

# Chapter 5

## Index







*Mayor Tyson Golder and Cr Cameron O'Neil lowering the time capsule during the 150 Years of Local Government in Roma celebrations.*



# Legislative compliance index

Requirements	Details	Page/s
<b>Local Government Act 2009</b>		
Section 41	<p>"Identifying beneficial enterprises (s41)</p> <p>A local government's annual report for each financial year must contain a list of all the beneficial enterprises that the local government conducted during the financial year."</p>	Nil
Section 45	<p>"Identifying significant business activities. A local government's annual report for each financial year must—</p> <p>(a) contain a list of all the business activities that the local government conducted during the financial year; and</p> <p>(b) identify the business activities that are significant business activities; and</p> <p>(c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied; and</p> <p>(d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities."</p>	Nil
Section 201	<p>"Annual report must detail remuneration</p> <p>The annual report of a local government must state—</p> <p>(a) the total remuneration packages that are payable (in the year to which the annual report relates) to senior management of the local government; and</p> <p>(b) the number of employees in the senior management who are being paid each band on remuneration."</p>	Refer page 286
<b>Local Government Regulation 2012</b>		
Section 182	<p>"Preparation of Annual Report</p> <p>The local government must adopt its annual report within one (1) month after the day the auditor-general gives the auditor-general's audit report about the local government's financial statements for the financial year to the local government. The local government must publish its annual report on its website within two (2) weeks of adopting the annual report."</p>	Refer page 287
Section 183	<p>"Financial Statements</p> <p>The annual report for a financial year must contain —</p> <p>(a) the general purpose financial statement for the financial year, audited by the auditor-general; and</p> <p>(b) the current-year financial sustainability statement for the financial year, audited by the auditor-general; and</p> <p>(c) the long-term financial sustainability statement for the financial year; and</p> <p>(d) the auditor-general's audit reports about the general purpose financial statement and the current-year financial sustainability statement."</p>	Refer page 294
Section 184	<p>"Community Financial Report</p> <p>The annual report for a financial year must contain the community financial report for the financial year."</p>	Refer page 24
Section 185	<p>"Particular Resolutions</p> <p>The annual report for a financial year must contain—</p> <p>(a) a copy of the resolutions made during the financial year under section 250(1); and</p> <p>(b) a list of any resolutions made during the financial year under section 206(2)."</p>	Refer page 287

