LATE ITEMS
BUSINESS PAPER

General Meeting

Wednesday 11 July 2018

Roma Administration Centre

NOTICE OF MEETING

Date: 11 July 2018

Mayor:	Councillor T D Golder
Deputy Mayor:	Councillor J L Chambers
Councillors:	Councillor N H Chandler Councillor P J Flynn Councillor G B McMullen Councillor W M Newman Councillor C J O'Neil Councillor D J Schefe Councillor J M Stanford
Chief Executive Officer:	Ms Julie Reitano
Senior Management:	Mr Cameron Castles (Director Infrastructure Services) Mr Rob Hayward (Director Development, Facilities & Environmental Services) Ms Sharon Frank (Director Corporate, Community & Commercial Services)

Please find attached agenda for the **General Meeting** to be held at the Roma Administration Centre on **July 11, 2018 at 9.00AM.**

Julie Reitano
Chief Executive Officer

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Item No	Subject
L	**Late Items**
L.1	**Corporate Plan - Minor Amendments ..... 2** Prepared by: Chief Executive Officer Attachment : Corporate Plan - Minor Amendments - 11 July 2018 4
LC.	**Late Confidential Items**
LC.1	**Update on Natural Gas Accounts 1000676 & 1000671** **Classification:** Closed Access Local Government Regulation 2012 Section 275(h) other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

OFFICER REPORT

Meeting: General 11 July 2018 **Date:** 11 July 2018

Item Number: L.1 **File Number:** D18/54924

SUBJECT HEADING: Corporate Plan - Minor Amendments

Classification: Open Access

Officer's Title: Chief Executive Officer

Executive Summary:
Preparation of the Operational Plan are continuing and some minor amendments have been identified.

Officer's Recommendation:
That:

1. The tabled document be received and noted.

2. The amendments be incorporated.

Body of Report:
The amendments reflect core business, but will assist in ensuring that the Corporate Plan and draft Operational Plan are aligned.

Consultation (internal/external):
As minor changes are identified these are being forwarded through to Councillors for review.

Risk Assessment (Legal, Financial, Political etc.):
Nil

Policy Implications:
The Corporate Plan is one of the key financial planning documents required under Section 104 (5)(a)(i) of the *Local Government Act 2009*.

Key points to note:

- The Corporate Plan must be for a 5-year period;
- The upcoming operational plan and budget needs to be consistent with the Corporate Plan;
- Council must discharge its responsibilities in a way that is consistent with its 5 year corporate plan, but can amend the plan at any time by resolution.
- It outlines the strategic direction and key performance indicators for measuring progress in achieving the vision.

Financial Resource Implications:
The budget also needs to be consistent with the Corporate Plan.

Link to Corporate Plan:
Corporate Plan 2014-2019
Strategic Priority 10: Organisational Management
10.1 Organisational Culture
10.1.4 Communicate what we do and why

Supporting Documentation:
1⇩ Corporate Plan - Minor Amendments - 11 July 2018 D18/54949

Chief Executive Officer

Connected Futures
The first five years

maranoa REGIONAL COUNCIL

Maranoa Regional Council | Corporate Plan 2018-2023

Our 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.

VISION

Strong, vibrant and connected communities embracing opportunities to grow.

PURPOSE

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.

Being part of a local government, we recognise the important role we have to deliver services and projects for our communities, and to carefully manage the resources that have been entrusted to us.

It is rewarding when we drive past former worksites to see members of our community enjoying the projects and making use of the services that everyone has worked hard to deliver.

Whether a councillor or employee, being part of a local government is more than a job. A local government is integrally linked with the community - at the heart of it, we are in the business of people helping people.

For a councillor, even the most daily activities, whether a family event, social occasion or a quick trip to the shops often leads to conversations about Council. Upholding the significant number of weekly commitments in a region of our size often means many kilometres of travel and time away from families, work, businesses and other involvement in community groups. With the needs in the community exceeding the funds available, working out how to allocate those funds brings many challenges, and trying to work out the best path forward is not always an easy one.

For an employee, there are many and varied roles, some also involving long hours, time away from families, work out of normal business hours or in many cases long days outside in the heat of summer or the cold of winter. There are Council team members who routinely go 'above and beyond' for the benefit of our community and organisation.

What we are particularly mindful of is that what we do, and how we do it has the opportunity to make a difference, and touch many lives, even the lives of people who we may never meet.

Our priorities and our values reflect what is special and unique about being part of our local government. In this increasingly busy world we operate in, they serve as a reminder of what is truly important, and how to do the very best we can with what we've got.

Connected Futures *The first five years*

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1. Getting the basics right

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

	WE DO	WE AIM TO
1.1 Supply water to our towns		
	Provide drinking water for domestic, commercial and industrial use for towns across the region and distribute river water for use in Surat gardens: • Central Schemes – Roma, Muckadilla • Eastern Schemes – Wallumbilla, Yuleba, Jackson • Injune Water Scheme • Surat Water Scheme • Western Schemes – Amby, Mitchell, Mungallala	**1.1.1** Deliver water to the right standard for the health of our communities, ensuring compliance with the State Government's *Water Supply (Safety and Reliability) Act 2008* and *Regulation 2011*, and *Public Health Act 2005* and *Regulation 2005*. **1.1.2** Ensure compliance with the State Government's approved Drinking Water Quality Management Plan for Maranoa Regional Council, and brief Council on compliance and progress of required actions, and review, audit and report on the plan in accordance with the *Water Supply (Safety and Reliability) Act 2008* and *Regulation 2011* **1.1.3** Monitor, report on compliance with, and periodically review, Council's adopted Customer Service Standards (operational targets). **1.1.4** Provide accurate data for water operations as required by the State Government by the due dates and provide the same data to Council. **1.1.5** Monitor the condition of the water network, plan and undertake maintenance, renewal and upgrade works through the 10 year asset management plan and annual budget process. **1.1.6** Keep Council and the Surat community updated about water usage levels to ensure adherence to the State Government's annual allocation for water extraction from the Balonne River (Surat). **1.1.7** Review water quality and supply for Amby, Yuleba, Surat and the Teelba community centre.
1.2 Dispose of wastewater (sewage)		
	Collect, transfer and treat wastewater (sewage) from domestic, commercial and industrial properties in: • Roma • Injune • Surat • Amby • Mitchell • Mungallala	**1.2.1** Dispose of wastewater safely for our communities and the environment. **1.2.2** Comply with the State Government's Environmental Authority and brief Council on compliance and progress of required actions. **1.2.3** Monitor and report on compliance with Council's adopted Customer Service Standards (operational targets). **1.2.4** Provide accurate data for wastewater operations as required by the State Government by the due dates and provide the same data to Council. **1.2.5** Monitor the condition of the wastewater network, plan for and undertake maintenance, renewal and upgrade works through the 10 year asset management plan and annual budget process.
1.3 Manage our region's urban and rural roads		
	Connect ~~all~~ those who 'live, work and play' within our region (our residents, visitors, primary producers, other businesses and industry) who use the road network for economic, social and educational purposes including: • Rural Roads • Urban Streets • Coal Seam Gas Impacted Roads • State-Controlled ~~Government~~ Roads where Council delivers works via a Road Maintenance Performance Contract (RMPC) • Flood restoration	**1.3.1** Undertake programmed (planned) maintenance to the value and frequency approved through the annual operational plan and budget. Undertake ad-hoc/reactive maintenance prioritised through officer inspections and reports. **1.3.2** Establish road funds to separate account for rates and expenditure on roads. **1.3.3** Deliver the capital works program approved through the budget, ~~focussing limited available funding on renewal of existing roads~~. **1.3.4** Undertake ongoing condition monitoring of the road network by Council's road officers to inform Council's road investment decisions. **1.3.5** Monitor traffic use on roads impacted by the Coal Seam Gas activities and administer maintenance and upgrades in accordance with the Road Infrastructure Agreements. **1.3.6** Undertake the restoration of roads following a flood event in accordance with the Australian Government's Disaster Recovery Funding Arrangements (DRFA) which are administered by the State Government (Queensland Reconstruction Authority 'QRA'). **1.3.7** Undertake a review of Council's road policies, in particular low volume roads. **1.3.8** Recognise the significance of rural roads for residents and industries including agriculture, timber and tourism (e.g. Mt Moffatt Road) and continue to pursue funding for upgrade works. **1.3.9** Undertake a review of Council's road policies to ensure they are financially sustainable.

