



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.

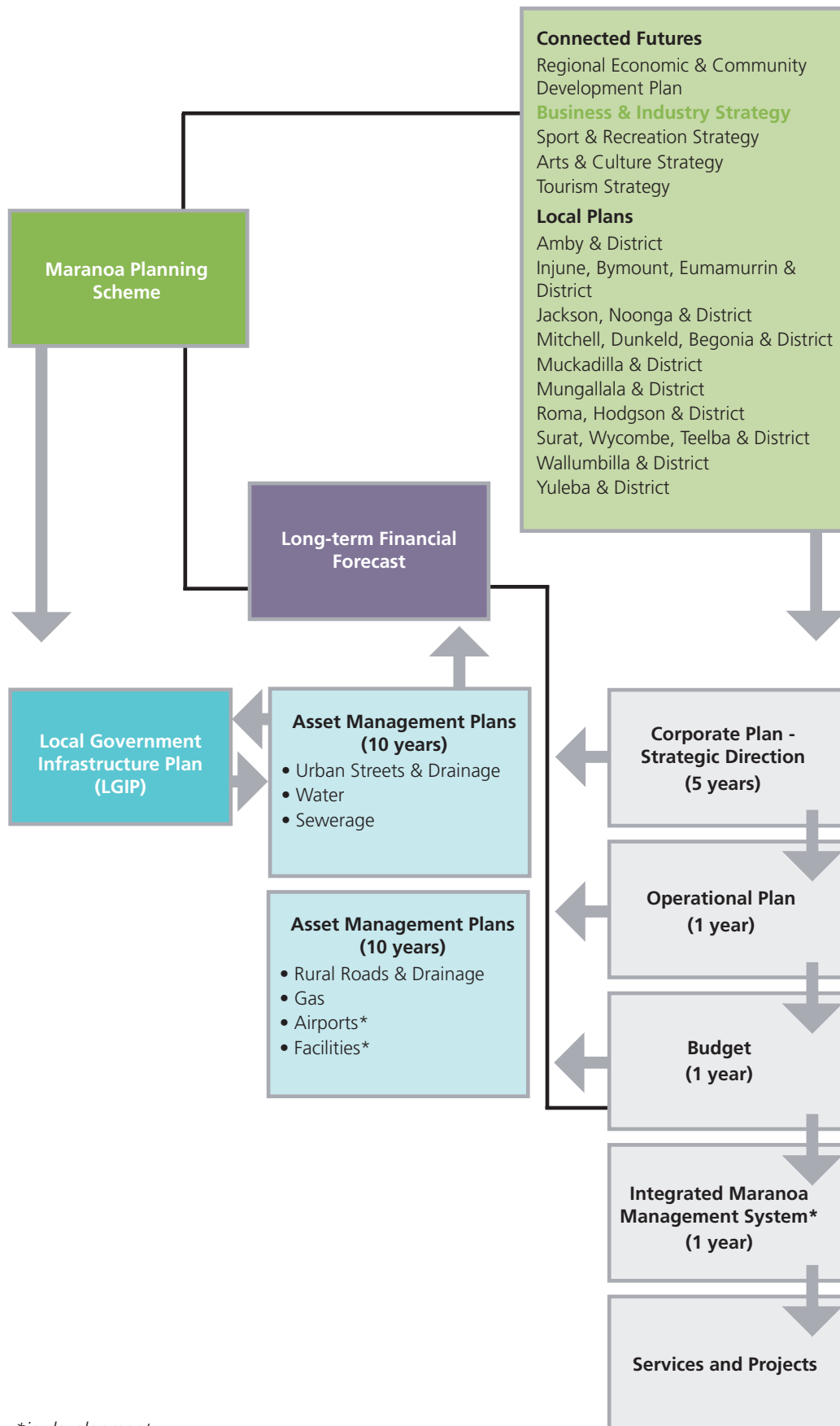
Our values

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

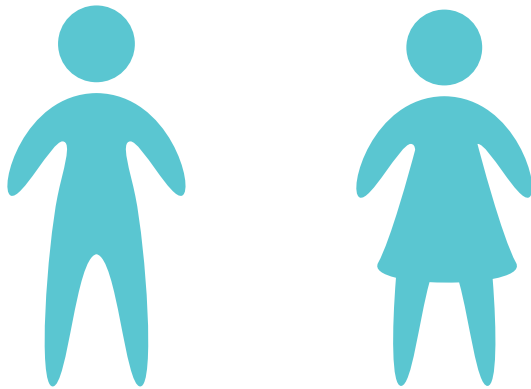


