

ANNUAL REPORT

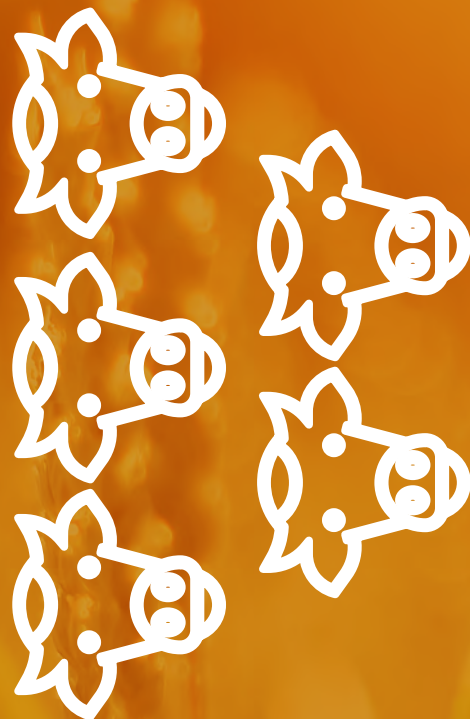
ISAAC REGIONAL COUNCIL 2017-18



ISAAC AT A GLANCE



\$438.5 MILLION BEEF INDUSTRY⁽²⁾
\$9.6 MILLION SUGAR CANE INDUSTRY⁽²⁾



AGRICULTURE MAKES UP 12.4% OF REGISTERED BUSINESSES IN THE REGION⁽¹⁾



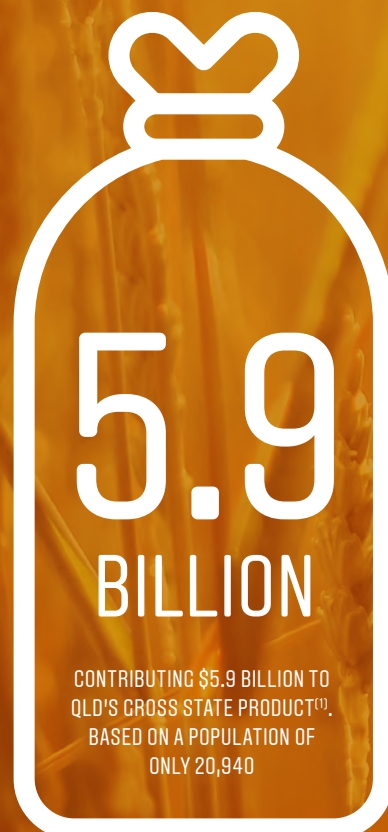
32

MEDIAN AGE⁽³⁾



17 UNIQUE COMMUNITIES

COMPRISING MODERN MININGTOWNS, HISTORICAL TOWNS, COASTAL AND RURAL TOWNS. MORANBAH IS THE MAIN SERVICE CENTRE, POPULATION APPROX. 8,735⁽⁴⁾



CONTRIBUTING \$5.9 BILLION TO
QLD'S CROSS STATE PRODUCT⁽¹⁾.
BASED ON A POPULATION OF
ONLY 20,940



MINING LARGEST INDUSTRY EMPLOYER ⁽¹⁾



26 OPERATING COAL MINES ⁽⁵⁾ GENERATING \$1 BILLION IN ROYALTY PAYMENTS



PRODUCING 54% OF QLD'S SALEABLE COAL ⁽⁴⁾



SPANNING 58,870 KM FROM THE COAST TO THE COALFIELDS

CONTENTS

INTRODUCTION	6	ABOUT COUNCIL	28
WHO WE ARE	8	Strategic and Operational Framework	29
Vision, Mission and Values	8	Organisational Structure	29
Customer Service Charter	8	EXECUTIVE LEADERSHIP TEAM	30
Message from the Mayor	10	OUR STAFF	34
Message from the Chief Executive Officer	11	CEO ASSESSMENT	36
YOUR COUNCIL	12	Our Reporting Framework	37
Elected Representatives	12	HIGHLIGHTS OF 2017-18	38
OUR COMMUNITIES	18	COMMUNITIES	38
Community Snapshots	18	ECONOMY	42
OUR PEOPLE	22	INFRASTRUCTURE	46
OUR COMMUNITY EVENTS AND HIGHLIGHTS	24	ENVIRONMENT	50
OUR PERFORMANCE	26	GOVERNANCE	54



OTHER PERFORMANCE HIGHLIGHTS

LEGISLATIVE INFORMATION

Debt Policy	62
Revenue Policy	62
Executive Remuneration	62
Councillor Remuneration and Expenses	63
Council Meetings	64
Overseas Travel	65
Complaints	66
Administrative Action Complaints	66
Internal Audit	68
Expenditure, Rates and Charges	69
Rates, Rebates and Concessions	69
Non-Reportable Items	71
Registers	71
Community Grants	72

58

FINANCIAL REPORTING

Community Financial Report	76
Financial Position	77
Resolutions	79
Financial Sustainability Ratios	80
Financial Statements	80
Management Certificate	81
Independent Auditor's Report	82
CD of Full Financial Report	87

76



Welcome to the 2017-18 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 2017-18 was Building Isaac's Future. 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; and
- » 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).

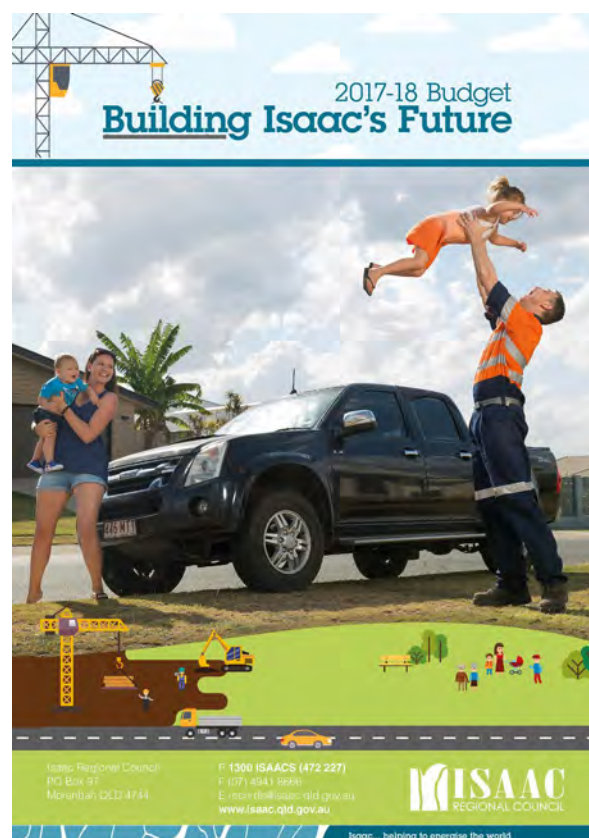
BUILDING ISAAC'S FUTURE

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.

2017-18 focused on 'Building Isaac's Future' 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: 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



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).

WHO WE ARE

VISION AND MISSION

Our Vision: To energise the world.

Our Mission: To feed, power and build communities.

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

VALUES

PROFESSIONALISM

We will display accountability, openness, transparency and integrity.

CONTINUOUS IMPROVEMENT

All aspects of the organisation's operations are encouraged through a progressive and creative approach.

EXCELLENCE

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

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.**

PROCEDURAL CONSISTENCY

There is a consistent approach to the way in which Council conducts its business across the region.

CUSTOMER FOCUS

We identify and meet the needs of all customers in a responsive and equitable manner.

TEAMWORK AND COORDINATION

We work together to achieve a common goal.

SAFETY AND WELLBEING

We are all committed to working safely and caring for each other's wellbeing.



ISAAC REGION

HELPING TO ENERGISE THE WORLD

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; and
- » 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; and
- » 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; and
- » 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: 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



It gives me great pleasure to introduce Isaac Regional Council's 2017-18 Annual Report.

2017-18 was a significant year in the life of the Isaac region and I continue to be inspired by the passion and energy of the people of this region.

Our community spirit comes to the fore in good times and bad; whether it is celebrating the Queen's Baton Relay travelling through the region on its journey to the Commonwealth Games or our coalfield towns rallying in response to a severe storm event. We are truly a region driven by pure people power.

As your Mayor, I remain committed to leading a Council team which advocates fiercely for our wonderful communities. People come here by way of opportunity and many find a reason to stay.

We continue to work with higher levels of government to deliver important infrastructure to enhance the liveability and sustainability of our region today and for future generations.

In 2017-18, Council maintained a strong focus on enhancing water quality, sustainability and security across the communities of the region.

In partnership with the Queensland Government, under the Building our Regions program, we commenced work on the \$10.59 million Moranbah and Associated Works Project to construct a new 15ML reservoir and pipeline to improve water pressure and reliability.

The Building our Regions program co-funded the \$7.1 million Nebo Water Supply Project, which included a new water treatment plant and 2ML reservoir. Phase Two of the Dysart Water Treatment Plant upgrade was also delivered with funding support under the Queensland Government.

Another significant project was the completion and opening of the \$8.466 million Moranbah Resource Recovery Centre Expansion and Improvement Project, also jointly funded under Building our Regions, which delivered a new landfill cell and a purpose-built refuse transfer station.

The \$6 million replacement of Cherwell Creek Bridge on Peak Downs Mine Rd in partnership with the Federal Government, under the national Bridges Renewal Programme, and the BHP Billiton Mitsubishi Alliance, improved road safety and connectivity for residents, workers and industry.

Completion of the \$1.71 million Isaac Regional Hardcourt Renewal/Repair Program funded under the State Government's Works for Queensland program provided important improvements to community sporting facilities right across our region. We saw hardcourt renewal/repair projects delivered in Clermont, Dysart, Middlemount, Nebo and St Lawrence, which have been hugely welcomed by local clubs.

The region's recovery from the impact of Tropical Cyclone Debbie in early 2017 continues with \$40 million in restoration works jointly funded by the Commonwealth and Queensland Governments under the Natural Disaster Relief and Recovery Arrangements being rolled out across the Isaac in 2017-18 and the first half of 2018-19. Council acknowledges the vital support under these arrangements.

Commencement of the Strong and Sustainable Resource Communities Act 2017 on 30 March 2018 represented an important step in reducing the reliance of the resources sector on fly-in fly-out or drive-in drive-out workers for regional operations and ending postcode discrimination.

I am proud that Council played a significant role in advocating for this legislative change to ensure workers are provided with the genuine choice to reside in a local community with their families, which promotes social cohesion and work-life balance.

This is about realising genuine socio-economic outcomes and ensuring positive benefits from the numerous mining operations in our region.

In conclusion, thank you to CEO Gary Stevenson PSM, my fellow Councillors and all Council staff for your ongoing support throughout this year for your continued focus on working as a team to serve our Communities.

Mayor Anne Baker

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Council's annual report represents the organisation's yearly report card to the residents of the region on how we are progressing the deliverables of our long-term vision Isaac 2035, our 20-year community strategic plan.

As an organisation, we remain focused on the fundamentals of local government; civil infrastructure and service delivery to support and sustain our communities today and for future generations.

Across the region, we continued our recovery from the devastating impact of 2017's Tropical Cyclone Debbie with a \$40 million restoration program, jointly funded by the Commonwealth and Queensland Governments under the Natural Disaster Relief and Recovery Arrangements, which commenced in early 2018, will see more than 700km of road across 4457 sites regionwide repaired by 2019.

Council continues to build its capacity to respond to disaster events and this was again demonstrated in the aftermath of the severe storm which impacted our coalfield communities in February 2018. We have also enhanced disaster communications, launching a one-stop website for information in emergencies. The Isaac Region Disaster Dashboard brings together frequently sought after information in one location.