Section 186	<p>“Councillors</p> <p>(a) for each councillor, the total remuneration, including superannuation contributions, paid to the councillor during the financial year; and</p> <p>(b) the expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government’s expenses reimbursement policy; and</p> <p>(c) the number of local government meetings that each councillor attended during the financial year; and</p> <p>(d) the total number of the following during the financial year</p> <ul style="list-style-type: none"> <li>(i) orders and recommendations made under section 180(2) or (4) of the Act;</li> <li>(ii) orders made under section 181 of the Act; and</li> </ul> <p>(e) each of the following during the financial year—</p> <ul style="list-style-type: none"> <li>(i) the name of each councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act;</li> <li>(ii) a description of the misconduct or inappropriate conduct engaged in by each of the councillors;</li> <li>(iii) a summary of the order or recommendation made for each councillor; and</li> </ul> <p>(f) the number of each of the following during the financial year—</p> <ul style="list-style-type: none"> <li>(i) complaints about the conduct or performance of councillors for which no further action was taken under section 176C(2) of the Act;</li> <li>(ii) complaints referred to the department’s chief executive under section 176C(3)(a) of the Act;</li> <li>(iii) complaints referred to the mayor under section 176C(3)(a)(ii) or (b)(i) of the Act;</li> <li>(iv) complaints referred to the department’s chief executive under section 176C(4)(a) of the Act;</li> <li>(v) complaints assessed by the chief executive officer as being about corrupt conduct under the Crime and Corruption Act;</li> <li>(vi) complaints heard by a regional conduct review panel;</li> <li>(vii) complaints heard by the tribunal;</li> <li>(viii) complaints to which section 176C(6) of the Act applied.” </li></ul>	Refer page 287
Section 187	<p>“Administrative Action Complaints</p> <p>(1) The annual report for a financial year must contain —</p> <ul style="list-style-type: none"> <li>(a) a statement about the local government’s commitment to dealing fairly with administrative action complaints; and</li> <li>(b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government’s performance in resolving complaints under the process.</li> </ul> <p>(2) The annual report must also contain particulars of —</p> <ul style="list-style-type: none"> <li>(a) the number of the following during the financial year— <ul style="list-style-type: none"> <li>(i) administrative action complaints made to the local government;</li> <li>(ii) administrative action complaints resolved by the local government under the complaints management process;</li> <li>(iii) administrative action complaints not resolved by the local government under the complaints management process; and</li> </ul> </li> <li>(b) the number of administrative action complaints under paragraph (a)(iii) that were made in a previous financial year.” </li></ul>	Refer page 289
Section 188	<p>“Overseas Travel</p> <p>The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year—</p> <ul style="list-style-type: none"> <li>(a) for a councillor—the name of the councillor;</li> <li>(b) for a local government employee—the name of, and position held by, the local government employee;</li> <li>(c) the destination of the overseas travel; (d) the purpose of the overseas travel; (e) the cost of the overseas travel.</li> </ul> <p>The annual report may also contain any other information about the overseas travel the local government considers relevant.”</p>	Refer page 290
Section 189	<p>“Expenditure on grants to community organisations</p> <p>The annual report for a financial year must contain a summary of —</p> <ul style="list-style-type: none"> <li>(a) the local government’s expenditure for the financial year on grants to community organisations; and</li> <li>(b) expenditure from each councillor’s discretionary fund, including —</li> </ul> <ul style="list-style-type: none"> <li>(c) the name of each community organisation to which an amount was allocated from the fund; and</li> <li>(d) the amount and purpose of the allocation.” </li></ul>	Refer page 290

Section 190	<p>"Other Contents</p> <p>The annual report for a financial year must contain the following information –</p> <p>(a) the chief executive officer's assessment of the local government's progress towards implementing its 5-year corporate plan and annual operational plan</p> <p>(b) particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year;</p> <p>(c) an annual operations report for each commercial business unit;"</p>	Refer page 291
Section 190(d)(i)	<p>"Other contents – Joint Local Government Activity</p> <p>The annual report for the financial year must contain details of any action taken for, and expenditure on, a service, facility or activity –</p> <p>(i) supplied by another local government under an agreement for conducting a joint government activity;"</p>	Refer page 291
Section 190(d)(ii)	<p>"Other contents – Special Rates and Charges</p> <p>The annual report for a financial year must contain details of any action taken for, and expenditure on, a service, facility or activity (ii) for which the local government levied special rates or charges for the financial year."</p>	Refer page 291
Section 190(e)	<p>"Other contents – Number of Invitations to changes tenders</p> <p>The annual report must contain the number of invitations to change tenders under section 228(7) during the financial year."</p>	Refer page 291
Section 190(f)	<p>"Other contents – List of Registers</p> <p>The annual report must contain a list of the registers kept by the local government."</p>	Refer page 292
Section 190(g)	<p>"Other contents – Summary of all concessions for rates and charges granted</p> <p>The annual report must contain a summary of all concessions for rates and charges granted during the year."</p>	Refer page 292
Section 190(h)	<p>"Other contents – Report on Internal Audit</p> <p>The annual report must contain the report in the internal audit for the financial year."</p>	Refer page 293
Section 190(i)	<p>"Other contents – Summary of Investigation Notices under section 49</p> <p>The annual report must contain a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints."</p>	Refer page 293
Section 190(j)	<p>"Other contents – Responses to QCA's Recommendations</p> <p>The annual report must contain the local government's responses in the financial year on the QCA's"</p>	Refer page 293

*Image opposite - Deputy Mayor Jan Chambers and Mayor Tyson Golder holding the 150 Years of Mayors in Roma book, in celebration of 150 years of local government in Roma.*



