



We operate, maintain and develop the Roma Saleyards.

We also aim to maintain and leverage its position as Australia's largest to attract additional interest in our region and boost the local economy.





## 4.5 SALEYARDS

### What we do

Council provides an accredited centre for store, prime, stud and special sales, and private weighing and spelling. Set on a generous 123 acres, the centre operates as a 24/7 facility which is accredited with both the NSQA (National Saleyards Quality Assurance) and EUCAS (European Union Cattle Accreditation Scheme).

Saleyards' facilities include:

- 373 Selling pens, 7 drafts, 217 receival/delivery yards, 33 cable yards, 6 large spelling yards;
- Load in/out facilities – 3 double ramps and 2 body truck ramps;
- Bull and stud selling area (225 seating capacity) and wash facilities;
- 2 weighbridges;
- 2 vet crushes;
- Amenities;
- Administration buildings including checkoff room and load out office;
- Canteen (kitchen and eating areas).

Additional facilities on site:

- 3 bay truck wash and 2 bay seed wash;
- Truck hardstand area for Type 2 road trains;
- Truck hardstand area for B-Double trucks;
- 137 carparks (plus parking for 6 caravans) with an overflow parking capacity of 37 carparks;
- Truck stop and refueling facility.

Depending on the season and availability of cattle, each auction typically attracts 200-450 people, and sell between 250,000 and 400,000 cattle annually. The saleyards' highest annual throughput was set in 2009 with 413,000 cattle sold through the facility. The centre has a proven track record in the processing of large scale cattle numbers on any given sale day, with the record sale just under 13,000 head (12,783 head sold 26 March 2013).



### Why we do it

Saleyards are important assets to regional communities and townships, providing a hub for employment, economic activity and trade.

The Roma Saleyards is a major agricultural industry asset in the context of the regional economy and beyond. Cattle are transported from local properties, as well as further afield including the Northern Territory, northern New South Wales, Cameron's Corner in South Australia and east from Alice Springs.

More recently the Roma Saleyards has drawn large numbers of tourists to the region and is a key driver of broader economic activity through visitor spending.

#### Roma Saleyards' business philosophy

The Roma Saleyards provides an important community service, given the economic and social benefits that accrue to the Maranoa region and beyond.

For this reason Council does not aim to run the facility at a profit, nor does the revenue from the Saleyards go towards any other part of Council operations.

Council does however, as manager of the asset, need to ensure that it gets sufficient income so that the facility is operated, maintained and upgraded to meet industry demands and standards.

Council also ensures that, as the facility serves customers outside the Maranoa region, the financials are separately accounted for so that the general ratepayer is not subsidising the operations.

### What we must do

#### Queensland Government

Local Government Act 2009

Heavy Vehicle National Law (Queensland)

Australian Animal Welfare Standards and Guidelines – Livestock at Saleyards and Depots (Saleyards Welfare Standards) - Edition one, Version One – 23 February 2018

Australian Animal Welfare Standards for the Land Transport of Livestock

Stock Handling Guidelines at Saleyards – Biosecurity Queensland

Australian Livestock & Property Agents Association (ALPA)

Livestock Auction Terms and Conditions of Sale

Australian Veterinary Emergency Plan

#### Plans and Procedures

Roma Saleyards Quality Manual

Roma Saleyards European Union Management Plan and Operating Procedures

Roma Saleyards Biosecurity Plan including Stock Standstill Procedures

### Did you know

Roma Saleyards is Australia's largest cattle selling centre.