In 2017-18, Council made significant investments in renewing and improving our water infrastructure to provide for the needs of our region's communities, with major capital projects in Moranbah, Dysart and Nebo, delivered in partnership with the State Government. Our commitment to enhancing water and wastewater services was reflected in a 20 per cent decrease in water quality reports in 2017.

Council also transitioned to a new water pricing model, comprising an infrastructure charge and a consumption charge calculated on usage. The change represented a shift to a more equitable system of billing for ratepayers and provides for the long-term sustainability of the region's water supply network.

As an organisation we continue to invest in our greatest asset: our people. From our office staff to our outdoor crews, we are an organisation driven by pure people power to deliver a better tomorrow for the residents of Isaac region.

In the second half of 2017-18, Council's executive leadership engaged with the staff body on a significant organisational renewal project. The purpose of the project was to undertake a strategic re-set of the organisation to ensure our long-term direction, internal structures and systems were effectively aligned to meet the challenges ahead.

The outcomes of this process, adopted by Council in June 2018, were informed by extensive consultation with staff and have committed us to a clear course of action moving forward in 2018-19 and beyond, as we remain committed to continuous learning and improvement.

Another achievement was the formation of a Women In Local Government Working Group, established with the aim of identifying ways to improve gender balance in the organisation, particularly the attraction and retention of women in senior leadership roles.

Following a five-month consultative process, the group presented its findings and 13 recommendations. The group engaged widely across the organisation to reach their conclusions and recommendations.

Lastly, I would like to acknowledge and thank Mayor Baker and our elected members for their leadership and support over the past year, and the entire organisation for their hard work and commitment to delivering for the residents of the Isaac region every day.

Together we are working to support a dynamic region which is helping to energise the world.

A handwritten signature in black ink, appearing to be 'G. Stevenson'.

CEO Gary Stevenson PSM



YOUR COUNCIL



MAYOR ANNE BAKER

Mayor Baker is a passionate advocate for the region and has served in local government for more than a decade.

She was elected Mayor in 2012 and returned for a second term in 2016, having served as a divisional councillor in the first term of Isaac Regional Council from 2008.

Mayor Baker has lived in the Bowen Basin with her family for 32 years; with more than 20 years spent in Moranbah. She and husband Frank have two adult children and three grandchildren.

She believes that local government is the key to building stronger communities, but also recognises the importance of all three levels of government working, collaborating and aligning priorities. Her priority for the region is to work towards delivering diversity in order to promote economic growth and ensure a sustainable future. Improved liveability is also a key goal, and she strives towards this, both as Mayor and a passionate member of her community.

Mayor Baker sits on each of Council's four standing committees. She is also a member of the Audit and Risk Committee (ex officio), Community Tenure and Facilities Advisory Committee (ex officio), and the Domestic Dog Advisory Committee.

She is chair of the Local Disaster Management Group, Isaac Affordable Housing Trust and the Moranbah Early Learning Centre, and a member of the Advocacy Advisory Committee, Bowen Basin Regional Roads and Transport Committee, Mackay District Disaster Management Group and the Regional Economic Development Corporation. She is a director and chair of the Greater Whitsunday Council of Mayors (formerly the Whitsunday Regional Organisation of Councils) and represents the Isaac, Mackay and Whitsunday regions on the Policy Executive of the Local Government Association of Queensland.



CR GREG AUSTEN
DIVISION 1 (DECEMBER 2017-)

Cr Austen was elected to represent Division 1 following a by-election on 18 November 2017. He has lived in the Clermont district for 30 years where he worked as a horse breaker, ringer, professional singer and musician.

After marrying Marie and raising three children, Cr Austen purchased the milk run for Clermont and surrounding districts.

Austen Milk Supplies is a family-run business as well as supplying employment for others. He has also recently purchased a small cattle block north of Clermont and local businesses Clermont Carrying Company and Clermont Signage and Frames.

He is a strong supporter of local businesses and is well aware of the issues faced in this regional area. Cr Austen is a member of Council's Planning, Environment and Community Services standing committee and Engineering and Infrastructure Standing Committee. He is also a member of the Clermont Saleyards Advisory Committee.

CR DALE APPLETON
DIVISION 1 (JULY 2017 - SEPTMEBER 2017)

Councillor Appleton served as Division 1 representative from 2009 until his retirement from local government on 30 September 2017. During this time he served as Deputy Mayor from 2012 to April 2016.



CR NICK WHEELER
DIVISION 2

Councillor Wheeler was elected to represent Division 2 in 2012 and returned for a second term in 2016. 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.

Cr Wheeler was Dysart Ladies Softball president for 18 years and involved in the early days of the ambulance centre. He is also the Dysart Lions' Club president and spends the majority of his time with community activities and issues. Cr Wheeler sits on Council's Engineering and Infrastructure Standing Committee and Water and Wastewater Standing Committee.



CR GINA LACEY
DIVISION 3

Cr Lacey was re-elected unopposed to represent Division 3 in 2016, her fourth term in local government. She served on the predecessor Belyando Shire Council and was a foundation councillor of Isaac Regional Council in 2008.

She has lived in Moranbah for 40 years, is married to Clint and they have two children.

Cr Lacey spent 15 years as CFMEU's office manager and during this time she spent eight years as the event coordinator for May Day, the CFMEU 10km run and the Combined Unions Christmas Party.

She has long been committed to improving the liveability and sustainability of our mining communities.

Cr Lacey sits on Council's Engineering and Infrastructure Standing Committee and Corporate Governance and Financial Services Standing Committee. Cr Lacey is chair of the Community Tenure and Facilities Advisory Committee and is also a director of the Moranbah Early Learning Centre.

CR PETER FREELEAGUS
DIVISION 4

Cr Freeleagus was elected as Council's Division 4 representative in 2012 and returned for a second term in 2016, but his involvement in local government spans two decades.

He was first elected to the former Belyando Shire Council in 1997, appointed Deputy Mayor in 2000 and served as Mayor from 2003 to 2008. He has represented the region on a number of local, regional and state committees.

Cr Freeleagus chairs Council's Water and Wastewater Standing Committee and is a member of the Corporate Governance and Financial Services Standing Committee. He is a member of the Audit and Risk Advisory Committee and Domestic Dog Advisory Committee.

He is also a director of the Moranbah Early Learning Centre.





DEPUTY MAYOR KELLY VEA VEA DIVISION 5

Cr Vea Vea was elected to Council in 2012 and re-elected for a second term in 2016. In April 2018 she was appointed as Deputy Mayor.

She grew up in Collinsville and moved to Moranbah with her young family more than a decade ago. As former chairperson of the Moranbah Action Group and president of Queensland Mining Communities, Cr Vea Vea is a strong advocate for the Isaac region on the key issues of population balance, affordable housing, liveability and infrastructure investment.

She is passionate about lobbying for policy change and better funding for our region.

Cr Vea Vea chairs Council's Planning, Environment and Community Services Standing Committee and is a member of the Corporate Governance and Financial Services Standing Committee. She is a member of Council's Community Tenure and Facilities Advisory Committee, Domestic Dog Advisory Committee and Audit and Risk Committee (proxy). She is also a board member of the Isaac Affordable Housing Trust.

Outside of Council, Cr Vea Vea is secretary of the Moranbah and District ALP Branch.

CR LYNETTE JONES DIVISION 6

Cr Jones was elected to Council in 2016 to represent Division 6.

A long-term Clermont resident, Cr Jones has played an active role in the community for the past 42 years. She and her husband have owned a cattle carting business located in Clermont for the past 11 years and have one daughter and two grandchildren.

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.

Cr Jones is a member of Council's Planning, Environment and Community Services Standing Committee and Water and Wastewater Standing Committee.

She is also a member of the Clermont Saleyards Advisory Committee, Clermont Consultative Committee and Clermont Health Advisory Network Team.





CR JANE PICKELS
DIVISION 7

Councillor Pickels was re-elected unopposed to represent Division 7 in 2016, having been first elected in 2012.

Prior to her election, Cr Pickels had eight years' customer service experience with Isaac Regional Council and the former Broomsound Shire.

She is married to Greg and they have four children and two grandchildren. A self-confessed 'sports nut', she loves to play and watch sport and is also involved at an administrative level.

Moving to Queensland in 1984 she became involved in the community through committee work with Moranbah Neighbourhood Centre,

Moranbah Hawks' Junior Soccer, Nebo State School P&C and Middlemount tennis, rugby league and netball associations.

She is a member of Middlemount's Community Sports' Association, and volunteers for the Middlemount Rugby League Club.

Cr Pickels chairs Council's Corporate Governance and Financial Services Standing Committee and is a member of the Planning, Environment and Community Services Standing Committee and Audit and Risk Committee. She represents Isaac Regional Council on the boards of Mackay Tourism Limited and North Queensland Sports Foundation, and sits on Council's Land Development, Isaac Arts and Cultural, Community Tenure and Facilities, and Domestic Dogs Advisory committees.

She is also a member of the Capricornia Catchments Inc. Three Rivers and Fitzroy Basin Association.

CR GEOFF BETHEL
DIVISION 8

Cr Bethel was elected to Council in 2008 as Division 8 representative and returned for consecutive terms in 2012 and 2016. He also served as Deputy Mayor from 2012 until April 2018.

He has been involved in local government for many years, previously serving on the former Broomsound Shire Council, including four years as Deputy Mayor.

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



Cr Bethel chairs Council's Engineering and Infrastructure Standing Committee and is a member of the Water and Wastewater Standing Committee.

He also chairs the Clermont Saleyards Advisory Committee Bowen Basin Regional Roads and Transport Committee, Road Accident Action Group and the Nebo Bowen Basin Community Committee.

PURE POWER POWER - BERYL NEILSEN

Local philanthropist Beryl Neilsen was honoured as Isaac region's Citizen of the Year at the annual Australia Day Awards on 26 January. Beryl works tirelessly to advocate for and provide educational opportunities to rural and regional children.

See pages 22 & 23 for more information



2018

presented to **BERYL NEILSEN**

by Cr Annie Baker
position Mayor
signed [signature]
date Friday, 26 January

Australia Day
Celebrating outstanding
members of our community



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, established in the early 1980's, 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.



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.



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.



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



As a region, our diverse landscape reflects the Australian story: from the sand and surf of our coastline, to our fertile paddocks, and our coalfields, all captured under the Aussie sun. People come to the Isaac Region by way of opportunity and many find a reason to stay, including many people from overseas, who decide to take up Australian Citizenship.

During the 2017-18 financial year, we welcomed 6 new Australian citizens into the Isaac region. Our citizenship ceremonies are a testament to the diversity of the region with participants hailing from 6 different countries including the United Kingdom, India, Saudia Arabia, Philippines, South Africa and Zimbabwe.

AUSTRALIA DAY AWARDS - MAJOR WINNERS

Isaac region is rich in resources from coal to cattle, but it is also blessed with the greatest resource of all – pure people power which is driving our communities and economy as we help to energise the world.

Australia Day celebrations across our communities are an opportunity to celebrate that people power, to acknowledge those individuals, groups and organisations who have made a significant contribution to social, civic, sporting and cultural life locally, nationally and internationally.

The efforts of our unsung heroes and quiet achievers are recognised 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: Grant Oswald, Individual Achievement Medallion, Clermontear 2018.



BERYL NEILSEN, MORANBAH

YOUNG CITIZEN OF THE YEAR

Caitlin is a past Isaac Region Youth Ambassador and is actively involved in her local community through sporting and service clubs, as well as campus life at her university.

She has also achieved her Bronze, Silver and Gold Duke of Edinburgh Awards and is a Diamond Jubilee recipient.

Among her many achievements, she represented Australia as a delegate to the United Nations Framework Convention on Climate Change Marrakech, Morocco, working with participants and stakeholder groups to produce and present recommendations to the United Nations for consideration.

CITIZEN OF THE YEAR

Local philanthropist Beryl Neilsen was honoured with the region's Citizen of the Year award, selected from a field of 27 nominees.

