

2016-17

ANNUAL REPORT

connecting our communities





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INTRODUCTION

Welcome

Welcome to the 2016-17 Annual Report of Isaac Regional Council (Council). This report details our performance in meeting the strategic priorities outlined in our Corporate Plan Isaac 2020 and provides an analysis of our financial performance.

The theme for 2016-17 was Connecting our Communities. This document demonstrates our commitment to supporting our region with vibrant communities, a strong economy, a healthy environment and effective, sustainable infrastructure.

Council provides essential programs and services to the community. This report details our successes and challenges faced over the past 12 months whilst ensuring we remain open and accountable to our stakeholders.

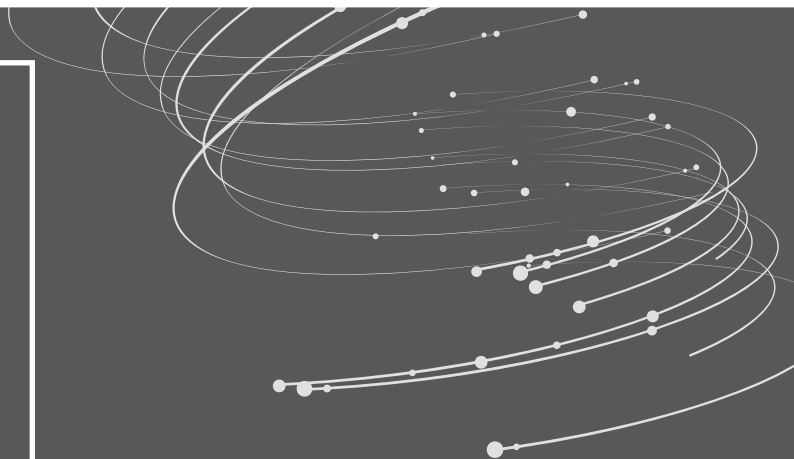
This information is relevant to:

- » Isaac residents and ratepayers
- » Local business owners
- » Potential investors
- » Community groups
- » Government agencies
- » Funding bodies
- » Current and potential staff

The objectives of this Annual Report include:

- » Communicating our vision and commitments to the community;
- » Reporting on our performance in delivering the Corporate Plan;
- » Instilling community confidence in our ability to show strong leadership and deliver on our promises;
- » Illustrating our commitment to accountable and transparent government;
- » Promote to local, state, national and international stakeholders our vibrant region as a great place to live, work, play and invest;
- » Creating sustainability and stimulating the economy by building state and federal partnerships, or obtaining grants or funding for projects;
- » Marketing Council as an employer of choice for potential recruits; and
- » Meet statutory requirements under the *Local Government Act 2009* (the Act).

To provide feedback, for details on any of the content or to obtain a copy of the report, please email records@isaac.qld.gov.au or contact Council on 1300 ISAACS (1300 47 22 27).



'Connecting Our Communities'

The sustainable management of our finite resources is increasingly becoming a key priority for Council. The Isaac region is transitioning from an unprecedented mining investment boom, to a community evolving with challenging economic conditions.

There is an increasing demand on Council services and resources, yet there is not a corresponding increase in our rate-base to support the cost of services, nor increases in funding from the state or federal governments.

2016-17 focused on 'Connecting our Communities' and therefore this Annual Report is illustrative of our commitment to providing core infrastructure that connects and services our communities, businesses and industries.

This approach reinforces our ability to continually move forward with resilience to deliver quality services to our community, and continue our aim to feed, power and build communities.



Hard copies of the report are available for viewing at all Council administration centres and libraries:

Clermont Office

Cnr Karmoo and Daintree Streets,
CLERMONT QLD 4721

Dysart Office

Shannon Crescent, DYSART QLD 4745

Glenden Office

Ewan Drive, GLENDEN QLD 4743

Middlemount Office

Shopping Centre, MIDDLEMOUNT QLD 4746

The report can be viewed online on Council's website: www.isaac.qld.gov.au.

Moranbah Office

Grosvenor Complex, Batchelor Parade,
MORANBAH QLD 4744

Nebo Office

10 Reynolds Street, NEBO QLD 4742

St Lawrence Office

36 Macartney Street, ST LAWRENCE QLD 4707



WHO WE ARE

Vision and Mission

Vision: To energise the world.

Vision Statement: Helping to energise the world.
A region that feeds, powers and builds communities.

Mission Statement: To feed, power and build communities.

Values

Professionalism

Which means that we will display accountability, openness, transparency and integrity.

Continuous Improvement

Which means that all aspects of the organisation's operations are encouraged through a progressive and creative approach.

Excellence

Which means that the manner in which we approach all aspects of the business for Isaac region, the highest possible outcome will be achieved.

Procedural Consistency

Which means that there is a consistent approach to the way in which Council conducts its business across the region.

Customer Focus

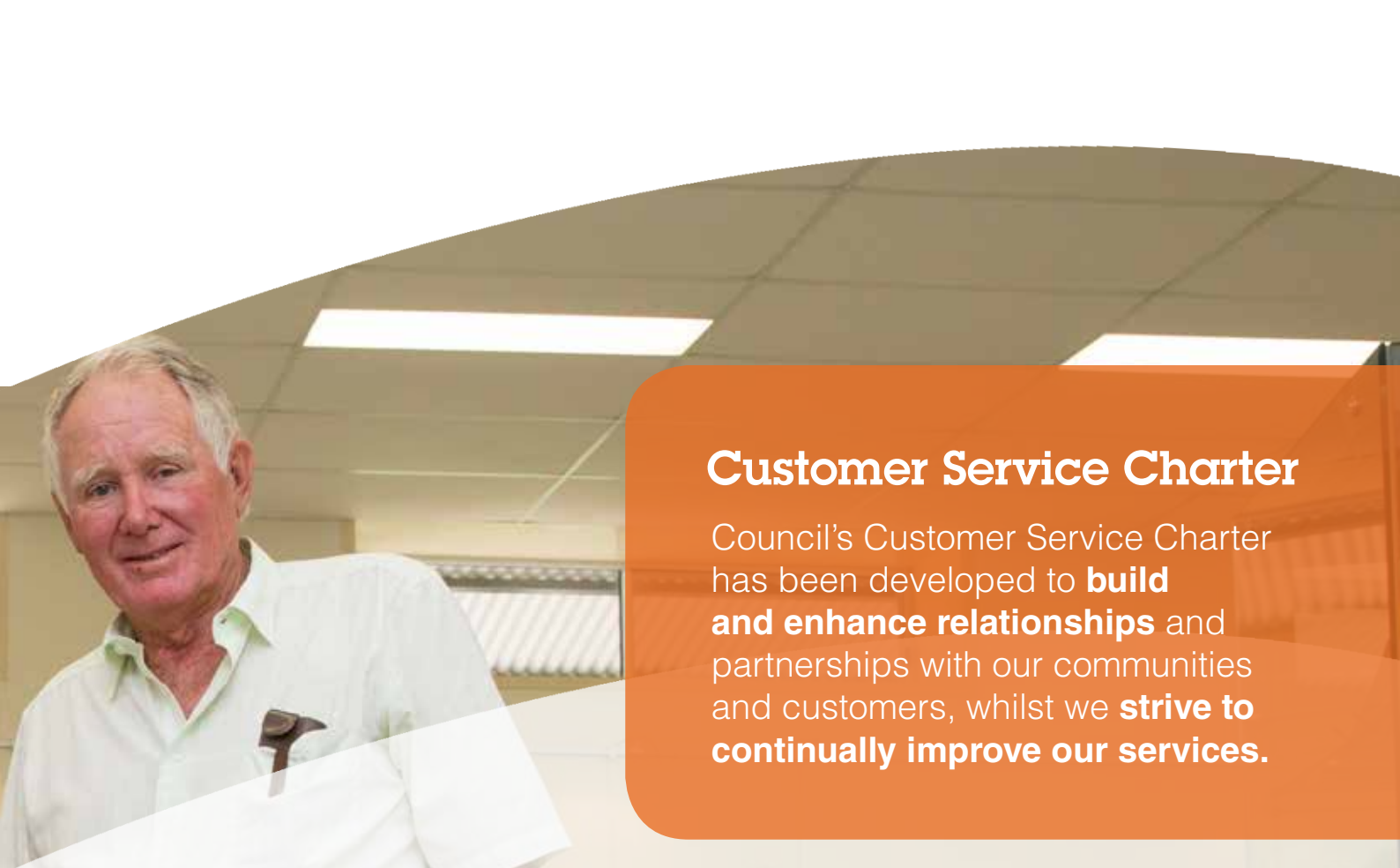
Which means that we identify and meet the needs of all customers in a responsive and equitable manner.

Teamwork and Coordination

Which means that we work together to achieve a common goal.

Safety and Wellbeing

Which means that we are all committed to working safely and caring for each other's wellbeing.



Customer Service Charter

Council's Customer Service Charter has been developed to **build and enhance relationships** and partnerships with our communities and customers, whilst we **strive to continually improve our services**.

Our service commitment to you, our customer:

Our customers are any person or any organisation that has any form of dealing with Council. This includes residents, ratepayers, businesses, contractors, elected members and Council staff.

When you contact us, we will:

- » Greet and identify ourselves
- » Listen to you with respect, courtesy and understanding
- » Respond to your enquiry in a professional and timely manner
- » Respect your privacy with confidentiality
- » Work in an environment of continuous improvement
- » Track outcomes to ensure "we will do what we say we do"

When receiving your complaint, we will:

- » Listen carefully to your situation and clarify your needs
- » Provide you with a reference number for any further enquiry or follow up
- » Have the matter investigated thoroughly and objectively

- » Work with you so that the matter can be resolved
- » Communicate the progress to you in writing within seven days
- » Take responsibility for ensuring an outcome has been finalised within an agreed timeframe

What we ask from you:

- » Provide accurate and complete information in your dealings with us
- » Work with us to solve problems
- » Treat our staff with mutual respect
- » Respect the community we live in

Your feedback is important to us:

We invite written feedback from you about our operation and services. Your comments provide us with valuable information to allow for continuous customer service improvement.

Address any correspondence to Program Manager Customer Service, via:

- » Mail: Isaac Regional Council, PO Box 97, Moranbah QLD 4744
- » Email: records@isaac.qld.gov.au
- » Website: www.isaac.qld.gov.au

The Council General Complaints Process is made under the Local Government Act 2009 and includes the elements required in Chapter 7, part 6, section 268 of the Act.

Message from the Mayor



During this past financial year we have celebrated some major milestones and wins for Isaac communities, which in my sixth year as Mayor, has made me incredibly proud.

I was thrilled to see years of campaigning on behalf of our communities for an end to 100% forced fly-in/fly-out work practices finally come to fruition during 2017. In February, Council presented 14 key concerns and 16 changes for consideration to the Stronger and Sustainable Resources Bill. Our key priority is to ensure that regional communities in the vicinity of large resource projects benefit from the operation of those projects. We will continue to advocate strongly on this issue and will watch closely as the Bill comes into practical effect in regional Queensland.

In line with our 2016-17 Budget 'Connecting our Communities' we have also remained committed to investing into new capital and core infrastructure; highlighted by our significant investment in roads and drainage.

As a region that feeds, powers and builds communities we have continued to champion Isaac's key priorities to the Queensland and Australian governments; gaining the support necessary to improve our region's liveability and economic output for the long-term. These projects are creating local jobs and have a flow on effect for local business, and our local economy.

We secured a major boost through Australian and Queensland Government funding for road and water advocacy projects.

The Peak Downs Highway received \$28 million towards pavement widening and strengthening a particularly dangerous section of the highway.

The Clermont-Alpha Road received an injection of \$6.97 million for the Department of Transport and Main Roads to progressively seal sections of the critical corridor used by the mining, agriculture and tourism industries. With approximately a quarter of this road infrastructure located in Isaac, the project was a great win for our communities. The Clermont Water Security Feasibility Study also received funding, which is vital to the development of Isaac's reliable, long-term water supply.

As a community we commemorated, and were tested once again, on our resilience under adversity. In December 2016, we recognised the 100 year anniversary of one of the deadliest floods in Australian history – the Clermont Floods. A moving graveside memorial was held in honour of more than 60 people who lost their lives after a tropical cyclone crossed through the Whitsunday passage in December 1916.

In March this year Tropical Cyclone Debbie hit the region, causing widespread flooding, and power and communications losses to communities across the region. We faced a huge response recovery effort with extensive damage to our regional road infrastructure and devastating impacts to some of our producers. Our recovery focus remains on the reconstruction of infrastructure, and the economic, mental and physical health and wellbeing of our communities. I would like to extend a sincere thank you to everyone, from emergency services to volunteers and Council staff on their incredible efforts and solidarity during this challenging period.

Our Love Your Local campaign also launched early this year, which aims to increase and reward customer spend in the region. It has been pleasing to see so many local businesses and residents getting behind this effort to promote our local economy.

The outstanding results of this past financial year are due to the hard work of many hands. Thank you to CEO Gary Stevenson PSM, my fellow Councillors and all Council staff for your ongoing support. Together we will continue to advocate and deliver great outcomes for our communities to ensure Isaac has a bright and secure future.

Mayor Anne Baker

Message from the Chief Executive Officer

This past financial year has been one of positive change, progress, challenges and exciting opportunities for both Council, and the region as a whole.

Within the organisation there has been significant change in the way we approach our strategic objectives as a team. On December 13, 2016 we adopted the Organisational Development Plan, which identifies initiatives to improve the future of the organisation. We are steadily working towards achieving these initiatives as a team, and I am pleased to see the progress we have made so far.

There has also been considerable change within our executive leadership team, with several directors moving on and new leaders joining the ranks. I would like to thank our outgoing directors for their years of commitment and service to the organisation, and to formally welcome our new executive leadership team.

During this period we took the opportunity to restructure our organisational framework, with the creation of a fourth directorate - Water and Wastewater. This allows us to more effectively prioritise an area of critical importance to our region and communities.

Fulfilling our commitment in the 2016-17 Budget, we have made significant investments into core infrastructure that connects and services our communities, businesses and industry.

Key priorities have been investment into roads and drainage, and we have seen several major projects reach completion such as the Lou Lou Park Road Rehabilitation, the Valkyrie Road Seal Extension and the Golden Downs Road Seal.

We successfully reconstructed all infrastructure damaged in the 2014 flood events, and have had funding submissions approved to restore the damaged caused by flooding in February 2016. We also commenced a major \$6 million project to replace the Cherwell Creek Bridge, co-funded by the Australian Government and Council with a \$1 million contribution from BM Alliance Coal.



In March 2017 our region was severely impacted by Tropical Cyclone Debbie, which caused widespread power and communication outages, significant flooding and long-term recovery efforts for many residents. During this time I witnessed our organisation pull together in an exemplary effort of professionalism under pressure and true mateship. Staff made voluntary contributions to assist colleagues who had been financially impacted by the event, and I commend the entire organisation for their efforts in keeping our communities safe and informed during such a challenging time.