The Maranoa region continued

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



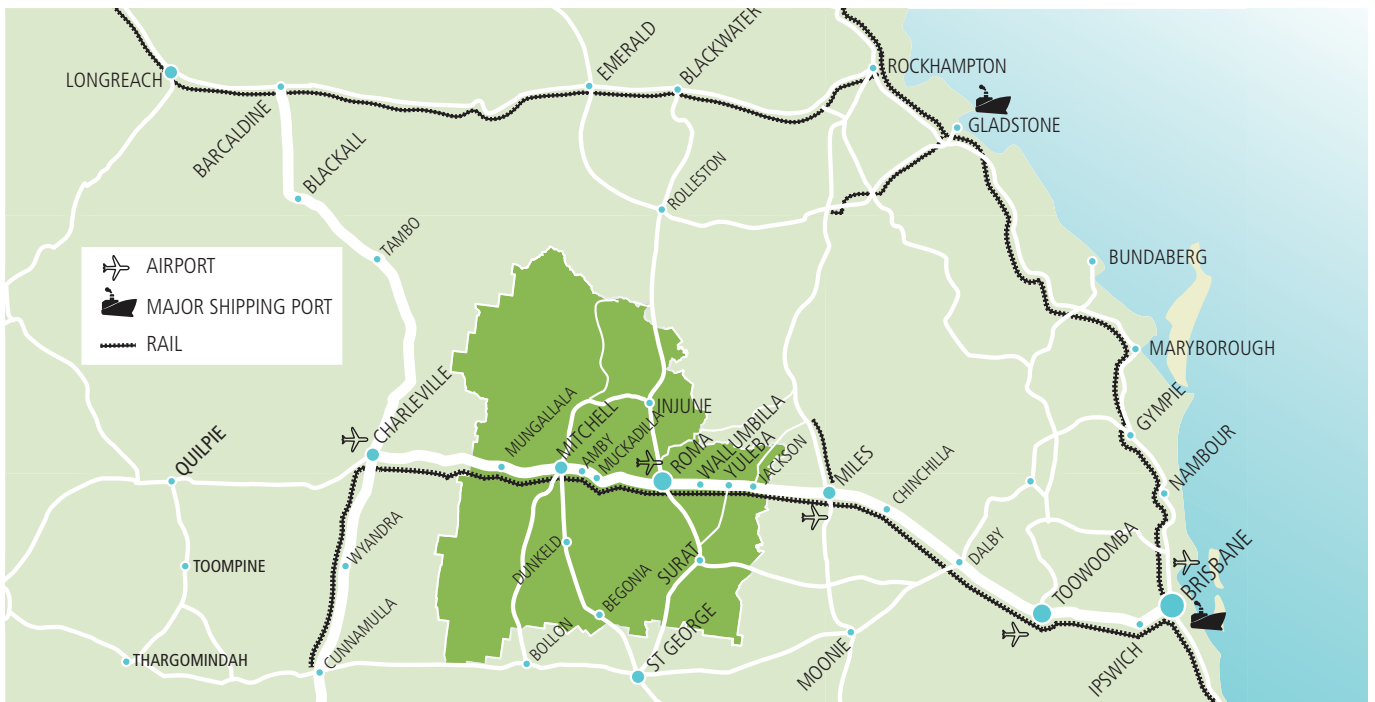
Local business:
2,477^{3,4.}



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.