Beryl is a true champion of the bush, working tirelessly to advocate for and provide educational opportunities to rural and regional children. In 2011, she founded the John and Beryl Neilsen Winchester Foundation which funds scholarships for geographically remote children, allowing them to attain a secondary and tertiary education or study a trade.

The Winchester Foundation also funds a range of school excursions and camps for children in rural and remote areas.



CAITLIN PETERSEN, CARMILA

COMMUNITY EVENT OF THE YEAR

More than 250 community members from across the Isaac region came together to create and perform The Power Within. Participants of all ages were drawn together from Clermont, Nebo, Middlemount, Dysart, Glenden and Moranbah. Over a nine-month period, community members worked with a team of professional creatives to develop this project, which culminated in two twilight performances on 28 and 29 July, as part of the 2017 Queensland Music Festival. Given the scale of this event, the Community Event of the Year award was presented to representatives in each of the participating communities and will be displayed in local libraries.



QUEENSLAND MUSIC FESTIVAL THE POWER WITHIN

OUR COMMUNITY EVENTS AND HIGHLIGHTS

JUL

QMF - THE POWER WITHIN



AUG

SENIORS WEEK



OCT

NEBO BUSH POET'S SMOKO



DEC

CHRISTMAS LIGHTS COMPETITION



MAR

QUEEN'S BATON RELAY



APR

ANZAC DAY



SEPT

4U2 FAMILY CONCERT



OCT

MAYOR'S CHARITY BALL



JAN

AUSTRALIA DAY



FEB

COMMUNITY STORM RECOVERY



MAY

150TH CLERMONT SHOW



JUN

ST LAWRENCE WETLANDS WEEKEND



OUR PERFORMANCE



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.

ECONOMY

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

INFRASTRUCTURE

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

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.

ENVIRONMENT

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



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 2017-18 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 2017-18 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 2017-18 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 2017-18.



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; and
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, Middlemount, 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 four directorates with Corporate Plan goals and objectives.

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 ELT comprises of four directorates in addition to the Office of the Chief Executive Officer:

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

The most valued resource of Council is its staff. Council, as at 30 June 2018, had approximately 454 full-time equivalent staff who are located across the region.



DIRECTORATES

EXECUTIVE LEADERSHIP TEAM



GARY STEVENSON PSM
CHIEF EXECUTIVE OFFICER, OFFICE OF THE CEO

Gary Stevenson, Chief Executive Officer for Isaac Regional Council since July 2016, is local government leader with a very strong track record. Gary has experienced the full spectrum of leadership roles, and possesses extensive knowledge in, local government. Gary's local government experience spans three states over 36 years, fulfilling roles from rural community councils through to large city councils.

Gary has 24 years' experience as a CEO, serving the City of Perth, Redland City Council, Rockhampton City Council and Corangamite Shire Council. With a robust and caring leadership style, Gary has a strong passion for grass roots local government service and ensuring the future of communities is sound and sustainable.

Listed amongst Gary's achievements is being awarded the Public Service Medal in the 2008 Queen's Birthday Honours List for leadership in local government at local, regional and state levels. He has a Master's Degree of Business Administration, Company Directors Diploma – Australian Institute of Company Directors, post-graduate studies in local government and engineering, and an undergraduate degree in civil engineering.

Aside from being responsible for the administration arm of Council, Gary responsibilities also cover organisational leadership, administration and strategic management, elected member support, Council meeting management and administration, human resource performance and development and advocacy.



SCOTT GREENSILL DIRECTOR CORPORATE, GOVERNANCE & FINANCIAL SERVICES

Joining Isaac Regional Council in December 2017, Scott brings a wealth of local government knowledge and experience. Scott has had a successful career in local government as Chief Executive Officer (or General Manager) in six (6) Councils spanning both Queensland and New South Wales over 36 years.

His qualifications include Bachelor of Business Degree and Masters of Business Administration which along with his experience brings very solid knowledge of local government and business management to the role.

Scott's responsibilities include financial services, legal and insurance administration, media and communication, information technology, asset management, governance, strategic, corporate and business continuity planning, risk and disaster management, safety and procurement.

RECOGNITION

Council would like to acknowledge Aaron Johansson, who concluded his tenure with Isaac Regional Council as Director Corporate, Governance & Financial Services on 8 September 2017. Aaron was with Council for approximately three (3) years, relocating to take up the role of Chief Executive Officer of Charters Towers Regional Council in October 2017.

PAT MOORE DIRECTOR ENGINEERING & INFRASTRUCTURE

Pat joined Isaac Regional Council in February 2014 as a principal Engineer, progressing through the organisation during the years and successfully being appointed to the Director of Engineering & Infrastructure in August 2017.

With an Engineering Degree (Civil), Pat has worked in both the public and private sector throughout his career, public sector experience including the Department of Main Roads and Fitzroy Shire Council. Pat has 18 years' experience in the industry, 12 of which are in the private sector in engineering design & construction roles including design office manager, project engineer, senior project engineer and project manager.

Pat is a member of Institute of Public Works Engineering Australasia, Queensland (IPWEAQ) and the Local Government Managers Association (Qld).

Responsibilities in Pat's portfolio include parks and recreation, waste management, roads, drainage and urban services, plant and fleet management, workshops and depot management, infrastructure planning and technical services, infrastructure construction and maintenance.





JEFF STEWART-HARRIS
DIRECTOR PLANNING, ENVIRONMENT & COMMUNITY SERVICES

Jeff joined Isaac Regional Council in February 2017, with 36 years' experience in a variety of organisations. Jeff has held a variety of positions such as Chief Executive Officer, Chief Operating Officer, Senior Executive and Board roles in Local Government, Regional Development, the Port, Logistics, Airport and Infrastructure sectors. Since 1999 he has been actively involved in the Mackay Isaac Whitsunday region.

Jeff has formal qualifications in the areas of Local Government Law and Finance, Human Resource Management, Strategy and Leadership, Services Marketing and Environmental Health. Jeff also holds a Company Director Diploma.

In addition to the above, Jeff is a Fellow of Local Government Management Australia, a Fellow of Australian Institute of Management and Graduate Australian Institute of Company Directors.

Areas of responsibility in Jeff's portfolio include economic development, Customer service, community relations programs, environmental services, stock route management, regulatory and building compliance, planning and land development, arts and library services and corporate properties. Clermont Saleyards, along with the management of thirty-seven community facilities including civic centres, swimming pools, aerodromes and showgrounds.

GREG SEARLE
DIRECTOR WATER & WASTEWATER

Joining Isaac Regional Council on 31st July 2017, Greg become our first Director of Water and Wastewater with the Directorate coming into effect on the 1 July 2017.

Working in the water industry for 30 years, before joining Isaac Regional Council Greg has nine (9) years' local government experience in both New South Wales and New Zealand. Greg has also worked overseas in water and wastewater treatment plants in Sri Lanka, Iraq and China, to name a few.

Greg is a member of Asset Management Council, Australian Water Association, SAI Global, Water Standards Australia and Local Government Managers Association (Qld).

Greg is responsible for the water and wastewater network, water supply operations, wastewater treatment operations, recycled water services, water and wastewater infrastructure design, construction and maintenance and water product quality management.



PURE POWER POWER - BILL BRUCE

At 101 years young, life-long Isaac region resident Bill Bruce was the eldest batonbearer in the 2018 Queen's Baton Relay. Bill carried the baton through the streets of Nebo where his life of service to the community was also recognised with the naming of the Bill Bruce Nature Walkway in his honour.

See pages 38 to 41 for more Community Highlights



OUR STAFF



ISAAC REGIONAL COUNCIL IS AN ORGANISATION DRIVEN BY PURE PEOPLE POWER. THE COMMITMENT, DEDICATION AND INNOVATION OF OUR STAFF, AND THEIR EMBODIMENT OF THE ORGANISATION'S VALUES AND VISION, ARE OUR GREATEST ASSET.

TRAINEE AND APPRENTICESHIP PROGRAM

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.

Providing a career path in local government by supporting apprentices and trainees to complete their qualifications is a key priority for the organisation

During the 2017-18 financial year Council had eight trainees complete the following qualifications:

- » Cert III Business (3 Trainees);
- » Cert III Water (3 Trainees);
- » Cert III Civil Construction Plant Operations (1 Trainee); and
- » Cert IV Library and Information Services (1 Trainee).

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.



RECOGNITION OF SERVICE

Council is committed to recognising the long and valued service of its staff. At Council's annual All Staff Gathering in September 2017, 11 of the organisation's longest serving employees, who between them shared 325 years of dedicated service towards building a better Isaac, were honoured.

- » 40 years service: Ross Sorensen;
- » 35 years service: Desley Jeffs, Christopher Latemore and Robert Holmes;
- » 30 years service: Michael Munster; and
- » 25 years service: Julie Smith, William Bruggemann, Sandra Rasmussen, Alan Horton, Kevin Elliott and Robert Omodei.



WOMEN IN LOCAL GOVERNMENT WORKING GROUP

In early 2018, a Women in Local Government Working Group was established by Council with the aim of helping to attract and retain women in senior leadership roles with the organisation.

It followed the 2016 Organisational Development Plan which outlined that the gender balance at all levels including senior management should be improved. The group's team members were Allison Walmsley, Carenda Jenkin, Carly Bright, Debbie Bromley, Hayley Barker, Jennifer Clark, Marie Jones, Marsale Thompson, Sheridan Dejun, Rebecca Haldane and Yerlis Ferrari.

Following a five-month consultative process, the group of eleven presented its findings and 13 recommendations. The group engaged widely across the organisation to reach their conclusions. Council adopted the group's recommendations with some minor clarifications on 26 June 2018.

ANNUAL EDUCATION AND CAREER PATHWAYS EXPO

The Expo was held at Moranbah State High School on August 10, 2017. 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.



WORK EXPERIENCE PROGRAM

Council hosted 42 work experience students across the region during the 2017-18 financial year.

CEO ASSESSMENT

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 29) 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.



OUR REPORTING FRAMEWORK

The following section provides a summary of Council's progress towards the implementation of our 5 Year Corporate Plan and the 2017-18 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 2017-18.

Completed/ On Target	On Target*	Off Target	Did Not Proceed	Total
Communities				
42	3	11	1	57
Economy				
9	0	5	1	15
Infrastructure				
38	3	14	0	55
Environment				
16	3	5	1	25
Governance				
17	1	6	0	24
Total of Corporate Plan/Operational Plan Links				
122 69%	10 6%	41 23%	3 2%	176 100%

*actions on target to meet project planning post 30 June 2018

HIGHLIGHTS OF 2017-18

THE FOLLOWING PROVIDES A PERFORMANCE UPDATE AND OVERVIEW ON PRIORITIES, PROJECTS AND ACTIVITIES FOR 2017-18. MANY PROJECTS AND ACTIVITIES ARE REPORTED THROUGHOUT THIS ANNUAL REPORT. THE 2017-18 QUARTERLY PERFORMANCE REPORTS, IN THEIR ENTIRETY, CAN BE ACCESSED VIA COUNCIL'S WEBSITE - 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 – 10 funded applications;
- » Facilitated applications within standards for private works related to traffic management plans, heavy vehicle permits and road closures – within targeted timeframes;
- » Street Lighting Program;
- » Delivery Water and Wastewater Program; and
- » Preferred local supplier program.



QUEENSLAND MUSIC FESTIVAL - THE POWER WITHIN

Moranbah hosted the 2017 Queensland Music Festival (QMF) production *The Power Within* on July 28 and 29. Scripted by David Burton, *The Power Within* told the story of the Isaac region and explored the challenges facing families in mining communities.

The massive outdoor show was attended by 5,000 people over two nights and starred more than 250 locals including schools, town choirs, instrumentalists, featured vocalists, dance groups and horse riders, all set against an inventive industrial backdrop.