We have moved forward from that challenging period into a time of exciting opportunities and growth for the region. As a region that feeds, powers and builds communities we continue to welcome major industry developments to Isaac; particularly across the mining, agriculture and solar sectors. This growth will continue to breathe life into our economy and help diversify our region and the opportunities available to current and future residents.

Lastly, I would like to thank Mayor Baker, our elected members and the entire organisation for your support and hard work over the past 12 months. I am incredibly proud of what we have achieved together and I look forward to another very successful year ahead.

CEO Gary Stevenson PSM

Elected Representatives



**Mayor
Anne Baker**

Mayor Baker has lived in the Bowen Basin with her family for 30 years; the last 18 years spent in Moranbah.

She and husband Frank have two adult children and two grandchildren. Mayor Baker believes that local government is the key to building stronger communities. She also recognises the importance of all three government levels working, collaborating and aligning priorities. Mayor Baker's priority for the region is to work towards delivering diversity in order to promote economic growth and ensure a sustainable future. Improved liveability is a high priority, and she strives towards achieving this goal; both as Mayor and a passionate member of her community.

Mayor Baker is Chair of the Local Disaster Management Group (LDMG), Isaac Affordable Housing Trust (IAHT), the Moranbah Early Learning Centre (MELC) and Whitsunday ROC, and a member of the Advocacy Advisory Committee, Bowen Basin Regional Roads and Transport Committee, Mackay District Disaster Management Group (MDDMG) and the Regional Economic Development Corporation.



**Councillor Dale Appleton
Division 1
Clermont & Glenden**

Councillor Appleton was re-elected to represent Division 1 in 2016, and his first appointment as a Councillor was in 2009. Councillor Appleton also held the position of Isaac Regional Council Deputy Mayor from 2012 to April 2016.

He is a member of the Planning Environment and Community Services and Engineering and Infrastructure Standing Committees. He is also a member of the Clermont Saleyards Advisory Committee, the Open Space, Amenity and Natural Environment Advisory Committee, and the Roads, Depot, and Fleet Advisory Committee.

A cattle producer based in Clermont, Cr Appleton has had a long association with the cattle industry.

He is married to Kris and they have three sons, all who live and work in the Isaac region. His 11 grandchildren are the sixth generation of the Appleton family in the Clermont district.



**Councillor Nick Wheeler
Division 2
Dysart Town**

Councillor Wheeler was elected to represent Division 2 in 2012. He worked as a miner at Norwich Park mine for 30 years and was CFMEU secretary for eight years. He is married to Freda and they have two children – a daughter in Dysart and son in Blackwater.

Councillor Wheeler is a member of the Water and Wastewater and Engineering and Infrastructure Standing Committees. He is also a member of the Isaac Affordable Housing Trust (IAHT), the Roads, Depot, and Fleet Advisory Committee, the Water, Sewerage and Waste Advisory Committee, and the Dysart Bowen Basin Community Committee (BBCC).

He was Dysart Ladies Softball president for 18 years and involved in the early days of the ambulance centre. Councillor Wheeler is also the Dysart Lions' Club president and Dysart State School P&C president, and spends the majority of his time with community activities and issues.

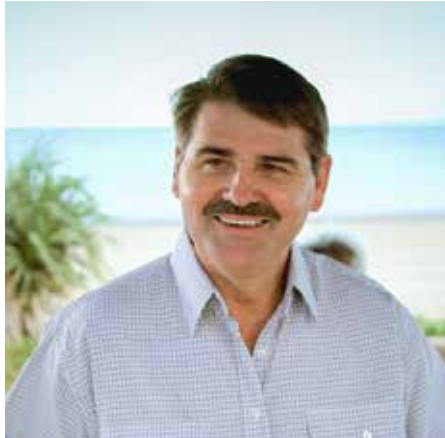


Councillor Gina Lacey
Division 3
Moranbah East

Councillor Lacey was re-elected to represent Division 3 in 2016, making it her fourth term on Council. She has lived in Moranbah since 1975, she is married to Clint and they have two children.

Councillor Lacey is co-owner of Moranbah menswear store Zootown. Prior to entering the small business sector 12 years ago she spent 15 years as CFMEU's office manager; during this time she was the event coordinator for May Day celebrations, and the Combined Unions Christmas Party.

Councillor Lacey has long been committed to improving the liveability and sustainability of our mining communities and took an active role in Council's successful advocacy around the Sustainable Resources Bill recently passed in parliament. She is a member of the Corporate Governance and Finance and the Engineering and Infrastructure standing committees. Councillor Lacey holds a Director's position with the Moranbah Early Learning Centre (MELC), and is a Council representative on the Moranbah Youth & Community Hub Working Committee and the RSDC (Regional Social Development) committee.



Councillor Peter Freeleagus
Division 4
Moranbah Central

Councillor Freeleagus was re-elected to Isaac Regional Council in 2016 to represent Division 4. He was first elected to Belyando Shire Council in March 1997, appointed Belyando Shire Deputy Mayor in 2000 and Mayor in August 2003 and has represented the region on a number of local, regional and state committees.

Councillor Freeleagus is Chair of the Water and Wastewater Standing Committee, Director of the Moranbah Early Learning Centre (MELC) and a committee member of the Audit and Risk Committee and Corporate, Governance and Financial Services Standing Committee.



Councillor Kelly Veave
Division 5
Moranbah West

Councillor Veave grew up in Collinsville and moved to Moranbah with her young family over ten years ago.

As former Chairperson of the Moranbah Action Group, and President of Queensland Mining Communities, Councillor Veave is a strong advocate for the Isaac region on the key issues of population balance, affordable housing, liveability and infrastructure investment.

Councillor Veave is passionate about lobbying for policy change, and better funding for our region. In her role, she continues to strongly advocate for Isaac communities on issues that matter, whether that is with mining companies or the state or federal governments. She is Chair of the Planning, Environment and Community Services Standing Committee and was Chair of the former Advocacy Advisory Committee and a member of the Corporate, Governance and Financial Services Standing Committee and Isaac Affordable Housing Trust (IAHT).

Outside of Council, Councillor Veave is President of the Moranbah & District ALP Branch.

Elected Representatives



Councillor Lynette Jones
Division 6
Clermont

Councillor Jones was elected in 2016 to represent Division 6.

A long-term Clermont resident, Councillor Jones has played an active role in the community for the past 42 years.

She spent 22 years in the Clermont Department of Primary Industries as an honorary Stock Inspector and is a past member (26 years) of the Clermont Hospital Auxiliary.

Councillor Jones is a member of the Planning Environment and Community Services and Water and Wastewater Standing Committees. She is also Chair of the Clermont Historical Centre Advisory Committee and QLD Corrective Services Community Advisory Committee, and a member of the Clermont Saleyards Advisory Committee, Clermont Consultative Committee and Clermont Health Advisory Network Team.

Councillor Jones and her husband have owned a cattle carting business located in Clermont for the past 11 years and have one daughter and two grandchildren.



Councillor Jane Pickels
Division 7
Middlemount &
Dysart Region

Councillor Pickels was re-elected to represent Division 7 in 2016, and previously has eight years' customer service experience within Broadsound Shire and Isaac Regional Councils.

Moving to Queensland in 1984 she became involved in the community through committee work with Moranbah Neighbourhood Centre, Moranbah Hawks' Soccer, Nebo State School P&C and Middlemount tennis, rugby league and netball associations. She is a member of Middlemount's Community Sports' Association, CTM Links and Middlemount Youth Support.

Councillor Pickels is Chair of the Corporate, Governance and Financial Services Standing Committee and a member of the Audit and Risk Committee, Isaac Affordable Housing Trust (IAHT), Planning Environment and Community Services Standing Committee, Mackay Tourism Limited, North Queensland Sports Foundation, Capricornia Catchments Inc., Three Rivers Catchment Committee and Fitzroy Basin Association (FBA). She is married to Greg and they have four children.



Deputy Mayor Geoff Bethel
Division 8
Nebo, Coppabella & Coast

Councillor Bethel was elected as Deputy Mayor and re-elected to represent Division 8 in 2016. He has been involved with local government for many years, previously holding a position on Broadsound Shire Council.

He is a landholder in the Isaac region and has been involved in the cattle and grain industries since the 1973 Brigalow Scheme Ballot.

Councillor Bethel is Chair of the Engineering and Infrastructure Standing Committee and a member of the Water and Wastewater Standing Committee. He is Chair of the Clermont Saleyards Advisory Committee and the Roads, Depot, and Fleet Advisory Committee. Cr Bethel is also a member of the Local Disaster Management Group (LDMG), Community Facilities Advisory Committee, Bowen Basin Regional Roads and Transport Committee, Road Accident Action Group (RAAG) and the Nebo Bowen Basin Community Committee (BBCC).

He has a keen interest in land care and related initiatives and is married to Ruth with four children; all who live and work in the Isaac region.



Performance Summary

Council's performance against the Corporate Plan is highlighted in Annual Reports. This Annual Report documents the achievements and outcomes delivered during the past 12 months of the Corporate Plan Isaac 2020.

The Corporate Plan Isaac 2020 was developed through a series of internal workshops, external stakeholder sessions across the region and a community leadership Forum. The Corporate Plan outlines a shared vision and covers five priority areas including:



Communities

Isaac will have resilient, connected and diverse communities whose lifestyles and wellbeing are supported and whose regional identity is cherished.

Infrastructure

Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.



Economy

Isaac will continue to be Queensland's number one performing regional economy based on a thriving, diverse and resilient mix of industry sectors.



Environment

Isaac will have an appropriate and sustainable balance between environment, economy and community to ensure our natural resources are sustainably managed and protected.

Governance

Council will be a strong, ethical and effective advocate for the Isaac region, providing transparent and quality decision making, and efficient and cost-effective service delivery.



We deliver on our priorities by implementing our Annual Operational Plan, which includes key projects and activities that directly respond to the priority areas of the Corporate Plan.

During the 2016-17 year Council produced quarterly Operational Plan performance reports (available on our website), which provides a more detailed analysis of our performance and identifies progress on projects and performance against set measures during the financial year.

A majority of the set priorities and activities for the 2016-17 Annual Operational Plan were met. There were outside factors that influenced those that did not reach their performance targets which were reprioritised during the year.

Council is constantly enhancing the manner in which it prepares, monitors and reports on its Annual Operational Plan, and is committed

to presenting improved transparent and accountable progress in achieving its, and the communities, priorities into the future.

Another key focus, aligning with our 2016-17 Budget, has been Council's commitment to focusing on our key infrastructure and improving the sustainability and viability of our assets to connect and service our community, business and industry sectors.

We have completed many projects across the region aimed at revitalising community facilities, strengthening infrastructure and ensuring our public spaces are vibrant, green and clean.

This focus continues our aim to diversify our economy and build a secure, sustainable region for future generations. Please refer to page 36 for a more detailed account of our Performance for 2016-17.



ISAAC AT A GLANCE



Mining is our largest industry employer⁽¹⁾

- » **24** operating coal mines⁽⁵⁾
- » **Producing 56%** of QLD's saleable coal⁽⁶⁾
- » Generating **\$1 billion** in royalty payments⁽⁷⁾

32
median age⁽³⁾

17
unique
communities



- » Comprising modern mining towns, historical towns, coastal and rural towns
- » **Moranbah** is the main service centre, population approx. **8,735**⁽³⁾

References:

⁽¹⁾ REMPLAN 2017; ⁽²⁾ Australian Bureau of Statistics Value of Commodities Produced 2012; ⁽³⁾ Australian Bureau of Statistics Census 2016; ⁽⁴⁾ QGSO Bowen Basin Population Report 2016; ⁽⁵⁾ QGSO Bowen-Galilee Basins Non-Resident Population Projections 2017-2023; ⁽⁶⁾ DNRIM Coal Industry Review Tables 2015-16 (Table 4); ⁽⁷⁾ Queensland Resources Council



Spanning **58,870 km**
from the coast to
the coalfields

Contributing **\$5.365 billion** to
QLD's Gross State Product⁽¹⁾



» Based on a population
of only **20,940**⁽³⁾

Agriculture makes up 11.32% of
registered businesses in the region⁽¹⁾



- » **\$212 million** beef industry⁽²⁾
- » **\$10.6 million** sugar cane industry⁽²⁾

20,940 permanent population⁽³⁾



+

9,445 temporary population
(fly in/fly out and drive in/drive out)⁽⁴⁾



Our Communities



Carmila

Carmila is located at the foot of the Connors Range on the Bruce Highway. The community's main industry is sugar cane growing.



Clairview

Clairview is a beachside community located between Rockhampton and Mackay. It is a popular fishing and crabbing village.



Clarke Creek

The small, rural township of Clarke Creek is located approximately 200 km between Mackay and Rockhampton.



Clermont

Established in 1862, the town of Clermont was the first inland settlement in the tropics and is one of the most historic towns in Northern Australia.



Coppabella

Coppabella was designed to service the junction of two railway lines - Goonyella and Saraji Mines. The town is unique to the region in that it was built entirely by a government department.



Dysart

Dysart is a mining town established in 1973. The family-friendly community has modern facilities, including an olympic-sized swimming pool and nine-hole golf course.



Flaggy Rock

Flaggy Rock is primarily a sugar cane growing district situated between Rockhampton and Mackay. Flaggy Rock Bluff has a 360° view over the valley ranges and Coral Sea, accessible only by 4WD or on foot.



Glenden

Glenden was first introduced to the Isaac as a mining town. Mount Isa Mines Limited proposed a town be built for their workers and decided to name it Glenden after the Queensland Place Name Board advised this is what the area was called in the ballot in 1918.

Our Communities



Greenhill/Ilbilbie

An idyllic location approximately one hour's drive south of Mackay, Greenhill and Ilbilbie have wonderful views of the ocean and surrounding district with plentiful fishing and bushwalking opportunities.



Kilcummin

Kilcummin is located approximately 60 km north of Clermont. Surrounded by cattle and cropping properties, the town is underpinned by a supportive, tightknit community.



Middlemount/Mackenzie River

Middlemount, just over 30 years old, is a purpose-built coal mining town with the focal point being Blue Mountain, where recreational space is highlighted by expansive views of the surrounding rural areas. Mackenzie River, approximately 35 km south of Middlemount, is a small rural community and cattle grazing area.



Mistake Creek

Mistake Creek is a small and vibrant rural community that earned its name from early settler Jeremiah Rolfe, who mistakenly thought his station was located on the Belyando River.



Moranbah

Referred to as the 'new kid on the block', Moranbah is one of the youngest towns in Queensland. Specifically created for miners and their families, Moranbah has grown into a town rich in charm and warmth.



Nebo

Nebo was officially known as Fort Cooper, however in 1923 the name was changed by popular demand to Nebo; derived from Nebo Creek. Nebo's primary production was originally sheep farming, however the area proved unsuitable for sheep and they were eventually replaced by cattle.



