



Annual Report

ISAAC REGIONAL COUNCIL ACKNOWLEDGES THE KOINJMAL, WIDI, BIRRIAH, BARADA KABALBARA YETIMARALA, JANGGA, BARADA BARNA, WANGAN AND JAGALINGOU PEOPLES AS THE TRADITIONAL OWNERS OF LANDS AND WATERS THROUGHOUT THE ISAAC REGION AND THEIR ENDURING CULTURAL CONNECTION TO COUNTRY AND COMMUNITY. WE PAY OUR RESPECT TO THE ELDERS PAST, PRESENT AND EMERGING FOR THEY HOLD THE STORIES, CULTURE AND TRADITIONS OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.

Isaac at a glance

Introduction

We are pleased to present the Isaac Regional Council’s 2021-22 Annual Report.

This report describes Council’s performance over the 2021-22 financial year against the objectives of the Annual Operational Plan and Budget 2021-22 and the priorities of the Corporate Plan 2017-22.

This is our report card to the community on the achievements and highlights where we are doing well and where we did not meet our planned goals and targets. This report is designed to meet our obligations under section 181 of the *Local Government Regulation 2012*.

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Adopted by Council on Wednesday, 16 November 2022
Resolution #8129

OUR REGION

We service
17 unique communities
They are modern mining,
historical, coastal and rural towns

Our population is

20,910

permanent residents*

12,080

non-permanent population*

1/3 of our population does not live here,
but they enjoy the benefits of our region

We produce **\$22.788 billion annual economic output**** Mining is the largest industry employer generating 13,080 jobs in the mining sector** **\$357.271 million** agricultural industry output**

ABOUT COUNCIL

We employ
411 full time equivalent staff across the region

Come and see us at one of our
7 customer service offices
8 libraries

We supported and hosted
over **240 events and programs** in 2021-22

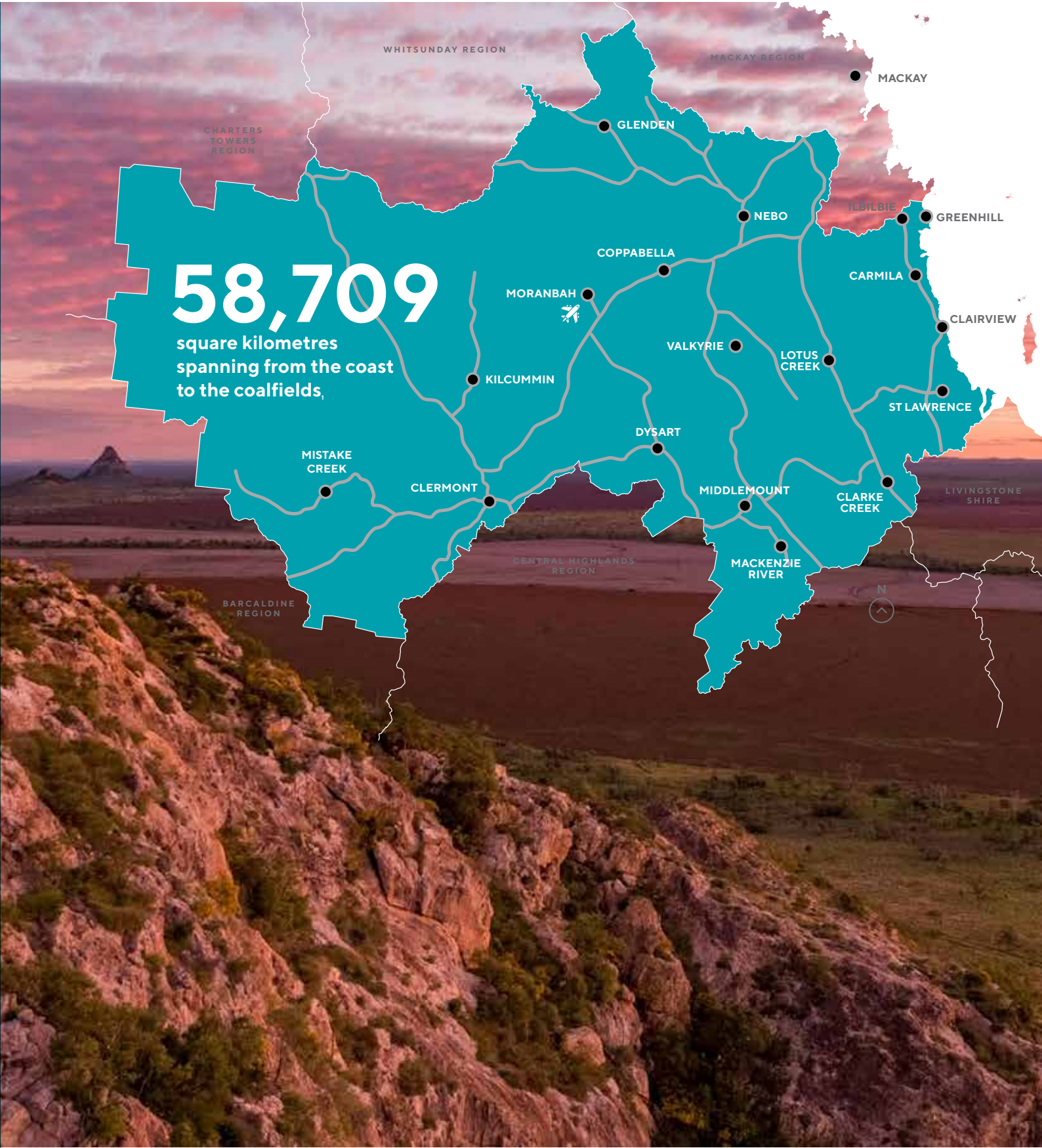
We maintain **99 parks and playgrounds**

We look after **19 community facilities**,
civic centres, recreation centres, museums,
galleries, halls and showgrounds

We own and operate **8 aquatic facilities**
which is more than many
significantly larger councils

We maintain
8 water treatment plants
6 wastewater treatment plants
9 waste management facilities

and ... we maintain **4,500km of roads**
= sealed 2,400km + unsealed 2,100km



*QLD Government Statisticians Office QGSO, Bowen Basin population report, 2021 <https://www.qgso.qld.gov.au/statistics/theme/population/non-resident-population-queensland-resource-regions/bowen-galilee-basins> **REMPAN: <https://app.rempan.com.au/isaac/economy>

How to contact us

For a digital copy of the annual report scan the QR code shown below right or manually input into your desktop browser the below:
<https://www.isaac.qld.gov.au/about-council/annual-report>
Hard copies of the report are available for viewing at all Council administration centres and libraries.

VISIT US IN PERSON

Clermont Office
21 Daintree Street CLERMONT QLD 4721

Dysart Office
18 Shannon Crescent DYSART QLD 4745

Glenden Office
Town Shopping Centre
17-27 Perry Drive GLENDEN QLD 4743

Middlemount Office
11 Carter Place MIDDLEMOUNT QLD 4746

Moranbah Office
Grosvenor Complex
1 Batchelor Parade MORANBAH QLD 4744

Nebo Office
14 Reynolds Street NEBO QLD 4742

St Lawrence Office
36 Macartney Street ST LAWRENCE QLD 4707

OTHER WAYS TO CONTACT US

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TOP FOUR CUSTOMER SERVICE REQUESTS

 Water Services 2,277 requests	 Regulatory Services 1,040 requests
 Waste Services 1,012 requests	 Roads 879 requests





Who we are

**OUR VISION**

Helping to energise the world.
A region that feeds, powers and builds communities, now and for the future.

**OUR GOAL**

To pursue long-term sustainable futures for Isaac's communities.

**OUR VALUES**

**COMMUNITY FOCUS**

We engage and communicate authentically with all Isaac communities to understand both their common and specific needs.

We will continuously improve how we address those needs to help future-proof our region.

**TEAMWORK**

We expect respectful relationships in our work together, to achieve.

We cultivate commitment through shared purpose, to create value.

**CARING**

We are committed to working safely and caring for the safety and wellbeing of our people and communities.

We believe that people matter.

**POSITIVE WORK ETHIC**

We do our best every day to have pride and enjoyment in our work.

We display accountability, transparency, procedural consistency and integrity.

We seek the highest possible practical outcomes in everything we do.

We practice the knowledge that how we do things is just as important as what we do.

At Isaac, the how matters.



Message from our Mayor

In the coalface of adversity, the Isaac region has diligently worked through every challenge that was thrown its way in the past 12 months.

Whether it is the impacts created by end of mine life or changing community needs, our goal is to secure a prosperous future for all towns across the Isaac.

Through partnerships with community, business, industry and all levels of government, Isaac Regional Council is working hard to preserve the Isaac way of life.

Through meticulous and bold planning for community-centric investment, we saw incredibly positive signs emerging of the recovery in the events and tourism space.

We know that steel producing coal has a huge role in the global economy, however it is important that we plan early for the end of mine life and the global climate change response.

A statutory authority would assist coal mining regions by energising existing community capability, leading collaboration, supporting innovation and ensuring the global benefits of decarbonisation are not achieved at the expense of mining communities.

Our coal mining regions face a transformational change that will be beyond the economic capability of local councils to manage alone.

This authority is in the best interest of every Queenslanders because when our mining regions are prosperous so is the rest of the state.

Council will call for support from 76 other Queensland councils at the LGAQ Annual Conference in Cairns in October 2022.

From there if the motions are successful, the LGAQ will lobby on our behalf to the Queensland Government. Council is committed to asserting its place in the new economy to ensure that its future

enjoys both social and economic prosperity. We are focusing on making strategic social investments, promoting public policies that support social sustainability and partnering with other businesses and levels of government to improve the lives of our community members.

There is unprecedented increasing demand for 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.

During the May 2022 Federal Election, Council assisted in securing commitments of \$2.8 million for the Nebo Showgrounds Master Plan Stage 1, \$14.4 million towards the replacement of Phillips Creek Bridge and \$2 million towards enabling the Isaac Resource Excellence Hub. These are subject to confirmation by the Federal Government.

The Queensland Government announced the following for our region through its budget announcements: a new Moranbah hospital which is set to begin in 2023, \$8 million towards the Moranbah Community Centre Revitalisation Project and \$2.9 million for the Pioneer Road upgrade.

We value our partnerships with the Australian and Queensland Governments and we will continue to build on these relationships so our Isaac gets its fair share.

Whatever the royalty system is, there should be a key focus on the importance of positive benefit in terms of timely return of funding back into all resource communities. Money generated by coal mining communities benefit all of Queensland.

We continue to punch well above our weight and have done so for years, in terms of economic contribution by way of royalties. Our region should not be left wanting for its fair share when it comes to critical infrastructure like hospitals, roads and education.

MAYOR ANNE BAKER
Isaac Regional Council

Message from our CEO



As we look back at another year that has truly tested our region, altered our work rhythms and diversified our communities' resilience, pride is what comes to mind.

We worked through re-energising our lifestyle as it took centre stage of our 2021-22 Isaac Regional Council Budget.

Council has taken every opportunity with the 2021-22 budget to preserve the Isaac way of life, enabling the community to get back to using Council facilities and services and helping our regional economy to move toward recovery.

As a team, we continue to look for opportunities and deliver projects, policies and initiatives designed to help give our communities the tools for a thriving future.

Our goal for the year, which started and ended in the midst of the COVID-19 pandemic, was to not only weather the storm, but also help re-energise our communities through building stronger and resilient relationships.

Council is committed to ensuring we focus on strategies to respond to the range of future-facing challenges we are dealing with, in addition to the normal delivery of all Council works and services.

The contemporary ways of doing business have significantly changed and there is a need to transform.

Local government is much more than roads, rates and rubbish these days.

Our community needs and expectations are changing and this means that Council has to do more with less.

We are positioning ourselves for a transformation within our organisation with the strategic alignment of our policy, projects, partnerships and the newly

created Advocacy and External Affairs, and People and Capability divisions within our operations.

The organisational transformation is purely focused on people and our communities pursuing long-term sustainable futures.

Through the development of an Isaac Capability Plan 2027, it deep dives into relationships, culture, innovation and smarter ways of doing work to better serve our communities.

In relation to policy alignment, we will develop an overarching Futures Strategy Framework for the next 20 years. This will complement the work we are doing in the communities through enabling the Isaac Resource Excellence Hub, redevelopment of Clermont Showgrounds, Nebo Showgrounds Master Plan and Moranbah Community Centre to support the reskilling of job and future community needs.

These operational, policy and project alignments for our future would not have happened without the great work of the past 12 months.

My sincere thanks to Mayor Anne Baker and Councillors for their leadership and vision, the Executive Leadership Team for their valued support, all of our employees and our delivery partners for their dedication and to our communities for working with us as we navigate these challenges together.

We have always been a Council with a strong vision for our people and communities to help energise the world.

This vision is what helps direct our decision-making, it is what brings passionate people to the table in lively debates, and is why we are confident our region will continue to thrive.

JEFF STEWART-HARRIS PSM
Chief Executive Officer
Isaac Regional Council

Elected Representatives



Mayor Anne Baker

Working towards delivering diversity, promoting social prosperity together with economic growth to ensure a sustainable future

Mayor Anne 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 unopposed in both 2016 and 2020. She served as a divisional councillor in the first term of Isaac Regional Council from 2008.

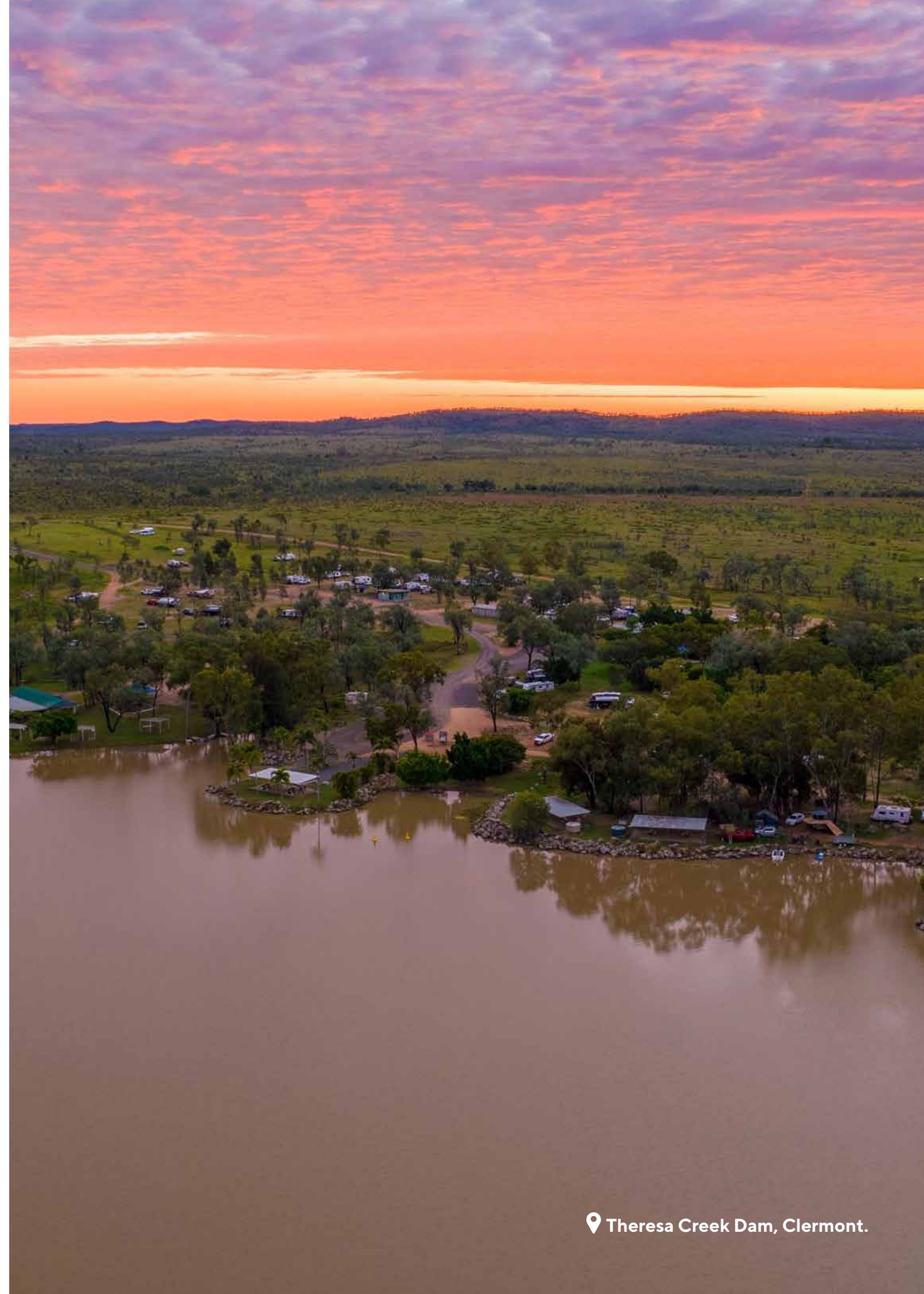
Mayor Baker has lived in the Bowen Basin with her family for 35 years; the last 25 years spent in Moranbah. She and husband Frank have two adult children and three grandchildren.