## 4.5 SALEYARDS

### Corporate Plan 2018-2023 and Operational Plan 2021/22

Corporate Plan (What we aim to do)	Operational Plan 2021/22
<b>4.5.1</b> Provide an accredited cattle selling facility, certified by the European Union Cattle Accreditation Scheme (EUCAS) and National Saleyards Quality Assurance (NSQA).	Annual service
	Annual audit - NSQA and EUCAS by third party.
	Internal audits.
	Implementation of site-specific online inductions for users.
	Finalisation of the Roma Saleyards' operations manual.
<b>4.5.2</b> Investigate and implement a stakeholder satisfaction program through a range of methods.	Initiate program.
<b>4.5.3</b> Promote the Saleyards including market reports and press reports.	Completion of the Roma Saleyards Entrance sign installation.
	Investigation of options for participation in the Trade Fair at Beef Week 2024.
<b>4.5.4</b> Undertake approved renewal, upgrade and new works to develop the yards and facilities:	
- Multi-Purpose Facility including Stud Stock Selling Arena	Removal of the bull selling arena to make way for pens and ramps.
- Provide an alternative access into the saleyards for heavy vehicles via Primaries Road	Construction of Primary's Road Loop Extension.
- Renew and upgrade walkways to improve safety for workers	Construction of 700 metres of new auctioneer walkways (using existing designs from Stage 1).
- Undertake improvements to the facility for all users	Development of a long-term plan to establish trees around the facility for shade. (in conjunction with the Parks & Gardens Team)

#### Beyond 2021/22

- Prepare submission for a Trade Fair site at Beef Week 2024.
- Installation of sprinkler system for southern laneway dust suppression for workplace safety.
- Complete the landscaping around the main carpark.

Corporate Plan (What we aim to do)	Operational Plan 2021/22
<b>Saleyards improvement plans</b>	
<p><i>Stage 1 - Productivity Improvements</i></p> <p>Construct new selling pens, 2 drafts, and a new workshop in new location. This provided for more receipt / delivery yards near the ramps.</p>	Construction
<p><i>Stage 2 – Safety and Productivity Improvements</i></p> <p>Design &amp; construct new yards to connect the new Stud Stock Selling Arena with the existing yards</p>	
<p><b>Upgrade Ramp 3 *</b></p> <ul style="list-style-type: none"> <li>- Install new ramp, offset and incorporating a dump ramp facility</li> <li>- Reconfigure yards connecting to new ramp to separate workers and cattle</li> </ul>	Detailed designs for construction
<p><b>Upgrade Ramp 2 *</b></p> <ul style="list-style-type: none"> <li>- Install new ramp (offset)</li> <li>- Reconfigure yards connecting to new ramp to separate workers and cattle</li> </ul>	Detailed designs for construction
<p><b>Upgrade Body Truck Ramps</b></p> <ul style="list-style-type: none"> <li>- Remove existing body truck ramps</li> <li>- Install new body truck ramps and reconfigure yards connecting to the ramps; separating workers and cattle</li> </ul> <p><i>This project will be shovel ready for when funding is available.</i></p>	Detailed designs for construction
<p><b>Pound draft</b></p> <ul style="list-style-type: none"> <li>- Install a pound draft for smaller consignments of cattle, connecting directly with the selling pen area (i.e. body truck loads)</li> </ul> <p><i>This project will be shovel ready for when funding is available.</i></p>	Detailed designs for construction
<p><i>Saleyards Improvement Plan Stage 3</i></p> <ul style="list-style-type: none"> <li>- Upgrade and reposition scales to flow east to west, towards the loading facilities - to improve the flow of cattle, reduce cattle movements on sale day and improve overall productivity of yards. The current scales areas flow to the south to a T junction.</li> </ul>	Detailed design
<p><i>Saleyards Improvement Plan Stage 4</i></p> <ul style="list-style-type: none"> <li>- Investigate options for increased shade areas across the facility for workers, users and livestock.</li> </ul>	Research shade options for different parts of the facility