St Lawrence

St Lawrence was originally built to service the Customs Office for the Port of St Lawrence. Attractions include the St Lawrence Wetlands, freshwater fish habitats and abundant birdlife.

Valkyrie

Valkyrie is a prominent cattle grazing area. The local school is the hub of the community and hosts the majority of community meetings, social gatherings and playgroups.

Our People

Citizenship Ceremonies



During the 2016-17 financial year, we welcomed 49 new Australian citizens into the Isaac region.

Our citizenship ceremonies are a true testament to the diversity of the region; attendees hailing from 14 different countries.

Countries included Pakistan, Australia, Philippines, Hong Kong Special Administrative Region (HKSAR) of the People's Republic of China, South Africa, Sri Lanka, India, North Ireland, Armenia, Solomon Islands, New Zealand, Republic of Ireland, Thailand and Canada.

Australia Day Awards - Major Winners



Isaac embodies the true spirit of what it means to belong to a regional community. We thrive by supporting each other through the tough times, celebrating the good times and uniting to make our voices heard for the future of our region.

Each year we celebrate our most valued community members and acknowledge their outstanding contribution to our communities with Australia Day Awards. These are the people who give their time and effort for the benefit of others and who nurture community spirit and development across the Isaac.

On January 26 we presented awards across the region in six categories: Group Achievement Medallions, Individual Achievement Medallions, Mayor's Awards, Community Event of the Year, Young Citizen of the Year and Citizen of the Year.

Pictured: Lashona Petersen, Mayor's Award winner in Carmila 2017.



Lynise Conaghan, Clarke Creek

Citizen of the Year

Since 1992, Lynise has made significant, unparalleled contributions to Isaac, the Clarke Creek community, and the state and national education of geographically isolated children. As an active community member she has lobbied for better outcomes for those that live and work in rural and regional Australia. In 2015 she was elected as a Federal ICPA Councillor and she plays a leading role in securing funding and resources for both students and the wider community. Congratulations Lynise.

Young Citizen of the Year

Lachlan has achieved outstanding sporting results over the past year, representing Moranbah's Bell's Boxing Club. He has achieved an impressive 8 wins out of 9 bouts, including: The Wide Bay Title Belt, National Golden Gloves Champion, and the North Queensland Title. Lachlan is described by those who know him as a very driven young man who is committed to setting goals and achieving them, congratulations Lachlan.



Lachlan Hopes, Moranbah

Community Event of the Year

In September 2016, St Lawrence joined more than 4 million people across the globe by hosting their first ever Relay for Life Event. The weekend was a huge success for this coastal community, raising more than \$21,000 for the Queensland Cancer Council. The inspirational overnight event attracted 10 teams made up of 74 participants all united in the fight against cancer. Congratulations to the event organisers for empowering and supporting their community to really make a difference in the world.



2016 St Lawrence Relay For Life

Community Events and Highlights

JUL

Middlemount Race Day



AUG

Seniors Week



DEC

Christmas Lights Competition



JAN

Australia Day



MAY

Glenden 1K Colour Dash



MAY

Clermont Show and Beef Expo



OCT

Isaac Libraries Tech Fest



OCT

Mayor's Charity Ball



MAR

International Women's Day



APR

ANZAC Day



JUN

St Lawrence Wetlands Weekend



JUN

Clarke Creek Community Recovery BBQ





ABOUT COUNCIL





About Council

Local government plays an **important role** in community governance and is a forum for local decision-making, charged with ensuring good rule and government of its local government area.

As a local government, Council must be **accountable, effective, efficient and sustainable** and consistent with the local government principles contained in the Act.

These five principles are founded on the following:

1. Transparent and effective processes and decision-making in the public interest.
2. Sustainable development and management of assets and infrastructure, and delivery of services.
3. Democratic representation, social inclusion and meaningful community engagement.
4. Good governance of, and by, local government.
5. Ethical and legal behaviour of local government employees.

The Act clearly distinguishes between the roles and responsibilities of the executive and administrative/operational arms of local governments:

- » The executive arm, the mayor and Councillors make local laws and determine policy and other matters at a strategic level; and
- » The administrative/operational arm consists of the Chief Executive Officer, who manages the day-to-day operations in accordance with the plans and policies determined by the executive arm.

Council represents the largest mining region in Queensland and governs 17 unique communities, from our agricultural areas, the coalfields to the coast. One of our highest priorities is advocating at state and federal level for solutions to issues impacting Isaac communities.

Due to Council's vast area (over 58,000 square km), there are seven Administration offices throughout the region, located at Clermont, Dysart, Glenden, Middlesboro, Moranbah (main office), Nebo and St Lawrence.

Strategic and Operational Framework

In April 2015, Council adopted the new 20 Year Community Strategic Plan Isaac 2035 followed by the 5 Year Corporate Plan. Isaac 2035 forms a blueprint for the future of the Isaac region, outlining our strategies towards enabling strong, vibrant, diverse and sustainable communities for our people.

The 5 Year Corporate Plan uses the key themes from Isaac 2035 to identify clear goals, strategies and performance indicators to show how we will achieve our vision for the future.

Our Annual Operational Plan is a short-term strategy outlining how our organisation will work towards achieving the goals set out in our 5 Year Corporate Plan.

Each year we also adopt a Budget which is carefully aligned to the above key planning documents, to ensure we continue to meet the needs of our communities.

Organisational Structure

The organisational structure aligns Council's three directorates with Corporate Plan goals and objectives. This provides a much clearer focus to Council's overall direction, however on 28 February 2017 Council resolved (#4834) to establish the Water and Wastewater directorate. This directorate will be officially established on 1 July, 2017 with a soft establishment on 29 March, 2017.

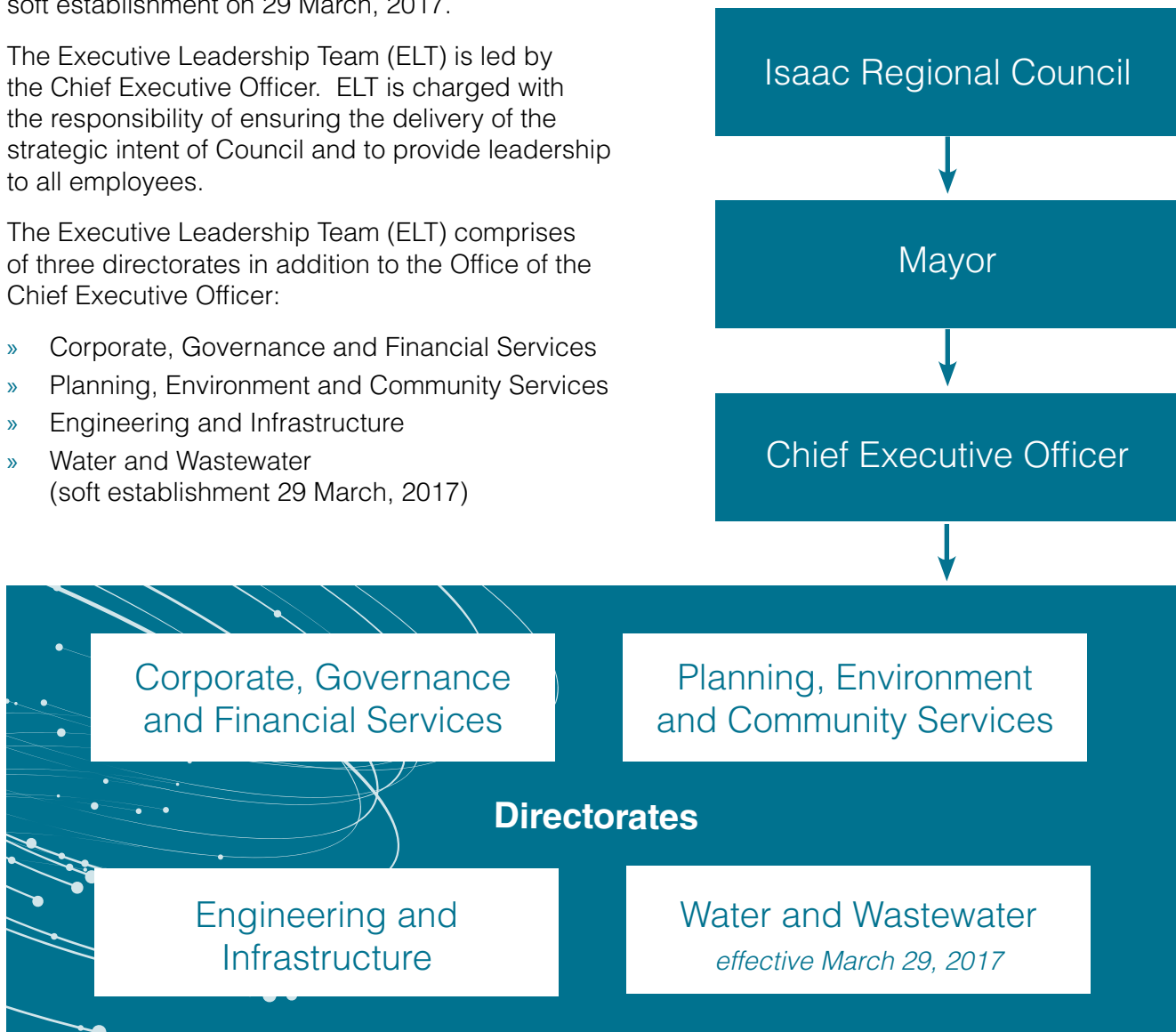
The Executive Leadership Team (ELT) is led by the Chief Executive Officer. ELT is charged with the responsibility of ensuring the delivery of the strategic intent of Council and to provide leadership to all employees.

The Executive Leadership Team (ELT) comprises of three directorates in addition to the Office of the Chief Executive Officer:

- » Corporate, Governance and Financial Services
- » Planning, Environment and Community Services
- » Engineering and Infrastructure
- » Water and Wastewater
(soft establishment 29 March, 2017)

The most valued resource of Council is its staff.

Council, as at 30 June 2017, had approximately 400 full time equivalents who are located across the region.



Executive Leadership Team (ELT)

424
staff



207
women



217
men



182
Outdoor
staff

215
Indoor
staff



GARY STEVENSON PSM

Chief Executive Officer
Office of the CEO

Areas of Responsibility

- » Organisational leadership, administration and strategic management
- » Mayor and CEO support
- » Elected member support
- » Council meeting management and administration
- » People, performance and organisational development
- » Advocacy

Board Management

- » Council
- » Standing Committees
- » Advisory Committees



AARON JOHANSSON

Director
Corporate, Governance
and Financial Services

Areas of Responsibility

- » Financial services
- » Legal and insurance administration
- » Brand, media, and communication
- » Information technology and GIS
- » Asset management
- » Records
- » Governance
- » Internal audit
- » Community leasing
- » Strategic, corporate and business continuity planning
- » Risk management
- » Disaster management
- » Safety
- » Procurement
- » Stores

Committee Management

- » Audit and Risk Management Committee
- » Community Facilities (Advisory Committee)
- » Local Disaster Management Group (LDMG)

**BRIAN ASHCROFT**

Director
Engineering and
Infrastructure Services

Areas of Responsibility

- » Water and sewerage (until March 29, 2017)
- » Parks and gardens
- » Resource recovery
- » Engineering design and projects
- » Roads and drainage service
- » Plant and fleet management
- » Depot management
- » Infrastructure planning
- » Roads construction and maintenance

Committee Management

- » Water and Sewage and Waste (Advisory Committee)
- » Roads, Fleet and Depot (Advisory Committee)
- » Open Space, Amenity, Natural Environment (Advisory Committee)

**SCOTT RILEY**

Director
Planning, Environment and
Community Services

Areas of Responsibility

- » Economic development
- » Customer service
- » Place management
- » Community relations programs
- » Youth programs
- » Grants administration and management
- » Environmental services
- » Local laws
- » Stock route management
- » Regulatory and building compliance
- » Planning and land development
- » Native title
- » Arts and library services
- » MELC childcare oversight
- » Corporate properties
- » Company housing
- » Commercial operations
- » Tenancy
- » Moranbah Early Learning Centre (MELC)/ Isaac Affordable Housing Trust (IAHT) Board Liaison

Committee Management

- » Community Facilities Advisory Committee
- » Clermont Historical Centre Advisory Committee
- » Council Representative of IAHT and MELC

**ROBIN HAGEN**

Acting Director Water and
Wastewater Services
(March 29 - June 30, 2017)

Areas of Responsibility

- » Water and wastewater network
- » Water supply operations
- » Wastewater treatment operations
- » Recycled water services
- » Water and wastewater infrastructure design, construction and maintenance
- » Water product quality management

Our Apprentices and Trainees



Council is committed to **nurturing the region's emerging workforce**, providing a platform and opportunity for the regions youth to the many employment opportunities available within the organisation.

Supporting apprentices and trainees to complete their

qualifications is a key priority for Council, both within the organisation and in the region.

Helping young people develop industry skills and knowledge contributes not only to the success of their individual futures, but to the long-term future of Isaac.

Council is dedicated to helping people in our communities develop industry skills and knowledge which contributes not only to the success of their individual futures, but to the long-term future of Isaac.

During the 2016-17 financial year Council had one apprentice and five trainees complete the following qualifications:

- » Cert III Plumbing (1 Apprentice)
- » Cert III Business (3 Trainees)
- » Cert IV Library and Cultural Services (1 Trainee)
- » Cert III Water (1 Trainee)

Council is committed to supporting apprentices and trainees to complete their chosen career qualifications.

Council is privileged to have the support of supervisors and staff who devoted their time and passed on their knowledge to these students; all of whom we are proud to say now hold nationally recognised qualifications.

Apprentices, Trainees and Work Experience

In April 2017 three apprentices and three trainees were engaged by Council in a variety of positions and everyone is working diligently in their chosen pathways.

Council also hosted 10 work experience students across the region during the 2016-17 financial year.



Dylan Wilson
Administration Trainee



Sean Lawton
Administration Trainee



Cohen Hinchliffe
Apprentice Plumber



Tim Colgrave
Apprentice Painter

Annual Education and Career Pathways Expo

The Expo was held at Moranbah State High School on August 10, 2016. Throughout the day, representatives across Council including Mayor Anne Baker, Directors and Managers made themselves available at the Council booth and responded to student enquiries.