She continues to believe that local government is the key to building stronger communities, and also recognises the importance of all three levels of government working together, collaborating and aligning priorities.

Her priority for the region is to work towards delivering diversity and promoting social prosperity together with economic growth to ensure a sustainable future. Improved liveability is also a key goal, and she strives towards this, both as Mayor and as a passionate member of her community.

Mayor Baker sits on each of Council's Standing Committees. She is also chair of the Local Disaster Management Group, Isaac Affordable Housing Trust, Moranbah Early Learning Centre, Women in Local Government Advisory Committee and the Special Community Grants Standing Committee and chair of the Glenden Futures Community Reference Group.

She is a member of the Advocacy Group Steering Committee, Bowen Basin Regional Roads and Transport Committee and Mackay District Disaster Management Group. She is currently the acting chair of the Greater Whitsunday Council of Mayors and is representing the Isaac, Mackay and Whitsunday regions on the Policy Executive of the Local Government Association of Queensland. She is also the director and deputy chair of the Australian Mining Cities Alliance.



Elected Representatives



Cr Greg Austen Division 1

Cr Greg Austen is known as a strong supporter of local businesses and is well aware of the issues faced in the region.

Cr Austen was first elected to represent Division 1 following a by-election on 18 November 2017.

He was later elected unopposed at the 2020 elections.

He is a member of Council's Engineering and Infrastructure Standing Committee, Water and Waste Standing Committee and Special Community Grants Standing Committee.

He is also a member of the Clermont Community Business and Community Group, Clermont Saleyards Committee, Clermont Saleyards and Showgrounds Revitalisation Advisory Committee and Glenden Development and Industry Group, Jangga ILUA Consultative Committee and the Burdekin Dry Tropics Pest Management Group.

Cr Austen has lived in the Clermont district for more than 30 years with his wife Marie and their three children. He has worked as a horse breaker, ringer, professional singer and musician.

Cr Austen also owns a small cattle block north of Clermont and local businesses - Clermont Carrying Company and Clermont Signage and Frames.



Cr Sandy Moffat Division 2

When Cr Sandy Moffat first moved to Dysart for work 10 years ago, she immediately fell in love with the Isaac lifestyle. So much so, she even married long-time resident Jason whom between them have six daughters and nine grandchildren.

She was first elected as an Isaac Regional Councillor to represent Division 2 in 2020.

For the past eight years, Cr Moffat has owned and operated Java Joes and JJ's Pizza, thanks to her 18 years' experience in hospitality and management following her early childhood teaching days working in rural and remote areas.

Cr Moffat has been a member of the Dysart Business Group since its early inception and prior to its rebirth in 2018.

Cr Moffat sits on Council's Corporate, Governance and Financial Services and Engineering and Infrastructure Standing Committees. She is also a member of the Domestic Dog, Isaac Arts and Cultural and Women in Local Government Advisory Committees, Isaac Affordable Housing Trust and Dysart Interagency Network.

She is a member of the Dysart Community Support Group, Dysart Business Group and an active member of her community. She is also active on the Dysart's Smart Transformation Advisory Committee working in conjunction with BHP to highlight Dysart community's future needs.



Cr Gina Lacey Division 3

Cr Gina Lacey is a proud advocate for the long-term liveability and sustainability of Isaac communities. She is dedicated to the Isaac region being valued for its enormous contribution to state and federal economies. She is committed to a serious focus on social inclusion and determined to capitalise on all opportunities for Isaac in this changing world.

Cr Lacey was re-elected unopposed to represent Division 3 in 2020, her fifth term in local government. She served on the Belyando Shire Council and was a foundation councillor of Isaac Regional Council in 2008. She has lived in Moranbah for more than 45 years, is married to Clint and they have two children. Cr Lacey spent 15 years as CFMEU's office manager and also coordinated many regional events during this time and also owned businesses in Moranbah for 15 years.

Cr Lacey is a member of Council's Advocacy Group Steering Committee, Audit and Risk Committee, Engineering and Infrastructure, Planning, Environment and Community Services Standing Committees, and Glenden Futures Steering Committee. She is also chair of the Land Development Advisory Committee and the Community Tenure and Facilities Advisory Committee. She is a board member of the Childcare Leadership Alliance Board and Mackay Mayor's Taskforce for Suicide Prevention. She is also a director on the Isaac Affordable Housing Trust, Greater Whitsunday Communities and Regional Development Australia boards.



Cr Simon West Division 4

With years of experience in hospitality management, the mining sector and through union roles, Cr Simon West is a well-recognised community representative. Cr West was first appointed as Division 4 Councillor in 2019 and was re-elected unopposed in 2020.

Elected as an executive member of the Mining and Energy Union (MEU) in 2008, Cr West is currently the President of the Goonyella Riverside MEU. He has represented MEU members around Moranbah as a former elected member of the Queensland Board of Management of the Union's Mining and Energy Division.

With his wife Fiona and son Oliver, Cr West has lived in Moranbah since 2001 and is an active community member and leader. Cr West is a director of the Moranbah Community Scholarship Fund and a founding member and treasurer of the Moranbah Miners' Memorial Committee, also assisting in multiple fundraising events such as the Moranbah Bowls Club, May Day Festival and mental health projects.

Cr West is the chair of the Water and Waste Standing Committee and is a member of the Engineering and Infrastructure Standing Committee and an alternate member for Council's Audit and Risk Committee. He is also a member of the Domestic Dog Advisory Committee, Isaac Arts and Cultural Advisory Committee, Land Development Advisory Committee and Local Authority Waste Management Advisory Committee.

Elected Representatives



Deputy Mayor Kelly Veave Division 5

Deputy Mayor Kelly Veave is a strong advocate for the Isaac region on the key issues of population balance, fair funding methodologies for resource communities, liveability and infrastructure investment.

She is passionate about lobbying for policy change and a strong future for our region.

Cr Veave was first elected to Council in 2012 and re-elected in 2016 and 2020.

In 2018 she was appointed as Deputy Mayor and was re-elected by her peers unopposed following the 2020 elections.

She has spent most of her life in Central Queensland mining towns, growing up in Collinsville and moving to Moranbah with her young family in 2007.

She is deputy chair of the Local Disaster Management Group, chair of the Planning, Environment and Community Services Standing Committee, member of the Water and Waste Standing Committee and Advocacy Group Steering Committee.

She is also a board director of Moranbah Early Learning Centre and Council representative on the Moranbah Miners' Memorial Committee.



Cr Carolyn Moriarty Division 6

Cr Carolyn Moriarty was born in Hughenden and educated in Charters Towers and Townsville before moving to Clermont in 1990.

She is a mother-of-four, a grandmother-of-seven and a proud fifth-generation North Queenslander who appreciates the value of rural communities and the people that choose to live and invest in these areas.

A school teacher by profession, Cr Moriarty spent 17 years in the classroom before turning her talents to other roles including a stint in the tourism industry, working closely with local volunteers who took enormous pride in promoting Bowen, Collinsville and surrounding areas.

Having previously worked for Shane Knuth MP, Cr Moriarty is no stranger to politics and is passionate about supporting community groups and ensuring the sustainability and liveability of Clermont for future generations to enjoy.

Outside Council, Cr Moriarty is actively involved in community groups including the Clermont Community Business Group, Clermont Senior Rugby League Club and Clermont Musicmakers. She is also the volunteer editor of the Clermont Telegraph.



Cr Jane Pickels Division 7

Moving to Queensland in 1984, Cr Jane Pickels quickly became involved through committee work and volunteering. 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. She is a member of the Middlemount Community Sports Association, and volunteers for the Middlemount Rugby League Club.

Cr Pickels was re-elected unopposed to represent Division 7 in both 2016 and 2020, 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 Broadsound Shire.

Cr Pickels chairs Council's Corporate, Governance and Financial Services Standing Committee and Engineering and Infrastructure Standing Committee. She is also a member of the Planning, Environment and Community Services Standing Committee and Audit and Risk Committee and Special Community Grants Standing Committee.

Cr Pickels is a member of the Isaac Arts and Cultural Advisory Committee, Land Development Advisory Committee, Bowen Basin Regional Roads and Transport Committee, Great Inland Way Promotions Group and Management Committee and Anglo American Community Reference Forum. She also sits on the North Queensland Sports Foundation and Mackay Isaac Tourism Limited boards.



Cr Viv Coleman Division 8

Living and working in St Lawrence, having property in the Isaac area for over 20 years, Cr Viv Coleman has a long-term personal connection to the region.

Cr Coleman has a local business background in construction, waste, agriculture, tourism and real estate. Cr Coleman has a passion to connect community with Council and advocating for our region, volunteering and engaging with local not-for-profit organisations and working alongside our residents and local Traditional Owners in the region.

She actively supports and encourages social sustainability within our communities and enjoys assisting in community events to encourage growth opportunities and liveability. Cr Coleman also has a continued commitment to charity organisations such as Variety Queensland and the Cancer Council.

Cr Coleman is a member of Council's Corporate, Governance and Financial Services, Planning, Environment and Community Services and Special Community Grants Standing Committees.

She is also a member of the Women in Local Government Advisory Committee, Advocacy Group Steering Committee, Clarke Creek Wind Farm Community Consultative Committee, Road Accident Action Group, River to Reef, Great Barrier Reef Marine Park Authority and Local Marine Activity Group.

Our Communities

CARMILA is at the foot of the Connors Range on the Bruce Highway. The community's main industry is sugar cane. Carmila Beach, with its pristine beachfront, is popular with fishing enthusiasts who trawl through the creeks of this camping oasis.



CLAIRVIEW is a beachside community located between Rockhampton and Mackay. It is a popular fishing and crabbing beachside community. In 1997, the Great Barrier Reef Ministerial Council established Clairview as a Dugong Sanctuary.



CLARKE CREEK is a small rural township about halfway between Mackay and Rockhampton on the Old Bruce Highway. Clarke Creek, known for its annual campdraft, draws people from near and far.



CLERMONT was established in 1862 and was the first inland settlement in the tropics. Clermont is recognised as one of the most historic towns in northern Australia. The town today is rich with agriculture, mining, gold prospecting and is the second largest community in the Isaac region.



COPPABELLA was designed to service the junction of two railway lines - Goonyella and Saraji. The unique town built entirely by a government department was named by Queensland Rail.



DYSART is a friendly community established in 1973 that caters to the coal mines of Saraji and Norwich Park plus many surrounding cattle and grain properties. Dysart is a vibrant and unique community.



FLAGGY ROCK is primarily a sugar cane growing district situated between Rockhampton and Mackay. Flaggy Rock Bluff has a 360-degree view over the valley ranges and Coral Sea, accessible only by four-wheel drive or on foot.



GLENDEN was first introduced by Mount Isa Mines Limited which built the town for its 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.

GREENHILL/ILBILBIE is an idyllic location approximately an hour drive south of Mackay. Visitors enjoy shore, estuary and offshore fishing near local reefs and islands, or enjoy the magnificent views and bushland of Cape Palmerston National Park.



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



MIDDLEMOUNT was established in the early 1980s, is a purpose-built coal mining town with breathtaking panoramic views from the iconic Blue Mountain. **MACKENZIE RIVER** is a small nearby rural community.



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 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. It is the largest community in the Isaac region.



NEBO was originally known as Fort Cooper, however in 1923 the name was changed by popular demand to Nebo, derived from Nebo Creek. It is home to the renowned Nebo Rodeo.



ST LAWRENCE, which celebrated its centenary in 1979, was originally built to service the Customs Office for the Port of St Lawrence. It is also home to the wetlands, freshwater fish habitats and abundant birdlife.



VALKYRIE is a prominent cattle grazing area, that the Isaac River passes through. The local school is the hub of the community and hosts the majority of community meetings, social gatherings and playgroups.

Our Communities



CITIZENSHIP CEREMONIES

The Isaac region is a wealth of opportunity and diversity, it embraces people from all over the globe to access the wealth and prosperity of the region and make a home for themselves and their families.

During the 2021-22 financial year, we welcomed 89 new Australian citizens into the Isaac region.

Our citizenship ceremonies are evidence of the diversity of the region with conferees hailing from 20 different countries.

The region's Australia Day Citizenship Ceremony acknowledged 73 years since Australian citizenship became law, with 59 residents completing their journey from migrant to citizen at the event.

AUSTRALIA DAY AWARDS

A retired rural firefighter, champion bullrider and a 96-year-old bush race weekend were among the major 2022 Isaac Region Australia Day Award winners in January.

Clermont local Alister Lawrence, who was a dedicated auxiliary firefighter for 46 years, accepted the Citizen of the Year Award from Isaac Regional Council Mayor Anne Baker in Clermont.

Rural firefighters are among the heart of our Isaac's identity. Alister was among those men and women who put themselves in the line of fire.

Four-time PBR champion Clermont cowboy Aaron Kleier was named Young Citizen of the Year.

The Clermont local and professional bull rider made history with four back-to-back Australian PBR Champion titles – 2018, 2019, 2020 and 2021 and these achievements make Aaron a worthy Young Citizen of the Year.

Many of the recipients embody resilience and they are hardworking people that personify the spirit of Isaac through their passion and work and so many more. Event of the Year went to organisers of the Twin Hills Race Club Race Weekend.

Corporate Community Contribution of the Year winner was Clermont4Doctors, a powerhouse community initiative between Glencore Coal and


Mackay Hospital and Health Service to attract and retain doctors in Clermont.

The Spirit of Isaac Award winner was Dr Sunday Adebisi, who has served the community of Dysart diligently for over 18 years, and still maintains such a high level of dedication to his patients and their families.


All award winners played an integral part in the community and created a positive difference to the lives of those around them. The 2022 Australia Day Awards is an Isaac Regional Council event assisted by the Australian Government through the National Australia Day Council.

