maintained within policy).	122
	• Review, documenting and reporting on service levels that are achievable with available funding - progress reported quarterly.	128
	• Review completed for the Top 5 high cost services and revenue options.	122

Controlling costs

FINANCIALLY STRONG ORGANISATION



		Pages
Next Stage Review of Council's Rating Framework & Cost Recovery	• In preparation for 2018/19 budget deliberations:	
	- A post implementation review of the new general rates methodology implemented from 1 July 2017.	112
	- A full review of the structure and level of utility charges (water, sewerage and waste) by the end of Quarter 3.	112
	• Active management and reporting on:	
- Unpaid rates and charges (Target – less than 2% outstanding by 30 June)	112	
- Outstanding sundry invoices (Target – Nil > 90 days).	112	
	<i>Being careful with our income</i>	

* Not yet included

Notes

A series of horizontal dotted lines for writing notes.

Feedback

Feedback on our annual report is welcome.

You can write to us at:

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