



INTRODUCTION

Each year, Councils are required to produce an annual report to review their performance and achievements for the past financial year.

This report is designed to be a snapshot of the 2012/13 year for the Maranoa Regional Council. Inside you will discover an overview of how we have performed and what we have achieved, an insight into our operations and financial position. You will also read of our commitment to continue to provide services to our community and stakeholders into the future.

This report is divided into three sections: **Part A - an Overview** of Council and the region **including** Annual Report **Compliance**; **Part B - Financial Information**; **Part C – Performance Information**.

In an effort to reduce impact on the environment, Council continues not to print the full Annual Report document. Instead the full Annual Report is available online at www.maranoa.qld.gov.au or by request.

OUR LOGO

The Maranoa Regional Council logo uses a symbolic representation of the Bottle Tree, which is significant to the Maranoa region. The five leaves are both symbolic to the amalgamation of areas of five Councils, as well as the areas of operation the Council works in – Communities, Events, Council, Tourism and Business. The Bottle Tree symbol makes a strong statement about a region focused on prosperity and growth. The symbol incorporates environmental colours making reference to the natural surrounds of the region.

Additional reasoning for the bottle tree selection as Council's logo – Every bottle tree is unique, they have character and personality just like the wonderful people who make up our vibrant community. The bottle tree is a symbol that honours our history, our heroes and our future.

The positioning statement 'WORKING FOR YOU. **GROWING WITH YOU.**' serves to promote Maranoa Regional Council as a place with great opportunities for both growth and lifestyle.



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OUR VISION, MISSION AND VALUES

Our Vision

Our Vision is to be a progressive and resourceful region which embraces, supports and fosters cohesion in our diverse communities whilst maintaining a relaxed and safe rural lifestyle for our residents.

Our Mission

Our Mission is to provide responsible regional leadership whilst partnering with our communities and stakeholders in a decentralised environment that encourages sustainability and equity and enriches the opportunities and lifestyles of our residents.

Our Values

Council proudly upholds the following values in its daily operations with customers, external parties and staff:-

Honesty & Integrity

We value the importance of honesty in all of our actions, processes and decision making and acknowledge that honesty is the basis for building trust and respect between Council, our employees and our community.

Care and Respect

At all times we will value and interact with all our stakeholders in a respectful and caring manner.

Excellence

We strive for the value of excellence knowing that we can always improve with whatever we undertake.

Professionalism

We value and acknowledge the need for Council to be professional and to be recognised as such. Not only will we strive to undertake all our responsibilities as elected members in a professional manner but we will also support, train and encourage our employees to undertake their duties in the pursuit of professionalism.

Consistency

In the interests of fairness and equity, we must be consistent in our operational and decision making processes. Council will endeavour to enhance consistency through the adoption and implementation of appropriate governance processes and policies.

Stewardship

As the elected members of our Council we are its custodians and as such value the stewardship and responsibility that our positions hold.

OUR COMMUNITY

The 2011 Census provided a useful snapshot for the Maranoa region.

Population:	13526 ¹
Comprising:	51.7% male and 48.3% female ¹ 7.3% / 959 Aboriginal & Torres Strait Islanders
Median age:	36
No. of families:	3,301
Average children per family:	1.9
Private dwellings:	6,124
Average people per household:	2.6
Median weekly household income:	\$1,209 (23.8% less than \$600; 9.2% greater than \$3,000)
Median weekly rent	Flats: \$276/week Houses: \$502/week ² (June Q 2013)

People – Cultural & Language diversity	Top Ancestries: Australian (35.2%)* English (28.2%)* Irish (8.8%)* Scottish (7.7%)* German (5%)*	
Country of Birth	Australia 84.9%* Other top responses: Philippines (1.3%)* New Zealand (1.2%) England (1%) South Africa (0.4%) China (0.2%) **	
Languages spoken at home	English (88.9%)*	11,619
	Tagalog (0.8%)*	101
	Filipino (0.5%)*	59
	Afrikaans (0.3%)*	37
	Mandarin (0.2%)	22
	Cantonese (0.1%)	15
Employment	Full Time Work (69.7%)*	
	Part Time Work (21%)	
	Away from Work (6.8%)*	
	Unemployed (2.5%)	
	Total in Labour Force	8,748

*Greater percentage of population than for Queensland and Australia.

** Excludes SARs and Taiwan

*** State of Queensland (Qld Treasury & Trade) – Regional Profile

¹ Queensland Treasury and Trade, *Queensland Regional Profiles – Maranoa Local Government Area*, accessed 18 Nov 2013, <http://statistics.oesr.qld.gov.au/qld-regional-profiles>

² AEC Group Ltd, *Maranoa Economic Update*, August 2013, p. 6.

WHAT MAKES US DIFFERENT?

	<i>Maranoa</i>	<i>Queensland</i>	<i>Australia</i>
People (> 15 yrs) who did voluntary work through an organisation or group in the previous 12 months	26.3%	18.7%	17.8%
Walk to work	8.2%	3.7%	3.7%
Both partners employed full time (in couple families)	32.8%	22.9%	21.7%
Types of dwellings / Percentage of Separate Houses	91.3%	78.5%	75.6%
Homes owned outright	34.2%	29%	32.1%
3 or more registered motor vehicles per household	26.4%	17.3%	16.5%
Unemployment rate	2.4%	5.8%	5.7%
Maranoa has slightly higher percentages than Queensland and Australia in the under 14 age categories and 25-29 and 50-54 age categories.			

OUR REGION

The Maranoa region covers an area of 58,834.5 square kilometres, and is located in rural, south-west Queensland, approximately 480 kilometres west of Brisbane.

Towns in the region include Roma, Injune, Mitchell, Mungallala, Muckadilla, Amby, Surat, Yuleba, Wallumbilla and Jackson.

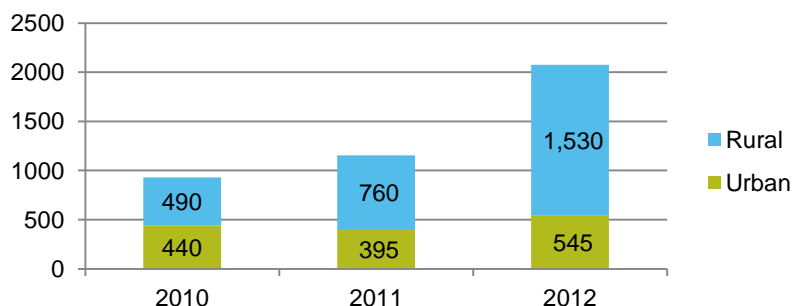
The region comprises an urban area of 31.7 km² and a rural area of 58,802.8 km² with approximately 70% of the permanent population living in the urban areas and approximately 30% in the rural areas.



As a significant part of the Surat Basin energy province, the Maranoa region is one of Queensland's most dynamic regional communities. Very accessible via air, road and rail, the region offers a diversity of experiences for those visiting, living and investing in the region.

The region had a growth rate of 0.6% between 2011 and 2012; however this excludes the significant fly-in-fly out population drawn to the region due to the Coal Seam Gas industry.

Non-Resident Workers On-Shift (FIFO/DIDO) Maranoa



As defined by the Government Statistician³, non-resident workers are people who fly-in, fly-out (FIFO) or drive-in, drive-out (DIDO) to work and live in the area temporarily while rostered on. The above graph reflects those on shift rather than total workforce numbers as not all are in the region at the same time.

The percentage increase in non-resident workers on-shift can be compared to the passenger numbers using the Roma airport as shown in the following table:

Passenger Numbers through Airport (FIFO)			
End Financial Year	Passenger Numbers	% Increase in Passenger Numbers (FIFO)	% Increase in Non-Resident Workers On-Shift (FIFO & DIDO)
2008	29,965		
2009	39,979		
2010	47,413		
2011	57,482	21%	24%
2012	91,000	58%	80%
2013	180,000	97.8%*	



It is planned to monitor these percentages over the coming years, to assess any shifts in trends (e.g. increasing proportion of drive in/drive out).

**Full-time equivalent (FTE) population estimates, by local government area (LGA) and selected urban centres and localities (UCLs) not yet available for 2013*

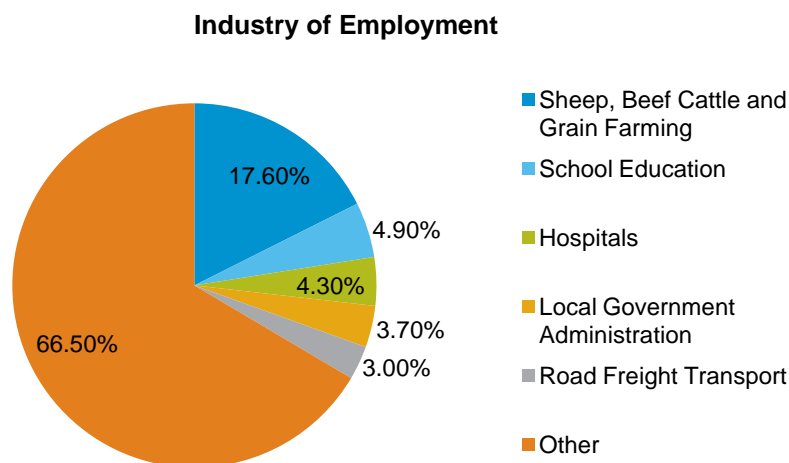
The Government statistician provides figures on the 'Full-Time Equivalent (FTE) Population'. This is the addition of the estimated permanent resident population and the non-resident workers on shift. The combined figures provide a better measure of the total demand for certain services and infrastructure in regions like Maranoa with a high incidence of FIFO/DIDO workers.³

As at June 2012 (latest figures available), the population profile of the Maranoa region is shown the following table:

Full-Time Equivalent (FTE) Population as at 30 June 2012	Est. Permanent Residents	Non-Resident Workers On-Shift	Total
Injune	410	180**	590
Mitchell	935	20	955
Roma	7,270	290*	7,560
Surat	435	25	460
Wallumbilla	270	25	295
Other Towns	215	5	220
Rural Areas (Includes Workers Camps > 5 kms from town)	4,055	1,530	5,585
Total	13,590	2,075	15,665

*Included crews constructing new workers accommodation village in/near to the town boundary ³

In addition to the Coal Seam Gas industry, the region has a strong rural industry (beef, sheep, wool and hard grains) accounting for 17.6% of the region's employment in the last (2011) census.



³ Queensland Treasury and Trade – Surat Basin Population Report 2012, page 5

MAYORAL STATEMENT

As we come to the end of another financial year, it is timely to reflect on the achievements during a busy but exciting year for Council.

A new Council in its first year of term; reinvigorated and with fresh enthusiasm, we quickly worked to tackle the big ticket items and matters important to our residents.

After consecutive years of natural disasters, Council's attention for this financial year was firmly on flood mitigation initiatives for our communities which were hit hardest in recent years – i.e. Roma, Mitchell and Amby.

March 2013 saw a significant milestone for the Roma community. Following extensive flood studies, environmental assessment and community consultation, Council resolved to move forward with Stage 1 of the **Roma Flood Mitigation Project**. This included an amended levee alignment that will protect a large percentage of flood affected residents, and also minimise the impacts on many other residents when compared with earlier levee options. In parallel with final funding being secured, an expression of interest period led to four companies being shortlisted to proceed to the tender stage for design and construction of the levee, with a further announcement planned for July 2013.

The **Mitchell and Amby Flood Studies** gathered momentum also, with Council appointing consultants BMT WBM to undertake the flood studies. Prior to determining the most appropriate mitigation option/s, it was critical to gain a broad understanding of the 2012 event's behaviour using historical rainfall, land heights (elevation) and flood levels in Amby Creek and the Maranoa River, as well as the flooding extent.

With regard to both projects, input from residents, businesses and landholders in the Roma, Mitchell and Amby areas has been invaluable and we thank all involved.



We also thank the state and federal governments (previous and current) for placing a high degree of importance on mitigation rather than recovery. Council and I have been busy raising the profile and importance of these projects and we have been actively applying for funding through numerous grant programs. It is due to the success of these applications that the major infrastructure works can start to be realised.

In a similar vein, one of the highlights for the year has to be the visit to Roma of the Queensland Premier, Campbell Newman, to announce over \$12 million in funding for essential infrastructure within the region.

The four funded projects encompass sewerage, water, roads and flood mitigation and are a pivotal step in providing the region's residents and visitors with good quality infrastructure.