Connected Futures *The first five years*

maranoa REGIONAL COUNCIL

	WE DO	WE AIM TO
1.4 Look after our parks, gardens and reserves		
	Help keep our towns and surrounds tidy and clean including management of vegetation, park structures, equipment, irrigation and cleaning.	**1.4.1** Undertake the following programs according to the service level priorities and budget approved by Council: • Mowing • Park inspections and maintenance • Open space (including horticultural) maintenance • Park irrigation and turf management **1.4.2** Undertake renewal and upgrade works according to Council's annual operational plan and budget. **1.4.3** Undertake a range of activities to keep public spaces in our urban areas tidy and clean.
1.5 Manage waste generated by and delivered to our towns		
	Collect, receive, reuse and dispose of waste generated by households, businesses and industry: • Waste disposal facilities – Injune, Mitchell, Roma, Surat, Wallumbilla, Yuleba. • Waste transfer stations – Amby, Jackson, Muckadilla, Mungallala. • Industrial bins – Dunkeld, Begona.	**1.5.1** Collect waste from towns and identified localities (Hodgson, Dunkeld, Begonia), via Council contractors on the approved days and frequency. **1.5.2** Extract recyclable materials where it is economical to do so, to minimise waste going to landfill. **1.5.3** Comply with the State Government's Environmental Authority and brief Council on compliance and progress of required actions. **1.5.4** Maintain and upgrade waste sites having regard to environmental legislative requirements, appearance considerations and funding constraints. **1.5.5** Undertake a review of the accounting for rehabilitation of our landfills including: • assessing open and closed landfill sites; and • ensuring all future costs associated with our obligations under our environmental authority are included in the provision.
1.6 Provide cemeteries		
	Provide a final resting place for our region's residents in one of our cemeteries: • Roma • Hodgson • Injune • Surat • Amby • Mitchell • Mungallala • Yuleba • Wallumbilla • Jackson.	**1.6.1** Administer burials and maintain accurate records for each of our cemeteries, including mapping and information requests for family history. **1.6.2** Maintain the grounds for family, friends and other visitors. **1.6.3** Preserve historical cemeteries (Bindango, Dulbydilla, Euthella, Muckadilla, Yingerbay). **1.6.4** Consider fencing as an important feature of most cemeteries. **1.6.5** Undertake initiatives to communicate matters of interest for the community (e.g. Funeral Board).

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.

	WE DO	WE AIM TO
2.1 Plan for our region's financial future		
	Prepare the financial planning documents required by legislation: • 5-year corporate plan • Long-term asset management plan • Long-term financial forecast • Annual budget • Annual operational plan and other documents that assist in financial management: • Business cases • Grant and subsidy applications • Policies and other Council meeting reports and decisions • Local Government Infrastructure Plan.	**2.1.1** Consider both the short-term and longer term financial impacts of Council's policy development and decisions, on behalf of current and future residents. **2.1.2** Prepare and publish compliant documents by the due dates. **2.1.3** Implement financial modelling software and continue to enhance financial projections.
2.2 Collect the revenue needed		
	Levy and collect rates, fees and charges and other revenue to deliver services and projects for our communities.	**2.2.1** Develop and implement transparent and equitable funding models. **2.2.2** Benchmark our rates and charges with other Councils annually. **2.2.3** Provide a wide range of convenient payment methods. **2.2.4** Closely monitor rate arrears and other outstanding debts, and ensure timely and consistent collection activities in line with Council's approved policies. **2.2.5** Prepare, review and adopt revenue documents required by legislation (e.g Revenue Policy, Revenue Statement, Fees and Charges Schedule).
2.3 Keep our accounts in order		
	Provide a range of accounting services to meet the needs of internal and external users of Council's financial information including: • Queensland Local Government Grants Commission • Australian Bureau of Statistics • Australian Taxation Office • Queensland Treasury Corporation • Department of Local Government, Racing and Multicultural Affairs.	**2.3.1** Provide timely, accurate and complete financial information for: • Council to make decisions; • Reports to the community and other stakeholders about Council's budgets and financial activities; • Financial returns and claims. **2.3.2** Manage and administer all investments and borrowings, consistent with Council policies.

2.4 Control our costs

Continue initiatives to reduce annual operating expenses

2.4.1 Continue to implement initiatives to place tight controls on high value, high risk and high volume purchases.

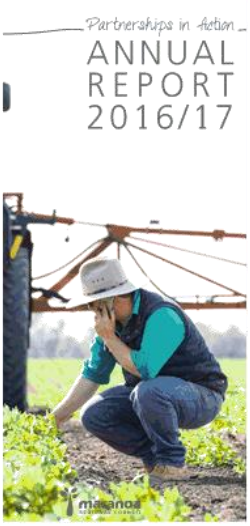
2.4.2 Document and review service levels to ensure they are affordable and efficient.

2.4.3 Critically examine expenditure and identify and implement ways to "Tighten the Belt" having regard to falling external revenue.

2.4.4 Monitor trends and set annual targets in relation to:

- Numbers of full-time equivalent employees;
- The value of employee costs – for operating and capital works;
- Operating costs (excluding depreciation);
- Depreciation expense for all assets;
- Net operating result.

2.5 Measure and report on what we've done



Prepare general purpose financial reports and other financial accountability documents that are required by legislation including:

- Annual Report
- Financial Sustainability Report

Prepare specific reports for funding bodies.

Ensure our annual financial statements and internal control framework are independently audited and reviewed.

