

## 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 Queensland 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.

### OUR VISION

Strong, vibrant and connected communities embracing opportunities to grow.

### OUR PURPOSE

Provide efficient and safe project delivery, good governance and pursuit of excellence in leadership and service delivery for our community.

Manage community assets in a financially responsible way.

Partner with community, government and industry to grow our region.

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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.

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.

### OUR MOTTO


*"Good, better, best. Never let it rest. 'Til your good is better and your better is best."*


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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
<b>1.1 Water</b>		
	<p>We provide drinking water for domestic, commercial and industrial use for towns across the region and distribute river water for use in Surat gardens:</p> <ul style="list-style-type: none"> <li>• Central Schemes – Roma, Muckadilla</li> <li>• Eastern Schemes – Wallumbilla, Yuleba, Jackson</li> <li>• Injune Water Scheme</li> <li>• Surat Water Scheme</li> <li>• Western Schemes – Amby, Mitchell, Mungallala.</li> </ul>	<p><b>1.1.1</b> Review, audit, report on and ensure compliance with the Queensland Government approved Drinking Water Quality Management Plan.</p> <p><b>1.1.2</b> Continue to enhance our long term plans and financial forecasts for our water infrastructure. Further that these plans inform future investment in the water network - with a key focus on asset renewals. <i>“Doing the right things”</i></p> <p><b>1.1.3</b> Benchmark our operations against best practice standards, including independent (third party) verification of our systems’ continual improvement for:</p> <ul style="list-style-type: none"> <li>- Quality</li> <li>- Safety</li> <li>- Environment</li> </ul> <p><i>“Doing things right”</i></p> <p><b>1.1.4</b> Develop and implement a SCADA system (Supervisory Control and Data Acquisition) to efficiently monitor and control the water assets in real time.</p> <p><b>1.1.5</b> Increase security of water for our region’s towns, planning for and constructing approved projects:</p> <ul style="list-style-type: none"> <li>• advocating for additional funding where required from other tiers of government.</li> <li>• continuing to build a sound reputation with funding bodies through adherence to project timeframes and reporting deadlines.</li> </ul> <p><b>1.1.6</b> Review water quality and supply for Amby.</p> <p><b>1.1.7</b> Improve bore security through regular inspections, purchase of spare parts and programmed replacement of bores and pumps.</p> <p><b>1.1.8</b> Address firefighting capacity issues identified through consultant modelling and Council staff reviews.</p> <p><b>1.1.9</b> Provide annual services (including programmed and reactive maintenance), monitor compliance with target timeframes and standards (including Customer Service Standards) and contribute to review of associated policy documents.</p> <p><b>1.1.10</b> Contribute to the review of, and provide input into, development applications to manage the quality and long term impacts of any expansion to the water network.</p>

	WE DO	WE AIM TO
<b>1.2 Sewerage</b>		
	<p>We collect, transfer and treat wastewater from domestic, commercial and industrial properties in:</p> <ul style="list-style-type: none"> <li>• Roma</li> <li>• Injune</li> <li>• Surat</li> <li>• Amby</li> <li>• Mitchell</li> <li>• Mungallala.</li> </ul>	<p><b>1.2.1</b> Continue to enhance our long term plans and financial forecasts for our sewerage infrastructure.</p> <p>Further that these plans inform future investment in the sewerage network - with a focus on asset renewal (e.g. relining is significantly more cost effective than replacement of failed sewers).</p> <p><i>"Doing the right things"</i></p> <p><b>1.2.2</b> Benchmark our operations against best practice standards, including independent (third party) verification of our systems' continual improvement for:</p> <ul style="list-style-type: none"> <li>- Quality</li> <li>- Safety</li> <li>- Environment</li> </ul> <p><i>"Doing things right"</i></p> <p><b>1.2.3</b> Develop and implement a SCADA system (Supervisory Control and Data Acquisition) to efficiently monitor and control the sewerage assets in real time.</p> <p><b>1.2.4</b> Reduce the risk of sewer overflows in Roma caused by storm events.</p> <p><b>1.2.5</b> Ensure compliance with Environmental Authority requirements, and report compliance and progress of required actions.</p> <p><b>1.2.6</b> Provide annual services (including programmed and reactive maintenance), monitor compliance with target timeframes (Customer Service Standards) and contribute to review of associated policy documents.</p> <p><b>1.2.7</b> Contribute to the review of, and provide input into, development applications to manage the quality and long term impacts of any expansion to the sewerage network.</p>

	WE DO	WE AIM TO
<b>1.3 Roads and drainage</b>		
	<p>We manage our region's urban and rural roads and drainage.</p>	<p><b>1.3.1</b> 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').</p> <p><b>1.3.2</b> Administer the Road Infrastructure Agreements including:</p> <ul style="list-style-type: none"> <li>• consideration of the long term sustainable outcomes for the region;</li> <li>• validating actual vs forecast road use with a Council administered traffic counter program.</li> </ul> <p><b>1.3.3</b> Undertake an annual program of resheet, reseal and rehabilitation works based on:</p> <ul style="list-style-type: none"> <li>• expected life of the seal;</li> <li>• current level of service based on roughness measures;</li> <li>• condition determined by inspection;</li> <li>• priority within the road network;</li> <li>• available funding.</li> </ul> <p><b>1.3.4</b> Identify and undertake a program each year for minor works on lower order roads where a solution is economically viable for the longer term.</p> <p><b>1.3.5</b> Partner with the Queensland Government to deliver the Transport Infrastructure Development Scheme which is focussed on renewal and upgrade investment on Council's Local Roads of Regional Significance (LRRS).</p> <p><b>1.3.6</b> Undertake for roads and drainage network assets:</p> <ul style="list-style-type: none"> <li>• data collection and condition assessment;</li> <li>• analysis and long term planning (update to asset management plan).</li> </ul> <p><b>1.3.7</b> Implement the prioritised other transport network asset renewal and special maintenance program based on the asset management plan for:</p> <ul style="list-style-type: none"> <li>• Footpaths;</li> <li>• Kerb and channel.</li> </ul> <p><b>1.3.8</b> Annually review funding available for extensions or upgrade works having regard to priorities, practical safety improvements, economies of scale and mobilisation costs:</p> <ul style="list-style-type: none"> <li>• Bitumen</li> <li>• Footpaths</li> <li>• Kerb and channel</li> <li>• Stormwater.</li> </ul> <p><b>1.3.9</b> Undertake works to increase flood immunity, manage stormwater and reduce maintenance costs.</p> <p><b>1.3.10</b> Identify and annually consider instances where entire levels of service have been affected due to asset failure.</p> <p><b>1.3.11</b> Develop a 'taxi rank' of shovel ready projects so that Council is ready for funding opportunities as they arise - with work to include design, construction estimating and other pre-construction activities.</p> <p><b>1.3.12</b> Undertake programmed (planned) maintenance within approved service levels and budget. Undertake adhoc/reactive maintenance prioritised through officer inspections and reports.</p>

	WE DO	WE AIM TO
<b>1.3 Roads and drainage continued</b>		
	We manage our region's urban and rural roads and drainage.	<b>1.3.13</b> Undertake ongoing condition monitoring of the road network by Council's road officers to identify defects and maintenance priorities.
		<b>1.3.14</b> Advocate to other tiers of government in relation to regional issues impacting the management of the road network (e.g. heavy vehicles) and for additional funding.
		<b>1.3.15</b> Continue to administer the National Heavy Vehicle laws within the region.
		<b>1.3.16</b> Undertake a review of Council's road policies to ensure they are financially sustainable.
		<b>1.3.17</b> Provide information to the community to raise awareness of key network management practices.
		<b>1.3.18</b> Continual improvement of work practices through development of an Integrated Management System (for Quality, Safety & Environment).

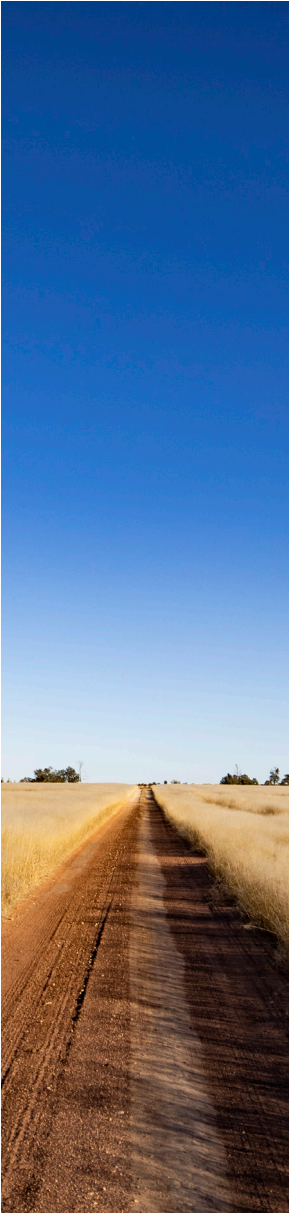
	WE DO	WE AIM TO
<b>1.4 Parks and open spaces</b>		
	We help keep our towns and surrounds tidy and clean including management of vegetation, park structures, equipment, irrigation and cleaning.	<b>1.4.1</b> Undertake the following programs according to the service level priorities and budget approved by Council: <ul style="list-style-type: none"> <li>• Mowing</li> <li>• Park inspections and maintenance</li> <li>• Open space (including horticultural) maintenance</li> <li>• Park irrigation and turf management</li> </ul>
		<b>1.4.2</b> Undertake renewal and upgrade works according to Council's annual operational plan and budget.
		<b>1.4.3</b> Undertake a range of activities to keep public spaces in our urban areas tidy and clean.
		<b>1.4.4</b> Investigate options to reduce energy, water and other costs, while still enhancing the amenity of our towns.
		<b>1.4.5</b> Development of activity-based work instructions for Parks and Open Spaces under the Integrated Maranoa Management System (IMMS) on how we do business that helps to ensure: <ul style="list-style-type: none"> <li>• Quality in our services and projects</li> <li>• Safety of our teams and community</li> <li>• Consistency in work practices across the region</li> </ul>
		<b>1.4.6</b> Development of a standardised inspection process for Council's Parks & Open Spaces to ensure consistency across the region.