Event Highlights


July | NAIDOC Celebrations




January | Australia Day




August | Mayor's Charity Ball




February | Mayor's Breakfast




September | Dig It Isaac




March | Inspiring Women in Isaac




October | Nebo Bush Poets




April | Isaac Youth Month




November | Moranbah Miners' Memorial




May | Nebo Rodeo



December | Christmas Lights Competition



June | St Lawrence Wetlands Weekend



Our Council

CORPORATE PLAN
This Annual Report documents the achievements and outcomes delivered during the 2021-22 period of the Corporate Plan, Isaac 2022. The Corporate Plan was refreshed during 2020-21, drawing on previous work which saw the document developed through a series of internal workshops, external stakeholder sessions across the region and a community leadership forum. The plan outlines a shared vision and covers five priority areas including:

- communities
- economy
- infrastructure
- environment
- governance

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 2021-22 Council produced quarterly Operational Plan performance reports (available on our website), which provide 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 2021-22 Annual Operational Plan were met. There were outside factors that influenced those that did not reach their performance targets which were re-prioritised 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 2021-22 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. This is a time for innovative, responsive and compassionate leadership. Those qualities were reflected in the 2021-22 budget.

We have focused on supporting our small-medium businesses and community groups during these extraordinary times. In addition 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 29 for a more detailed account of our performance for 2021-22.

STRATEGIC AND OPERATIONAL FRAMEWORK
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. This 20-Year Community Strategic Plan was adopted in April 2015.

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. Council adopted the refreshed 2017-2022 5-Year Corporate Plan - Isaac 2022 - in May 2021.

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.

Our Council

LEGISLATION

Local government plays an important role in community governance and is a forum for local decision-making, and 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; and
2. Sustainable development and management of assets and infrastructure, and delivery of effective services; and
3. Democratic representation, social inclusion and meaningful community engagement; and
4. Good governance of, and by, local government; and
5. Ethical and legal behaviour of councillors, local government employees and councillor advisors.

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
- 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 levels for solutions to issues impacting Isaac

communities. Due to Council’s vast area, there are seven administration offices throughout the region, located at Clermont, Dysart, Glenden, Middlesmunt, Moranbah, Nebo and St Lawrence.

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 directors in addition to the Head of Advocacy and External Affairs, the Head of People and Capability and Chief Executive Officer (CEO).

The most valued resource of Council is its people. Council, as at 30 June 2022, had 411 full-time equivalent staff who are located across the region.



OFFICE OF THE CEO

- Organisational leadership, administration and strategic management
- Mayor and CEO support
- Elected member support
- Council meeting management and administration
- People, capability and organisational development
- Advocacy and external affairs
- First Nations
- Corporate sustainability and regional resilience
- Business improvement and change management
- Cultural leadership
- Sustainable futures for the Isaac Community

BOARD MANAGEMENT

- Council
- Standing Committees
- Advisory Committees

CORPORATE GOVERNANCE AND FINANCIAL SERVICES

- Financial services
- Legal and insurance administration
- Information technology and GIS
- Asset management
- Records
- Governance
- Brand, Media and Communications
- Internal audit
- Strategic, corporate and business continuity planning
- Risk management
- Disaster management
- Safety and resilience
- Procurement
- Stores management
- Emergency committee management
- Audit and Risk Committee
- Local Disaster Coordination
- Advisory Committees (Asset Management, ICT)

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

- Economic development
- Community facilities
- Customer service
- Place management
- Community relations
- Youth programs
- Community grants administration
- Environmental services
- Local laws
- Stock route management
- Regulatory and building compliance
- Planning and land development
- Native title
- Arts and library services
- Community leasing
- Commercial operations
- Committee management
- Community-orientated Advisory Committees

ENGINEERING AND INFRASTRUCTURE

- Parks and gardens
- Engineering design and projects
- Roads and drainage service
- Plant and fleet management
- Depot management
- Infrastructure planning
- Roads construction and maintenance
- Corporate properties and tenancy
- Company housing

WATER AND WASTE

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

Executive Leadership Team



Jeff Stewart-Harris PSM
Chief Executive Officer

Jeff Stewart-Harris PSM commenced his role as Chief Executive Officer on 30 April 2021 and has been with Council since February 2017, with 38 years' experience in a variety of organisations.

Jeff has held positions such as CEO, Chief Operating Officer, Senior Executive and Board roles in Local Government, Regional Development, the Port Authority, Logistics, Airport and Infrastructure sectors.

He has qualifications in Local Government Law and Finance, Human Resource Management, Strategy and Leadership, Services Marketing and Environmental Health.

Jeff is a Fellow of Local Government Management Australia and Graduate of Australian Institute of Company Directors.

Aside from being responsible for the administration arm of Council, Jeff's responsibilities also include organisational leadership, administration and strategic management, cultural leadership, advocacy, elected member support, Council meeting management and administration and strategic people, performance, capacity and organisational development.



In 2022, Isaac Regional Council CEO Jeff Stewart-Harris received one of the nation's highest honours for his public service. Jeff was awarded the Public Service Medal (PSM) for his outstanding career in local and state government, spanning 38 years. He was honoured through the Governor General's Australia Day Honours list.



Darren Fettell
Director Corporate, Governance and Financial Services

Before being appointed into the Director's role in October 2019, Darren Fettell had joined Isaac Regional Council as Chief Financial Officer in May 2015.

He has had a successful career since joining local government in 2003 including senior roles with Mackay Regional Council, Mirani Shire Council and Roma Town Council. Prior to local government Darren worked in a Native Title Representative Body and private enterprise.

Darren has a Bachelor of Business Degree from Central Queensland University, is a member of Local Government Managers Australia and a Commissioner for Declarations. Darren is married with four children and he and his family have been heavily involved in sport and surf lifesaving in the region. In addition to being appointed the Local Disaster Coordinator, Darren's Directorate responsibilities include:

- Financial Services
- Brand, Media and Communications
- Information Solutions
- Governance and Corporate Services
- Contracts & Procurement
- Organisational Safety
- Strategic Asset Management.



Dan Wagner
Director Planning, Environment and Community Services

Dan Wagner is a qualified town planner and holds over 15 years' experience in delivery of land use planning, economic development and community engagement programs in the State and Local Government sectors.

Dan was appointed to the director's role in May 2021 where he leads a range of Council's most prominent community-facing programs and initiatives, including land use planning, social policy, environmental strategies, regulatory and compliance functions, economic development and investment attraction, community facilities, commercial operations, community programs, and customer experience and engagement activities. He represents Council on a range of related committees and initiatives. Prior to Dan's appointment as director, he was Council's Manager of Liveability and Sustainability from 2019.

Before Isaac, Dan's diverse and extensive career encompassed work in leading a range of regional development and planning initiatives with the Queensland and New South Wales governments, as well as work in quality assurance within the construction and sugar industries.

Dan holds a Bachelor of Urban Development from the Queensland University of Technology, accreditations in project management and public participation, as well as professional memberships with the Planning Institute of Australia, Local Government Managers Australia (Queensland) and the Australasian Institute of Mining and Metallurgy.

Executive Leadership Team



Mary-Anne Uren
Head of Advocacy and External Affairs | Office of the CEO

Mary-Anne Uren has broad-ranging experience in business, education and training and law, having worked with an international diversified resources company, educational institutions, legal firms and local governments. At an executive level, Mary-Anne has overseen governance, workplace health and safety, corporate communications, audit and risk, strategic advocacy and more recently external affairs.

Mary-Anne holds professional memberships with the Queensland Law Society and Local Government Managers Australia (Queensland) and is a Justice of the Peace (Qual.). Holding a Bachelor of Laws, a Bachelor of Business and a Diploma in Human Resource Management, and a Certificate in Executive Management and Development, Mary-Anne brings a diversity of academic and practical experience to the Council's Executive Leadership Team, with 12 years' of local government experience and previous executive leadership experience.

Working in the resources industry in NSW and Queensland, Mary-Anne provided advice on human resource related issues, court attendances, recruitment selection and induction, assisted in negotiation on enterprise agreement issues and performance management issues.

Mary-Anne also has experience in matters concerning family law, criminal, personal injury, wills, contracts and Fair Work Commission work. She has worked for TAFE NSW, Central Queensland University and TAFE Queensland and is a published author with Pearson Education Australia.



Robert Perna
Director Engineering and Infrastructure

Robert Perna, has been with Council since 20 April 2020 and is an experienced engineer with significant management experience.

Robert is a Registered Professional Engineer Queensland (RPEQ) member and a recent graduate of the Australian Institute of Company Directors.

Robert has worked for the private sector, the Department of Transport and Main Roads (DTMR) and Mackay Regional Council in various engineering, construction and management roles.

Robert's major project achievement was as project manager for the \$42 million hospital bridge replacement in Mackay from 2006-2009.

Robert has great leadership and communication skills and has lived most of his life in the broader region.



Scott Casey
Director Water and Waste

Scott Casey was appointed as Director of Water and Waste on 14 February 2022. He has over 30 years' experience across all aspects of the water industry in Australia and the UK.

Since migrating to Australia in 2006, he has held senior positions with Mackay Regional Council, Bundaberg Regional Council, Western Water and Livingstone Shire Council. Scott's most recent position was as Director of Infrastructure Services with Cobar Shire Council in Western NSW.

Scott has a Bachelor of Applied Chemistry Degree from Greenwich University, a Master of Business Administration from City University Business School and is a member of Local Government Managers Australia. During his extensive career he has preserved historical water assets, guided the corporate response to UK competition legislation, developed commercial business opportunities and managed both water and waste services through multiple natural disasters. Scott has managed significant capital programs and is committed to delivering quality water and waste services to the community.



Gary Murphy
Director Water and Waste
Council would like to acknowledge Gary Murphy, who served as our Director Water and Waste from October 2019 to November 2021.



Our People

RECOGNITION OF SERVICE

Council is committed to recognising the long and valued service of its people. Council celebrated with employees who reached milestones of 5, 10, 15, 20 and 25 years of service. Council's longest serving employees between them shared 110 years of dedicated service towards building a better Isaac. In 2021-22, we recognised:

- 25 years of Service: Anthony Black and Colleen Coyne
- 20 years of Service: Jillian Cash, Narelle Murdoch and James Hawke

WORK EXPERIENCE PROGRAM

Council hosted eight work experience students across different areas of the business from libraries to plumbing and administration to economic development.

Students experienced real work in real time and gained a taste of prospective careers. Council also supported local schools with mock interviews and careers programs in 2021-22.

CULTURAL LEADERSHIP AND CLASS ACT CONDUCT

Cultural Leadership continues to be a development priority for Council. It equips our employees to make a difference not only in the workplace but in their community.

This year saw the introduction of the Class Act Conduct program to supplement the work already in play. The program is expressly designed to help employees at every level to live our values and commitments in everyday life and shapes our communication culture.

ANNUAL EDUCATION AND CAREER PATHWAY EXPO

The Education and Career Pathway Expo hosted by Moranbah State High School is an excellent way for students across the Isaac region to engage in meaningful discussions with education providers and employers. Council engaged with students to give an overview of Council careers and our Apprentice and Trainee Program, along with hosting presentations throughout the day.



LGMA RURAL MANAGEMENT CHALLENGE

Black and Gold Beach Bushies comprising of Sara Sheridan, Lauren Barty, Sherridan Lange and Kent Worsley along with team mentors Cate Beresowskyj and Jodie Jenings participated in the LGMA Rural Management Challenge in Emerald placing a very respectable second amongst tough competition.

The challenge supports developing our employees to be the best that they can be, through learning and collaboration with other local councils, and encouraging out-of-the box thinking.

GRADUATE AND VACATION PROGRAMS

A focus area for graduates this year has been the matching of graduates to mentors and engaging with all levels of local government. Council has supported graduates and vacation students in engineering, human resources, water and planning.

MENTOR PROGRAM

The 2021-22 cohort consisted of 12 pairings from different areas of Council with the program wrapping up in June 2022. The mentoring program offers employees the opportunity to grow, improve and enhance their skills for current and future work.

TRAINEE AND APPRENTICESHIP PROGRAM

Arriving in the Isaac region by way of opportunity, trainees and apprentices are taking advantage to live, work and invest in their local government futures. Council's 2022 Energise Your Career

Trainee and Apprentice Program is proudly funded by the Queensland Government through the Skilling Queenslanders for Work program. Council continues its commitment to the development of our community through apprenticeships and traineeships.

In 2021, Council employee Litia Pitt represented Central Queensland at the State Queensland Training Awards in the Aboriginal and Torres Strait Islander of the Year category. The following apprentice and trainee positions commenced this financial year:

- Administration Trainee - Engineering and Infrastructure - Certificate III in Business
- Trainee Operator - Water and Wastewater - Certificate III in Water Operations
- Apprentice Electrician - Engineering and Infrastructure - Certificate III in Electrotechnology Electrician
- Civil Construction Plant Operations Apprentice - Engineering and Infrastructure - Certificate III in Civil Construction (Plant Operations)
- Contracts and Procurement Trainee - Corporate Governance and Financial Services - Certificate III in Business
- Apprentice Plumber - Water and Wastewater - Certificate III in Plumbing
- Business Services Trainee - Water and Wastewater - Certificate III in Business



- Saleyards and Showgrounds Trainee - Planning, Environment and Community Services - Certificate III in Agriculture
- Community Engagement, Programs and Events Administration Trainee - Planning, Environment and Community Services - Certificate III in Business

REGIONAL SKILLS DEVELOPMENT PROGRAM

The Regional Skills Development Program is continuing in consultation with Central Highlands Regional Council and Banana Shire Council.

The program is a result of the three Councils identifying limited opportunities for student engineers to get rural experience within local government.

Three students were selected to participate in the program thanks to a 50 per cent investment from the Queensland Government to assist councils with a limited budget.

Each student has the opportunity to spend up to 12 weeks at each of the participating councils.

Over the three-year period the program provides students with a broad understanding of the functionality and diversity associated with working in a rural local government organisation while demonstrating the benefits of living in rural communities.

CEO Assessment



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 demonstrates the relationships of our key strategic guiding documents and those that Council draws from in developing its community-driven priorities – namely the Community Strategic Plan – Isaac 2035 – and 5-Year Corporate Plan – Isaac 2022.



Reporting Framework

The following section provides a summary of Council’s progress towards the implementation of our 5-Year Corporate Plan and the 2021-22 Annual Operational Plan. Council’s 5-Year Corporate Plan and Annual Operational Plan report against five key strategic themes:

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

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

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

2021-22 Snapshot

The following provides a snapshot of how we performed in our projected projects and activities in 2021-22:

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



	Completed	On Target*	Monitor	Not Met/ Below Target	Did Not Proceed	Total
Communities	24	5	4	2	0	35
Economy	7	10	2	0	0	19
Infrastructure	26	3	6	7	1	43
Environment	9	3	3	2	0	17
Governance	30	5	8	5	1	49
Total of Corporate Plan/ Operational Plan Links	96	26	23	16	2	163
	59%	16%	14%	10%	1%	100%

*includes actions on target to meet project planning post 30 June 2022.

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





Highlights

communities economy infrastructure environment governance

 Notch Point

ON TARGET / COMPLETED

- Draft Social Investment Guideline and Prospectus
- Delivered Reconciliation Week Breakfast and NAIDOC Week events
- Isaac Community Grants Program
- 64 Minor Grants, 56 Major Grants and 10 School Bursaries approved (refer to page 58 for more information)
- COVID-19 Recovery Reserves – 2 grants approved
- Regional Arts Development Fund – 6 approved applications
- Regionally funded grants – 4 approved applications
- 2022 St Lawrence Wetlands Weekend event
- Delivered a community leasing program including Leasing Tenures Framework



NOT ON TARGET

- Delivery of Saltbush Park Exhibition (carry over to 2022-23)
- Implement the Community Education and Compliance Policy actions (carry over to 2022-23)
- Develop and implement strategies in response to Youth Unmet Needs Study
- Develop a region-wide planned network of indigenous tourism experiences reflecting the significance of country and indigenous cultural heritage
- Develop a Reconciliation Action Plan (carry over to 2022-23)

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



SOCIAL SUSTAINABILITY POLICY

Ensuring our residents and communities have the capacity and capability to develop net-positive social development is at the heart of what we do.