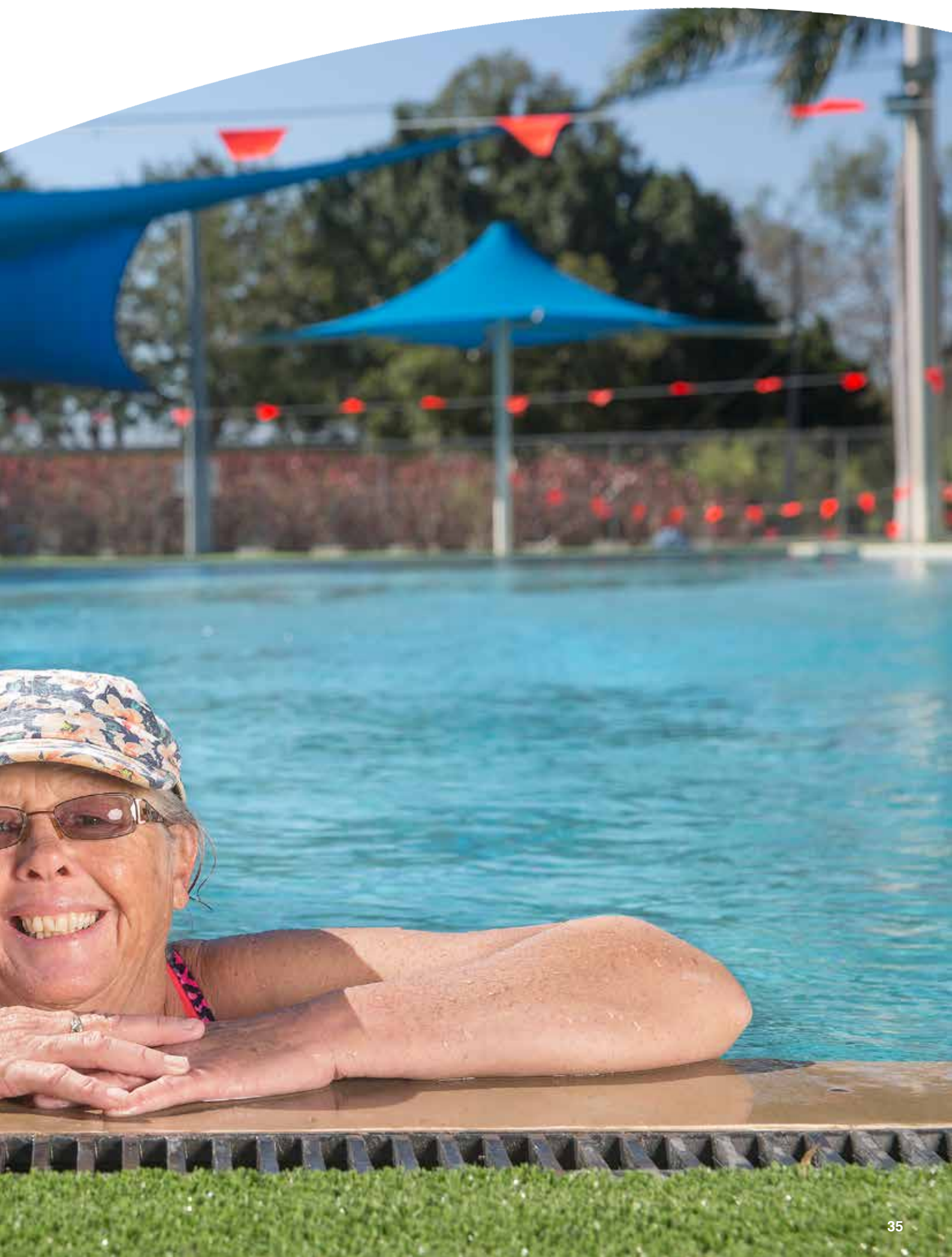
More than 800 attended the day including students, parents, and teachers from Moranbah State High School, Middlemount Community School, Dysart State High School, Glenden State High School and Clermont State High School.





CEO ASSESSMENT





Our Reporting Framework

Isaac Regional Council is committed to performance and accountability. We use governance arrangements to contribute to our overall performance in achieving our strategic priorities.

The strategic planning and performance management framework (below) sets the context for our reporting requirements, highlighting the link with the long term planning documents and the (operational) implementation documents.

The following Framework (also referred to on page 28) demonstrates the relationships of our key strategic guiding documents and those that Council draws from in developing its priorities – namely the Community Strategic Plan - Isaac 2035 and 5 Year Corporate Plan. Both of these documents are driven and influenced by the Isaac Community.





The following section provides a summary of Council's progress towards the implementation of our 5 Year Corporate Plan and the 2016-17 Annual Operational Plan. Council's 5 Year Corporate Plan and Annual Operational Plan report against five key strategic themes:

Communities

5 year goal: Isaac will have resilient, connected and diverse communities whose lifestyles and wellbeing are supported and whose regional identity is cherished.

Economy

5 year goal: Isaac will continue to be Queensland's number one performing regional economy based on a thriving, diverse and resilient mix of industry sectors.

Infrastructure

5 year goal: Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.

Environment

5 year goal: Isaac will have an appropriate and sustainable balance between environment, economy and community to ensure our natural resources are sustainably managed and protected.

Governance

5 year goal: Council will be a strong, ethical and effective advocate for the Isaac region, providing transparent and quality decision making, and efficient and cost-effective service delivery.

For more information, please visit Council's website: isaac.qld.gov.au to view the quarterly performance reports.

A Snapshot

The following provides a snapshot of how we went in our projected projects and activities in 2016-17.

Completed/ On Target	Close to Target	Off Target	Deferred to 2017-18	Total
Communities				
47	0	5	7	59
Economy				
9	0	2	3	14
Infrastructure				
44	4	10	0	58
Environment				
15	4	2	1	22
Governance				
13	3	0	0	16
Total of Corporate Plan/Operational Plan Links				
128 76%	11 6.5%	19 11%	11 6.5%	169 100%

Highlights of 2016-17

The following provides a performance update and overview on priorities, projects and activities for 2016-17. Many projects and activities are reported throughout this Annual Report.

The 2016-17 Quarterly Performance Reports, in their entirety, can be accessed via Council's website - www.isaac.qld.gov.au



Communities



On Target/Completed

- » National Youth Week delivered across all communities.
- » Community Grants – refer to page 72 for more information.
- » Environmental health and related inspection programs.
- » Access to Community/Recreation Halls, Centres and Showgrounds.
- » Regional Arts Development Fund – 17 funded applications.
- » Facilitated applications within standards for private works related to traffic management plans, heavy vehicle permits and road closures – within targeted timeframes.
- » Preferred local supplier program.

Not On Target

- » Cultural Asset Mapping.
- » Development of a Strategic Acquisition and Disposal program for tenancy/housing stock (deferred to 2017-18).
- » Develop a Youth Management Strategy (deferred to 2017-18).



Isaac Community Grants

Effectively administered the community grants and donations fund with over \$210,000 investment into local communities and including community support funding from State Government.

More information can be found on page 72, which details recipients of the Minor, Major and Individual grants available through Council's Community Grants Program.



Library Operations and Cultural Services

Isaac operations eight libraries across the region, providing 512 adult programs and 1,852 children's programs throughout 2016-17. In total 1,871 adults and 20,031 children attended these programs which included Baby Bounce, Rhyme Time, First 5 Forever, Robotics and Coding, NAIDOC, Summer Reading Club, adult craft and Tech Trendsetters (for seniors).

The libraries throughout Isaac provided many services and programs to our communities.

Here is a snapshot of what happened during 2016-17:

- » Redevelopment of the Clermont Historical Centre.
- » Monthly exhibitions at the Coalface Gallery, Moranbah including local, regional and touring artists.
- » Isaac Library 12 week Lego Challenge launched in July 2016 (with the help of recruited mentors 52 lego robotics/coding programs were delivered across Isaac.



Clermont 100 Year Flood Commemorations

Late December 2016 Clermont paused to reflect and acknowledge the mark of a centenary since one of the deadliest floods in Australian history. A Memorial was held on 28 December 2016 and an exhibition "A Flood of Memories" was available for viewing at the Clermont Historical Centre.



Isaac Libraries



15,368 hours
used of free
internet access

1,627

Children's and Early
Literacy programs

431

Adults and Lifelong
Learning programs

St Lawrence Wetlands Weekend

Held 9-11 June 2017, the 8th annual St Lawrence Wetlands Weekend was a great success. Events covered art workshops, reptile awareness sessions, movie night, environmental awareness talk and wetland/bird tours.

A highlight of the weekend was the Bushman's Dinner which sold out. Council proudly supports this event to promote the beauty and opportunities along the Isaac Coast.



Skate Park Shade Structures

Council considers shade structures as an essential part of the community. The capital works project was carried out for the Clermont skate park shade structure.

Completed in February 2017, the structure is well received from the community and concluded all of Isaac's skate parks being sheltered.

New hard roof shade structures for skate parks in Dysart, Moranbah and Middlemount and a new structure over Perry Park in Nebo have also been commissioned.

The new fit for purpose design will provide youth with ample protection from the elements to enjoy skate parks year round.



Economy



On Target/Completed

- » Received approval to proceed with Jeffrey Street Development (Clermont).
- » Provision of maintained and effective Saleyards and Aerodrome.
- » Updated corporate Image library for regional promotion.
- » Advocacy – launched a Regional Jobs Investment Package.

Not On Target

- » Investment Attraction Framework, Policy and investment prospectus (deferred to 2017-18).
- » Tourism Development Strategy (deferred to 2017-18).

Small Business Week

Small Business Week was held 15-20 May 2017 with ten workshops delivered across the region; Isaac Coast, Nebo, Middlemount, Clermont, Moranbah and Dysart. These workshops armed Isaac's business community with a fresh set of ideas on how to make their small operations thrive.

2017 Queensland Small Business Week workshops and events included product photography, better business through storytelling, online presence mentoring, biosecurity planning and capability statement writing.



\$8,199,808

Operational Grants

(e.g. Federal assistance, community drought support, coastal development, state library support and traineeships).



\$9,036,951

Capital Grants

(e.g. Roads2Recovery, refuse tip and water grants).

Love Your Local

Early 2017 Council launched the Love Your Local Campaign. This initiative is in partnership with the Local Buying Foundation who have provided funding towards the Campaign to celebrate our locally owned businesses by rewarding local expenditure through the Love Your Local monthly Competition.

When you support locally owned businesses, you're not only supporting the local economy and the employment of local people, but also directly supporting community and sporting groups

By spending \$20 or more at any local Isaac business residents and visitors are in the chance to win a \$100 voucher every month.

Behind every local business is a local person, and a local story. Together, by buying local the Isaac Community can create more jobs, build better businesses and sustain a strong economy.

Council is committed to promoting, encouraging and supporting Local Businesses.

For details on the Love Your Local program visit www.isaac.qld.gov.au/loveyourlocal



April Winners

Clermont



Anne Anderson

Coast



Anthony Thompson

Dysart



Peter Bassett

Glenden/Mebo



James Hiles

Middlemount



Ange Hite

Morambah



Gina McLeod

For details on the Love Your Local competition visit www.isaac.qld.gov.au or call 1300 ISAACS (472 227)



Saleyards

Council continued to deliver services through the Clermont Saleyards, providing and maintaining an effective facility for the community.

Aside from ensuring a regular calendar of events for cattle sales, the facility is used to cater for many other needs as the community requires. In addition, there is a programed approach to capital maintenance and upgrades, with Council allocating and completing these capital projects as part of the annual budget.

The Saleyards are owned and operated by Council, however to improve the operations of the Saleyards, during 2016-17 a new approach was implemented to ensure a dedicated and expert management arrangement was in place for the Clermont Saleyards.

The services that the Saleyards provides includes;

- » Monthly Sales
- » Bi-weekly cattle trains
- » Road/rail interchange
- » Vital rail loading facility
- » Selling centre for the Isaac region



Infrastructure



On Target/Completed

- » Road infrastructure maintained across the region, including compliance with state government agreements and traffic management.
- » Coastal television and radio services.
- » Reconstruction of 2014 flood event damaged infrastructure completed. All February 2016 event submissions approved and being progressed. (National Disaster Relief Recovery Arrangements (NDRRA) Reconstruction Programs).
- » Disaster Management – Preparedness activities, and update of Local Disaster Management Plan and sub plans.
- » Supply of safe and reliable recycled water.
- » Maintained open spaces and public conveniences across the region to a high standard.
- » Effective maintenance of residential assets, maintaining a tenancy rate greater than 75%.

Not On Target

- » Marg's Park phase 2 capital works - identifying funding opportunities to progress.
- » Asset Management Policy & Strategies continuing development and implementation in 2017-18.
- » Refuse Transfer Stations: original targets not met due to rescoping of priorities. Moranbah and St Lawrence have been completed.
- » Water and Wastewater implementation of project and contract management systems, asset audits and conditioning assessments schedules are ongoing. Water and Wastewater (wastewater strategies by town have been completed for Moranbah, Nebo, Dysart and Middlesmoot. The remainder will be completed in 2017-18.

Moranbah Resource Recovery Expansion

Under the Building our Regions – Regional Infrastructure Fund, Council received \$3.58 million from the Queensland Government for the development and expansion of the Moranbah Resource Recovery Centre. The project is set to deliver a new landfill cell, storm-water and leachate ponds, and provide a modern refuse transfer station. Expected completion for the project is late 2017.





Valkyrie Road Seal Extension Project, March 2017

Cherwell Creek Bridge Replacement

Council received \$2.75 million from the Australian Government with the announcement by Federal Minister for Infrastructure and Transport, Darren Chester in June 2017. Funding was provided under the Bridges renewal Programme on a 50:50 funding share arrangement and BM Alliance Coal Operations Pty Ltd is also donating \$1 million for the project (total approximate project cost is \$6 million).

Scheduled for completion by October 2017, the new bridge will be wider with upgrades to the road approaches and an increase to the deck height by approximately seven meters to provide Q100 flood immunity; improving safety for motorists on the Peak Downs Mine Road.



Road Infrastructure Upgrades

Many road infrastructure projects took place throughout the Isaac region during 2016-17. Council has appointed Town Coordinators throughout the region providing full time direction and oversight to outdoor crews as well as operational planning and responsibility.

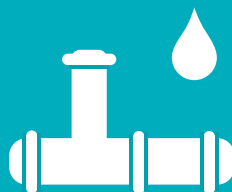
Infrastructure projects include:

- » Cherwell Creek Bridge Replacement Project remains on track for completion in the 1st Quarter 2017-18.

- » Completion of three major projects: Lou Lou Park Road Rehabilitation, Valkyrie Road Seal Extension and Golden Downs Road Seal Extension – total value circa \$4.7 million.
- » Response to TC Debbie emergency works to ensure roads were safe and had trafficable access.

Finalised data collection on all of Isaac's 3000kms road infrastructure to assist Council in managing its road network. This will guide Council in allocating funds and project plans more effectively and sustainably.

65
plumbing
applications



49
building
applications

Council is responsible for around:

- » **732kms** sealed urban roads
- » **2,271kms** rural unsealed roads

Moranbah Water Treatment Plant

In November 2016 the Queensland Government announced \$5.3 million in funding, which will be matched by Council, to deliver a new reservoir and other works at the Moranbah Water Treatment Plant.

This new infrastructure will increase water storage and address limited firefighting capacity in some parts of the town.