# Acronyms

Acronym	Details
AASB	Australian Accounting Standards Board
ABF	Accumulation Benefits Fund
AK	Order of Australia Medal
ANZAC	Australian and New Zealand Army Corps
APLNG	Australia Pacific Liquefied Natural Gas
ARA	Australasian Reporting Awards
ARTN	Australian Regional Tourism Network
AS/NZ	Australian / New Zealand
AS	Australian Standard
ATO	Australian Taxation Office
CBD	Central Business District
CDBF	City Defined Benefits Fund
CEO	Chief Executive Officer
CH	Chainage
CO	Company
CPA	Certified Practising Accountant
CRC	Current Replacement Cost
CSG	Coal Seam Gas
CWA	Country Women's Association
DBF	Defined Benefits Fund
EBA	Enterprise Bargaining Agreement
FTE	Full-time Equivalent
GLNG	Gladstone Liquefied Natural Gas
GPS	Global Positioning System
GSPO	Guidelines for Safe Pool Operations (Royal Lifesaving Australia)
GST	Goods and Services Tax
HR	Human Resources
ICT	Information & Communications Technology
ID	Identity Document
IFRS	International Financial Reporting Standards
IGEM	Inspector-General Emergency Management
ISO	International Organisation for Standardisation
IT	Information Technology
KMP	Key Management Personnel
KPI	Key Performance Indicator
LGAQ	Local Government Association of Queensland
LGM	Local Government Mutual
LNG	Liquefied Natural Gas
MBA	Masters in Business Administration
MC	Military Cross

Acronym	Details
MRC	Maranoa Regional Council
NAIDOC	The National Aboriginal Islander Day Observance Committee
PALC	Pilot Activated Lighting Control
PCYC	Police Citizens Youth Club
PMO	Project Management Office
PPE	Personal Protective Equipment
Q	Quarter of financial year Quarter 1 = July to September Quarter 2 = October to December Quarter 3 = January to March Quarter 4 = April to June
QAO	Queensland Audit Office
QGAP	Queensland Government Agency Program
QTC	Queensland Treasury Corporation
QUDM	Queensland Urban Drainage Model
QWRAP	Queensland Water Regional Alliances Program
Retd	Retired
RMPC	Road Maintenance Performance Contract
RSL	Returned Services League
RSPCA	Royal Society for the Prevention of Cruelty to Animals
R2R	Roads to Recovery
SAMP	Strategic Asset Management Plan
SES	State Emergency Service
SIP	Selective Inspection Program
ST	Street
SPRK	Schools Parents Robots Kids
SWIM	Statewide Water Information Management
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAFE	Technical and Further Education
TIDS	Transport Infrastructure Development Scheme
TMP	Total Management Plan
WHS	Workplace Health and Safety



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# Operational plan references

## STRONG, VIBRANT, CONNECTED COMMUNITIES



		Pages
<b>Economic &amp; Community Development</b>	<ul style="list-style-type: none"> <li>Partnering with our local communities to develop action plans in conjunction with a new Economic &amp; Community Development Strategy with sub strategies for:                             <ul style="list-style-type: none"> <li>- Business and Industry</li> <li>- Arts &amp; Culture</li> <li>- Tourism</li> <li>- Sport &amp; Recreation</li> </ul> </li> </ul>	168, 169
	<ul style="list-style-type: none"> <li>Economic development strategies integrated with Council operations.</li> </ul>	168, 169
	<ul style="list-style-type: none"> <li>Funding administration and reporting for the Queensland Feral Pest Initiative (Exclusion Fencing) in partnership with State Department of Agriculture and Fisheries.</li> </ul>	206
	<ul style="list-style-type: none"> <li>Roll out of the My Maranoa Business Star Rating to the broader business community and adoption and implementation of the My Maranoa Business Commitment Statement.</li> </ul>	122
<b>Facilities</b>	<ul style="list-style-type: none"> <li>Adoption of new Asset Management Plan for Facilities (10 year planning horizon).</li> </ul>	212
	<ul style="list-style-type: none"> <li>Completion of new user agreements and leases.</li> </ul>	212
<b>Local &amp; Regional Customer Service</b>	<ul style="list-style-type: none"> <li>Reshaping the roles for Council's Customer Service officers in each of the Council offices to become 'case managers' for their local area - looking after requests from beginning to end. Local people, local knowledge.</li> </ul> <p>Continuing to work together to provide regional services for all our towns and communities.</p> <p><i>Connecting locally. Connecting regionally</i></p>	276
<b>Local Working Groups</b>	<ul style="list-style-type: none"> <li>Commencement of cross departmental working groups meeting monthly in each town (Local Development, Town &amp; Surrounds, Customer Service, Rural Land Services, Rural Roads and Emergency Management).</li> </ul> <p>Local Area Managers will chair the Local Working Groups.</p>	276