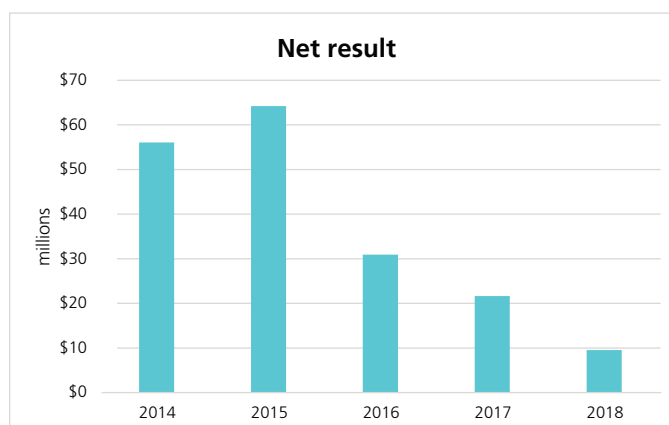
5 year financial summary

	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

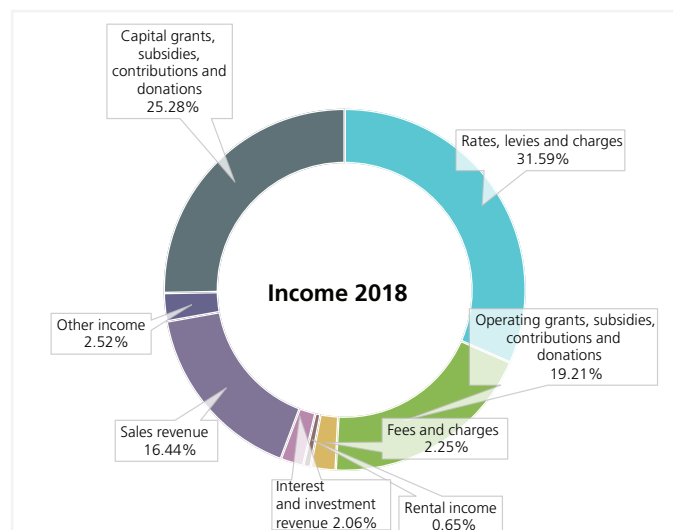
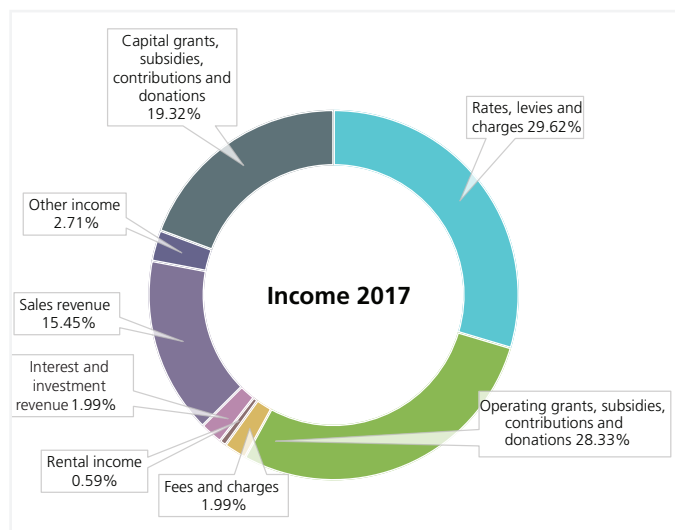
Expenses	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses - recurrent (operating):					
Employee costs	29,810	32,008	33,088	29,861	28,924
Materials and services	66,169	39,285	30,060	28,338	27,317
Finance cost	1,794	2,472	1,440	973	1,126
Depreciation	24,322	25,310	24,960	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:

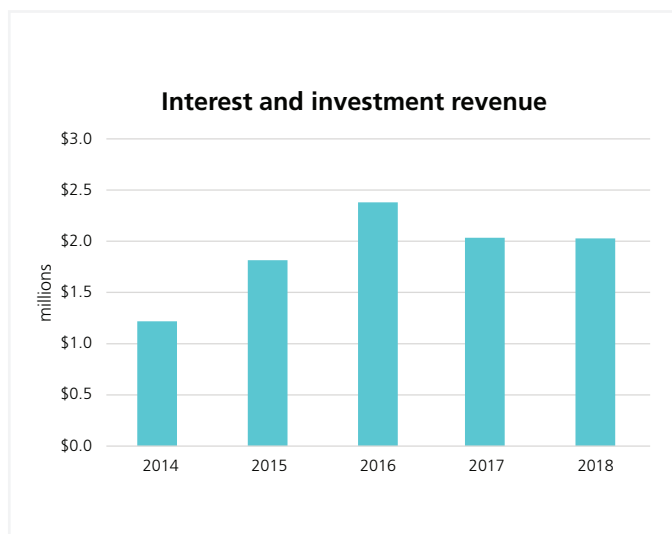
- Town planning, building and development fees - \$0.177 million
- Animal registrations - \$0.096 million
- Infringements - \$0.018 million
- Licences and registrations - \$0.057 million
- Cemetery fees - \$0.133 million
- Other statutory fees - \$0.541 million
- Other fees and charges - \$0.053 million

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.