Recycled Water Programs

Moranbah recycled water treatment duplication completed. Investigations and concept designs in recycled water treatment options for Clermont and Dysart are underway. Progressing with Building Better Regions Funding opportunities to support ongoing improvements of this Program.



Vehicle Monitoring System - Fleet Utilisation

All fleet vehicles had monitoring system installed to assist Council effectively managing its assets and maintenance schedules. This tool will assist with the efficient utilisation of assets and facilitate the replacement program to best enhance the financial sustainability of fleet and plant.

Regional Hardcourt Program

Council received \$1.7 million under the 2016-17 Works4Queensland Program that is for funding upgrades to hardcourts across the region.

The Works4Queensland Programs objective is to support job-creating maintenance and minor infrastructure works in the region. All works are to be completed by 30 November, 2017.

The funding will used be for the following upgrades:

- » Clermont hardcourts, rehabilitation, renewal and associated works.
- » Dysart hardcourts, rehabilitation and associated works.
- » Middlemount hardcourts, rehabilitation, renewal and associated works.
- » Nebo hardcourts renewal and associated works.
- » St Lawrence hardcourts renewal and associated works.

41

Penalty Infringement
Notices issued for
illegal building and
plumbing works



421

notifiable
works

Environment



On Target/Completed

- » Planning Scheme development.
- » Development Assessment applications all actioned and assessed within prescribed timeframes.
- » Coastal and Natural Resources, Pest and Stock Route Management.
- » Environmental health – Food safety and vector control.

Not On Target

- » Development of a Recreation and Open Space Strategy deferred for finalisation in 2017-18. Strategy has been drafted for internal consultation.
- » Bio-Security Plan development (progressing in 2017-18).
- » Resource Recovery transfer stations environmental compliance.

New Planning Scheme

Isaac Regional Council has been developing a new Planning Scheme to combine the Belyando, Nebo and Broadsound Schemes since May 2016. This project is on track, with the proposed planning scheme finalised for Council's consideration in early 2017-18 to be submitted for state review by December 2017.

The supporting project to develop a new Local Government Infrastructure Plan is also on track, with both scheduled to be completed by June 2018.

Isaac Regional Council was formed from the Belyando, Nebo and Broadsound Shire Councils in 2008.

This means there are three different planning schemes across Isaac's local government area:

- » the Belyando Planning Scheme 2009,
- » the Nebo Planning Scheme 2008 and
- » the Broadsound Planning Scheme 2005.

The new Planning Scheme will provide one local planning framework for the Isaac region. Non-statutory consultation occurred late 2016. There are several stages to preparing and having a planning scheme adopted, which includes preparation, internal reviews and community consultation and several ministerial reviews. The new Planning scheme is expected to be finalised mid-2018.

Coastal Hazard Adaption Strategy

During 2016-17 Council was successful in obtaining funding from the Local Government Association of Queensland (LGAQ) to initiate drafting of the Coastal Hazard Adaptation Strategy.



Clermont Water Security

Council engaged consultants to commence work on Clermont's Sustainable Water Strategy with a view to ensure water security and support economic growth for Clermont.

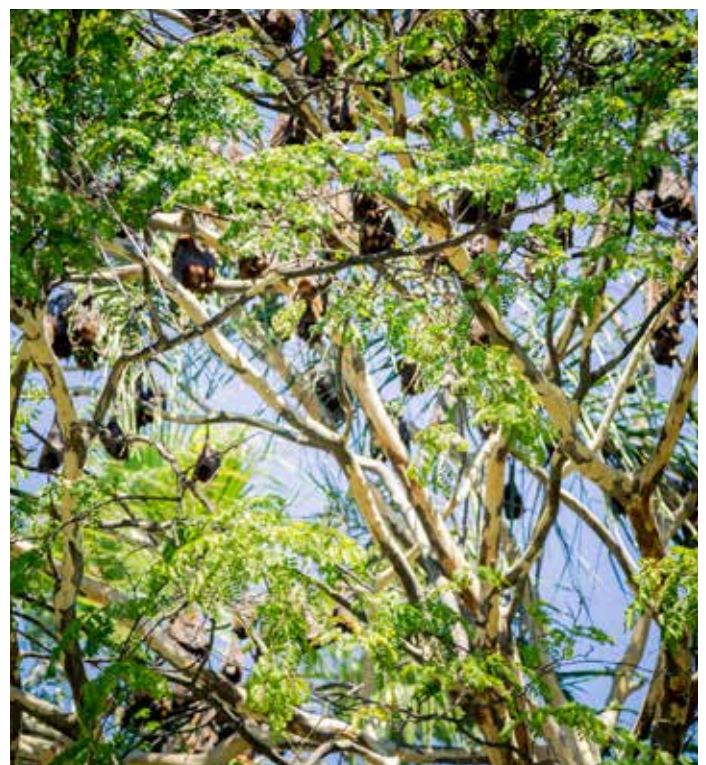
The strategy will assist in ensuring existing limitations are addressed with a view to cater for continued development of the region's mining, pastoral and agricultural industries. The study is supported by the Australian Government National Water Infrastructure Development Fund and will be completed by the end of 2017.



Environmental Services

The Environmental team were kept busy during 2016-17. An overview of activities include:

- » Region-wide weed mapping as part of the development of Council's regional biosecurity plan and organisational biosecurity strategy.
- » Treatment of Prickly Acacia at the St Lawrence Wetlands in partnership with Fitzroy Basin Association, which will assist the wetlands in natural regeneration.
- » Marine Debris Program.
- » Development of biodiversity profile investigating important areas of ecological significance through the region.
- » Flying fox management, dispersal, communication education in three impacted communities – Clermont, Moranbah and Glenden.
- » Food Premises Licensing program continuation – 153 premises inspected (100% coverage).



Governance



On Target/Completed

- » External Communications and Media Relations – Marketing, media and communication activities met targets and service standards (refer below for more statistics).
- » Customer service standards met – answered within 4 rings, 78% of calls resolved at first point of interaction.
- » Financial reporting met targets and compliance requirements.
- » Review of annual insurance cover.
- » Community Satisfaction Survey (bi-annual).
- » Governance related activities met targets and service standards – Right to Information requests, management of administrative actions complaints.
- » Internal audit work plan.
- » Customer Relationship Management (CRM) pilot.
- » Preferred Supplier Arrangements.

Not On Target

- » Leasing Policy and Strategy review.
- » Corporate Policy Register Review (comprehensive), minor reviews undertaken.

Top Four Customer Service Enquiries



1. Rates
2. Water
3. Regulatory Services
4. Tourism

21,786

inbound calls approx.
with **78% resolved** in
the first interaction



5,662

Facebook likes



331 public notices



185 media releases

554,843

website views



8 Right to Information requests

Advocacy

As Queensland's largest mining region, Council continually advocates at state and national level for solutions to issues impacting Isaac communities. This past financial year we have successfully championed a number of motions and continued to be vocal in seeking positive change for the long-term benefit of the region.

Council regularly attends industry forums to advocate for the region, attending the Local Government Association Conference Queensland (LGAQ), National General Assembly (NGA) and being an active participant in the Whitsundays Regional Organisational of Councils.

During 2016-17 key advocacy focus has been on opposing 100% Fly-In/Fly-Out (FIFO) work place arrangements. The Strong and Sustainable Resource Communities bill aims to ban a complete FIFO workforce and prohibits discrimination when recruiting local workers. The Mayor and Councillors of the Isaac Region are active participants in lobbying the government for change.

The Queensland Government is set to consider this bill early in the 1st Quarter of 2017-18.

Visit www.isaac.qld.gov.au/advocacy for more information on Council's comment and efforts in advocating for the Isaac region.



Asset Management

Council is committed to ensuring sustainable and effective asset management. Recruitment of a dedicated team to facilitate asset management occurred during 2016-17. Other activities included an asset revaluation and updating of asset registers.

The team have been reviewing and developing an Asset Management Policy and subsequently an Asset Management Framework that will underpin how we manage the assets in our care and ownership from governance structure and roles and responsibilities, through principles and related processes, to stakeholders and desired outcomes.

Council is committed to developing and reviewing its Asset Management Plan (AMP) and its Project Accountability Framework, with the aim of ensuring most appropriate capital investments are undertaken.

The AMP and its subsidiary documents will provide more detailed documents which articulate whole of asset lifecycle issues, levels of service, how demand will be met and continuous improvement strategies.

Council's core Principles of Asset Management are:

- » Fit for purpose assets.
- » Alignment with long term financial planning.
- » Minimise whole of life cost.
- » Contribute to the fulfilment of our mission.
- » Move from reactive to proactive asset management.
- » Optimise the use of our assets.
- » Ensure long term sustainability of assets and services.
- » Value for money.
- » Minimise environmental impact and promote purchase of environmentally friendly goods and services.
- » Risk management, mitigation and reduction.

Other Key Performance Highlights



Disaster Management

Council continued to work closely with relevant external stakeholders in preparing and updating Local Disaster Management Plans (LDMP) and sub plans. Emergency preparedness and response planning continued.

In March 2017, Tropical Cyclone Debbie tested Council's resilience, plans and training and it is safe to say we passed with flying colours, find out more on page 57.

Initiatives across the region included the installation of an additional five flood monitoring systems. Locations include Hughest Creek, Dysart; Lotus Creek, Marlborough Saria Road; Isaac River, Maydowns Road; Theresa Creek Dam and Kilmarnoch Station.

Installation occurred in the 1st Quarter of 2016-17, in preparation for the storm season.

The Local Disaster Management Group (LDMG) is updating their LDMP with sub plans and procedures, some that incorporate learnings from Tropical Cyclone Debbie, including:

- » Sub Plans: Activation of LDMG; Evacuation Sub Plan, Coast Specific Evacuation (annexure) Cyclone, East Coast Low & Storm Tide; Logistics, Resupply;
- » Procedures: Emergency Alert Procedure; Road Condition Reporting.





Playground and Park Upgrades

Council has given considerable focus over the 2016-17 period to ensuring our recreational spaces are well maintained for the Isaac community. These activities include, but are not limited to:

- » Centenary Park Improvements – Clermont.
- » Hoods Lagoon Boardwalk Renewal – Clermont.
- » Playground and Park Upgrades – Middlemount.
- » Installation of water infrastructure to Maddern Oval – Glenden.
- » Belyando Avenue Beautification State 1 - Moranbah.
- » Various Park Improvements - Dysart.

Mayor's Charity Ball

On October 22, 2016 Mayor Baker held her annual Charity Ball, a night under the stars.

Guests dined, danced and made a difference by helping raise funds for youth suicide prevention initiatives for the Isaac communities.

A total of \$44,294.87 was raised and donated to the Isaac Regional Charity Fund.



Safety First

During 2016-17 Council ensured safety was one of its key priorities and in the front of minds of all staff. Many initiatives were implemented, with monthly safety toolbox talks continuing across all staff locations for all staff. Council zero tolerance approach with regular random drug and alcohol testing across the region continued.



The Workplace Health and Safety team created and rolled out the Think ISAAC risk Management program. Council has many tools and documents to assist staff in managing their risk. The ThinkISAAC booklet has been distributed to all staff (inside and outside) and is a personal risk assessment tool which can be used to identify the specific hazards and risks where the conditions have changed, where the task hasn't been performed for some time or at change of task. All staff will be issued with a personal risk assessment booklet on commencement with IRC

ThinkISAAC:

- Identify the task
- S**cope for hazards
- A**ssess the risk
- A**dress the hazards
- C**autious at all times

Water and Wastewater Management

Our water and wastewater network is a significant infrastructure for Isaac, and ensuring consistently high standards is a core Council priority. This service is provided 24 x 7, 365 days of the year and is a key utility for the community.



The Water and Wastewater Directorate is committed to ensuring it has systems and mechanisms in place for ongoing monitoring and awareness for:

- » Workplace, staff and consumer safety
- » Asset management, including regular condition assessments and implementation maintenance preventative programs
- » Compliance management; and
- » General process improvements and ongoing program reviews.

Highlights for the 2016-17 period include:

- » The \$10.59 million Moranbah Reservoir and Associated Works project commenced in May 2017, with expected completion due May 2018 (under the Queensland Government's Building our Regions Fund, Council has matched funding of \$5.295 million).
- » Dysart Water Treatment Plant Phase 2 Upgrades commenced.
- » Commenced development of the Clermont Sustainable Water Strategy.
- » Upgrade and renewals of equipment and chemical dosing systems at various Water Treatment Plants.
- » Designed, installed and upgraded many water and wastewater assets to improvement functionality, efficiency and compliance.



Resource Recovery (Waste Disposala/Refuse Tip)

Council has nine resource recovery centres across the region. Council's aim of the review is to provide a cost effective, user-friendly and sustainable waste disposal service to meet the community's needs.

2016-17 projects included:

- » Middlemount Resource Recovery (Stage 3) landfill unit rehabilitation scope of work completed in May 2017. Completion of this stage will reduce the potential for environmental harm rom the decommissioned landfill.
- » Council's Waste Reduction and Recycling Plan was endorsed following a period for community consultation. The Plan ensures Council's compliance with the Queensland *Waste Reduction and Recycling Act 2001*.
- » Service Level Agreements at all sites have been maintained.
- » Resource Recovery is committed to working closely with the Department of Environment and Heritage Protection to monitor and comply with compliance matters.

Other Activities

- » The Building Services department rolled out its Trade Waste Policy and were heavily involved with Building Codes Qld in the development of the new *Plumbing & Drainage Act 2017*.
- » Restoration/rehabilitation works were undertaken on community swimming pools throughout the region.
- » Nebo Memorial Hall upgrade.
- » Clermont Showgrounds hosted the 2017 Australian Campdraft Association National Titles – Well done to the Show Committee that facilitated this event.



Organisational Development Plan

On December 13, 2016 Council adopted the Organisational Development Plan (ODP). From an organisational perspective this document sets direction for the organisation and significant operational strategies/priorities for the next few years and beyond. Fundamentally setting out the direction and operational focus for organisational continual improvement.

To achieve the Vision and to develop the organisation to attain its desired future state, there are many issues that will need to be addressed.

The plan for action is structured with three key themes:

- » Governance and Planning
- » People
- » Organisation and Operations

In total there were 245 actions split across the 2016-17 (137); 2017-18 (102) and 2018-19 (6) financial years. Many of these actions underpin operational effectiveness of, and complement, the Annual Operational Plan. The 'Timeframe' identifies the commencement date for an Action and the Isaac team will be progressing these actions alongside the Annual Operational Plan priorities and their Departmental Programs and Services.

Regular updates on the progress of the actions will be presented to Council with the Quarterly Performance Report on the Annual Operational Plan. As this document is perpetual, a holistic status can be viewed on previous and current years by visiting Council's website - www.isaac.qld.gov.au/publications-and-policies.

The following provides an overview of council's progress towards implementing the actions within the ODP – as at 30 June 2017.

Total Current Actions	
In progress	68
Not commenced	40
Completed	38
	146*

Actions Per Year	
2016/17	137
2017/18	102
2018/19	6

* Actions have been brought forward from later years.

