## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contents</td>
<td>1</td>
</tr>
<tr>
<td>Message from the Mayor</td>
<td>2</td>
</tr>
<tr>
<td>Chief Executive Officer’s Report</td>
<td>3</td>
</tr>
<tr>
<td>Community Financial Report</td>
<td>4</td>
</tr>
<tr>
<td>Councillors</td>
<td>7</td>
</tr>
<tr>
<td>Assessment of Corporate and Operational Plan</td>
<td>10</td>
</tr>
<tr>
<td>Governance Services</td>
<td>10</td>
</tr>
<tr>
<td>Assessment of Corporate and Operational Plan</td>
<td>26</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>26</td>
</tr>
<tr>
<td>Assessment of Corporate and Operational Plan</td>
<td>36</td>
</tr>
<tr>
<td>Community and Cultural Services</td>
<td>36</td>
</tr>
<tr>
<td>Assessment of Corporate and Operational Plan</td>
<td>52</td>
</tr>
<tr>
<td>Infrastructure Services</td>
<td>52</td>
</tr>
<tr>
<td>Assessment of Corporate and Operational Plan</td>
<td>52</td>
</tr>
<tr>
<td>Other Content</td>
<td>59</td>
</tr>
<tr>
<td>Financial Statement</td>
<td>63</td>
</tr>
<tr>
<td>2017-2018</td>
<td>63</td>
</tr>
</tbody>
</table>
Message from the Mayor

The 2017-2018 financial year has been a dynamic one and once again I find myself reflecting on the achievements outlined in this report with pride.

We continue to engage constructively and positively with all levels of government regardless of political affiliations. This is something we pride ourselves on – being apolitical – it is incredibly important to be able to represent our communities best interests unburdened by ideological considerations.

Testament to this positive and approachable attitude is the many high level consultations we’ve enjoyed with state and federal politicians this year: Prime Minister Turnbull, Minister McVeigh, Minister Littleproud and Minister Canavan, Premier Palaszczuk, Minister Furner, Minister Bailey, Minister Jones and Assistant Minister Scanlon, among others. We’ve also hosted their Excellencies the Governor General, and the Governor of Queensland. Not bad for a region of only 3,600 people!

One of the dominant issues for us this year has been that of Water Security. While the drought, entering its seventh year, continues to wreak havoc for our rural landholders; our communities have also experienced severe impacts on the physical availability of town water.

This year our Water Security Strategy identified actions for each of our communities and I’m pleased that considerable progress is reflected in this annual report. Of particular note is the progress we’ve seen in Ilfracombe, where the threat is most urgent, with the completion of a new town bore. We will continue to fight for better infrastructure and a full delivery of the actions identified in our strategy.

Our landmark Longreach Wild Dog Exclusion Fence Scheme was closed to new applications this year and is reflected in our financial statements at the back of this report. We remain committed to bringing back the sheep and realising the economic benefits that ensue.

We pursue these initiatives in the context of stemming population decline in our region by broadening our economic base. Water security and sheep are part of that, but also of critical importance is renewable energy. This year we’ve been advancing options for renewable energy in our region; including holding meetings with a delegation of investors interested in a very large scale solar energy plant.

International tourism is another potential way to broaden our economic base and it was with pride that I delivered a keynote address at the 2018 International Mayor’s Forum on Tourism in Zhengzhou, China. I was honoured to attend the event as a sponsored guest of the United Nations World Tourism Organisation (UNWTO) and the Chinese Ministry of Culture and Tourism. During my address, inviting international visitors and investors to our region, I shared insights from our industry’s 30 years of community-led tourism development.

Besides these big-picture items we continue to deliver important day-to-day services in our communities. Through our libraries, childcare, funeral, parks, roads, water and environmental services, among others, we are always looking to make our region a better place to live. Initiatives such as Beersheba Place, Public WiFi and CCTV, Yaraka Dump Point, and the Isisford Machinery Shed Museum are all part of that quest.

My Councillors and I are fortunate to be assisted in our efforts by a dedicated staff led by CEO Ian Bodill, and I’d like to pay tribute to them for their considerable hard work in the past twelve months. I also thank my colleagues for the dedication and drive that makes ours such a positive and constructive Council.

Most importantly, I’d like to thank our community for the good faith they’ve shown in us. It is a privilege to be your Mayor and to lead such an outstanding team.

Cr Ed Warren
Chief Executive Officer’s Report

I am pleased to be able to provide a report on the 12 months that made up the 2017-2018 Financial Year.

We’ve continued to pursue the outcomes set out in our Economic Development Plan – something I’m personally committed to seeing through. The restructuring we completed last year to establish our Tourism and Economic Development department has paid dividends this year and I’m pleased to report we have a very effective team in place there.

There has been more restructuring this year in Isisford. Council has assumed control of the Outer-Barcoo Interpretative Centre (OBIC), which is now housing the Isisford Visitor Information Centre. Some staff from our Isisford Branch Office have been redeployed allowing for a seven-days-a-week operation. This is a great outcome for our Isisford community and visitors alike.

I often talk about how modern councils are expected to fulfil greater social, cultural, economic and environmental functions than ever before. In particular I point out that it is more important than ever for councils to be transparent and consultative in their approach to decision making. We embrace these expectations, as evidenced throughout this Annual Report. In addition to transparency about decision making, this year more than ever, these ever increasing expectations place a burden on us to be clear about our financial sustainability.

The 2017-2018 Financial Year, and the one before it, has been characterised by ambitious and visionary capital works. Our investment in the future of our communities will doubtless bring many benefits; however, it will not be sustainable at current levels in the long term.

That is why we continue to advocate for broad-scale financial reform of the local government sector.

I must again acknowledge our accomplished workforce, the strong working relationships that have been forged, and the extremely positive “can-do” culture that has grown at Council. It starts at the top with our elected members and filters through at every level of our organisation. We have built a great team and I’m very proud!

I am always particularly delighted to hear of the professional development undertaken in the past year by our team. I take satisfaction in knowing that the organisation I lead promotes the development of its talent, especially its young professionals. We have a great team of young managers moving up through the ranks – and I couldn’t be happier with them.

Equally significant is the positive relationship we have with our community. Our regular Community Consultation Forums continue to be an important part of that.

I am pleased with the work we are doing. Ultimately it is the community that will benefit. It is for them that we strive to improve and to them that we are ultimately accountable. This Annual Report demonstrates our obligation to being responsible, transparent and forward-thinking. I am proud to present it to you.

Ian Bodill G.A.I.C.D.
Community Financial Report

Income

Council received 32% of its income through grants, subsidies, contributions and donations and 27% through rates, levies and charges. Council relies on grants, subsidies, contributions and donations due to the low rates revenue base which is not able to be influenced by council in the future as there is little likelihood of a significant increase in the available properties on which to raise levies. In addition, council has ongoing projects for which the revenue was received in 2016/2017 and expended in 2017/2018.

Expenditure

Materials and services, plus employee costs make up 79% of Council’s total operating costs. Materials and services include the costs of providing services such as roadworks, childcare, water and sewer, information technology, fleet and tourism expenses. Depreciation accounts for 17% of Council’s operating expenditure. The remaining 2% is finance costs associated with servicing the borrowings Council has taken out to fund some infrastructure renewals and strategic land purchases.
Level of Borrowings

This year has seen Council borrowing an extra $1,450,343 for the much anticipated Longreach Wild Dog Exclusion Fence Scheme in order to finalise the scheme. Participating landholders will repay this debt over time via a special levy on their rates.

![Borrowings Graph]

Council borrows funds and invests surplus cash with Queensland Treasury Corporation, who finance the majority of state’s public sector infrastructure.

Cash

At the end of the financial year Council had a cash position of $28,306,393 which will act as a strong springboard for financial sustainability.
**Assets**

Council manages assets totaling $335,282,798 with property, plant and equipment making up $301,081,704 of this total and the below chart provides a breakdown by asset type.

![Council Property, Plant & Equipment Pie Chart]

Council has increased the capital budget in relation to replacement assets following the progression of the asset management plan identifying that some programs had fallen behind. This has contributed to the increase in cash held. It is planned that the additional replacement asset spend will be completed in the 2018/2019 financial year.
Councillors

Remuneration, including superannuation contributions, paid to Councillors

Councillor remuneration and Ordinary Meeting attendance – 1 July 2017 to 30 June 2018.

<table>
<thead>
<tr>
<th>Councillor</th>
<th>Meeting Attendance*</th>
<th>Meeting Fees and Allowances</th>
<th>Travel Costs</th>
<th>Superannuation Paid</th>
<th>Total Remuneration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr Ed Warren</td>
<td>11</td>
<td>100,915.58</td>
<td></td>
<td>9,587.00</td>
<td>110,502.58</td>
</tr>
<tr>
<td>Cr Leonie Nunn</td>
<td>11</td>
<td>48,961.58</td>
<td>6,182.25</td>
<td>4,651.39</td>
<td>59,795.22</td>
</tr>
<tr>
<td>Cr Tony Emslie</td>
<td>12</td>
<td>41,973.92</td>
<td></td>
<td>3,987.58</td>
<td>45,961.50</td>
</tr>
<tr>
<td>Cr Trevor Harris</td>
<td>11</td>
<td>40,807.92</td>
<td></td>
<td>3,876.75</td>
<td>44,684.67</td>
</tr>
<tr>
<td>Cr Tony Martin</td>
<td>12</td>
<td>41,973.92</td>
<td></td>
<td>3,987.58</td>
<td>45,961.50</td>
</tr>
<tr>
<td>Cr Tony Rayner</td>
<td>11</td>
<td>40,807.92</td>
<td></td>
<td>3,876.75</td>
<td>44,684.67</td>
</tr>
<tr>
<td>Cr Trevor Smith</td>
<td>12</td>
<td>41,973.92</td>
<td></td>
<td>3,987.58</td>
<td>45,961.50</td>
</tr>
</tbody>
</table>

*Total Meetings held = 12

Expense Reimbursement Policy

Council provides a range of facilities to Councillors in accordance with its Expenses Reimbursement and Provision of Facilities for Mayor and Councillors Policy No. 2.21. This policy is available from Council’s website and outlines the entitlements of Councillors in their role such as training, travel costs, meals and use of Council facilities. During this period, Council incurred costs of $76,429.99 for such expenses.

Pursuant to section 185 of the Local Government Regulation 2012, it is reported that in March 2016, Council reviewed its Expenses Reimbursement and Provision of Facilities for Mayor and Councillors Policy No. 2.21. Council passed a resolution pursuant to section 250(1) of the Regulation; however, no additional entitlements or provisions were added to the policy. A copy of the policy is available from Council’s Website/Portal.

Pursuant to section 185 of the Local Government Regulation 2012, Council passed a resolution to adopt the Asset (Accounting) Management Policy No. 1.4 on 24 October 2016. This policy sets the Asset Recognition Thresholds for the different asset classes of Land, Improvements, Buildings, Plant and Equipment. A copy of the policy is available from Council’s Website/Portal.
All reasonable expenses incurred in attending approved meetings, conferences, seminars, workshops, inspections and the like will be paid (or reimbursed) by Council.

Council takes out workers’ compensation cover over elected members with Local Government Workcare each year.