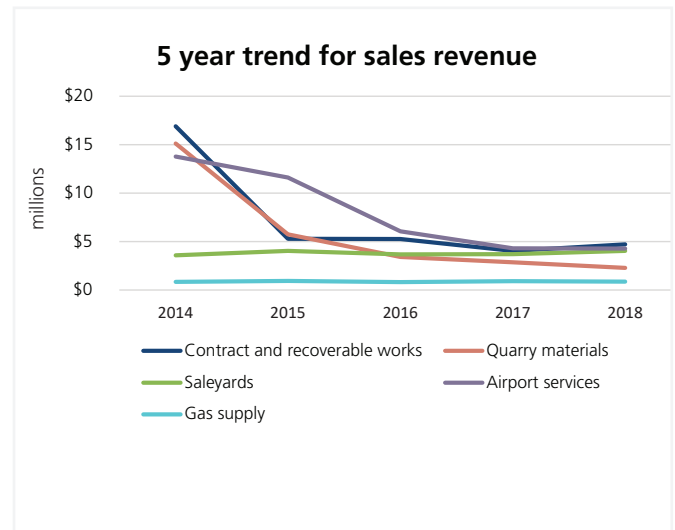
Council actively managed its cash investments in 2017/18, which resulted in higher than budgeted interest revenue. In earlier years Council mainly invested with Queensland Treasury Corporation (QTC) however in accordance with Council's more recent investment policy, a diversified portfolio of investments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



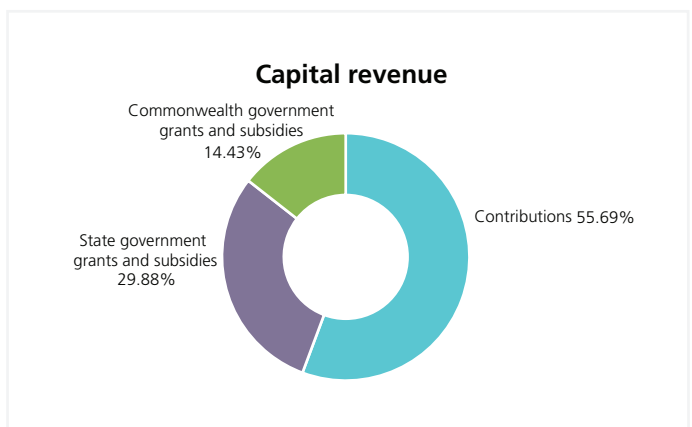
Operating grants, subsidies, contributions and donations - \$18.926 million

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.

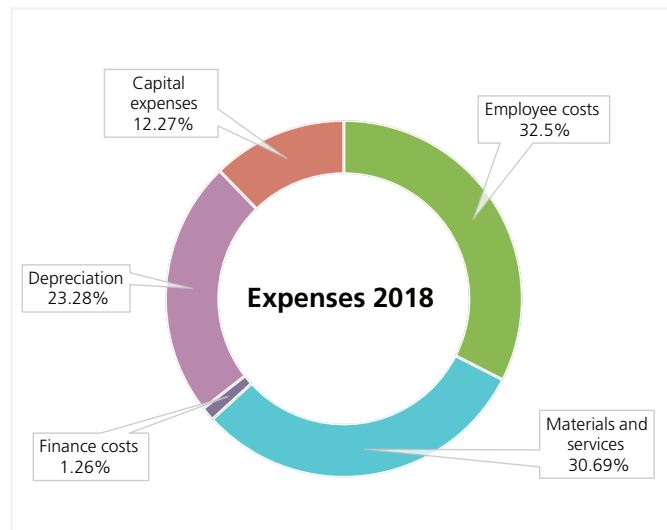
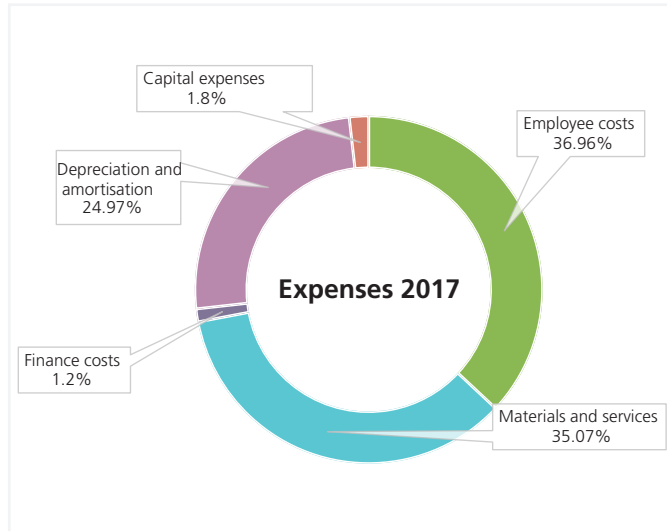
- State government subsidies and grants - \$7.444 million (29.88%)
- Commonwealth government subsidies and grants - \$3.595 million (14.43%)
- Contributions - \$13.871 million (55.69%)