The production was the result of an 18-month community engagement project, during which QMF facilitators and artists worked in close partnership with Council, and the communities of Moranbah, Clermont, Dysart, Middlesbrough, Glenden and Nebo.

The production was named as Isaac Region's Community Event of the Year at the 2018 Australia Day Awards.

NOT ON TARGET

- » Arts and Cultural Policy and Public Arts Strategy (work carried over into 2018-19);
- » Stakeholder Engagement Framework and Toolkit (work carried over into 2018-19);
- » Development of a Strategic Acquisition and Disposal program for tenancy/housing stock (deferred to 2018-19); and
- » Develop a Youth Management Strategy (deferred to 2018-19).

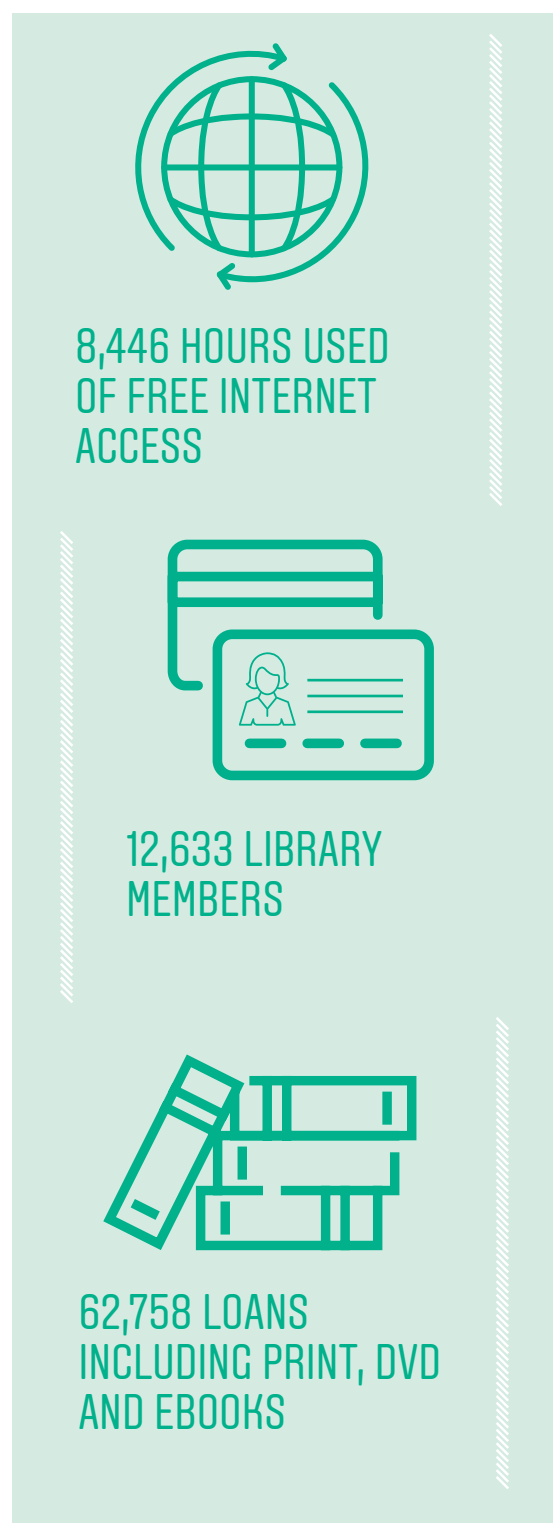
LIBRARY OPERATIONS AND CULTURAL SERVICES

Isaac operates eight branch libraries across the region, providing nearly 1,500 adults and children's programs throughout 2017-18. These programs included Baby Bounce, Rhyme Time, First 5 Forever, Robotics and Coding, NAIDOC, Summer Reading Club, Adult Learners, Science week and Craft-Knitting and Crochet programs.

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

Here is a snapshot of what happened during 2017-18:

- » Launch of the 100 Objects Exhibition (Clermont Historical Society);
- » Monthly exhibitions at the Coalface Gallery, Moranbah including local, regional and touring artists;
- » Bush Poets Smoko event at Nebo Museum held on October 8, 2017; and
- » Aveling Porter Steam Engine restoration.



ST LAWRENCE WETLANDS WEEKEND

Celebrity chef Matt Golinski headlined the 9th annual St Lawrence Wetlands Weekend held on 8-10 June 2018.

The usually quiet wetlands burst into life with nature tours, arts and crafts, bush skills workshops, interactive reptile displays, local markets and presentations from leading environmentalists.

An array of local produce was also served up to guests at cooking workshops, a luncheon and the popular Bushman's Dinner. The event attracted nature and food lovers from as far as Victoria.

Council proudly supports this event, with community groups and volunteers from St Lawrence and surrounds helping to showcase the natural beauty and opportunities of the Isaac Coast.



ISAAC COMMUNITY GRANTS

Isaac Community Grants program helps fund local projects, events and activities which help develop resilient, adaptive and vibrant communities while contributing to the social wellbeing of its residents.

In 2017-18, \$292,746.31 was invested 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 under the 2017-18 program.

ECONOMY



ON TARGET/COMPLETED

- » Provision of maintained and effective Saleyards and Aerodrome;
- » Advocacy activities; and
- » Jeffrey Street development.

NOT ON TARGET

- » Investment Attraction Framework, Policy and Investment Prospectus (deferred to 2018-19);
- » Tourism Development Strategy (deferred to 2018-19); and
- » Investment Prospectus (deferred to 2018-19).

SMALL BUSINESS WEEK

Small Business Week was held May 25 to 1 June 2018 with follow-up mentoring opportunities held until July 17. There were 11 workshops on offer throughout the region, covering Isaac Coast, Nebo, Clermont, Moranbah and Dysart. One on one mentoring opportunities were also provided in Middlemount, Glenden and St Lawrence. These workshops aimed to increase the knowledge of our business community and give a 'step up' from the basic skills that have been obtained over the years.

The 2018 Isaac Region Small Business Week provided sessions on digital strategies, email marketing, intermediate level storytelling, intermediate Microsoft office and bookkeeping and how to effectively communicate in business. This initiative was supported by Local Buying Foundation who provided funding towards obtaining presenters.



Small Business Week Mentors



LOVE YOUR LOCAL

Commencing early 2017, the Love your Local Campaign concluded during 2017-18. This initiative was in partnership with the Local Buying Foundation who provided funding towards the Campaign to celebrate local business and reward local expenditure through our monthly voucher competition.

The local owned businesses that were, and will, continue to be supported by this program will support the local economy, local employment and local community and sporting groups. Behind every local business is a local person, and a local story. Together, by buying local the Isaac Community can continue to create more jobs, build better businesses and sustain a strong economy.

Council is committed to promoting, encouraging and supporting local business.



\$6,057,435
OPERATIONAL GRANTS

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



\$18,056,857
CAPITAL GRANTS

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

ADVOCACY

As Queensland's largest mining region, Council continually advocates at state and national level for solutions to issues impacting Isaac communities.

Through much advocacy work with other councils and parties, in August 2017 Queensland saw the passing of the Strong and Sustainable Resources Communities Bill which aims to end 100% fly-in, fly-out practices in the mining industry.

Other advocacy activities saw Council actively lobby the State Government and Qantas concerning the cost of flights in regional communities.

Council made a submission for the Federal inquiry into air services in rural, regional and remote communities.

Lobbying resulted in Qantas providing discounted fares for residents, however advocacy will continue to improve fairness in regional airfare costs across Queensland.

Other activities include liaising with state government on matters relating to Fossicking Kits, Special Wildlife Reserves and Building Better Regions.

Advocating for Isaac

Strengthening Isaac's Natural Disaster Resilience

Overview

Topical Cyclone Debbie passed through the northern districts of Isaac Region with residual intensity of Category 3 accompanied by a sustained 1 in 100 year rainfall event. Post-event recovery activities and Isaac's structured review have identified the integrated suite of priority disaster resilience improvement measures.

Benefits

Preservation of life and public safety are the highest order benefits. In addition, creation of disaster infrastructure to support populations engaged in the region's mining and primary industries, and their respective supply chains is a key regional development enabler.

Priority Measures	Scope	Cost and Timing
Bridge flood immunity improvements	Improve flood immunity of Phillips Creek and Grosvenor Creek bridges by 1 to 50 year return period to maintain access from all points to Moranbah and key localities in the region	Phillips Creek \$10m & Grosvenor Creek \$5m – detailed design for both in 2018 and construction in 2019/20
Johnson River Road, Base of Creek	Wider road along existing extension of reliable stormwater recycling for the Carrara/Lowlands coastal towns of the current rock-filled area	\$60,000 – For installation in 2018/19
Queensland Communications Infrastructure Improvements	Enhance primary and back-up communications infrastructure across the region and agencies	\$400,000 – For installation in 2018/19
Additional emergency flood monitoring systems	Additional flood monitoring stations integrated with the SCADA information system and the web smarting information system	\$300,000 – For installation in 2018/19
Design and delivery of evacuation shelter in the Carrara/Grovetown area	Design and delivery of evacuation shelter in the Carrara/Grovetown area	\$2m – detailed design in 2018/19 and construction in 2019/20

Visit www.isaac.qld.gov.au or call 1300 ISAACS 1300 47 22 27 to find out more

Isaac – helping to emerge the world

MORE POWER FOR OUR ROADS

2017 LGQA Annual Conference 45 – Roads – Proposed Regulation Giving Effect to Road Damage Powers (Ser 72 LGA)

Isaac Regional Council has identified a lack of ownership and control of legislation and other activities undertaken by other sector and government roads under authority of the Mineral Resources Act 1989.

Regional and remote communities, in particular, have the considerable effect of roads impacted by parties activities.

In relation to the LGQA Annual Conference on October 16-18, Isaac Regional Council is calling for the Queensland Government to consult with local government and establish regulation of these activities.

Isaac Regional Council proposes that LGQA apply calls for State Government to consult with local government and establish a Regulation that gives effect to Section 12 of the Local Government Act 2009 by prescribing certain activities, including inspection and other activities conducted under the authority of the Mineral Resources Act 1989 to which Section 12 would apply.

The Mineral Resources Act 1989 in its current state, in essence, leaves local governments with no ability to enforce and/or to take action to prevent damage to roads.

Successful regulation will enable all Councils to secure further information about activities that adversely impact local roads, to give direction and even seek compensation.

This has potential to reduce Councils' burden of repair of road damage after such activities have damaged them.

It also has potential to improve the community engagement regarding activities that have a local impact.

So far this year, 17 roads in Isaac have been gravely affected by activities of Resource to Council and this has placed a major strain on finances and resources.

FOR MORE INFORMATION:
ISAAC.QLD.GOV.AU | 1300 ISAACS 1300 47 22 27

ISAAC REGION
Regional Council of Queensland

Advocating for Isaac

Water security

1. Nebo Water

On 10th April, Isaac Regional Council made a submission to the Queensland Government regarding the Nebo Water supply. The submission highlighted the need for the Queensland Government to fund the Nebo Water supply project, which is a critical infrastructure project for the Isaac Region.

2. Clermont Water

On 10th April, Isaac Regional Council made a submission to the Queensland Government regarding the Clermont Water supply project. The submission highlighted the need for the Queensland Government to fund the Clermont Water supply project, which is a critical infrastructure project for the Isaac Region.

3. Middlemont Connection

On 10th April, Isaac Regional Council made a submission to the Queensland Government regarding the Middlemont Connection project. The submission highlighted the need for the Queensland Government to fund the Middlemont Connection project, which is a critical infrastructure project for the Isaac Region.

Visit www.isaac.qld.gov.au or call 1300 ISAACS 1300 47 22 27 to find out more

Isaac – helping to emerge the world



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 2017-18 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;
- » EU Certification; and
- » Cattle Tick Certification.