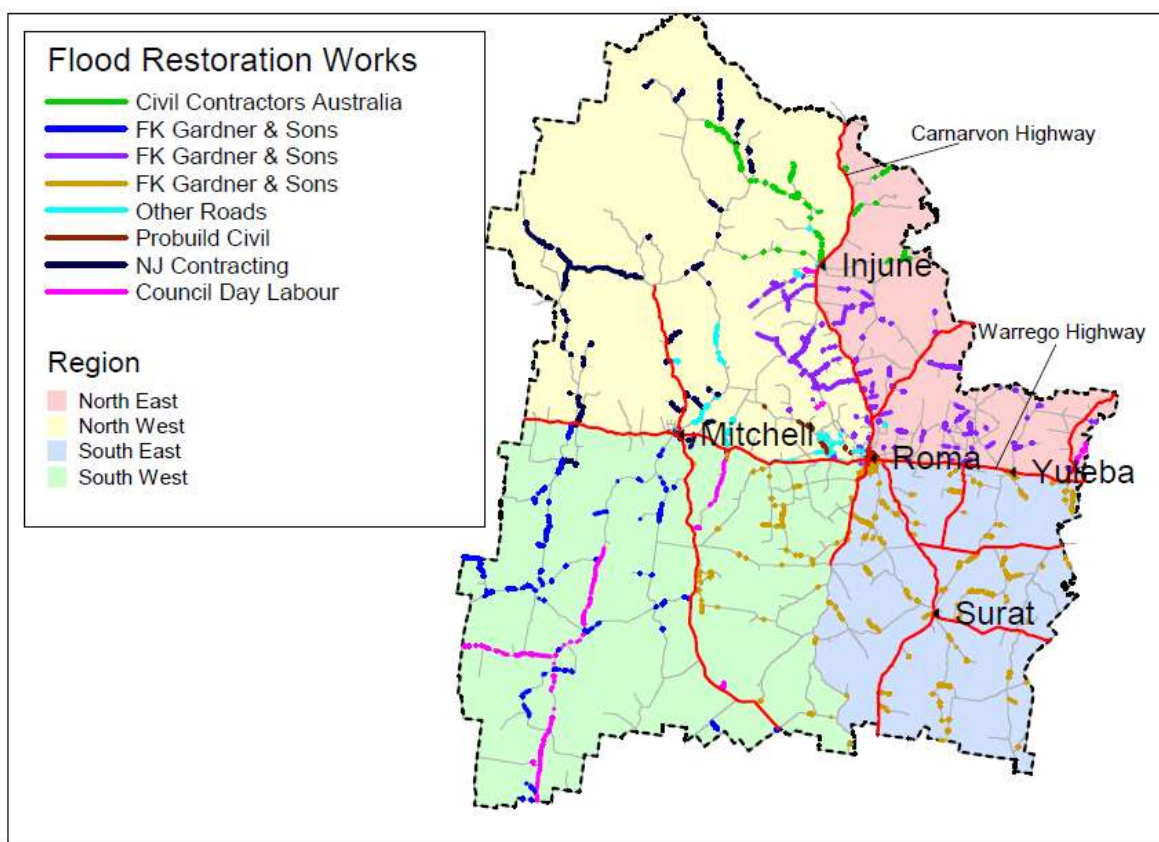
With only \$60 million available in this year's **Royalties for the Regions** funding program, I recognise there were many worthy projects put forward, however I am extremely grateful that we have been successful this time around. We do need to also thank our resource sector partners: Santos, Origin and QGC for partnering with us to make the submissions such a success.

After many years of flooding, and the impacts of the energy sector, **roadworks** remain high on our list of priorities with road safety paramount for residents and road users.

It is pleasing to report that Maranoa's Flood Recovery Program is continuing to be rolled out in most areas of the region. As at year end, Council had four contractors delivering vital repairs across the region as well as Council's own day labour crews carrying out works to the sum of more than \$66 million combined.

Repairs include shoulder grading, pavement failure patching, floodway repairs, removal of debris from floodways and bitumen sealing.

From an energy sector perspective, Council remained in intensive negotiations during the year with the two proponents, Origin (APLNG) and Santos (GLNG), to secure contributions towards major road upgrades and maintenance. As at April 2013, it looked like negotiations were reaching conclusion, however the proof will ultimately be in the signing. This will continue to be a major priority for the new financial year.



While essential infrastructure has remained on Council's agenda, I am pleased to report that Council has not overlooked the importance of key community facilities that make the region an attractive place to live and visit.

The year saw the commencement of the **PCYC** operating out of the **Roma Recreation Centre** from 1 September 2012. PCYC's submission was ranked number one against the assessment criteria for an extensive evaluation process which focused predominantly on the quality of service delivery. The resulting growth in usage has more than justified the decision.

Work also moved ahead for the **Mitchell Multi Purpose Health Service (MPHS)** facility after Council resolved to award Kane Constructions Pty Ltd with the construction tender. There was a great deal of interest in the project with a total of 11 tender submissions received by the closing date on 27 September 2012.

Council was impressed with the successful tenderer's extensive experience and comprehensive submission and this confidence continued through to the end, with the project completed on schedule and within budget. Maranoa Retirement Village residents were safely transitioned to their new home by the year's end and we look forward to the official opening of the facility early in the new financial year.

We also look forward to the completion of a number of master planning processes for the Roma Airport, Bassett Park and Roma Saleyards precincts which will provide this and future Councils with a solid framework for investment in these facilities and our growing region.

In closing, I would like to express my sincere appreciation to the many distinguished visitors this year who lent their support to our region – including Premier Campbell Newman, Deputy Premier Jeff Seeney, Minister for Local Government, David Crisafulli, Minister for Environment and Heritage, Andrew Powell and Assistant Minister for Natural Resources and Mines, Lisa France just to name a few.

Without the continued support of the state government, it would be an insurmountable task for our Council and residents to keep up with the demand for upgraded and additional infrastructure. I sincerely thank our local Member for Warrego, Howard Hobbs, who has continued to be a great advocate for the Maranoa.

I would also like to take the opportunity to acknowledge and thank my fellow Councillors, our talented new Chief Executive Officer, Julie Reitano, who commenced in the role in August, and the staff of Maranoa Regional Council, who have had to deal with day to day operations in addition to the challenges of growth, recovery/restoration, increased economic activity and major projects.

It has certainly been a busy year but after nineteen years in local government, I have rarely felt more satisfied than I am now with the direction and performance of this Council, after just one year of our term.



Cr Robert Loughnan
Mayor of Maranoa Regional Council

A SNAPSHOT OF THE YEAR IN PHOTOS



Media Release 26 July 2012

Mitchell Spa Now Open

Mitchell's iconic Great Artesian Spa is now open after renovations to repair and upgrade the facility finished last week.

The Spa, which suffered significant damage during February's floods, now has a brand new pool shell and upgraded pipe-work.



Media Release 5 July 2012

Successful First Day for Roma's Compulsory Airport Security

With Sunday, 1 July marking the commencement of new security regulations at Roma Airport, Council's baggage and passenger scanning equipment successfully began its official operation.

The new Federal Government regulations are required to be implemented at all regional airports landing aircraft with a maximum take-off weight of 20,000 kilograms, including QantasLinks Q400, which has

recently begun travelling the Brisbane – Roma route.



Media Release 4 September 2012

Flood Mitigation Moves Ahead for Mitchell

Flood mitigation plans for Mitchell are moving ahead, with the Queensland Reconstruction Authority set to provide detailed flood hazard mapping of the township.

After the February 2012 floods, Maranoa Regional Council sought assistance from the Authority to analyse potential flood mitigation measures for Mitchell.

Mitchell recorded its highest ever flood in February this year, inundating 75 per cent of the township.

Media Release 23 November 2012

Repairs Commence to Injune's Flood Damaged Roads

Repairs to Injune's flood damaged roads will soon be underway, with Civil Contractors (Aust) due to commence work on two roads within the next week.

Maranoa Mayor Robert Loughnan said Council is pleased that vital repairs are getting underway and emphasised the importance of receiving value for money.



Media Release 17 January 2013

Waste and Water Infrastructure Improvements Keep Assets Reliable for Future

Significant improvements are being made to the region's waste and water infrastructure, with Council crews busily working through a packed capital works program ensuring reliable utilities for residents into the future. Early last week, a brand new water storage facility was commissioned at Muckadilla, as part of a chlorination program for the entire Maranoa region.



Media Release 7 March 2013

Maranoa Local Getting Ready for Adventure of a Lifetime

Thomas Mitchell is preparing for the adventure of a lifetime, after he was announced as the recipient of Council's 2013 Young Endeavour Youth Scheme Scholarship. Due for departure in May, Thomas will join the crew on the 44 metre tall ship Young Endeavour on a 10 day journey from Brisbane to Gladstone.



OUR COUNCILLORS

Maranoa Regional Council has one Mayor and eight Councillors.

ELECTED REPRESENTATIVES 2012 - 2013

Cr Robert Loughnan (Mayor)
Cr Scott Wason (Deputy Mayor)
Cr Jan Chambers
Cr Joy Denton
Cr Peter Flynn
Cr Wendy Newman
Cr Cameron O'Neil
Cr Ree Price
Cr David Schefe

Maranoa Regional Council has decided to be undivided and therefore does not have divisions or wards. The nine Councillors are the elected representatives of all residents and ratepayers across the region.

Council is responsible for the stewardship and corporate governance of the organisation. Collectively the Councillors set the strategic direction for the Council, identifying service standards and monitoring performance across the organisation.



*Seated (left to right) Scott Wason, Robert Loughnan, Jan Chambers
Standing (left to right) David Schefe, Joy Denton, Cameron O'Neil, Peter Flynn, Ree Price, Wendy Newman*

OUR ORGANISATION

Maranoa Regional Council is a local government authority duly constituted pursuant to the provisions of the *Local Government Act 2009*. Council performs functions of local government set out in the *Local Government Act 2009* and *Local Government Regulation 2012*. In August 2012 Council appointed Julie Reitano as Chief Executive Officer. As CEO, Julie Reitano has overall responsibility for the direction and control of Maranoa Regional Council's operations to ensure Council objectives are met.

Together with the CEO, three Directors form the Executive Management Team. Meeting on a regular basis, the Executive Management Team oversee and manage the operations of the organisation and provide Elected Councillors with information and advice to facilitate strategic policy decisions. Members of the Executive Management Team attend each Council meeting. The Executive Management Team is supported by department Managers and Coordinators who have responsibility for implementing policies and directions through using their reporting staff.

Media Release 14 August 2012

Mayor Announces New Chief Executive Officer for Council



Maranoa Mayor Robert Loughnan today announced Ms Julie Reitano has been appointed as Maranoa Regional Council's new Chief Executive Officer.

Julie comes to Council with extensive experience in Queensland local government and business qualifications to match.

Mayor Loughnan said Council was particularly impressed with the depth of Julie's experience.

"During her career, Julie has worked in all levels of local government. She commenced her working life after university as a trainee accountant with Cairns City Council, going on to hold progressively senior roles with councils across the state," Cr Loughnan said.

"More recently, Julie was Chief Executive Officer for Gladstone City Council; a position she held until the recent round of amalgamations. Since then, Julie has worked with organisations in the public and private sector.

"Julie has a Bachelor of Commerce, a Graduate Certificate in Local Government Management, a Masters in Business Administration and is a qualified accountant. This bodes well for the financial management of the region as we strive to do more with less."

Ms Reitano said that she is looking forward to working with Council and the Maranoa community.

"I have heard positive things about the region since I was a child, with some of my family having lived in the area, when my grandfather was in the police force. It is very special to now have the opportunity to be part of this community," Ms Reitano said.

"I look forward to meeting Council's team members and key stakeholders in addition to gaining a deeper understanding of the critical priorities for the Maranoa region."

Julie commences in the role Thursday, 23 August 2012.

EXECUTIVE STRUCTURE



The Corporate Plan has the following key themes and objectives. Although the new Corporate Plan is currently in development, the existing themes remain consistent with Council's overall objectives.

Organisational Management

To provide the necessary stewardship, leadership and governance for the organisation as a whole so as to ensure informed decision making and best use of limited resources in a comprehensive policy and procedural framework.

Corporate Services

To provide Council's customers with a professional range of services by undertaking Council's Corporate Services functions in a manner that promotes accuracy and accountability in a technologically proficient environment.

Planning and Environment

To implement and administer Council's regulatory functions in a fair and consistent manner and in the interest of the community as a whole.

Community Services

To provide and facilitate a range of contemporary community and social development services that reflects identified community needs through the provision of quality levels of customer service and financially responsible business practices.

Operations

To administer, oversee and manage Council's external works and infrastructure programs to industry acceptable standards for the overall benefit of the community and visitors alike.

Media Release 19 October 2012

CEO Sets New Course

Since stepping into the top job on 23 August as Maranoa Regional Council's new CEO, Ms Julie Reitano is already making a mark, with the new Organisational Structure being adopted by Council at its last meeting.

Ms Reitano said that whilst the first few weeks have been a whirlwind, it was evident from day one that urgent changes were required to address some structural and resourcing issues.



With the unanimous support of the Council, Ms Reitano rolled out the changes on 10 October following weeks of work with Council's elected members and teams to address the most pressing concerns.

"Councillors gave me clear direction when I commenced with Council that customer service and financial sustainability were our top two priorities" Ms Reitano said.

"Getting the structure right is the first important step."

Whilst the Council meeting on 10 October was an important milestone, Ms Reitano was quick to confirm that there is still much work to be done.

"As local government is such a diverse organisation delivering hundreds of different services to the community, this is not going to be a quick or easy process."

Enhancing communication about Council's projects and programs is also high on the CEO's agenda as is a back to basics approach to management.

"I continue to see enormous potential for Council and the region but we need to make sure that we get the fundamentals right. Improving how we engage and communicate with our towns and communities will help to achieve that."

Ms Reitano said that work has already commenced on developing a new Community Engagement Framework with the Councillors – with the first initiatives set to be announced in November.

OUR COUNCIL'S GOVERNANCE

Governance in Maranoa Regional Council is supported by policies and protocols associated with both the functions of Council and Council Officers.

Maranoa Regional Council is constituted under the Local Government Act 2009 to provide democratic local government for the people of the Maranoa community. The purposes and objectives of Council as well as the functions and powers of a local government area are also defined under the Act.

Corporate Governance involves the control and management of an organisation to achieve its objectives, it encompasses decision making and implementation, optimisation of performance and how the organisation is directed, reviewed and held to account.

The aim of corporate governance is to ensure the highest level of governance and community leadership. Good governance underpins the Australian democratic system of which local governments are the first level and focuses around the issues of accountability, transparency, fairness, stewardship, responsibility, mandate, consultation and balance. Put simply it is about ensuring the organisation is run properly, goals are achieved and public monies are managed with high standards of propriety and probity.

Corporate governance is a framework that enhances planning and reporting practices, assists leadership and management and drives improved performance moving beyond compliance to focus on meeting strategic objectives and operational goals.

Council operations are governed through three themes. Firstly, elected representatives of the community are responsible for developing the vision and policy direction of Council. Secondly, participative democracy is promoted by encouraging an active and engaging community and thirdly, administrative arrangements, structures and processes that facilitate the implementation of Council's decision making.