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:

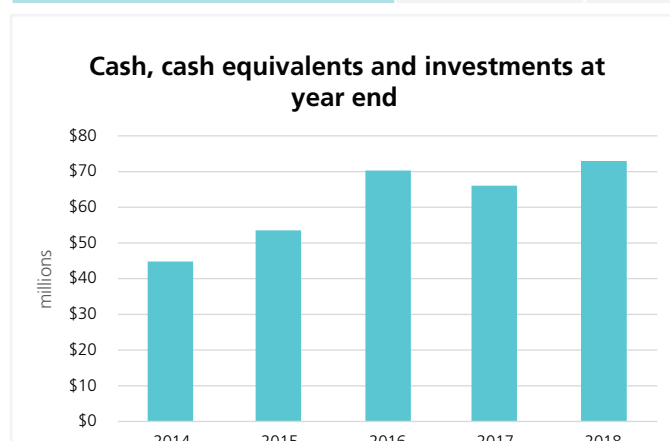
1. How much money we started the year with;
2. Where the incoming money came from;
3. Where the money was spent;
4. How much money we had left at the end of the year.

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.

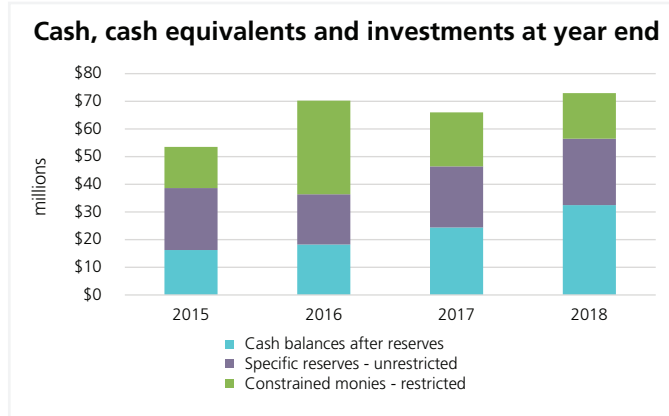
Retained surplus - \$547.505 million

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

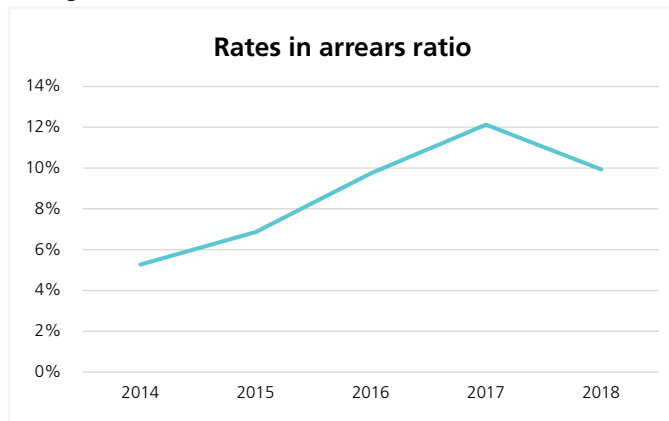
Statement of financial position

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.