**Conduct and Performance of Councillors**

In accordance with section 186(d) of the *Local Government Regulation 2012*, the following is provided involving disciplinary action for misconduct taken by a regional conduct review panel:

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>The total number of orders and recommendations made under section 180(2) or (4) of the Act</td>
<td>Nil</td>
</tr>
<tr>
<td>Total number of orders made under section 181 of the Act</td>
<td>Nil</td>
</tr>
<tr>
<td>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</td>
<td>Nil</td>
</tr>
<tr>
<td>A description of the misconduct or inappropriate conduct engaged in by each of the Councillors</td>
<td>N/a</td>
</tr>
<tr>
<td>A summary of the order or recommendation made for each Councillor</td>
<td>N/a</td>
</tr>
</tbody>
</table>

In accordance with section 186(f) of the *Local Government Act 2009*, the following is provided involving disciplinary action for misconduct taken by a regional conduct review panel:

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of complaints about the conduct or performance of Councillors for which no further action was taken under section 176C(2) of the Act</td>
<td>Nil</td>
</tr>
<tr>
<td>The number of complaints referred to the department’s Chief Executive under section 176C(3)(a)(ii) of the Act</td>
<td>Nil</td>
</tr>
<tr>
<td>The number of complaints referred to the mayor under section 176C(3)(a)(ii) or (b)(ii) of the Act</td>
<td>Nil</td>
</tr>
<tr>
<td>The number of complaints referred to the department’s Chief Executive under section 176C(4)(a) of the Act</td>
<td>Nil</td>
</tr>
<tr>
<td>The number of complaints assessed by the Chief Executive Officer as being about official misconduct</td>
<td>Nil</td>
</tr>
<tr>
<td>The number of complaints heard by a regional conduct review panel</td>
<td>Nil</td>
</tr>
<tr>
<td>The number of complaints heard by the tribunal</td>
<td>Nil</td>
</tr>
<tr>
<td>The number of complaints to which section 176C(6) of the Act applied</td>
<td>Nil</td>
</tr>
</tbody>
</table>
Administrative Action Complaints

In accordance with section 187 of the Local Government Regulation 2012, Council makes a genuine commitment to dealing fairly with administrative action complaints. This is achieved through the adoption of policies and procedures designed to provide confidence in Council’s ability to provide feedback and deal with complaints in a fair and equitable manner. Council provides training to all staff who undertake a customer service role within Council and provides a report to the Executive Management Team on administrative action complaints made on a monthly basis.

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of administrative action complaints made to the local government</td>
<td>05</td>
</tr>
<tr>
<td>Total number of administrative action complaints resolved by the local government under the complaints management process</td>
<td>05</td>
</tr>
<tr>
<td>Total number of administrative action complaints not resolved by the local government under the complaints management process</td>
<td>00</td>
</tr>
<tr>
<td>Total number of administrative action complaints under paragraph (a)(iii) that were made in a previous financial year</td>
<td>00</td>
</tr>
</tbody>
</table>

Overseas Travel

In accordance with section 188 of the Local Government Regulation 2012, the following information is provided concerning overseas travel:

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>The name of a Councillor who undertook overseas travel</td>
<td>Cr Warren, Cr Martin</td>
</tr>
<tr>
<td>The name of, and position held by, a local government employee who undertook overseas travel</td>
<td>N/a</td>
</tr>
<tr>
<td>The destination of the overseas travel</td>
<td>China</td>
</tr>
<tr>
<td>The purpose of the overseas travel</td>
<td>Guest Speaker for the 2018 International Mayors Forum on Tourism</td>
</tr>
<tr>
<td>The cost of the overseas travel (both persons)</td>
<td>$6,765.63</td>
</tr>
</tbody>
</table>
Assessment of Corporate and Operational Plan

Governance Services

The Governance section of Council is responsible for the development and management of Council policy, media and communications, human resource management, economic development and tourism, as well as emergency services.

The section ensures that good governance provides an environment where political, economic, and social development occurs with positive outcomes.

Good governance at Longreach Regional Council is achieved by having efficient and effective decision-making processes and systems. The use of appropriate policy and accountability frameworks enable councils to focus on strategic rather than operational issues.

In order for good governance to be achieved, the governance section provides elected members with the opportunity to receive training and development in all aspects of local government and to receive information and advice that will assist in making fully informed decisions.

Regional Coordination

Targets
Regional relationship development through meeting with State and Commonwealth Ministers, and by holding regular meetings to discuss Council's progress and partnership opportunities.

Outcomes
1. A number of meetings have been held with Federal Member for Maranoa, David Littleproud that covered tourism, water security, child care and drought assistance.
3. Met with Prime Minister Turnbull to discuss drought assistance.
5. Met with State Minister Mark Furner to discuss regional matters.
6. Met with State Minister Mark Bailey to discuss general matters.
7. Met with State Tourism Minister Kate Jones to discuss matters of tourism.

Targets
Partner with the region's businesses through holding regular meetings to discuss Council's progress and partnership opportunities.

Outcomes
1. Met with Tourism Operators to discuss upcoming forums and events for air services and tourism.
2. Met with Longreach Regional Enterprise to discuss Customer Service and experience and develop training package to improve the local customer experience.
Targets
Lobby for appropriate State and Federal Government Funding by targeting local State and Federal Members and associated Ministers appropriate to the portfolios being dealt with.

Outcomes
1. Building our Region Funds targeted with successful applications being achieved.
2. Works for Queensland Funding received for various projects.
3. Dealt with Grants Commission regarding annual grants allocation.

Governance Services

Targets
Develop and review Council’s ten (10) year Corporate Plan and its Annual Operational Plan in accordance with legislative guidelines and in line with Council’s budget. Strategies identified in the Annual Operational Plan are identified in Council Reports.

Outcomes
1. Longreach Regional Council’s Corporate Plan 2017-2027 updated in August 2017 to include a Council Core Value to Create a Safe and Health Work Environment and include a new strategy under “Organisational Governance” to Develop, maintain and comply with Longreach Regional Council’s Safety Management System (LRC-SMS).
2. Annual Operational Plan Quarterly Reviews held every three (3) months to coincide with Quarterly Budget Reviews and presented to the August, November, February and May Council Meetings.
3. All Council reports requiring an action of Council, have identified the relevant strategy from the 2017-2018 Annual Operational Plan.

Targets
Ensure effective and responsible policy development and decision making through monitoring and maintaining Council’s Policy Register to ensure policies are reviewed and adopted by Council. Ensure compliance with legislative obligations.

Outcomes
1. All Council Policies due for review are revised by the relevant Department to ensure compliance with legislative obligations, then endorsed through the internal Executive Management Team Meetings prior to presenting to Council for adoption.
2. Council decisions are made in accordance with relevant Acts, Regulations and Council Plans.

Targets
Coordinate regular liaison with the community through the delivery of Community Forums, with bi-annual forums held in each community across the region. Successful delivery is identified by attendance, stakeholder feedback and media promotion. Actions from each Forum are either met, resolved or progressing and advised to the community at the next Forum. Additional access to Councillors by each community is also increased by rotating the location of Council Meetings throughout the region.
Outcomes

2. The Actions / Minutes from each Forum are reported on and discussed by the Executive Management Team and Management Group to ensure updates are provided in regards to the progress of each item.
3. Council Meetings Rotated in each community with every second meeting held in Longreach. Meetings held in other communities were as follows: Ilfracombe in October 2017 and February 2018; Isisford in August 2017, December 2017 and April 2018; with one (1) meeting held in Yaraka in June 2018.

Targets

Minimise Energy consumption through the monitoring and minimising of energy usage and encourage LED lights or other energy saving devices. Encourage air conditioners to be turned off when not required.

Outcomes

1. Overall an increase in kWh used but a decrease in cents per kWh, however Council continue to monitor to reduce consumption.

Office of the Chief Executive Officer and Mayor

Targets

Ensure that Elected Members receive adequate training to assist in their role as decision makers in local government.

Outcomes

1. Councillor Disaster Management Information Session / QDMA Training – October 2017

Targets

Assist Council decision making through the preparation of effective Reports, Council Meetings, and the implementation of actions as a result of the resolutions. Executive Management Team to ensure each responsible officer completes actions as per resolution.

Outcomes

1. Council Meetings held monthly with all reports prepared in accordance with Council’s standard template to ensure that all necessary information and legislative requirements are provided.
2. Each resolution is tasked to the relevant Director to assign to responsible officers for action. This process ensures that the Director receives a notification once the task is completed.
3. A reporting process is being prepared to allow for a monthly report to Council Information Papers to advise on the progress and completion of previous meeting resolutions.
Targets
Preparation and facilitation of Citizenship Ceremonies within the community with all Ceremonies conducted in accordance with Department of Immigration and Border Protection Guidelines.

Outcomes
1. One (1) Citizenship Ceremony was held during the reporting period which was incorporated as part of the Longreach Australia Day Celebrations in January 2018.

Media and Communications

Targets
Better utilise technology to facilitate communication.

Outcomes
1. Council completed a redesign of its website during 2017-2018, and LGAQ plans to make the site mobile responsive as part of its migration to the JADU content management system early in the financial year.
2. Council has seen a 25.8% increase in downloads of its ‘OutbackLRC’ mobile app.

Targets
Operationalise a systematic Communication and Engagement Framework.

Outcomes
2. Council developed a suite of communication templates for use across traditional and digital media, including social networks and online video.

Human Resources

Targets
Ensure that all staff have an annual performance review undertaken with their contribution. Provide career development opportunities for Council staff whilst ensuring staff are accountable for their own performance.

Outcomes
1. All staff completed their annual performance appraisal with their accountable supervisor within the required timeframe. This was completed by 30 June 2018.

Targets
Continue to advocate the Workplace of Choice Policy and commit to providing a workplace environment that attracts and retains superior employees.

Outcomes
1. The Workplace of Choice Policy is referenced when recruiting vacancies with Council as well as with current employees.
2. Council regularly promotes healthy initiatives through staff events such as the annual Big Day In and also staff publication, Team Talk.
3. Council also provides staff the opportunity to take on flexible work arrangements to maintain a work life balance.
4. An Employee Assistance Program is also available to staff as well as a range of referral services for employees to have support in managing stressors in their work life.
**Targets**
Council held Big Day In for all Staff.

**Outcomes**
1. After the success of the 2018 Big Day In, Council is committed to holding these events for all staff annually with the view to increase communication, collaboration and teamwork within Council as an organisation.
2. The 2019 Big Day In is scheduled for 29 January 2019.

**Targets**
Communicate Industrial Relation reforms to staff and look for opportunities from reforms. Negotiated a new Enterprise Bargaining Agreement.

**Outcomes**

**Targets**
Determine and establish a process to meet Verification of Competency Requirements.

**Outcomes**
1. A review has been undertaken with the aim of providing consideration to completing the VOC process internally vs externally. The review provided consideration to legislative requirements, cost, business capability, workforce culture impacts, Council resources, turnover rate and a risk assessment.
2. The Executive Management Team made a decision based on a WHS Committee and Management Group recommendation to go external for the VOC process.
3. The full program must be completed by July 2020.

---

Council's turnover rate was 22% at the end of 2018. Council had 177 (166 Full-Time Equivalent) staff at the end of the year.
Economic Development

The Economic Development Division is to enhance Council’s role of facilitating, supporting and advocating for development and building relationships with corporations and government departments with a stake in Longreach’s future.

This department reports directly to the Office of the Chief Executive Officer showing how important the securing of the Longreach Region’s economic sustainability is for its residents.

A major focus in the financial year was on facilitating farming resurgence to build resilience in agriculture and establishing Longreach as a Region of Choice for Investment, Learning and Outback Living. Continuation of ongoing targeted research, consultation with eternal agencies, government departments, community engagement and analysis continues.

Progression of the year 1 and 2 Economic Development Strategy saw a positive and collaborative partnership with many different departments and entities effectively implementing Council endorsed projects.