	WE DO	WE AIM TO
<b>1.5 Waste</b>		
	<p>We manage the waste generated and delivered to our towns by households, businesses and industry.</p>	<p><b>1.5.1</b> Collect waste from towns and identified localities (Hodgson, Dunkeld, Begonia), via Council contractors on the approved days and frequency. <i>Waste collection</i></p> <p><b>1.5.2</b> Extract recyclable materials where it is economical to do so, to minimise waste going to landfill. <i>Waste recycling</i></p> <p><b>1.5.3</b> Comply with the Queensland Government's Environmental Authority and brief Council on compliance and progress of required actions. <i>Compliance</i></p> <p><b>1.5.4</b> Maintain and upgrade waste sites having regard to environmental legislative requirements, appearance considerations and funding constraints. <i>Waste facilities</i></p> <p><b>1.5.5</b> Undertake a review of the accounting for rehabilitation of our landfills including:</p> <ul style="list-style-type: none"> <li>• assessing open and closed landfill sites; and</li> <li>• ensuring all future costs associated with our obligations under our Environmental Authority are included in the provision.</li> </ul> <p><i>Landfill rehabilitation</i></p> <p><b>1.5.6</b> Implement the Queensland Government's waste levy.</p> <p><b>1.5.7</b> Implement Council's legislative obligations under the <i>Waste Reduction and Recycling Act 2011</i></p> <p><b>1.5.8</b> Implement actions to progress the <i>Queensland Waste Management &amp; Resource Recovery Strategy</i>.</p>

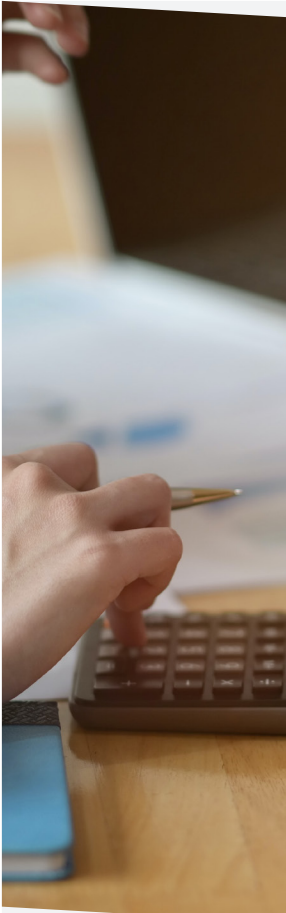
	WE DO	WE AIM TO
<b>1.6 Cemeteries</b>		
	<p>We provide a final resting place for our region's residents and a place for loved ones and others to visit and share our region's history.</p>	<p><b>1.6.1</b> Administer burials and reservations and maintain accurate records for each of our cemeteries, including mapping and information requests for family history.</p> <p><b>1.6.2</b> Maintain the grounds for family, friends and other visitors.</p> <p><b>1.6.3</b> Facilitate approvals for burials on private property where provided for within Council's approved policy.</p> <p><b>1.6.4</b> Develop and implement an on-line cemetery search platform (mapping and website)</p> <p><b>1.6.5</b> Preserve historical cemeteries (Bindango, Dulbydilla, Euthella, Injune (old), Muckadilla and Yingerbay).</p> <p><b>1.6.6</b> Consider fencing as an important feature of most cemeteries.</p> <p><b>1.6.7</b> Undertake initiatives to enhance our cemeteries.</p> <p><b>1.6.8</b> Undertake initiatives to communicate matters of interest for the community (e.g. Funeral Board).</p> <p><b>1.6.9</b> Periodically review cemetery policy and procedures.</p> <p><b>1.6.10</b> Submit applications to the Queensland Government's Registry of Births, Deaths and Marriages after each funeral date.</p>


## 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
<b>2.1 Financial planning</b>		
	We plan for our region's financial future by preparing and updating financial planning documents required by local government legislation and other financial sustainability initiatives for today and tomorrow.	<p><b>2.1.1</b> Integrate financial planning documents into how we do business providing a line of sight for current and future residents from the elected Council's vision through to delivery of services and projects:</p> <ul style="list-style-type: none"> <li>• a 5-year corporate plan</li> <li>• a long-term asset management plans</li> <li>• a long-term financial forecasts</li> <li>• an annual operational plan.</li> <li>• an annual budget including revenue statement .</li> </ul> <p>(Section 104 (5) (a) of the <i>Local Government Act 2009</i>)</p> <p><b>2.1.2</b> Implement initiatives to strengthen Council's financial sustainability by planning for:</p> <ul style="list-style-type: none"> <li>• responsible surpluses</li> <li>• sufficient investment in asset renewals</li> <li>• net financial liabilities which can be serviced by our operating revenues</li> </ul> <p>Using key indicators of sustainability to measure progress over the short, medium and longer-term.</p> <p><b>2.1.3</b> Consider both the short-term and longer term financial impacts of Council's policy development, plans, projects and decisions, on behalf of current and future residents.</p> <p><b>2.1.4</b> Actively identify and apply for grant and subsidy opportunities to assist in funding capital works and provide services to the community.</p> <p><b>2.1.5</b> Develop and implement additional communication initiatives to keep our community and stakeholders updated about Council's financial plans.</p> <p><b>2.1.6</b> Implement financial modelling software and continue to enhance financial projections.</p> <p><b>2.1.7</b> Maintain financial and internal reserve accounts (restricted cash) for business activities to strengthen long term financial sustainability and assist with long term planning and budget decisions.</p> <p><b>2.1.8</b> Rebuild our financial system so that monitoring of budgets can be undertaken both regionally and locally for the new organisational structure.</p>

	WE DO	WE AIM TO
<b>2.2 Revenue collection</b>		
	<p>We levy, reconcile and collect the revenue needed for projects and services, and manage related processes in accordance with Council's adopted policies.</p>	<p><b>2.2.1</b> Work to develop and implement transparent and equitable funding models for the provision of services and projects, with periodic benchmarking of Council's rates and charges.</p>
		<p><b>2.2.2</b> Prepare, review and adopt revenue documents required by legislation (e.g Revenue Policy, Revenue Statement, Fees &amp; Charges) and policy documents that underpin Council's revenue collection.</p>
		<p><b>2.2.3</b> Levy and collect rates and charges via the half-yearly and supplementary rate notices, providing:</p> <ul style="list-style-type: none"> <li>• a range of convenient payment methods;</li> <li>• information for the community.</li> </ul>
		<p><b>2.2.4</b> Ensure the consistent, transparent, and equitable granting of rate and charges concessions to ratepayers, pensioners and community groups in accordance with policy. (Criteria outlined in section 120 of the <i>Local Government Regulation 2012</i>)*</p>
		<p><b>2.2.5</b> Closely monitor rate arrears and other outstanding debts, and ensure timely and consistent collection activities in line with Council's approved policies - ensuring fair and consistent treatment of all ratepayers.</p>
		<p><b>2.2.6</b> Provide incentives for the prompt payment of rates (discount).</p>
		<p><b>2.2.7</b> Maintain an active investment strategy to maximise investment earnings to reduce the amount required to be collected through rates and charges to fund services and projects for the community. Manage and administer all investments consistent with Council's investment policy.</p>
		<p><b>2.2.8</b> Actively identify, manage and advocate for capital and operational grants and subsidies to assist in funding capital works and provide services to the community. Collectively work towards ensuring:</p> <ul style="list-style-type: none"> <li>• reporting is in line with funding agreements;</li> <li>• responses to Australian and Queensland Governments' information requests are timely and accurate;</li> <li>• work is completed within approved timeframes.</li> </ul>
		<p><b>2.2.9</b> Collect fees and charges for the use of particular facilities or services, having regard to the user-pays principle, where it is practical to charge an individual, business or group.</p>