		Pages
<b>Local Area Managers</b>	<ul style="list-style-type: none"> <li>New roles will be officially launched during 2017/18.</li> </ul> <p>It is planned that Local Area Managers will be existing Council team members, who will be selected based on the special qualities that each would bring to these new roles.</p> <p>The Local Area Manager role will be additional to their existing roles, with a dual focus:</p> <ul style="list-style-type: none"> <li>- Externally – Being a point of contact for residents who want to speak with someone locally;</li> <li>- Internally – Providing an on-the-ground link to the management team about key opportunities and issues at a local level.</li> </ul>	276
<b>Local &amp; Regional Phone Numbers</b>	<ul style="list-style-type: none"> <li>Providing residents with the option to once again be able to connect with Council through their local Council office with a local phone number, or the regional 1300 number. (Implementation of new local numbers during 2017/18).</li> </ul>	276



## SUSTAINABLE GROWTH



		Pages
<b>Planning &amp; Building</b>	<ul style="list-style-type: none"> <li>Implementation of new processes to give effect to Queensland's new planning system – <i>Planning Act 2016</i> – effective 3 July 2017.</li> </ul>	200, 201
	<ul style="list-style-type: none"> <li>Adoption of new Planning Scheme with fine-tuning during the financial year.</li> </ul>	200, 201
	<ul style="list-style-type: none"> <li>Adoption of Council's Local Government Infrastructure Plan (LGIP)</li> </ul>	200, 201 106
<p><i>Facilitating development of our region for residents, business and industry</i></p>		
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	<ul style="list-style-type: none"> <li>Input as required into the pilot for LED street lighting.</li> </ul>	156
	<ul style="list-style-type: none"> <li>Tender release, evaluation and award for composting at the Roma landfill.</li> </ul>	94
	<ul style="list-style-type: none"> <li>Review of waste management operations at each of our smaller communities (Muckadilla, Jackson, Mitchell, Roma and Yuleba).</li> </ul>	94, 95

## WELL PLANNED INFRASTRUCTURE & COST EFFECTIVE MAINTENANCE



		Pages
<b>Urban Streets &amp; Rural Roads</b>	<ul style="list-style-type: none"> <li>Adoption of updated Asset Management Plans for Rural Roads and Urban Streets, and subsequent roll out of, and reporting on, Council approved service levels.</li> </ul>	82
	<ul style="list-style-type: none"> <li>Implementation of new Organisational Structure, reviewed processes and streamlined reporting for Maintenance Delivery &amp; Works and Construction.</li> </ul>	82
	<ul style="list-style-type: none"> <li>Retention of third party certification for our management systems (Quality, Safety &amp; Environment) and transition to ISO 9001:2015 and ISO 14001:2015.</li> </ul> <p><i>Driving our dollars further</i></p>	82
<b>Water, Sewerage &amp; Gas</b>	<ul style="list-style-type: none"> <li>Compliance with Council's legislative obligations for the Drinking Water Quality Management Plan:</li> </ul>	70
	<ul style="list-style-type: none"> <li>Quarterly reporting on the Key Performance Indicators included in the Customer Service Standards (targets) adopted by Council on 12 April 2017.</li> </ul>	70
	<ul style="list-style-type: none"> <li>Adoption of new Asset Management Plans (10 year planning horizon) for Water, Sewerage and Gas.</li> </ul>	70
	<ul style="list-style-type: none"> <li>Implementation of new Organisational Structure from 1 August 2017 and roll out and reporting on proactive management programs for essential infrastructure.</li> </ul> <p><i>Complying with our legislative obligations</i></p>	70
<b>Flood Mitigation</b>	<ul style="list-style-type: none"> <li>Substantial progress for Stage 2A construction works (Western Levee and Eastern Diversion Channel).</li> </ul>	18, 150