The Economic Development and Tourism department work together in many areas in addition to everyday procedures to seek sponsorship or assist events such as the Yaraka Car Rally, Yellowbelly Fishing competition, Bulls Masters in region visit, production of prints for Birds of Longreach imagery, sponsorship to the Vision Splendid Outback Film Festival and also providing tourism operators and external departments with letters of support to assist with their funding applications.

Highlighted accomplishments in concurrence with the Annual Operational Plan 2017-2018 and Longreach Regional Council Corporate Plan, 2017-2027 are detailed below.

Target

Water and Land

Identify and develop Year 2 actions from the Longreach Region Economic Development Strategy: Water security was a critical issue for the 2017-2018 financial year and options for safeguarding future water supply for the communities of the Longreach Region were addressed as a matter of priority.

Outcomes

1. Water Strategy Consultants Cardno engaged in community consultation where the draft report was tabled at the October 2017 Council Meeting. The final report was sent out for public comment on 10 January and adopted by Council 15 March 2018.
2. Economic Development Queensland funded and engaged Economic Associates to Audit and Articulate the Region’s Industrial Land Capabilities. Local Businesses were included in the Land Use Study. The final report was completed in April 2018.
3. It was resolved at the September, 2017 Council meeting that Council approach the Department of Agriculture and Fisheries (DAF) to seek a stronger involvement as a partner to the already existing GrazingFutures plan. Principal Scientist (Grazing Lands) from DAF works closely with our department in relation to the Western Queensland Drought Program.
Targets

Longreach Saleyards
Identify and develop Year 2 actions from the Longreach Region Economic Development Strategy. Explore partnership opportunities with State and Federal Governments.

Outcomes

1. The Economic Development and Tourism Department assisted the Corporate Services Department in its continued positive collaboration with Leaseholder AAM Investment Group (AAMIG) in relation to the Saleyards Spelling Complex.
2. Council submitted an application to the Building Better Regions Fund Round 2 in December 2017 for the Longreach, Western Queensland Livestock Exchange (WQLX) Modernisation and expansion project. This application was unsuccessful.
3. In December 2017, Council representatives and General Manager of AAMIG attended Canberra parliamentary sitting to meet with a wide range of Ministers, Parliamentarians and Policy Advisors in relation to the Longreach Saleyards.
4. Building our Regions Round 4 EOI application was submitted in May 2018 for the WQLX - Cramsie Railway Siding Extension. It was identified that the transport of cattle on rail is currently being constrained by having only one rail loading ramp on the spur line. The potential project will extend the existing railway line at the Saleyards.

Targets

Partnerships with Universities
Identify and develop Year 2 actions from the Longreach Region Economic Development Strategy:

There is continual discourse between Longreach Regional Council and tertiary education institutions including Queensland Agricultural Training Colleges, University of Queensland, Gatton and Central Queensland University for the purpose of identifying opportunities for the universities to attract and retain students. Collaborative discussions continue with universities regarding the development of formal links as well as housing and visiting student support programs.

Outcomes

1. Council worked with the University of Queensland (UQ) in the delivery of Queensland Treasury Corporation (QTC) Project Evaluation and Business Case workshops to staff in November 2018.
2. Following those workshops as part of a new collateral suite to promote the QTC education program and tailored offerings to the Queensland public sector, UQ shot and produced a 2-3 minute testimonial video featuring Longreach participants as they saw Longreach as a great case study opportunity. The link to our Councils feature presentation can be found here: https://youtu.be/w5M7x2wnPHo
Targets

Air Route Access and Contracts

Develop positive partnerships with relevant stakeholders to prepare a strategy to leverage Longreach Airport as a key economic asset for the region.

Explore partnership opportunities with State and Federal Governments.

Council continue to facilitate and advocate for necessary changes and improvements to the existing contracts which expire December 2019 and upcoming contracts which will come into place in January 2020.

Our Department is continually working with Queensland Department of Transport and Main Roads (Aviation) and the Department of Tourism Major Events Small Business and the Commonwealth Games (DTESB) to achieve viable changes for our region.

Outcomes

1. On 16 November 2017, the Senate moved that there be an Inquiry into the Operation, regulation and funding of air route service delivery to rural, regional and remote communities. A submission in response to the Inquiry was made by Council in February 2018.
2. Positive discussions around general development of interregional tourism and addition flight routes were also held with Rockhampton Regional Council. By developing stronger and beneficial air route links, development of the East-West flight connections and general tourism initiatives will provide additional economic benefit to both regions.

Targets

Mayoral Luncheon and dissolution of Economic Development and Tourism Advisory Committees

Investigate and partner with local stakeholders to explore the concept of local business incubators to support business start-ups in the Longreach Region.

Identify and develop Year 2 actions from the Longreach Region Economic Development Strategy.

March 2018, Council endorsed the Economic Development and Tourism Advisory Committee’s change of direction from having committee meetings to lunch meetings with invited business guests at regular intervals in order to maximise ideas and experience.

The luncheons include discussions on potential ideas that will attract further or expand on existing business and tourism opportunities. By doing this, Council achieve the involvement of those with the necessary expertise who would only need to give a small portion of their time, without having to become fully fledged advisory committee members.

Outcomes

1. Meetings are now implemented and the first meeting was held on 23 May 2018 with more planned throughout the year.
Target

REPLAN Analytical data
(Corporate Plan Strategy Area 2.1.10)

REPLAN is a powerful resource used to analyze and benchmark the industries and businesses that form our economy. It provides accurate and up-to-date resources, enabling timely, evidence based decision making about where to Live, Work and Invest.

REPLAN supports our strategy, funding submissions, marketing of our region, investment attraction, site selection and communications. These insights provide a powerful evidence base to guide the provision of services and infrastructure, to attract investment and plan for the future.

Outcomes

1. Implementation of REPLAN Analytics provided GAP analysis and data to assist businesses and council departments on supplying data for grants and submissions where the economic benefits of investment decisions are required to be validated. This was used for both the Building Our Regions and Building Better Regions Fund applications.

2. REPLAN facilitators visited Longreach in November 2018 to deliver training on the effective use of the REPLAN software to Council employees and the public. Links to the public data for our region can be found below:

Target

Asia Opportunities
(Corporate Plan Strategy Area 2.2.1)

Council is seeking to further our international tourism engagement in the Asian market with specific focus on China. This came as a result of a successful partnership and rapport with our Mayor Ed Warren and Cr. Tony Martin attending the International Mayor’s Forum on Tourism in Zhengzhou, China in June 2018.

Moving forward in this space we wish to implement a regional familiarisation with the Asia market and look at an international tourism strategy with specific focus on China.
Tourism

The Tourism department’s priority is to promote the role of Council as a lead agent of tourism promotion and development, to prepare and implement a tourism strategy, establish a solid foundation and a clear direction for the future development of tourism within the Longreach Region. To support and maintain collaborative strategic relationships and effective communication with a wide range of external Tourism Industry parties including government, business and tourism industry groups in the ‘Outback’ promotion and destination management.

Our role is to identify and prioritise development of improved visitor facilities throughout the region and to operate Council’s Visitor Information Centre (VIC) to the highest possible standard.

Targets

Develop a Visitor Survey and Outback Telegraph Public Wi-Fi Project

Understanding our Customer and investigating their profiles.

Outcomes

1. Statistics from Visitor Survey held over 12 month period:
   - Majority age range of Visitors 41 – 65 years followed by 65 and over;
   - Tours and Attractions being why they travel to the region;
   - Caravan Parks being the choice of accommodation;
   - Highest percentage of visitors are from Queensland followed by New South Wales; and
   - Majority of visitors are staying 5 to 10 days.

2. Installation of the public Wi-Fi network into Eagle Street CBD will have a benefit for the community by providing local residents and businesses within the proximity of the Meraki unit with free internet connection, while gathering valuable insights on the demographics of those areas. This collective wireless network will be a platform for data collection to then use that data as the engine for better decision making by providing the Statistical and Analytical data needed to assist Council with future grants and funding applications that are vital to sustaining small communities.

Targets

Enhanced promotion of Tourism and Support Tourism Operators

Actively promote the region outside the region.
Council promotes its facilitation role to support tourism operators and other key stakeholders

Outcomes

1. Representatives from Council’s Tourism team partnered with the Regional Tourism Organisation; Outback Queensland Tourism Association (OQTA) information stand to promote Longreach region as a tourism destination at the:
   - National 4x4 Outdoor Show, Fishing and Boating Expo in Melbourne;
   - Townsville Caravan and Outdoor Expo; and
   - Old Caravan, Camping and Touring Supershow in Brisbane.

2. We again attended the annual Outback Queensland Tourism awards and symposiums held in Cloncurry.

3. The Tourism Manager attended the Destination Q 2017 Forum and Queensland Tourism Awards in Brisbane.
4. We focused on our promotion of the region’s tourism experiences via publications with:
   - Visit Longreach Region Visitors Guide 2018;
   - Outback Queensland Travellers Guide 2018;
   - Matilda Country Magazine 2018;
   - R.M. Williams Outback Magazine 2 editions;
   - Online Free Range Camping site and app; and
   - Tourist Radio FM88.

5. Our department also engaged Screen QLD to promote our region through Reel-Scout. Reel-Scout is a location gallery available on the Screen Queensland website that provides screen producers a database of images and possible locations for filming.

6. After many months of collaborative work between Longreach Regional Council, Blackall Tambo Regional Council and Barcoo Shire Council the Barcoo Way touring route and website was released for public consumption allowing travellers to hit the road, get the red dust under their tyres and really explore the outback.

   www.barcooway.com.au

7. The working group for the Matilda Way this year has focused on the development of a marketing strategy and promotional material such as stickers, banners and flyers promoting the 1812 kilometer drive from Cunnamulla to Karumba. The Creation of a Matilda Way Facebook page will enable the leveraging of material from OQTA and other drive routes such as Overlander’s Way. This will enable rapid growth of this digital platform and cross promotion of the region’s Facebook. We also saw Transport and Main Roads erect ‘Welcome to the Matilda Highway’ signs along the route.

   https://www.facebook.com/matildahighway/

8. Various meeting where held throughout the year with our local tourism operators on further development for new target markets and tourism product:
   - Nature based/eco Tourism;
   - Families;
   - Industry;
   - Conferences and Events (MICE); and
   - Independent Traveller.
Targets

Longreach Regional Tourism Strategy 2017-2021


Outcomes

1. At the Council meeting held on the 20 July 2017 the Longreach Regional Council Tourism Strategy 2017-2021 was adopted; the strategic priorities being:
   - Customer Segments;
   - Product Development;
   - Branding and Marketing;
   - Excellence in Visitor Experience; and
   - Governance and Sustainability.
2. Discussions between Longreach Regional Council and Winton Shire Council to develop a Longreach and Winton Tourism Infrastructure Audit and Sub Regional Tourism Strategy resulted in a signed MOU in June 2018 for a mutual need to strengthen and enhance both regions economic and tourism endeavors.

Targets

New Signage

Review and Install appropriate directional and usage signage.

Outcomes

1. New directional Visitor Information signage was installed at the 3klm and 300 metre points on the Landsborough Hwy from each direction leading into Longreach.
2. New ‘Welcome to Longreach Region’ signs have been installed on the boundaries:
   - Landsborough Hwy Winton and Barcaldine;
   - Ilfracombe Aramac Road; and
   - Muttaburra Cramsie Road.

Targets

Tourism Connector Events

Community Engagement - Consultations and Presentations.