## Beyond 2021/22

\* Install new ramp and reconfigure yards

## 4.5 SALEYARDS

### Corporate Plan 2018-2023 and Operational Plan 2021/22 continued

Corporate Plan (What we aim to do)	Operational Plan 2021/22
<b>4.5.5</b> Continue to account for the Saleyards operating funds separately within Council's financial system, with no cross-subsidisation to or from other Council operations.	No cross-subsidisation from the general ratepayer
<b>4.5.6</b> Continue to undertake Council's responsibilities in relation to the operation of the selling centre: <ul style="list-style-type: none"> <li>• National Livestock Identification System (NLIS) compliance scanning and transaction processing;</li> <li>• Weighing of sold cattle;</li> <li>• Maintenance of sale records for data entry, invoicing, issuing buyer check off and delivery advices, waybills.</li> <li>• Humane destruction and disposal services.</li> </ul>	Annual service
<b>4.5.7</b> Undertake programmed maintenance of the: <ul style="list-style-type: none"> <li>• the selling pens including cleaning, re-gravelling and water trough cleaning;</li> <li>• the weighbridges including calibration, certification, checking and cleaning.</li> </ul>	Annual service
<b>4.5.8</b> Implement and manage contracts / agreements: <ul style="list-style-type: none"> <li>• canteen;</li> <li>• movement and control of all cattle after they are sold;</li> <li>• multipurpose facility cleaning.</li> </ul>	Annual service  Manage contracts
<b>4.5.9</b> Undertake regular cleaning of the yards including: <ul style="list-style-type: none"> <li>• the penning and draft area surrounding the weighbridges;</li> <li>• receival / delivery yards (including re-gravelling and water trough cleaning);</li> <li>• cable yards (including water trough cleaning);</li> <li>• drafts.</li> </ul>	Annual service
<b>4.5.10</b> Undertake maintenance including: <ul style="list-style-type: none"> <li>• Yards</li> <li>• Grounds (including mowing, slashing)</li> <li>• Waste collection</li> <li>• Amenities cleaning</li> <li>• Dust suppression</li> <li>• Internal roads street-sweeping</li> <li>• Vet crushes.</li> </ul>	Annual service
<b>4.5.11</b> Continue to offer a range of private services including: <ul style="list-style-type: none"> <li>• Weighing</li> <li>• National Livestock Identification System (NLIS) compliance scanning</li> <li>• Spelling</li> <li>• Unloading and loading of cattle for spelling, private weighing and scanning (on request).</li> </ul>	Annual service
<b>4.5.12</b> Investigate an online auction platform for Roma Saleyards.	Finalisation of investigations.

## Annual services

What we do	Corporate plan reference	Target service levels
<b>Programmed (planned) maintenance and reactive maintenance</b>		
<p>Selling pens - cleaning, regravelling, water trough cleaning</p> <p><i>Why?</i> To provide clean selling facilities for stakeholders and livestock, with the provision of suitable drinking water for cattle penned for sale.</p>	4.5.1, 4.5.7	<ul style="list-style-type: none"> <li>On average, each of the 375 selling pens is cleaned seven (7) times per year. The frequency varies depending on throughput and weather conditions.</li> </ul>
<p>Weighbridges - calibration and certification, checking and cleaning</p> <p><i>Why?</i> To provide accurate and reliable weighing services to stakeholders.</p>	4.5.1, 4.5.6, 4.5.7	<ul style="list-style-type: none"> <li>Bi-annual inspection, calibration and certification by an external provider (Provider certified by the Australian Government - National Measurement Institute (NMI)).</li> <li>Visual inspection and test weigh prior to each sale on each weighbridge.</li> <li>Zero operation and indication undertaken at the change of each Agency's weighing on each weighbridge.</li> <li>Zero tracking is undertaken after each weigh (visual check by scale operator).</li> <li>Each weighbridge is cleaned after each sale.</li> </ul>
<p>Penning and draft area surrounding weighbridges - cleaning</p> <p><i>Why?</i> To provide clean weighing facilities for workers and cattle.</p>	4.5.1, 4.5.9	<ul style="list-style-type: none"> <li>On average, the penning and draft area surrounding the weighbridges is cleaned 15 times per year (every 3 weeks). This frequency varies depending on throughput and weather conditions.</li> </ul>
<p>Receival / delivery yards - cleaning including water trough and regravelling</p> <p><i>Why?</i> To provide clean facilities and the provision of suitable drinking water for cattle, as well as minimising the risk of spreading disease and contaminants.</p>	4.5.1, 4.5.9	<ul style="list-style-type: none"> <li>On average, each of the 72 receival / delivery yards is cleaned five (5) times per year. This frequency varies depending on throughput and weather conditions.</li> <li>20% of the receival/delivery yards are re-graveled each year – on average each receival/delivery yard is re-graveled once every 5 years.</li> <li>Each water trough in the receival/delivery yards is cleaned 24 times per year (fortnightly with the exception of Christmas shutdown period).</li> </ul>
<p>Cable yards - cleaning, including water trough</p> <p><i>Why?</i> To provide clean facilities and provision of suitable drinking water for cattle, as well as minimising the risk of spreading disease and contaminants.</p>	4.5.1, 4.5.9	<ul style="list-style-type: none"> <li>Each of the 33 cable yards is cleaned once a year, however an additional cleaning may be required due to weather conditions.</li> <li>Each water trough in the cable yards is cleaned 24 times per year (fortnightly with the exception of the Christmas shutdown period).</li> </ul>