2.5.1 Ensure compliance with:

- Accounting standards;
- Local Government Act 2009 and Local Government Regulation 2012.

2.5.2 Measure and communicate our financial performance on a monthly, quarterly and annual basis to the community and other stakeholders.

2.5.3 Undertake benchmarking and establish targets for our financial performance.

2.5.4 Meet the specific reporting requirements of each funding body (content and timing).

2.5.5 Facilitate audits of Council's financial statements and internal control framework.

2.5.6 Convene the Audit Committee with independent community representatives and provide reporting to both the Committee and Council.

2.5.7 Expand evaluation of operational risks and control measures having regard to both the annual internal audit plan and scope expansion for Council's management system.

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.

	WE DO	WE AIM TO
3.1 Help to keep residents safe from other people's animals and property		
	Contribute to community safety through initiatives that encourage responsible pet ownership, animal control and compliance with State Government legislation and Council's local laws.	**3.1.1** Encourage responsible pet ownership through community education activities. **3.1.2** Ensure compliance with the State Government's *Animal Management (Cats & Dogs) Act 2008* and *Regulation 2008*, Council's Local Laws and Subordinate Local Laws with a particular focus on: • Animal control • Abandoned vehicles • Unsightly and overgrown allotments. **3.1.3** Rehome animals through an adoption program. **3.1.4** Development and implement a cat management plan (feral / stray)
3.2 Assist in maintaining building standards and pool safety for current and future residents		
	Contribute to public safety (and amenity) through building control and pool safety services.	**3.2.1** Provide a building and pool inspection and certification service. **3.2.2** Enforce compliance including investigation of suspected unlawful building works. **3.2.3** Maintain building records and provide building information and statistics.
3.3 Address health and environmental risks from business activities		
	Contribute to community health and wellbeing by working with business, industry and community organisations in response to known health or environmental risks from their activities	**3.3.1** Regulate, monitor and provide information to businesses, industry and community organisations that undertake activities that have the potential to: • impact the environment (e.g. air, water, noise); • cause illness, infection or disease. ~~**3.3.2**~~ This includes but is not limited to food safety, vector (including mosquito) control, reticulated water quality, animal management, swimming pool water quality monitoring, personal services (tattoo and other skin penetration), and immunisations. **3.3.3** Ensure compliance with the State Government's *Food Act 2006*, *Environmental Protection Act 1994*, *Public Health Act 1937* and associated Regulations and Local Laws.
3.4 Disaster and emergency management and flood mitigation		
	Partner with government and non-government agencies to manage disasters and other emergencies within the region. Complete the current stages of Roma flood mitigation. Undertake other flood mitigation works in accordance with available funding and annual priorities.	**3.4.1** Implement the State Government's Inspector-General Emergency Management Assurance Framework to build our communities' resilience to emergencies, working to meet standards for prevention, preparedness, response and recovery). **3.4.2** Develop an Acquisition of Land and Assessment of Compensation Policy and process for Acquisition of Land, Easements and Access. **3.4.3** Finalise Stage 1 and Stage 2A of the Roma Flood Mitigation Project. **3.4.4** Undertake a revised scope for Stage 2B having regard to funding availability. **3.4.5** Implement Local Emergency Coordination Committees (LECC) to help ensure disaster prevention, preparedness, response and recovery for communities for flood, fire and other emergencies. **3.4.6** Undertake other flood mitigation works as funding becomes available, and subject to annual priorities.

	WE DO	WE AIM TO
3.5 Work in partnership with the region's energy provider for lighting of our streets and public spaces		
	Provide a well-planned and affordable street lighting network that focusses on improving road user and pedestrian safety at night. Provide improved safety for pedestrians through the progressive review of lighting in public spaces and identifying any potential improvements for budget consideration.	**3.5.1** Develop a street lighting strategy to guide investment decisions for additional lighting. **3.5.2** Undertake an annual audit of our towns for street lights that aren't working and report these to the provider. **3.5.3** Allocate an annual budget sufficient to meet current lighting use and periodically review the allocation for any expansion to the network. **3.5.4** Explore opportunities to reduce costs and consumption through energy efficiency options. **3.5.5** Facilitate the reporting of faults to the energy provider. **3.5.6** Consider improvements according to annual priorities across both streets and public spaces. **3.5.7** Identify and implement lighting projects that complement other infrastructure works.

4. Growing our region

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

	WE DO	WE AIM TO
4.1 Work with our communities to identify priorities, and provide leadership and advocacy to grow our region		
	Engage with our communities to provide information and seek a range of views as an input into Council priorities, policies and decision making. Advocate to the State and Federal Government for matters that are within their jurisdiction, and are important to our region. Participate in formal decision making (Council meetings), for matters within the jurisdiction of local government, having reviewed all relevant information via officer reports, technical advice and recommendations and informal briefings.	**4.1.1** Continue to review and expand Council's Community Engagement Framework, further committing to initiatives such as: • Councillors Out and About • Local town improvement group meetings • Council advisory and other committees • Participation in community events • Project-specific engagement • Individual Councillor community engagement • Representation on community committees • Resident or business deputations to the elected Council **4.1.2** Identify opportunities to present Council-endorsed priorities to government ministers and other representatives, formally or informally, individually as a Council or with other local governments (including the importance of roads to Council's financial sustainability). **4.1.3** Participate in local government decision making in accordance with the Local Government Principles (Section 4) and Councillors' responsibilities (Section 12) under the *Local Government Act 2009*. **4.1.4** Prepare a new Elected Member Request Policy incorporating reviewed Acceptable Request Guidelines. **4.1.5** Provide administrative support to Council's decision-making and community engagement processes.
4.2 Encourage additional investment in the Maranoa, developing our local economy and increasing our region's population		
	Encourage new business and industry to the Maranoa to expand the diversity of our local economy and generate additional employment opportunities. Partner with State and Federal Government agencies and other organisations in initiatives that enable existing businesses to be sustainable and grow. Promote the Maranoa as a great place to invest, live and visit, and implement initiatives to increase our permanent population.	**4.2.1** Partner with key agencies and organisations to facilitate investment in the Maranoa through initiatives that attract, encourage and create new businesses. **4.2.2** Promote the regional locational advantages of "Investing, Living, Visiting" the Maranoa through Council publications and initiatives, including representations at key industry events, forums and advocacy opportunities. **4.2.3** Create an environment that is conducive to growth through progressive integration of Council's Planning Scheme, Economic & Community Development Plan and Business & Industry Strategy. **4.2.4** Provide practical support to businesses through online access to a regional statistical service. **4.2.5** Partner with State and Federal Government based agencies and private organisations to assist current businesses to be sustainable and grow, including participation in the annual Maranoa Business Awards. **4.2.6** Work with business and industry to attract new residents, thereby growing our permanent population, with a key focus on the operational workforce of Coal Seam Gas companies. **4.2.7** Continue to develop Council's key assets for multi community benefits, i.e. Roma Saleyards, Airport, sporting facilities (e.g. Bassett Park) and industrial sites, leveraging facilities, land or resources. **4.2.8** Participate in initiatives that support innovation, develop skills and entrepreneurship. **4.2.9** Build community, business and industry partnerships to grow our economy and local employment. **4.2.10** Monitor and report on key economic indicators over time.