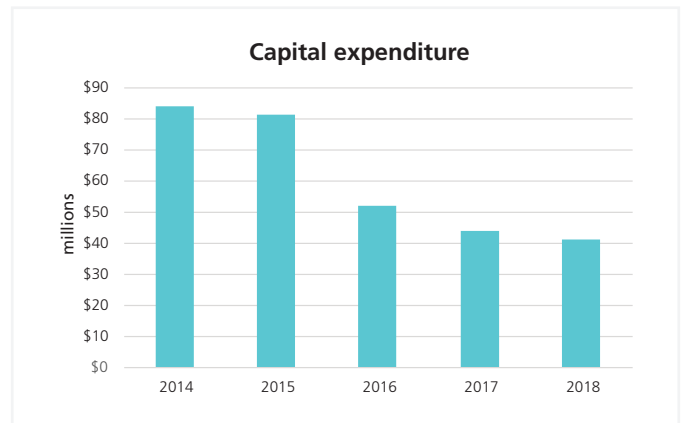


Council also runs its own stores which supply goods across all depots in the region. The current inventories held (including quarry stock) has increased by \$151,000 to \$1.789 million. Council plans to continue to monitor and review the level of these goods and materials.

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

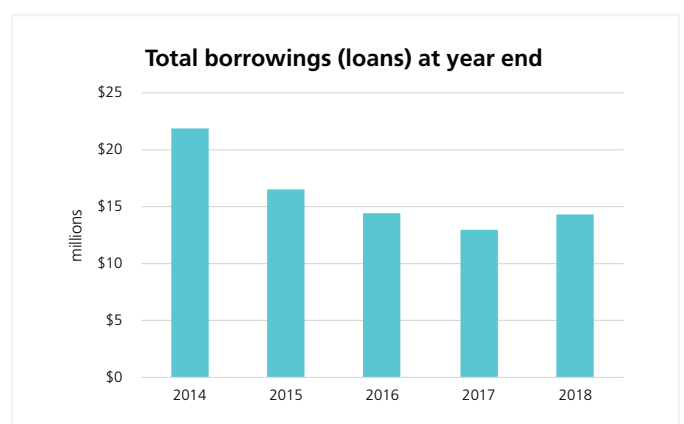
Council owes \$14.321 million in loans

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.



4.



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.