	WE DO	WE AIM TO
<b>2.3 Accounting</b>		
	<p>We keep Council's accounts in order, and provide a range of accounting services to meet the needs of internal and external users of Council's financial information.</p>	<p><b>2.3.1</b> Provide timely, accurate and complete financial information for:</p> <ul style="list-style-type: none"> <li>• Council to make decisions;</li> <li>• Our teams to manage maintenance, operational and project costs;</li> <li>• Reports to the community and other stakeholders;</li> <li>• Financial returns and claims to the Australian and Queensland governments;</li> <li>• Our employees' payroll records.</li> </ul> <p><b>2.3.2</b> Manage and administer all investments and borrowings, consistent with Council policies.</p> <p><b>2.3.3</b> Manage Council's cash requirements for accounts and payroll processing.</p> <p><b>2.3.4</b> Prepare and review policies (minimum frequency - annually) that underpin the preparation of Council's accounts.</p> <p><b>2.3.5</b> Effective internal controls.</p> <p><b>2.3.6</b> Rebuild our financial systems for the implementation of the new organisational structure including but not limited to:</p> <ul style="list-style-type: none"> <li>• Payroll (new departments)</li> <li>• General ledger / work order structure</li> <li>• Responsible officers for work orders.</li> </ul> <p><b>2.3.7</b> Collate key metrics / indicators / baseline information prior to transition and operating locally.</p>



	WE DO	WE AIM TO
<b>2.4 Procurement</b>		
	<p>We work to ensure that the procurement of goods and services for all functions has regard to all of the sound contracting principles detailed in the <i>Local Government Act 2009</i>:</p> <ul style="list-style-type: none"> <li>(a) value for money; and</li> <li>(b) open and effective competition; and</li> <li>(c) the development of competitive local business and industry; and</li> <li>(d) environmental protection; and</li> <li>(e) ethical behaviour and fair dealing.</li> </ul>	<p><b>2.4.1</b> Undertake procurement of the goods and services needed for Council functions, having regard to:</p> <ul style="list-style-type: none"> <li>• all sound contracting principles (SCP) in the <i>Local Government Act 2009</i> - <ul style="list-style-type: none"> <li>(a) value for money; and</li> <li>(b) open and effective competition; and</li> <li>(c) the development of competitive local business and industry; and</li> <li>(d) environmental protection; and</li> <li>(e) ethical behaviour and fair dealing.</li> </ul> </li> <li>• Council's Procurement Policy (PP);</li> <li>• our legislative obligations.</li> </ul> <p><b>2.4.2</b> Implement initiatives to reduce procurement transactional costs.</p> <p><b>2.4.3</b> Continue to implement initiatives to place tight controls on high value, high risk and high volume purchases.</p> <p><b>2.4.4</b> Develop and deliver employee training packages for the procurement function.</p> <p><b>2.4.5</b> Continue to improve procurement systems, processes and documentation:</p> <ul style="list-style-type: none"> <li>• procurement manual;</li> <li>• contract.</li> </ul> <p><b>2.4.6</b> Reporting systems to support spend analysis, monitoring and compliance.</p> <p><b>2.4.7</b> Maintain adequate and relevant store / inventory supplies to support Council's operations.</p> <p><b>2.4.8</b> Progressively identify opportunities to engage with suppliers to collaborate on supply chain improvements within local governments' legislative responsibilities.</p>



	WE DO	WE AIM TO
<b>2.5 Financial reporting</b>		
	<p>We measure and report on our finances through audited financial statements and special purpose reports for funding bodies.</p> <p>We also support the ongoing development of our internal control framework and the management of financial risks.</p>	<p><b>2.5.1</b> Prepare Council's financial statements as required by the <i>Local Government Act 2009</i> and <i>Local Government Regulation 2012</i>.</p> <p><b>2.5.2</b> Facilitate audits of Council's financial statements (by the delegate of the Auditor-General).</p> <p><b>2.5.3</b> Prepare and publish information about our financial performance for Council, management team and the community.</p> <p><b>2.5.4</b> Prepare special purpose reports for government and industry.</p> <p><b>2.5.5</b> Convene the Audit Committee and provide reporting to both the Committee and Council.</p> <p><b>2.5.6</b> Prepare financial reports to Council.</p> <p><b>2.5.7</b> Undertake a review of financial risks and controls and plan for internal audits.</p>

### 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
<b>3.1 Animal control and community safety</b>		
	<p>We contribute to community safety through initiatives that encourage responsible pet ownership, animal control and compliance with Queensland Government legislation and Council's local laws.</p>	<p><b>3.1.1</b> Ensure compliance with the State Government's <i>Animal Management (Cats &amp; Dogs) Act 2008</i> and Regulation 2019, Council's Local and Subordinate Local Laws pertaining to animal control.</p> <p><i>Compliance</i> - Ensuring pet owners are fulfilling their legal responsibilities.</p> <p><b>3.1.2</b> Working with animal owners to improve community standards in relation to responsible animal ownership. Encouraging owners to take proactive steps in relation to:</p> <ul style="list-style-type: none"> <li>• microchipping &amp; registration;</li> <li>• adequate fencing &amp; enclosures;</li> <li>• animal exercise &amp; stimulation;</li> <li>• desexing;</li> <li>• walking dogs on a lead.</li> </ul> <p><i>Prevention</i> - Community education and support to minimise the risk of animals causing harm or nuisance to others.</p> <p><b>3.1.3</b> Contributing to the visual amenity of our towns and reducing the likelihood of fire hazards and the harbouring of vermin and reptiles, by working with residents on the following areas:</p> <ul style="list-style-type: none"> <li>• overgrown and unsightly allotments;</li> <li>• abandoned vehicles and goods.</li> </ul> <p><i>Prevention, Compliance and Response</i> - Community education, support and actions where property owners are causing impacts to others.</p> <p><b>3.1.4</b> Manage stray, unwanted and wandering animals in the community within approved service levels.</p> <p><i>Mitigation</i> - Reduce impact to the community caused by others' pet ownership.</p> <p><b>3.1.5</b> Partner with other entities on animal control issues within the region.</p> <p><i>Response</i> - Collaboratively work to address identified issues.</p> <p><b>3.1.6</b> Undertake disaster management planning, response and recovery for pets within the region.</p>


	WE DO	WE AIM TO
<b>3.2 Building control and pool safety</b>		
	<p>We assist in maintaining building standards and pool safety for current and future residents, and provide the building information required by other tiers of government and the community.</p>	<p><b>3.2.1</b> Provide a building, plumbing and drainage, and pool inspection and certification service including:</p> <ul style="list-style-type: none"> <li>Assessment and timeframes in accordance with the Queensland Government's Development Assessment Rules.</li> <li>Mandatory compliance inspections and certification for compliant completed works.</li> </ul> <p><b>3.2.2</b> Enforce compliance including investigation of suspected unlawful building works.</p> <p><b>3.2.3</b> Maintain building records and provide building information (including building record searches) and statistics for the Queensland Government, Australian Bureau of Statistics and the community.</p> <p><b>3.2.4</b> Provide assistance to the community through:</p> <ul style="list-style-type: none"> <li>pre-lodgement meetings upon request;</li> <li>community projects assistance.</li> </ul> <p><b>3.2.5</b> Conduct an annual pool safety campaign waiving Council fees.</p> <p><b>3.2.6</b> Continue to improve our regulatory frameworks for building development.</p>
<b>3.3 Environmental and public health</b>		
	<p>We provide the community with information and address specific health and environmental processes undertaken by business, industry and the community to reduce known risks.</p> <p>We also partner with other agencies in helping to identify and manage mosquitoes and flying foxes in our towns.</p>	<p><b>3.3.1</b> Regulate, monitor and provide information to businesses, industry and community organisations that undertake activities that have the potential to:</p> <ul style="list-style-type: none"> <li>Impact the environment (e.g. air, water, noise, erosion/soil degradation);</li> <li>Cause illness, infection or disease.</li> </ul> <p>This includes but is not limited to food safety, vector (including mosquito) control, reticulated water quality, swimming pool water quality monitoring, personal services (tattoo and other skin penetration), and immunisations.</p> <p><b>3.3.2</b> Ensure compliance with the Queensland Government's legislation:</p> <ul style="list-style-type: none"> <li>Food Act 2006</li> <li>Environmental Protection Act 1994</li> <li>Public Health Act 2005</li> <li>Biosecurity Act 2014</li> <li>Queensland Health Swimming and Spa Pool Water Quality and Operational Guidelines (October 2004)</li> </ul> <p>and associated Regulations, Local Laws and Codes of Practice.</p> <p><b>3.3.3</b> Partner with the Department of Environment and Science (DES) and Commonwealth Scientific and Industrial Research Organisation (CSIRO) to improve knowledge and mapping of flying fox roosts within the region, and also minimise roosts adjacent to the Surat water treatment plant in accordance with the relevant Code of Practice.</p> <p><b>3.3.4</b> Partner with other agencies to identify and manage mosquitoes in our towns.</p>