## 4.5 SALEYARDS

### Annual services

What we do	Corporate plan reference	Target service levels
<p>Drafts - cleaning</p> <p><i>Why?</i> <i>To provide clean drafting facilities for users.</i></p>	4.5.1, 4.5.9	<ul style="list-style-type: none"> <li>On average, each of the 5 drafts is cleaned six (6) times per year. This frequency varies depending on throughput and weather conditions.</li> </ul>
<p>Facility - general maintenance and repairs, ground maintenance including mowing, slashing, waste collection, amenities cleaning, dust suppression, street sweeping of internal roads.</p> <p><i>Why?</i> <i>To provide a facility and grounds that is clean, well maintained for users and visitors.</i></p>	4.5.1, 4.5.10	<p><b>GENERAL MAINTENANCE</b></p> <ul style="list-style-type: none"> <li>Visual inspection of the yards is undertaken three (3) times per week.</li> <li>Repairs are undertaken as required or reported. On average there are approximately 500 general maintenance repairs throughout the year. (e.g. replace broken rails, gates, latches etc).</li> <li>Lubricate all gates, slam latches and hinges monthly.</li> </ul> <p><b>GROUNDS MAINTENANCE</b></p> <ul style="list-style-type: none"> <li>Generally mowing around the office and canteen is undertaken weekly, depending on weather conditions.</li> <li>Slashing around the facility is done as required.</li> </ul> <p><b>WASTE</b></p> <ul style="list-style-type: none"> <li>Approximately 7 bins around the canteen area are manually emptied after each store, prime and special sale.</li> <li>Approximately 35 bins across the yards are manually emptied once a week.</li> </ul> <p><b>AMENITIES</b></p> <ul style="list-style-type: none"> <li>All amenities are inspected each day and cleaned if required.</li> <li>All amenities are routinely cleaned after each store, prime and special sale, with one additional clean over the weekends.</li> </ul> <p><b>DUST SUPPRESSION</b></p> <ul style="list-style-type: none"> <li>As required.</li> <li>Within the yards using a sprinkler system.</li> </ul> <p><b>STREET SWEEPING</b></p> <ul style="list-style-type: none"> <li>Internal roads, turnarounds and hardstand parking using a water truck.</li> <li>Monthly excluding Christmas shutdown period.</li> </ul>
<p>Vet crushes - general maintenance</p> <p><i>Why?</i> <i>To ensure the crushes are clean and ready for use.</i></p>	4.5.1, 4.5.10	<ul style="list-style-type: none"> <li>Inspected after each use.</li> <li>Grease and clean of the two (2) crushes once a month.</li> </ul>
<b>Quality assurance</b>		
<p>National Saleyards Quality Assurance Certification</p> <p><i>Why?</i> <i>Provides assurance to Council and stakeholders that Roma Saleyards is operated within the National standard for the operation of a saleyard.</i></p>	4.5.1, 4.5.6, 4.5.7, 4.5.9, 4.5.10	<ul style="list-style-type: none"> <li>Annual audit / continued certification</li> </ul> <p>This evaluates the capability of the saleyards activities to ensure compliance with:</p> <ul style="list-style-type: none"> <li>a) National Saleyards Quality Assurance Program (NSQA), and</li> <li>b) National Standard for the Operation of Australian Saleyards.</li> </ul>
<b>Contracts</b>		
<p>Participation in tender specification, evaluation, contract management</p>	4.5.8	<ul style="list-style-type: none"> <li>Canteen</li> <li>Movement and control of all cattle after they are sold</li> <li>Multipurpose facility cleaning</li> </ul>
<b>Other services</b>		
<p>Private services on fee for service basis</p>	4.5.11	<p>Weighing, National Livestock Identification System (NLIS) Compliance and Scanning, Spelling, Unloading and loading of cattle for spelling, private weighing and scanning (on request).</p>