Outcomes

1. A Connector Event is held in April of each year, with operators, tourism partners and businesses from the Longreach Region invited to meet new staff, talk about new initiatives and welcome in the beginning of the tourism season. An end of season connector event was held at the Powerhouse Museum on 31 October 2017 where local business operators and tourism partners gathered to share their stories on the very successful 2017 tourism season with the 2018 Connector Event held on 23 March 2018 at Albert Park.
Visitor Information Centres

The Longreach Visitor Information Centre (VIC) is an accredited facility, managed by the Longreach Regional Council (LRC) since 1988. In April this year Longreach Regional Council took over the management of the Outer Barcoo Interpretation Centre (OBIC) and Cafe at Isisford under the Tourism and Visitor Information Centre department as an Information Centre, Museum and Café.

The Longreach VIC team and Outer Barcoo Interpretation Centre and Cafe are lead by a Team Leader who is responsible for the effective and efficient management and leadership of the tourism function across the region. The Longreach team includes 1 x Customer Service Officer, Trainee Customer Service Officer and 2 x Casual Customer Service Officers and the OBIC team includes 1 x Tourism Officer, 1 x Customer Service Officer and 2 x Casual Officers.

The key objective of the Tourism and VIC teams is to create a visitor experience through efficient customer service with knowledgeable and friendly staff to create a wide awareness of the Longreach Region and surrounds. Both of these Centre’s offer an important community service, providing up-to-date information on attractions relating to the town and surrounding areas. A wide range of brochures are on display promoting the outback encouraging visitors to extend their stay in the region.

Targets

Operations and Management of Visitor Information Centre’s

Comply with Visit Queensland VIC guidelines and regulations
Develop a survey to identify improvements to visitor facilities

Outcomes

1. Completed annual onsite Audit by Visit Queensland; maintained the Golden ‘I’ status.
2. Survey undertaken with no negative feedbacks.
3. Staff provided information and shared their local knowledge to more than 20,000 visitors to the Centre’s.
4. OBIC Café maintained compliant with the Foods Act 2006; compliant with Standards 3.2.2 and 3.2.3 of the Australian New Zealand Food Standards Code, and holds a current Food Business Licence.

Museums

The Powerhouse Museum and the Outer Barcoo Interpretation Centre and Cafe are managed by Longreach Regional Council under the Tourism Department. Both of these museums operations are managed in a cost effective manner maintaining affordable entry to visitors.

Ilfracombe’s Lynn Cameron Machinery Mile, Wellshot Centre, Langenbaker House and the Isisford Museums remain popular attractions for visitors to the region, with the support of volunteers from Ilfracombe and Isisford Historical Societies these members help preserve the past and present displays for our visitors to enjoy.

Targets

Longreach Powerhouse Museum and Outer Barcoo Interpretation Centre

Entry Cost remains affordable
Increase patronage of museums
Outcomes

2. New advertising in our 2018 Tours and Attraction Guide and new signage to promote museums.
3. New operating times at the Powerhouse Museum allowing visitors the opportunity to visit morning and afternoons.
4. Visitor numbers have increased for 2017-2018 year.
Disaster Management

Targets
The Local Disaster Management Group (LDMG) is invoked as per the Local Disaster Management Plan when a disaster is taking place, with processes and procedures followed as set out by the Longreach Regional Council Local Disaster Management Plan and Sub-Plans.

Outcomes
1. The LDMG held their bi-annual meetings on 30 October 2017 and 12 April 2018 to coincide with the wet season and post season to ensure all members are aware of relevant procedures leading into the season and to allow for the review of these practices should an event occur during that period.
2. The Local Disaster Management Plan was reviewed through the annual IGEM assessment in September 2017 with the amended document adopted by the Group at its meeting in October 2017.
3. Workshops were held between the Local Disaster Coordinator and Longreach Regional Council Executive Staff with the Queensland Fire and Emergency Services Emergency Management Coordinator to prepare a suite of additional sub-plans to assist when activating the LDMG and in its operations. These sub-plans were endorsed by the LDMG at its meeting held in October 2017.

Targets
Coordination and training of the Local Disaster Management Group with regular contact maintained with member agencies of the Local Disaster Management Group. All members trained in accordance with the QDMA Guidelines and Framework with training offered on a regular basis. Desktop exercises run annually in addition to training for the LDMG prior to the storm season.

Outcomes
1. Training delivered regularly by Queensland Fire and Emergency Services. Local Disaster Coordinator and all members received required training.
2. Desktop exercise held in December 2017 involving all Disaster management groups and individuals and coordinated by Queensland Fire and Emergency Services Training Coordinator.

Targets
Community Awareness sessions provided during lead up to storm season and in conjunction with Get Ready Queensland Funding.

Outcomes
1. Invited business owners to attend disaster and resilience preparation and development discussions.
2. Included “Get Ready” discussions at community forums in Longreach, Isisford, Yaraka and Ilfracombe.

Targets
Seek a Regional Disaster Management Facilitator through RAPAD to service all local governments in the RAPAD region.

Outcomes
1. Funding has been conditionally approved subject to a management plan awaiting approval by the Queensland Reconstruction Authority (QRA).
2. QRA is in receipt of the plan from Longreach Regional Council and will advise by end of September.
State Emergency Services (SES) Operations

**Targets**
SES volunteers from all 4 communities are trained and provided with base facilities.

**Outcomes**
Training has been conducted and SES Road Crash Rescue training based in Isisford has been completed.

**Targets**
Upgrade of Isisford SES Building to house Isisford State Emergency Service volunteers and equipment.

**Outcomes**
1. Housing of Isisford Volunteers and equipment has been completed.

**Targets**
Fit out Miner Road SES Site, Longreach to house the Longreach State Emergency Service volunteers and cohabitate with Lake Eyre Basin Rangers. Seek funding to assist with internal fit out.

**Outcomes**
1. Miner Road fit-out has commenced and will be completed.
Assessment of Corporate and Operational Plan

Corporate Services

Corporate Services provides a wide range of support services for council activities covering management of Isisford and Ilfracombe Branch offices, customer services, internal IT support, procurement and stores, finance and payroll, insurance and risk, grant management, management of council properties and commercial activities, records management and local laws and rural lands services.

Financial Management

Targets
- Timing and quality of financial reporting.
- No adverse external audit opinions.
- Implement QTC Project decision framework.
- Treasury Management which are Compliant with legislation and adopted policies.
- No material adverse audit opinions.
- Timing and quality of asset accounting information for reporting purposes.
- BAS and PAYG Lodgment within legislative timeframes.
- Grants aligned with funding guidelines and in line with Council’s strategic direction, asset management plans and service delivery and are met on time.

Outcomes
1. Quarterly reviews were 100% agreed with reporting timeframes and reviews of the budget position were undertaken.
2. There were no corrective actions required for asset accounting.
3. The implementation of the QTC project decision framework for projects over $200K has commenced and will be completed in 2018-2019.
4. Treasury management has been 100% compliant with legislation and associated policies.
5. No qualifications of financial statements and 100% of agreed reporting requirements were met Annual Financials Statement executed on 24 October 2018.
6. BAS and PAYG Lodgment have always been processed in appropriate timeframes.

Audit and Risk Management

Targets
- Annual risk review undertaken.
- Internal financial audit program was completed for the year.
- Minimum of two Audit and Risk committee meetings per year.

Outcomes
1. The annual risk review was conducted and provided to Council Briefing Session for the March 2018 Meeting.
2. Walsh Accounting conducted two internal audits for Longreach Regional Council for December 2017 and April 2018 focussing on implementation of the new financial system Synergy Soft.
3. Longreach Regional Council Audit and Risk Committee has met 6 times in the year with Meetings held 7 and 23 September 2017, 23 October 2017, 30 November 2017, 13 April 2018 and 1 June 2018.
Payroll

Targets
Employee entitlement payments were 100% accurate with no correction actions.

Outcomes
External audit found no issues with payroll.

Debtors

Targets
Accounts receivable to be issued on time and 90% of debtor invoices collected within agreed term.

Outcomes
Internal audit is extremely happy with Council's debt collection process and minimal outstanding fees and charges. Operational target currently being met.

Creditors

Targets
Ensure timely and accurate payments to suppliers within agreed terms.

Outcomes
Target of 90% achieved through Statement reconciliation and observation of due date.

Rates

Targets
- Timeliness and accuracy of rate and utility notices;
- Equitable and sustainable rating methodology; and
- Minimizing of bad debts.

Outcomes
1. In keeping with Council's target to ensure that an equitable and sustainable rating methodology was achieved Council undertook a rating review and continued with its campaign to assist all communities members suffering financial hard due to the drought by allowing rates and charges to be paid via instalments and still receive the 10% discount.
2. Council worked closely with the Rural Lands Advisory Committee to review and update the accuracy of rural road names for our region in an effort to decrease confusion for emergency services and travelers. This was an added component of the request to amalgamate the bounded localities of the old Longreach Shire into the one locality of Longreach. It is expected that this project will be complete by December 2018 with all advertisement and public consultation now completed.
3. Council undertook legal action to recover overdue rates and charges for 11 properties, this action successfully recovered all overdue rates and charges for the properties involved, with 1 property going to Auction in May 2018.
Customer Services

Targets
- Accurate recording of Customer Requests and Complaints; and
- Delivering of high level customer service.

Outcomes
1. The customer service team prepared a customer request and service level document in preparation for the implementation of a new Customer Request System as part of the Synergy Soft Implementation. This document was developed to ensure that there were service delivery timeframes, escalation pathways and responsible officers for all customer requests.
2. Council implemented a new phone system which provided an opportunity for Council to create a call centre line and have a central contact number for Council. Since establishing the call centre in February 2018 Council has received an average of 922 calls per month.

Records Management

Targets
- Archiving and Retention of documents in accordance with legislative requirements; and
- Maintenance and registration of correspondence in accordance with record standards.

Outcomes
1. Council’s Records Officer conducted 25 record management (MagIQ) training sessions for Staff.
2. A clean up of archived records was completed at the Longreach archive room with over 70 boxes records destroyed in line with retention periods and more recent documents boxed for storage.
3. Records Officers visited Gladstone Regional Council to gain ideas and knowledge for moving Council into the digital records management era. The records officer were shown new processes and policies for maintain a digital record management system opposed to a paper managed records.
4. Legal Documents were relocated from Isisford to the Ilfracombe office to be controlled by the records team.

Information Technology

Targets
- IT equipment to be functional for its intended use;
- Equipment and applications are available as per service levels;
- Equipment is purchased and utilized in the most cost effective way;
- IT Helpdesk available during business hours; and
- IT Project review and implementation.

Outcomes
Over the course of the last 12 months the IT department has been responsible for the delivery of several projects and ongoing deliverables for Council, these have included:

1. The overhaul and implementation of a new telephony and video meeting system. The Telstra Tipt system installation has now been completed replacing our twenty year old PABX system. This project took months of planning and preparation to come to fruition. This project was handled entirely in-house (with the exception of Telstra lines cut-over). Longreach staff undertook the installation and configuration of 100 handsets, dial ranges, hunt groups and call lamp features, providing council with the most cost effective solution. The new system provides much improved functionality for video conferencing and meetings and has ben well received by staff.
2. Configuration and installation of 34 new laptops and desktops was undertaken as part of the annual IT replacement plan. After consideration of technical specifications, a series of quotes was obtained. Configuration and deployment was handled in-house by the IT team. The team also installed an additional 5 switches to accommodate the new phone system and grow the resilience of the network architecture.

3. As part of the ongoing commitment of the IT team to ensure that our network is functional and has the highest possible uptime for core business functions more Sinefa units were installed to monitor and warn of any issues with network congestion and issues with staff usage. Environmental monitoring devices have also been installed into the server room and will continue to be deployed into locations that may have ongoing issues with regards to environmental conditions.