	WE DO	WE AIM TO
4.3 Attract visitors to our region to bring additional customers to our region's businesses		
	Support and expand tourism in the Maranoa region through regionally coordinated destination marketing, coordinated funding, networking opportunities, product development and event promotion.	**4.3.1** Research, design and deliver destination marketing initiatives aimed at increasing visitor numbers, duration of stay, repeat visits and visitor spend, in partnership with local tourism and progress associations. **4.3.2** Operate two 7 day a week Visitor Information Centres (Roma, Injune) and support three other Visitor Information Centres (Mitchell, Wallumbilla, Surat). **4.3.3** Facilitate industry partnerships and skill development. **4.3.4** Plan, advocate for funding and upgrade The Big Rig to become a must see attraction of Outback Queensland, in partnership with The Big Rig Action Group. **4.3.5** Implement Master Plans for key tourism precincts as funding becomes available. **4.3.6** Commence implementation of the Maranoa Tourism strategy. **4.3.7** Coordinate funding applications, as opportunities arise, to progress tourism initiatives in the Maranoa.
4.4 Provide airports that contribute to economic and community development of the region		
	Provide an air transport gateway to the Maranoa region that supports the commercial expansion and social connection of the region in an economically and environmentally sustainable manner. Provide airport infrastructure and services that are safe and compliant with all legislative requirements including the Civil Aviation Safety Regulation (CASR) and Aviation Transport Security Regulation (ATSR). Contribute to the attraction of visitors to the region through marketing and promotional activities at the Roma Airport.	**4.4.1** Administer access control and monitoring for airside and restricted areas at the Roma Airport. **4.4.2** Coordinate programmed and reactive maintenance of the airport and aerodromes including buildings, grounds, equipment, lighting, gates, fencing and runways. **4.4.3** Manage the contract for screening of passengers and items on Regular Public Transport (RPT) and selected Charter flights. **4.4.4** Undertake Statutory inspections of aerodrome serviceability and technical compliance as required under the Civil Aviation Safety Regulations and Civil Aviation Advisory Publication 92-1 (1). **4.4.5** Undertake programmed and other tasks to manage the safety of aircraft and passengers. **4.4.6** Manage the services contracts and leases of business tenancies. **4.4.7** Ensure emergency response preparedness. **4.4.8** Engage with stakeholders through compliance and airport user meetings including Aerodrome Security and Safety Committee, Airport Advisory Committee Meeting and Regional Industry Consultative Meetings. **4.4.9** Manage the Roma Airport carpark. **4.4.10** Administer landing and pavement concession requests. **4.4.11** Use condition assessments and asset management processes to identify major maintenance and renewal projects, external funding sources and opportunities to minimise cost to Council. **4.4.12** Undertake renewal, upgrade and new works for the Roma Airport and regional aerodromes in accordance with the operational plan and budget. **4.4.13** Complete the Roma Airport runway overlay project with partnership funding from the State Government. **4.4.14** Develop a long term asset management plan for the Roma Airport. **4.4.15** Adhere to regulatory changes and close out any compliance items identified through internal auditing and external compliance activities by regulators based on risk. **4.4.16** Assist in identifying and implementing marketing and promotional activities for the Roma Airport.

	WE DO	WE AIM TO
4.5 Operate the Roma Saleyards, aiming to maintain and leverage its position as Australia's largest to attract additional interest in our region and boost the local economy		
	Provide an accredited centre for store, prime, stud, bull and special sales and private weighing and scanning and spelling services. Operate the Saleyards with a number of stakeholders working together, with each having separate legal roles and responsibilities. Capitalise on our competitive advantage (being capacity, location, technology, facilities and national interest in the Saleyards' operation) through ongoing development of the yards and facilities and strong financial management.	**4.5.1** Maintain European Union and National Saleyards Quality Assurance. **4.5.2** Promote the Saleyards including market reports and press reports. **4.5.3** Undertake approved renewal, upgrade and new works to develop the yards and facilities. **4.5.4** Continue to account for the Saleyards operating funds separately within Council's financial system, with no cross-subsidisation to or from other Council operations. **4.5.5** Continue to prepare monthly reports to Council on the Saleyards operations and finances. **4.5.6** Continue to undertake Council's responsibilities in relation to the operation of the selling centre: • National Livestock Identification System (NLIS) compliance scanning and transaction processing; • Weighing of sold cattle; • Maintenance of sale records for data entry, invoicing, issuing buyer check off and delivery advices, waybills. • Humane destruction and disposal services. **4.5.7** Undertake programmed maintenance of the: • the selling pens including cleaning, re-gravelling and water trough cleaning; • the weighbridges including callibration, certification, checking and cleaning. **4.5.8** Manage the contract for the movement and control of all cattle after they are sold. **4.5.9** Undertake regular cleaning of the yards including: • the penning and draft area surrounding the weighbridges; • receival / delivery yards (including re-gravelling and water trough cleaning); • cable yards (including water trough cleanning); • drafts **4.5.10** Undertake maintenance including: • Yards • Grounds (including mowing, slashing) • Waste collection • Amenities cleaning • Dust suppression • Internal roads streetsweeping • Vet crushes **4.5.11** Continue to offer a range of private services including: • Weighing • National Livestock Identification System (NLIS) compliance scanning • Spelling • Unloading and loading of cattle for spelling, private weighing and scanning (on request). **4.5.12** Investigate an online auction platform for Roma Saleyards, initially inviting expressions of interest for the purpose of shortlisting tenders.
4.6 Supply reticulated gas for domestic, commercial and industrial use		
	Purchase natural gas from a wholesale provider, odourise the natural gas received and distribute it to the town of Roma.	**4.6.1** Continue to develop Council's safety management system to ensure our gas operations comply with the *Petroleum and Gas (Production and Safety) Act 2004*. **4.6.2** Ensure required reports and returns for the Regulator are reviewed for accuracy and legislative compliance and submitted on or before the due dates. **4.6.3** Provide annual service delivery, approved initiatives and infrastructure renewal and upgrade works. **4.6.4** Expand the network where it is commercially viable to do so. **4.6.5** Pursue initiatives, in partnership with industry and government to offer gas at a competitive price, to attract additional industry to our region.