Role of Councillors

The *Local Government Act 2009* establishes the framework for Council's operations. Local Government has the jurisdiction to make laws for, and otherwise ensure, the good rule and government of its territorial unit. Under the Act Councillors have a responsibility for representing the overall public interest of the area. They also participate in deciding the facilities, services and enterprises that are appropriate for an area; formulate, adopt and review corporate and operational plans and the policies and goals of Council as well as participating in the decision making process for the achievement of goals and implementation of policies.

In the office of Mayor, additional responsibility is given for presiding at Council meetings and the orderly conduct of such meetings, ensuring local government decisions are implemented, and representing the local government at civic or ceremonial functions.

Role of Chief Executive Officer

Under the *Local Government Act 2009* the Chief Executive Officer is given responsibility for the day to day management of the local government's affairs and for implementing the local government's policies and decisions.

Corporate Planning

Corporate planning is an ongoing process. Council is required to adopt a Corporate Plan. This document establishes the guiding framework and identifies the goals, objectives and strategies to be pursued by Council to meet the needs and aspirations of the community. Considerable effort was put into establishing the 2009 – 2013 Corporate Plan. This key document is a flexible document and may be revised at any time during the life of the plan to ensure plans are relevant and to accommodate any significant changes in direction.

(Note: The new Corporate Plan will be developed in 2013/14 for the period 2014-2019. It is intended to extend the 2013 plan until such time as the new plan is adopted).

To execute the Corporate Plan, operational plans are created each year. These plans specify key performance indicators to measure successful completion of objectives. The activities identified in the Operational Plan provide the framework for the preparation of Council's Annual Budget. Directors are responsible for the production of their Directorate's budgets derived from operational activities. These are collated into the whole of Council budget for consideration. The Executive Management Team is responsible for reviewing all budgets, the services to be provided to the community and the impact of the budgets upon Council's financial position.

Performance Monitoring and Reporting


The primary tool for external accountability is the Annual Report. An Annual Report is prepared to show the community and interested users how successful Council has been in achieving the strategic goals and objectives outlined in the Corporate Plan and Operational Plan. The report contains detailed financial and non-financial information about Council's activities and performance.

Significant development occurred during the year on redefining the format and process for monitoring team performance. In preparation for the upcoming financial year, Work Programs (which when combined will also form the Operational Plan) were developed for all teams incorporating:

- A link to Council Priorities (What)
- Benefit to the Community (Why)
- Milestones/Steps (How)
- When We Plan to Start (Quarter)
- How Much (Budget)

Key benefits of the new approach include:

- The plan will become a 'living' document, the focus of discussions for work teams. The plan will orientate the organisation towards outcomes and performance i.e. delivery of Council's priorities. It builds accountability for results and provides a framework for performance management.
- The plan will remove layers of administrative work. Doing a single document well, will keep numerous stakeholders up to date with progress – including:
 - Mayor & Councillors
 - Managers
 - CEO
 - Coordinators & Work Teams
 - Directors
 - Community



In many cases, the detail was already kept, it just wasn't in a form that could be shared across the organisation.

- It aims to build linkages across Directorates (reduces 'silo' approach' and duplication, and improves efficiency)
- It will provide a basis for continuous improvement. As issues are identified, the annual parts of the operational plan can be updated so that the same issues don't arise again.

The new Work Program structure will enhance communications and reduce operational risk (s175 (b)(ii)), as all team members (current and future) will have access to what others are/have been working on. It will help ensure that service levels are not compromised if individual staff members' leave; the Work Program becomes the handover document, making the organisation more resilient.

Note: The Work Programs will become the Corporate 'to do lists' and will replace contract performance agreements, separate operational plans & team work plans and minimise the need for individual updates to elected members and others about the status of plans. The intention is for the documents to be made available online via Council's new Intranet.

Ethical Framework – Code of Conduct


A Councillor Code of Conduct and an Employee Code of Conduct has been adopted by Council. These codes provide a framework for behaviour, actions and decisions and promote five ethical principles (identified in the *Public Sectors Act 1994*): respect for persons, respect for the law and system of government, integrity, diligence, and economy and efficiency. The code applies to all employees, consultants and sub-contractors.

Audit Committee and Internal Audit

Maranoa Regional Council is committed to the relaunching of its **Audit Committee** which was previously in place and operational (resolved at Council's meeting of 14 November 2012). This commenced with confirmation of previous community representatives' continued interest in participation.

Previous members have been formally approached and have confirmed their keen interest in continuing in their former roles. However, the first meeting was deferred given the delay in finalising the 2011/12 financial statements. Certification was achieved in June 2013. The first meeting of the newly reconstituted audit committee is planned for the first quarter of the coming financial year. Council will take the opportunity to provide a briefing to the Committee on the final statements for 2011/12, in addition to the draft statements for 2012/13.

With regard to **Internal Audit**, Maranoa Regional Council is also committed to relaunching that function, and it has been flagged for future consideration in the structure adopted by Council in February and June 2013. However, again the issue is one of timing, and when it is the most appropriate time to relaunch this. For the Internal Audit to provide meaningful input to improvements there must be clear business processes in place to audit. The organisational reforms be rolled out include review and documentation of business processes. To assist in this process resources have been added in the areas of Organisational Development and Strategic Finance. It is our strong view that this is a better use of ratepayer funds in the first instance.



To supplement this process, discussions have been held with the previous Internal Auditor in relation to whether they would be prepared to review the business processes as they are developed. The Internal Auditor has agreed to contribute in this amended role. The previous Internal Auditor has also been invited to be part of the Audit Committee meetings, as his previous insight into the organisation's operations (prior to the new Chief Executive Officer's commencement) would be valuable.

External Audit

Each year Council's operations including the financial statements are subject to an external review by the Auditor-General of Queensland or their delegate. The financial statements for 2011/12 were certified on 26 June 2013. At year end preparations were on target for the 2012/13 financial statements.

Community Engagement

The Mayor and Councillors are elected **by the community for the community**, i.e. to represent the current and future interests of its residents. **Collectively**, in line with their legislative responsibilities, the elected members:

- Determine the **priorities** for Maranoa Regional Council through adoption of Council's Corporate Plan, Operational Plans and Budget and work to ensure long term financial sustainability through the Long Term Financial Plan.
- Make **decisions** through **formal Council meetings** for the benefit of the whole Maranoa region - i.e. vote for what they believe is in the **overall public interest** of the Region rather than what might be best for an individual/s.
- Develop and adopt **policies** to help ensure consistency of decision making for the same type of issue and provide officers with an approved method of dealing with those issues in the future.

Councillors work to provide high quality **leadership** to Council and the community, ensure **compliance with the Local Government Act and other laws** and they are **accountable** to the community for the Council's performance.

Maranoa Regional Council recognises that decision making is enhanced through interaction and communication with the community that elected members represent.

On 14 November 2012, Maranoa Regional Council adopted a draft framework (which will remain a work in progress) that aims to **increase opportunities** for Councillors to:

- Have **dialogue** with residents who Councillors may not ordinarily come in contact with;
- Be **available and visible** in various towns and communities;
- Seek broader input and information for the determination of Council's **priorities**;
- Gain greater knowledge of **Council and community assets**;
- Gain a broader understanding of **local issues**;
- Achieve a **greater balance of perspectives** – ensuring that decision making is not weighted towards a vocal minority at the detriment of a silent majority.
- **Communicate** the background to Council's **decisions** (with a view to residents validating those decisions).

In developing the framework, Maranoa Regional Council recognises that each Councillor has the same legal responsibilities, with the exception of the Mayor who has additional responsibilities. For this reason, every effort will be made to provide feedback opportunities (sharing of information amongst fellow Councillors) so that all Councillors have access to the same information, however gathered, to fully inform collective decision making.

Council does, however, recognise that each Councillor has particular personal strengths and the Maranoa Regional Council team seeks to capitalise on those strengths. This includes local knowledge and skills. Where possible, these strengths will be used to enhance the community engagement framework, and ultimately Council's decision making.

Council recognises that successful community engagement requires a number of initiatives, both formal and informal. The ideal framework, once fully developed will have strategies for engaging residents across various segments of the community by:

- (i) Where they live (**geographic/town** interests and issues that affect them)



- (ii) Their stage in life (**age** interests and issues that affect them)
- (iii) Personal interests (**how they live** – e.g. work and play)
- (iv) Business interests (how they **invest** and issues that affect them)
- (v) Practical issues
- Mobility/disability
 - Cultural considerations – Indigenous, English speaking/Non-English speaking
 - Resident availability considerations - Time of day – e.g. school hours, work hours, shift work.
- (vi) How they are potentially affected by a decision
- Whole of region
 - Group
 - Individual

Informing Our Community

Council keeps our community up to date through a number of forums:

- Website www.maranoa.qld.gov.au
- Bottle Tree Bulletin
- Media Releases
- Brochures

Members of the community are welcome to attend Council meetings.

Development also occurred during the year on a “Keep in Touch” initiative which, once launched, will enable residents and other ratepayers to subscribe to:

- e-Newsletter service (by area of interest e.g. Council, library, sport & recreation)
- e-News bulletin service (by town)
- Council notification service (e.g. rates, events, grants)
- Maranoa Alert service



Expressions of interest were sought from future subscribers and at year end the database had been developed and names and contact details were continuing to be gathered. The official launch is expected to occur in 2013/14.

Regional Collaboration

The Mayor, Councillors and senior management participate in external organisations and regional forums to promote and foster cooperation. This includes, but is not limited to, Toowoomba and Surat Basin Enterprise (TSBE), Downs and Surat Basin Alliance of Councils (DaSBAC) and South West Regional Roads Group (SWRRG).

Representation on community forums included:

Great Inland Way Board	Cr Ree Price
LGAQ Executive Representative	Mayor Robert Loughnan
Local Disaster Management Group	Mayor Robert Loughnan (Chair) Cr Scott Wason (Proxy) Cr Scott Wason (Deputy Chair) Cr Cameron O'Neil (Deputy Chair)
Maranoa Health Enhancement Program Reference Group	Cr Joy Denton
Maranoa Skills Advisory Committee	Cr Peter Flynn
Regional Arts Development Committee	Cr Wendy Newman Cr Jan Chambers
Regional Pest Management Group	Cr Jan Chambers
Regional Planning	Mayor Robert Loughnan
Roma on Bungil Art Gallery Committee	Cr Peter Flynn
Roma Rural Student Hostel Inc.	Cr Scott Wason Cr Peter Flynn
Rural Financial Counselling Service	Cr Joy Denton
Queensland Murray Darling Committee	Cr Jan Chambers
Saleyards Advisory Board	Cr Scott Wason Cr Peter Flynn
Surat Basin Workforce Development Committee	Cr Peter Flynn
Tourism Advisory Group (TAG)	Cr Ree Price
Toowoomba Surat Basin Advisory Group	Cr Cameron O'Neil
Water Working Group (Santos GLNG)	Cr David Schefe

Council forums/committees included:

Airport Development Advisory Group	Cr Joy Denton (Chair) Cr David Scheffe Cr Cameron O'Neil
Audit Committee (MRC)	Mayor Robert Loughnan Cr Jan Chambers
Bassett Park Master Planning Advisory Group	Cr Cameron O'Neil (Chair) Cr Peter Flynn
CBD Advisory Committee	Cr Cameron O'Neil (Chair) Cr Peter Flynn
CSG Steering Group	Mayor Robert Loughnan (CEO attendance also)
Wallumbilla Showgrounds	Cr Ree Price Cr Cameron O'Neil
Wild Dog Advisory Committee	Cr Jan Chambers

OUR PEOPLE

Ultimately, our vision for our team members is to:

- Ensure we all spend our time wisely - doing the right things as well as doing things right the first time.
- Be positive, professional and solution focussed.
- Work together to create a safe, happy and supportive workplace.
- Take pride in our work and celebrate our achievements.
- At all times act in the broader community interest, but be sensitive to and respectful of individuals.

Organisational Change

During the previous 12 months a primary goal was to refocus the organisation towards one of customer service and management accountability and responsibility. This has resulted in Council resolving for significant organisational change with directorates and reporting lines changed and re-established.

Commencing in September 2012, the organisation was re-structured around three directorates reporting to the Chief Executive Officer and two streams (Executive Services and Financial Operations & Administration/Information Services) under direct control of the Chief Executive Officer.

Work to reorganise the core functions of Council included developing expertise in areas related to customer service delivery reform, financial management and a greater focus on management accountability and responsibility and Organisational Development. The transitional structure will precede further organisational change that will come into effect over the coming 12 months.

Code of Conduct

Maranoa Regional Council employees must comply with the responsibilities outlined in section 13 of the Local Government Act 2009, including observing the ethical principles under section 4 of the Public Sector Ethics Act 1994. In addition employees must also comply with the Employee Code of Conduct which articulates the way Council employees should interact with each other, customers and Councillors. All employees are given refresher training in Employee Code of Conduct. New employees receive Code of Conduct training as part of their induction training.

Workplace Health & Safety (WHS)

Through independent external auditing, Maranoa Regional Council has continued to be compliant with the requirements of AS/NZS 4801:2001 - Safety Management Systems and maintained Federal Certification in 4801.

At 30 June 2013 Council had a total of 14 Lost Time Injuries giving a Lost Time Injury Frequency Rate (LTIFR) of 22.1. The LTIFR is in a consistent range with the LTIFR of 21.4 recorded at 30 June 2012 and LTIFR of 22.1 recorded at 30 June 2011. The result shows that Council is continuing to focus on improving work practices and fostering attitudes which promote healthy and safe work environments.