## Our business partners, stakeholders and customers



Vendors, Buyers and Cattle Owners  
 Businesses that operate out of the Roma Saleyards (Agents and Canteen operator)  
 Roma Livestock Agents Association  
 Roma Saleyards Advisory Committee (During 2019/20)  
 Transporters  
 Department of Agriculture & Fisheries  
 Local Veterinary Services  
 Queensland Police Service  
 Contractors

## How we are managing the key operational risks - Saleyards

Risk	Actions
<p><b>Biosecurity</b></p> <p>Council has an obligation under the <b>Biosecurity Act 2014</b> to help prevent or minimise the impact of biosecurity risks on human health, social amenity, the economy and the environment. Therefore, it is important that the Roma Saleyards has a site-specific framework in place to respond to a biosecurity risk in a timely and effective manner to minimise the introduction and/or spread of biosecurity matter to, within or from the Roma Saleyards.</p>	<p>We are preparing:</p> <ul style="list-style-type: none"> <li>A Biosecurity Plan to improve our capacity to respond to a biosecurity risk; and</li> <li>A Stock Standstill Procedure in the event of a national livestock standstill order being issued.</li> </ul>
<p><b>Sales program and/or system failure</b></p> <p>The livestock management platform (software) is critical for our operations to record all transactions associated with selling cattle. The program progressively records the sale price of each pen of cattle and their weight, which then produces the buyer records and transport waybill.</p> <p>Any program or system failure during a sale would put important transactional records at risk of loss.</p>	<ul style="list-style-type: none"> <li>Scheduled backups of the livestock management platform (software).</li> <li>Implementation of exporting the livestock management platform (software) sales to an external hard drive at intervals throughout sale days to retain current information.</li> <li>Completion of pen booking sheets by individual agents documenting pen number, vendor, breed and quantity of cattle.</li> <li>Third party checks documenting pen number, buyer, price and quantity of cattle.</li> <li>Recording of weights manually on clerking sheets at the weighbridge as a backup to the electronically recorded weights.</li> <li>Recording of buyer purchases and changes in the checkoff office in paper form.</li> <li>Maintenance of paper based documents in Council's document management system.</li> </ul>
<p><b>Loss of Saleyard accreditations</b></p> <p>The Roma Saleyards is accredited with:</p> <ol style="list-style-type: none"> <li>National Saleyards Quality Assurance (NSQA); and the</li> <li>European Union Cattle Scheme (EUCAS)</li> </ol> <p>NSQA and EUCAS accreditation assures industry stakeholders and saleyard users that the Roma Saleyards meets the relevant national standards such as the handling and welfare of cattle, yard design and maintenance, and full traceability of cattle.</p> <p>Each year, the Roma Saleyards is audited to ensure compliance with these standards by Council and workers including contractors and agents.</p>	<p>We monitor compliance by agents, users and staff through various bi-annual internal audits as well as Council being externally audited by a third party for compliance. Internal and external audits comprise of monitoring and checking compliance under the following codes of practice and industry standards:</p> <ul style="list-style-type: none"> <li>Australian Animal Welfare Standards and Guidelines – Livestock at Saleyards and Depots – Edition one, Version one 2018.</li> <li>National Standard for the Operation of a Saleyard (NSQA Quality Manual).</li> <li>Australian Veterinary Emergency Plan (Ausvet Plan version 3 2013).</li> <li>Roma Saleyards EU Operating Procedures.</li> <li>Australian Livestock &amp; Property Agents association (ALPA) Livestock Auction Terms and Conditions of Sale – February 2017.</li> <li>Livestock Agencies operating at Roma Saleyards have a current selling permit with Maranoa Regional Council which link to Local Law No 6 (Operation of a Saleyards) 2011, and Subordinate Local Law 1.17 Sale or Consignment of Stock at a Saleyard 2011.</li> </ul>