We put people at the centre of our decision-making, from their happiness, wellbeing and quality of life to their ability to participate in economy and access essential services and infrastructure.

Our Social Sustainability Policy promotes a contemporary position on ensuring our dealings on major projects, regional investment and our own forward planning and delivery of works, services and infrastructure has a net-positive impact on peoples' day-to-day life: their community, culture, health and wellbeing, environment, economic inclusion and aspirations for their future.

SENIORS MONTH

The month-long celebrations in October were a chance for all residents to recognise the knowledge, experience and value that older Isaac residents bring to the region.

A wonderful program of 15 free events and activities was held in Carmila, Clermont, Dysart, Glenden, Middelmount, Moranbah and Nebo during the celebrations.

INSPIRING WOMEN IN ISAAC

In a record smashing year for nominations, 81 nominations for 71 nominees were received for

women of all ages to recognise the inspiring, empowering and energising women in our region who make a difference to their communities.

The 2022 theme for Queensland Women's Week – Keep Making Noise – called on women and girls to continue to tell their stories in a bid to build momentum during the strive for change.

The Inspiring Women in Isaac awards are held in conjunction with Queensland Women's Week which is an expansion of International Women's Day, held annually on 8 March.

COALFACE ART GALLERY

Isaac's premier art space, Moranbah's Coalface Art Gallery, held several exhibitions during the year including:

- Moranbah radio identity Alaina Earl's Deeper Water in September 2021.
- The Artist of the Collective was an eclectic collection of paintings, sculptures, fibre arts and jewellery.
- Award-winning artist Lyn Laver-Ahmat showcased her Light on Landscape exhibition.
- A private collection of historical military memorabilia as a moving tribute to Australian and New Zealand service personnel.
- 3D Augmented Reality Bunju and Gandu Go Walkabout was created by the Moranbah East State School in collaboration with Traditional Owners, the Barada Barna People.

NAIDOC CELEBRATIONS

Healing Country was the 2021 NAIDOC Week theme, and it calls for all of us to continue to seek greater protections for lands, waters, sacred sites and cultural heritage from exploitation, desecration, and destruction.

In Middlemount, Dysart and Moranbah, community members joined Barada Barna for a Welcome to Country, smoking ceremony, traditional dance displays from Aboriginal and Torres Strait Islander groups and performances from local students.

The importance of the Widi People was recognised at Nebo State School with a school parade and activities.

In Clermont, the community event saw Wangan and Jagalingou cultural custodians hosting a flag raising and providing a Welcome to Country, before hosting a ceremony at the newly constructed Bora Ring on the banks of the Sandy Creek.

The construction of the Bora Ring was supported by the Regional Arts Development Fund which is a partnership between the Queensland Government and Isaac Regional Council supporting local arts and culture in regional Queensland.

The ancient knowledge of cultural burning to dreamtime stories from freshwater to the sea took centre stage at the Isaac Coastal NAIDOC celebrations during NAIDOC Week 2021.

The Koinjmal People from Koinmerburra Country in conjunction with Isaac Regional Council hosted two events during the celebrations.

The Fire and Water workshop event was an opportunity for landholders to learn about traditional fire control methods and the waterways project – from freshwater to saltwater on Koinmerburra Country.

The second event, the Isaac Coast NAIDOC Community Celebration was held at the St Lawrence Sportsgrounds and included the sharing of traditional bush food and medicine, a clap stick art workshop and bush walk and talk. The events



recognised the cultural diversity and strength of our community through the Heal Country theme for NAIDOC Week 2021 and were both supported by the Koinjmal Peoples, the Queensland Government and Isaac Regional Council.

It was also funded by the partnership between the Australian Government's Reef Trust and the Great Barrier Reef Foundation.

NATIONAL RECONCILIATION WEEK

Council partnered with the Barada Barna Aboriginal Corporation, Reconciliation Queensland and Reconciliation Australia to bring the Dysart community together on National Sorry Day in May 2022.

A complimentary breakfast, networking and live stream broadcast was followed by a yarning circle led by Barada Barna elders, where industry representatives could discuss their Reconciliation

Action Plans. *Be Brave. Make Change* was this year's theme where leaders encouraged everyone to make a change just by beginning with brave actions in their daily lives – where they live, work, play and socialise.

National Reconciliation Week is a time for all to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to achieving reconciliation.

First launched in 1996 by the Council for Aboriginal Reconciliation, National Reconciliation Week runs from May 27 to June 3 each year.

REGIONAL ARTS DEVELOPMENT FUND

Local artists and community groups were encouraged to take advantage of \$45,000 in grant funding made available through a Queensland

Government and Isaac Regional Council partnership. The Regional Arts Development Fund (RADF) promotes the role and value of arts, culture and heritage as key drivers of diverse and inclusive communities and strong regions such as Isaac.

Delivered via three rounds, the intention of the grants was to help re-energise arts to power our communities by improving our health and sense of wellbeing and provide opportunities for cultural tourism that feeds creative industry development.

RADF in 2021–22 provided valuable social, health and economic outcomes for regional Queenslanders, and supported our government's 10-year arts roadmap priorities to strengthen Queensland communities, activate local places, and drive social change across the state.

ON TARGET / COMPLETED

- Tourism marketing project planning completed
- Stage 1 of the Revitalisation of the Clermont Saleyards and Showgrounds completed
- Stage 4 Work Plan for the Land Development Advisory Committee adopted
- Develop, through engagement, the Isaac Region business alliance network
- Reviewed and refreshed the panels of preferred and pre-qualified suppliers
- Delivery of Economic Development Strategy Framework Action Plan priorities
- Hosted Small Business Week activities across the region and education program delivered



NOT ON TARGET

- Develop land sale strategy for Isaac Regional Council residential land developments (carry over to 2022-23)
- Delivery of the Land Development Advisory Committee Work Plan

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



THERESA CREEK DAM

During March 2022, residents and visitors were encouraged to have their say to help chart the next phase of one of Isaac region's premier recreational hubs, Theresa Creek Dam.

The dam – a family favourite near Clermont – is a core social and economic pillar and public consultation was utilised to assist Council in understanding usage, the areas that need to be enhanced and what benefits the dam provides.

Nearing 40 years since the dam was built, the consultations were a chance to gather feedback on how to improve and enhance one of our region's key recreational areas and provide a boost to the local economy and attract more visitors to Isaac.

The dam has been a major drawcard and much-loved destination for our residents and visitors and the consultations gave the community the chance to have their say on what changes they would like to see.

The Theresa Creek Dam Concept Development Plan will be developed to focus on the recreational

assets of the dam and to help build a management strategy for the next 20 years.

ST LAWRENCE WETLANDS WEEKEND

More than 4,000 visitors and locals turned out to enjoy the First Nations, foodie and nature adventures at the award-winning three-day St Lawrence Wetlands Weekend in June 2022 that celebrated local food produce, arts and culture.

Popular television personality Costa Georgiadis and Queensland's food ambassador and professional chef Matt Golinski were the biggest drawcard delighting the record crowd.

Attracting 860 campers and 192 glampers with 84 stall holders showcasing an array of food, art, educational and uniquely sustainable trinkets, the festival features on the It's Live! in Queensland events calendar.

The event was proudly brought to the region by Isaac Regional Council in partnership with the community and supported by the Queensland Government through Tourism and Events Queensland.

ADVOCACY

Advocacy is the process of influencing organisations and different levels of government to achieve better outcomes for the community. Council on its own does not have the power or means to deliver all programs or infrastructure that is required to meet the community needs.

This may be because of limited funding impacting our ability to deliver larger infrastructure projects or it could be because the responsibility for a certain program, policy or piece of infrastructure rests with another level of government. Through effective advocacy Council can obtain support or funding for these projects or policy positions.

Council has recently established an Advocacy and External Affairs Unit and will continue to actively advocate for government funding and delivery of services to meet the community's current and future needs.

We have and will continue to do this by:

- Submissions to State and Federal Government
- Representing the community by participating in Parliamentary Inquiries
- Direct meetings and negotiations with State and Federal Ministers and policy makers
- Campaigning during elections to secure funding and policy commitments
- Engaging with the local State and Federal Members of Parliament on key issues and challenges facing our community
- Public media and awareness campaigns highlighting Council's policy positions and key projects
- Strategic partnerships with businesses
- Regular engagement with key government departments
- Active involvement in peak industry bodies – Australian Local Government Association and Local Government Association of Queensland
- Participating in strategic partnerships with appropriate organisations or associations – Australian Mining Cities Alliance, Queensland Beef Corridors, Road Accident Action Group, Mackay Isaac Tourism, Greater Whitsunday Alliance



CLERMONT SALEYARDS AND SHOWGROUNDS REVITALISATION MASTER PLAN

The adopted Clermont Saleyards and Showgrounds Revitalisation Master Plan has continued to provide the vision, principles and projects for the precinct to guide development and use of the facilities over the next 20-plus years.

The plan articulates adaptive pathways for economic, social and community development for Clermont, its surrounding districts and the region and state as a whole and identifies signature projects for development.

In 2021-22, the Clermont Saleyards and Showgrounds Revitalisation Master Plan Stage 2's \$3.2 million project was funded through the Australian Government's Regional Recovery Partnerships. Construction stages of delivery and completion of all projects are pending in the 2022-23 financial year. Highlights being delivered are the saleyards area second draft, yard renewal and elevated walkway platforms and the southern pavilion refurbishment.

This platform of continued investment has delivered a strong year for throughput of stock with over 84,000 head of cattle processed through the J.R. Turner Saleyards in 2021-22.

The services that the saleyards provides includes bi-monthly sales, bi-weekly cattle trains, road and rail interchange, rail loading facility, selling centre for the Isaac region, European Union (EU) Certification and Cattle Tick Certification.

COVID-19 STRATEGIC RECOVERY PLAN

Council adopted the amended COVID-19 Strategic Recovery Plan in December 2021 and the highlights delivered during 2021- 22 include:

- Shop Isaac's buy local program has reached more than \$500,000 loaded on cards to be redeemed at local businesses
- Regional collaboration on the concept for development of an Isaac region-wide business alliance group with Greater Whitsunday Alliance (GW3)

- Progression of the Isaac Resources Excellence Hub to incorporate the Mines Safety and Rescue and Mines Visitor Interpretative Centre with site options analysis occurring and applications seeking funding for concept development submitted
- Council became a supporting participant to the Cooperative Research Centre of Transformation in Mining Economies, to progress the transformational project of sustainable resource communities through open-cut mining rehabilitation
- Completion of Stage 1 of the tourism signage project
- Continued implementation of the Investment Attraction Framework with delivery of the Future is Brighter campaign at the National Economic Development Conference in October 2021

SHOP ISAAC

As part of Council's Business Support Strategy and Strategic Recovery Plan, Council's Shop Isaac program continues to promote and advocate for local businesses.

A region-wide campaign, it is designed to support local businesses and encourage residents and industry to shop in our local communities.



The principal motivation of the campaign was to see money being spent in the local businesses that are the backbone of our communities and who reinvest in our regional communities. In 2021-22, the Shop Isaac program received an image overhaul with a competition inviting members of the community to design a new logo and the winner voted for by consumers. The social media competition reached more than 24,000 impressions. Following the new logo launch a further digital Christmas shout out to a local business competition was conducted with over 150 entries and the online posts reaching over 15,000 people and viewed 77,000 times.

ON TARGET / COMPLETED

- Delivered the annual Road Infrastructure Capital Works Program
- Completed bridge inspection and maintenance operations program
- Implemented the Recreation and Open Space Strategy
- Footpath renewal and extension works completed
- Delivered operations programs for signage replacement and footpath repairs
- Completed Disaster Recovery Funding Arrangements (DRFA) - Cyclone Trevor infrastructure works
- Reviewed and updated Local Disaster Management Plan (LDMP) and Sub Plans
- Maintained the Asset Management Framework, including development of the Asset Registers
- Implemented the Strategic Asset Management Plan
- Developed long-term capital replacement program (facilities, fleet and plant)



NOT ON TARGET

- Implement the Roadside Vegetation Management Strategy
- Delivery of infrastructure's operational works (minor drainage, shoulder and pavements) (carry over to 2022-23)
- Implement the Roads Upgrade Prospectus (not proceeding)
- Develop a TV/Radio service transition strategy (coastal regions)



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



WATER PARK REPLACEMENT PROJECT

The replacement of the aged water park at Greg Cruickshank Aquatic Centre began following geotechnical investigations in March 2022.

The project followed more than 260 responses during community consultations in 2020-21.

The water park is expected to open in September 2022. The \$1.2 million replacement project was made possible through the Queensland Government's Works for Queensland program.

SEWERAGE PUMP STATION UPGRADE

The capital program for 2021-22 included the continued renewal and upgrades of the sewerage pump station assets.

The Moranbah Sewerage Pump Station Renewal Program involved upgrade and remediation work being carried out at 13 sites in Moranbah to ensure compliance and sustainable wastewater service delivery.

The \$537,000 project involved activities ranging from signage to more complex upgrades like the installation of bypass pumping at Moranbah

sewerage pump station No. 2. The generator and access chambers at station No.2 were also lifted to decrease impacts of stormwater inundation at the site.

This project was co-funded by the Queensland Resilience and Risk Reduction Program 2019-20.

ROAD INFRASTRUCTURE AGREEMENTS

Through entering into agreements with industry, Council ensures that the community is not burdened by increased rates or use of depreciation.

This ensures the user of the infrastructure is paying for the benefit they receive.

Council continues to be supportive of the sustainable development of industry and that includes the responsible mitigation of impacts to the local road and transport network.

This includes either financial contributions from industry, such as mining, that directly support road and transport infrastructure and/or entering into infrastructure agreements that obligate mining proponents to maintain roads at a standard or contribute funds to Council.

VALKYRIE ROAD PAVE AND SEAL PROJECT

A rural 16km school bus route has been upgraded in a \$4.07 million road project during 2021-22.

The Valkyrie Road Pave and Seal Project was initiated as part of the plan to seal school bus routes across the Isaac region.

Council used subcontractors from the local area and adjoining local government areas with gravel supplied by local quarries, creating significant work opportunities.

The extent of works was developed in consultation with the Valkyrie State School, the school bus operator and local community.

The works were predominately gravel pavement overlaying the existing road alignment and bitumen seal. The construction was done with traffic control and keeping the road open to traffic to minimise the impact on road users and the local community.

The Valkyrie Road Pavement Project was jointly funded by the Australian Government Roads to Recovery and Local Roads and Community Infrastructure Program, the Queensland's Government's Infrastructure Program and Isaac Regional Council.

Australian Government funding of \$284,741 was provided through the Local Roads and Community Infrastructure (LRCI) Program.

The Australian Government Roads to Recovery Program funded \$395,780, the Queensland Government's Transport and Infrastructure Development Scheme which provided \$1,544,830 and the balance of \$1,841,119 from Isaac Regional Council.

This program supports local councils to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.

CLERMONT CIVIC CENTRE UPGRADE

The Works for Queensland project at Clermont Civic Centre was completed in 2021-22. The centre's major development, completed in 1961 and officially



opened by then Premier of Queensland Sir George Nicklin, is the social cornerstone for the Clermont community with dances, events, conferences and workshops regularly held at the centre.

During the refurbishment the centre received a fresh coat of paint on the outside, full air conditioning unit replacement and kitchen renovations and compliance upgrades.