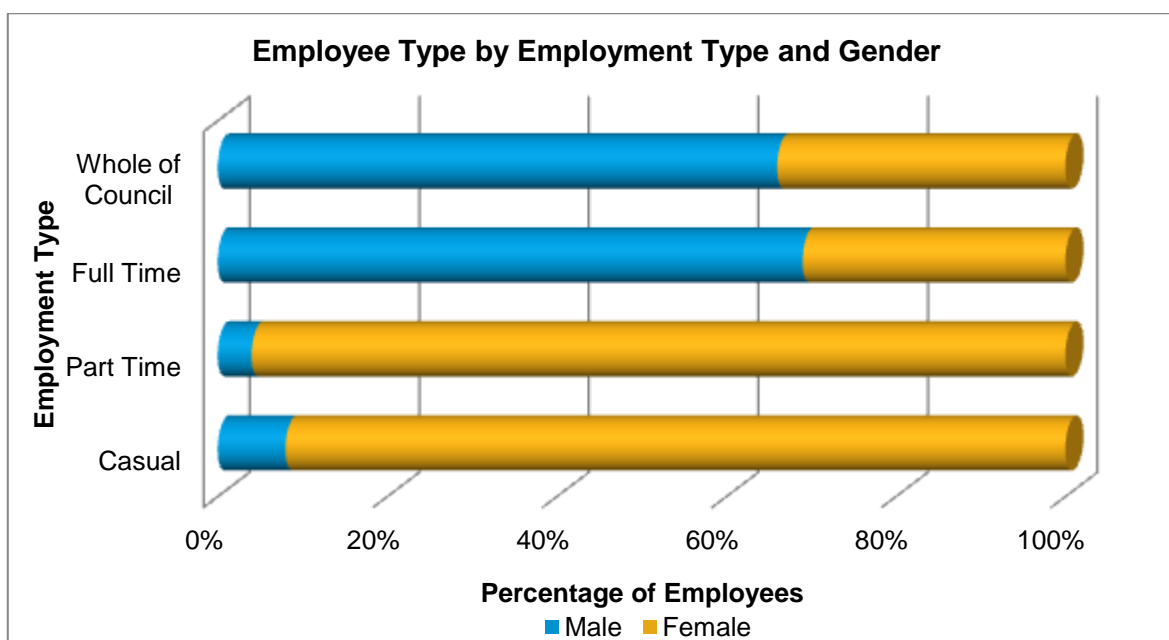
Training and Development

The main focus over the past 12 months has been training in Workplace Health & Safety, customer service skills and skill development through on the job training, job rotation and relief along with internal and external courses. Council also provided programs to assist employees with professional and personal development, including provision of study assistance, certificate level training and induction and orientation.

The ongoing challenge is to have in place an organisational structure that ensures new technologies are implemented, work practices are improved and skills developed to keep our business moving forward in a pro-active approach.

Workforce Composition

At 30 June 2013 Maranoa Regional Council directly employed 402 people and indirectly employed a further 19 people through various Hosted Employment Agreements. Of those employed directly and indirectly by Council 57.2% were male and 42.8% were female. At 30 June 2013 female workers represented 31.9% of the full time workforce and 91.8% of the part time and casual workforce.



Maranoa Regional Council's voluntary turnover rate for the previous 12 months was 20.6%; an improvement from the previous 12 months which was 22.3%. During the 12 months Council employed staff into 95 full time positions, 2 part time positions and 37 casual positions. At 30 June 2013, Council had a total of 96 vacant positions across all operational areas.

OUR ACHIEVERS – 2013 AUSTRALIA DAY AWARD RECIPIENTS

Maranoa Regional Council's annual Australia Day Awards program recognises and honours the outstanding achievement of individuals within the communities in the Maranoa. The awards identify excellence in sporting endeavours, recognises significant community events, as well as naming Citizens of the Year and Young Citizens of the Year.

Media Release January 2013

Committed locals throughout the Maranoa will be recognised at Council's Australia Day Award celebrations tomorrow, with the Maranoa Combined Christian Churches (Flood Appeal) to receive the Regional Achievement Award for their overwhelming presence in the 2012 floods.

One of the first combined regional community groups to respond during the disaster, they actively helped residents clean out their homes, while providing emotional support and friendship to many people suffering in both Roma and Mitchell.

They also joined together with other community groups to assist in the sorting and distribution of clothing for those in need, as well as providing meals for workers and a laundry collection and return service.

A supporter of all things 'community', the group made every effort to ensure that assistance in the form of goods provided were sourced from local vendors and those most in need were identified and assisted.

Effectively managing nearly a \$400,000 financial relief program for the region, the Maranoa Combined Christian Churches (Flood Appeal) have been an important part of the flood recovery process.

Maranoa Mayor Robert Loughnan said this group are an outstanding help during and after the 2012 floods.

"I'd like to congratulate and thank the Maranoa Combined Christian Churches (Flood Appeal) for their ongoing work within our impacted communities," Cr Loughnan said.

"It is an extremely difficult job helping out during and after a disaster, however the actions of these citizens are greatly respected in our community and they have done an exceptional job. Well done."

INJUNE & DISTRICT

Citizen of the Year	Janelle Stanford
Community Event of the Year	Injune Spring Fete & Flower Show
Cultural Award	Music in the Amphitheatre
Sports Award	Ian Duff
Junior Sports Award	Taylor Sutton
Member Contribution Award	Rita Jackson
Achievement Award	Steve Murray

MITCHELL & DISTRICT

Citizen of the Year	Rob Cornish
Young Citizen of the Year	Hailey Page
Community Event of the Year	Anglican Debutante Ball
Cultural Award	Nicole Harper
Junior Sports Award	Allie Cartwright
Member Contribution Award	Keith Everett
Achievement Award	Jenny Hockey and Sharyn Garrett

ROMA & DISTRICT

Citizen of the Year	Loretta Waldron
Community Event of the Year	Happy Birthday Roma—Roma 150th celebrations
Cultural Award	Sandra Law
Sports Award	Daniel Andrews
Junior Sports Award	Kurt Waldron
Member Contribution Award	Alison Bennet (Sally)
Achievement Award	Roma Combined Christian Churches

SURAT & DISTRICT

Citizen of the Year	Bart Owen
Young Citizen of the Year	Molly Penfold
Community Event of the Year	Spirit of the River Festival
Sports Award	Fay Paterson
Junior Sports Award	Brendan Murray
Member Contribution Award	John Clanchy
Achievement Award	WAGS Expo

YULEBA & DISTRICT

Citizen of the Year	James Klein (Jimmy)
Young Citizen of the Year	Sarah York
Community Event of the Year	Yuleba Motor Bike Gymkhana
Cultural Award	Tribute to Pioneers
Sports Award	Jane Rowbotham
Junior Sports Award	James Sinnamon
Member Contribution Award	Kristie York
Achievement Award	Sarah York, Maddie Taylor and Rhiannon Bennett

ANNUAL REPORT COMPLIANCE

Local Government Act 2009

Identifying beneficial enterprises (s41)	
A local government's annual report for each financial year must contain a list of all the beneficial enterprises that the local government conducted during the financial year.	Nil
Identifying significant business activities (s45)	
A local government's annual report for each financial year must -	Nil
(a) contain a list of all the business activities that the local government conducted during the financial year; and	
(b) identify the business activities that are significant business activities; and	
(c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied; and	
(d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.	
Annual Report must detail remuneration (s201) (1)	
(1) The annual report of a local government must state -	
(a) The total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government;	
(b) The number of employees in senior management who are being paid each band of remuneration.	
Remuneration Value (ex Superannuation)	Number of Senior Executive Employees
\$201,000 - \$300,000	One
\$101,000 - \$200,000	Three
\$1- \$100,000	Nil

Local Government Regulation 2012 – Division 3 ‘Annual Report’

Preparation of Annual Report (s182)	
Adopt annual report within one month after the QAO provides certification	Certification achieved 4 December. Annual Report presented to Council for adoption on 11 December.
Annual Report placed on council website within 2 weeks after council adopting the Annual Report	Council meeting action item – all will be completed by Christmas.

Financial Statements (s183)	
The annual report for a financial year must contain -	
(a) the general purpose financial statement for the financial year, audited by the auditor-general; and	Included (Part B)
(b) the current-year financial sustainability statement for the financial year, audited by the auditor-general; and	Included (Part B)
(c) the long-term financial sustainability statement for the financial year; and	Included (Part B)
(d) the auditor-general's audit reports about the general purpose financial statement and the current-year financial sustainability statement.	Included (Part B)
Community financial report (s184)	
The annual report must contain the community financial report for the financial year.	Included
Particular resolutions (s185)	
The annual report for a financial year must contain—	
(a) a copy of the resolutions made during the financial year under section 250(1); and - [REFERS TO ADOPTION OF EXPENSES REIMBURSEMENT POLICY]	Policy adopted 27 June 2012. Refer Page 33 for Resolution Refer Page 49 for Policy.
(b) a list of any resolutions made during the financial year under section 206(2). - [REFERS TO AMOUNT SET FOR WHEN ASSETS TREATED AS AN EXPENSE]	Nil

Councillors (s186)

(a) for each councillor, the total remuneration, including superannuation contributions, paid to the councillor during the financial year; and

Council adopted a new Remuneration Policy on 23 January 2013 – Refer Page 60.

Councillors	Gross Payment	Superannuation	Total Remuneration (\$)
Cr Jan Chambers	\$45,030	\$5,404	\$50,434
Cr Rhonda Denton	\$45,030	\$5,404	\$50,434
Cr Peter Flynn	\$45,030	\$5,404	\$50,434
Cr Robert Loughnan	\$90,060	\$10,807	\$100,867
Cr Wendy Newman	\$45,030	\$5,404	\$50,434
Cr Cameron O'Neil	\$45,030	\$0	\$45,030
Cr Maria Price	\$45,030	\$5,404	\$50,434
Cr David Schefe	\$45,030	\$5,404	\$50,434
Cr William Wason	\$51,952	\$6,234	\$58,186

(b) the expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government's expenses reimbursement policy; and

Refer over page

(c) a copy of the local government's expenses reimbursement policy; and

Refer Page 49.

Expenses incurred by and facilities provided to each council during year under Council's expenses reimbursement policy

Councillors	General Expenses	Conferences	International Travel *	Council Supplied Vehicle	Travel Reimbursement (Council vehicle not provided)	Total Expenses
Cr Jan Chambers	\$4,425	\$1,646	\$0	\$0	\$17,309	\$23,380
Cr Rhonda Denton	\$6,166	\$8,364	\$0	\$18,850	\$0	\$33,380
Cr Peter Flynn	\$1,758	\$9,772	\$0	\$18,125	\$0	\$29,655
Cr Robert Loughnan	\$15,345	\$10,981	\$0	\$18,850	\$0	\$45,176
Cr Wendy Newman	\$5,858	\$5,377	\$0	\$18,125	\$1,006	\$30,366
Cr Cameron O'Neil	\$2,149	\$8,661	\$11,487	\$0	\$0	\$22,297
Cr Maria Price	\$4,590	\$4,217	\$0	\$18,850	\$290	\$27,947
Cr David Scheffe	\$2,793	\$2,986	\$0	\$15,225	\$182	\$21,186
Cr William Wason	\$456	\$1,542	\$11,487	\$18,850	\$174	\$32,509

Note:

All Councillors with the exception of Cr. Chambers were provided with a fully maintained Council vehicle from Council's fleet.

Travel reimbursement costs are for purchase of fuel when a fuel card could not be used or a Councillor's personal vehicle was used for Council business.

Cr. Chambers is reimbursed at the rate of 88c per kilometre for use of her personal vehicle for the purpose of Council business.

* Cr. Wason and O'Neil were scheduled to travel overseas in the 2013/14 financial year; however, payment for the tour was made in the 2012/13 financial year. These costs have been recorded under the heading 'International Travel', rather than 'Council Conferences'.

The annual report for a financial year must contain particulars of -

(d) a copy of the local government's expenses reimbursement policy; and	Policy adopted 27 June 2012 (Extract from Minutes on Page 33). Policy on Page 49.
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Item Number:	10.1	File Number: D12/17985
SUBJECT HEADING:	COUNCILLOR EXPENSE & PROVISION OF FACILITIES POLICY	
Location:	Not Applicable	
Applicant:	Not Applicable	
Author and Officer's Title:	Kelly Rogers, Coordinator Executive Services	

Executive Summary:

The Local Government Act 2009 requires that Council must adopt, by resolution, an Expenses reimbursement policy which is consistent with the local government principles and the financial sustainability criteria under section 102 of the Act.

Resolution No. GM.001.12

Moved Cr Chambers

Seconded Cr Price

That Council adopts the revised Councillor Expense & Provision of Facilities Policy as presented.