4. The IT team has recently installed a cable link between the Isisford depot networking equipment and the stores office located approx. 80 meters away. This cable installation has allowed the stores to join the IPWAN and Tipt infrastructure. This installation was handled entirely in-house with the depot staff digging the trench and the IT team threading and laying all conduits between the two locations, saving Council over $4,000.
5. The IT team has worked closely with the Tourism team to complete the installation of public Wi-Fi system. This has been an ongoing project and has now concluded with the entire Main Street (Eagle St) now covered by public Wi-Fi as well as Apex Park, beside the river approx. 4.5 kilometers from town.

6. The IT team recently introduced a mobile device management solution to allow the council to more effectively manage and control their mobile device usage. This is an ongoing project with all mobile devices to be managed via this solution.

7. As part of the IT help desk service, the IT team has been customizing and updating the service desk solution utilized for the creation of job tickets. Any staff member can log a job to IT by simply emailing helpdesk@longreach.qld.gov.au. To ensure that tickets can be acted on as quickly as possible both IT staff also have a mobile app installed on their phones to alert them to a ticket creation even when not at their desk. IT staff are also notified by email on the receipt of a ticket and an SMS is sent in the case of an emergency. Over the past financial year the IT department has closed 548 tickets out of a total of 562 tickets logged. Over that period surveys have been sent to every 10th person to open a ticket, to date the IT department has a rating of 91.4% satisfaction.

![Installation locations of the Wi-Fi points in Eagle Street.](image)

**Jobs logged during 2017-2018**

![Graph showing jobs logged during 2017-2018](image)
Stores and Procurement

Targets
Best practice management of Store operations and Procurement:

- Efficient management of stock.
- Compliance with Legislative and policy requirements for procurement.
- Ongoing training and information for council staff concerning procurement practices.
- Implementation of best practice procurement.
- Effective contract management.

Outcomes
1. Implemented monthly internal audits of purchasing activities to assist in identify any compliance or training issues.
2. Commenced fortnightly stocktaking processes to aid in continual improvement and accountability of the Stores team.
3. Delivered three Supplier Information sessions to ensure openness and transparency of Council’s procurement processes and to identify upcoming projects alongside our committed suppliers.
4. Completed 113 requests for quotes (via Vendor Panel) and 7 requests for tenders (via LG Tender Box).
5. Completed monthly and quarterly reporting to Council on procurement activities.
6. Local spend at the end of the 2017-2018 financial year was over $12.1M.

Vendor Panel & LG Tenderbox Usage

The graph above show the number of Requests for Quote issued via Vendor Panel and Requests for Tender issued via LG Tenderbox.
Wild Dog Exclusion Fence Scheme

Targets
Effective management, implementation and construction of the Scheme through the practical completion of fences within timeframes and budget, and capturing pest animal and weed monitoring data for compliance and future funding opportunities.

Outcomes
1. Total number of LWDEFS applicants is 58.
2. Total of 1705 km of exclusion fencing, with 35% completed.
4. Quarterly Reporting to Rural Lands and Wild Dog Control Advisory Committees.
5. 90% of participants providing MERI data upon acquittal of applications.

Local Laws

Targets
Processing times associated with permit Applications.

Outcomes
1. 100% of permit applications were assessed for completeness within 5 business days.
2. Currently all permit applications are being processed on time.

Targets
Distribution of annual animal registration renewals to customers.

Outcomes
Annual registration renewals were distributed to customers by 31 July.
Targets
Average time taken to process reviews relating to Animal Management.

Outcomes
1. Average time of less than 10 business days to process reviews relating to Animal Management achieved.
2. Average review time for processing and completion is 5-7 days.
3. Introduction of Ipad and IAuditor program to assist in the immediate capture of relevant data and recording of details to minimize processing times.

Targets
Percentage of infringements waived due to incorrect issuing of ticket.

Outcomes
No infringements were waived due to incorrect issuing of ticket.

Targets
Removal of reported abandoned vehicles from public places.

Outcomes
All abandoned vehicles reported to Council were removed from the public place after 7 days in accordance with legislative requirements.

Targets
Percentage of customer requests/complaints relating to Overgrown Allotments responded to within determined timeframes.

Outcomes
90% of customer overgrown allotments requests/complaints responded to within determined timeframes.

Rural Lands

Targets
Pest control through Compliance with the Central West Regional Pest Management Plan.

Outcomes
1. All pest management activities were undertaken in accordance with the Pest Management Plan.
2. Works continued under the Snake Cactus Control Project on Bexley and Springvale, Longreach.
3. Biocontrol agents were released for Snake Cactus, Coral Cactus and Jumping Cholla on Bexley, Inkerman and Nogo, Longreach.
4. Increased spraying activities were undertaken to reduce the spread of Sticky Florestina, Jumping Cholla, Tiger Pear, Coral Cactus, Rope Cactus, Parthenium, Prickly Acacia, Parkinsonia, Mesquite.
5. Local Laws team participated in the Shire Rural Lands Officers Group (SRLOG) Meeting held in Richmond.
6. Local Laws team was a member of the Biosecurity Act Reference Group – Monthly Meetings held.
Targets
Investigate a regional Stock Route Management Plan for Stock Routes and other lands.

Outcomes
1. Discussions commenced through RAPAD to prepare a collective plan to partner with the State Governments.
2. Attended the Stock Route Compliance and Enforcement Workshop delivered through the Local Government Association of Queensland (LGAQ).

Targets
Completion of pasture assessments for Stock Routes and other lands and the responsible management of the Town Commons through the implementation of the Town Common Plan and Policy.

Outcomes
1. More than 10 pasture assessments were completed during the year, with quarterly assessments being conducted on all Town Commons, Reserves and Cleeve Paddock.
2. Sustainable stocking rates were reviewed with the data provided by pasture assessments and in consultation with the Department of Natural Resources, Mines and Energy (DNRME).
3. DNRME implemented a rolling 3 year Capital Works Program.
4. Council received provisional approval to the value of $230,000 for maintenance of water facilities on Stock Routes.
5. The Local Laws team has initiated the removal of windmills from water facilities due to workplace health and safety requirements, and these are progressively being replaced with solar pumps.

Targets
Regular collaboration with key stakeholders on the control of wild dogs in the regions through the Wild Dog Control Advisory Committee.

Outcomes
1. The team attended four meetings during the year.
4. Baiting meat substrate quantities maintained between 12-20 tonne.

Targets
Partner with Relevant Stakeholders in conjunction with the Rural Lands Advisory Committee to promote and support natural resource management.

Outcomes
1. The team attended four meetings during the year.
2. A Reserve Management Plan was prepared and presented to Rural Lands Advisory Committee.
3. Collation of pest weed and animal data from the Property Pest Management Plans identified in Longreach Wild Dog Exclusion Fence Scheme (LWDEFS), and through ongoing rural lands officer / contractor activities to be included in a regional pest weed and animal map.
4. The team liaised with DNRME in regards to the new Vegetation Management Act and the clearing of vegetation that has been infested with Tiger Pear.
Commercial Services and Land Management

Targets

Saleyards
Saleyards Master Plan and staged list for responsibilities and actions.

Outcomes
1. Native Title cleared in December 2017 over the Saleyards land for amalgamation and inclusion in Lease.
2. AAM Invest Group submitted the Saleyards Master Plan to Council for consideration in December 2017.
3. Council purchased 2 parcels of adjoining road reserve to enable the encapsulation of the Saleyards site in its entirety.
4. Negotiations continue with AAM Investment group over the Saleyards with progression of a Trustee Lease with application submitted to Minster for consent in April 2018.

Targets

Leased Out Assets
Assets currently leased are continued to be leased out, and that the assets are leased out on commercial terms beneficial to Council considering social and economic benefits to the community.

Outcomes
1. 100% of Council Commercial Assets leased out at end of June 2018.
2. All leases upon renewal were reviewed, with the recommendation to create a Leasing Policy to maintain a standard.

Targets

Land Management
Develop 3 Year strategy to rationalise land assets.
Development of the Teal Street Subdivision.

Outcomes
1. A review of all Council owned reserves and stock routes was commenced with initial draft report and recommendations submitted to the Rural Lands Advisory Committee in May 2017.
2. The Teal Street Subdivision was finalised in May 2018 to be included in the Council Land Auction. Due to the titles for the sub-division not being issued in time for the auction the blocks were removed from the auction list. Due to there being no interest at the auction for the purchase of the blocks Council will look at offering them for sale again in the 2018/19 financial year by auction or tender.

Targets

Ilfracombe Post Office
Safe, sustainable Post office services for all residents and visitors to Ilfracombe.

Outcomes
The Ilfracombe post office continues to operate in-house, with a shift in focus to include pre loved clothing sales. Costs are being managed via the inclusion of administrative tasks from other areas and sharing of associated costs.
Assessment of Corporate and Operational Plan

Community and Cultural Services

The Community and Cultural Services Department has a diverse range of services to assist and support the Region's communities. These include:

- Community Youth Development
- Community Events
- Regional Arts Development Fund (RADF)
- Mayoral and Community Donations
- Sponsorship
- Library Services
- Childcare Services
- Horticultural and Town Services
- Town Planning
- Environmental Health Services
- Funeral and Cemetery Services
- Recreational Facilities

Events

Targets
To facilitate and partner with Community, Community Groups and Organisations to deliver a variety of events.

Outcomes
1. Seniors Week.
2. Longreach 130th Anniversary Rodeo.
3. Melbourne Cup Visit.
4. Longreach Christmas Carols and Street Party.
5. Australia Day and Great Aussie Bites.
6. ANZAC Day.
11. Health & Well Being Month.
12. Longreach Annual Show and Isisford Sheep Show.
Community and Youth Development Services

Targets

The Community and Youth Development Service is committed to the delivery, planning and development of high quality well presented community services that meet the quality expectations of young people and the community as a whole.

Outcomes

1. Longreach Regional Council School Holiday Program.
3. Creating Beautiful Communities Competition.
4. Youth Council formed with Longreach State High School Student Council.
5. Longreach Skate Park re-development Project. Including:
   - New BBQ and Seating Area;
   - New Playground;
   - New Toilets/Ablution Block;
   - Graffiti Art on the Bowls.
6. Support for young people:
   - Work Experience Taster Program;
   - Youth Employment Working Group Formed;
   - Longreach Regional Council Training Placements for:
7. Celebrating of Events:
   - NAIDOC Week;
   - National Youth Week.

Longreach State High School Student Council
Community, Mayoral Donations, RADF and Sponsorship

Targets
Liaise and work with community groups and organisations in attracting funding and/or providing support where appropriate.

Outcomes
1. During the financial year, Council supported a number of community organisations by granting financial and/or in-kind assistance up to the amount of $173,202.95 in Community and Mayoral Donations, RADF and Sponsorship for the period 2017-2018.
2. RAPAD Community Drought Support Fund and Longreach Regional Council awarded $75,000 to Community Organisations for the delivery of events 2017.
3. RAPAD Flexible Financial Hardship Fund and Longreach Regional Council granted $32,500 to Western Queensland Drought Appeal Committee to become the broker to disburse the funds throughout the community by the means of pre paid visa cards.
4. Longreach Regional Council disbursed 40 ‘Get in the Game – Get Started Vouchers’; each voucher is to the value of $150 per child, to assist with sporting club memberships. This was funded through the Queensland Government Get in the Game initiative.
5. Department of Infrastructure, Department of State Development and Longreach Regional Council awarded $1,820,450 towards the upgrading of facilities within the Region.