The works at the Clermont Civic Centre were made possible through support from the Queensland Government in association with Isaac Regional Council.

FOOTPATHS

Council is paving the way to a healthier, more environmentally friendly future by upgrading footpaths in Moranbah (Goonyella Road and Mills Avenue) and Dysart (Dysart-Middlemount Road, Garnham Road to Queen Elizabeth Drive).

The upgrades have made recreational walking easier in the towns and diverted plastic waste away from landfill.

The environmental benefits were generated by use of recycled plastic in place of steel mesh for reinforcing concrete.

The steel mesh that would normally go into these footpaths were replaced by small recycled plastic fibres, which obviously takes plastic out of the environment and locks it away in concrete.

The manufacturers also claim production and use of these plastic fibres reduces carbon dioxide emissions and reduces ozone depletion compared with steel mesh, and has a range of other environmental benefits.

Both projects were fully funded by the Australian Government's Local Roads and Community Infrastructure Program.

ROAD AND BRIDGE INFRASTRUCTURE RENEWAL AND UPGRADES

Council continues to maintain the view that road infrastructure and maintenance represent a core service with a massive impact on safety, travel time, flood access, freight and business throughout the region.

A total of \$13.8 million was allocated for roads, drainage and major infrastructure.

One of the major projects was the \$3 million rural re-sheeting program which included various sections of Lotus Creek Road, Wolfgang Road, Round Road, Rileys Crossing Road, Waitara Road and Landells Road.

Another project was the \$1.29 million rural rehabilitation program which included works along various sections of Peak Downs Mine Road, Saraji Road, Barmount South Road, Barmount Road and Greenhill Road.

Other major projects included:

- \$2.56 million Regional Surface Renewal Program for the renewal of bituminous surfacing on the sealed road network to improve the running surface and reduce reactive maintenance.
- \$945,000 Floodway Upgrade Program constructing concrete floodways at strategic locations to improve access in wet weather and reduce reactive maintenance costs.
- \$164,000 Sarchedon Drive drainage upgrade works to improve the operation of the existing drain along Sarchedon Drive and reduce flooding of the road.
- \$129,000 Music Street drainage renewal works to reinstate the stormwater outlet and stabilise the surrounding bank.

ON TARGET / COMPLETED

- Commenced the first amendment process for the Isaac Regional Council Planning Scheme
- Finalised the Biosecurity Strategy to implement the Biosecurity Plan 2020-2023
- Implemented the QCoast 2100 Coastal Hazards Adaption Strategy actions
- Continued the development of programs to educate community and manage wildlife
- Continued advocacy activities with State and Federal Government



NOT ON TARGET

- Develop and implement a Social Infrastructure Strategy and Action Plan
- Develop and implement engaging education and awareness program



WASTE SERVICES

Council operates nine Waste Management Facilities across the region and collects waste and recyclables from approximately 9,400 domestic and 900 commercial customers.

Projects carried out in 2021-22 include:

- Moranbah Waste Management Facility stormwater management and rehabilitation works
- Carmila and Greenhill Waste Management Facilities' replacement of the transfer station retaining walls and upgrades to fencing
- Clermont and Carmila Waste Management Facilities' installation of additional groundwater monitoring bores
- Review of all Waste Management Facilities' site-based management plans
- Dysart Waste Management Facility groundwater receptor pathway analysis

COASTAL HAZARD ADAPTATION STRATEGY

In March, Council embarked on consultations along the Isaac Coast to continue conversations with

residents regarding the long-term changes to our coastlines.

Community pop-ups were rolled out at Carmila, Clairview, Greenhill and St Lawrence and feedback was sought on the draft Our Resilient Coast: Isaac Coastal Hazard Adaptation Strategy (CHAS).

The CHAS provides a long-term plan for adapting, managing, and increasing the region's resilience to coastal hazards now and into the future.

Following the consideration of feedback received during the public consultation period, the CHAS was adopted by Council on 24 May 2022.

Commencing more than seven years ago, the CHAS will help inform future decisions in adapting to coastal changes and prioritising actions for stakeholders including Council, government, community organisations, businesses and residents.

The CHAS focuses on the coastal hazards impacts of storm-tide inundation, coastal erosion and sea level rise and provides a long-term strategic and coordinated response.

MICROCHIPPING IN MARCH

To help dogs be reunited with their owners swiftly, a free microchipping program was rolled out in March 2022.

The Microchipping in March program, powered by Isaac Regional Council’s Paws-itive Blueprint for Responsible Dog Ownership, was a great opportunity for pet owners to save money on something that is compulsory by law.

The program offered free microchipping to eligible residents of the Isaac region via a voucher system.

These vouchers were redeemable at one of our five partner veterinary practices near or within the region.

Vouchers issued for each town	Number of vouchers issued
Moranbah	18
Dysart	5
Nebo	2
Clermont	15
St Lawrence	1
Clairview	1
Middlemount	1
Glenden	6

Overall, 49 microchipping vouchers were issued, and 34 dogs were registered as part of the program.

RESPONSIBLE WASTE DISPOSAL AND ILLEGAL DUMPING MANAGEMENT

To encourage responsible domestic waste disposal, the pilot Domestic Waste Amenity Days were rolled out in May 2021 across Waste Transfer Stations at Clermont, Dysart, Moranbah, Nebo, Middlemount, Glenden, St Lawrence, Carmila and Greenhill. This was delivered in line with the Illegal Dumping



Management and Intervention Plan (the Pilot Plan) adopted by Council in 2020.

The main figures captured from the May 2021 amnesty days were:

- 521 transactions
- 604 items
- 21.33 tonnes

The most popular items being brought for disposal on Amnesty Days were tyres (364 items) and fridges, freezers and air conditioners, grouped together as gassed whitegoods (110 items).

FLYING FOX MANAGEMENT

Council recognises the need for flying foxes to be managed in a way that both addresses community expectations around public amenity, and the long-term conservation of these important protected native species. Council has successfully received funding from Round 2 of the 2021-24 Flying-Fox Roost Management in Queensland Program

through the Department of Environment and Science to deliver three projects:

- Hoods Lagoon Roost Management Plan
- Vegetative mapping of Urban Flying-Fox Management Areas
- Community education

The three projects are currently being delivered to better manage Council’s and the communities’ cohabitation with flying foxes, which includes proactive planning for Hoods Lagoon and improved community messaging and information around preparedness and management of flying foxes on private property. Development of the Hoods Lagoon Roost Management Plan will help guide decisions about the future management of the park and roost.

This includes the ongoing management of the site as a roost, actions to mitigate roost impact and address community concerns such as moving



playground equipment, layout change to Centenary Park or sheltering of footpaths in sections.

The project also involves the development of vegetative mapping which includes desktop analysis using satellite imagery and GIS analysis to identify high-risk locations (based on vegetation type, size and density) for flying fox incursions within Council’s urban areas.

This information will assist Council to proactively engage with landowners who are at-risk of flying foxes locating to within their private property and to encourage vegetation management practices.

The funding will also support a holistic review of Council’s previous community messaging regarding flying foxes. This review will ensure that Council’s messaging is contemporary and that the community are actively engaged and educated regarding flying fox management in the Isaac region.

ON TARGET / COMPLETED

- Carried out the biennial Community Satisfaction Survey
- Continue to deliver organisational and community publications to inform our stakeholders
- Maintain and implement Workplace Health and Safety programs and activities as a priority – Safety First
- Development of a whole of Council Environment and Social Impact Assessment Guideline
- Continue to enhance the Enterprise Risk Management Framework reporting regime
- Review and adopt three-year rolling Internal Audit Annual Program
- Publish the adopted 2020-21 Annual Report
- Maintain the Integrated Water Cycle Management Strategy (IWCMS) and Strategic Asset Management Plan for each community, including a Dam Safety Plan
- Develop a Sewerage Utility Charge 5-Year Price Path



NOT ON TARGET

- Review of local laws
- Continue to develop and implement key human resources organisational policies and frameworks
- Review innovative customer service opportunities (carry over to 2022-23)
- Conduct a plant and fleet review and develop a Fleet, Plant and Equipment Acquisition and Disposal Program (10-Year Replacement Plan and Strategy)
- Adopt a Strategic Procurement Framework (not proceeding)
- Digital Communication – enhance corporate website
- Establish Integrated Planning Framework (carried over to 2022-23)



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



ICT AND DIGITAL STRATEGY

Council is reviewing its entire ICT and digital framework to ensure that it has implemented contemporary and sustainable systems to support all aspects of the organisation.

This will ensure all systems are integrated and Council can support its community and customers in streamlined and efficient services now and into the future.

PROJECT ACCOUNTABILITY GATEWAY

The Project Accountability Gateway (PAG) has been the key driver of the capital works program to ensure a consistent, rigorous approach to project

assessment to meet Council's long-term plan, assess and prioritise the need, likelihood of success and benefit to the community.

The PAG has been embedded into the annual budget planning calendar.

It identifies the critical stages in a project's lifecycle, from the initial assessment of the service required, through to delivery and then ongoing operation.

This assists decision-makers in identifying priorities and the adoption of a budget that provides sustainable and long-term planning for the region.

DISASTER MANAGEMENT

The Isaac Local Disaster Management Group (LDMG) is continuing to improve the Local Disaster Management Plan through regular review and exercises.

LDMG has established Community Advisory Committees at locations around the region.

The intent is to establish local relationships with the relevant agencies for times of disaster.

Flood resilience activities continue for the Fitzroy Basin and the Burdekin/Haughton Flood Resilience Strategy, through the coordination of the Queensland Reconstruction Authority (QRA).

Action plans have been developed and are being addressed via our Infrastructure Resilience Working Group (IRWG).

Isaac’s Fire Management Group facilitated by Queensland Rural Fire Service meet biannually with relevant stakeholders and state agencies to identify high risk areas and undertake hazard mitigation activities in Isaac communities.

SAFETY AND RESILIENCE

Safety and Resilience continues to develop the corporate management system.

Supporting Water and Waste’s recertification was a priority for 2021-22.

Our reporting of leading and lagging indicators to Council continues.

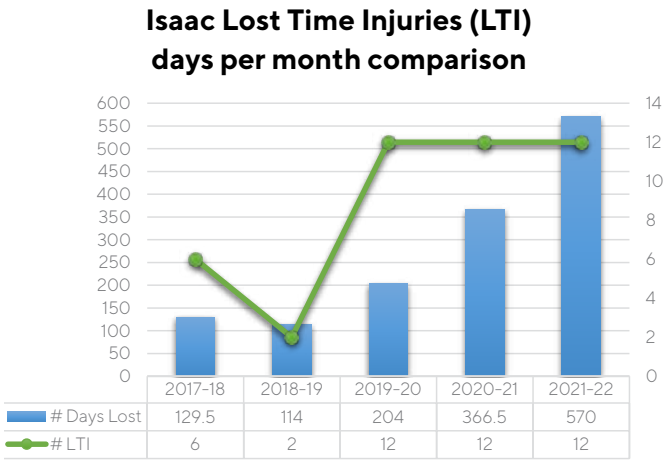
There has been increase in our Lost Time Injuries (LTI) rates, this has been acknowledged and actions put in place to improve our processes.

Our worker support program is now reported on to Council, the intention of the program is to support



workers and managers to make necessary changes to achieve a positive outcome. In late 2021 we commenced a review of our Health and Wellness Monitoring procedures and our Injury Management Procedure.

Council actively supports employees to return to work as soon as possible on both work-related and non-work related injuries.



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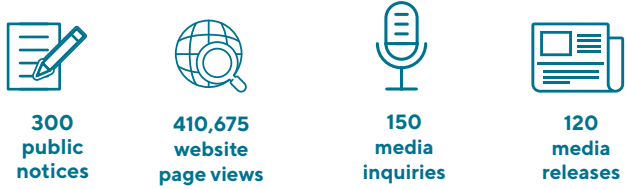
COMMUNICATION AND MEDIA

Council continues to be a trusted source of information, with the community turning to our social and digital communication channels for news and updates that are relevant to them.

The corporate website plays an essential function in Council’s communication strategy and it is also used as an engagement tool for our 17 unique communities and fulfills statutory public notice requirements.

In 2021-22, Council undertook a function review of internal and external communications to help identify new opportunities and channels to distribute information to our residents.

One of the key findings was that our corporate website lacked usability and needed refreshing to meet the digital needs of our community. In mid-2022 the website redevelopment commenced



with the Brand, Media and Communications team undertaking early work to prepare the site for a full redesign. The new and improved website is expected to be delivered by early 2023.

The diverse and unique makeup of the people across the Isaac region makes communication channels from Council an important part of getting the message out to the community.

A focus on improving our digital communication channels will continue in 2023 while we seek to find a balance between our traditional communication channels that include community newsletters, Isaac News and new digital platforms.

@

Social media
Isaac Regional Council
manages

f 10,535 followers
@isaacregionalcouncil

in 4,731 followers
Search isaac-regional-council

ig 1,059 followers
@isaacregionalcouncil

557 followers
@isaacrcouncil

Other Highlights

2021 MAYOR’S CHARITY BALL

A 300-strong crowd gathered at the sold-out 2021 Mayor’s Charity Ball in early August under the stars at Moranbah Town Square for the seventh staging of the event. The ball raised more than \$100,000 to support on-the-ground mental health initiatives for residents in the region thanks to the Isaac Regional Charity Fund and valued sponsors.



REGIONAL TOURISM AWARDS

Isaac stamped its star power in front of nearly 200 people at Mackay Entertainment and Convention Centre on October 2021 at the 2021 Mackay Isaac Region Tourism Awards. Isaac’s premier culinary, cultural and nature-based event St Lawrence Wetlands Weekend was awarded gold in the Festival and Events category for the third time running at tourism’s night of nights.



As well as the gold award Clermont Historical Centre took out silver in the Best Tourist Attraction category and Nebo Bushman’s Carnival Inc which runs the Nebo Rodeo and other local events collected bronze in Outstanding Contribution by a Volunteer Group. Furthermore, Kristen Stevenson of Nebo Hotel bagged a silver nod in the Outstanding Contribution by an Individual.