CARRIED

9/0

Delegated Officer	Coordinator Executive Services
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Councillors (s186) continued

the number of local government meetings that each councillor attended during the financial year; and

Statutory Meetings 1 July 2012 - 30 June 2013					
Councillor	Ordinary Council	Special Meetings	Post Election Meetings	Councillor Workshops	Total
Cr Jan Chambers	20	1	0	33	54
Cr Rhonda Denton	21	2	0	33	56
Cr Peter Flynn	21	2	0	33	56
Cr Robert Loughnan	21	2	0	27	50
Cr Wendy Newman	22	2	0	33	57
Cr Cameron O'Neil	21	2	0	35	58
Cr Maria Price	18	1	0	25	44
Cr David Scheffe	20	2	0	36	58
Cr William Wason	22	2	0	35	59

the total number of the following during the financial year -

(i) orders and recommendations made under section 180(2) or (4) of the Act;	Nil
(ii) orders made under section 181 of the Act; and	
(e) each of the following during the financial year -	
(i) the name of each councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act;	
(ii) a description of the misconduct or inappropriate conduct engaged in by each of the councillors;	
(iii) a summary of the order or recommendation made for each councillor; and	
(f) the number of each of the following during the financial year -	
(i) complaints about the conduct or performance of councillors for which no further action was taken under section 176C(2) of the Act;	1
(ii) complaints referred to the department's chief executive under section 176C(3)(a)(i) of the Act;	Nil
(iii) complaints referred to the mayor under section 176C(3)(a)(ii) or (b)(i) of the Act;	Nil

(iv) complaints referred to the department's chief executive under section 176C(4)(a) of the Act;	Nil
(v) complaints assessed by the chief executive officer as being about official misconduct;	
(vi) complaints heard by a regional conduct review panel;	
(vii) complaints heard by the tribunal;	
(viii) complaints to which section 176C(6) of the Act applied.	
Administrative Action complaints (s187)	
(1) The annual report for a financial year must contain -	
(a) a statement about the local government's commitment to dealing fairly with administrative action complaints; and	<p>Maranoa Regional Council is committed to the provision of the highest quality and level of services to its community and welcomes feedback. The investigation of concerns or complaints can lead to improvements within Council and the manner in which we maintain services within our community.</p> <p>All complaints received by Council will be considered on their merits and addressed in an equitable and unbiased manner through an established complaints process available on Council's website. Complainants will be treated courteously.</p>
(b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process.	<p>Council wants to be open, accountable and responsive to the public's needs.</p> <p>A review of the complaints process has commenced. Once finalised, Council will ensure that our complaints framework, procedures and processes are readily available to all employees and members of the public. This will be achieved by:</p> <ul style="list-style-type: none">• Incorporating appropriate content and training into the Corporate Induction process• Training Customer Service Officers and other relevant Council employees on lodgement of complaints• Including documents and guidelines on our public webpage and intranet• Making the policy available at our Customer Service Centres• Providing a complaints and feedback form for customer and employee use on our website.

(1) The annual report must also contain particulars of -	<p>Council did not have a register of complaints for the full 2012/13 financial year. Whilst all correspondence was recorded in the document management system, there was not a distinction between requests for service and complaints. In reviewing a sample of the documents, what were titled as 'complaints' were often requests for service and therefore it is not possible to give a definitive figure for the year.</p> <p>Post 30 June, a new Customer Request System will go live, which distinguishes at the time of entry, the difference between a request for service and a complaint. The Manager Customer Service Facilitation can then review classifications periodically.</p>
(a) the number of the following during the financial year -	
(i) administrative action complaints made to the local government;	
(ii) administrative action complaints resolved by the local government under the complaints management process;	
Administrative Action complaints (s187) continued	
(iii) administrative action complaints not resolved by the local government under the complaints management process; and	2*
(b) the number of administrative action complaints under paragraph (a)(iii) that were made in a previous financial year.	0
* This is based on open items as at 30 June 2013	

Overseas travel (s188)	
(1) The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year—	<p>Nil travel during 2012/13.</p> <p>Note: Cr. Wason and O'Neil are scheduled to travel overseas in the 2013/14 financial year; however, payment for the tour was made in the 2012/13 financial year.</p>
(a) for a councillor—the name of the councillor;	
(b) for a local government employee—the name of, and position held by, the local government employee;	
(c) the destination of the overseas travel;	
(d) the purpose of the overseas travel;	
(e) the cost of the overseas travel;	
(2) The annual report may also contain any other information about the overseas travel the local government considers relevant.	Full details will be provided in the 2013/14 annual report for the year of travel.

Expenditure on grants to community organisations (s189)	
The annual report for a financial year must contain a summary of -	Refer below
(a) the local government's expenditure for the financial year on grants to community organisations; and	
(b) expenditure from each councillor's discretionary fund, including -	Nil
(i) the name of each community organisation to which an amount was allocated from the fund; and	
(ii) the amount and purpose of the allocation.	

Maranoa Regional Council is committed to supporting local and regional initiatives that provide opportunities for the community to access and participate in a wide range of recreation, cultural, environmental, community and economic development projects and activities. There are a number of programs through which Council supports and develops local community organisations:

- **Community Grants (2 funding rounds per financial year)**
- **Quick Grants (up to \$100)**
- **Non-Financial Assistance**
- **On-going Assistance**

Maranoa Regional Councillors do not have discretionary funds.

Maranoa Regional Council Major and Community Grants Rounds 1 and 2

Organisation	Project	Funding Amount
Round 1		
Easter in the Country	Major Grant - Employ coordinator/ consultant to organise 2013 event and investigate options for event renewal.	\$30,000
Surat Swim Club	Purchase new lane ropes	\$2,362
Surat on Balonne Gallery	Purchase new display furniture for art gallery	\$2,702
Yuleba Development Group	Install interpretative historic site plaques	\$5,029
	TOTAL	\$40,093

Maranoa Regional Council Major and Community Grants Rounds 1 and 2 (continued)

Organisation	Project	Funding Amount
Round 2		
Roma State College P&C	Purchase chairs and tables which can also be used for community events	\$12,111.00
Surat Shutterbugs	Purchase big screen and DVD for Surat Hub	\$580.00
Maranoa Best Employment Expo 2013	Assist with delivery of 2013 employment expo in Roma	\$7,506.00
Cities RLFC	Canteen extension/renovation	\$15,000.00
Surat Ladies Bowling Club	Upgrade and repair bathroom	\$1,593.00
Injune Pony Club	Kitchen facilities upgrade	\$899.00
Bendemere Blue Light Association, Yuleba	Road Safety and Emergency Services Awareness Program	\$350.00
Begonia State School P&C	Begonia State School Community Christmas Concert	\$500.00
	TOTAL	\$38,539.00
	YEARLY TOTAL	\$78,632.00

Non-Financial Community Assistance

The provision of a non-financial assistance is based on the applicant's ability to meet eligibility criteria.

Organisation	Nature of Request	Assistance Value
Roma Auxiliary Group	Hire of Roma Cultural Centre for 000 Ball	\$906.65
Qld Rodeo Association	Hire of Bassett Park for charity rodeo	\$1,606.00
NAIDOC	Hire of Roma Cultural Centre for NAIDOC celebrations	\$462.00
Injune State School P&C	Hire kitchen and chairs Injune Hall	\$196.00
Queensland Murray Darling Committee QMDC	Sponsorship and hire of Mitchell Hall for Naturally Resourceful Summit	\$500.00
Downs Industry Schools Co-op	Hire of Roma Cultural Centre for Drug Action Week event	\$291.00
Anglican Parish of Mitchell	10-12 hall hires for practice for debutante ball	\$831.60

Non-Financial Assistance (continued)

Maranoa Kindergarten Association	Waive fees Bassett Park Hall for annual art show	\$303.55
WOW Dance	Waive fees Mitchell Hall for concert	\$484.65
Mitchell District RLFC	Waive fees Mitchell Hall for presentation	\$558.80
Friends of Mitchell on Maranoa Gallery	1 FOC hire chairs and tables per annum	\$352.00
KHB Construction	Hire Mitchell Showgrounds shed for Australia Day event	\$110.00
Anglicare Southern Queensland	Hire Mitchell Spa for foster children Christmas party	\$480.00
Injune Cystic Fibrosis	Hire Injune Hall for Christmas markets	\$193.60
Booringa Action Group	4 men and 2 vehicles to close street for late night Christmas markets	\$1,150
Lions Club Roma	Men and vehicle to close streets for late night Christmas markets	\$2,500
Naturally Resourceful Women Injune	Hire supper room Injune Hall for meeting	\$44.00
Engagement Plus	Hire of Mitchell Hall for community workshop Mitchell/Amby flood	\$453.20
Mungallala State School	Hire of Mitchell Hall for school camp Mungallala, Dunkeld & Amby schools	\$1,634.60
Charleville School of Distance Ed P&C	1 FOC hire chairs & tables per annum for fundraising dinner	\$352.00
Injune State School P&C	Soil for planters for 50 year anniversary	\$80.84
Zone 20 Pony Club	Waive fees Wallumbilla showgrounds for pony club school	\$495.00
Bendemere Pony Club	Waive fees Wallumbilla showgrounds for annual pony club shield	\$330.00
Help Kids like Nick	Mowing, wheelie bins	\$300.00
Injune Tourism	Hire of Injune Hall for 50 year reunion	\$143.00
Wallumbilla Music Council	Hire of showground facilities for MusicFest	\$220.00
Mungallala Progress Association	Hire of Mungallala hall	\$99.00
Queensland Cancer Council	Hire Hibernian Hall for Biggest Morning Tea	\$77.00
SW Hospital and Health	2-day hire of Cultural Centre for Health & Wellness Expo	\$440.00
	TOTAL	\$15,594.49

On Going Assistance

Applications for on-going assistance include on-going waivers of Council's fees and charges, road closures, grounds maintenance work etc. Eligible applicants are only entitled to receive one On-going Assistance per term of Council. Council provided assistance to a value of \$147,059 to community groups and organisations in 2012/13.

Quick Grants

Council provided \$600 in Quick Grants during 2012/13.

Organisation	Project	Funding Amount
St John's P&C	Opti-Minds State team travel to New Zealand	\$500.00
Begonia State School P&C	Community concert	\$100.00
	TOTAL	\$600.00

Regional Arts Development Fund 2012/13

The Regional Arts Development Fund (RADF) is a partnership between the Queensland Government through Arts Queensland and the Maranoa Regional Council to support local arts and culture, and develop quality arts practices in the region.

Organisation	Project	Funding Amount
Round 1		
Creative Injune	Pastel art workshop in Injune	\$1,543.00
Roma Men's Shed	Three day workshop with professional woodwork tutor	\$2,070.00
Friends of Mitchell on Maranoa Gallery	Art business workshop in Mitchell; how to document and present your artwork and develop a professional portfolio.	\$1,650.00
	TOTAL	\$5,263.00
Round 2		
Injune District Tourism	Injune photography master class	\$3,392.00
Mitchell ICPA	Arts and drama component of annual Swim, Arts and Gym (SWAG) camp provided by Toowoomba's Empire Theatre.	\$3,061.00
	TOTAL	\$6,453.00
Round 3		
Maranoa Regional Council	Regional community workshops culminating in performances at Santos Food & Fire Festival	\$6,450.00
	TOTAL	\$6,450.00

Regional Arts Development Fund 2012/13 (continued)

Round 4

Roma Writers' Group	Tutors in different genres for two day workshop	\$1,000.00
Maranoa Regional Council	Maranoa Art of Creativity project in conjunction with regional school holiday program	\$9,501.00
Injune Creek Patchwork	Two day technique and skills workshop	\$952.00
Roma Patchwork & Crafters	Two day fabric colouring and embellishing workshop	\$1,300.00
Carers Queensland	Puppetry workshop	\$4,583.00
Roma RSL Sub Branch	Research and write history on Lt. Col. Harry Murray and other soldiers from Muckadilla district	\$3,000.00
	TOTAL	\$20,336.00

Quick Response Applications

Sue Pukallus	Attend 'Introduction to Paverpol' (sculptures draped in fabric) workshop	\$400.00
Larissa Jackson	Attend 'Introduction to Paverpol' (sculptures draped in fabric) workshop	\$400.00
Mitchell State School P&C	Indigenous hip hop project in Mitchell for NAIDOC Week	\$7,687.00
	TOTAL	\$8,487.00
	YEARLY TOTAL	\$46,989.00

Other contents (s190)

(1) The annual report for a financial year must contain the following information -	
(a) the chief executive officer's assessment of the local government's progress towards implementing its 5-year corporate plan and annual operational plan;	Details over page
(b) particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year;	

IMPLEMENTING THE CORPORATE PLAN AND OPERATIONAL PLAN

The Corporate Plan, now in its final year, provided largely high level goals/objectives which remain as current today as they were in 2009. How the organisation progressed in its implementation is included in more detail in the Operational Plan Summary, presented as part of this Annual Report (Part C). The Corporate Plan however makes reference to a number of key regional and local issues for which the organisation has made good progress, and comment is include below for these items.

1. Ageing Infrastructure

The following table summarises the current status of Council's asset base.

	Land & Site Improvements	Buildings	Plant & Equipment	Roads, Drainage & Bridge Network	Water	Sewerage	Other Infrastructure	Airport	WIP	Total
Gross Value	28,536,227	92,868,429	42,861,497	1,004,253,825	65,262,064	31,497,675	22,546,238	17,474,303	9,622,585	1,314,922,843
Accumulated Depreciation	0	(37,297,997)	(19,793,295)	(189,288,370)	(32,029,744)	(18,674,680)	(9,732,163)	(2,354,315)	0	(309,170,564)
Net Value	28,536,227	55,570,432	23,068,202	814,965,455	33,232,320	12,822,995	12,814,075	15,119,988	9,622,585	1,005,752,279
% Asset Remaining	100%	60%	54%	81%	51%	41%	57%	87%		76%

During the life of the current plan, the following points should be made:

- The flood recovery works have involved a significant investment through the federal and state government to restore the road network to its previous service level;
- Council has been actively pursuing funding to assist with its water and sewerage assets. This infrastructure in particular has been under significant strain with the resource sector. Council has successfully secured funding under both the Royalties for the Regions and Local Government Grants & Subsidies programs.
- In 2012/13, for the first time in a number of years, Council has fully funded its depreciation.
- Land and buildings comprise, largely in tact, the portfolio of assets created at the time of amalgamation. Council will need to progressively establish which assets are surplus to requirements.

The coming years will provide valuable information as asset data is verified, and comprehensive valuations of all asset classes are undertaken. To expedite the collation of information Council approved the inclusion of an additional resource in the new Organisational Structure (Coordinator – Asset Management).

2. Increasing Community Demands

The Corporate Plan highlighted concerns about potentially having limited funds for noncore social/community initiatives. This year saw a significant initiative with the construction and handover of residential aged care to the state and federal government through the Mitchell Multipurpose Health Service. Council has also been actively reviewing community funded programs to assess whether there are other organisations in the community who can provide the service (e.g. EmployABILITY).

3. Strategic Planning

The initial Corporate Plan recognised the importance of Council planning for its future direction mindful of its resource limitations. The financial year ended with the development of the new Corporate Plan underway, to guide Council's directions over the next five years.