- Lake Eyre Basin Rangers Office Building Upgrade (Building Our Regions Funding)
- Longreach Skate Park Equipment and Ablution Block Installation
- Longreach Apex Park new Shed Installation
- Beersheba Place Landscaping Stage 1
- Emergency Power Supplies Installation (Longreach, Ilfracombe and Isisford)
- Kiama Park Fence Upgrade
- Ilfracombe Park Fence Upgrade
- Ilfracombe Oval Tanks Replacement
- Ilfracombe Pool Footpath Upgrade
- Isisford CBD Upgrade
- Longreach Pool Heaters Upgrade
- Isisford SES Shed Installation
- Minor Rd SES Shed Installation
- Ilfracombe Office Extension
- Yaraka Hall Ceiling Replacement
- Edkins Park Play Equipment Installation
- Ilfracombe Park Playground Equipment Installation
- Isisford Park Playground Equipment Installation
- Construction of Teal St Park

Longreach Skate Park New Ablution Block and Play Equipment
Challenges

To continue finding funding opportunities, as well as maintaining cost of living. The continuation of the drought also affects the availability of resources and contractors.
**Arts and Culture**

**Targets**
Continue the development of Arts and Cultural facilities and services throughout the region (e.g. RADF).

**Outcomes**
1. Over $35,000 was spent this financial year on funding with community arts projects in the Longreach region through RADF grants.
2. Increased marketing of RADF to the Longreach region, which has increased awareness, knowledge and participation in RADF and RADF funded programs.
3. Festival of Small Halls Ilfracombe.

**TV Broadcast and UHF Facilities**

**Targets**
Work with key stakeholders to implement a solution for rebroadcasting of Digital TV for Isisford, Yaraka and Ilfracombe.

**Outcomes**
1. Continued investigation work to be carried out by Field Solutions Group in the digital links and Wi-Fi availability.
2. Ilfracombe Isisford Link Report has been completed.
Libraries

Targets
Continue to provide community facilities such as Libraries in a responsible manner.

- Annual Report to State Library Queensland.
- Provide quality library service to the community.
- Minimal budget rises for operational costs.
- Customer satisfaction with Library facilities.
- First5Forever and children’s activities.
- Open 100% of set times.

Outcomes
1. The purchase of new IPads resulting in a resource made more readily available.
2. Planning and development of school holidays activities with Community and Youth Development officer.
3. Successful continuity with First5Forever reading and rhyming sessions and partnerships with Queensland Health services by providing community nurse and various other associated visits e.g. Podiatrist, Nutritionist, exercise Physiologist.
4. School group visits from School of Distance Longreach follow a promotion of library Robotic activities.
5. Children’s Book Week activities and an unprecedented morning tea attended by Central Queensland Indigenous Department and others associated with.
6. Successfully promoted and hosted five authors’ visits including our local author Alan Blunts’ *Wool Away Boy*.
7. A private introduction for the Mayor and Councilors was arranged to use our newly purchased Virtual Reality with the assistance of Nic Rumsey.
8. A Library survey has been completed.
9. Queensland Day was celebrated with a special cake and community morning tea inside and outside of the library.
10. The Longreach Library extended library hours on trial to Thursday nights by closing at 7:45pm.
11. Continue Technology support with Computer, IPad and Smart Phone Lessons as well as e-resources from State Library of Queensland.
12. Support and promote various community events with activities and displays with the Events and Community Support Officer:
   - Anzac Day
   - Easter holidays
   - School Holiday Activities
   - Book Week
   - Science Week
   - Seniors Week
   - Longreach Show
   - NAIDOC Week
Challenges
To continue to implement and expand library activities, staffing has to be increased.

Parks and Town Services

Targets
To enhance the livability and quality of streetscapes, parks and open spaces across the Longreach region for the provision of recreational, community and social hubs for the enjoyment of the community and visitors to the region.

Outcomes
1. Eagle Street, tree rectification works; removal of declining Fig trees and replaced with new specimens of a size to give immediate impact to the site and ongoing provision of shade.
2. Removal and replacement of footpath street trees due to tree death, poor performance, poor form and structure and unsuitable specimens. These have now been replaced with a large size planted specimens and have made a positive impact on the streetscape.
3. Installation of tree guards around the new trees to protect the trees from vandalism and to provide an impression on the streetscape.
4. Rescued seven trees from the original Emu Street carpark from destruction and they now are living peacefully on the frontage of the Skate Park precinct
5. Installation of a row of street tree plantings along the frontage of Eagle St north to provide a buffer from the old railway yard.
6. An initiative to improve the streetscape in the Eagle Street by planting out the Telstra garden bed near the Council building.
7. Tree planting within the Skate park precinct to provide some amenity value to the area and future shading for users of the space.
8. Garden beds near the Longreach Hall of Fame along Hudson Fysh botanically walkway have had a revitalization of the garden beds with new trees planted and mulching for the preservation on moisture on soil surface due to evaporation.
9. Initial planning stages to undertake an upgrade of Longreach Botanical Walkway with improvements to current plantings and an overall enhancement of the walkway experience.
11. Ilfracombe has had a revamp of Memorial Park with the installation of a new Toilet Block and new playground equipment. Turf has been added as well as new park benches and a BBQ and drinking fountain to create a haven for families and visitors to relax and enjoy the space.
12. Irrigation has been upgraded in Ilfracombe so as to better utilise this valuable resource with the best outcome for the community.
13. Isisford has received an upgrade to the main street with the addition of 2 [two] new garden beds. These garden beds have been constructed as rock pitch and have an immediate street appeal.
14. Ongoing works at the Isisford racecourse with further plantings to freshen up the area and create a sense of place.
New fig trees being planted in Eagle St, Longreach

New tree outside Council Office

New Tree Guards

Trees from Emu St Car Park relocated to Longreach Skate Park

Upgrade of the Telstra Garden Beds

New rock pitch garden beds in Isisford
Council Housing and Public Facilities

Targets
Continue to provide and support the provision of Council Housing and other Council Facilities in a responsible manner, as an adequate standard and on a value-for-money principal.

Outcomes
1. Installation of new roller-doors at the Longreach Showgrounds Bar.
2. Installation of new curtains at the Longreach Civic Centre.
3. Internal Paint, underneath vermin proof and other improvements at the Ilfracombe Recreation Centre.
5. Swan Street Toilets Upgrade.
6. Yaraka Hall Ceiling Replacement.
7. Longreach Cemetery Chain fence installation.
8. Isisford Racecourse New Ablution Block.
9. Installation of a new Playground and Amenities Block at Ilfracombe Park.
10. Improvements at Yaraka Hall, new stove, exterior step landing, new floor into kitchen and dining area.
11. Redesign Ilfracombe Irrigation lines (Torrs Rd, Aramac Road etc).
12. Showgrounds Electrical Upgrade (Stage 1).
13. Longreach Civic Centre installation of Generator and power upgrade.
Improvements at Yaraka Hall

Swan Street Toilets Renovation

New Roller Doors at The Longreach Showgrounds Bar
Pools

Targets
Continue to provide and support the provision of Council Pool's in a responsible manner, as an adequate standard and on a value-for-money principal.

Outcomes
1. Installation of new 25m Pool Heaters.
2. Removal of playground.

Cemeteries and Undertaking

Targets
Continue to provide the provision of cemeteries and funeral services in a responsible manner and maintain cemeteries to an adequate standard.

Outcomes

Longreach Cemetery
1. Continued and ongoing maintenance of the cemetery to achieve a well maintained and visually appealing space.
2. Installation of the extension of the water main along the side and rear fence line delivering a water source to the Cemetery shed.
3. Ground preparation and development of mounds for landscaping purposes to improve and build on the future aesthetics of the lawn cemetery area.
4. Installation of automatic irrigation system to provide moisture for the new landscape plantings.
5. Planting of a collection of flowering Eucalyptus and Bottle brushes around the rear boundary area for the extension of the lawn cemetery.

Ilfracombe Cemetery
1. Continued and ongoing maintenance of the cemetery to achieve a well maintained and visually appealing space.
2. Upgrade to the irrigation to deliver a sustainable water supply to maintain the landscaping within the space.
Isisford Cemetery
1. Continued and ongoing maintenance of the cemetery to achieve a well maintained and visually appealing space.
2. Extension to existing irrigation to allow for a new avenue of trees to be planted centrally in the cemetery.
3. New landscaping to the frontage of the cemetery to increase the appeal and present a well maintained space.
4. Installation of some large tree stock centrally in the cemetery for the provision of an avenue planting to create an aesthetically pleasing environment.

New Garden Beds at Longreach Cemetery

<table>
<thead>
<tr>
<th>Cemetery Details / Figures -2017-2018</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Church and Grave Side Funeral</td>
<td>12</td>
</tr>
<tr>
<td>Church Service Only</td>
<td>0</td>
</tr>
<tr>
<td>Graveside Funeral</td>
<td>10</td>
</tr>
<tr>
<td>Memorial Service</td>
<td>0</td>
</tr>
<tr>
<td>Cremation</td>
<td>2</td>
</tr>
<tr>
<td>Internment of Ashes - Private / Family Only</td>
<td>5</td>
</tr>
<tr>
<td>Internment of Ashes - Graveside Service</td>
<td>1</td>
</tr>
<tr>
<td>Plaques ordered on behalf of the family for Cemetery</td>
<td>19</td>
</tr>
<tr>
<td>Undertakers Service Only</td>
<td>2</td>
</tr>
</tbody>
</table>
Child Care – All Services

Targets
Provide good quality and safe environments for children to attend childcare programs.

Outcomes
1. Daily safety checklist and hazard inspections completed, any maintenance or hazards identified have been rectified as quickly as possible.
2. Educator and staff maintain Working with Children Checks (Blue Card), Child Protection Awareness, Food Handling and Emergency Preparedness professional development refreshers and First Aid and CPR qualifications.

Rural In Home Care

Targets
To provide ongoing quality child care to families who have no other approved child care option available.

Outcomes
1. Ongoing eligibility of all families completely in July and January, ensuring all families using In Home Care are eligible for service type as outlined in the Interim Standards for In Home Care.
2. Families, children and Educator support by visit from In Home Care Coordination Unit Staff, visits occurred at least every 6 months.
3. Educators supported by fortnightly telephone calls, resource documents and emails.
4. Educators supported to document development programs for all children in care.
5. Educator eligibility maintained, eligibility registers include Blue Card/Ochre Card, First Aid, Business Insurance and Health and Wellbeing.

Childcare Centre

Targets
Web based documentation program used by Educators to document each child development and daily events. Developmental programs based on children’s interests, Being, Belonging and Becoming – Early Years Learning Framework.

Outcomes
1. Web based program used daily to record events of the day including sleep times, nappy changes, meal times and activities. Photos and short videos included in daily emails to parents.
2. Daily programs based on Early Years Learning Framework used daily to guide children’s program.

Targets
All Educators are required to have completed or actively working towards a Certificate II or Diploma qualification in Early Childhood Education and Care.

Outcomes
1. Four Educators completed Diploma qualifications and four Educators completed Certificate III qualifications.
2. One full time Educator actively working towards Diploma qualification, three casual Educators working towards Certificate III qualification.
Kindergarten Program

Targets
Partnerships with local schools to ensure smooth transition of children from Kindergarten to school.

Outcomes
2. Partnership with Our Lady's School reestablished.

Targets
Web based documentation program used by Educators to document each child development and daily events.
Developmental programs based on children’s interests, Being, Belonging and Becoming – Early Years Learning Framework and Queensland Kindergarten Guidelines.