INFRASTRUCTURE



ON TARGET/COMPLETED

- » Road infrastructure maintained across the region, including compliance with state government agreements and traffic management;
- » 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; and
- » Flood monitoring systems (installation).

NOT ON TARGET

- » Marg’s Park phase 2 capital works;
- » Asset Management Policy & Strategies. Continuing development and implementation in 2018-19; and
- » Water & Wastewater implementation of project and contract management systems and asset audits and conditioning assessments/schedules are ongoing, however didn’t meet targets. Remainder will be completed in 2018-19.

MORANBAH RESERVOIR AND WATER TREATMENT PLANT

During 2017-18 works commenced on the \$10.59 million Moranbah Reservoir and Associated Works project. Funding was provided under the Queensland Government’s Building our Regions program, with Council matching the \$5.295 million contribution.

This new infrastructure will increase water storage through the construction of a new 15ML reservoir and address limited firefighting capacity in some parts of the town.





MORANBAH RESOURCE RECOVERY CENTRE

Under Building our Regions, Council received \$3.58 million from the Queensland Government for the development and expansion of the Moranbah Resource Recovery Centre.

Co-funded by Council, the \$8.466 million Moranbah Resource Recovery Centre Expansion and Improvement project was completed during 2017-18. The transfer station became operational in September 2017 and the new landfill cell accepted waste from early 2018.

The project delivered a new landfill cell, stormwater and leachate ponds, and provide a modern refuse transfer station. The refuse transfer station enables bulk handling of waste and improves hygiene and safety for the community, users of the landfill, and employees. It will improve operational efficiencies and extend the existing landfill's lifespan.

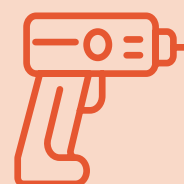
This upgrade was critical in ensuring Moranbah can meet demand for the provision of waste infrastructure to serve the regional community, mining sector and supporting industries.

48 PLUMBING
APPLICATIONS



8350.58T
COLLECTED
FROM
DOMESTIC BINS

36 BUILDING
APPLICATIONS



527
NOTIFIABLE
WORKS



REGIONAL HARDCOURT PROGRAM

Council received \$1.71 million under the Queensland Government's 2016-17 Works for Queensland Program, which funded upgrades to hardcourts across the region.

The funding was used 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 hardcourt renewal and associated works; and
- » St Lawrence hardcourt renewal and associated works.

The Works for Queensland Program objective is to support job-creating maintenance and minor infrastructure works in the region.

All works were completed in November 2017.

NATIONAL DISASTER RELIEF RECOVERY ARRANGEMENTS

In April 2018, Council commenced the rollout of a \$40 million restoration program to repair sections of the Isaac region's road network impacted by severe Tropical Cyclone Debbie. Approximately 85 per cent of the local road network was affected by this extreme weather event on 28 March 2017.

The restoration of 706km of roadway across 4457 sites on 205 roads is jointly funded by the Commonwealth and Queensland Governments under the Natural Disaster Relief and Recovery Arrangements (NDRRA), with completion expected in early 2019.

Restoration of 94 sections of road, with a combined length of 65km, damaged by a severe weather event in February 2016 was also completed in late 2017-18 under the NDRRA program.

In 2017-18, Council also received assistance, jointly funded by the Commonwealth and Queensland Government under the NDRRA Infrastructure Betterment Fund to deliver betterment works on Rolfe Creek-May Downs Rd, May-Downs Carfax Rd and local floodways.

The \$3.4 million Rolfe Creek-May Downs Rd project commenced in May 2018 and is scheduled for completion in the first quarter of 2018-19.

Council also received assistance, jointly funded by the Commonwealth and Queensland Governments under the Natural Disaster Resilience Program (NDRP) in 2017-18, to reconstruct three timber bridges in the region's Collaroy district.



CHERWELL CREEK BRIDGE REPLACEMENT

In May 2018, a new \$6 million bridge over Cherwell Creek, south of Moranbah, was officially opened.

Construction of the new crossing on Peak Downs Mine Rd was funded by the Australian Government, under the Bridges Renewal Programme, Isaac Regional Council and the BHP Billiton Mitsubishi Alliance (BMA).

The Australian Government contributed \$2.75 million to the project, Council's investment was \$2.25 million, while BMA, operator of the Peak Downs Mine, supported the project with a \$1 million funding contribution.

More than 850 vehicles use the Peak Downs Mine Road on a daily basis, with almost a quarter of these being heavy vehicles.

The scope of the project included replacement of the existing bridge and improvements to road approaches, allowing the speed limit to be raised for traffic.

The new two-lane concrete bridge is also seven metres higher than the previous bridge, providing one-in-100-year flood immunity.

This is an important outcome for maintaining connectivity during the severe weather events and flooding which frequently affect the region."

Mayor Anne Baker was joined by the Federal Member for Capricornia Michelle Landry and BMA Asset President Rag Udd to open the upgraded crossing.



ROAD INFRASTRUCTURE UPGRADES

Many road infrastructure projects took place throughout the Isaac region during the 2017-18 period.

Infrastructure projects include:

- » Grid replacement on Collaroy Tierawoomba Road;
- » Saraji Road Rehabilitation Project completed;
- » Turrawulla Road Upgrade;
- » Footpath reinstatement in Gillam Avenue Glenden;
- » Phillips Creek Bridge design; and
- » Response to the 20 February storm event with emergency works to ensure roads were safe and trafficable access.

ENVIRONMENT

ON TARGET/COMPLETED

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



NOT ON TARGET

- » Recreation & Open Space Strategy (finalisation deferred to 2018-19); and
- » Resource Recovery transfer stations environmental compliance & suite of strategies.

ENVIRONMENTAL SERVICES

The Environmental team were kept busy during 2017-18. An overview of activities include:

- » Responsible pet ownership presentations at primary schools;
- » Completed pest control and fire breaks at Stock Route facilities;
- » Delivered pest control programs across region;
- » Biodiversity and sustainability presentations at regional events;
- » Development of biodiversity profile investigating important areas of ecological significance throughout the region;
- » Flying fox management, dispersal, communication education in three impacted communities – Clermont, Moranbah and Glenden;
- » Marine Debris Program; and
- » Food Premises Licensing renewal program– 100% renewal.



PROPOSED ISAAC REGIONAL PLANNING SCHEME

PROPOSED ISAAC REGION PLANNING SCHEME

Isaac Regional Council has been developing a new Planning Scheme to replace the Belyando, Nebo and Broadsound Schemes since May 2016.

This project is on track with the first State Interest Check Review completed with community consultation to commence in July 2018.

The new Interim Local Government Infrastructure Plan (LGIP) for Belyando, Broadsound and Nebo planning schemes and received Ministerial approval. Council adopted the Interim LGIP in June 2018.

The preparation of the Proposed Interim Local

Government Infrastructure Plan for the new Isaac Regional Planning Scheme is underway. 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 by 30 June 2019.

RESOURCE RECOVERY (WASTE DISPOSAL/REFUSE TIP)

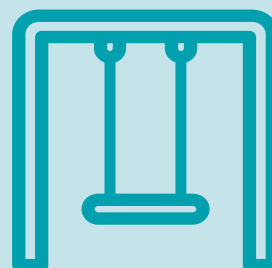
Council has nine resource recovery centres across the region and aim to provide a cost effective, user-friendly and sustainable waste disposal service to meet the community's needs.

2017-18 projects included:

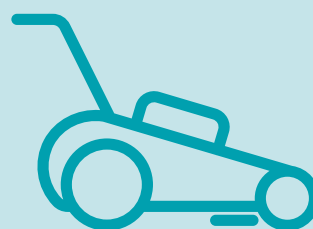
- » Moranbah Waste Management Facility – Stormwater, Leachate Management and Rehabilitation Works;
- » Dysart Waste Management Facility – Stormwater, Leachate Management and Rehabilitation Works; and
- » Development of the Isaac Regional Waste Strategy 2018-2028 commenced. This Strategy will identify themes and actions that will deliver a contemporary Waste Management Service for the next 10 years and beyond.



104 PARKS AND
GARDENS



39 PLAYGROUNDS
ACROSS ISAAC



243.64 HECTARES
OF PARKS AND
GARDENS TO MOW
AND MANAGE



9 RESOURCE
RECOVERY CENTRES



MORANBAH RESOURCE RECOVERY EXPANSION PROJECT

Minister for State Development, Manufacturing, Infrastructure and Planning Cameron Dick officially commissioned a new waste transfer facility and landfill cell at Moranbah in March 2018.

The project was jointly funded with \$3.58 million from the Queensland Government's Building our Regions program, and \$4.886 million from Isaac Regional Council.



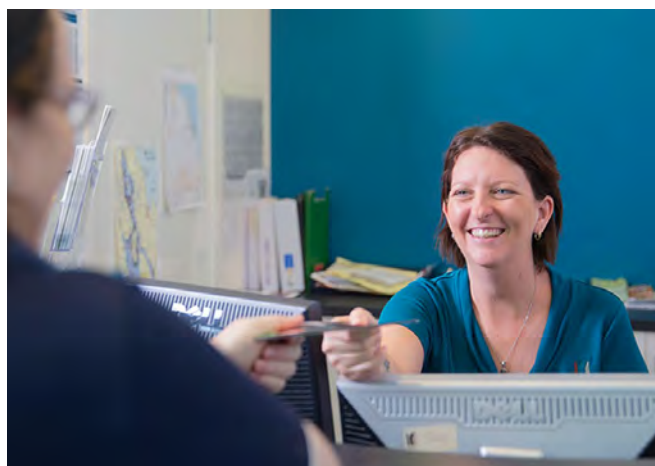
GOVERNANCE

ON TARGET/COMPLETED

- » Annual Traineeship & Apprenticeship program;
- » External Communications & Media Relations – Marketing, media and communication activities met targets and service standards (refer page 56 for more statistics);
- » Financial reporting met targets and compliance requirements;
- » 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; and
- » Preferred Supplier Arrangements.

NOT ON TARGET

- » Leasing Policy and Strategy review; and
- » Fleet and Plant replacement program.



TRAINEESHIP PROGRAM

Council continues its commitment to the development of our youth and other members of the community. Funding of \$87,500 from the Queensland Government's Skilling Queenslanders For Work First Start and Community Recovery Programs have provided Council with a significant subsidy to boost their intake of trainees.

TOP FOUR CUSTOMER SERVICE ENQUIRIES

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

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 May 2018, council launched the one-stop emergency desktop for information during emergency and disaster situations with the launch of the Isaac Region Disaster Dashboard.

Communication is a vital element of disaster preparation, response and community recovery, and the more barriers we can remove, the better.

The new Isaac Region Disaster Dashboard brought together a range of information frequently sought after by the community during disaster events at

one convenient website. This includes important updates from the Local Disaster Coordination Centre; road closures and conditions from Council and the Department of Transport and Main Roads; power outages from Ergon Energy, weather warnings and radar imagery from the Bureau of Meteorology; and social media updates from Council, emergency agencies and support services.

The dashboard site is a mobile device friendly for users on phones, tablets, laptop or desktop computers. It is a free service to the community, there is no need to subscribe or log-in to access the features of the Disaster Dashboard.

Visit the Isaac Region Disaster Dashboard direct at dashboard.isaac.qld.gov.au or follow the links from Council's website.



COMMUNICATION AND ENGAGEMENT

The importance of meaningful community engagement in decision-making by councils is a guiding principle of the *Local Government Act 2009*. Effective engagement creates a partnership between Council and the community in the delivery of quality services, well-managed growth, sound environmental outcomes, responsible business management and committed leadership.

In addition to communicating and engaging with local residents through a range of direct channels, Council maintains productive working relationships with regional media outlets which play an important role in assisting the organisation to communicate with the Isaac community and promote the region further afield.