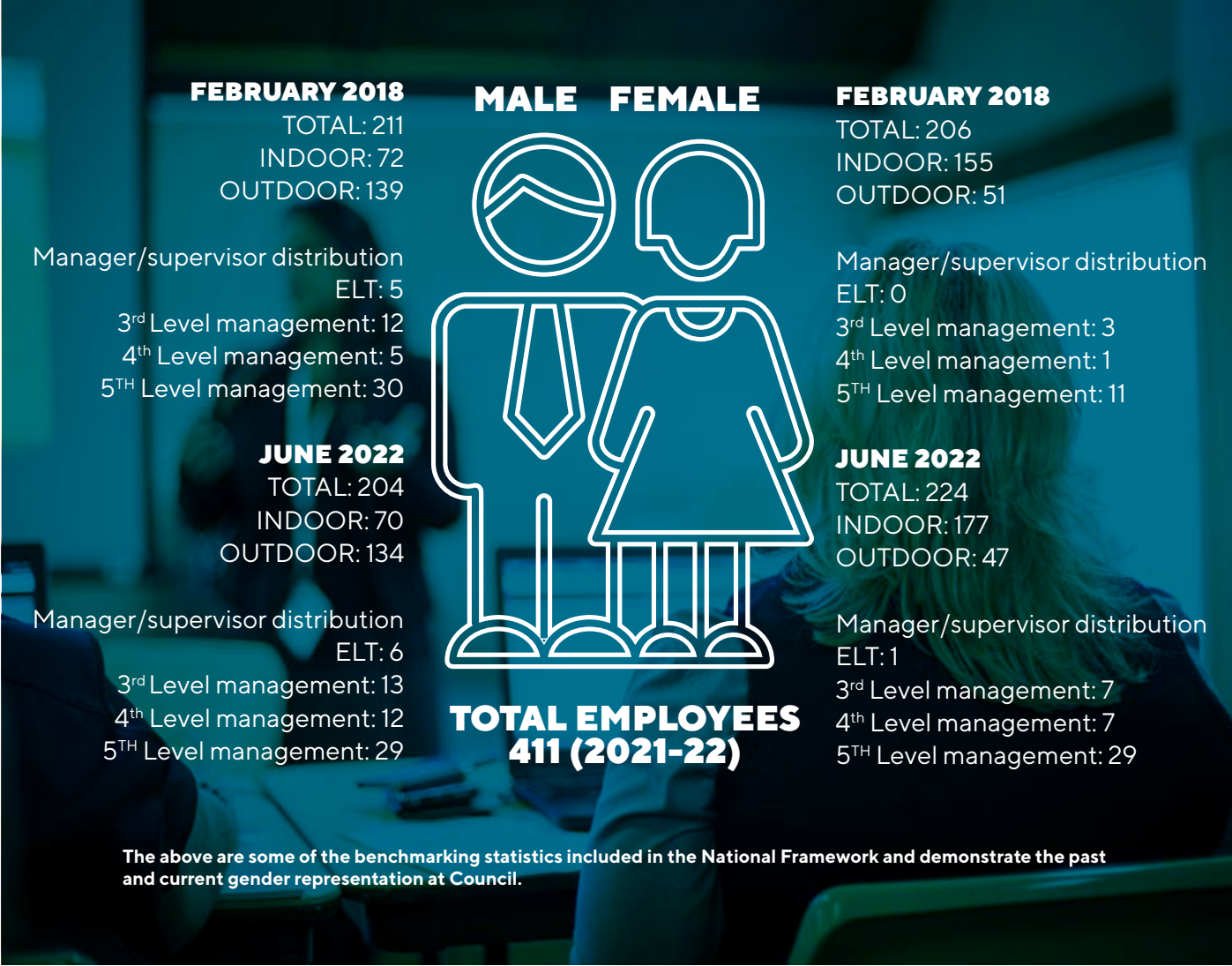


STATE AND NATIONAL TOURISM AWARDS

The Isaac region’s iconic eco-festival and First Nations event, St Lawrence Wetlands Weekend, struck gold at the Queensland Tourism Awards in the Festival and Events category at the Brisbane Entertainment and Convention Centre in November 2021. The awards celebrate and acknowledge the state’s tourism sector for their excellence and rewards operators for their exceptional service.



The Queensland award opened the door for entry into the Australian Tourism Awards held at the Sunshine Coast in early 2022. The drawcard event was placed amongst Australian tourism’s cream of the crop after being awarded a bronze in the Festival and Events category. The win on the national stage is a first for the region validating the years of hard work and cementing the region as one of Australia’s emerging holiday destinations.



WOMEN IN LOCAL GOVERNMENT

The Women in Local Government Advisory Committee (WILGAC) endorsed the following recommendations in 2021-22:

1. Launch of Council’s commitment to end domestic violence with the unveiling of the pledge and introduction of a training framework.
2. Council to take the pledge to work toward a Queensland where everyone is equal and free from violence.
3. Council to participate in the Domestic and Family Violence Prevention Month each May.
4. Develop and implement a training framework targeted toward ending domestic and family violence.

5. Investigate partnership opportunities to directly support domestic and family violence-affected employees.
6. Ensure information and resources are readily available to anyone experiencing domestic and family violence, including Domestic Violence Policy, Flexible Work Arrangements Policy and the Employee Assistance Program via internal and external platforms.

The WILGAC endorsed two applications for two female emerging leaders to receive Woman in Leadership Scholarships. Zoe Behrendt is participating in the Advanced Leadership Program and Sara Sheridan is participating in the Leading Edge Program.

Other Highlights

ADVOCACY PRIORITIES 2021-22

During 2021-22 Council developed priority advocacy items which targeted and were successful in the following areas:

- \$2.8 million Nebo Showgrounds Master Plan funding
- \$2 million funding the enabling of the Isaac Resources Excellence Hub to help future-proof the region
- \$8 million funding received towards redevelopment of the Moranbah Community Centre from the Resource Communities Infrastructure Fund
- \$8 million funding received by Isaac Affordable Housing Trust towards the development of additional housing from the Resource Communities Infrastructure Fund
- Under-funded critical health services which present unacceptable risk to Isaac's communities – redevelopment of the Moranbah Hospital
- Supported Clermont Seniors Living Project to assist a community organisation re-energise and re-establish the Monash Lodge facility

MORE THAN MINING

In 2021-22, through its membership of the Australian Mining Cities Alliance, Council joined the More Than Mining Policy Reform campaign. The campaign sought to give small and medium business and individuals the same Fringe Benefits Tax concessions that employers receive in mining communities when providing workers access to housing. Visit <https://www.isaac.qld.gov.au/homepage/280/more-than-mining> for more information.

QUEENSLAND BEEF CORRIDORS

Council joined with six other local governments being Barcaldine, Banana, Rockhampton, Woorabinda, Gladstone and Central Highlands to form the Queensland Beef Corridors partnership.

Our agricultural sector consistently identify problems caused by the poor roads they are forced to use, including lost productivity, lost time, vehicle damage and delays, impacts to their supply chains, and the safety risks to the users of those roads.



The collaboration of Councils called on and were successful in the 2022 Federal Election attracting a commitment of \$430 million towards the Queensland Beef Road Corridor road network. Visit <https://www.isaac.qld.gov.au/homepage/281/queensland-beef-corridors> for more information..

GLEDEN

Council's long-term advocacy for strong and sustainable resource communities was challenged in the Planning and Environment Court of Queensland by an appeal against Council's decision to refuse QCoal Group's development application for a 600-room workers' camp at Byerwen Coal Mine. The proposed development, located 28km

north-west of Glenden, would not utilise the existing cultural, recreational and social facilities in the township and Council deemed that it was not consistent with the relevant planning scheme which is designed to encourage sustainable futures for our communities.

In dismissing the appeal, the court said the consequences of approving the proposed development would be "detrimental to the ongoing utilisation of the significant social and administrative infrastructure" available in Glenden. The win reinforces Council's commitment to socially sustainable futures for communities in the Isaac region.

CLERMONT HISTORICAL CENTRE

Clermont Historical Centre's digital exhibitions, the Isaac region's historical artefacts, ledgers, books and historical sites were transformed from reality to the virtual world with the opening of a seven-year preservation project.

During March, visitors to the Clermont Historical Centre were given the chance to explore, discover and jump back in time to learn the stories of the region's harsh colonial era with the opening of the Faces of the Peak Downs Exhibition, running until December 2022.

MORANBAH MINERS' MEMORIAL

As the yellow flowers fell on the Moranbah Miners' Memorial, families, friends and workmates gathered just before sunset in November 2021 and paused to remember coal miners who left for work and never came home. The wave of overwhelming community support continued for the third commemorative event, delivered by the Moranbah Miners' Memorial Committee.

DRY LANDS TO HIGH HOPES

A total of \$84,000 was allocated to a variety of community groups from Mistake Creek to Mackenzie River and Valkyrie to Twin Hills through the Queensland Government's Community Drought Support Program. The funding supported drought-affected communities delivering 22 events as a positive booster for Isaac region residents through the Dry Lands to High Hopes program.

Campdrafts, country race days, movie nights, art workshops and a beef expo were just a few of the events held to fund local projects and activities to help develop resilient, adaptive and vibrant communities. The program was designed to respond to more than 65 per cent of the state being drought-declared in 2019.

A further \$6,440 was funded from COVID recovery reserves to assist with the reactivation of major regional events in accordance with COVIDSafe requirements and public health directives.



Community Grants

2021-22 ISAAC COMMUNITY GRANTS

In 2021-22 Council delivered and provided support to over 240 events and programs in the Isaac region.

Council provided \$440,564.93 through Council's Community Grants program in 2021-22, that has delivered vital services, events and created connected, liveable and creative communities in our region.



REGIONALLY FUNDED MAJOR GRANTS

During the 2021-22 financial year, Council approved major grants totalling \$82,250.00.

Grant Recipient	Description	Amount
Heart of Australia	Contribution to offset monthly travel expenses for the Heart of Australia service	\$15,000.00
Capricorn Rescue Helicopter	Contribution to the operations of Capricorn Rescue Helicopter	\$11,000.00
CQ Rescue	Contribution to the operations of CQ Rescue Helicopter	\$50,000.00
Clermont Rodeo and Show Society	Cattlemen's Challenge Taste Test, Beef Presentations and Graziers Lunch	\$6,250.00

Community Grants

DIVISION 1 (RURAL CLERMONT AND GLENDEN)

A total of \$30,415.36 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 1 community groups.



Grant Recipient	Description	Amount
Road Accident Action Group	Stock on Roads education campaign	\$625.00
Clermont Race Club	Clermont Country Stampede Races	\$2,500.00
Clermont Rodeo and Show Society (auspicing for Hoch and Wilkinson)	Clermont Beef Expo	\$2,500.00
Clermont Bulls (auspicing for Kennedy Livestock)	Beyond Blue Charity Gala	\$1,500.00
Life Church Clermont	Kids Club Xtreme school holiday program	\$1,997.50
Clermont Artslink	Inaugural Wombat Festival	\$2,000.00
Clermont Pony Club	Clermont Open Campdraft	\$2,500.00
Glenden State School P&C Association	Under 8's Day	\$900.00
Moranbah State High School P&C Association	Education and Careers Expo	\$1,142.86
Clermont Artslink	2021 Gold and Coal Festival	\$2,500.00
Mistake Creek State School P&C Association	School Fun Run and Fete	\$3,500.00
Clermont Race Club	Tony Kenny Memorial Clermont Cup Races	\$2,500.00
Glenden State School	School Bursary	\$1,250.00
Blair Athol Bush Sports	Annual Sports Weekend	\$5,000



DIVISION 2 (DYSART)

A total of \$19,035.36 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 2 community groups.



Grant Recipient	Description	Amount
Road Accident Action Group	Stock on Roads education campaign	\$625.00
Dysart Community Support Group	Love Bites - Respectful Relationships Program	\$5,000.00
Clermont Bulls (auspicing for Kennedy Livestock)	Beyond Blue Charity Gala	\$1,500.00
Moranbah State High School P&C Association	Education and Careers Expo	\$1,142.86
Dysart Senior Rugby League Football Club	Intrust Super Club Country Week	\$1,000.00
Dysart BMX Club	Purchase of brush cutter and blower	\$1,000.00
Dysart Senior Rugby League Football Club	Superhero Super Saturday	\$1,000.00
Dysart Kindergarten	Dysart Kindy Annual Open Day	\$1,000.00
Dysart State High School	School Bursary	\$1,000.00
Dysart State High School	Valedictory Ceremony	\$1,000.00
Dysart State High School	Awards Ceremony	\$517.50
Dysart State High School	School Bursary	\$250.00
Dysart Community Support Group	Dysart Community Carols and Twilight Markets	\$1,000.00
Dysart Pony Club	Guy Creighton Jumping Clinic	\$1,000.00
Dysart Community Support Group (auspicing for Dysart Touch Association)	Sporting equipment purchase	\$1,000.00
Dig Deep Competitive Boxing Inc	Sporting equipment purchase	\$1,000.00



Community Grants

DIVISION 3, 4 & 5 (MORANBAH)

A total of \$51,308.28 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 3 community groups. A total of \$51,308.29 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 4 community groups. A total of \$51,308.29 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 5 community groups.

Grant Recipient	Description	Amount
Oasis Life Church	Water War Night	\$1,000.00
4RFM (Rock FM Association)	Purchase of paper for community magazine	\$1,000.00
Oasis Life Church	Youth Movie Night	\$1,000.00
Cordell and Hudson Daley	International BMX representation	\$1,500.00
Moranbah Gymnastics	Country Easter Fete	\$4,000.00
Moranbah Golf Club	Water aerator	\$4,146.00
4RFM (Rock FM Association)	Road Safety Week	\$4,545.46
Moranbah Rainbow Collective	Rainbow Tie Gala	\$7,000.00
Moranbah NAIDOC Committee	In-kind assistance	\$2,392.59
CFMEU	Moranbah Scholarship	\$7,000.00
4RFM (Rock FM Association) (auspicing for Mackay Off Road Racing Inc)	Primec 100	\$4,000.00
4RFM (Rock FM Association)	Road Safety Week	\$1,000.00
4RFM (Rock FM Association)	Moranbah Miners’ Memorial Community Garden Project	\$1,000.00
4RFM (Rock FM Association)	4RFM professional development - attend CBAA Conference	\$1,000.00
Ryan Van Zanden	National Rugby League Championships	\$250.00
Indi O’Shea	Queensland Gymnastics Championships	\$250.00
Moranbah Junior Motorsports	Power connection to the club	\$1,000.00
St Joseph the Worker Parish	Christmas Fair	\$1,000.00
Cancer Council Queensland	Moranbah Mini Relay for Life	\$1,000.00
Moranbah and District Support Services	Seniors Connect - Christmas shopping trip	\$992.00
Jessie Barbeler	Attend Australian Burnout Masters	\$250.00
4RFM (Rock FM Association)	You Choose Youth Road Safety Program	\$1,000.00
4RFM (Rock FM Association) (auspicing for Moranbah Off Road Racing Inc)	Newman Excavation 100	\$3,000.00

Grant Recipient	Description	Amount
Moranbah BMX Club Inc	Moranbah BMX Come and Try Day	\$1,000.00
Moranbah Debutante Ball	In-kind support	\$1,818.18
ELAM Inc	Moranbah Debutante Ball	\$2,300.00
Road Accident Action Group	Stock on Roads education campaign	\$1,875.00
Moranbah State High School P&C Association	Education and Careers Expo	\$3,428.55
Moranbah Arts Council Inc	Four projects held at Moranbah Arts Centre	\$5,000.00
Moranbah Miners Junior Rugby League Club	Movie licence	\$275.00
Run for Mi Life	Annual Run For Mi Life event	\$1,604.08
Oasis Life Church	Carols by Candlelight	\$7,500.00
Moranbah Arts Council Inc	Youth Month activities	\$5,000.00
Moranbah Netball Association	Installation of shaded seating	\$10,000.00
Moranbah Highlanders Swim Club	Annual swim camp	\$5,000.00
Moranbah BMX Club Inc	Weather proofing the track	\$10,000.00
Oasis Life Church	Christmas movie night	\$1,000.00
Moranbah Junior Motocross Club	Track upgrades	\$5,000.00
Moranbah State School P&C	Cocktails in the Coalfields	\$5,000.00
Moranbah Community Workers’ Club	John Allen Memorial Golf Day	\$1,000.00
ELAM Inc	Youth holiday activities	\$1,000.00
Moranbah Bowls Club	Bowls carnival and fundraiser	\$1,000.00
Moranbah East State School	School Bursary	\$250.00
Moranbah State High School	School Bursary	\$1,000.00
4RFM (Rock FM Association)	Teddy Bears’ Picnic	\$1,000.00
Clermont Artslink	Inaugural Wombat Festival	\$1,000.00
Moranbah Race Club	Gold Sponsorship for Spring Meet	\$10,000.00
Moranbah Arts	Laptop and lighting dongle	\$1,000.00
Moranbah Race Club	Grounds clean up and improvements	\$5,000.00
Moranbah Gymnastics	Casino Night	\$5,000.00
Moranbah Miners’ Memorial Committee	Moranbah Miners’ Memorial	\$7,500.00
Coppabella State School P&C Association	40th Anniversary celebrations	\$3,750.00
Moranbah East State School P&C Association	Barbecue for fundraising purposes	\$298.00