Outcomes
1. Web based program used daily to record events of the day including sleep times, nappy changes, meal times and activities. Photos and short videos included in daily emails to parents.
2. Early Years Framework and Queensland Kindergarten Guidelines used daily to guide children's program.

Outside School Hours Care and After School Vacation Care

Targets
Web based documentation program used by Educators to document each child development and daily events.
Developmental programs based on children’s interests, Being, Belonging and Becoming – Early Years Learning Framework.

Outcomes
1. Web based program used daily to record events of the day including sleep times, nappy changes, meal times and activities. Photos and short videos included in daily emails to parents.
2. Daily programs based on Early Years Learning Framework.

Mobile Child Care Centre

Targets
To provide ongoing quality child care in the communities of Muttaburra, Aramac, Ilfracombe and Isisford for children under school age.

Outcomes
1. Web based documentation program used to record child development and daily events, parents emailed at the end of each day of care to outline the events of the day, photos and short videos are included in the email.
2. Ongoing care provided in each community program operated 97% of scheduled days in Ilfracombe and Isisford and 95% or scheduled days in Muttaburra and Aramac.
3. New equipment and resources purchased based on children’s interested and development.
Planning and Development

Targets
1. Assess and positively promote development in the region through the current planning scheme provisions.
2. Comply with the requirements of the following Legislation:
   - Planning Act 2016
   - Building Act 1975
   - Building Regulation 2006
   - Plumbing and Drainage Standard A.S. 3500
   - Longreach Regional Council Planning Scheme

Outcomes
1. 96% of all applications received in 2017/2018 have been completed as per the table below.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Type</td>
<td>Lodged</td>
<td>Completed</td>
</tr>
<tr>
<td>Material change of use</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Reconfiguring a lot</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Operational works</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Siting Variation</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Building application</td>
<td>32</td>
<td>31</td>
</tr>
<tr>
<td>(Council certified approvals)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building application</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td>(Privately certified approvals)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plumbing applications</td>
<td>8</td>
<td>6</td>
</tr>
</tbody>
</table>

Total Value of Building Works Approved

- Approved by Council’s Consultant Building Certifier: $6,849,901.88
- Approved by Private Certifiers: $945,056.00

Major Developments Approved and Commenced 2017–2018
1. Emu Street Carpark.
2. Refurbishment and new build at Our Lady’s School.
3. New amenity blocks at the Longreach Skate Park, Ilfracombe Memorial Park & Isisford Racecourse.
4. Refurbishment of amenities at the Longreach RSL Club.
Environment Health - Food Premises

Targets
All food businesses to be licensed under Food Act 2006, all food businesses to be audited for compliance with the Food Safety Standards and the preparation and sale of food is safe and suitable for communities residents and visitors.

Outcomes
1. All food businesses were licensed, inspected and audited throughout the year.
2. The processing of applications for new food businesses or mobile food businesses was conducted within the legislative timeframes.
3. The renewal of food business licenses was conducted and completed within the six (6) week period of the expiring food licenses.

Targets
Customer requests relating to food businesses, food safety and food-borne illnesses to be responded to in a timely manner.

Outcomes
1. All customer requests relating to food businesses and food safety were addressed and resolved within the determined timeframe.

Environmental Health - Regulation

Targets
All environmentally relevant activities (ERA’s) to be licensed under the Environmental Protection Act 1994 and all activities to be audited for compliance with the Environmental Authority conditions of approval.

Outcomes
1. All environmentally relevant activities were licensed and audited throughout the year.
2. The processing and assessment of applications for new activities were conducted within the legislative timeframes.
3. The renewal of environmentally relevant activities annual authorities were conducted and completed within the 25 business days of the expiring authorities.

Targets
Customer requests relating to environmentally relevant activities, environmental harm and environmental nuisances to be responded to in a determined timeframe.

Outcomes
1. All customer requests relating to environmentally relevant activities and environmental nuisances were addressed and resolved within the determined timeframe.
Assessment of Corporate and Operational Plan

Infrastructure Services

The Infrastructure Services Department is responsible for the maintenance and construction of roads, water, sewer and waste infrastructure. It is responsible for the following:

- 86 kilometres of Urban Roads
- 4 water supply schemes
- 2662 Kilometres of Rural Roads
- 106 kilometres of water mains
- 3 Aeroplane Landing Areas
- 1 sewer treatment scheme
- 35 kilometres of drainage
- 2 common effluent disposal schemes
- 21 Bridges and large culver
- 67 kilometres of sewer mains
- 587 grids
- 4 landfill sites

Works and Services

Targets
To maintain acceptable customer service levels across the region, whilst providing sustainable Asset and Financial Management.

Outcomes
1. Complete and implement asset management plans for all of Council’s assets and endeavour to ensure that asset maintenance and replacement programs are completed within budget and timeframes.
2. Develop and implement processes that ensure that the whole of life costs are determined before any decision is made on the development of new assets.
3. Implement financially viable and sustainable water plans which provide for the long term security of water supply and reflect best practice asset management.
4. Build and maintain relationships with organisations and agencies that have an influence on our region to help influence the development of policies impacting on our region.
5. Develop and maintain partnerships with regional organisations.
6. Ensure the workforce is adequately trained and offer staff development programs and continually promote Workplace, Health and Safety practices.

Roads and Streets

Targets
Longreach Regional Council is committed in providing a road network that is safe and well maintained.

Outcomes
1. Continued active engagement and support for the Outback Regional Roads and Transport Group.
2. Working with the Department of Transport and Main Roads to deliver various programs.
3. Road Maintenance Performance Contract:
   - Gravel Resheeting on the Cramsie Muttaburra Road CH 83.359 – 90,009km - $431,665;
   - Gravel Resheeting on the Cramsie Muttaburra Road CH 64.020 – 69,690km - $400,000;
   - Reseals Prep work various areas - $1,016,700;
   - Longreach Jundah Road Grid Replacement - $140,320;
   - Reseals Prep work various areas - $559,230;
   - Longreach Winton bulk sign replacement - $85,000; and
   - Longreach Ilfracombe Highway Repairs to existing floodway - $101,400.
5. Completion of 2016 Natural Disaster Recovery Relief Activity event - $14,400,000.
6. Roads to Recovery:
   - Stilt – Coot Street Rehabilitation and Kerb & Channel - $150,000;
   - Main Avenue Rehabilitation and Kerb & Channel - $150,000;
   - Portland Road Heavy Formation Grade - $50,000;
   - Old Winton Highway Reseal - $40,000;
   - Ibis St Rehabilitation and Kerb & Channel - $150,000;
   - Wren St Rehabilitation and Kerb & Channel - $230,000;
   - Emu St Rehabilitation and Kerb & Channel - $220,000;
   - Amor Downs Reinstall Formation - $85,000;
   - River Farms Road Reseal-$85,000;
   - Longreach Tocal gravel Resheet - $154,000;
   - Wakefield Hazelwood Rd Intersection Drainage works - $30,000;
   - Hazelwood Whisky Rd reinstated formation – $105,000;
   - Warbler Court Reseals – $36,000;
   - Longreach Silsoe Rd Reseal - $160,000;
   - Crossmoor Road Gravel Resheet - $270,000; and
   - Morella - Ardno Road Reinstall Formation - $140,000.

7. Transfer Infrastructure Developments Schemes:
   - Completion of Blackall Emmet Road Pave and Seal - $1,230,000;
   - Longreach Tocal Reseal - $375,000.

8. Working with Queensland Reconstruction Authority to deliver the Natural Disaster Resilience and Recovery program.

9. Building and maintaining collaborative relationships with State and Federal agencies in delivering funded projects.

10. Capital Projects – Roads and Streets:
    - Eagle St Swan St – Asphalt overlay - $241,500;
    - Various Town Street Reseals $250,000;
    - Various Town Street kerb and Channel repairs - $250,000;
    - Isisford Bimerah Road Replace floodway - $200,000;
    - Honan Down Road Install concrete floodway - $150,000;
    - Portland Downs Road Install concrete floodway - $150,000;
    - Longreach Tocal Reseal Floodway - $118,000;
    - Dandaraga Road Reshape bends - $30,000;
    - Isisford Lane Realign Roadway – $43,000;
    - Amor Downs Road Formation- $85,000;
    - Additional Area Road Concrete Floodway Repair - $85,000; and
    - Rural Road Grid Replacement program - $100,000
    - Eagle Street / New Footpath - $92,000.
Waste Services

Objectives
Provide safe facilities for the Community to use, while meeting all regulatory and legislative requirements.

Outcomes
1. Upgrading the Ilfracombe Landfill site including a significant rehabilitation of the old site, establishment of a new Landfill and fencing, including the installation of catch fencing and the excavation of new pits.
2. Construction of new landfill pits at Isisford and Yaraka.
3. Landfill Open during business hours.
4. Collection Frequency; 120,000 bins in Longreach, Ilfracombe and Isisford last year.
5. Landfill meets environmental guidelines.
7. Work with regional stakeholders to develop a Regional Waste Management Recycling Strategy.
8. The ongoing operation of the Longreach Landfill at Tocal Road Longreach.
9. Installed power to the Longreach Facility in reparation for connection in the 2018/19 financial year.
Water and Sewer Operations

Targets
To deliver water and sewer services that are safe and efficient.

Outcomes
1. Continued active participation and support in the Outback Regional Water Alliance.
2. Commence a Feasibility Study for a Sustainable Water Strategy for each of the regional towns.
3. Replace sodium hypo chloride tanks at the Longreach Water Treatment Plant.
5. Installed 3.2 km of new water main to the Isisford Racecourse.
6. Secured funding through the Building Our Regions Program and installation of new bore at Ilfracombe. Replaced the bore installed over 100 years ago.
7. Commenced the planning process for the installation of a new water treatment facility in Ilfracombe to treat bore water for urban usage.
8. Secured funding for power to the Longreach Sewer Treatment Plant and installed 2 aerators to assist in the treatment process.
9. Replace the Johnson screens No 4 filter at the Longreach Water Treatment Plant.
10. The Construction of new truck filling standpipe at the Longreach Showgrounds.
11. Yaraka Dam South – filling up after rains and major repairs 23 March 2018.
Quality Control and Workplace Health and Safety

Targets
Longreach Regional Council is committed to providing a safe and healthy workplace for employees, contractors, sub-contractors, visitors and volunteers.

Outcomes
1. Identification of Council’s 6 Top Strategic Risks that are to be addressed within the 2018-2019 year.
   - Fatigue and heat stress
   - Leadership
   - Lone &/or Remote Works
   - Musculoskeletal injuries and disorders (i.e. manual handling)
   - Training (staff), Training matrix, Training Needs Analysis & VOC
   - Travel, Journey Management, Traffic and Moving Plant
2. Audit Compliance to recognise Industry Standard.
5. Renewal of Transport Main Roads registration.
6. Longreach Regional Councils - Safety Management Systems, including the Monthly Action Plans have been reviewed, redeveloped, endorsed and rolled out for 2018-2019 Year.
7. Longreach Regional Council was one of Six Councils within Queensland chosen to participate in the National Criteria audit process required for the reregistration of Local Government WorkCare.
8. Twenty-Two Item Action Plan including Key Performance Indicators developed to address the changed requirements to now meet compliance standards.
9. Review and improvement of the WH&S inductions of Staff, Contractors and Visitors.
10. Continued monitoring of Council Safety compliance and training requirements.
11. Completed ICAM (Incident, Cause, Analysis, Method) Investigation for major Incidents.