## 4.5 SALEYARDS

### Our finances - Saleyards

Operations and maintenance	2018/19	2019/20	2020/21 Quarter 4 review	2021/22 Cost and funding estimates	2021/22 Reduced budget
	\$	\$	\$	\$	\$
<b>Operating revenue</b>	<b>\$4,196,292</b>	<b>\$3,672,738</b>	<b>\$3,599,260</b>	<b>\$3,856,576</b>	<b>\$3,856,576</b>
Fees and charges	4,196,247	3,656,594	3,599,260	3,856,576	3,856,576
Other revenue	45	16,144	-	-	-
<b>Operating expenses</b>	<b>\$3,300,976</b>	<b>\$3,379,820</b>	<b>\$3,212,186</b>	<b>\$3,585,748</b>	<b>\$3,330,000</b>
Employee costs	642,381	712,288	729,500	690,028	690,028
Materials and services	2,658,595	2,480,816	2,300,500	2,572,505	2,316,757
One-off initiatives (operating projects)	-	12,330	7,800	-	-
Indirect costs	-	174,386	174,386	317,298	317,298
Finance costs	-	-	-	5,917	5,917
<b>Depreciation expense</b>	<b>\$263,630</b>	<b>\$311,046</b>	<b>\$228,628</b>	<b>\$271,600</b>	<b>\$271,600</b>
<b>Operating result (Deficit) - Contribution required from general revenue</b>	<b>\$631,686</b>	<b>(\$18,128)</b>	<b>\$158,446</b>	<b>(\$772)</b>	<b>\$254,976</b>
<b>Surplus - revenue available for capital purposes</b>					

Capital expenditure and funding (Renewal, new, upgrade works)	2018/19	2019/20	2020/21 Quarter 4 review	2021/22 Cost and funding estimates	2021/22 Reduced budget
	\$	\$	\$	\$	\$
<b>Capital funding</b>					
Operating result / revenue for capital purposes	631,686	-	158,446	-	254,976
Grants, subsidies	837,594	5,732,611	-	-	-
Other	-	-	-	-	-
Estimated opening balance	3,794,429	1,856,793	508,781	547,991	547,991
Loan proceeds	-	-	600,000	-	-
Cash reserve for asset renewal	263,630	292,918	228,628	270,828	271,600
<b>Total capital funding</b>	<b>\$5,527,339</b>	<b>\$7,882,322</b>	<b>\$1,495,855</b>	<b>\$818,819</b>	<b>\$1,074,567</b>
<b>Capital expenditure</b>					
Asset renewal	-	-	-	75,000	71,250
New works	1,863,071	7,114,559	84,584	-	-
Upgrade works	1,807,476	258,982	863,280	-	-
Loan repayments	-	-	-	57,562	57,562
<b>Total capital expenditure</b>	<b>\$3,670,547</b>	<b>\$7,373,541</b>	<b>\$947,864</b>	<b>\$132,562</b>	<b>\$128,812</b>
<b>Projected closing funds for future years</b>	<b>\$1,856,792</b>	<b>\$508,781</b>	<b>\$547,991</b>	<b>\$686,257</b>	<b>\$945,755</b>

<b>Financial sustainability ratios</b>					
Operating surplus ratio	15%	-0.49%	4%	-0.02%	6.61%
Interest coverage ratio	0%	0%	0%	0%	0.15%
Asset sustainability ratio	0%	0%	0%	28%	26%

## Our projects 2021/22

Project ID	Asset work type	Project name	Local area	Cost estimate (\$)
4.5a	Renewal	Replacement of three lot recognition scanners	Roma	\$75,000