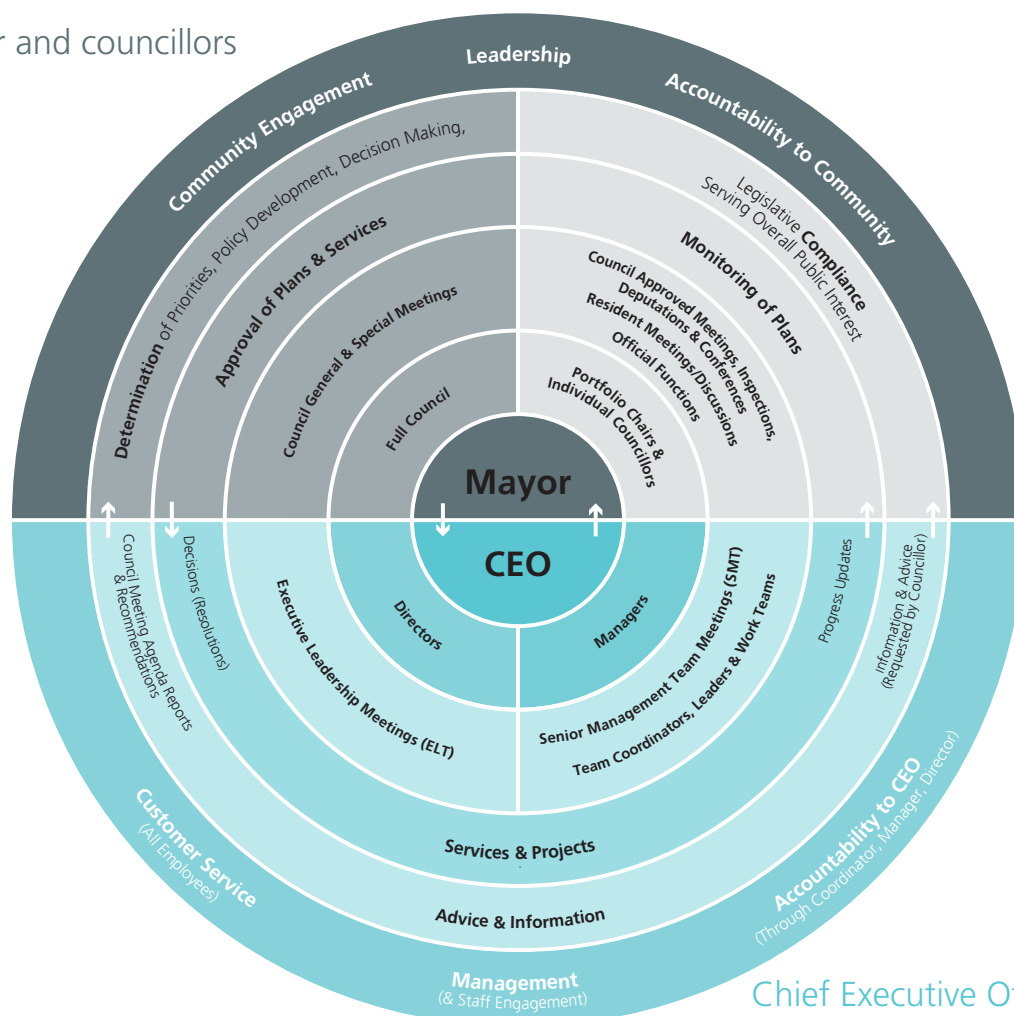
Our team

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*.

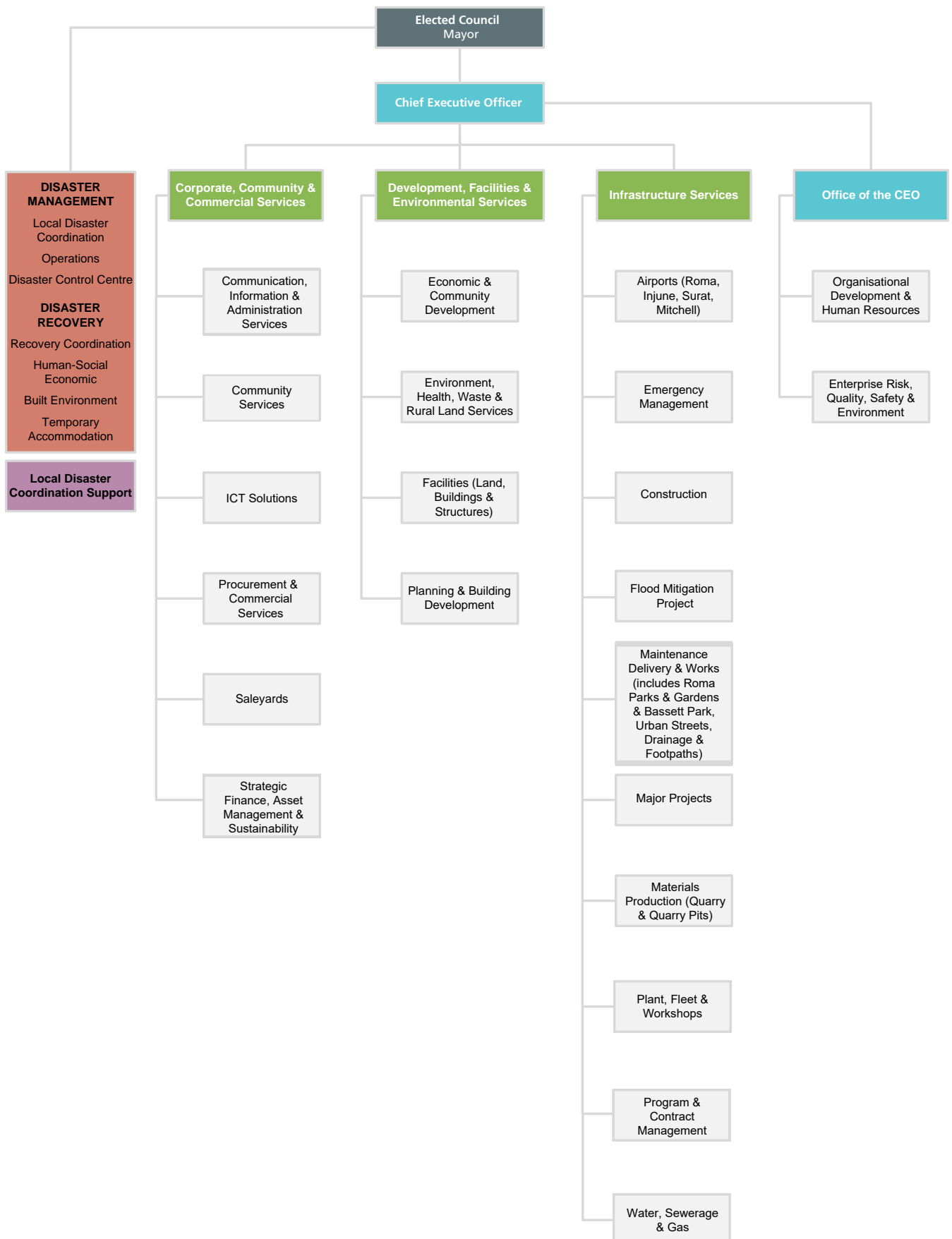
- Local government comprises two groups of people:
 - Councillors who are elected by the community to represent them and make decisions on behalf of the community;
 - Employees who are responsible for implementing those decisions.
- The circle represents that while the two groups are still part of the 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