The organisational structure has also been reviewed, to align resources to Council's priorities and adding resources where required into core business areas, e.g.:

- Infrastructure Planning (including Quality, Safety & Environment Systems, Asset Management)
- Customer Service
- Strategic Finance
- Facilities Maintenance
- Grants Coordination (also a key initiative for addressing community demands in a financially sustainable manner and responding to ageing infrastructure pressures, particularly in water and sewerage).
- Waste
- Airports
- Roads & Drainage (two managers to cover the large area; North East & Central and South & West)
- Flood Mitigation
- Contracts & Engineering Services (to address the coordination of works for the CSG industry)

Periodic organisational reviews will continue to be undertaken to ensure that the structure remains responsive to Council's priorities.

4. Policy & Process Development

Two key initiatives have commenced in the last year of the Corporate Plan. These include:

- Resourcing and development of Council's new intranet site
This will be the primary tool to communicate the results of Council's policy and process development, facilitate retention of corporate knowledge, and provide a valuable tool for internal communication across a large geographical area.
- Resourcing of the Authority/Trim Improvement project
There were a number of impediments to process development for the business areas that were reliant on Council's primary two software packages (Authority – Property/Finance/Assets; Trim – Information Management)

With this targeted resourcing through Project Management, the rectification works have progressed significantly.

5. Other Issues

The Corporate Plan also made mention of the importance of tackling affordable housing and advocating to other tiers of government; the current status is as follows:

- Economic Development Queensland's (Formerly ULDA) project, Clearview Rise, continues to progress.
- Airport Accommodation Village - awaiting execution of agreement to lease.
- Negotiations with the Deputy Premier, Jeff Seeney on the release of the Queensland Police Paddocks to enable development of affordable housing.
- Funding discussions have occurred with the CSG proponents with respect to affordable housing initiatives at:
 - South Street
 - Miscamble Street
 - Injune Subdivision

Operational Plan

A summary of the progress of each of the business units' implementation is included in Part C of the Annual Report. Key items that will be a priority for the coming year (not yet finalised) include:

- Information Technology projects (e.g. policies and image library)
- New IT resource recruitment – position description under development.
- Records policy development and electronic archive and destruction (new Coordinator Information Management approved pending review of operations)
- Finalisation of the Airport, Bassett Park, Saleyards Master Plans
- Live Maranoa folio will now be integrated into the website project
- Community engagement for Roma CBD works
- Facility hire and user agreements
- Community Hub
- Review of policy register, risk management and delegations
- Affordable housing initiatives
- CSG Impacts Study
- Arthur Street toilets
- Maranoa Planning Scheme
- Human Resources (HR) projects*

* This has historically been an area that has been significantly under resourced – one HR officer for greater than 400 staff. Once the two new positions are settled in (1 x HR to assist with recruitment, 1 x employee training and competency), this will enable the area to progress a number of the items not previously completed.

Emerging Issues

With the new Council, there are two areas that will no doubt achieve greater recognition in the new Corporate Plan (currently in development).

- Community engagement
- Corporate communications

Council's activities in each of these areas are significantly enhanced when compared with previous years.

The major external influence which was understated in the initial Corporate Plan was the impacts of the CSG industry on the region. Whilst the benefits of growth and activity are welcomed, the new Corporate Plan will no doubt need to provide greater emphasis on mitigating the impacts.

Other Comments

It would be remiss to not highlight two major organisational achievements for the 2012/13 financial year.

The first relates to the completion of the draft annual financial statements and audit by 31 October 2013. Whilst certification by the Queensland Audit Office (QAO) was not able to be achieved by the statutory deadline, the date of the statements' finalisation was some six months ahead of what was achieved for last financial year, which represents significant progress. Also of note is that the only qualification received related to the comparative figures for 2011/12 (asset information). A 'clean bill of health' has been achieved for the 2012/13 figures, which should provide readers with certainty about Council's overall financial position and performance.

Congratulations to the Manager, Alan Marchant and the finance team, who have worked to overcome the legacy issues of a poor system implementation to achieve this excellent result.

Also of note is that certification of the statements was achieved on 4 December 2013 and the Annual Report is being adopted on the 11 December 2013. By legislation, the annual report must be adopted within one month after the day the general purpose financial statements are certified by QAO. Maranoa Regional Council will be meeting the requirement within a week.

Well done to all of the team members involved in achieving these milestones despite the challenges that needed to be overcome.



Julie Reitano
Chief Executive Officer

Other contents (s190)	
(c) an annual operations report for each commercial business unit;	Not applicable
(d) details of any action taken for, and expenditure on, a service, facility or activity -	
(i) supplied by another local government under an agreement for conducting a joint government activity; and	Not applicable
(ii) for which the local government levied special rates or charges for the financial year;	<p>Wild Dog Control Special Rate A special Wild Dog Control rate was levied on all rateable rural land. Council is of the opinion that this rate will benefit rural lands across the region. The Wild Dog Special Charge raised \$523,172.16.</p> <p>Rural Fire Special Charge A special charge was levied on all rateable land in the towns of Amby, Mungallala and Yuleba for the purpose of raising funds for the Amby, Mungallala and Yuleba Rural Fire Brigades. Funds collected are for the purpose of the ongoing operation and maintenance of the Rural Fire Brigades.</p> <p>Council is of the opinion that all rateable land within the towns of Amby, Mungallala and Yuleba will receive a special benefit from those activities. The value of the special charge was \$65.00 per annum levied on each parcel of rateable land. The amount of special charge raised was \$14,396.48.</p>
(e) the number of invitations to change tenders under section 228(7) during the financial year;	2

<p>(f) a list of the registers kept by the local government;</p>	<p>The following registers are available for inspection at Council's public office in Bungil Street Roma during office hours. A number of these documents are also available on Council's website.</p> <ul style="list-style-type: none"> • Delegations by Council • Delegations by the Chief Executive Officer • Local Laws and Subordinate Local Laws Register • Register of Roads • Register of Lands <p>Registers accessible from the Executive Branch during office hours are:</p> <ul style="list-style-type: none"> • Register of Interest of each Local Government Councillor (Written applications must be made to the Chief Executive Officer to inspect Registers). • Register of Disclosure of Electoral Gifts and Loans
<p>(g) a summary of all concessions for rates and charges granted by the local government;</p>	<p>Religious, Charitable and Other Organisations Maranoa Regional Council exempts religious, charitable and other organisations from general rating in accordance with the Section 7 (a) of the regulation.</p> <p>Pensioner Subsidy Scheme Council provided eligible pensioners assistance in the payment of general rates via a Council rebate on general rates. Pensioners received a 50% rebate on general rates up to a maximum amount of \$200.00. The total amount of concession allowed for the 2012/13 year was \$107,720.</p> <p>Heritage Subsidy Scheme Council made provision that upon receiving a detailed submission, Council would remit, wholly or partly a rate levied on a land owner in respect of the preservation, restoration or maintenance of structures or places of cultural, environmental, historic, heritage or scientific significance to Maranoa Regional Council. No applications were received during the 2012/13 years.</p>
<p>(h) the report on the internal audit for the financial year</p>	<p>Refer Page 20 of Annual Report (Part A)</p>

<p>(i) a statement about the local government's activities during the financial year to implement its plan for equal opportunity in employment;</p>	<p>Council adopted an Equal Employment Opportunity Management Plan in June 2010 and it remains current. The intent of the EEO Plan is to eliminate discrimination and harassment on the basis of sex, age, marital status, religion, race, language, sexual preference, pregnancy, physical or intellectual disability, through training and active reinforcement of Equal Employment Opportunity principles.</p> <p>To ensure successful implementation, the EEO Management Plan consists of clear responsibilities with adequate resources having been allocated to ensure Council's policies and programs are aligned with EEO principles. Refer also: Our People (Page 26)</p>
<p>(j) a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints;</p>	<p>Not applicable</p>
<p>(k) the local government's responses in the financial year on the QCA's recommendations on any competitive neutrality complaints under section 52(3).</p>	
<p>(1) In this section—annual operations report, for a commercial business unit, means a document that contains the following information for the previous financial year—</p>	
<p>(a) information that allows an informed assessment of the unit's operations, including a comparison with the unit's annual performance plan;</p>	
<p>(b) particulars of any changes made to the unit's annual performance plan for the previous financial year;</p>	
<p>(c) particulars of the impact the changes had on the unit's—</p>	
<p>(i) financial position; and</p>	
<p>(ii) operating surplus or deficit; and</p>	
<p>(iii) prospects;</p>	
<p>(d) particulars of any directions the local government gave the unit.</p>	

COUNCILLOR EXPENSES & PROVISION OF FACILITIES POLICY

POLICY STATEMENT

TITLE: Councillor Expense & Provision of Facilities Policy

Category:	<i>(Statutory)</i>
Endorsed by Council on:	<i>27 June 2012</i>
Responsible Department:	<i>OFFICE OF THE CEO</i>
Reference No.:	<i>SY.7.2</i>

POLICY PURPOSE

This policy will ensure accountability and transparency in the reimbursement of expenses incurred by the Mayor, Deputy Mayor and Councillors in line with statutory requirements and community expectations while Councillors carry out their duties and responsibilities as elected representatives of Maranoa Regional Council.

This policy will also ensure that elected members are provided with reasonable facilities and other support necessary to assist them in carrying out their civic duties.

POLICY SCOPE

This policy applies to the Mayor, Deputy Mayor and Councillors of Maranoa Regional Council.

DEFINITIONS

Council Business

Means official business conducted on behalf of, and approved by, Council where a Councillor is required to undertake certain tasks to satisfy legislative requirements or achieve business continuity for the Council. Council Business should result in a benefit being achieved either for the local government and/or the local government area.

The definition of Council Business is critical to determining when Council resources and costs can be attributed. Council Business is defined through Schedule A of this policy.

Councillors

Means the Mayor, Deputy Mayor and Councillors.

Expenses

Expenses are payments made by Council to reimburse Councillors for their reasonable expenses incurred or to be incurred when discharging their duties as councillors. These payments are not regarded as remuneration. The expenses may be either reimbursed to Councillors or paid direct by Council for something that is deemed a necessary cost or charge when performing their roles.

Facility

Facilities provided by Council to Councillors are the 'tools of trade' required to enable them to perform their duties with relative ease and at a standard appropriate to fulfil their professional role for the community.

Community Consultation

Means Council Business as outlined in schedule A and generally refers to Councillor Consultation with community members, business, State and Federal Government departments and other stakeholders to keep informed of policy, business and community sentiment.

Civic Duties

Means Council Business as outlined in schedule A and generally refers to Councillor attendance at an event or function to perform official duties or as an official Council representative.

Reasonable

Councillors must make sound judgements and consider what is prudent, responsible and acceptable to their communities when determining reasonable levels of facilities and expenditure. The community expects limits and does not want to see excessive use or abuse of public funds.

POLICY STATEMENT/DETAILS

1. PRIVATE USE OF COUNCIL OWNED VEHICLES AND FACILITIES

Based on the principle that '*no private benefit is to be gained*' the following policy ensures that any Council owned motor vehicles and/or facilities provided to Councillors by the Council are to be used only for Council business and the policy sets out the terms under which a Councillor will reimburse Council for any private use.

2. CHOOSE TO ACCEPT OR REJECT

A Councillor may choose to accept or reject payment for all or any of the below expenses.

3. REVIEW

5.1 All allowances (other than Mileage Allowance) herein are to be reviewed as considered appropriate by Council.

5.2 Mileage Allowance is to be reviewed as part of budget deliberations.

6. APPROVED MEETINGS

The Schedule of Authorised Meetings and functions describes approved meetings for the purposes of this policy which are defined as **Council Business**. The Schedule of Authorised Meetings and functions is to be amended as required.

7. PAYMENT OF EXPENSES

Expenses will be paid to a Councillor through administrative processes approved by the Chief Executive Officer subject to the limits outlined in the Policy and Council endorsement by resolution.

7.1 External Meetings, Conferences, Seminars, Professional Development etc

7.1.1 Mandatory Training

Where Council resolves that all Councillors are to attend a specific training course/s conference, workshop/s or external meeting for skills development related to a Councillor's role, the Council will reimburse the total costs of the course. Some examples of this training are Councillor Induction, Code of Conduct, Meeting Procedures, and Legislative Obligations.

7.1.2 Discretionary Capacity Development

Each Councillor has an annual capacity development allocation of \$6000 that can be used where a Councillor identifies a need to attend a conference, workshop or training to improve skills relevant to their role as a Councillor or in their allocated portfolio. Council may, by resolution, approve expenses above the annual allocation. So that there is no misunderstanding, the allocation for capacity development shall cover all costs associated with the training or conference, including registration fees, travel (other than by motor vehicle), meals, daily allowance and accommodation.

Where the cost of an individual training opportunity exceeds \$1500, Council approval is required prior to commitment.

Unspent annual allocations cannot be transferred to another Councillor or across financial years.

7.2 Meals

7.2.1 Councillors may incur meal costs when attending Council meetings, travelling to conferences, training or workshops. In some cases this may involve interstate and overseas travel.

7.2.2 For approved meetings (where the meal is not provided within the registration costs), and with the presentation of an official tax invoice, a meal allowance will be paid.

7.2.3 Claimable meal allowance means the cost of the meal and non-alcoholic beverages.

7.3 Accommodation

Council will undertake every endeavour to pre-book and pay for accommodation if a Councillor is required to overnight when attending to Council business. Booking and subsequent payment for such accommodation will be through normal administrative processes approved by the Chief Executive Officer.

When attending conferences, Councillors must take advantage of any package provided by the conference organisers and therefore stay in the recommended accommodation unless prior approval has been granted by Council. In all other cases Council will pay legitimate accommodation costs.