Community Satisfaction Survey

In June 2017, Council undertook its bi-annual Community Satisfaction Survey - a comprehensive telephone-based survey among Isaac residents. The survey was a community consultation exercise which sought a range of resident attitudes and opinions.

Just over eight in ten Isaac Regional Council residents (82.2%) indicated they were neutral or satisfied with Council's overall performance.

The results demonstrate with reasonable certainty that satisfaction with the delivery of many of the services/facilities has risen since 2015. The following provides a quick snapshot of the top five areas where council is performing well and areas for improvement:

These have been acknowledged and will be considered in future planning activities.

Top priorities for the next five years as indicated by residents:

- » Road maintenance and development (27.8%)
- » Attract business/employment (9.6%)
- » Equitable distribution of funds to all towns villages (9.0%)
- » Water quality supply (8.9%)
- » Maintenance and provision of services and facilities (8.7%)

Council appreciates the time our residents took in providing their feedback and will ensure it will be taken into consideration when developing strategic and operational plans and budgeting.

Top five areas where Council is performing well	Top five priority areas for improvement
» Garbage collection	» Maintenance of local roads
» Operation of public libraries	» Construction of local roads
» Sewerage system	» Control of animals
» Management of emergency events	» Providing feedback and action on community input
» Provision of community grants	» Consulting the community



Tropical Cyclone Debbie

In the last week of March 2017 the Tropical Cyclone Debbie weather event occurred which impacted much of Queensland and New South Wales.

This event caused significant damage to the Isaac region's road infrastructure. Much of the region experienced power loss, the majority of which was restored within 4-5 days.

The Local Disaster Management Group (LDMG) was activated on the 24 March 2017 and remained in 24 hour operations until Sunday 2 May at which time the Recovery phase was activated.

The operations of the LDMG, with the Council chambers as their hub, were seamless during this time, working cohesively across agencies and in particular those out in the field providing support and restoring services and accessibility to our region as soon as practical. Aside from Council, members of the LDMG include, but not limited to:

- » State Emergency Service
- » Queensland Ambulance Service
- » Queensland Police Service
- » Queensland Fire & Emergency Service
- » Queensland Health (Regional Hospitals)

An Isaac Regional Council's Local Recovery Plan on a Page was developed and provides an overview of Council's approach to the recovery phase, the key focus areas within the community and how these were responded to.

Council's Local Recovery Group continued to liaise closely with a number of key stakeholder groups, including Queensland Government agencies to help support our communities through the recovery process up until June 2017.

It is evident that while the TC Debbie event was for a few days, the recovery and restoration phase will take some years. This Recovery Plan can be viewed on Council's Disaster Management site <https://www.isaac.qld.gov.au/disaster-emergency-management>

Minister for Local Government and Minister for Aboriginal and Torres Strait Islander Partnerships, Mark Furner visited the Isaac region in the wake of TC Debbie early April 2017. This was an opportunity for the Minister to have an on-the-ground view of what Council is working towards, and how State Government can support the region through this, and future natural disasters.

It is acknowledged how the local community members and groups, businesses, state agencies, Council staff and volunteers rallied together. The generosity throughout the community was outstanding with private operators and agricultural groups like Agforce supporting the community with helicopter food drops, fodder transport and much more from their own pockets and donations.

Well done Isaac!





LEGISLATIVE INFORMATION





Legislative Information

This section contains a range of information important to Council as an organisation, including **statutory information** and **public interest disclosures** required under the Act such as **key governance activities, rates, Council meetings and Councillor** related information.

Debt Policy

Loans are used to fund major capital and infrastructure works so that repayments are spread over a number of years, as they have extended used lives.

Our Debt Policy details new borrowings, the purpose of the borrowings and repayment terms.

Revenue Policy

The revenue policy (adopted annually at the budget meeting) governs our revenue raising activities.

The policy provides details on how rates are levied and explains the differential rating system.

All water, sewerage and waste charges are based on this policy, as well as special levies, rate remissions, recovery of overdue rates and charges, payments and discounts, cost recovery methods and the extent to which physical and social infrastructure costs for a new development.





Councillor Remuneration and Expenses

This table reflects total Councillor remuneration including superannuation, and total expenses including mobile phone and vehicle allowances for the financial year.

Division	Councillor	Total Remuneration	Total Expenses
Mayor	Cr Anne Baker	\$131,625.78	\$31,014.04
Division 1	Cr Dale Appleton	\$72,531.86	\$5,960.26
Division 2	Cr Nick Wheeler	\$71,125.86	\$5,686.64
Division 3	Cr Gina Lacey	\$69,565.08	\$11,769.66*
Division 4	Cr Peter Freeleagus	\$71,125.86	\$2,942.04
Division 5	Cr Kelly Vea Vea	\$69,565.08	\$5,936.52
Division 6	Cr Lynette Jones	\$69,565.08	\$2,106.82
Division 7	Cr Jane Pickels	\$69,911.40	\$12,664.92*
Division 8 and Deputy Mayor	Cr Geoff Bethel	\$83,466.24	\$9,869.12*

*Expenses covered representation at conferences and forums on behalf of Council, e.g. Local Government Association of Queensland, National General Assembly, Mackay Tourism, North Queensland Local Government Association, Developing Northern Australia Conference.

Executive Remuneration

The following is a summary of the total remuneration paid to senior executive employees, including the CEO, during the financial year.

Executive staff members (the CEO and Directors) are engaged under fixed-term, performance-based contracts. The remuneration bands shown include a cash-base salary, superannuation, allowances and non-monetary benefits (e.g. professional memberships, mobile, vehicle, housing).

*On March 29 the soft establishment of the Water and Wastewater directorate commenced, with an interim Director also commencing at this time.

Total of all remuneration packages payable	\$1,465,771.99
Band \$100,000 - \$200,000	0
Band \$200,000 - \$300,000	0
Band \$300,000 - \$400,000	5*

Council Meetings

Section 257 of the *Local Government Regulation 2012* (the Regulation) requires Council to meet once a month to make decisions on governing the local government area of Isaac.

Council meetings are attended by the Mayor, Deputy Mayor, Councillors, the Chief Executive Officer, Directors, administration staff and other staff as required for assisting decision making by Council.

Ordinary meetings are open to the public and are attended by members of the media, interested ratepayers/electors and community members. Generally, Council's meetings are held on the fourth Tuesday of the month, commencing at 9am and held at the Council Chambers at Moranbah, Bachelor Parade.

In May each year, the monthly Ordinary Meeting for May is held at the Clermont Boardroom.

During 2016-17, Council held twelve Council Meetings:

Division	Councillor	Ordinary Meetings	*Special Meetings	Standing Committee Meetings			
				PECS	W&WW	CG&FS	E&I
Mayor	Cr Anne Baker	10	5	2	1	1	1
Division 1	Cr Dale Appleton	11	3				
Division 2	Cr Nick Wheeler	12	5		2		2
Division 3	Cr Gina Lacey	10	5	1		2	2
Division 4	Cr Peter Freeleagus	12	5	2	2	2	1
Division 5	Cr Kelly Ve a Ve a	12	5	2		2	
Division 6	Cr Lynette Jones	12	5	2	2		
Division 7	Cr Jane Pickels	12	5	1		1	
Division 8	Cr Geoff Bethel	12	5		2		2

On 28 February, 2017 (resolution #4827) Council resolved to establish four standing committees:

- » Planning, Environment and Community Services Standing Committee
- » Corporate, Governance and Financial Services Standing Committee
- » Engineering and Infrastructure Standing Committee
- » Water and Wastewater Standing Committee.

This resolution also endorsed the closure of the Advisory Committees, where the above Standing Committees would assume their responsibilities. The standing committees come into effect with their first meetings held in May 2017. Commencement in April was postponed due to Tropical Cyclone Debbie.

PECS: Planning, Environment and Community Services

Cr Kelly Ve a Ve a (Chair), Mayor Anne Baker, Cr Lynette Jones, Cr Jane Pickels, Cr Dale Appleton

W&WW: Water and Wasterwater

Cr Peter Freeleagus (Chair), Mayor Anne Baker, Cr Nick Wheeler, Cr Geoff Bethel, Cr Lynette Jones

CG&FS: Corporate, Governance and Financial Services

Cr Jane Pickels (Chair), Mayor Anne Baker, Cr Peter Freeleagus, Cr Gina Lacey, Cr Kelly Ve a Ve a

E&I: Engineering and Infrastructure

Cr Geoff Bethel (Chair), Mayor Anne Baker, Cr Dale Appleton, Cr Nick Wheeler, Cr Gina Lacey

During 2016-17, Council held five Special Meetings:

Date	Purpose for Special Meeting
12 July 2016	Special Budget Meeting.
12 July 2016	IRCT 1324-0216-042 Dysart Water Treatment Plant Upgrade Phase 2, Design and Construct.
9 September 2017	Building Our Regions Fund - Nomination of Project for Expression of Interest Stage.
13 January 2017	PA15022 - Town Planning Report for Material Change of Use - Undefined Use (Meat Processing Facility and Water Pipeline) and Works Camp (70 persons), Environmentally Relevant Activity 25(2b) Meat Processing and 63(1a) Sewerage Treatment at 2231 Pasha Road, Pasha, legally described as Lot 8 on DK136, Lot 9 on DK137 and Lot 1 on DK150.
13 June 2017	PA15022 - Material Change of Use - Undefined Use (Meat Processing Facility) and Works Camp.
27 June 2017 (resumed)	

Overseas Travel

Councillor	Position	Purpose for Travel	Costs
Cr Anne Baker	Mayor	<p>Premier Anastacia Palaszczuk invited eight Mayors from regional Queensland to join her in meeting with the leadership of Adani. The meeting took place in India in March 2017 for the proponents of the \$21 billion Carmichael Coal project.</p> <p>The Premier advised the visit to India was part of her overseas trade mission.</p> <p>All meals covered as part of delegation.</p>	<p>Flights: \$2,561.97 (economy class)</p> <p>Indian Entry Visa: \$415.53</p> <p>Accommodation: \$599.29</p> <p>Incidentals: (e.g. taxi) \$86.93</p> <p>Total Cost: \$3,663.72</p>

Complaints

During the 2016-17 period no incidents of Councillors being involved or alleged to be involved in the following:

- » Misconduct, complaints or inappropriate conduct;
- » Incidents for which an order or recommendation was made under the Act.

Administrative Action Complaints

During the 2016-17 period no incidents of Councillors being involved or alleged to be involved in the following:

- » Misconduct, complaints or inappropriate conduct;
- » Incidents for Council is required to have an administrative actions complaints process to deal with complaints received.

This includes administrative actions of Council, a decision or failure to make a decision, failure to provide a written statement regarding a reason for a decision, failure to do an act, formulation of a proposal, or intention and making of a recommendation.

This ensures compliance with provisions of the Act and the Regulation, and guides Council employees in resolving and learning from administrative action complaints.

However, the administrative action complaints policy does not apply to a complaint:

- » That could be made under Chapter 3 of the Act about competitive neutrality issues.
- » About official misconduct that should be directed to the Crime and Corruption Commission.
- » Made under the *Public Interest Disclosure Act 2010*.
- » That is a customer request for information or a request made to Council for some action to be taken on behalf of a customer.
- » That is about a member of staff which an order or recommendation was made under the Act.





The following objectives have been established for Council complaint handling activities:

- » To be fair, efficient and consistent in the treatment of complaints about decisions and other administrative actions of Council.
- » Implement an administrative action complaints policy that is easy to understand and is readily accessible to all.
- » Detect and rectify administrative errors.
- » Identify areas for improvement in Council administrative practices.
- » Increase awareness of:
 - * The administrative action complaints policy for Council staff and the community.
 - * Enhance community confidence in the complaints process, and the reputation of Council as being accountable and transparent.
- » Build the capacity of staff to effectively manage complaints in an environment of continuous improvement.

The administrative action complaints process has been instituted to ensure that all complaints are dealt with fairly, promptly, professionally, in confidence (subject to any legal requirements) and in a manner respectful to the complainant.

Complaints can be made in a number of ways:

- » Verbally by telephone or in person to a Council Officer.
- » By email to records@isaac.qld.gov.au (subject-Complaint) or online via Council's website.
- » In writing (by letter, fax, or by completing the Council complaints form, whether signed or unsigned).

All written and electronic complaints must be addressed to the Chief Executive Officer.

Administrative Action Complaints Summary

Following is a summary of administrative action complaints made to Council for the 2016-17 financial period.

General Complaints	Number
Complaints resolved by the local government under the complaints management process	123
Complaints not resolved by the local government under the complaints management process that were made in the previous financial year	0
Administrative Action Complaints	Number
Complaints made to the local government	4 [^]
Complaints resolved by the local government under the administrative action complaints process	4 [*]

[^]Number includes all received complaints, noting one was withdrawn (3/4 complaints were from the same complainant).

^{*}Total includes one complaint carried over from 2015-16.

Internal Audit

Council manages its risk via its Audit and Risk Committee. The Committee oversees audit and risk assessment function within Council. The main responsibility of the Audit and Risk Committee is to ensure:

- » Key areas of risk within Council are determined and controls are established to reduce or manage these risks.
- » Appropriate internal controls exist within Council's policies, processes and procedures.
- » The internal and external audit functions are effective.
- » The audit programs are sufficiently comprehensive.
- » Council's Annual Financial Statements are endorsed.

The members* of the Audit and Risk Committee as at 26 April 2016 are:

- » Ms Carolyn Eagle (Independent Chair),
- » Cr Peter Freeleagus, and
- » Cr Jane Pickels.

*at Council's Meeting held 26 April 2016, the new Committee was endorsed by Council following the Quadrennial Local Government elections.

Independent Chair Ms Carolyn Eagle, a Director of Pacifica Chartered Accountants, has extensive experience as an Audit Committee member and also as a contract internal auditor to local government and other clients.

All other Councillors are invited guests to all meetings, as is the CEO and Senior Management who are required to report on matters of interest.

During the 2016-17 financial year **four reviews were undertaken** across Council.

Of these reviews, findings and recommendations arising are being actioned to facilitate business improvement and enhance Council's internal control environment.

- » Procurement and Contract Management
- » Asset Management
- » Records Management
- » Customer Service
- » Water Billing

The Committee meets bi-monthly, or as required for urgent matters.

The Audit & Risk Committee undertakes an annual assessment of itself and the internal audit function, ensuring that the Committee satisfies its role within the Audit Charter to the highest standard.

The internal audit function of Council is contracted to an external provider who undertakes audit reviews in line with the annual audit plan and on one-off tasks considered necessary as a result of risk determinations or internal system control shortcomings. The internal auditor works within the guidelines of the Internal Audit Charter and Policy, which provides them with full independence and access to all necessary records within Council.