During 2017-18, Council issued 381 public notices to the community, distributed for publication and broadcast 158 media releases highlighting achievements of the organisation and community initiatives. It also responded to 213 enquiries from regional and national media organisations about the Isaac region and Council's activities.

The community's growing reliance on social media as an information source was reflected by an increase of more than 17.5 per cent in Council's audience on its Facebook platform during 2017-18. The number of 'likes' on Council's Facebook page increased from 5,662 to 6,653, whilst Council's following on Twitter, Instagram and LinkedIn was 416, 552 and 2,414 respectively at year's end.

BRAND NEW ERA

In 2017-18, Council refreshed its established branding to align more closely with the regional vision of "helping to energise the world". Council's revised visual style for its corporate logo was inspired by the landscape and features of the Isaac region. The teal blue symbolises our coastline and river systems that connect communities of the region, the ochre represents our resource-rich earth and the green is a nod to our natural and agricultural assets. The primary logo also incorporates the regional vision to reinforce that the Isaac is energising the world in all sorts of positive ways.



6,653
FACEBOOK LIKES



210,265 WEBSITE VISITS
483,754 PAGE VIEWS



381 PUBLIC NOTICES
158 MEDIA RELEASES
213 MEDIA ENQUIRIES



22,565 INBOUND
CALLS

ADVOCACY

Isaac Regional Council takes its responsibilities seriously and aims to ensure its communities are sustainable. Council often advocates the state and national governments to ensure that legislation meets the needs of the community, that the community is heard and that all industries within its region supported.

Isaac region Mayor Anne Baker called on the State Government to defer consideration of proposed changes to vegetation management laws to allow more time for genuine consultation to occur with affected landholders and the agricultural industry. Council strongly advocated that those impacted deserved a seat at the table to ensure decision makers knew all the information and ensure fairness and equity in the consideration process.

In addition, as an active member of the Local Government Association of Queensland, Council continues to put forward motions for the Associations



consideration which forms its advocacy platform with all levels of Government.

Council will continue to advocate for sound and consulted policies and drive toward having the voices of the community heard.

Visit 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. Council has a small group dedicated to the asset management processes. Activities included asset revaluation, asset condition monitoring and updating of asset registers.

An Asset Management Policy and an Asset Management Framework are in place to 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 Strategic Asset Management Plan (SAMP) and Project Management Framework, with the aim of ensuring asset sustainability.

The SAMP 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 away from reactive into 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; and
- » Risk management, mitigation and reduction.

OTHER PERFORMANCE HIGHLIGHTS



FEBRUARY 2018 WEATHER EVENT

On 20 February, parts of the Isaac region were impacted by a significant weather event that saw parts of area between Clermont and Moranbah devastated by gale force winds. This event caused much damage to the township of Moranbah.

Recovery commenced immediately following the freak storm with SES, Council staff, contractors, emergency services, Ergon Energy and other volunteers working hard to get families and businesses up and running as quickly as possible.

Fire and Emergency Services Minister Craig Crawford praised the efforts of QFES staff involved in the ongoing response to this destructive storm. Queensland Fire and Emergency Services (QFES) crews, and SES volunteers worked tirelessly after the storm hit.

The 100 km/hour winds caused structural damage to almost a dozen homes, up-rooted trees, knocked down power lines and closed a number of roads. Fire and Rescue staff came from Mackay to assist in undertaking rapid damage assessment. Support resources including Rural Fire Service (RFS) crews from Rockhampton and Mackay as well as auxiliary firefighters from Moranbah and Mackay were deployed to remove fallen trees and branches and general clean-up of affected communities.

Much of Moranbah experienced power loss, which was mostly restored within 24-48 hours for most of the town.

It was a great example of a community and its surrounding regions banding together to get the community cleaned up and back on its feet.



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.

Highlights for the 2017-18 period include:

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

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

- » Clermont Sustainable Water Strategy;
- » Upgrade and renewals of equipment and chemical dosing systems at Water Treatment Plants; and
- » Designed, installed and upgraded many water and wastewater assets to improve functionality, efficiency and compliance.



PLAYGROUND AND PARK UPGRADES

Council has given considerable focus over the 2017-18 period to ensuring our recreational spaces are well maintained for the Isaac community. These activities include, but are not limited to:

- » New Children's Playground at the Skatepark – Clermont;
- » Lighting at Hoods Lagoon Boardwalk Renewal – Clermont;
- » Tree planning Mills Avenue – Moranbah;
- » New Lions Park update – Moranbah;
- » Playground and Park Upgrades – Middlesmount;
- » New Playground facility in town park – Glenden;
- » Upgrade to Senior Rugby League (lights & changeroom) – Dysart;
- » New multi-sport hardcourt – St Lawrence; and
- » Across region – netball, basketball & tennis upgrades.

NATIONAL FRAMEWORK FOR WOMEN IN LOCAL GOVERNMENT

On 26 June 2018 (resolution #5439), Council adopted the National Framework for Women in Local Government (Framework) and the following Statement of Commitment:

“We will work towards increasing the representation of women in Local Government, both as elected members and as senior managers and professionals. We will undertake ongoing reviews of policies and practices to remove barriers to women’s participation and engender safe, supportive working and decision-making environments that encourage and value a wide range of views”

This Framework is a result of a report by the Women In Local Government Working Group, who were established by Council with the aim of helping to attract and retain women in senior leadership roles with the organisation. Refer page 35 for information on the Working Group.

Council resolved to “Include information, statistics and benchmarking on the implementation of the

National Framework for Women in Local Government in the Isaac Regional Council’s Annual Report”.

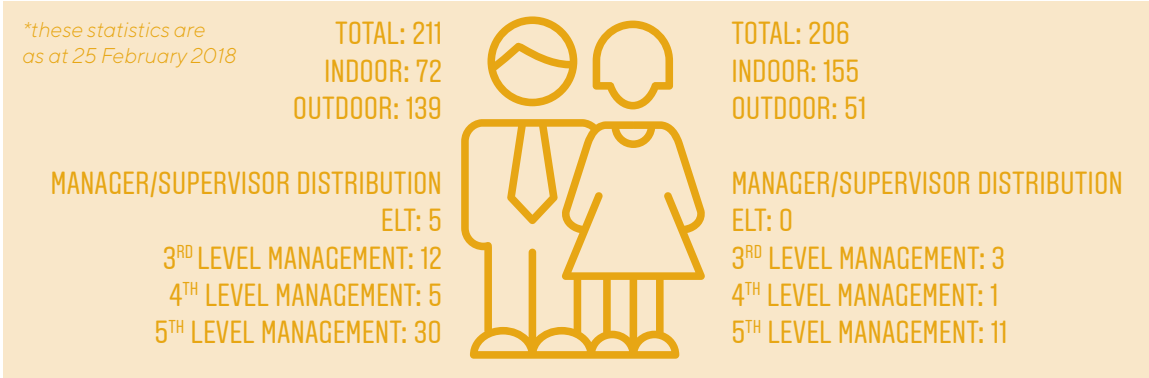
The recommendations of the Working Group will be progressed with the establishment of a new Women in Local Government Advisory Committee, which will be calling for nominations in the new financial year.

The five main pillars of the Framework are based on the following issues:

- » Job selection and promotion;
- » Need for acknowledgement of family responsibilities;
- » Cultural change;
- » Training and development; and
- » Regional requirements.

The following are some of the statistics* that will be used in for future benchmarking in our Annual report:

FROM A SURVEY OF OVER 100 STAFF PROVIDED FURTHER INSIGHT WHICH WILL ALSO BE MONITORED (RESPONDENTS = 77% FEMALE AND 23% MALE)	AGREE OR STRONGLY AGREE	DISAGREE OR STRONGLY DISAGREE
Most Senior Managers genuinely support gender balance in the workplace	46.72%	28.98%
Women and men have the same chance for promotion in this organisation	52.34%	33.64%
Women and men have equal access to business critical roles	55.14%	28.04%
I am encouraged to participate in activities that will help my career development	58.88%	35.51%



MAYOR'S CHARITY BALL

In October 2017, the Mayor’s Charity Ball raised nearly \$69,000 for mental health initiatives in Isaac.

The aim of the event, hosted by the Isaac Regional Charity Fund, was to place mental health as the main conversational piece on the table

More than 250 guests attended the Ball collectively focused on ending the stigma around mental health in our communities.



QUEEN'S BATON RELAY

The Isaac region had the honour of participating in the Queen's Baton Relay as it travelled through our region on the final stages of its global journey to the Gold Coast 2018 Commonwealth Games.

On 21 March 2018, the Isaac communities of Nebo, Coppabella, Moranbah and Clermont welcomed the Queen's Baton with 44 of our own being batonbearers.

Young and old representatives of our community carried the baton on its journey, with centenarian Bill Bruce, who at 101 years of age, being the oldest batonbearer in the relay.

Approximately 3,800 Australians had the honour of carrying the 2018 Queen's Baton, where its 100-day journey across the nation lead-up to the Gold Coast 2018 Commonwealth Games.

DIVISION 1 BY-ELECTION

Following the resignation of long standing Councillor Dale Appleton, effective 30 September 2017, a by-election for Division 1 was held on Saturday 18 November 2017.

The by-election was conducted by full postal vote and was coordinated by the Electoral Commission Queensland (ECQ) with the assistance of Council.

Greg Austen was elected following a by-election on November 18, 2017 who was then took the Declaration of Office on 5 December 2017.

Council acknowledges the contribution of outgoing Councillor Dale Appleton and all the candidates who nominated in the local government by-election for Division 1.



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; and
- » Organisation and Operations.

In total there were 245 actions split across the 2016/17 through to 2020-21 financial years. Many of these actions underpin operational effectiveness of, and complement, the Annual Operational Plan. The ODP actions progressed alongside the Annual Operational Plan priorities and Departmental Programs and Services activities.

During 2017/18, two significant initiatives were undertaken, these being the ELT Re-Set and Women in Local Government Working Group activities. The outcomes/recommendations from these two projects will be included as priorities in the 2018/2019 Organisational Development Plan.

The Organisational Development Plan Quarterly performance report is available on the Council's Website isaac.qld.gov.au/publications-and-policies



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.

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).

TOTAL OF ALL REMUNERATION PACKAGES PAYABLE	\$1,635,582.44
Band \$100,000 - \$200,000	0
Band \$200,000 - \$300,000	0
Band \$300,000 - \$400,000	5



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	\$137,434.94	\$23,390.35
Division 1 [^]	Cr Dale Appleton	\$19,612.91	\$323.06
Division 1 [^]	Cr Greg Austen	\$40,666.84	\$7,289.34
Division 2	Cr Nick Wheeler	\$73,012.22	\$7,224.87
Division 3	Cr Gina Lacey	\$71,382.59	\$8,864.54
Division 4	Cr Peter Freeleagus	\$73,012.22	\$4,611.01
Division 5	Cr Kelly Veale	\$74,195.05	\$12,983.48
Division 6	Cr Lynette Jones	\$71,382.59	\$1,349.10
Division 7	Cr Jane Pickels	\$71,382.59	\$8,729.19
Division 8	Cr Geoff Bethel	\$83,020.53	\$3,768.70

[^] Refer page 13 Councillor Appleton resigned effective 30 September 2017. Cr Austen was elected following a by-election on 18 November 2017.

* Includes superannuation.