	WE DO	WE AIM TO
4.7 Plan and manage the growth of our towns		
	Strategically plan the growth of our region's towns and: • assess new and changed uses against the approved Planning Scheme; • provide advice and information to developers and ensure compliance; • collate development information for the State Government and broader community.	**4.7.1** Periodically review the approved Maranoa Planning Scheme, provide recommendations to Council and the State Government, and facilitate the Minister's consideration of any changes. **4.7.2** Provide advice and information to developers, including pre-lodgement meetings upon request. **4.7.3** Undertake compliance inspections for new or changed uses or where there is suspected unlawful development, initiating compliance action where required. **4.7.4** Collate statistics required by the State Government in relation to development activity in the region and development information for the broader community. **4.7.5** Encourage resource companies to 'live and buy' local for their operational workforce.
4.8 Assist in protecting the rural industry through administration and regulation of the region's natural environment		
	Provide a range of rural land services including management of stock routes, control of weeds and control of wild dogs in partnership with the State Government and landowners.	**4.8.1** Manage the State Government regulated stock routes, water facilities, including upgrade works as funding is approved by the State Government. **4.8.2** Manage the priority weeds in accordance with Council's Pest Management Plan in partnership with landholders and natural resource management agencies. **4.8.3** Monitor the use of public lands to ensure they are not causing environmental harm or a safety hazard. **4.8.4** Administer the twice yearly coordinated baiting campaigns and carry out adhoc baiting upon request for 3 or more landholders. **4.8.5** Administer the Wild Dog State Precept. **4.8.6** Coordinate the receipt and payment of wild dog bonus payments. **4.8.7** Work in partnership with landholders and other local governments to apply for funding and implement approved programs.
4.9 Manage Council's land and buildings that contribute to the provision of a range of services across the region and are used by residents, visitors, business, industry and Council		
	Manage land and buildings across a number of broad categories including: • Community eg. Community Halls, community centres and public toilets. • Recreation eg. Grounds and facilities used for sport and swimming pools. • Residential Housing eg. Council owned housing providing for staff and housing delivered as part of the community housing program. • Workers Camps eg. to house Council employees when working in the remote regions of our Council area. • Corporate eg. Council administration buildings and depots.	**4.9.1** Provide operation and maintenance, renewal and upgrade of 124 buildings and structures according to the priorities and funding approved by Council, ensuring fit-for-purpose specification development. **4.9.2** Manage the use of Council facilities. **4.9.3** Develop and implement agreements for the long term use of facilities (including leases, management agreements, user agreements). **4.9.4** Manage the region's 6 swimming pools. **4.9.5** Manage Council's insurance portfolio and respond to claims. **4.9.6** Develop and periodically review an Asset Management Plan for facilities. **4.9.7** Participate as a named respondent to native title claims over the region and collaborate with other local governments in negotiating joint Indigenous Land Use Agreements. **4.9.8** Undertake land management activities including easements, acquisition of property, sale of land and conduct and compensation agreements with Coal Seam Gas resource companies. This includes formal response to requests to the State Government for land tenure under the *Land Act 1994*. **4.9.9** Undertake energy initiatives to reduce operating costs and Council's environmental footprint.

	WE DO	WE AIM TO DO
4.10 Foster arts and culture within our communities and help preserve our local history		
	Partner with community, government and business to secure a range of arts and cultural events, projects and programs within the region. Support the management and use of arts and cultural facilities within the region.	**4.10.1** Administer the Regional Arts Development Fund (RADF) in partnership with the State Government's Arts Queensland. **4.10.2** Assist when needed with community groups' grant applications to other funding providers. **4.10.3** Provide opportunities for community groups to apply for financial and inkind assistance from Council for arts and cultural initiatives. **4.10.4** Source and coordinate arts and cultural events and programs within the Maranoa. **4.10.5** Identify and implement approved Council or joint projects to preserve our heritage and local history for current and future generations, identifying opportunities to secure external funding and support. **4.10.6** Provide input into placemaking and facilities (spaces and places) from an arts and culture perspective.
4.11 Support development of our local communities through planning, programs and events		
	Coordinate grant programs for: • funding to community groups; and • funding from other tiers of government and industry partners to Council; to enable delivery of projects and services that otherwise might not be achievable. Provide local development support for planning, programs and events within each of our communities, in partnership with community, government and business. Actively promote and market the Maranoa as a place to hold conferences and events with the aim of providing a frequent boost to the local economy.	**4.11.1** Coordinate Council's grant programs and other funding to community groups. **4.11.2** Identify state and federal government funding opportunities and industry partners to assist in funding Council projects and services within each of our communities, coordinate applications and administer funding agreements for successful applications. **4.11.3** Deliver community based programs, planning, projects and initiatives in partnership with our local groups including town development, indigenous, tourism, arts, cultural and heritage, sporting and recreation. **4.11.4** Deliver a range of annual, biennial and one-off budgeted Council events in partnership with local community groups (where applicable). **4.11.5** Provide support to community festivals and events through access to opportunities for financial and in kind assistance. **4.11.6** Establish a new function within Council for Regional Events Promotion and Marketing.
4.12 Develop healthy and connected communities through sport and recreation activities and facilities		
	Provide practical support and assistance to clubs and groups. Plan for sport, recreation and entertainment precincts and regional leisure activities. Seek to maximise use of facilities and participation in sport and recreation through fit-for-purpose facilities and infrastructure.	**4.12.1** Facilitate access to a range of funding, training and recognition opportunities including grant writing, club/committee governance, volunteer attraction and retention, and specific skill development. **4.12.2** Provide assistance where required with funding applications. **4.12.3** Review and implement key plans with initiatives prioritised on an annual basis: • Sport and Recreation Strategy • Masterplanning of multi-purpose precincts • Trails Strategy • Youth Precincts Strategy. **4.12.4** Deliver sport and recreation facilities and infrastructure projects for the community as funding is approved, including engagement with key stakeholders. **4.12.5** Implement initiatives to maximise use of facilities and participation in sport and recreation. **4.12.6** Assist in development of sport and recreation leases, management and user agreements to clarify roles and responsibilities with regard to operation and maintenance of community facilities and land.
4.13 Provide library services and programs that connect people and support lifelong learning and enjoyment		
	Provide a core, dynamic public library service for educational, information and recreational needs. Provide relevant services and programs that develop and support individuals and communities' lifelong learning, wellbeing and social inclusion.	**4.13.1** Continue to service eight library services across the region - Injune, Jackson, Mitchell, Mungallala, Roma, Surat, Wallumbilla and Yuleba. **4.13.2** Progressively plan for and construct a new fit for purpose library facility in Wallumbilla, providing temporary alternative accommodation in the interim in the Wallumbilla Hall. **4.13.3** Continue "Library Corner", providing a range of activities and programs catering for diverse ages and interests. **4.13.4** Where practical, integrate provision of a range of services and infrastructure that library customers can access (e.g. improved access to Jackson library).