At its February 2017 meeting, Council resolved (#4827) to amend the Audit and Risk Management Committee composition to include an additional independent member. Subsequently the Audit & Risk Committee Policy' and 'Audit & Risk Committee Charter' were amended (adopted 26 April 2017, Resolution #4873).

An Expression of Interest process was undertaken and interviews of applicants were held, with the preferred applicant undertaking a second interview on Tuesday 27 June 2017.

The appointment will be finalised in July 2017 with Mr Hayden Wright assuming the role of Chair following the 24 July 2017 meeting.



Expenditure, Rates and Charges

Service facility or activity expenditure

Council operates, in partnership with Smart Service Queensland, the Queensland Government Agent Program at Middlemount.

For which local government levied special rates or charges

Service	Special Rate Levied	2016-17 Expenditure
Lot 1 on MLG1831:ML1831, Parish of Bul Bul and Lot 1 on MLG70171:ML70171, Parish of Foxleigh.	No special charge levied in 2016-17	\$129,110

Council levy a special charge on behalf of the Rural Fire Brigade and charges an administration fee for collection of same.

Rates Rebates and Concessions

Section 119 of the Regulation provides that Council may grant concessions for rates and charges. The local government may grant a concession only if it is satisfied one of the criteria in Section 120 of the Regulation is fulfilled. Council applied the following concessions for the reporting period:

Summary of concessions for rates and charges

Concession Total*	Financial Cost
Discount	\$5,389,069
Pensioner concession	\$236,486
Economic or social incentives	\$209,709
<i>*no concessions were granted under the natural hardship clause</i>	

Discount

In accordance with the provisions of Section 130 of the Regulation, discount at the rate of ten per cent shall be allowed on general rates, excluding all special rates and charges, provided payment of the full amount of outstanding and overdue rates and interest is paid by the due date.

If Council is satisfied that a person liable to pay a rate has been prevented, by circumstances beyond the person's control, from paying the rate in time to benefit from a discount under Section 130 of the Regulation, then Council under Section 130(10) of the Regulation, may still allow the discount following written application by the ratepayer.

Pensioner concessions

To alleviate the impact of rates and charges on approved pensioners, Council shall provide concessions of 30 per cent on general rates, water, sewerage and cleaning charges (excluding state fire levy and excess water charges) in addition to the State Pensioner Subsidy.

Natural hardship

Council may, at its discretion allow other concessions or remissions if it is of the opinion that some unusual and serious circumstances exist which may prevent payment within the appointed time or otherwise delay the payment of rates and charges as they fall due.

Applications for concession or remission should be able to demonstrate unusual and severe difficulty rather than the usual frustration and trial to which everyone is subjected from time to time.

Economic or social incentives

Council may allow rating concessions as an incentive to attract business to the region in an industrial estate development or in a project with similar economic benefit to the region.

At Council's discretion, it may remit some or all of the rates and charges that would otherwise be payable by certain clubs or organisations that, in the opinion of the Chief Executive Officer, fulfil useful social and/or charitable community needs, as identified in Council's 5 Year Corporate Plan.



Business Activities

In accordance with Section 45 of the Act, Council conducted the following business activities during the financial year:

- » Saleyards
- » Airport Services
- » Private and Recoverable Works
- » Fleet Operations
- » Water and Wastewater

Council did not conduct any significant business activities during 2016-17.

Council's Water and Wastewater business will be become a Significant Business Activity from 1 July 2018 and the code of competitive conduct will be applied to the business activity from that date.

Council reported in its 2015-16 Annual Report that the Water and Wastewater Business would commence as a significant business activity on 1 July 2017, however on 31 January 2017 (resolution #4780) Council adopted to *amend its "target date for implementation of commercialisation of the water and wastewater business activity from 1 July 2017 to 1 July 2018"*. This was to prepare the business and establish an appropriate model to transition effectively.

Non-Reportable Items

During the reportable financial period, Isaac Regional Council did not have any activity in the following areas:

- » Invitations to change tenders
- » Competitive neutrality complaints

Council did not conduct any significant business activities during 2016-17.

Council's Water and Wastewater business has been identified as a future Significant Business Activity. The code of competitive conduct will be applied to the business activity in the future.

There were no Commercial Business Units operated by Council for the reportable period.



Registers

The following is a **list of registers** Council maintains. Some of these registers are open for inspection and/or are available on Council's website – www.isaac.qld.gov.au

- » Asbestos Register
- » Authorised Persons
- » Cemetery Burial Record Register
- » Complaints about the conduct or performance of Councillors Register
- » Contact with Lobbyists Register
- » Contaminated Land Register
- » Delegations by CEO Register
- » Delegations by Council Register
- » Development Applications Register
- » Disclosure Log
- » Dog Register
- » Fees and Charges Register
- » Forms Register
- » Gifts and Benefits Register
- » Impoundment of Animals Register
- » Local Laws Register
- » Policy Register
- » Roads and Road Maps Register
- » Tenders and Contracts Register



Community Grants

Regionally funded major grants

During the 2016-17 financial year, Council approved grants totalling \$20,000, which were regionally funded by Divisions 1 to 8.

Grant Recipient	Description	Amount
Heart of Australia	Contribution to offset monthly travel expenses for the Heart of Australia service	\$10,000
Isaac Regional Charity Fund	Mayor's Charity Ball 2016	\$10,000



DIVISION 1 (Rural Clermont and Glenden)

A total of \$21,464.25 was given in Major Grants to Division 1 community groups during the financial year, excluding \$1,850.75 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Clermont Race Club	Clermont Race events in November 2016 and July 2017	\$5,000
Twin Hills Race Club	Twin Hills Race event held September 2016	\$5,000
Clermont Campdraft Association	Sponsorship for Australian Campdraft Association National Finals in April 2017 (equal funding from Division 6)	\$5,500
Clermont & District Education Group	Financial contribution to annual scholarship (equal funding from Division 6)	\$1,250
Twin Hills Race Club	Twin Hills Race Day 2017	\$3,000
Coalfields Training Excellence Centre	Annual Career & Education Pathways Expo 2017 (equal funding from Divisions 2, 3, 4, 5, 6 and 7)	\$1,714.25

DIVISION 2 (Dysart)

A total of \$22,972.25 was given in Major Grants to Division 2 community groups during the financial year, excluding \$12,486.19 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Dysart Golf Club	Sponsorship of Dysart Pro Am 2017	\$5,000
Dysart Senior Rugby League Football Club	Gala Casino Night Fundraising event	\$3,758
Dysart State High School	Rogue & Rouge Foundation presentations	\$5,000
Dysart Dolphins Swimming Club	Kids Fun Triathlon	\$3,500
Dysart Pony Club	Dressage and Combined Training event	\$4,000
Coalfields Training Excellence Centre	Annual Career & Education Pathways Expo 2017 (equal funding from Divisions 1, 3, 4, 5, 6 and 7)	\$1,714.25

Community Grants



DIVISION 3, 4 & 5 (Moranbah)

A total of \$73,139.25 was given in Major Grants to Division 3, 4 and 5 community groups during the financial year, excluding \$39,387.49 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Hornery 4U2	2017 Hornery 4U2 Concert	\$10,000
Quota International Moranbah	Annual Debutante Ball	\$2,000
Rotary Club Moranbah	Annual Home & Leisure Expo	\$6,500
Moranbah Race Club	Moranbah Races Spring Carnival	\$10,000
Oasis Life Church	Moranbah Carols in the Square 2016	\$5,000
CFMEU – Peak Downs & Goonyella Riverside Lodge	Financial contribution for the local Moranbah Community Scholarship for 2016	\$7,000
The Crèche & Kindergarten Association of QLD	Sponsorship for guest speaker Dr Michael Carr-Gregg	\$5,000
Moranbah Freemasons	Contribution for new shed construction	\$5,000
Moranbah & District Support Service	International Women's Day Guest Speaker	\$8,000
Moranbah Arts Council	Purchase of sound equipment	\$4,925
Emergency & Long Term Accommodation Moranbah (ELAM)	Moranbah Labour Day Festival 2017	\$6,000
Moranbah & District Support Service	Moranbah Community NAIDOC Celebrations 2017	\$2,000
Coalfields Training Excellence Centre	Annual Career & Education Pathways Expo 2017 (equal funding from Divisions 1, 2, 6 and 7)	\$1,714.25

DIVISION 6 (Clermont)

A total of \$17,964.25 was given in Major Grants to Division 6 community groups during the financial year, excluding \$25,829.49 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Clermont Race Club	Sponsorship of Clermont Races in November 2016 and July 2017	\$5,000
Clermont Kindergarten & Day Care Centre	Sip & Style Fundraising event	\$2,500
Queensland Chamber of Agricultural Societies	Next Generation Central Highlands Development Day	\$2,000
Clermont Campdraft Association	Sponsorship for Australian Campdraft Association National Finals in April 2017 (equal funding from Division 1)	\$5,500
Clermont & District Education Group	Financial contribution to annual scholarship (equal funding from Division 1)	\$1,250
Coalfields Training Excellence Centre	Annual Career & Education Pathways Expo 2017 (equal funding from Divisions 1, 2, 3, 4, 5 and 7)	\$1,714.25



Community Grants

DIVISION 7 (Middlemount and rural Dysart)

A total of \$32,214.25 was given in Major Grants to Division 7 community groups during the financial year, excluding \$8,585.29 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
CTM Links	Sponsorship of Middlemount Community Christmas celebrations	\$5,000
Middlemount Rodeo Association	Middlemount Campdraft and Rodeo	\$5,000
Middlemount Golf Club	Middlemount Pro Am 2017	\$5,000
Middlemount Race Club	Middlemount Races 2017	\$13,000
Coalfields Training Excellence Centre	Annual Career & Education Pathways Expo 2017 (equal funding from Divisions 1, 2, 3, 4, 5 and 6)	\$1,714.25
Clarke Creek Campdraft Association	Clarke Creek Campdraft events 2017 (equal funding from Division 8)	\$2,500



DIVISION 8 (Coppabella, Nebo and Coastal communities)

A total of \$12,500.00 was given in Major Grants to Division 8 community groups during the financial year, excluding \$8,765.20 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Nebo Bushman's Carnival Inc.	Nebo Rodeo 2017	\$5,000
Nebo Community Fitness Inc.	Installation of safe play area for children at the Nebo Recreation Centre	\$2,500
Nebo State School P&C Association	Nebo Community Fair	\$2,500
Clarke Creek Campdraft Association	Clarke Creek Campdraft events 2017 (equal funding from Division 7)	\$2,500





FINANCIAL REPORTING





Financial Reporting

This section outlines our financial performance and position during 2016-17, including a summary in plain language and financial statements that have been prepared in accordance with relevant legislation and accounting standards.

Community Financial Report

The community financial report provides a plain English explanation of our financial statements so they can be easily understood by our community and others who wish to read the annual report.

Financial statements are often difficult to understand when prepared in accordance with accounting standards. The following provides a summary and an analysis of Isaac Regional Council's financial performance and position for the 2016-17 financial year.

It is important that Council remains financial sustainable. The Regulation states that the relevant measures of financial sustainability are the following measures:

- (a) asset sustainability ratio;
- (b) net financial liabilities ratio;
- (c) operating surplus ratio.

These measures and other financial information are provided in the following pages.

The Community Financial Report is a simplified version of the information contained in Council's Financial Statements (page 86 and on disk).

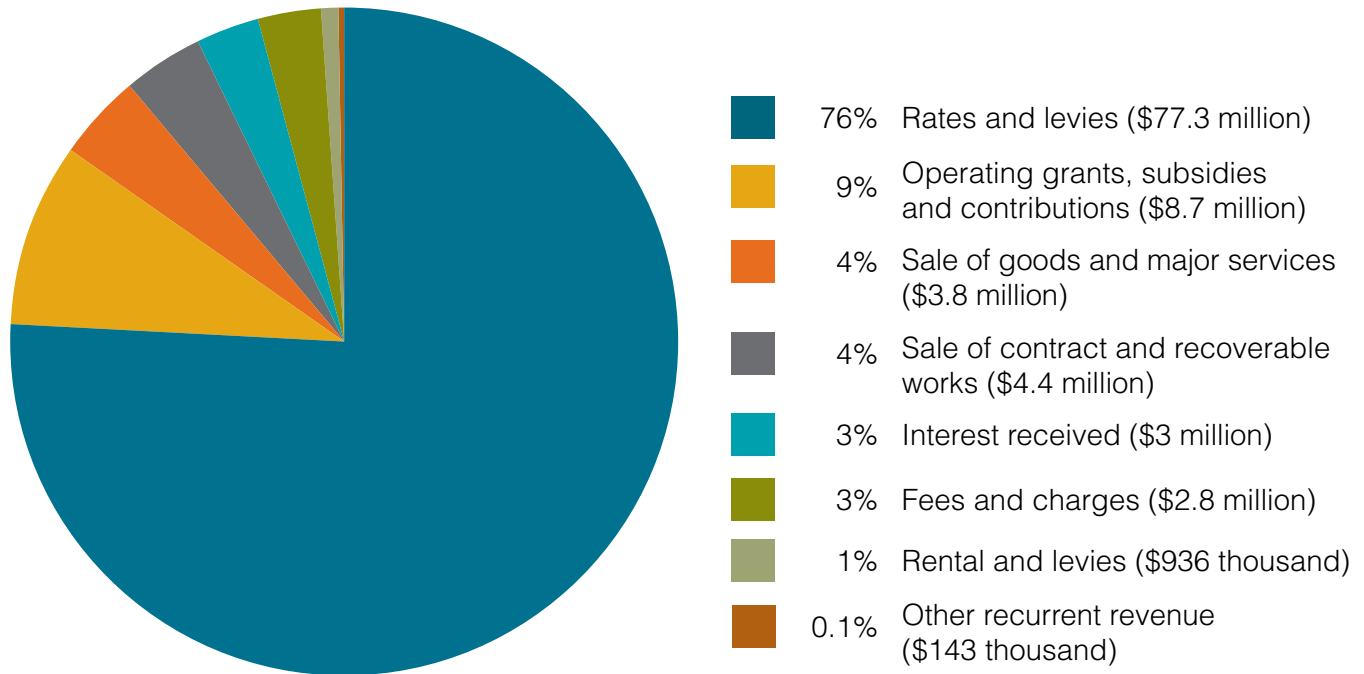


Financial Position

Income

The total income for the financial year was approximately \$117 million. This included operating revenue of \$101 million and capital revenue of \$16 million.