	WE DO	WE AIM TO
<b>3.4 Emergency management and flood mitigation</b>		
	<p>We partner with government and non-government agencies to manage disasters and other emergencies within the region.</p> <p>We also undertake flood mitigation works in accordance with available funding and annual priorities.</p>	<p><b>3.4.1</b> Implement the State Government's Inspector-General Emergency Management Assurance Framework to build our communities' resilience to emergencies, working to meet standards and implement actions for prevention, preparedness, response and recovery).</p> <p><b>3.4.2</b> Finalise Stage 2A of the Roma Flood Mitigation Project.</p> <p><b>3.4.3</b> Undertake a revised scope for Stage 2B having regard to funding availability.</p> <p><b>3.4.4</b> Establish and maintain a Local Disaster Coordination Centre.</p> <p><b>3.4.5</b> Implement Local Emergency Coordination Committees (LECC) to help ensure disaster prevention, preparedness, response and recovery for communities for flood, fire and other emergencies.</p> <p><b>3.4.6</b> Undertake other flood mitigation works as funding becomes available, and subject to annual priorities.</p> <p><b>3.4.7</b> Pursue and acquit funding to build capacity and resilience for the region's emergency management.</p>
<b>3.5 Street lighting and public space lighting</b>		
	<p>We contribute, in partnership with the region's energy provider, to the planning and delivery of a street lighting network that focusses on improving road user and pedestrian safety at night.</p> <p>We also contribute to pedestrian safety through the progressive review of lighting in public spaces and identifying any potential improvements for future budget consideration.</p>	<p><b>3.5.1</b> Develop a street lighting strategy to guide investment decisions for additional lighting and consideration of new applications.</p> <p><b>3.5.2</b> Undertake an annual audit of our towns for street lights that aren't working and report these to the provider.</p> <p><b>3.5.3</b> Allocate an annual budget sufficient to meet current lighting use and periodically review the allocation for any expansion to the network.</p> <p><b>3.5.4</b> Explore opportunities to reduce costs and consumption through energy efficiency options.</p> <p><b>3.5.5</b> Facilitate the reporting of faults to the energy provider.</p> <p><b>3.5.6</b> Consider improvements according to annual priorities across both streets and public spaces.</p> <p><b>3.5.7</b> Identify and implement lighting projects that complement other infrastructure works.</p>


## 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
<b>4.1 Elected members and governance</b>		
	<p>We work with our communities to identify priorities and provide leadership, advocacy and decision making to grow our region, compliant with our legal obligations.</p>	<p><b>4.1.1</b> Continue to implement and refine Council's Community Engagement Framework, further committing to initiatives such as:</p> <ul style="list-style-type: none"> <li>• Local town improvement group meetings;</li> <li>• Councillor participation in committees;</li> <li>• Participation in community events;</li> <li>• Project-specific engagement;</li> <li>• Individual Councillor community engagement;</li> <li>• Resident or business deputations to the elected Council.</li> </ul> <p><b>4.1.2</b> 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).</p> <p><b>4.1.3</b> Participate in local government decision making in accordance with the Local Government Principles (Section 4) and Councillors' responsibilities (Section 12) under the <i>Local Government Act 2009</i>.</p> <p><b>4.1.4</b> Participate in policy development and decision making for Council's (governance) policies including elected members' policies.</p> <p><b>4.1.5</b> Plan for the region and local communities through the following financial planning documents:</p> <ul style="list-style-type: none"> <li>• a corporate plan that incorporates community engagement;</li> <li>• a long-term asset management plan;</li> <li>• a long-term financial forecast;</li> <li>• an annual budget including revenue statement;</li> <li>• an annual operational plan.</li> </ul> <p><b>4.1.6</b> Demonstrate financial accountability through adoption of the following documents:</p> <ul style="list-style-type: none"> <li>• general purpose financial statements;</li> <li>• an annual report;</li> <li>• a report on the results of an annual review of the implementation of the annual operational plan.</li> </ul> <p><b>4.1.7</b> Review the Acceptable Request Guidelines.</p> <p><b>4.1.8</b> Provide administrative support to Council's decision-making and community engagement processes.</p> <p><b>4.1.9</b> Develop resources for Councillors to help in their role.</p> <p><b>4.1.10</b> Prepare for local government elections and transition to new Council.</p>


	WE DO	WE AIM TO
<b>4.2 Economic development and local business</b>		
	<p>We encourage additional investment in the Maranoa, developing our economy.</p>	<p><b>4.2.1</b> Provide a range of business support initiatives including but not limited to the participation in the Maranoa Business Awards and Business Exchange program. <i>Business support</i></p>
	<p>We encourage competitive local business through partnerships with community, industry and government.</p>	<p><b>4.2.2</b> Partner with key agencies and organisations to facilitate investment in the Maranoa through initiatives that attract, encourage and create new businesses and support existing businesses. <i>Partnerships</i></p> <p><b>4.2.3</b> Promote the regional locational advantages of “Investing, Living, Visiting” the Maranoa through Council publications and initiatives, including:</p> <ul style="list-style-type: none"> <li>• Representations at key industry events, forums and advocacy opportunities.</li> <li>• Preliminary studies and reports that identify opportunities to attract businesses and industry to diversify the regional economy.</li> <li>• Hosting visits to the region of potential investors and facilitating their interactions with Council and the business community.</li> <li>• Identifying and examining options for population growth. <i>Investment and people attraction (population growth)</i></li> </ul> <p><b>4.2.4</b> Create an environment that is conducive to growth through progressive integration of Council’s Planning Scheme, Economic &amp; Community Development Plan and Business &amp; Industry Strategy. <i>Planning</i></p> <p><b>4.2.5</b> Continue to develop Council’s key assets for multi community benefits, i.e., Roma Saleyards, Roma Airport, sporting facilities (e.g., Bassett Park) and industrial sites, leveraging facilities, land or resources. <i>Seeking multiple uses for Council assets - facilities, land or resources to support economic development.</i></p> <p><b>4.2.6</b> Participate in initiatives that support innovation, develop skills and entrepreneurship. <i>Innovation</i></p> <p><b>4.2.7</b> Build community, business, and industry partnerships to grow our economy and local employment. <i>Employment growth opportunities</i></p> <p><b>4.2.8</b> Work with neighbouring and regional local governments on common initiatives and activities that have the potential to grow the Maranoa and the broader Southwest region. <i>Collaboration with other local governments</i></p>


	WE DO	WE AIM TO
<b>4.3 Tourism</b>		
	<p>We attract visitors to our region to bring additional customers to our region's businesses. We do this through regionally coordinated destination marketing, coordinated funding, networking opportunities, product development and event promotion.</p>	<ul style="list-style-type: none"> <li><b>4.3.1</b> Upgrade and progressively expand the Big Rig.</li> <li><b>4.3.2</b> 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.</li> <li><b>4.3.3</b> Operate two (7 day a week) accredited Visitor Information Centres (Roma, Injune) and support three other Visitor Information Centres (Mitchell, Wallumbilla, Surat).</li> <li><b>4.3.4</b> Facilitate industry partnerships and skill development.</li> <li><b>4.3.5</b> Implement master plans for key tourism precincts as funding becomes available.</li> <li><b>4.3.6</b> Coordinate funding applications as opportunities arise to progress tourism initiatives in the Maranoa, and contribute to successful projects' delivery, including stakeholder input, reporting and acquittal of funding agreements.</li> <li><b>4.3.7</b> Contribute to an advocacy prospectus to attract additional investment in Tourism and the Maranoa region.</li> <li><b>4.3.8</b> Contribute to promotion of regional events to increase participation and awareness from within and outside the region.</li> </ul>

	WE DO	WE AIM TO
<b>4.4 Airports</b>		
	<p>We provide and operate airports that contribute to the economic and community development of the region (including access to our region's towns for medical emergency flights) while working to ensure compliance with legislative obligations.</p>	<p><b>4.4.1</b> Administer access control and monitoring for airside and restricted areas at the Roma Airport.</p>
		<p><b>4.4.2</b> Coordinate programmed and reactive maintenance of the airport and aerodromes including buildings, grounds, equipment, lighting, gates, fencing and runways.</p>
		<p><b>4.4.3</b> Manage the contract for screening of passengers and items on Regular Public Transport (RPT) and selected Charter flights.</p>
		<p><b>4.4.4</b> 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).</p>
		<p><b>4.4.5</b> Undertake programmed and other tasks to manage the safety of aircraft and passengers.</p>
		<p><b>4.4.6</b> Manage the services contracts and leases of business tenancies.</p>
		<p><b>4.4.7</b> Ensure emergency response preparedness.</p>
		<p><b>4.4.8</b> Engage with stakeholders through compliance and airport user meetings including Aerodrome Security and Safety Committee, Airport Advisory Committee Meeting and Regional Industry Consultative Meetings.</p>
		<p><b>4.4.9</b> Manage the Roma Airport car park.</p>
		<p><b>4.4.10</b> Administer landing and pavement concession requests.</p>
		<p><b>4.4.11</b> Use condition assessments and asset management processes to identify major maintenance and renewal projects, external funding sources and opportunities to minimise cost to Council.</p>
		<p><b>4.4.12</b> Undertake renewal, upgrade and new works for the Roma Airport and regional aerodromes in accordance with the operational plan and budget.</p>
		<p><b>4.4.13</b> Complete the Roma Airport runway overlay project with partnership funding from the State Government.</p>
		<p><b>4.4.14</b> Develop a long term asset management plan for the Roma Airport to inform future capital investment.</p>
		<p><b>4.4.15</b> Adhere to regulatory changes and close out any compliance items identified through internal auditing and external compliance activities by regulators based on risk.</p>
		<p><b>4.4.16</b> Identify, develop and implement marketing and promotional activities for the Roma Airport.</p>