# GOOD GOVERNANCE & LEADERSHIP



		Pages
<b>Good Governance</b>	<ul style="list-style-type: none"> <li>New Corporate Plan to reflect the direction of the new Council.</li> </ul>	106
	<ul style="list-style-type: none"> <li>Council compliant with its legislative obligations across all activities.</li> </ul>	Ongoing target
	<ul style="list-style-type: none"> <li>Departmental objectives and targets (minimum Top 5) established for all departments by each Director with the relevant Manager in Quarter 1 and Quarter 2.</li> </ul>	Ongoing target
	<ul style="list-style-type: none"> <li>Information collated on corporate and departmental progress and forwarded to the CEO for reporting to Council on a quarterly basis.</li> </ul>	Ongoing target
<b>Leadership</b>	<ul style="list-style-type: none"> <li>Council meeting minutes within three business days of the meeting and correspondence completed prior to the next meeting.</li> </ul>	Ongoing target
	<ul style="list-style-type: none"> <li>Community engagement during the year (e.g. advisory committees, 'Out &amp; About' program) for Councillors to engage with community, business and industry representatives about key parts of Council's operations.</li> </ul>	162
	<ul style="list-style-type: none"> <li>Advocacy activities during the year to Federal and State governments and for the region's funding priorities.</li> </ul> <p><i>This will include development of an advocacy 'prospectus' to be ready for funding programs as they arise (a pipeline of 'shovel ready' projects for other tiers of government) and to offer potential funding partners the opportunity to select projects that align to their corporate objectives.</i></p>	50, 51 162

# EFFICIENT & SAFE SERVICE DELIVERY



		Pages
<b>Continuous Improvement of Service Delivery</b>	<ul style="list-style-type: none"> <li>Downward trend in:                             <ul style="list-style-type: none"> <li>- employee costs as a % of operating expenditure</li> <li>- full-time equivalent employees per 100 people (population)</li> <li>- operating expenditure per capita.</li> </ul> </li> </ul>	255 255 255
	<ul style="list-style-type: none"> <li>Monitoring of plant utilisation and minimum quarterly recommendations to Council on reshaping the plant fleet to cost effectively meet business needs.</li> </ul>	266
	<b>Safety of Our Teams &amp; Community</b>	150
	<ul style="list-style-type: none"> <li>Review and testing of the disaster management plan for each of our region's towns.</li> <li>"Switch On" to Safety awareness programs for our teams:                             <ul style="list-style-type: none"> <li>- Newsletters – 1 per quarter</li> <li>- Toolbox talks – 8 per year</li> <li>- 100% sign-off / completion rate</li> <li>- Alerts – as issues are identified</li> </ul> </li> <li>Management led hazard inspections twice per year.</li> <li>Close out of hazards (proactive) and incidents (reactive) in accordance with risk based timeframes.</li> </ul>	244 244 244 244 244 244
<b>Quality in Planning, Processes &amp; Delivery</b>	<ul style="list-style-type: none"> <li>All departments and the organisation able to meet the requirements of ISO 9001:2015 and ISO 14001:2015, benchmarking our operations against current best practice in the public and private sector.</li> </ul>	245
	<ul style="list-style-type: none"> <li>Implementation of technology solutions to increase productivity and streamline service delivery:                             <ul style="list-style-type: none"> <li>- Cloud migration</li> <li>- Online induction and training platform</li> <li>- Stage 1 Supervisory Control and Data Acquisition (SCADA)</li> <li>- Customer Request System (and workflows)</li> <li>- Program and project management software</li> <li>- My Maranoa Business database.</li> </ul> </li> </ul>	250 250 250 250 250
	<ul style="list-style-type: none"> <li>Implementation of a reviewed system for monitoring contractor performance and providing feedback. This will incorporate opportunities for input from all levels involved with the project (e.g. including Team Leaders and Team Coordinators / Project Managers)</li> </ul>	122