7.4 Incidental Daily Allowance

On the presentation of appropriate tax invoice/s Council will reimburse up to \$20.00 per day to cover additional incidental costs incurred while Councillors are attending to Council business and travelling and staying away from home overnight.

7.5 Motor Vehicle

7.5.1 Councillors Vehicles

Council will provide fully serviced motor vehicles, including the provision of a break down service, for the Councillors to use in undertaking official duties.

All fuel used in a Council owned vehicle on official Council business will be provided or paid for by Council.

Any private use of the Council supplied vehicle is to be reimbursed to Council at the rate of 88c/km (subject to annual review)

7.5.2 Private Use

Councillors may prefer to use their private vehicles and claim an allowance per km for all council business use.

For the purposes of this policy Council has determined that the allowance for use of a motor vehicle will be 88c/km (subject to annual review). Any claim is to be based on log book details to substantiate the relevance of the travel to council business.

Details of the private use should be recorded on the Councillor Expense Claim and Private Use Reimbursement form as per Appendix A.

7.5.3 Number and Type of Vehicles

The type and number of vehicles provided for Councillor use is as described in Schedule B.

7.5.4 Peer Review

It is recognised that the use of Council motor vehicles is a matter that must be appropriately controlled. To ensure ongoing integrity of this policy and to provide for consistent application of the principles, Councillors will undertake periodic peer reviews of log book entries.

7.6 Travel Bookings Expenses

All Councillor travel on official Council Business approved by Council will be booked and paid for by Council. Economy class is to be used where possible although Council may approve business class in certain circumstances. Airline tickets are not transferable and can only be procured for the Councillor's travel on Council business.

7.7 Hospitality Expenses

Councillors may have occasion to incur hospitality expenses while conducting Council business apart from official civic receptions organised by Council. The Mayor, in particular, may require additional reimbursement when entertaining dignitaries outside of official events. All hospitality expenditure must be:

1. Reasonable and appropriate to Council's business.
2. For official Council purposes only and incurred in providing a service in the public interest.
3. Properly documented and available for internal and external scrutiny, including the provision of detailed tax invoices and receipts.
4. In accordance with all other related policies, procedures and practices.
5. Provided for in a budget and be authorised in accordance with Council's normal accounting procedures.

As a guide the following limits apply:-

- 7.7.1 The maximum amount of hospitality expenses that may be reimbursed for Councillors is \$500 per annum.
- 7.7.2 The maximum amount of hospitality expenses that may be reimbursed to the Mayor (as categorised by the Tribunal for local governments' category 3) is \$4,000 per annum.

7.8 Expenses Reimbursement Claim

All expense claims must be submitted for approval by the Chief Executive Officer on the appropriate form (see Appendix A) prior to any reimbursement being made.

8. FACILITIES

Facilities provided for Councillors must be deemed necessary and required to assist Councillors in their official capacity. In accordance with statutory provisions, Council may only provide Councillors with the facilities listed below.

All facilities provided remain the property of council and must be returned to Council when a Councillor's term expires. The facilities provided by Council to Councillors are to be used only for Council business unless prior approval has been granted by resolution of council.

8.1 Administrative Tools and Council Office Amenities

8.1.1 Office space and access to meeting rooms

Council provides occasional office accommodation and access to meeting rooms for Councillors. The standard of Councillor office accommodation is as approved by the Chief Executive Officer, but will generally consist of a desk and chairs. In general, rooms provided for Councillor use will be located at council owned or controlled premises such as libraries or branch offices. These rooms are provided for the purpose of conducting Council Business.

Whilst conducting Council business from a council owned or controlled premises Councillors will be provided access to or use of –

- Council landline telephone
- Telephone or video conference facilities (when available)
- Fax, photocopier/scanner, and paper shredder

8.1.2 Secretarial/Administrative support

Secretarial support will be provided for the purposes of conducting Council Business. In particular, support will be provided for the purposes of arranging attendance at Council Business and the processing and submission of reports for consideration as part of Council Business. (Refer to schedule A for description of Council Business)

8.2 Mobile Telephone

Councillors may incur telecommunication costs while undertaking Council business. Councillors have three options;

Option 1

The Councillors will be provided with a mobile telephone or PDA for Council business use. Any personal calls made by the Councillors must be reimbursed to Council.

Council will only pay for the purchase of Software Applications or “Apps” that are required to conduct official council business.

Option 2

If a Councillor chooses to use their personally owned mobile device, Council will reimburse, for all Council business calls, the call costs incurred. Any calls made from the personally owned mobile device will only be reimbursed if appropriate evidence is provided by the Councillor that the call was related to Council business.

Option 3

Where a Councillor chooses not to be provided a Council owned mobile telephone and chooses not use a personally owned mobile device, and the Councillor has an existing home landline at the Councillor’s residence, Council will reimburse the monthly rental and call costs, for all Council business calls, made from the home telephone. The Councillor will only be reimbursed if appropriate evidence is provided by the Councillor that the call was related to Council business.

8.3 Compute for Business Use

To allow access to Council meeting material Council will provide Councillors a laptop computer or IPAD with all associated access costs to be met by Council.

Council will only pay for the purchase of Software Applications or “Apps” that are required to conduct official council business.

8.4 Corporate Uniform

On an ‘as needed’ basis Council will provide Councillors with the following corporate uniform as supplied by Council’s preferred supplier arrangement;

- Name badge and Business Cards;
- Corporate branded shirts;
- Corporate branded jacket.

Councillors will be provided with any personal protective equipment (PPE) as required in the discharge of official duties.

8.5 Insurance Cover (Personal Injury While Discharging Their Duties)

Council will insure Councillors in the event of injury sustained while discharging their duties. Council will pay the excess for injury claims made by a Councillor resulting from conducting official Council business.

SCHEDULE A COUNCIL BUSINESS - SCHEDULE OF AUTHORISED MEETINGS AND FUNCTIONS

This Schedule of Meetings and Functions defines the approved meetings for the purposes of this policy and is defined as Council Business. The Schedule of Authorised Meetings and Functions is to be amended by Council as required.

General Meetings 2nd and 4th Wednesdays monthly

Special Meetings When Required

Workshops When Required

Community Development Group meetings (e.g. Voice of Warroo, Advance Injune)

Occasions as delegated by the Mayor

Occasions as resolved by Council

Community Consultation activities

Civic Duties (e.g. ceremonial openings of buildings or facilities, annual or presentation dinners, fetes and carnivals); where delegated by the Mayor

Advisory Committee appointments (e.g. Saleyards Committee, RADF)

Councillor Portfolio activities

Other occasions as deemed necessary by the Councillor to undertake their role as a Councillor in accord with the provisions of the Local Government Act 2009, namely;

- A Councillor must represent the current and future interests of the residents of the local government area
- Ensure the local government discharges its responsibilities under the Act; and achieves its Corporate and Community Plans
- Provide high quality leadership to local government and community
- Participate in Council Meetings, Policy development and decision making for the benefit of the local government area
- Be accountable for the performance of the local government area
- Comply with the Queensland Contact with Lobbyist Policy

SCHEDULE B - SCHEDULE OF COUNCILLOR VEHICLE FLEET

This Schedule of Councillor Vehicle Fleet defines the types and quantity of vehicles that comprise of the fleet vehicles for the Mayor, Deputy Mayor and other Councillors to utilise for Council business purposes.

This Schedule may be adjusted from time to time by the CEO to meet the needs of the Council.

VEHICLE TYPE IN FLEET	NUMBER IN FLEET
Toyota Prado or equivalent vehicle.	2
Small 4WD/AWD such as Toyota Kluger, Ford Territory or equivalent vehicle.	5

Notation

The Holden Calais or equivalent vehicle will be kept in the fleet for use with visiting dignitaries or for travel to events outside of the Local Government area.

Appendix A MARANOA REGIONAL COUNCIL Councillor Expense Claim and Private Use Reimbursement

Councillor

Date	Meeting Type, Training or Workshop	Meal Claim			Accommodation	Incidental Daily Allowance	Motor Vehicle Use				Telephone Expenses	Hospitality Expenses
		B/fast	Lunch	Dinner			km	Rate	Claim Note 1	Pay Note 2		
								\$0.88				
								\$0.88				
								\$0.88				
								\$0.88				
								\$0.88				
								\$0.88				
								\$0.88				
								\$0.88				
								\$0.88				
Totals		\$	\$	\$	\$	\$			\$	\$	\$	\$

Signature of Councillor: Dated: ____ / ____ / ____

Approved by CEO: Dated: ____ / ____ / ____

Note 1 – Use this column for claims when using own vehicle for Council business
 Note 2 – Use this column when reimbursing Council for private use of Council vehicle.
 Please ensure all receipts and other documentation is attached to substantiate expenses and mileage allowance claims.

<p><i>Office Use Only</i></p> <p>Cost Centre Number: ____ - ____ - ____</p> <p>Finance Officer:</p> <p>Dated: ____ / ____ / ____</p>

RELATED POLICIES AND LEGISLATION

Local Government Act 2009

Local Government (Operations) Regulation 2010

Local Government (Finance, Plans & Reporting)

Entertainment and Hospitality Expenditure Policy

Purchasing Policy

Light Fleet Vehicle Policy

Signatures

Acting Chief Executive Officer

Mayor

DATE

Version	Reason/Trigger	Change (Y/N)	Endorsed/Reviewed by	Date
0.3	Draft	Y	Reviewed – Kelly Rogers	19/06/12
0.3	Final	N	Endorsed – Council	27/06/12

COUNCILLOR REMUNERATION POLICY

1. ADOPTION

This policy was adopted by Maranoa Regional Council on 23 January 2013.

2. REVIEW OF REMUNERATION STRUCTURE AND LEVELS

A review of the Councillor remuneration structure and levels is conducted annually after a remuneration review has been completed by Local Government Remuneration Tribunal.

3. COUNCILLOR REMUNERATION

- 3.1. The Remuneration component (excluding the Amalgamation Loading) has been set to a percentage of the allowance paid to State Government Members of the Legislative Assembly. As a category 3 Council the current percentage for Maranoa Regional Council as set by the Local Government Remuneration Tribunal (The Tribunal) is:

- Mayor – 65%
- Deputy Mayor – 37.5%
- Councillor – 32.5%

- 3.2. The Mayoral salary will be paid in fortnightly instalments to the person holding the position of Mayor to account for the responsibilities and associated costs in servicing the electorate in the following ways:

Attendance at:

- Ordinary (General) Meetings, Special Meetings and Committee Meetings of Council
- Regional Meetings
- Inspections
- Community Group Meetings
- Community Consultation Meetings
- Annual General Meetings, Handovers and Community Events
- Civic Receptions
- Community and Developers Delegations/Deputations

- 3.3. The Deputy Mayoral salary will be paid in fortnightly instalments to the person holding the position of Deputy Mayor to account for the responsibilities and associated costs in servicing the electorate in the following ways:

Attendance at:

- Ordinary (General) Meetings, Special Meetings and Committee Meetings of Council
- Regional Meetings
- Inspections
- Community Group Meetings
- Community Consultation Meetings
- Annual General Meetings, Handovers and Community Events
- Civic Receptions
- Community and Developers Delegations/Deputations

- 3.4. The Councillor salary will be paid in fortnightly instalments to the person holding the position of Councillor to account for the responsibilities and associated costs in servicing the electorate in the following ways:

Attendance at:

- Ordinary (General) Meetings, Special Meetings and Committee Meetings of Council
- Regional Meetings
- Inspections
- Community Group Meetings
- Community Consultation Meetings
- Annual General Meetings, Handovers and Community Events
- Civic Receptions
- Community and Developers Delegations/Deputations

4. TAXATION

- 4.1. Council can pass a unanimous resolution under s446-5 of Schedule 1 of the Taxation Administration Act 1953 establishing that a particular Councillor or Councillors are to be treated as PAYE taxpayers.
- 4.2. Additionally any Councillor not being treated as a PAYE taxpayer will be responsible for dealing with their own tax liabilities. In this instance the Councillor must make provision of an Australian Business Number (ABN) to Council for payment of remuneration.
- 4.3. Any Councillor electing NOT to be treated as a PAYE employee will need to supply a GST compliant invoice quoting their ABN to ensure remuneration is paid.

5. SUPERANNUATION

As per s238. (1) of the Act, Council will make employer contributions for all elected Councillors up to a maximum contribution rate of 12%.

A Councillor is not required to make a member contribution. However, a Councillor may decide to make a member contribution and the value of that contribution.

6. SALARY SACRIFICE

As per s238. (1) of the Act, a Councillor may enter into an arrangement to participate in Salary packaging for the purpose of participating in voluntary superannuation contributions.

Only PAYE Councillors can participate in Salary Sacrificing arrangements.

A Councillor agrees, if he or she enters into an arrangement to salary sacrifice this will be on terms and conditions as outlined in Council's Salary Packaging Participation Agreement.

Salary Packaging will be administered by Maranoa Regional Council in consultation with their Accountants.

The percentage or amount forgone by the Councillor must not be more than the equivalent of 50% of the Councillor's remuneration entitlement.

POLICY SCOPE

This policy is in respect of the Councillors Maranoa Regional Council.

POLICY STATEMENT/DETAILS

This Policy contains the statutory framework for the remuneration of mayor, Deputy Mayor and Councillors.

RELATED POLICIES AND LEGISLATION

Local Government Act 2009.

Signatures

Chief Executive Officer

Mayor

DATE

Version	Reason/ Trigger	Change (Y/N)	Endorsed/ Reviewed by	Date
0.2	Draft			16/12/12

OUR COMMUNITY FINANCIAL REPORT

The Community Financial Report is an overview of the key elements of Council's financial performance and position for the 2012/13 financial year. Its purpose is to summarize Council's financial data without the need to interpret the financial statements contained in the Annual Financial Statements.

Operational Performance: Did Council make a profit or a loss?