	WE DO	WE AIM TO
<b>4.5 Saleyards</b>		
	<p>We operate, maintain and develop the Roma Saleyards.</p> <p>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.</p>	<p><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).</p> <p><b>4.5.2</b> Investigate and implement a stakeholder satisfaction program through a range of methods.</p> <p><b>4.5.3</b> Promote the Saleyards including market reports and press reports.</p> <p><b>4.5.4</b> Undertake approved renewal, upgrade and new works to develop the yards and facilities:</p> <ul style="list-style-type: none"> <li>• Multi-Purpose Facility including Stud Stock Selling Arena</li> <li>• Provide an alternative access into the saleyards for heavy vehicles via Primaries Road</li> <li>• Renew and upgrade walkways to improve safety for workers</li> <li>• Undertake improvements to the facility for all users</li> </ul> <p><b>Saleyards improvement plans</b></p> <p><i>Stage 1 - Productivity Improvements</i></p> <p>Construct new selling pens, two drafts, and a new workshop in new location. This provided for more receipt / delivery yards near the ramps.</p> <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> <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> <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>


	WE DO	WE AIM TO
<b>4.5 Saleyards continued</b>		
	<p>We operate, maintain and develop the Roma Saleyards.</p> <p>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.</p>	<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> <p><i>Saleyard 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> <p><i>Saleyard 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> <p><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.</p> <p><b>4.5.6</b> Continue to undertake Council's responsibilities in relation to the operation of the selling centre:</p> <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> <p><b>4.5.7</b> Undertake programmed maintenance of the:</p> <ul style="list-style-type: none"> <li>• selling pens including cleaning, re-gravelling and water trough cleaning;</li> <li>• weighbridges including calibration, certification, checking and cleaning.</li> </ul> <p><b>4.5.8</b> Implement and manage contracts / agreements:</p> <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>


	WE DO	WE AIM TO
<b>4.5 Saleyards continued</b>		
	<p>We operate, maintain and develop the Roma Saleyards.</p> <p>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.</p>	<p><b>4.5.9</b> Undertake regular cleaning of the yards including:</p> <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> <p><b>4.5.10</b> Undertake maintenance including:</p> <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> <p><b>4.5.11</b> Continue to offer a range of private services including:</p> <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> <p><b>4.5.12</b> Investigate an online auction platform for Roma Saleyards, initially inviting expressions of interest for the purpose of shortlisting tenders.</p>


	WE DO	WE AIM TO
<b>4.6 Gas</b>		
	<p>We supply reticulated gas for domestic, commercial and industrial use.</p>	<p><b>4.6.1</b> Continue to enhance our long term plans and financial forecasts for our gas infrastructure. Further that these plans inform future investment in the gas network.</p> <p><i>"Doing the right things"</i></p>
		<p><b>4.6.2</b> Benchmark our operations against best practice standards, including independent (third party) verification of our systems' continual improvement for:</p> <ul style="list-style-type: none"> <li>- Quality</li> <li>- Safety</li> <li>- Environment</li> </ul> <p><i>"Doing things right"</i></p> <p><b>4.6.3</b> Upgrade the network to reduce the risk of loss of supply to customers.</p> <p><b>4.6.4</b> Develop and implement a SCADA system (Supervisory Control and Data Acquisition) to efficiently monitor and control the gas assets in real time.</p> <p><b>4.6.5</b> Progressively replace old meters to ensure reliability and accuracy, with a key focus on industrial and commercial meters as a priority.</p> <p><b>4.6.6</b> Increase consumption to make gas supply more affordable. Includes encouraging larger users to connect to the network.</p> <p><b>4.6.7</b> Carry out an annual leakage survey (to detect any leakages of gas from the network). The annual program will include survey of the high risk areas as well as 1 of the 4 gas network zones each year.</p> <p><b>4.6.8</b> Ensure compliance with regulator reporting and monitoring requirements to deliver gas to the right standard.</p> <p><b>4.6.9</b> Provide annual services (including programmed and reactive maintenance and operations) and monitor compliance with target timeframes.</p>

	WE DO	WE AIM TO
<b>4.7 Town planning</b>		
	<p>We plan and manage the growth of our region, including:</p> <ul style="list-style-type: none"> <li>• assessment of new and changed uses against the approved Planning Scheme;</li> <li>• provision of town planning advice and information to developers and Council and assistance for community projects;</li> <li>• ensuring development compliance;</li> <li>• development information for the Queensland Government and broader community;</li> <li>• planning consultancy services to other councils on a fee for service basis.</li> </ul>	<p><b>4.7.1</b> Periodically review and update the Maranoa Planning Scheme and local planning policies to address changing community needs and expectations and ensure new development is managed effectively.</p> <p><b>4.7.2</b> Process development applications with assessment and timeframes in accordance with the State Government's Development Assessment Rules, and providing an on-line tracking service.</p> <p><b>4.7.3</b> Provide town planning advice and information to developers, other Council departments and the broader community, including:</p> <ul style="list-style-type: none"> <li>• planning and development certificates;</li> <li>• pre-lodgement meetings upon request,</li> <li>• print and online information;</li> <li>• community projects assistance.</li> </ul> <p><b>4.7.4</b> Undertake compliance inspections for new or changed uses or where there is suspected unlawful development, initiating compliance action where required.</p> <p><b>4.7.5</b> Collate statistics required by the Queensland Government in relation to development activity in the region and development information for the broader community.</p> <p><b>4.7.6</b> Launch an interactive mapping system to provide clarity and certainty on how land is intended to be developed and what restrictions apply to particular parcels of land, with access to key property information:</p> <ul style="list-style-type: none"> <li>• Maranoa Planning Scheme – zoning, local plans, overlays</li> <li>Local Government Infrastructure Plan (LGIP):</li> <li>• Council infrastructure/services;</li> <li>• Flood hazard.</li> </ul> <p><b>4.7.7</b> Provide planning consultancy services to other councils on a fee for service basis.</p>

	WE DO	WE AIM TO
<b>4.8 Rural lands</b>		
	<p>We assist in protecting the rural industry through administration and regulation of the region's natural environment.</p>	<p><b>4.8.1</b> Manage the State Government regulated stock routes, water facilities, including upgrade works as funding is approved by the State Government.</p>
	<p>We undertake partnership projects with landholders and government to strengthen the region's rural industries.</p>	<p><b>4.8.2</b> Manage priority weeds in accordance with Council's Pest Management Plans in partnership with landholders and natural resource management agencies.</p> <p><b>4.8.3</b> Monitor the use of public lands to ensure they are not causing environmental harm or safety hazard, and undertake compliance action where required.</p> <p><b>4.8.4</b> Administer twice yearly coordinated baiting campaigns and carry out adhoc baiting upon request for 3 or more landholders</p> <p><b>4.8.5</b> Administer the Wild Dog State Precept.</p> <p><b>4.8.6</b> Coordinate the receipt and payment of wild dog bonus payments.</p> <p><b>4.8.7</b> Work in partnership with landholders, other stakeholders and all tiers of government, to apply for funding and implement approved programs with a key focus on exclusion fencing, pest management and water given the economic and social benefit to landholders and the region.</p>
<b>4.9 Facilities</b>		
	<p>We manage Council's land and buildings that contribute to the provision of a range of services across the region, and for use by residents, visitors, business, industry and Council.</p>	<p><b>4.9.1</b> Provide operation and maintenance, renewal, upgrade and construction of Council's buildings and structures according to the priorities and funding approved by Council, ensuring fit-for-purpose specification development for new and upgraded assets.</p>
		<p><b>4.9.2</b> Manage the use of Council facilities.</p> <p><b>4.9.3</b> Develop and implement agreements for the long term use of facilities (including leases, management agreements, user agreements, grazing licences) - including identification of priority leases each year.</p> <p><b>4.9.4</b> Negotiate access to Sunwater property near the Mitchell Weir as an economic development initiative - encouraging caravans to stay longer in the town.</p> <p><b>4.9.5</b> Manage and maintain the region's swimming pools.</p> <p><b>4.9.6</b> Manage Council's insurance portfolio and respond to claims.</p> <p><b>4.9.7</b> Develop and periodically review an Asset Management Plan for facilities.</p> <p><b>4.9.8</b> 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.</p> <p><b>4.9.9</b> 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 <i>Land Act 1994</i>.</p> <p><b>4.9.10</b> Undertake energy efficiency initiatives to reduce operating costs and Council's environmental footprint.</p> <p><b>4.9.11</b> Review of transmission equipment on Council facilities to ensure compliance with existing contractual arrangements and the <i>Land Act 1994</i>.</p> <p><b>4.9.12</b> Manage the transition out of social housing including the dispersal of identified housing stock and return of funds held in reserve to the Department of Housing and Public Works.</p>