# FINANCIALLY STRONG ORGANISATION



		Pages
<b>External Audit of Council's Finances</b>	• Unmodified Audit Opinion.	128
	• Audit completed by 31 October, 2017.	128
	• Remedial action undertaken for audit matters according to the Queensland Audit Office's risk categories and required timeframes.	128
<b>Increased Focus on Maranoa's Long-Term Financial Sustainability</b>	• An improving trend in each of the 6 key measures identified in the Auditor-General's report to parliament for Queensland "Forecasting long-term sustainability of local government Report 2 – 2016-17".	
	- Operating surplus ratio	30,127
	- Council controlled revenue ratio	127
	- Net financial liabilities ratio	30,127
	- Debt service cover ratio	127
	- Current ratio	127
	- Asset sustainability ratio.	30,127
In addition to use of ratios to assist with Council's asset management:	127	
- Asset consumption ratio	127	
- Average useful life of depreciating assets ratio	127	
- Asset renewal funding ratio*	-	
<b>Financial Information for Council and our Communities at both a Local and Regional Level</b>	• Set up of local area budget reporting to assist with community engagement about financial sustainability and service levels.	128
	• As part of Council's Asset Management Plan, complete a review of service levels as an input to Council's budgeting and community discussions.	128
<b>Further Progress With Council's 'Tightening The Belt' Initiative</b>	• Implementation of "What's my 10%?" program for 2017/18.	122
	• Adoption and implementation of a Workforce Plan to reshape the organisation having regard to falling external revenue.	256
	• Identification, implementation and tracking of cost cutting initiatives: Stage 1 – \$9 million (Commenced in 2016/17) Stage 2 – Additional \$5 million.	122
	• Negotiation of new industrial agreements that are both affordable and compliant with Council's obligations as an employer.	256
	• Active management and reporting quarterly of trends in employee leave liabilities (entitlements maintained within policy).	122
	• Review, documenting and reporting on service levels that are achievable with available funding - progress reported quarterly.	128
	• Review completed for the Top 5 high cost services and revenue options.	122
	<i>Controlling costs</i>	

# FINANCIALLY STRONG ORGANISATION



		Pages
<b>Next Stage Review of Council's Rating Framework &amp; Cost Recovery</b>	• In preparation for 2018/19 budget deliberations:	
	- A post implementation review of the new general rates methodology implemented from 1 July 2017.	112
	- A full review of the structure and level of utility charges (water, sewerage and waste) by the end of Quarter 3.	112
	• Active management and reporting on:	
- Unpaid rates and charges (Target – less than 2% outstanding by 30 June)	112	
- Outstanding sundry invoices (Target – Nil > 90 days).	112	
	<i>Being careful with our income</i>	

\* Not yet included

# Notes

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A series of horizontal dotted lines for writing notes.



## Feedback

Feedback on our annual report is welcome.

### You can write to us at:

Chief Executive Officer  
Maranoa Regional Council  
PO Box 620  
Roma QLD 4455

**Email:** [council@maranoa.qld.gov.au](mailto:council@maranoa.qld.gov.au)

**Website:** [www.maranoa.qld.gov.au](http://www.maranoa.qld.gov.au)

## Useful contacts

**Phone:** 1300 007 662

**Fax:** 07 4624 6990

Our service centres are open Monday to Friday  
8.20am to 5.00pm (excluding public holidays)

Roma: Cnr Bungil and Quintin Streets

Injune: 32 Hutton Street

Mitchell: 100 Cambridge Street

Surat: 73 Burrowes Street

Yuleba: 20 Stephenson Street

For all Building, Planning & Environmental  
Enquiries: 1 Cartwright Street, Roma