5. Managing our operations well

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

	WE DO	WE AIM TO
5.1 Continue to improve everything we do		
	Continue to improve all aspects of our operations, passing on what we learn to current and future employees by developing our Integrated Maranoa Management System.	**5.1.1** Plan how we do business through risk-based thinking. **5.1.2** Deliver our services and projects with excellence in mind. **5.1.3** Comply with our legal obligations. **5.1.4** Measure and benchmark our performance. **5.1.5** Listen to our interested parties and employees' ideas and expectations. **5.1.6** Take corrective action to learn from our experiences. **5.1.7** Develop a system for how we do business that helps to ensure: • Quality in our services and projects • Management of our natural and built environment • Safety of our teams and community • Affordability for our current and future communities. **5.1.8** Implement the Local Government Association of Queensland compliance services software.
5.2 Embrace technology to enhance service delivery and as a productivity initiative		
	Partner with all work areas to identify and implement technology solutions to assist in service delivery and the provision of information.	**5.2.1** Foster innovation through technology. **5.2.2** Provide secure, sustainable and reliable Information & Communications Technology (ICT) infrastructure and services. **5.2.3** Increase efficiency in service delivery and expand availability of on-line information and services for our community.
5.3 Develop our teams to deliver quality services and projects		
	Secure the right people in the right positions at the right time, ensuring that our employees are job ready and productive.	**5.3.1** Develop and implement a centralised training plan with a key focus on mandatory position requirements and safety. **5.3.2** As a major regional employer, recognise that communities look to Council to help provide local jobs, apprenticeships and traineeships. **5.3.3** Increase employee engagement initiatives by all levels of management for the betterment of Council and individuals' job satisfaction. **5.3.4** Continue to develop, implement and review human resource policies and processes. **5.3.5** Provide a confidential short term counselling and employee support service through an external, independent provider for a range of personal and work related issues. **5.3.6** Manage employee leave balances. **5.3.7** Implement a new performance evaluation framework aligned with the new Corporate and Operational Plans. **5.3.8** Coordinate employees' induction and refresher training, probation and skill verification processes. **5.3.9** Coordinate Council's approved traineeship / apprenticeship program including pursuit and administration of funding/subsidy opportunities. **5.3.10** Contribute to content development for the on-line training platform to provide learning outcomes at a cost effective price and consistent quality. **5.3.11** Work together to create a workplace where our teams enjoy working because: • We all know what we need to do and why, and are confident in our daily tasks; • We appreciate and take pride in a job well done; • Each person has a voice in developing our processes (how we do business), and each voice is valued; • There is a one-Council approach to service delivery – i.e. we help each other when needed irrespective of directorate, department or work team; • We take time to say thank-you, celebrate our successes, recognise special efforts and provide feedback; • We treat our work colleagues how we want to be treated.

	WE DO	WE AIM TO
5.4 Keep our community informed of Council's decisions, services and projects		
	Provide information about Council's services, projects and activities through a diverse range of mediums.	**5.4.1** Timely, proactive, relevant, accurate and consistent information. **5.4.2** Progressively tailoring our communications to the needs, interests and preferences of our communities and stakeholders.
5.5 Manage our plant, fleet, workshops and depots		
	Purchase and maintain plant, depots and ancillary facilities, and disposal of plant as required through trade or auction.	**5.5.1** Develop business cases for acquisition and retention of plant. **5.5.2** Purchase fit for purpose plant (determined with input from operators) that continue to be well maintained and safe for use. **5.5.3** Minimise idle time for people and plant.
5.6 Supply quarry materials		
	Meet and grow internal and external customer demand for quarry materials in a sustainable business model.	**5.6.1** Provide for our customers and Council: • Optimum quality product and quarrying solutions • Customer focussed building material supply • Safe and healthy quarrying operations, ensuring compliance with the *Mining and Quarrying Safety and Health Act 1999*. • Conscientious and responsible management of the environment and natural resources. **5.6.2** Undertake a rehabilitation plan for borrow pits that are no longer used to ensure the sites that have been accessed meet all of the required legislative obligations. **5.6.3** Undertake a further review of borrow pits in conjunction with the State Government's Environmental Authority, having regard to the upcoming 2 year program of works, building on the work done to identify borrow pits with material at the right quality and location. **5.6.4** Undertake a review of plant currently owned and operated in relation to fitness for purpose and prepare any business cases for changes. **5.6.5** Develop and implement a program to progressively rehabilitate the northern and eastern part of the Roma Quarry (WV828). **5.6.6** Prepare a new 10 year mining plan to ensure the direction of material extraction as well as to capture anticipated future additional costs. **5.6.7** Undertake initiatives to develop the quarry business and its financial viability. **5.6.8** Expand the scope of the Maranoa Management System to include Roma quarry and regional quarry pits, encompassing quality, safety and environment, ultimately implementing an integrated system (IMMS). **5.6.9** Finalise outstanding matters from the purchase of the Roma quarry.

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:

Striving for excellence	• in our leadership and governance • in our services and projects.
Being respectful	• of other people • of the laws applicable to local governments • of the democratic process and decisions of Council • of other's views.
Showing empathy	• for the elected Council who often needs 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).
Ensuring honesty	• 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.
Providing transparency	• managing information as openly as possible within our legal obligations • providing reasons for decisions where practical.
Encouraging innovation	• 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.
Demonstrating accountability	• both to our State Government Regulators and Council • for the accuracy and timeliness of our reporting • by care and diligence in undertaking our responsibilities.
Ensuring the safety of our teams and community	• 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.
Thinking about today and tomorrow	• 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 STRATEGIC RISKS & HOW WE ARE MANAGING THEM

Strategic Risks	Management of Strategic Risks
Funding for Roadworks The Maranoa region has the third highest length of roads in Queensland (out of 77 Councils). However, we have a population of less than 13,000 which provide a very small ratebase compared to the two Councils that rank first and second in the State. It is shorter to drive from Cairns to Perth than it is to drive our rural road network. Our rural roads connect a rural area of 58,802.8km2 (equivalent to 91% of the size of mainland Tasmania). To put this in further context, whilst Tasmania services a population of more than 500,000, the Maranoa region has an estimated resident population of 12,843, with approximately 30% of our residents living in the rural parts of our region. With a relatively small rural population, we have very few ratepayers to fund the upkeep of our large network of roads. • 25.8% of the rural road network has an average daily traffic volume of less than 10 vehicles per day. • 49.2% of the rural road network has an average daily traffic volume of less than 40 vehicles per day.	We are estabishing two separate Road Funds within Council's financial system (for Rural & Urban roads) to provide transparency in the amount of funding received from each category of ratepayer and show how the funds are being used. We are also advocating to the Federal and State Governments for increased funding, and funding security over a longer term than 1-2 years (Strategic Priority 4.1.2). We will be reviewing Council's road policies, in particular for low volume roads (Strategic Priority 1.3.7).
Cost of Flood Mitigation Council has completed Stage 1 of the Roma Flood Mitgation Project for Roma, and is currently completing Stage 2A. Stage 2A incorporates an extension to the Western Levee and construction of an Eastern Diversion Channel to divert water away from the township of Roma during an event similar to 2012. Funding has been received from the Federal and State Governments through a number of funding programs for the infrastructure. However, no funding is available from other tiers of government for compensation to landowners who have been, or believe that they have been impacted by the construction of the public infrastructure. The full extent of the value and number of compensation claims is not yet able to be quantified, however, any claims once determined will need to be funded by the general ratepayers. For this reason, it is a key strategic risk to Council's ability to continue to fund existing service levels as there are no ways of sourcing the funds externally.	Management of this risk is specifically referred to in the following Strategic priority 3.4.2 *Develop an Acquisition of Land and Assessment of Compensation Policy and process for Acquisition of Land, Easements and Access.*

Council	State Ranking	Road Length (kms)	Population
Western Downs Regional Council	1	7,527	33,799
Toowoomba Regional Council	2	6,597	163,232
Maranoa Regional Council	3	5,857 (5,607 - Rural)	12,843

Strategic Risks Continued	Management of Strategic Risks

Reducing External Revenue

Over the last 5 years, the number of people accessing Council services where there is a fee and/or charge, and the value of operating grants and subsidies has significantly reduced.