	WE DO	WE AIM TO
<b>4.10 Arts and culture</b>		
	<p>We foster arts and culture within our communities and help preserve our local history in partnership with others for a range of events, projects and programs within the region.</p>	<p><b>4.10.1</b> Development of partnerships for long term arts and culture strategic planning. <i>Planning</i></p> <p><b>4.10.2</b> Administer the Regional Arts Development Fund (RADF) in partnership with the State Government's Arts Queensland. <i>Regional Arts Development Fund</i></p> <p><b>4.10.3</b> Assist when needed with community groups' grant applications to other funding providers. <i>Other external funding</i></p> <p><b>4.10.4</b> Provide opportunities for community groups to apply for financial and inkind assistance from Council for arts and cultural initiatives. <i>Council grant programs</i></p> <p><b>4.10.5</b> Source and coordinate arts and cultural events and programs within the Maranoa. <i>Events</i></p> <p><b>4.10.6</b> 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. <i>Heritage and local history</i></p> <p><b>4.10.7</b> Provide input into placemaking and facilities (spaces and places) from an arts and culture perspective.</p> <p><b>4.10.8</b> Work with Maranoa Art Gallery committees and facility users to establish agreements about each party's roles and responsibilities.</p> <p><b>4.10.9</b> Facilitate gallery and museum development opportunities for community groups, individuals and volunteers.</p>
	<p>We also support the management and use of arts and cultural facilities within the region.</p>	


	WE DO	WE AIM TO
<b>4.11 Local development and events</b>		
	<p>We contribute to development of our local communities through planning, programs and events, including grant and inkind support programs, event promotion and Council event management.</p>	<p><b>4.11.1</b> Review Council's Grants and Non-Financial Assistance Policy</p> <p><b>4.11.2</b> Coordinate, promote and administer Council's grant programs and other support to community groups.</p> <p>Grants – 2 Rounds per year</p> <ul style="list-style-type: none"> <li>• Small Grants</li> <li>• Community Grants</li> <li>• Major Grants</li> </ul> <p>Non-Financial Assistance</p> <ul style="list-style-type: none"> <li>• Minor</li> <li>• Major</li> <li>• Ongoing</li> </ul> <p><b>4.11.3</b> Provide support to community festivals and events through access to opportunities for financial and inkind assistance.</p> <p><b>4.11.4</b> Identify opportunities and provide assistance for application to external funding bodies for community development projects and initiatives.</p> <p><b>4.11.5</b> Engage with local community groups to identify, partner and deliver community projects and initiative.</p> <p><b>4.11.6</b> Provide support for community programs and undertake projects in accordance with approved priorities.</p> <p><b>4.11.7</b> Deliver a range of annual, biennial and one-off budgeted Council events in partnership with local community groups (where applicable).</p> <ul style="list-style-type: none"> <li>• Australia Day</li> <li>• ANZAC Day</li> <li>• Volunteers Week</li> <li>• Seniors Week</li> <li>• NAIDOC Week</li> <li>• Youth Week</li> <li>• Holiday program</li> </ul> <p><b>4.11.8</b> Regional events attraction, marketing and promotion.</p>

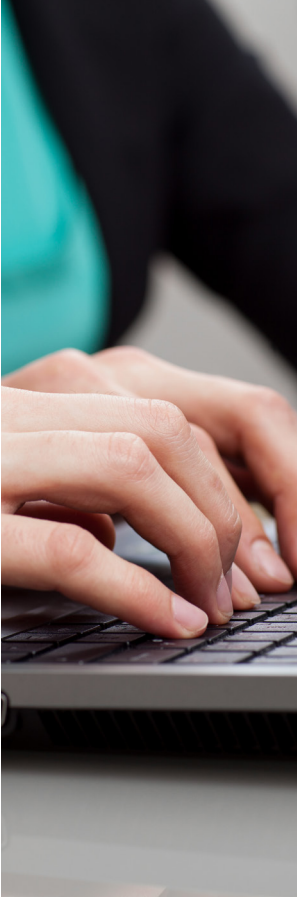
	WE DO	WE AIM TO DO
<b>4.12 Sport, recreation and community wellbeing</b>		
	<p>We encourage healthy and connected communities through sport and recreation activities and facilities, and work with other agencies to enhance the wellbeing of our residents.</p> <p><i>In partnership with the community, we contribute to the implementation of the Maranoa Sport and Recreation Strategy working towards:</i></p> <ul style="list-style-type: none"> <li><i>Sustainable and shared community leadership for sport and recreation in the Maranoa;</i></li> <li><i>Local communities and visitors are aware of the diverse sport and recreation opportunities across the Maranoa;</i></li> <li><i>Funding for sport and recreation facilities and activities is optimised and equitable across the Maranoa;</i></li> <li><i>Access to sport and recreation facilities and activities is optimised and equitable across the Maranoa for all ages and abilities;</i></li> <li><i>Every urban community has access to trails which facilitate sport and recreation in conjunction with arts, culture and tourism;</i></li> <li><i>The Maranoa has the capacity to host inter-regional (and some state) level sporting and recreation events for selected activities and for appropriate arising opportunities;</i></li> <li><i>Sport and recreation events encourage resident and visitor participation as competitors and spectators;</i></li> <li><i>Sport and recreation are valued as an industry;</i></li> <li><i>Alignment of the Maranoa sport and recreation plan with the Maranoa tourism plan.</i></li> </ul>	<p><b>4.12.1</b> 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.</p> <p><b>4.12.2</b> Provide assistance where required with funding applications for sport and recreation facilities.</p> <p><b>4.12.3</b> Review and implement key plans with initiatives prioritised on an annual basis;</p> <ul style="list-style-type: none"> <li>• Sport and Recreation Strategy</li> <li>• Masterplanning of multi-purpose precincts</li> <li>• Trails Strategy</li> <li>• Youth Precincts Strategy.</li> </ul> <p><b>4.12.4</b> Deliver sport and recreation facilities and infrastructure projects for the community as funding is approved, including engagement with key stakeholders.</p> <p><b>4.12.5</b> Implement initiatives to maximise use of facilities and participation in sport and recreation.</p> <p><b>4.12.6</b> 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.</p> <p><b>4.12.7</b> Identify and encourage district and regional sporting events.</p> <p><b>4.12.8</b> Encourage and promote a regional approach to community wellbeing, delivered in collaboration with community partners.</p> <p><b>4.12.9</b> Coordinate community support services via interagency partnerships.</p>


	WE DO	WE AIM TO DO
<b>4.13 Libraries</b>		
	<p>We provide library services and programs that connect people and support lifelong learning and enjoyment.</p> <p><i>In partnership with the community, we contribute to the implementation of the Maranoa Arts and Culture strategy, with a key objective being:</i></p> <ul style="list-style-type: none"> <li><i>Libraries make literature and technology accessible to all residents.</i></li> </ul>	<p><b>4.13.1</b> Continue to service eight library services across the region - Injune, Jackson, Mitchell, Mungallala, Roma, Surat, Wallumbilla and Yuleba, with regional collaboration in the development and delivery of public programs and other events.</p> <p><b>4.13.2</b> 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.</p> <p><b>4.13.3</b> Continue "Library Corner", providing a range of activities and programs catering for diverse ages and interests.</p> <p><b>4.13.4</b> Where practical, integrate provision of a range of services and infrastructure that library customers can access.</p> <p><b>4.13.5</b> Ensure our library services comply with state government requirements, funding agreements and professional standards.</p>

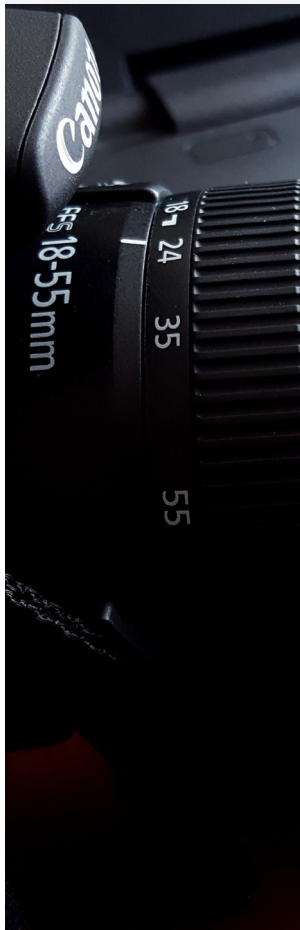
## 5. Managing our operations well


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


	WE DO	WE AIM TO
<b>5.1 Continual improvement</b>		
	<p>We continue to improve all aspects of our operations, passing on what we learn to current and future employees and those we work with to deliver services and projects.</p>	<ul style="list-style-type: none"> <li><b>5.1.1</b> Plan how we do business through risk based thinking.</li> <li><b>5.1.2</b> Deliver our services and projects with excellence in mind.</li> <li><b>5.1.3</b> Comply with our legal obligations.</li> <li><b>5.1.4</b> Measure and benchmark our performance.</li> <li><b>5.1.5</b> Listen to our interested parties and employees' ideas and expectations.</li> <li><b>5.1.6</b> Take corrective action to learn from our experiences.</li> <li><b>5.1.7</b> Develop a system for how we do business that helps to ensure:                             <ul style="list-style-type: none"> <li>• Quality in our services and projects;</li> <li>• Management of our natural and built environment;</li> <li>• Safety of our teams and community;</li> <li>• Affordability for our current and future communities.</li> </ul> </li> <li><b>5.1.8</b> Use ISO standards (International Standards Organisation) to benchmark our systems of work against best practice in the private and public sectors.</li> <li><b>5.1.9</b> Seek independent verification of our progress and compliance (third party certification).</li> <li><b>5.1.10</b> Develop and implement online and other training packages to support business needs, and induct and refresh team members on our systems of work at Maranoa Regional Council.</li> </ul>