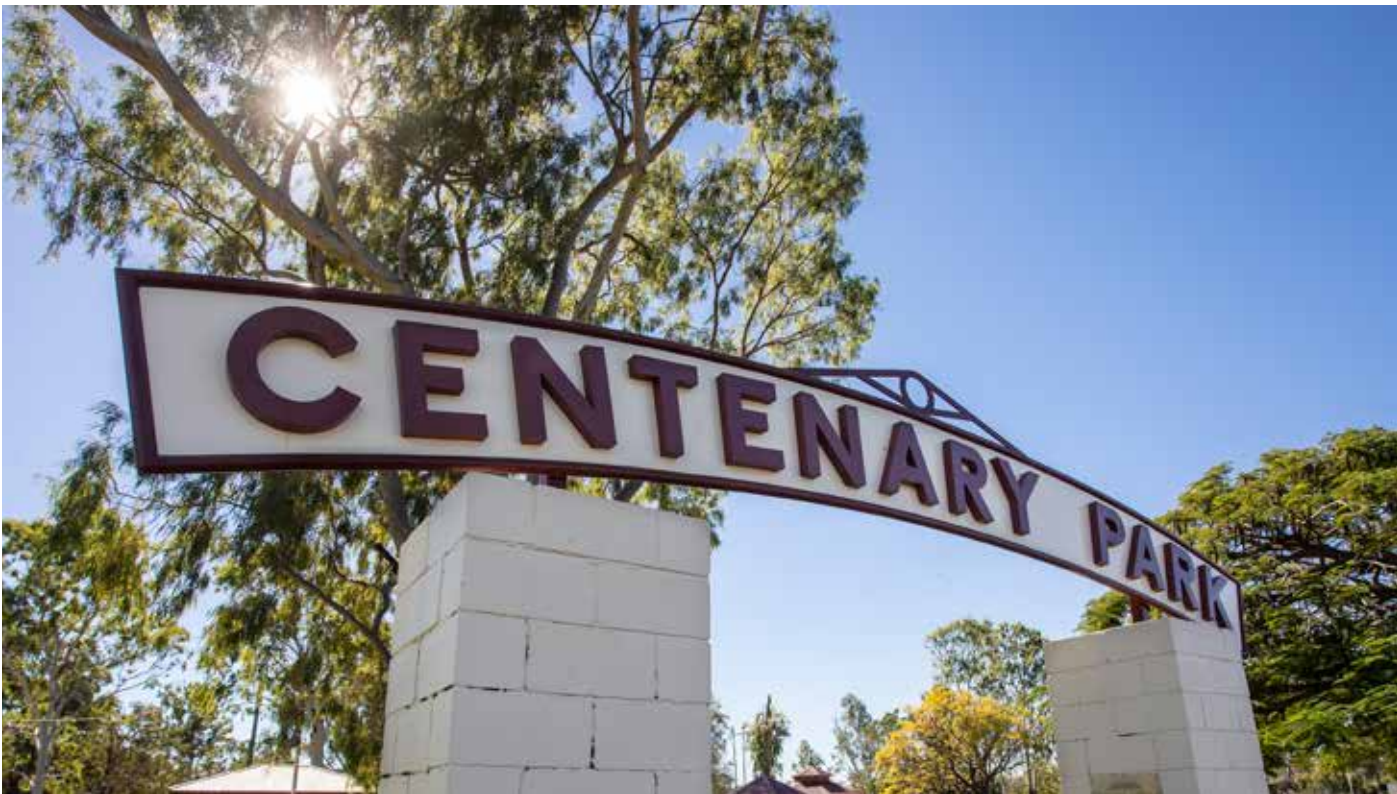
Community Grants

DIVISION 6 (CLERMONT)

A total of \$65,301.72 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 6 community groups.



Grant Recipient	Description	Amount
Road Accident Action Group	Stock on Roads education campaign	\$625.00
Clermont Race Club	Clermont Winter Races	\$5,000.00
Queensland Blue Light Clermont Branch	Skate event	\$1,000.00*
Clermont Artslink	Inaugural Wombat Festival	\$2,000.00
Clermont Golf Club	A variety of golf fun days	\$1,000.00
Clermont State High School	School Bursary	\$1,000.00
Isaac Performing Arts	Festival of Small Halls	\$1,000.00
Clermont State School P&C Association	Bingo night	\$1,000.00*
Queensland Blue Light Clermont Branch	Skate event	\$1,000.00*
Life Church Clermont	Kids Club Xtreme school holiday program	\$1,997.50
Clermont Bowls Club	Bowls carnival	\$1,000.00
Clermont Pony Club	Clermont Pony Club Campdraft	\$2,500.00
Clermont Race Club	Tony Kenny Memorial Clermont Cup	\$2,500.00
Moranbah State High School P&C Association	Education and Careers Expo	\$1,142.86
Clermont Rodeo and Show Society (auspicing for Hoch and Wilkinson)	Clermont Beef Expo	\$2,500.00
St Marys Catholic Church	Christmas Fair	\$2,000.00
Clermont Senior Rugby League Club	2021 Battle of the Mines	\$5,000.00
Clermont Race Club	Clermont Country Stampede Races	\$2,500.00
Clermont Bulls (auspicing for Kennedy Livestock)	Beyond Blue Charity Gala	\$2,000.00
Clermont Campdraft Committee	Clermont Gold Cup Campdraft	\$5,000.00



Grant Recipient	Description	Amount
Queensland Country Women’s Association	QCWA Old Time Dance - 100 year anniversary	\$5,000.00
Clermont Connect	Start-up technology costs	\$4,336.36
Clermont Artslink	2021 Gold and Coal Festival	\$2,500.00
Isolated Children’s Parents’ Association (ICPA) Clermont	Annual sports camp	\$5,000.00
Clermont State School P&C Association	Bingo night	\$1,000.00*
Clermont Rifle Association	Open prize meeting	\$1,000.00
Clermont Junior Rugby League	Assistance to attend the Nate Myles Cup	\$1,000.00
St Joseph’s Playgroup	Purchase supplies/equipment for the group	\$1,000.00
Clermont Men’s Shed	Men’s health event and open day	\$1,000.00
Clermont State High School	In-kind support for hire of Clermont Civic Centre	\$700.00
Clermont Clay Target Club	Two-day shoot competition	\$1,000.00

* These are listed twice as the events occur biannually

Community Grants

DIVISION 7 (MIDDLEMOUNT)

A total of \$48,639.90 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 7 community groups.



Grant Recipient	Description	Amount
Road Accident Action Group	Stock on Roads education campaign	\$625.00
Middlemount Community Sports Association	Circus workshop	\$1,000.00
Middlemount Junior Rugby League Club	Medallions and trophies	\$500.00
Middlemount Community School P&C Association	Design-a-shirt competition	\$1,000.00
Middlemount Rugby League Football Club Inc	Community cricket day	\$1,000.00
4RFM (Rock FM Association) (auspicing for Moranbah Off Road Racing Inc)	Newman Excavation 100	\$1,000.00
Middlemount Rugby League Football Club Inc	Middlemount Panthers 40th Anniversary Gala	\$4,772.00
Middlemount Community Sports Association	Netball carnival	\$1,000.00
Capella Tieri Middlemount Community Support Network Inc (CTM Links)	Men's Health Week activities	\$5,000.00
Middlemount Rodeo Association	Rodeo and campdraft	\$5,000.00
Middlemount Community Sports Association	Dive-in Movie Night	\$1,000.00
Middlemount Boxing and Fitness	2021 Fight Night	\$5,000.00
Moranbah Miners' Memorial Committee	Moranbah Miners' Memorial	\$2,500.00
Capella Tieri Middlemount Community Support Network Inc (CTM Links)	Middlemount NAIDOC community event	\$1,000.00
Middlemount Community School	School Bursary	\$1,100.00
Moranbah State High School P&C Association	Education and Careers Expo	\$1,142.90
CFMEU	Moranbah Scholarship	\$1,500.00
Middlemount Race Club	Middlemount Race Day	\$12,000.00
Oasis Life Church	Carols by Candlelight	\$2,500.00

Council does not facilitate a Councillor discretionary fund (s189) policy. Grants listed in Division 1 to 8 may include grants approved in the 2020-21 financial year and dispersed in the 2021-22 financial year.

DIVISION 8 (NEBO AND ISAAC COAST)

A total of \$40,997.73 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 8 community groups.



Grant Recipient	Description	Amount
St Lawrence State School	School Bursary	\$250.00
Ilbilbie Hall Management	Annual Christmas event	\$1,000.00
St Lawrence Public Sports Ground Committee	Building shed for use as a clubhouse and Men's Shed	\$6,500.00
Road Accident Action Group	Stock on Roads education campaign	\$625.00
Queensland Railway Institute (QRI Lifestyle)	Coppabella 50th Anniversary Celebrations	\$2,000.00
Coppabella State School P&C Association	Coppabella State School 40th Anniversary Celebrations	\$1,250.00
Clarke Creek State School	School Bursary	\$250.00
Nebo Bushman's Carnival Inc (auspicing for Nebo Cutting Club)	Nebo Cutting Show	\$3,300.00
St Lawrence and District Bowls Club	Purchase of new mower	\$7,272.73
Nebo State School	School Bursary	\$100.00
Ilbilbie Hall Management	Quilt and Craft Show	\$1,000.00
Nebo Possums - Play Group Queensland	Portable sun shade	\$500.00
Carmila Sports Reserve	Carmila Christmas Tree event	\$1,000.00
Nebo Bushman's Carnival Inc (auspicing for Nebo Cutting Club)	Nebo Cutting Show	\$3,000.00
Nebo Bushman's Carnival Inc	Nebo Slouch Hat Campdraft	\$8,000.00
Ilbilbie Hall Management	Melbourne Cup Luncheon	\$500.00
Nebo Pony Club (auspicing for Blue Mountain Campdraft)	Blue Mountain Campdraft	\$1,200.00
Coppabella State School P&C Association	End of term disco	\$500.00
Carmila Sports Reserve	Cricket fundraiser day	\$1,000.00
Nebo Community Fitness	Sports program	\$1,000.00
Nebo Community Sports and Recreation Club (auspicing for Mary-Ellen McEvoy)	Nebo Charity Ladies Day	\$750.00



Legislative information

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 CEO, 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 in the fourth week of the month.

*Council resolved in July 2018 to rotate the location of Council's ordinary monthly meeting around the communities of the region every second month. The rotational schedule of meetings has been an opportunity for residents across the Isaac region to see the process of local government. Scheduled Ordinary Council Meetings are available on the website at <https://isaac.qld.gov.au/meetings-and-minutes>

SPECIAL MEETINGS

In 2021-2022, Council held five Special Meetings

14 July 2021

- CONFIDENTIAL REPORT - Notifiable Road Use - Vitrinite Vulcan Project - Blair Athol Coal Mine and Capcoal Middelmount Coal Mine
- CONFIDENTIAL REPORT - ML70316 Compensation Agreement Between NQM Gold 2 and Isaac Regional Council

11 August 2021

- Local Government Association Queensland (LGAQ) 2021 Conference Motions
- Draft Response to Isaac River Project Mining Lease and Environmental Authority Applications

- CONFIDENTIAL REPORT - Award of Tenders IRCT-ALL50421-230 - Management and Operation of Pools - Dysart, Middelmount, Clermont and Nebo

16 February 2022

- Major Grant Application - Beyond Blue Charity Gala

28 February 2022

- Major Grant Application - Moranbah Race Club Race Schedule of Events 2022
- Major Grant Application - Moranbah Rock FM Association Inc. auspicing for Newman Trucking Excavations
- Major Grant Application - Gymnastics Moranbah Inc. 2022 Country Easter Fete
- CONFIDENTIAL REPORT - MCU22/0003 - Change Application for a Minor change to existing Development Approval PA15/021 - Works Camp (Temporary) (Construction Camp 349 Rooms / 350 Persons) and Ancillary Uses Located at 529 Wollombi Road, Suttor

- CONFIDENTIAL REPORT - Office of the Chief Executive Officer - Realignment of Functions

16 March 2022

- Roads of Strategic Importance Grant Application
- Terms of References for the Glenden Futures Steering Group and Glenden Futures Community Reference Group
- Draft Response to Carborough Downs South Extension Project mining lease application

DURING 2021-22, COUNCIL HELD 12 COUNCIL MEETINGS:

DIVISION	COUNCILLOR	ORDINARY MEETINGS	SPECIAL MEETINGS	STANDING COMMITTEE MEETINGS				
				CG&FS	E&I	PECS	W&W	SPECIAL GRANTS*
Mayor	Cr Anne Baker	12	4	6	6	6	5	2
1	Cr Greg Austen	11	4	0	9	0	9	2
2	Cr Sandy Moffat	12	4	10	9	9	0	0
3	Cr Gina Lacey	12	5	0	10	9	0	1
4	Cr Simon West	12	5	0	9	0	11	0
5	Cr Kelly Vevea	10	5	0	0	10	6	0
6	Cr Carolyn Moriarty	10	3	8	1	0	8	0
7	Cr Jane Pickels	12	5	11	11	11	0	2
8	Cr Viv Coleman	12	5	11	7	11	2	2

STANDING COMMITTEES

Council has four standing committees which are Corporate, Governance and Financial Services Standing Committee (CG&FS), Engineering and Infrastructure Standing Committee (E&I), Planning, Environment and Community Services Standing Committee (PECS) and Water and Waste Standing Committee (W&W). A temporary Special Community Grants Standing Committee* was

established to consider applications relating to The Road to COVID-19 Recovery Stimulus Packages.

*The Special Grants Committee was suspended by Council Resolution No. 7190 in March 2021 to allow for activation should COVID-19 restrictions be reinstated. The continued suspension was resolved by Council in July 2021 (No. 7405), December 2021 (No. 7625) and in June 2022 (No. 7923).

STANDING COMMITTEE MEMBERSHIP:

July 2021 to June 2022	CG&FS	E&I	PECS	W&W	SPECIAL GRANTS*
	Cr Pickels (Chair)	Cr Pickels (Chair)	Cr Vevea (Chair)	Cr West (Chair)	Mayor Baker (Chair)
	Mayor Baker	Mayor Baker	Mayor Baker	Mayor Baker	Cr Austen
	Cr Moffat	Cr Austen	Cr Lacey	Cr Austen	Cr Lacey
	Cr Coleman	Cr Moffat	Cr Pickels	Cr Moriarty	Cr Pickels
	Cr Moriarty	Cr Lacey	Cr Coleman	Cr Vevea	Cr Coleman
		Cr West			

Councillor Conduct

Council is committed to the ethical principles and obligations contained in the *Local Government Act 2009* and *Public Sector Ethics Act 1994*.

Updates to the legislation over the years introduced a mandatory Code of Conduct for Councillors and new processes for complaint handling, including the introduction of the Office of the Independent Assessor to investigate complaints against Councillors. The subsequent amendments

to the *Local Government Act 2009* and *Local Government Regulation 2012* have resulted in a change in reporting requirements in relation to Councillor Conduct matters.