Depots and Workshops

Targets
Provide safe, well maintained and modern facilities.

Outcomes
1. Electronic entry gate for the Longreach Depot.
2. Installation of 30,000 litre diesel tanks at Ilfracombe and Isisford Depots.
3. Installation of 1,000 litre unleaded fuel tanks for Longreach, Ilfracombe and Isisford Depots.
4. Asphalt Longreach depot yard.
5. Electronic exit gate and personnel gate for the Longreach Depot. - $65,000.
6. Ilfracombe depot – concrete shed bays - $17,000.
Asset Management

Targets
Develop and implement Asset Management Plans for all of Council’s assets to ensure that whole of-life costs and value for money is determined before acquiring new assets.

Outcomes
2. Transfer of data over to the new Corporate Business Management System “IT Vision” Financial Asset and Asset Management Program.
3. A review of the current Asset Management Plans was completed and will be updated on a priority basis in line with the new Asset Management Systems.
6. Project Development of the Eagle Street Undercover Parking Area.
7. Wild Dog Exclusion Fence.
8. Renovation on Depo Crib Room.
9. Plan for Whole of Life Costing when making decisions on new or enhanced community facilities and implementing Asset Management Plans.
Fleet Management

Targets
Longreach Regional Council maintains its plant fleet in an optimum condition to deliver a wide range of services to each community.

Outcomes
Council have acquired the following items as part of plant and equipment:
1. Procurement of a number of Generators for various facilities to assist in times of power outages;
2. Replacement of the High Pressure Water Cleaner at the Longreach Depot;
3. Purchase of a new Komatsu loader;
4. Purchase of new Grader;
5. Purchase of new Western Start Prime Mover;
6. Procurement of 2 new Isuzu Trucks; and
7. Procurement of various minor plant items.
Control of Pest Animals on Rural Land

Pursuant to section 190(d)(ii) of the *Local Government Regulation 2012* it is reported that Council has a special charge for the control of pest animals on rural land. A Wild Dog Control Advisory Committee exists to provide Council with advice on the control of wild dogs and other pest animals. These wild dogs and pest animals pose a threat to the economic viability of the rural producers within the region and to the welfare of domestic and rural animals.

Council has adopted a special charge to raise funds specifically for the control of pest animals. This charge is applied to rural land that has an area in excess of 25 ha. The charge is based on 1.79 cents per hectare. This charge is included on the rate notice.

Council uses the funds raised by this special charge to fund projects directly related to the control of wild dogs and other pest animals. Projects include baiting, fencing, education and animal control and other projects nominated by the Wild Dog Control Advisory Committee.

**Longreach Wild Dog Exclusion Fence Scheme**

In accordance with Section 94 of the Local Government Act 2009 and section 94 of the Local Government Regulation 2012, Council shall levy a special charge for the cost of borrowing the purchase of materials and construction of exclusion fencing that controls pest animals for certain rural properties in the Longreach Regional Council.

It is considered that the properties subject to the special charge specially benefit from the provision of the exclusion fencing by empowering a landholder or a group of landholders to develop an integrated property pest management plan involving baiting, trapping and shooting to control pest animals and improve the economic viability of grazing industries.

The amount of special charge shall differ according to the level of benefit that the property receives from the provision of the exclusion fencing. Once all fencing has been installed the level of benefit shall be determined according to the costs associated with borrowing, the purchase of materials and construction of fencing to be repaid over 20 years.

To determine the amount of special charge it will generally be the total cost divided by the repayment years noting that the first 5 years will interest only then principal and interest for the remaining term. No discount will apply.

Overall plan for the Longreach Wild Dog Exclusion Fence Scheme special charge as follows:

1. The service, facility or activity is the borrowing of the necessary funds to implement the project, purchase of materials and construction of exclusion fencing that controls pest animals for the rateable land to which the special charge shall apply.
2. The rateable land to which the special charge shall apply are the properties listed in Schedule One.
3. The estimated cost of carrying out the overall plan is $17,967,965. This figure includes all of the costs associated with the installation of the exclusion fencing which the special rate shall fund.
4. The estimated time for carrying out the overall plan is 20 years, concluding 30 June 2036.
5. The levying of the special charge will commence in the second year of the overall plan.

The Annual Implementation Plan for the 2017-2018 financial year will be Council borrowing the necessary funds to implement the project, purchase fencing materials and engage fencing contractors to install exclusion fencing on each property that is participating in the scheme.
List of Registers

In accordance with section 190(f) of the *Local Government Regulation 2012* the following registers are listed:

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Register of Interests</td>
<td>To record certain financial and other personal interests of relevant individuals pursuant to section 289 of the <em>Local Government Regulation 2012</em></td>
</tr>
<tr>
<td>Register of Delegations by Council</td>
<td>To record all powers delegated by Council pursuant to section 257 of the <em>Local Government Act 2009</em></td>
</tr>
<tr>
<td>Register of Delegations by Chief Executive Officer (CEO)</td>
<td>To record all delegations made by the CEO pursuant to section 259 of the <em>Local Government Act 2009</em></td>
</tr>
<tr>
<td>Register of Local Laws</td>
<td>To record all local laws pursuant to section 31 of the <em>Local Government Act 2009</em></td>
</tr>
<tr>
<td>Register of Approvals, Licenses and Permits Required under Local Laws</td>
<td>To record a list of pest control and entry notices issued under the <em>Land Protection (Pest and Stock Route Management) Act 2002</em></td>
</tr>
<tr>
<td>Register of Roads &amp; Maps</td>
<td>To record the details of the region's roads pursuant to section 74 of the <em>Local Government Act 2009</em></td>
</tr>
<tr>
<td>Register of Cost-recovery Fees</td>
<td>To record the cost-recovery fees made under a local law or resolution pursuant to section 98 of the <em>Local Government Act 2009</em></td>
</tr>
<tr>
<td>Register of business activities to which the competitive neutrality principles apply</td>
<td>To record the business activities to which the competitive neutrality principles apply pursuant to section 56 of the <em>Local Government Regulation 2012</em></td>
</tr>
<tr>
<td>Register of non-current physical assets</td>
<td>Register of non-current physical assets pursuant to section 180 of the <em>Local Government Regulation 2012</em></td>
</tr>
</tbody>
</table>

Concessions for Rates and Charges

In accordance with section 190(g) of the *Local Government Regulation 2012* it is reported that Council offers eligible pensioners a rebate on rates and other charges. This rebate is generally 35% of General Rates, Water Charges, Cleansing Charges and Sewerage Charges.

Senior Staff Remuneration

In accordance with section 201 of the *Local Government Act 2009*, it is reported that:

Four (4) senior management employees have a total remuneration package in the range $200,000 to $300,000.

Nine (9) senior management employees have a total remuneration package in the range $100,000 to $200,000.

Four (4) senior management employees have a total remuneration package in the range $90,000 to $100,000.

The total of all remuneration packages that were payable (in the year to which the annual report relates) to the senior management of the local government was $2,432,306.08.
Equal Employment Opportunity (EEO)

Equal Employment Opportunity aims to promote equality of employment opportunity in local governments by enabling members of target groups (Aboriginal and Torres Strait Islanders, people of non-English speaking backgrounds, people with disabilities, and women) to compete for recruitment, selection and promotion, and pursue careers in Council. It aims to eliminate unlawful discrimination in employment matters. Council has an Anti-Discrimination and Equal Employment Opportunity Management Directive and Employee Code of Conduct which staff are inducted in and provided with on commencement.

Equal Employment Policy

Equal Employment Opportunity (EEO) aims to promote equality of employment opportunity in local governments by enabling members of target groups (Aboriginal and Torres Strait Islanders, people of non-English speaking backgrounds, people with disabilities, and women) to compete for recruitment, selection and promotion, and pursue careers in Council. It aims to eliminate unlawful discrimination in employment matters.

The Anti-Discrimination and Equal Employment Opportunity Management Directive is provided to all new employees upon commencement and is available to all individuals who apply for positions with Council.

Council is committed to providing an environment where employees and others in the workplace are treated fairly and with respect, and are free from unlawful discrimination, vilification, sexual harassment and victimisation. Further, Council aims to ensure that when employment decisions are made, they are based on merit, not on irrelevant attributes or characteristics that an individual may possess.

Council also aims to create a work environment which promotes good working relationships and existing and future employees are not discriminated against in their employment on the grounds of race, colour, national origin, sex, religion, marital status, age, physical and intellectual impairment, political convictions and sexual preferences.

Council will ensure any discriminatory practices are removed from its policies and procedures and will recognise and encourage employees on the basis of their abilities, aptitudes, qualifications and skills, through the implementation and monitoring of effective Human Resources policies and procedures.

EEO programs benefit the organisation by providing a wider range of jobs and recruitment and training opportunities, greater opportunity to use the skills, qualifications and the opportunity to gain greater career development and achieve job satisfaction. The Anti-Discrimination Act outlawed discrimination on the basis of race, sex, marital status, sexual preference, physical and or intellectual impairment in employment and in the provision of goods and services. The implementation of EEO Policies and programs will be monitored and it is important that the EEO Management Plan has the support, co-operation and commitment of Council and all staff.

Right to Information

Council is an agency under the Right to Information Act 2009. Members of the public may make application to Council under this legislation to access documents. People wishing to access documents under this Act must make application in writing to the Chief Executive Officer, including an application fee. During the twelve months to the 30 June 2018, Council has processed no right to information applications. This Annual Report satisfies the requirements of section 21 of the Act.
Public Sector Ethics Disclosures

Pursuant to the provisions of the Public Sector Ethics Act 1994, Council is required to report on actions taken regarding implementation of the legislation.

During the reporting period, Council provided training and education to its workforce through inductions of new staff members, together with re-inductions of all existing staff. Council supports its ongoing procedures and practices to ensure employees abide by and embrace the principles of the legislation.

Council’s Code of Conduct is provided to all new employees upon commencement and is provided to all of Council if and when it is reviewed.

Internal Audit

During the reporting period, Council’s Audit and Risk Committee consisted of three (3) persons being Mr Bill Ringrose, Partner, Ringrose Button, Chartered Accountants, Longreach (Chairperson) as an external independent member, Cr Tony Martin and Cr Tony Rayner. This committee met six (6) times during the financial year to review financial policies, annual financial statements as well as internal and external audit reports.

Mr Tony Walsh, Internal Auditor conducted an internal audit scoping exercise in February 2016 and IT systems were identified as a priority for internal audit. This work was held over due to the possibility of a new financial system implementation and the constant change that has occurred in the cloud environment since 2015. Since Longreach Regional Council implemented a new computer system in 2018 it was considered the appropriate time to complete the IT systems review in a Pre Go Live Review in December 2017 and Phase 1 Post Go Live Internal Audit in April 2018 for Synergy Soft.

The internal audit review identified that overall controls that existed prior to implementation were maintained and the security settings in synergy soft are quite sophisticated and adequate for Council’s needs with the main concern being receipting/banking in that any site can accidentally select all other sites when submitting a banking batch.

Key aspects of controls examined are:

Pre Go Live Review and Phase 1 Post Go Live Internal Audit for Synergy soft
- Bank Reconciliations
- RMPC Reporting
- Asset Register
- Fuel Issue reconciliations
- Water Charges
- Payroll and Processing
- Purchasing and Creditors
- Receipting and banking
- GST and BAS
- Debtors
- Stores
- Rates
- General Ledger
- Financial Reporting
- Budgeting
- Loans

The Internal Audit team acknowledged that the staff of Longreach Regional Council fully cooperated in the audit review and Council continues to achieve the benefit and productivity of the new computer System in time.