	WE DO	WE AIM TO
<b>5.2 Information and communications technology</b>		
	<p>We partner with all work areas to identify and implement technology solutions to enhance service delivery, productivity and the provision of information.</p>	<p><b>5.2.1</b> Foster technology innovation to provide IT solutions for Council and our communities.</p> <p><b>5.2.2</b> Implement an ICT security framework to ensure Council's systems, corporate and public data are protected.</p> <p><b>5.2.3</b> Expand the availability of on-line information and services for our staff and community to increase efficiency in service delivery.</p> <p><b>5.2.4</b> Develop resilient and reliable ICT infrastructure to ensure critical data and communications are maintained and accessible in both times of normal operations and emergency situations.</p> <p><b>5.2.5</b> Participate in review of what information is needed to manage our business and use technology to ensure it is captured efficiently.</p> <p><b>5.2.6</b> Standardise and expand security video and access management systems for community, employee and asset safety, traffic and event management.</p> <p><b>5.2.7</b> Review and refine Council's geographic information services, systems and data to ensure access to accurate information about Council's assets, infrastructure and services.</p> <p><b>5.2.8</b> Develop a transparency hub on the website to share our year with the community:</p> <ul style="list-style-type: none"> <li>• Regional growth dashboard</li> <li>• Performance dashboard</li> <li>• Council and community dashboard</li> </ul> <p>This will:</p> <ul style="list-style-type: none"> <li>- share information about the business (operational side) of Council.</li> <li>- be a way to increase the public's access to information (where practical and permitted by law).</li> </ul>



	WE DO	WE AIM TO
<b>5.3 Human resources and leadership</b>		
	<p>We aim to secure the right people in the right positions at the right time, helping to ensure that our employees are job ready and productive in an environment where:</p> <ul style="list-style-type: none"> <li>• our standards and expectations are clear and well known by our team members;</li> <li>• progress is monitored;</li> <li>• mentoring is provided;</li> <li>• Council and its employees are compliant with industrial instruments and legislation;</li> <li>• our teams enjoy working.</li> </ul>	<p><b>5.3.1</b> Undertake actions to ensure compliance with industrial legislation and instruments e.g. certified agreement, contracts, awards.</p> <p><b>5.3.2</b> Continue to review Council's Organisational Structure to ensure that it is appropriate to the performance of Council's responsibilities.</p> <p><b>5.3.3</b> Develop and rollout an employee handbook including associated human resource policies and processes.</p> <p><b>5.3.4</b> Prepare the draft salaries and wages budget for Council and verify compliance with industrial instruments.</p> <p><b>5.3.5</b> Implement initiatives to invest in our teams' training and learning in a way that is cost effective.</p> <p><b>5.3.6</b> Contribute to content development for the on-line training platform to provide learning outcomes at a cost effective price and consistent quality.</p> <p><b>5.3.7</b> Identify and implement opportunities for traineeships and apprenticeships - aligning business needs and opportunities for individuals, cost effectively.</p> <p><b>5.3.8</b> Implement a new continual improvement (performance management) framework aligned with the new Corporate and Operational Plans, and supported by key metrics and indicators for human resources.</p> <p><b>5.3.9</b> Provide the senior management team with people management advice and support to assist in the achievement of productive workplace relations.</p> <p><b>5.3.10</b> Coordinate the recruitment, induction, onboarding, probation and skill verification processes for reviewed and approved positions.</p> <p><b>5.3.11</b> Undertake case management in relation to complex conduct, performance and fitness for work matters.</p> <p><b>5.3.12</b> Monitor and report employee leave entitlements, planning (e.g. parental leave) and leave management.</p> <p><b>5.3.13</b> Process employee separations (e.g. retirement, resignations and terminations).</p> <p><b>5.3.14</b> Provide a confidential short term counselling and employee support service through an external, independent provider for a range of personal and work related issues.</p> <p><b>5.3.15</b> Actively plan for the positions critical to Council's long-term sustainability.</p> <p><b>5.3.16</b> Implement a structure that strengthens operations locally (providing opportunities for collaboration at a local level on ideas for improvement and how to solve local issues).</p> <p><b>5.3.17</b> Identify and support critical role connections across Council.</p> <p><b>5.3.18</b> Establish cross Council teams.</p> <p><b>5.3.19</b> Develop a back-up plan for identified local positions.</p> <p><b>5.3.20</b> Undertake initiatives to ensure roles, responsibilities and accountabilities are well defined.</p>

	WE DO	WE AIM TO
<b>5.4 Communication and consultation</b>		
	<p>We aim to provide information for our community and interested parties about Council's decisions, services, projects and events through a diverse range of mediums.</p>	<p><b>5.4.1</b> Provide timely, proactive, relevant, accurate and consistent information about Council decision making, services, projects and events to:</p> <ul style="list-style-type: none"> <li>• Community</li> <li>• Government</li> <li>• External stakeholders</li> <li>• Our teams</li> </ul> <p><b>5.4.2</b> Provide a community services directory for not-for-profit groups via an app and Council's website including:</p> <ul style="list-style-type: none"> <li>- community groups' contact details and profiles;</li> <li>- upcoming events;</li> <li>- network contact lists for community groups in a centralised location.</li> </ul> <p><b>5.4.3</b> Implement engagement initiatives to enable our community and employees to have information about Council's plans, services and projects and the opportunity to have their say.</p> <p><b>5.4.4</b> Provide a communications service (for other functions within Council) including graphic design, marketing and communications, advertising and planning, advice and delivery.</p> <p><b>5.4.5</b> Undertake design of statutory documents including corporate plan, operational plan and budget and annual report.</p> <p><b>5.4.6</b> Liaise with media about Council activities and undertake media monitoring of emerging issues.</p> <p><b>5.4.7</b> Review documents and other communication platforms in use across Council to ensure a consistent design (relevant to type) and professional presentation.</p>

	WE DO	WE AIM TO
<b>5.5 Plant, fleet, workshops and depots</b>		
	<p>We manage our plant, fleet, workshops and depots, including purchase and maintenance of plant, disposal of plant as required through trade or auction, and operations of our workshops and depots.</p>	<p><b>5.5.1</b> Provide fit for purpose fleet assets (determined with input from operators) that continue to be well maintained and safe for use.</p>
		<p><b>5.5.2</b> Maximise productivity for people and plant through:</p> <ul style="list-style-type: none"> <li>• Timely attention to scheduled and unscheduled maintenance in accordance with legislation and manufacturers' requirements.</li> <li>• Optimum replacement of fleet assets.</li> <li>• Availability of critical parts and consumables.</li> <li>• Modernisation of Council's bulk and mobile fuel supply equipment.</li> <li>• Efficient collection of data critical to supporting the effective management and safety of fleet assets.</li> </ul>
		<p><b>5.5.3</b> Promote asset life through standardisation of the fleet (where possible) to support the rotation of assets to maximise warranty coverage and minimise whole of life cost to Council.</p>
		<p><b>5.5.4</b> Provide financially sustainable fleet assets that meet business requirements:</p> <ul style="list-style-type: none"> <li>• Fleet/plant hire rates that reflect whole of life costs and future replacement costs.</li> <li>• Bulk purchasing for potential savings.</li> <li>• Gaining maximum returns on disposal.</li> <li>• Monitoring and reporting on fleet utilisation, inactivity and cost.</li> <li>• Appropriate registrations and insurance coverage.</li> <li>• Business case development (including options analysis and whole of life cost) for acquisition, retention and replacement of fleet assets.</li> </ul>
		<p><b>5.5.5</b> Provide a skilled and competent maintenance team supported by resourced workshops and field servicing equipment to 'keep the wheels turning'.</p>
		<p><b>5.5.6</b> Maintain and renew Council's accreditation in accordance with the National Heavy Vehicle Accreditation Scheme.</p>