** Expenses cover mileage, mobile phone and 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.

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 2017-18, Council held twelve Council Meetings:

DIVISION	COUNCILLOR	ORDINARY MEETINGS	*SPECIAL MEETINGS	STANDING COMMITTEE MEETINGS			
				PECS	W&WW	CC&FS	E&I
Mayor	Cr Anne Baker	12	2	10	8	10	10
Division 1^	Cr Dale Appleton	3	0	2	-	-	1
Division 1^	Cr Greg Austin	7	2	6	1	1	6
Division 2	Cr Nick Wheeler	12	2	-	12	-	12
Division 3	Cr Gina Lacey	12	2	-	-	9	10
Division 4	Cr Peter Freeleagus	12	2	4	9	9	2
Division 5	Cr Kelly Vea Vea	10	2	10	-	10	-
Division 6	Cr Lynette Jones	11	2	12	11	-	-
Division 7	Cr Jane Pickels	12	2	12	-	12	1
Division 8	Cr Geoff Bethel	11	1	-	12	-	12

^ Refer page 13 Councillor Appleton resigned effective 30 September 2017. Cr Austen was elected following a by-election on 18 November 2017

Council has established four standing committees:

- » Planning, Environment and Community Services Standing Committee (PECS);
- » Corporate, Governance and Financial Services Standing Committee (CG&FS);
- » Engineering and Infrastructure Standing Committee (E&I); and
- » Water and Wastewater Standing Committee (W&WW).

PECS: PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

Cr Kelly Vea Vea (Chair), Mayor Anne Baker, Cr Lynette Jones, Cr Jane Pickels, Cr Greg Austen

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 Vea Vea

E&I: ENGINEERING AND INFRASTRUCTURE

Cr Geoff Bethel (Chair), Mayor Anne Baker, Cr Greg Austen, Cr Nick Wheeler, Cr Gina Lacey

During 2017-18, Council held two Special Meetings:

DATE	PURPOSE FOR SPECIAL MEETING
23 May 2018	Building our Regions Round 4 Expression of Interest – Dysart Resource Recovery Centre Project
11 June 2018	Greater Whitsunday Alliance Ltd Special General Meeting

OVERSEAS TRAVEL

There was no overseas travel in 2017-2018.



COMPLAINTS

During the 2017-18 period no incidents of Councillors being involved or alleged to be involved in the following:

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

ADMINISTRATIVE ACTION COMPLAINTS

During the 2017-18 period no incidents of Councillors being involved or alleged to be involved in the following:

- » Misconduct, complaints or inappropriate conduct; and
- » Incidents for which 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; and
- » 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; and
- » 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; and
- » 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 2017-18 financial period.

GENERAL COMPLAINTS	NUMBER
Complaints resolved by the local government under the complaints management process	131
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	3
Complaints resolved by the local government under the administrative action complaints process	3

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; and
- » Council's Annual Financial Statements are endorsed.

As per the Audit and Audit and Risk Committee Policy and Audit and Risk Committee Charter the Audit and Risk Committee composition consists of two Independent members and two councillors. The members of the Audit and Risk Committee as at 24 July 2017 are:

- » Mr Hayden Wright (Independent Chair);
- » Ms Carolyn Eagle (Independent member);
- » Cr Peter Freeleagus; and
- » Cr Jane Pickels.

Proxies:

- » Cr Kelly Vea Vea; and
- » Cr Mayor Anne Baker.

DURING THE 2017-18 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.

- » Two-Part Water Tariff;
- » Payroll/HR;
- » Lease Management; and
- » Follow Up on Previous Recommendations.

Independent Chair Mr Hayden Wright joined the Audit & Risk Committee being the successful applicant following an expression of interest process early 2017. Mr Wright's appointment was finalised in July 2017 and he joined the Committee at its meeting on 24 July 2017, at which time he also assumed the role of Chair. Mr Wright has extensive experience as an Audit Committee member, being a member of several local government Audit Committees for a number of years, has executive level experience in local government and is the Principal of HGW Consulting.

Independent member Ms Carolyn Eagle, a Director of Pacifica Chartered Accountants, also 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.

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



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	2017-18 EXPENDITURE
Lot 1 on MLG1782:ML1782, Parish of Dunsmure, Dysart and others and Lot 1 on MLG70331:ML70331, Parish of Vermont.	No special charge levied in 2017-18	\$562,387
Lot 1 on MLG1831:ML1831, Parish of Bul Bul and Lot 1 on MLG70171:ML70171, Parish of Foxleigh.	No special charge levied in 2017-18	\$492,896

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	\$5,445,717
Pensioner concession	\$235,618
Economic or social incentives	\$217,364
*no concessions were granted under the natural hardship clause	



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

Council did not conduct any significant business activities during 2017-18.

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.

On 26 June 2018 (#5449) Council adopted "that it's Water and Wastewater business activity is not at this time a Significant Business Activity as defined by Section 43(4) of *Local Government Act 2009*" and "Acknowledges that its previous decision to apply reform (commercialisation) full cost pricing and full cost recovery) are therefore superseded by this annual resolution."

NON-REPORTABLE ITEMS

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

- » Invitations to change tenders; and
- » Competitive neutrality complaints.

Council did not conduct any significant business activities during 2017-18.

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 – ISAAC.QLD.GOV.AU

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

COMMUNITY GRANTS

REGIONALLY FUNDED MAJOR GRANTS

During the 2017-18 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 2017	\$10,000

DIVISION 1 (RURAL CLERMONT AND GLENDEN)

A total of \$12,017.86 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
Twin Hills Race Club	Twin Hills Race event held September 2018	\$7,000
Clermont Artslink	Back to the 80's Regional Production (equal funding from Divisions 1,2,3,4,5,6)	\$2,000
Australian Skateboarding	Regional Skateboarding Tour, July 2018 (equal funding from Divisions 1,2,3,4,5,6,7,8)	\$625
Coalfields Training Excellence Centre	Annual Career & Education Pathways Expo 2018 (equal funding from Divisions 1, 2, 3, 4, 5, 6, 7)	\$1,142.86
Clermont & District Education Group	Financial contribution to annual scholarship (equal funding from Division 6)	\$1,250

DIVISION 2 (DYSART)

A total of \$21,140.86 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 2018	\$10,000
Australian Skateboarding	Regional Skateboarding Tour, July 2018 (equal funding from Divisions 1,2,3,4,5,6,7,8)	\$625
Dysart Pottery Club	Purchase of New Kiln	\$3,373
Clermont Artslink	Back to the 80's Regional Production (equal funding from Divisions 1,2,3,4,5,6)	\$2,000
Dysart Pony Club	Dressage and Combined Training event	\$4,000
Coalfields Training Excellence Centre	Annual Career & Education Pathways Expo 2018 (equal funding from Divisions 1, 2, 3, 4, 5, 6 and 7)	\$1,142.86

DIVISION 3, 4 & 5 (MORANBAH)

A total of \$71,692.86 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	2018 Hornery 4U2 Concert	\$20,000
Quota International Moranbah	Annual Debutante Ball	\$2,000
Moranbah Race Club	Moranbah Races Spring Carnival	\$10,000
Oasis Life Church	Moranbah Carols in the Square 2018	\$5,000
Moranbah Rodeo	Moranbah Rodeo 40 th Anniversary Event, 3 June 2018	\$5,000
Coalfields Training Excellence Centre	Annual Career & Education Pathways Expo 2018 (equal funding from Divisions 1, 2, 3, 4, 5, 6,7)	\$1,142.86
Moranbah Arts Council	Purchase of sound equipment	\$4,925
Emergency & Long Term Accommodation Moranbah (ELAM)	Moranbah Labour Day Festival 2018	\$6,000
Moranbah & District Support Service	Moranbah Community NAIDOC Celebrations 2018	\$5,000
Australian Skateboarding	Regional Skateboarding Tour, July 2018 (equal funding from Divisions 1,2,3,4,5,6,7,8)	\$625
Clermont Artslink	Back to the 80's Regional Production (equal funding from Divisions 1,2,3,4,5,6)	\$2,000
Moranbah Junior Dirt Drag Club	Drainage and Silt Trap	\$5,000
Moranbah Junior Rugby League	Battle in the Bah Boxing	\$5,000



DIVISION 6 (CLERMONT)

A total of \$21,597.46 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 2017 and July 2018	\$5,000
Clermont Kindergarten & Day Care Centre	Sip & Style Fundraising event	\$2,500
Clermont Community Business Group	New signage for their building in Clermont	\$1,579.60
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 2018 (equal funding from Divisions 1, 2, 3, 4, 5, 6, 7)	\$1,142.86
Australian Skateboarding	Regional Skateboarding Tour, July 2018 (equal funding from Divisions 1,2,3,4,5,6,7,8)	\$625
Clermont Artslink	Back to the 80's Regional Production (equal funding from Divisions 1,2,3,4,5,6)	\$2,000
Clermont Rodeo	Clermont Rodeo Committee to hold the annual Rodeo in April 2018.	\$2,500
Clermont Pony Club	Clermont Pony Club Campdraft Event	\$2,500
Clermont Campdraft Association	Sponsorship for Clermont Gold Cup Campdraft	\$2,500



DIVISION 7 (MIDDLEMOUNT AND RURAL DYSART)

A total of \$34,767.86 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 2018	\$2,500
Middlemount Race Club	Middlemount Races 2018	\$13,000
Coalfields Training Excellence Centre	Annual Career & Education Pathways Expo 2018 (equal funding from Divisions 1, 2, 3, 4, 5, 6, 7)	\$1,142.86
Clarke Creek Campdraft Association	Clarke Creek Campdraft events 2017 (equal funding from Division 8)	\$2,500
Australian Skateboarding	Regional Skateboarding Tour, July 2018 (equal funding from Divisions 1,2,3,4,5,6,7,8)	\$625
Middlemount Community School	Annual School Fete and Variety Club Bash	\$5,000

DIVISION 8 (COPPABELLA, NEBO AND COASTAL COMMUNITIES)

A total of \$10,625.00 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 2018	\$5,000
Australian Skateboarding	Regional Skateboarding Tour, July 2018 (equal funding from Divisions 1,2,3,4,5,6,7,8)	\$625
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



COMMUNITY FINANCIAL REPORT

THIS SECTION OUTLINES OUR FINANCIAL PERFORMANCE AND POSITION DURING 2017-18, INCLUDING A SUMMARY IN PLAIN LANGUAGE AND FINANCIAL STATEMENTS THAT HAVE BEEN PREPARED IN ACCORDANCE WITH RELEVANT LEGISLATION AND ACCOUNTING STANDARDS.

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 2017-18 financial year.

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

- (a) asset sustainability ratio;
- (b) net financial liabilities ratio; and
- (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 82 and on disk).