	2012/13 $million	2013/14 $million	2014/15 $million	2015/16 $million	2016/17 $million
Fees and charges	$12.705	$4.677	$5.469	$2.682	$2.038
Operating grants and subsidies	$50.065 $6,837,698 of the 2012/13 federal Financial Assistance Grant was paid in June 2012. In June 2013, $7,018,209 of the 2013/14 grant was prepaid.	$30.614 There was no prepayment of the federal Financial Assistance Grant in June 2014	$26.146	$18.711	$29.027 * Excluding the pre-paid instalment of the 2017/18 federal Financial Assistance Grant of $8,687,389 the value was: $20.34

With the reduced demand for some Council services, and reduced availability of revenue, we are needing to reshape our operations to adapt to the quieter times - including continuing to review funding models, employee numbers and operating expenses, implement productivity initiatives and review service levels to ensure they are affordable.

(Refer in particular to Strategic Priorities 2.1, 2.2, 2.4)

Loss of Corporate Knowledge

Each year, some of our employees leave Council due to retirement, moving away from the region, ill health or other reasons.

	2013/14	2014/15	2015/16	2016/17	2017/18 Year to date
Turnover rate	23.44%	19.62%	21.29%	20.57%	15.07%

Whilst this brings new ideas and experience into our organisation as positions are filled, it also can result in a loss of corporate knowledge - i.e. knowledge about why some things are done a certain way, knowledge about what has happened in the past, or specific local knowledge.

As local government exists for the long-term, if systems aren't in place to train and refresh our teams on how we provide services and projects, key information is lost, not just for today, but for generations to come.

We are developing an Integrated Maranoa Management System - this will provide key operations manuals on how we operate and why. In doing this, we are also benchmarking our operations against best practice in the private and public sector, aiming to achieve third party certification across all parts of Council's service provision.

We are also implementing an on-line training platform to provide learning outcomes at a cost effective price and consistent quality.

(Refer in particular to Strategic Priorities 5.1 and 5.3.2).

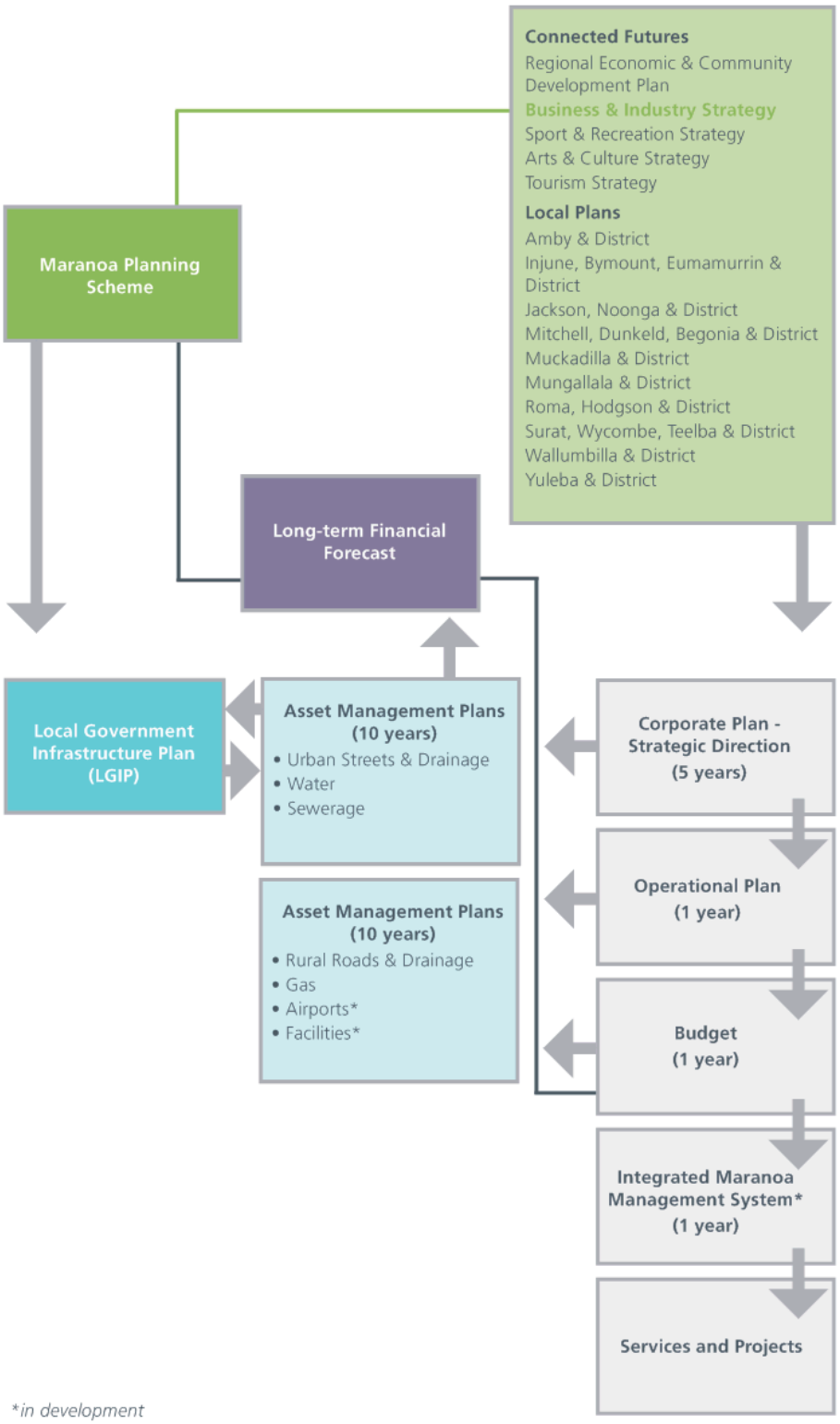
Strategic Risks Continued	Management of Strategic Risks
Non-Compliance with the Law Many people may not be aware that local government is formed and operates under the *Local Government Act 2009* and *Local Government Regulation 2012* which is State Government legislation. There is also Federal Government legislation that applies to local governments. A lot of what local governments do is already determined through legislation. All Councillors, including the Mayor, and all employees have the same obligation to ensure compliance with legislation: Section 12 (3) (a)(iii) of the *Local Government Act 2009* *All councillors have the following responsibilities—* *(a) ensuring the local government—* *(iii) complies with all laws that apply to local governments* Section 13 (2)(b)(ii) of the *Local Government Act 2009* *All employees have the following responsibilities—* *(b) carrying out their duties in a way that ensures the local government—* *(ii) complies with all laws that apply to local governments;* There are more than 100 pieces of legislation that potentially apply to parts of local governments' operations, involving thousands of pages. The challenge therefore, is how do we ensure that, at any point in time, each employee undertaking their daily tasks is ensuring compliance with all of those laws. How do elected members from all backgrounds and work experiences ensure compliance with all laws in their decision making? Many of these pieces of legislation come with serious consequences for non-compliance ranging from financial penalties through to imprisonment. Therefore this is a strategic risk that needs to be managed on a daily basis.	We are reviewing and embedding our legislative obligations within the Integrated Maranoa Management System (in development). We are also implementing the Local Government Association of Queensland (LGAQ) Compliance Service module as an additional check on annual tasks and due dates (Refer Strategic Priority 5.1.8)
Lack of Available Funding for Facilities When the five Council areas were merged at amalgamation, the Maranoa region inherited a large portfolio of facility assets (land, buildings and structures). There are a number of particular risks associated with buildings: • Damage to facilities by natural events; • The large number of old buildings that are deteriorating at the same time requiring significant funding to maintain and renew. The key risk is that given Council's required annual expenditure on roads, work required for facilities is not able to receive a sufficient funding allocation each year.	Two key financial initiatives are being implemented so that Roads funding is not competing with Facilities funding: • Separate funds are being set up within the finance system to allocate a large percentage of available rural rates to rural roads. • An asset management plan is being developed for Facilities. Council will establish a minimum annual amount for upkeep of our facilities, through allocation of a percentage of the Federal Assistance Grant. Council is also reviewing land and buildings surplus to Council requirements with a view to reinvesting proceeds from sale into facilities funding. This will also reduce annual maintenance costs (fewer, newer). Other controls being implemented including: • Asset inspections to identify defects and prioritise renewal works; • Design considerations prior to construction to minimise risk of damage or loss; • Systems for emergency response and repair work; • Roof guttering checked and cleaned on a regular basis on appropriate buildings to assist with collection / disposal of rainwater; • Review of insurance levels; • Work prioritisation processes.