	WE DO	WE AIM TO
<b>5.6 Quarry and quarry pits</b>		
	<p>We aim to meet and grow internal and external customer demand for quarry materials in a sustainable business, with focus on the safety and health of our team and the environment in which they work.</p>	<p><b>5.6.1</b> Provide for our customers and Council:</p> <ul style="list-style-type: none"> <li>• Optimum quality product and quarrying solutions;</li> <li>• Customer focussed civil construction material supply;</li> <li>• Safe and healthy quarrying operations, ensuring compliance with the <i>Mining and Quarrying Safety and Health Act 1999</i>;</li> <li>• Conscientious and responsible management of the environment and natural resources.</li> </ul> <p>As a complementary / free of charge service, provide access to the weighbridge for local business owners.</p> <p><b>5.6.2</b> Continually review plant owned and operated in relation to fitness for purpose and prepare any business cases for changes.</p> <p><b>5.6.3</b> Prepare and maintain a 10 year mining plan, for the Roma Quarry, to guide the direction of operations and minimise operational costs.</p> <p><b>5.6.4</b> Undertake initiatives to develop all aspects of the the quarry business including:</p> <ul style="list-style-type: none"> <li>- workforce initiatives (e.g. planning, training and development and management).</li> <li>- ongoing financial viability.</li> </ul> <p><b>5.6.5</b> Ensure the optimal use of quarry pits.</p> <p><b>5.6.6</b> Identify and plan for rehabilitation obligations for any pits which are no longer used or anticipated to be used to ensure compliance with conditions of the Environmental Authority and the <i>Environmental Protection Act 1994</i>.</p> <p><b>5.6.7</b> Develop and implement a program to progressively rehabilitate the northern and eastern part of the Roma Quarry.</p> <p><b>5.6.8</b> Expand the scope of third party certification (encompassing quality, safety and environment), ultimately implementing an integrated system and undertake continual improvement.</p> <p><b>5.6.9</b> Finalise outstanding matters from the purchase of the Roma Quarry.</p> <p><b>5.6.10</b> Provide input where required for the National Competition Policy business activity review.</p>

	WE DO	WE AIM TO
<b>5.7 Customer service</b>		
	<p>We receive, process and report on requests received from customers (residents, visitors and businesses).</p>	<p><b>5.7.1</b> Offer a range of ways to lodge requests with Council - in person, at one of our Customer Service offices, telephone, e-mail and letter.</p>
	<p>We also provide input into the policies and administer the system for how customer requests and complaints are managed within Council.</p>	<p><b>5.7.2</b> Implement and continue to improve Council's Customer Request System.</p> <p><b>5.7.3</b> Develop and periodically review policies applicable to customer service:</p> <ul style="list-style-type: none"> <li>• Customer Service Policy;</li> <li>• Complaint Management Policy and Process.</li> </ul> <p><b>5.7.4</b> Review customer service performance against service levels and seek feedback.</p> <p><b>5.7.5</b> Provide and promote access to local customer service officers based in each service centre.</p> <p><b>5.7.6</b> Establish service level targets by request types.</p> <p><b>5.7.7</b> Establish a cross Council Customer Service team for communication and service standards.</p> <p><b>5.7.8</b> Coordinate the after hours service numbers and rosters.</p> <p><b>5.7.9</b> Review and implement processes for messages on hold.</p> <p><b>5.7.10</b> Continue to operate the Post Office for Yuleba.</p>

	WE DO	WE AIM TO
<b>5.8 Information management</b>		
	<p>We provide policy, process, system and operational support for the management of Council's information.</p>	<p><b>5.8.1</b> Manage and maintain Council's recordkeeping framework, policies, processes and system to ensure public records are reliable, available and secure as per legislative and Queensland Government requirements.</p>
	<p>We process right to information and information privacy access applications in accordance with Council's legislative obligations.</p>	<p><b>5.8.2</b> Retain and dispose of records in compliance with the <i>Public Records Act 2002</i> and <i>Public Records Regulation 2014</i>.</p> <p><b>5.8.3</b> Collect, register and distribute daily incoming correspondence. Information management officers and mail boxes maintained in Roma &amp; Mitchell.</p> <p><b>5.8.4</b> Assist employees with, and provide guidance in relation to, use of the record management system and recordkeeping within the public sector.</p> <p><b>5.8.5</b> Process Right to Information applications in compliance with the <i>Right to Information Act 2009</i> and <i>Right to Information Regulation 2009</i>.</p> <p><b>5.8.6</b> Processing Information Privacy access applications in compliance with the <i>Information Privacy Act 2009</i> and <i>Information Privacy Regulation 2009</i>.</p>
<b>5.9 Laboratory</b>		
	<p>We provide water and sewerage testing for Council operations and to the public on a fee for service basis.</p>	<p><b>5.9.1</b> Provide water microbiological testing (Water, Pools, Water Cartage).</p> <p><b>5.9.2</b> Provide sewerage testing.</p> <p><b>5.9.3</b> Undertake a review of pricing.</p>

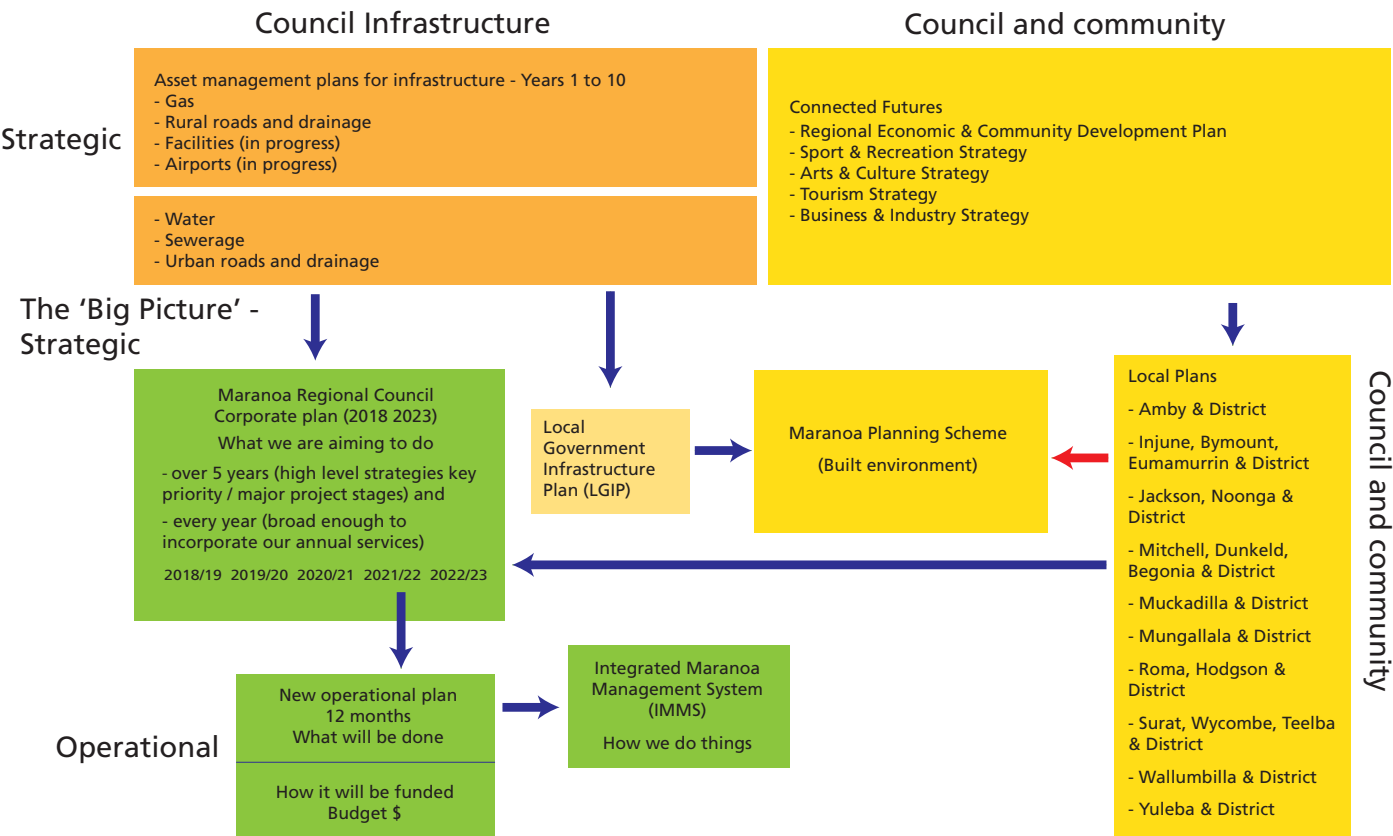
## OUR VALUES

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:

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

OUR PLANNING FRAMEWORK



## 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
<b>Elected Council - Sets the Direction &amp; Expectations</b>					
<b>Maranoa Regional Council's Policies &amp; Priorities</b>	Customer Request Policy Complaint Management Policy	Acceptable Request Guidelines Expenses Reimbursement Policy Participation in Council meetings and workshops	Asset Management Plans (10 year timeframe) for all Council's Infrastructure Assets: <ul style="list-style-type: none"> <li>• Rural Roads &amp; Drainage</li> <li>• Urban Streets &amp; Drainage</li> <li>• Water</li> <li>• Sewerage</li> <li>• Gas</li> <li>• Facilities</li> <li>• Airports</li> </ul> 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
<b>Performance indicators</b>	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 <i>Local Government Act 2009</i> and <i>Local Government Regulation 2012</i> .				

	Customer Requests (Residents, Businesses, Visitors)	Elected Member Requests & Assistance	Services & Projects	Safety of our Teams & Community	Managing the Business
<b>Employees - Implement &amp; Advise</b>					
<b>Our Performance (What we do)</b>	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: <ul style="list-style-type: none"> <li>Planned (Scheduled/ Preventative Infrastructure Maintenance)</li> <li>Reactive Infrastructure Maintenance (As required)</li> </ul> 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  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
<b>Performance indicators</b>	Compliance with Council's adopted policies and service levels.  Monthly and quarterly reporting with updates on variances from service levels.	Compliance with the Acceptable Request Guidelines	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