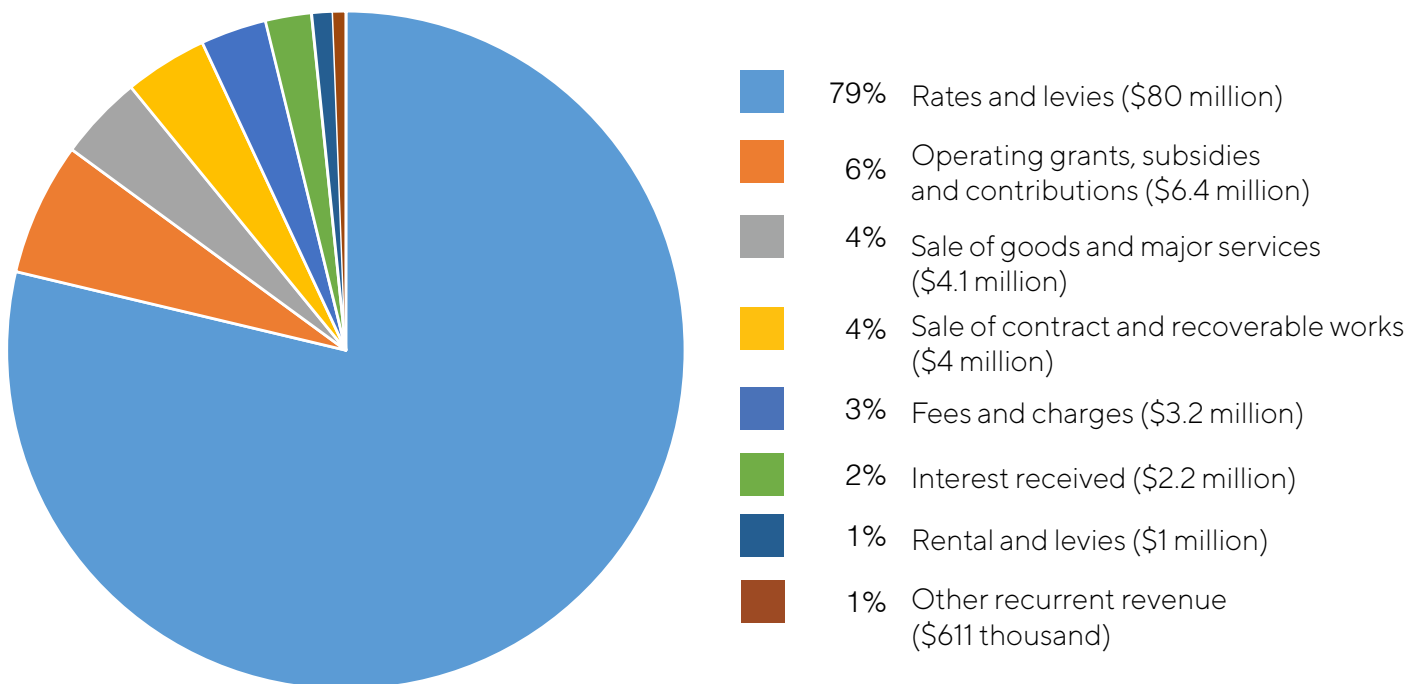


FINANCIAL POSITION

INCOME

The total income for the financial year was approximately \$138 million. This included operating revenue of \$102 million and capital revenue of \$36 million.

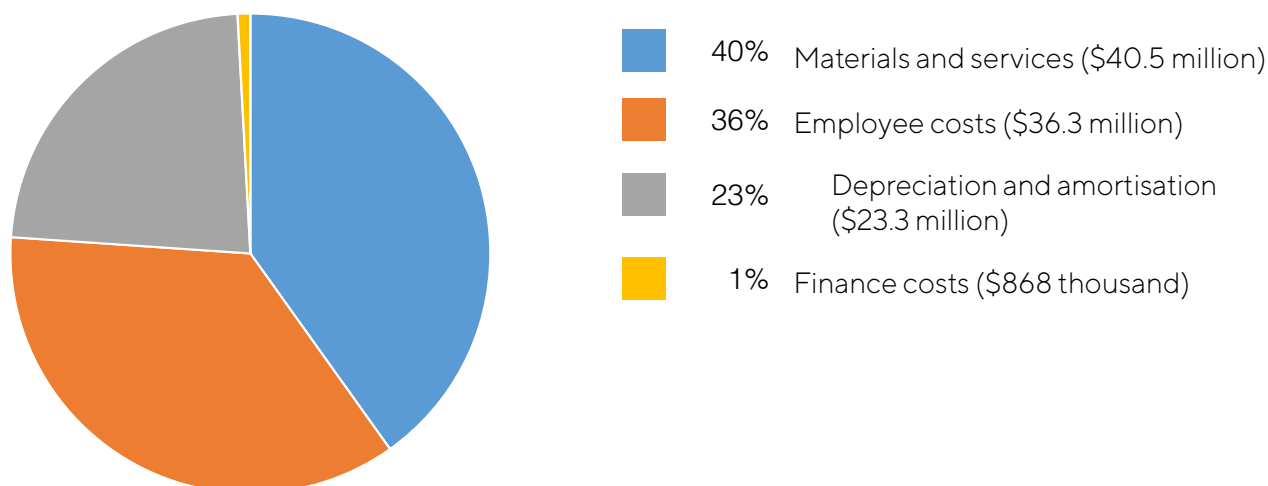
The graph below shows the breakup of operating revenue, which is predominantly derived from rates and levies.



EXPENSES

The total expenditure incurred for the year in providing services to the community was approximately \$120 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 \$101 million. Capital expenses, typically costs in recognising the replacement of old assets, totalled \$9 million. Council also invested over \$63 million on capital projects over the year.

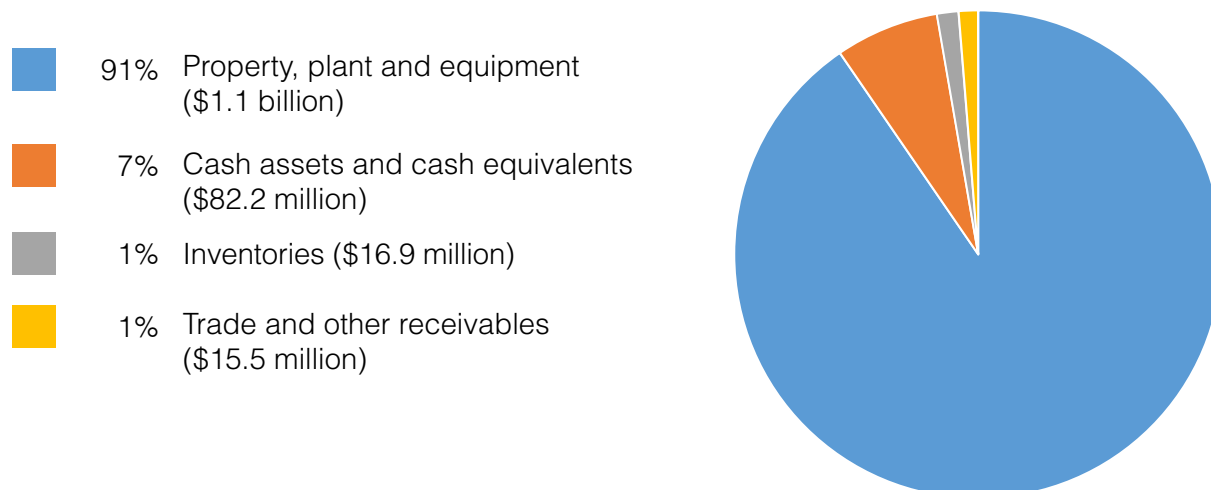


THE FOLLOWING FINANCIAL INFORMATION IS ON OUR ASSETS AND LIABILITIES, PROVIDING AN OVERALL UNDERSTANDING OF ISAAC REGIONAL COUNCIL'S NET WORTH.

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.

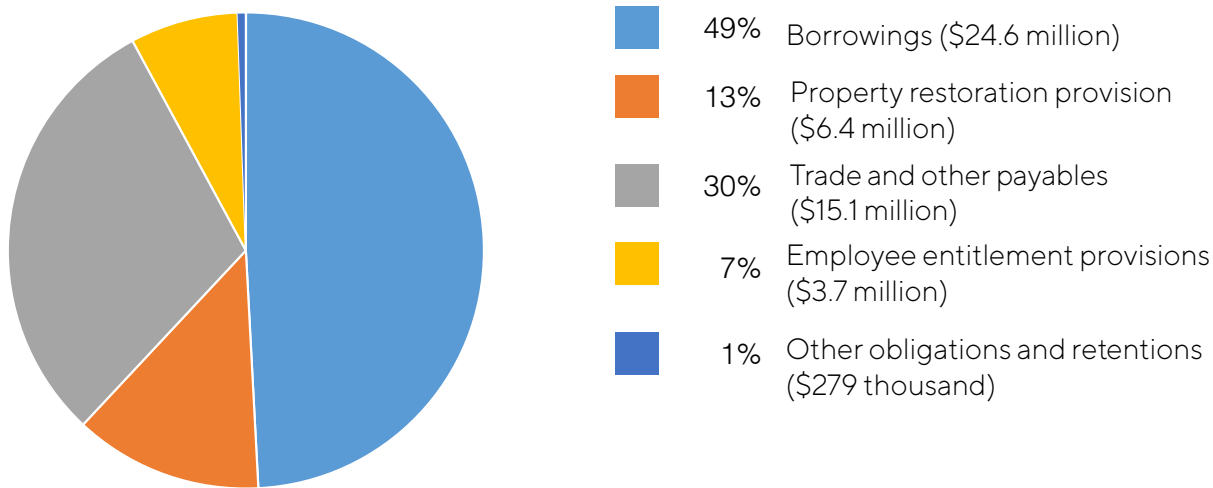
As at 30 June 2018 the total value of assets held by Council was around \$1.2 billion, which has been broken up into the respective components in the graph below.



LIABILITIES - WHAT WE OWE

Our liabilities are reviewed regularly as part of our long term financial strategy. As at 30 June 2018 the value of total liabilities of Council was approximately \$50 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 \$1.2 billion.

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

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 \$5,178,788 in federal funding through the Financial Assistance Grants program for 2017-18.

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 *Local Government Regulation 2012* during the reportable financial period.

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	230.0%
Operating surplus ratio	Operating surplus divided by total operating revenue	0.6%
Net financial liability	Total liabilities less current assets divided by total operating revenue	-58.2%
Change in community equity ratio	The percentage change in the net wealth of Council	1.5%
Interest cover ration	Net interest expense divided by total operating revenue	-1.0%
Debt servicing ratio	The percentage that Council's total recurrent revenue that is used to service loan interest and principal repayments	2.3%
General rate revenue ratio	Council's dependence on general rate revenue as a percentage of total recurrent revenue	57.5%
Revenue ratio	Council's dependence on net rates and utility charges as a percentage of total recurrent revenue	78.7%
Debt exposure ratio	The percentage of Council's capital debt to total community equity	2.1%
Working capital ratio	Unrestricted current assets available to meet current liabilities	4.0 : 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	4.9%

FINANCIAL STATEMENTS

This section contains a copy of the following financial documents

- Management Certificate;
- Independent Auditor's Report;
- Financial Sustainability Statement; and
- 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 2018****MANAGEMENT CERTIFICATE**

For the year ended 30 June 2018

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: 25, 10, 18



Acting Chief Executive Officer

Name: Mr Rodney Ferguson

Date: 26, 10, 18



INDEPENDENT AUDITOR'S REPORT

To the Councillors of Isaac Regional Council

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Isaac Regional Council (the Council).

In my opinion, the financial report:

- a) gives a true and fair view of the Council's financial position as at 30 June 2018, 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 2018, 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 management certificate given by the Mayor and the Acting 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 the Isaac Regional Council's annual report for the year ended 30 June 2018, 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 and the annual report.

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 of the Council.

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 2018:

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

Melissa Read
as delegate of the Auditor-General

31 October 2018

Queensland Audit Office
Brisbane

ISAAC REGIONAL COUNCIL

Long-Term Financial Sustainability Statement

Prepared as at 30 June 2018

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 infrastructure assets (renewals) divided by depreciation expense on infrastructure assets.

(iii) Net financial liabilities ratio

Total liabilities less current assets divided by total operating revenue.

Council's performance at 30 June 2018 against key financial ratios:

Target

Actuals at 30 June 2018

Projected for the years ended

30 June 2019
30 June 2020
30 June 2021
30 June 2022
30 June 2023
30 June 2024
30 June 2025
30 June 2026
30 June 2027

Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
between 0% and 10%	greater than 90%	not greater than 60%
0.61%	230.00%	-58.19%
1.82%	220.37%	-25.05%
1.70%	102.09%	-24.31%
2.10%	87.72%	-26.21%
2.16%	93.56%	-28.40%
2.28%	92.41%	-31.15%
2.44%	91.66%	-34.10%
2.62%	93.72%	-36.99%
2.80%	91.39%	-40.40%
3.01%	92.06%	-43.84%

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 2018

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: 25/10/18




 Acting Chief Executive Officer

Name: Mr Rodney Ferguson

Date: 26/10/18





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 20, 2018
Resolution 5729
Electronic copies of Council's Annual Report can be
downloaded from www.isaac.qld.gov.au
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