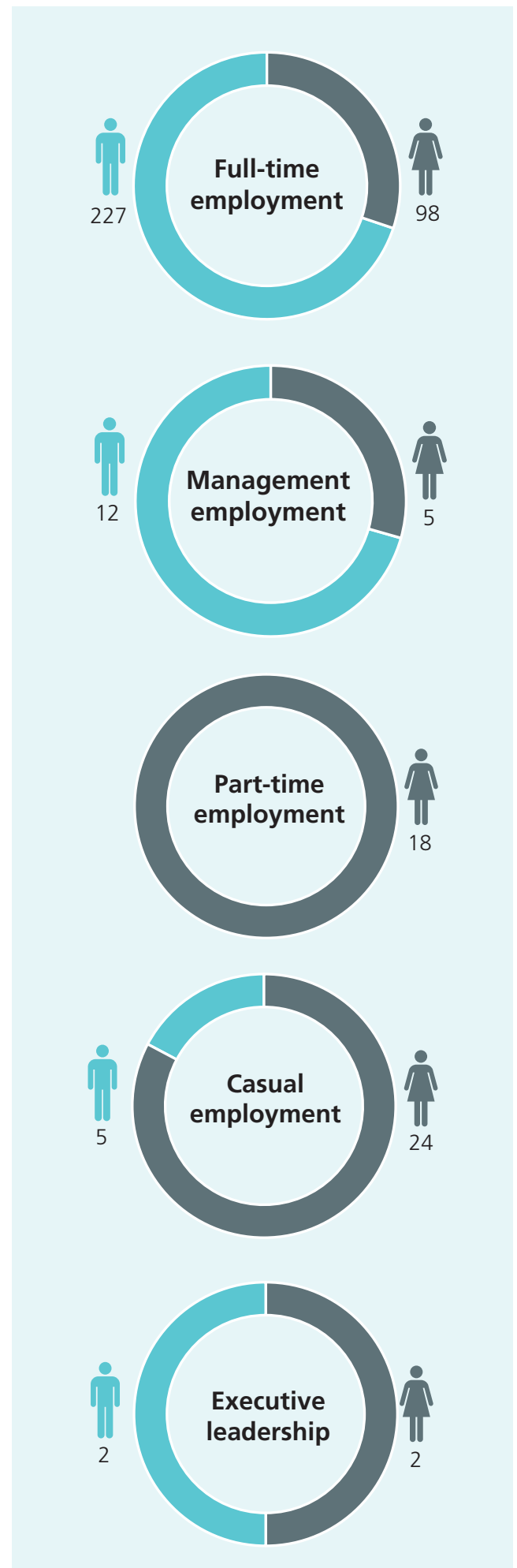
This is a snapshot in time as some positions were vacant as at 30 June 2018 and recruitment will follow in the new financial year.

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.