Strategic Risks Continued	Management of Strategic Risks
Cost of Compliance and Rehabilitation for Landfills Remote or unsupervised landfills are at risk of fire which is in breach of Council's legislative obligations. An additional current challenge and emerging risk is the management of our landfill sites to mitigate environmental and compliance risks into the future. Council needs to calculate landfill provisions to plan for the full life cycle costs of rehabilitation, closure and monitoring of these sites in accordance with each environmental authority approval/requirements.	To assist with the security (and appearance) of landfills, we are implementing fencing and gates for the smaller waste facilities enabling only residents to use them. A fire management plan has been developed for waste facility sites, with training to occur for new employees. Transitioning to transfer stations in lieu of landfills will also significantly reduce both the cost of compliance and rehabilitation. A review of the accounting for rehabilitation of our landfills will be undertaken. This will include: • assessing open and closed landfill sites; and • ensuring all future costs associated with our obligations under our environmental authority are included in the provision.
Cost Rehabilitation of Borrow (Gravel) Pits Similar to landfills, the cost of environmental compliance associated with the use of gravel pits has also increased significantly over the years. There is also the risk of increased cost of haulage and impact on Council roads if pits are located too far from works.	Council will undertake a rehabilitation plan for borrow pits that are no longer used to ensure the sites that have been accessed meet all of the required legislative obligations (Refer Strategic Priority 5.6.2). Building on the work done to identify borrow pits with material at the right quality and location, a further review is planned having regard to the upcoming 2 year program of works (Refer Strategic Priority 5.6.3)

Connected Futures *The first five years*

maranoa REGIONAL COUNCIL

OUR STRATEGIC DOCUMENTS



**in development*

HOW WILL WE MEASURE OUR PERFORMANCE?

Our top 5 Strategic Performance Indicators

	Customer Requests (Residents, Businesses, Visitors)	Elected Member Requests & Assistance	Services & Projects	Safety of our Teams & Community	Managing the Business
Elected Council - Sets the Direction & Expectations					
Maranoa Regional Council's Policies & Priorities	Customer Request Policy Complaint Management Policy	Elected Members Request Policy (incorporating Acceptable Request Guidelines and Council Meeting Expectations) Expenses Reimbursement Policy Participation in Council meetings and workshops	Asset Management Plans (10 year timeframe) for all Council's Infrastructure Assets: • Rural Roads & Drainage • Urban Streets & Drainage • Water • Sewerage • Gas • Facilities • Airports Corporate Plan (5 year timeframe) Operational Plan & Budget (1 year timeframe) Long term financial forecast Maranoa Planning Scheme and Infrastructure Charges Plan	Values in Corporate Plan for Safety of our Teams and Community	Managing our operations well included in the Corporate Plan as a Strategic Priority Values included in Corporate Plan
Performance indicators	Each policy and plan developed, reviewed annually, legislatively compliant and achieved by the due dates Decision making consistent with the Local Government Principles and Corporate Plan. Responsibilities undertaken in accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*.				

	Customer Requests (Residents, Businesses, Visitors)	Elected Member Requests & Assistance	Services & Projects	Safety of our Teams & Community	Managing the Business
Employees - Implement & Advise					
Our Performance (What we do)	Customer Requests Complaint Management	Preparation of Council Meeting Agenda Reports Implementation of Council Meeting Resolutions (Decisions) Information or Advice for elected members (through/by the Directors and CEO) Administrative Support	Services including: • Planned (Scheduled/ Preventative Infrastructure Maintenance) • Reactive Infrastructure Maintenance (As required) One-off (Operating) Projects Capital Projects (Renewal, Upgrade and New Works)	Communication - "Switch On" to Safety Initiatives - Toolbox Talks, Newsletters, Alerts Executive and Management Leadership and Consultation – Hazard inspections and consultation Hazards, Incidents and Audits – Close out of the original item and similar situations. Compliance with and Enforcement of Council's Safety Rules Injury Management	Integrated Maranoa Management System Development 'IMMS' & Third Party Certification
Performance indicators	Compliance with Council's adopted policies and service levels. Monthly and quarterly reporting with updates on variances from service levels.	Compliance with the new Elected Member Request Policy (once adopted)	Monthly and quarterly reports to Council for projects Projects completed within the agreed scope and pre-approved cost. Services provided in accordance with the Operational Plan. Activity recorded monthly, reported quarterly.	Compliance with Annual Targets in the Operational Plan	Development, maintenance and review of operations manuals (what each of our service areas do) Input into and application of corporate policies and processes (what we all do) Executive Leadership Team attendance at Management Review meetings at a minimum of 2 meetings per year.