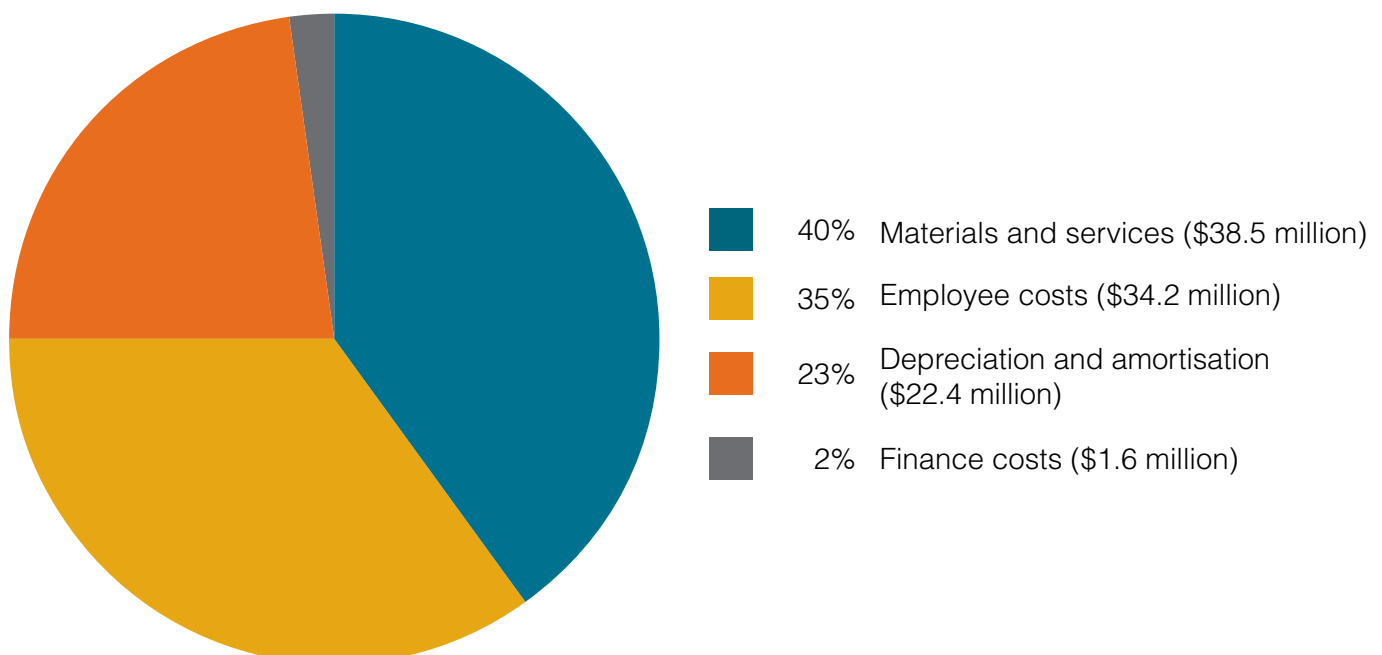
The graph below shows the breakup of operating revenue, which is predominantly derived from rates and levies.



Expenses

The total expenditure incurred for the year in providing services to the community was approximately \$108 million. Council undertook regular reviews of expenditure levels to ensure that funds were expended in the most efficient and effective way possible.

Council operating expenses, as shown in the graph below totalled \$97 million. Capital expenses, typically costs in recognising the replacement of old assets, totalled \$11 million. Council also invested over \$44 million on capital projects over the year.

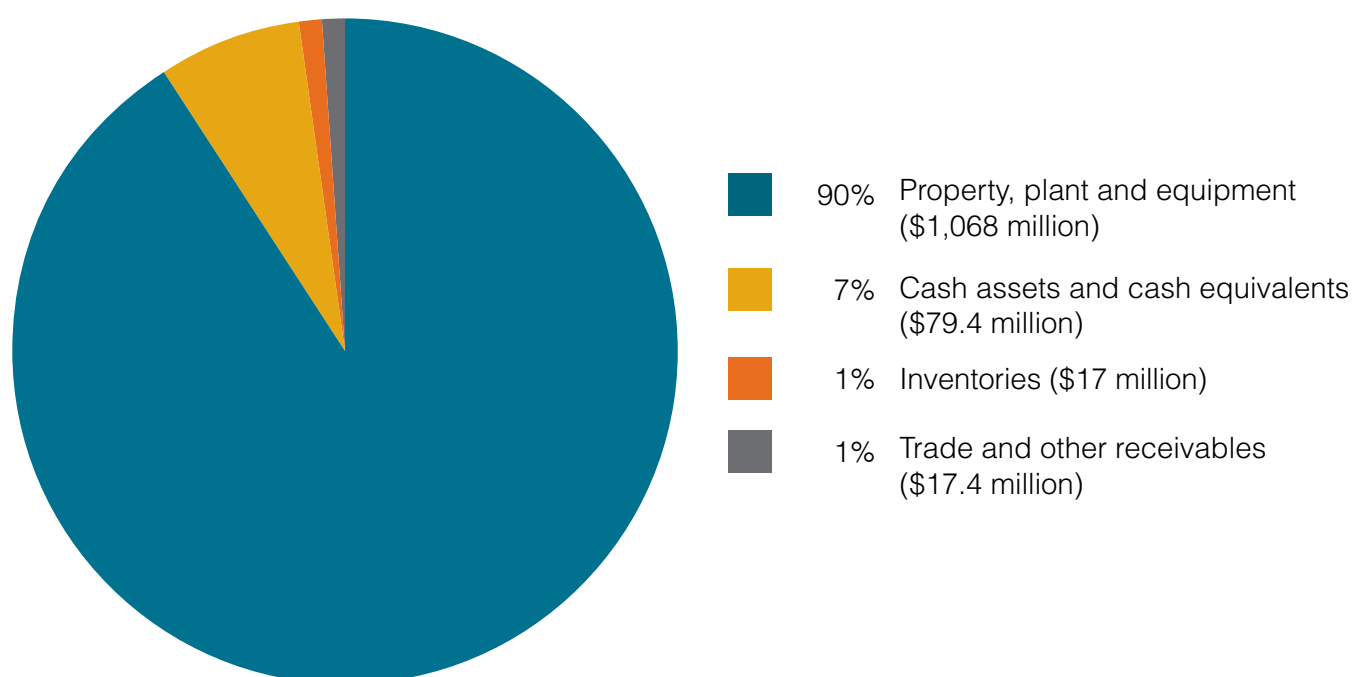


The following financial information is on our **assets and liabilities**, providing an overall understanding of Isaac Regional Council's net worth.

Assets - what we own

Isaac Regional Council owns a variety of assets which are a significant investment for the community. The majority of these assets are infrastructure assets such as roads, water and wastewater, which need to be maintained in a sustainable fashion to ensure the continued provision of services to the community.

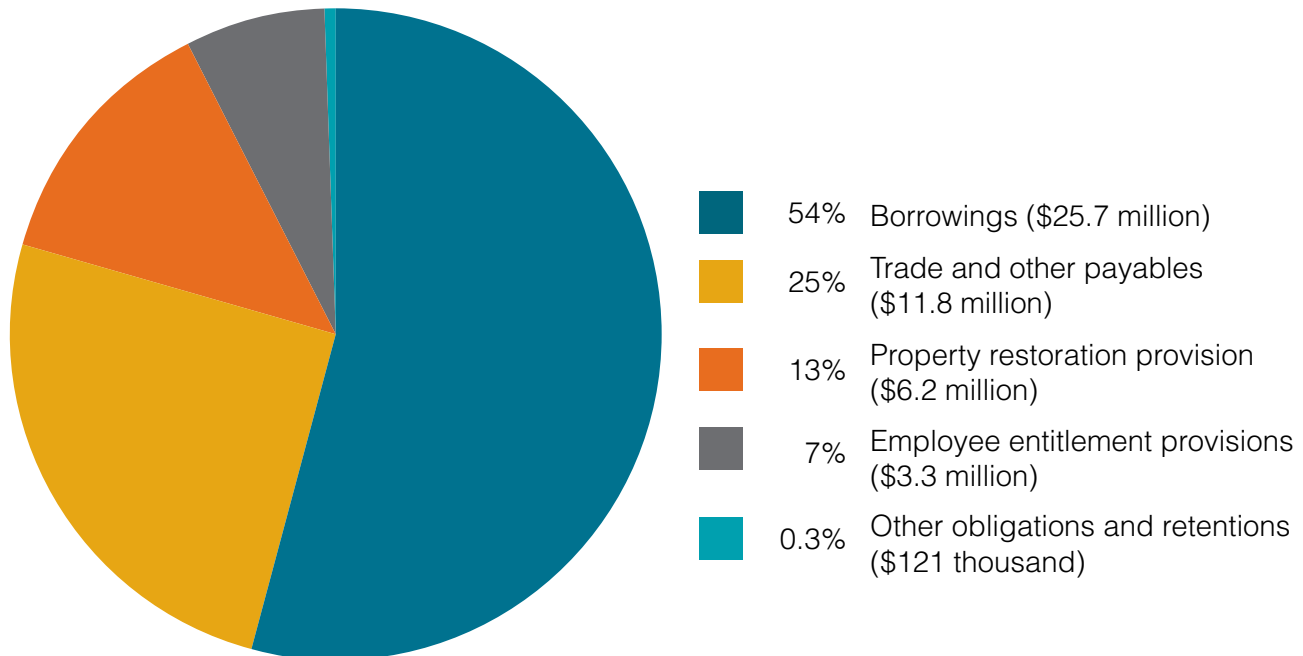
As at 30 June 2017 the total value of assets held by Council was around \$1.2 billion, which has been broken up into the respective components in the graph below.



Liabilities - what we owe

Our liabilities are reviewed regularly as part of our long term financial strategy. As at 30 June 2017 the value of total liabilities of Council was approximately \$47 million. The largest part of liabilities is borrowings, which have been used to fund investment in long life infrastructure.

Using borrowed funds is a way of spreading the cost of assets across the generations who will receive the associated benefits.



Our net worth

Our community's net worth (what we own less what we owe) at the end of the financial year was approximately \$1.1 billion.

In the Statement of Financial Position, this represents the Total Community Equity.



Financial Sustainability Ratios

Financial Ratios assist in determining the current and future financial health of Isaac Regional Council.

These ratios provide a snap shot of the financial performance without having to read the complete Financial Statements (as at 30 June 2017).

Ratio Type	Description	Performance
Asset Sustainability ratio	Capital expenditure on the replacement of assets divided by depreciation expense	151.71%
Operating surplus ratio	Operating surplus divided by total operating revenue	4.23%
Net financial liability	Total liabilities less current assets divided by total operating revenue	-60.61%
Change in community equity ratio	The percentage change in the net wealth of Council	0.5%
Interest cover ration	Net interest expense divided by total operating revenue	-0.9%
Debt servicing ratio	The percentage that Council's total recurrent revenue that is used to service loan interest and principal repayments	14.8%
General rate revenue ratio	Council's dependence on general rate revenue as a percentage of total recurrent revenue	57.2%
Revenue ratio	Council's dependence on net rates and utility charges as a percentage of total recurrent revenue	76.5%
Debt exposure ratio	The percentage of Council's capital debt to total community equity	2.3%
Working capital ratio	Unrestricted current assets available to meet current liabilities	4.9 : 1
Unfunded depreciation ratio	The percentage of unfunded depreciation to the total depreciation expense	0%
Rate arrears ratio	The percentage of rates and charges receivable to net rate and charges revenue	4.8%

Resolutions

In July 2015, under resolution number 4186, Council resolved to appropriately identify Commonwealth grant funding in Council publications, including annual reports.

In accordance with this resolution, Council received \$5,001,640 in federal funding through the Financial Assistance Grants program for 2016-17.

This funding makes a valuable contribution towards Council's continued delivery of important community services and infrastructure.

Council did not make any resolutions relating to sections 250 and 206 of the Regulation during the reportable financial period.

Financial Statements

This section contains a copy of the following financial documents

- Management Certificate
- Independent Auditor's Report
- Financial Sustainability Statement
- Certificate of Accuracy

Our Independent Auditor's Report can be found in full on the disk included at the back of this Annual Report.



ISAAC REGIONAL COUNCIL

FINANCIAL STATEMENTS

For the year ended 30 June 2017

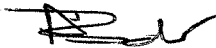
MANAGEMENT CERTIFICATE

For the year ended 30 June 2017

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with section 212(5) of the Regulation we certify that

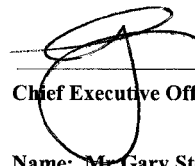
- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 1 to 33, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Mayor

Name: Cr Anne Baker

Date: 9 / 10 / 17



Chief Executive Officer

Name: Mr Gary Stevenson PSM

Date: 9 / 10 / 17

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Isaac Regional Council

Report on the Audit of the Financial Report

Opinion

I have audited the financial report of Isaac Regional Council.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2017, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive Officer.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises the information included in Isaac Regional Council's annual report for the year ended 30 June 2017, but does not include the financial report and my auditor's report thereon. At the date of this auditor's report, the other information was the Current Year Financial Sustainability Statement and Long-Term Financial Sustainability Statement.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the Current Year Financial Sustainability Statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the council for the financial report

The council is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The council is also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

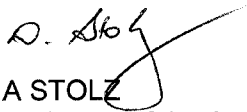
- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2017:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.


D A STOLZ
as Delegate of the Auditor-General



Queensland Audit Office
Brisbane

ISAAC REGIONAL COUNCIL

Long-Term Financial Sustainability Statement Prepared as at 30 June 2017

Measures of Financial Sustainability

(i) Operating surplus ratio

Operating surplus (Net result excluding all capital items) divided by total operating revenue (excludes capital revenue).

(ii) Asset sustainability ratio

Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.

(iii) Net financial liabilities ratio

Total liabilities less current assets divided by total operating revenue.

Council's performance at 30 June 2017 against key financial ratios

Target

Actuals at 30 June 2017

Projected for the years ended	30 June 2018
	30 June 2019
	30 June 2020
	30 June 2021
	30 June 2022
	30 June 2023
	30 June 2024
	30 June 2025
	30 June 2026

Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
between 0% and 10%	greater than 90%	not greater than 60%
4.23%	151.71%	-60.61%
1.55%	410.23%	-28.80%
1.22%	98.07%	-22.60%
0.57%	87.67%	-23.10%
1.13%	83.31%	-24.57%
1.22%	89.69%	-26.09%
1.35%	90.64%	-28.57%
1.51%	89.56%	-31.40%
1.65%	91.42%	-34.24%
1.79%	88.71%	-37.50%

Financial Management Strategy

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Certificate of Accuracy

For the long-term financial sustainability statement prepared as at 30 June 2017

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Mayor

Name: Cr Anne Baker

Date: 9 / 10 / 17




Chief Executive Officer

Name: Mr Gary Stevenson PSM

Date: 9 / 10 / 17



An aerial photograph of a landscape featuring a large body of water in the foreground, a dense forest of green trees in the middle ground, and rolling hills in the background under a blue sky with scattered clouds. A large white circle is superimposed over the center of the image, containing text.

If this disk is missing, you can view the
independent Auditor's Financial Report by
visiting www.isaac.qld.gov.au

Adopted by Council on November 28, 2017
Resolution #5172
Electronic copies of Council's Annual Report can be
downloaded from www.isaac.qld.gov.au
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Isaac Regional Council

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