Operational Data at a Glance

Revenue Summary – What We Earned	2012/13	2011/12
Rates (net of discounts)	\$33,288	\$21,081
Grants (Operational)	\$13,286	\$16,846
Grants (Project Based)	\$41,969	\$48,678
Contract Works	\$39,726	\$20,151
Fees and Charges- General	\$2,475	\$2,414
Fees and Charges- Saleyards	\$3,665	\$2,833
Interest Received	\$1,269	\$1,679
Rent Income	\$1,848	\$1,093
Revenue- Other	\$3,269	\$700
Gain on Disposal of Asset		\$168
Total Revenue	\$140,795	\$115,643

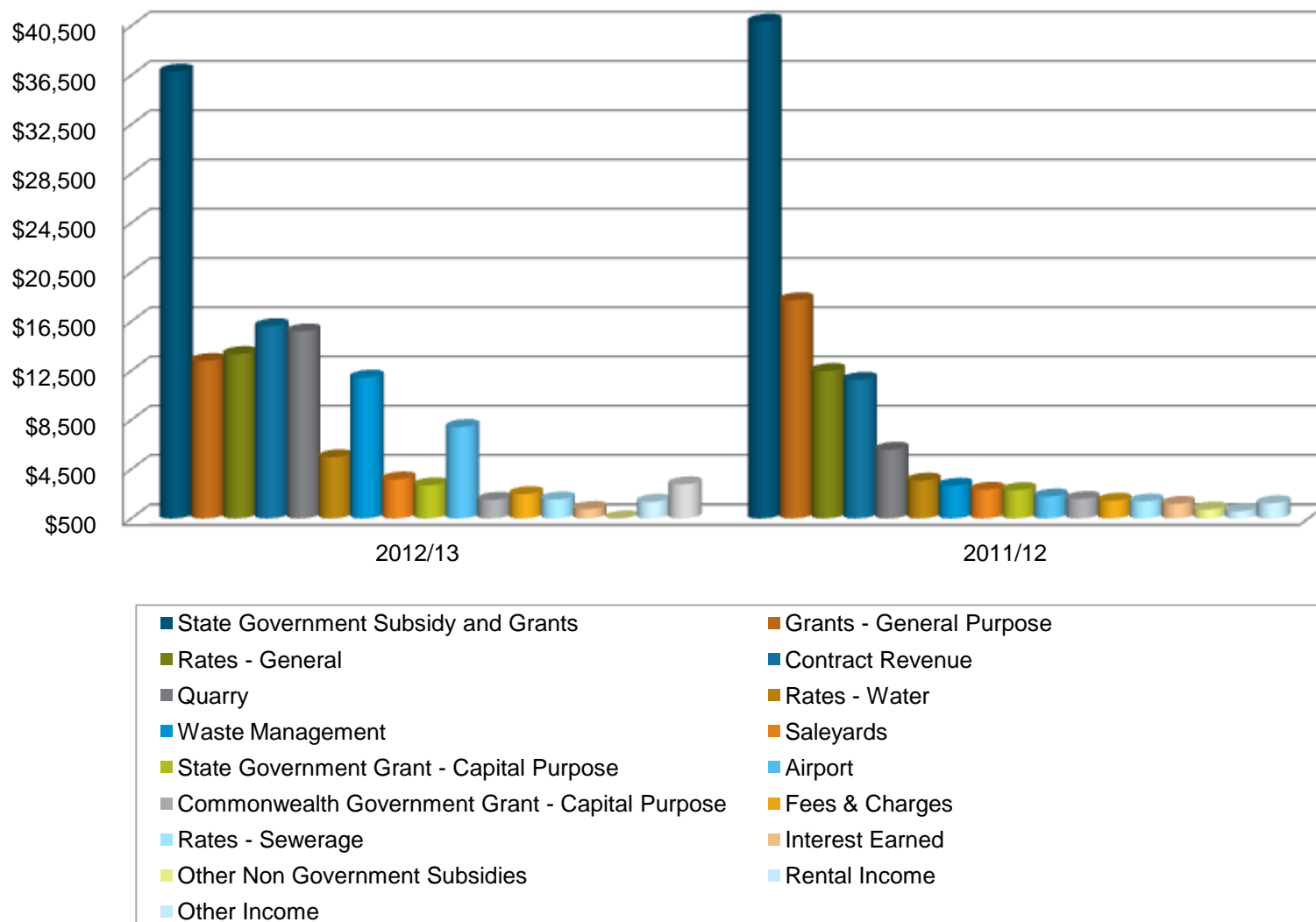
Expense Summary – What We Spent	2012/13	2011/12
Employee Costs	\$23,611	\$23,891
Materials, Services and Other Expenses	\$111,039	\$69,380
Depreciation	\$9,850	\$9,459
Loss on Disposal of Asset	\$67	\$80
Borrowing Costs	\$787	\$888
Total Expenses	\$145,354	\$103,698
Surplus / (Deficit)	\$(4,559)	\$11,945

The operating result for the 2012/13 financial year was a reported deficit of \$4.559 million which was \$16.505 million less than 2011/12 year. These figures do not take into account advanced monies previously received by Council for flood damage restoration works and in order to accurately compare Council's trading result for both financial years necessitate adjustment. The true reflection when these figures are adjusted result in a difference of less than \$100,000.

Council's increase in expenditure of \$41.66 million from last year for materials, services and other expenses is largely attributable to flood restoration works.

Sources of Revenue

Maranoa Regional Council Comparative Source of Revenue ('000)



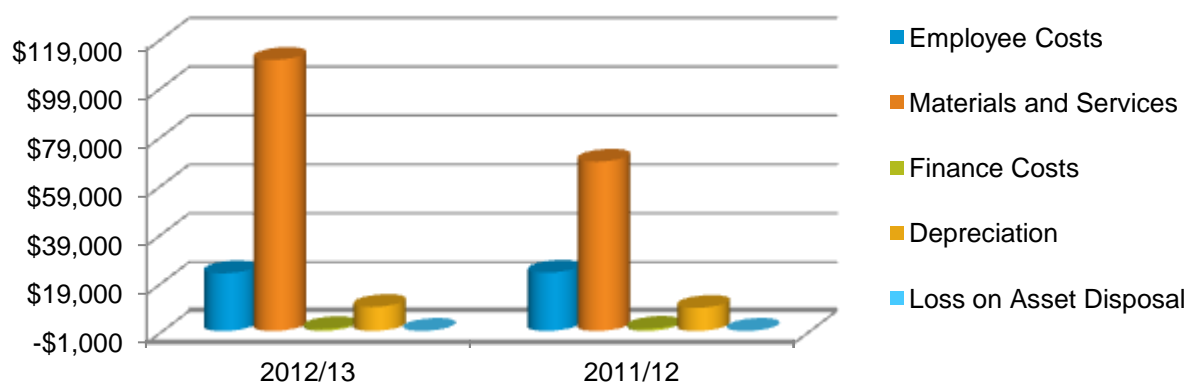
Council's operational revenue is sourced from rates, fees and charges, private works and government grants. Some grants however, are targeted for specific capital projects or service programs.

Maranoa Regional Council received \$35.048 million from the state government for work associated with the restoration of Council's assets damaged by floods in the calendar years 2010, 2011 and 2012.

Council's total revenue in the financial year 2012/13 increased by 21.75% compared to 2011/12. This was primarily attributable to increased revenue in Sewerage Trade Waste charges of \$10.047 million, a \$9.613 million increase in Quarry operational activity and a \$5,646,344 increase in Airport revenue fees and charges.

Source of Expenditure

Maranoa Regional Council
Comparative Source of Expenditure (‘000)



Maranoa Regional Council provides a wide range of services to the community. This work is performed by Council staff and in some instances contractors. Wherever possible, local suppliers and local contractors are used so the money flows back into the local community. The three major cost categories are employee costs, materials and services and depreciation. The level of expenditure is monitored through a rigorous budget process.

Cash Report

The Statement of Cash Flows quantifies the inflows and outflows of cash throughout the organisation during the financial year, as opposed to the accrual based data provided in the financial statements from which the surplus/ (deficit) is derived.

Cash Flow Snapshot	2012/13	2011/12
Opening Cash Balance	\$27,645,660	\$38,912,691
Net Cashflow from Operating Activities	\$7,880,125	\$ 2,648,137
Net Cashflow from Investing Activities	-\$7,968,357	-\$15,579,057
Net Cashflow from Financing Activities	\$5,302,266	\$1,663,889
Closing Cash Balance	\$32,859,694	\$27,645,660

Cash flows for the period are separated into operating, investing and financing activities.

- **Operating activities** – includes all areas such as rates, user charges, grants, employee costs, material services, interest and administration.
- **Investing activities**- includes money Council receives and spends when we buy or sell property, plant and equipment.
- **Financing activities** – incorporates cash received if Council takes out new loans or cash paid to repay loans.

Borrowing: How much does Council owe in loans for purchase and major maintenance of assets?

Local Governments, in general, have a very high level of assets under their control but are limited in revenue raising opportunities. This means that the majority of Councils in Queensland have to rely on borrowing or substantial grants to fund major capital works, while using their general revenue (rates, fees and charges) to provide services and maintain community assets.

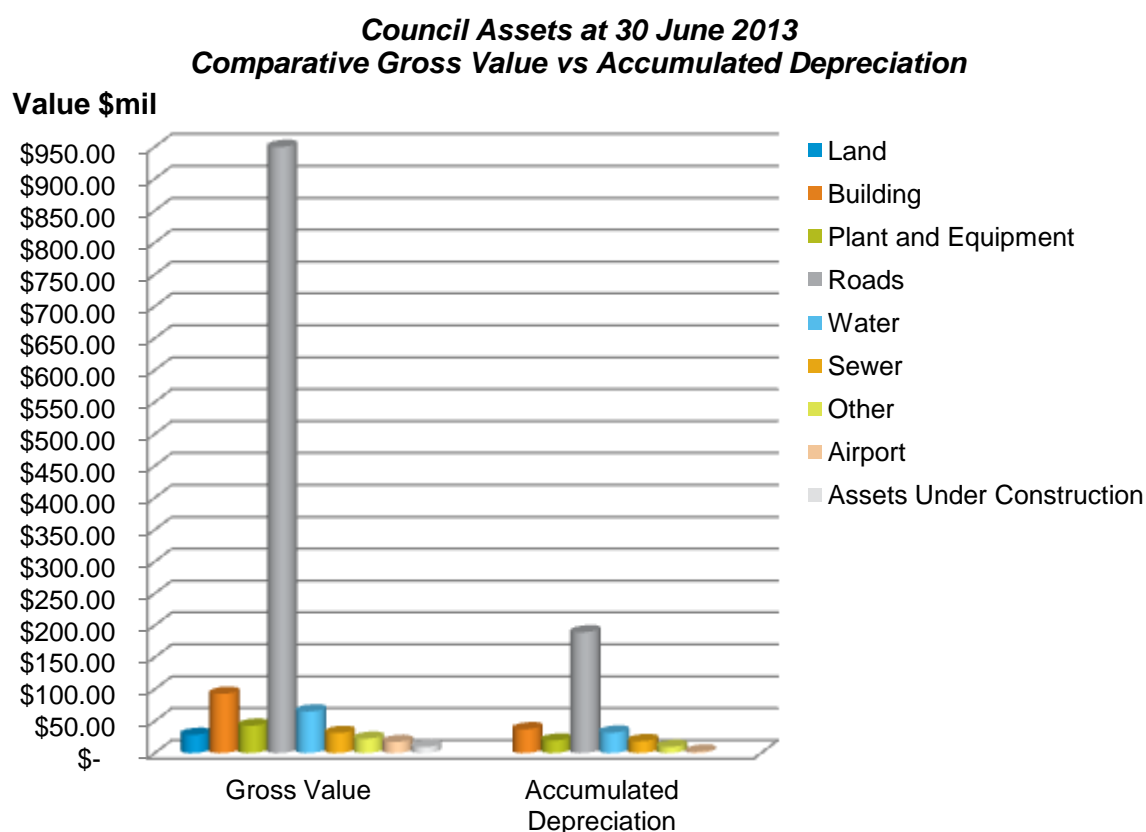
In the financial year 2012/13 the Council committed itself to a further loan of \$6.2 million consisting of \$3 million for the construction of the Roma township's levee, \$1.2 million for funding capital expenditure at Council's main Quarry and \$2.0 million for the provision of Water Infrastructure. Details of all loans outstanding as at 30 June 2013 are as follows.

Description of Purpose	
Roma Office Refurbishment	\$677,601.67
Levee Loan	\$3,004,249.04
Quarry Loan	\$4,251,779.81
Roma Airport Upgrade	\$3,736,350.39
Water Infrastructure Roma	\$5,491,382.79
Roma Art Precinct	\$1,191,175.14
TOTAL FOR ALL LOANS	\$18,352,538.84

Council Assets

Maranoa Regional Council has in excess of \$1.005 billion dollars net worth of assets under its control. Compared to last financial year this is an increase of \$28.315 million. The difference is largely attributable to a revaluation in 2012/13 by external valuers of all Council's assets with the exception of Plant and Equipment. Council's net worth of assets translates into a significant investment by Council and requires astute management to ensure the level of service provided to the community is adequately maintained.

The graph below compares the Gross Value of Council's Assets and their respective Accumulated Depreciation.



Key Local Government Financial Indicators

Ratio	Description	2013 Actual Result	Benchmark	Within Limits	Ratio
Operating Surplus Ratio	This is the indicator of the extent to which revenue raised covers operational expenses only or is available for capital funding	-7.22%	0-10%	No	Operating Surplus Ratio
Debt Service Ratio	This ratio represents the percentage of Council's total recurrent revenue that is used to service loan interest and principal repayments	1.25%	0-10%	Yes	Debt Service Ratio
Current Ratio	This ratio measures Council ability to meets its short term commitments	0.1:1	2:1	No	Current Ratio