Under s186(e)(f) and (g) of the *Local Government Regulation 2012* (LGR), Council’s annual report must contain details of any orders and complaints about councillors during the financial year. Details for 2021-22 are as follows:

LOCAL GOVERNMENT REGULATION SECTION	LGR	NO.
Orders made under section 150I(2) of the LGA (misconduct)	LGR s186	0
Orders made under section 150AH(1) of the LGA (disciplinary action)		0
Decisions, orders and recommendations made under section 150AR(1) of the LGA		0
The name of each councillor for whom a decision, order or recommendation under section 150I(2), 150AH(1) or 150 AR(1) of the LGA was made		0
A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors;		0
A summary of the decision, order or recommendation made for each councillor;		0
Complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government.	LGR s186 (1)(f)(i) – (iv)	0
Matters, mentioned in section 150P(3) of the LGA, notified to the Crime and Corruption Commission		0
Notices given under section 150R(2) of the LGA		0
Notices given under section 150S(2)(a) of the LGA		0
Decisions made under section 150W(1)(a), (b) and (e) of the LGA – LGR s186 (1)(f) (v) and s353	LGR s186 (1)(f) (v) and s353	0

Remuneration

EXECUTIVE REMUNERATION

The following summary shows the range of total remuneration packages payable for the 12-month period to 30 June 2022, for Council’s senior executive employees.

Senior executive employees (the CEO, and senior employees reporting directly to the CEO) are engaged under fixed-term, performance-based contracts.

The remuneration packages include base salary, superannuation, allowances, and non-monetary benefits, for example housing, vehicle and professional memberships.

Total of all Remuneration Packages Payable* \$1,982,354.18

Band \$200,000 – \$300,000	1
Band \$300,000 – \$400,000	4
Band \$400,000 – \$500,000	1

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	\$146,254	\$41,448
Division 1	Cr Greg Austen	\$76,309	\$4,293
Division 2	Cr Sandy Moffat	\$76,309	\$11,738
Division 3	Cr Gina Lacey	\$76,309	\$17,145
Division 4	Cr Simon West	\$76,309	\$10,272
Division 5	Cr Kelly Vea Vea^	\$89,777	\$14,408
Division 6	Cr Carolyn Moriarty	\$63,651	\$11,168
Division 7	Cr Jane Pickels	\$76,309	\$18,077
Division 8	Cr Viv Coleman***	\$76,309	\$38,927
		\$757,537	\$167,476

* Includes superannuation.

** Expenses cover mileage, mobile phone and representation at Council meetings, regional meetings, conferences and forums on behalf of Council, e.g. Local Government Association of Queensland Annual Conference, Greater Whitsunday Council of Mayors, Northern Australia conference, LGAQ memberships, Mackay Isaac Tourism meetings, National General Assembly Function, and Australian Institution of Company Directors’ Course.

***Expenses includes reimbursement of private vehicle usage (large rural division) for Council business.

^ Deputy Mayor

Council has an adopted Councillor Support (Expenses Reimbursement) Policy providing for the payment of reasonable expenses incurred, or to be incurred, by Councillors for discharging their duties and responsibilities as Councillors; and provision of facilities to the Councillors for that purpose.

This policy is available on Council’s website under Current Policies link or by visiting <https://www.isaac.qld.gov.au/about-council/current-policies>.

Policy and Audits

POLICIES

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.

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 utility 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.

INVESTMENT POLICY

The investment policy governs how Council will invest funds at the most advantageous rate of interest available at that time.

The order of investment activities shall be preservation of capital, liquidity and return.

The policy advises maximum amounts allowable to be invested within a particular institution.

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.

INTERNAL AUDIT

Council manages its risk via its Audit and Risk Committee.

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

- Key areas of risk within Council are determined and controls are established to reduce or manage these risks
- Appropriate internal controls exist within Council’s policies, processes and procedures

- The internal and external audit functions are effective
- The audit programs are sufficiently comprehensive
- Council’s Annual Financial Statements are endorsed

As per the 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 as at 30 June 2022 are:

- Mr Hayden Wright (Independent Chair)
- Mr Stephen Coates (Independent Member)
- Cr Gina Lacey
- Cr Jane Pickels*
- Cr Sandy Moffat*

*Cr Pickels achieved six years on the Audit and Risk Committee. Having served on the board at all meetings during 2021-22, on 29 June 2022, Cr Moffat was appointed to replace Cr Pickels in line with Council’s Audit and Risk Committee Charter.

Alternative Members:

- Cr Simon West
- Mayor Anne Baker (Ex-Officio)

Independent Chair Hayden Wright joined the Audit and Risk Committee being the successful applicant following an expression of interest process in early 2017.

Mr Wright 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.

Following an expression of interest and interview process, in July 2019 a new independent member Stephen Coates joined the Committee.

Mr Coates has been a director of a number of private and not-for-profit organisations, as well as having a lengthy career in governance, risk and compliance, particularly as it relates to technology.

Mr Coates is involved with numerous Audit and Risk Management Committees in the public sector, both from a membership perspective and advisor. Council, in May 2021, endorsed the extension of Mr Wright and Mr Coates’ tenure on the Audit and Risk Committee for a further two years.

This will be the final two year term for Mr Wright, concluding in July 2023.

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 bimonthly, or as required for urgent matters.

REVIEWS

During the 20221-22 financial year the following reviews were undertaken across Council.

- Implementation of Resolutions by Council
- Cybersecurity
- Water and Waste Regulatory Compliance
- Asset Management
- Internal Audit Register review on previous findings

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

To facilitate the internal audit function, a panel of pre-qualified providers was endorsed by Council in May 2021, these are:

- KPMG
- O’Connor Marsden and Associates
- PKF Integrity Services; and
- Crowe

Each have entered into a two-year contract, with an option to extend for 12 months at Council’s sole discretion.

COMPETITIVE NEUTRALITY COMPLAINTS

During 2021-22 no competitive neutrality complaints were received under section 45(8) or notices given under section 49 of the *Local Government Regulation 2012*.

CHANGES TO TENDERS

During 2021-22 two invitations to change tenders under section 228(8) of the *Local Government Regulation 2012* were issued.

REGISTERS

The following is a list of registers Council maintains. Some of these registers are publicly available on the website.

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

SERVICE FACILITY OR ACTIVITY EXPENDITURE

Council operates, in partnership with Smart Service Queensland, the Queensland Government Agent Program at Middelmount and Dysart.

BUSINESS ACTIVITIES

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

- Saleyards and Showgrounds;
- Airport Services;
- Private and Recoverable Works;
- Community and Recreation Facilities;
- Water and Wastewater; and
- Waste Management

For the 2021-22 financial year, waste management has been identified as a new significant business activity as it exceeds the prescribed threshold.

Consequently, a public benefit assessment will be undertaken in the first half of the 2022-23 financial year.

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	\$6,039,453
Pensioner concession	\$219,994
Economic or social incentives	\$418,032

*no concessions were granted under the natural hardship clause

DISCOUNT

In accordance with the provisions of Section 130 of the Regulation, a discount at the rate of 10 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 CEO, fulfil useful social and/or charitable community needs, as identified in Council’s 5 Year Corporate Plan.

CUSTOMER SERVICE

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

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

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

Complaints can be made in a number of ways:

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

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



ADMINISTRATIVE ACTION COMPLAINTS SUMMARY 2021-22

ADMINISTRATIVE ACTION COMPLAINTS	NUMBER
Administrative action complaints made to the local government	5
Administrative action complaints resolved under the complaints management process	6*
Administrative action complaints not resolved under the complaints management process	0
Administrative action complaints not resolved that were made in a previous financial year	0

* One complaint resolved that was carried over from 2020-2021



Financials

Financial Reporting and Position

This section outlines our financial performance and position during 2021-22, including a summary in plain language and financial statements that have been prepared in accordance with relevant legislation and accounting standards.

COMMUNITY FINANCIAL REPORT

The community financial report provides a plain English explanation of our financial statements so they can be easily understood by our community and others who wish to read the annual report. Financial statements are often difficult to understand when prepared in accordance with accounting standards. The following is a summary and an analysis of Isaac Regional Council's financial performance and

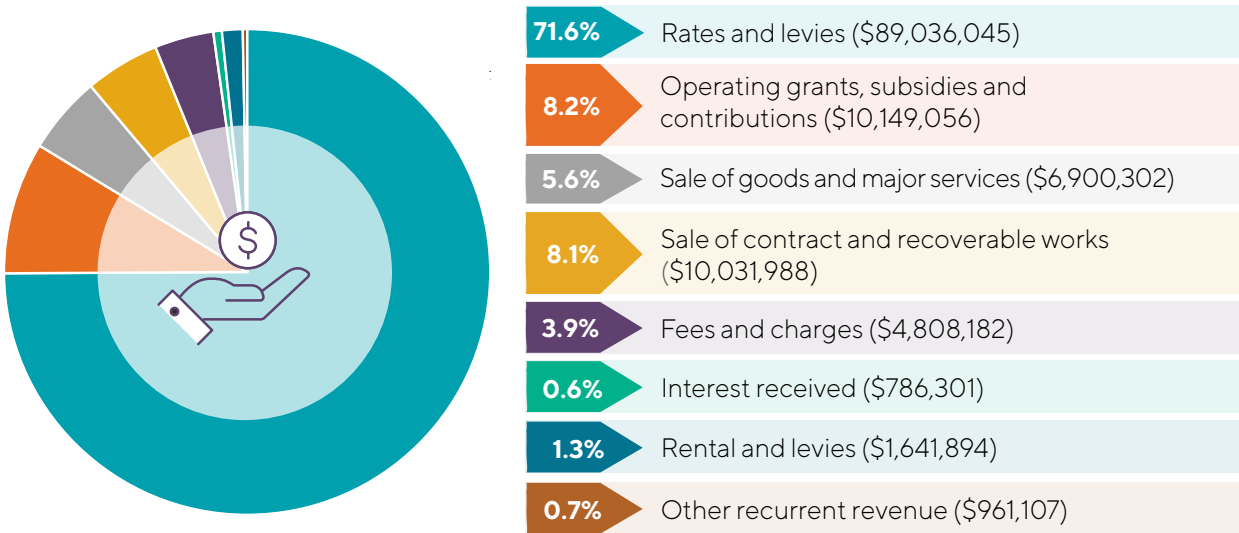
position for the 2021-22 financial year. It is important that Council remains financially sustainable. The Regulation states that the relevant measures of financial sustainability are the following measures:

- 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).

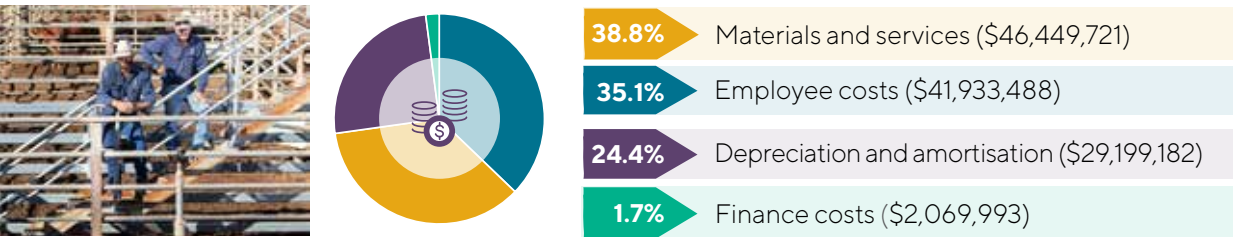
INCOME

The total income for the financial year was approximately **\$141.8 million**. This included operating revenue of **\$124.3 million** and capital revenue of **\$17.5 million**. The graph below shows the breakup of operating revenue, which is predominantly derived from rates and levies.



EXPENSES

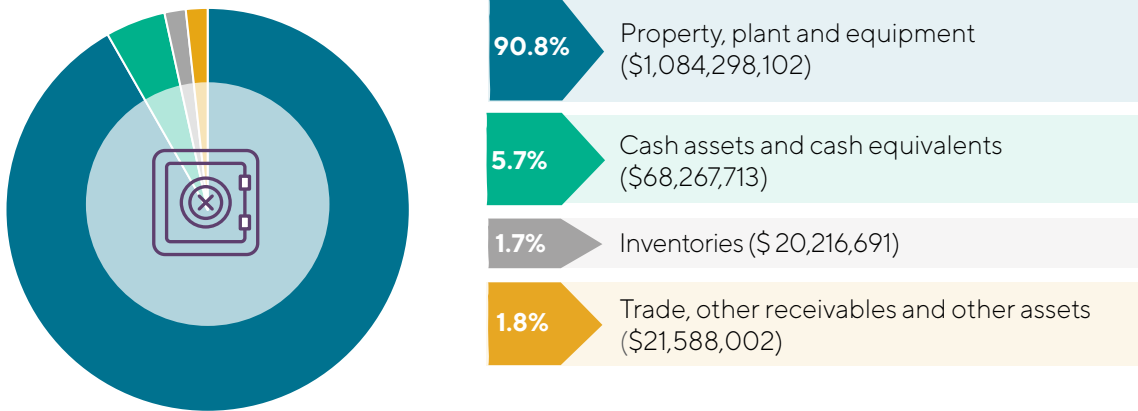
The total expenditure incurred for the year in providing services to the community was approximately **\$133.9 million**. Council undertook regular reviews of expenditure levels to ensure that funds were expended in the most efficient and effective way possible. Council operating expenses as shown in the graph below totalled **\$119.7 million**. Capital expenses, typically the costs of replaced assets that were written off and re-valuation adjustments totalled **\$14.2 million**. Council also invested over **\$29 million** on capital projects over the year.



ASSETS - WHAT WE OWN

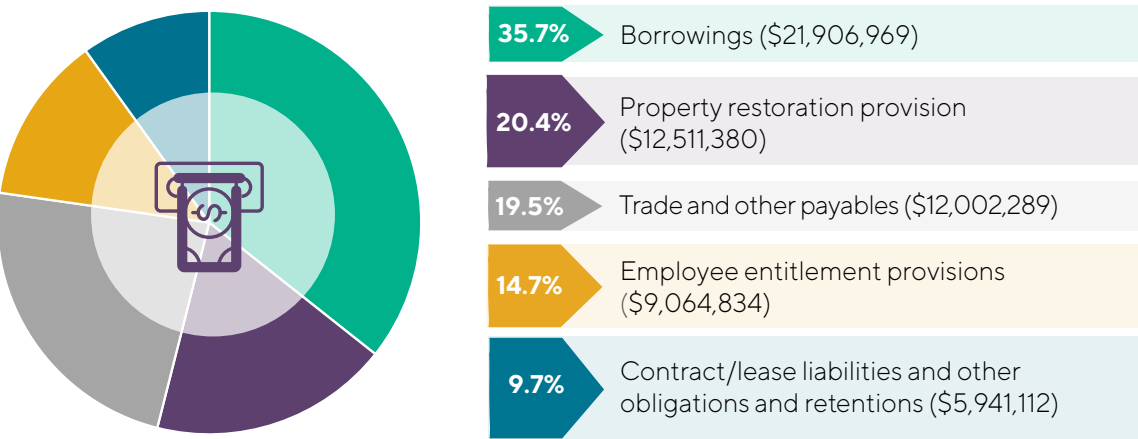
Council owns a variety of assets which are a significant investment for the community. The majority of these assets are infrastructure assets such as roads, water and wastewater, which need to be maintained in a sustainable fashion to ensure the continued provision of services to the community.

As at 30 June 2022 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 2022 the value of total liabilities of Council was approximately **\$61.4 million**. The largest part of liabilities is borrowings, which have been used to fund investment in long life infrastructure. Using borrowed funds is a way of spreading the cost of assets across the generations who will receive the associated benefits.



OUR NET WORTH

Our community's net worth (what we own less what we owe) at the end of the financial year was approximately **\$1.1 billion**. In the Statement of Financial Position, this represents the Total Community Equity.

community services and infrastructure. Council did not make any resolutions relating to section 206 of the *Local Government Regulation 2012* during the reportable financial period.

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 **\$7,794,672** in federal funding through the Financial Assistance Grants program for 2021- 22. This funding makes a valuable contribution towards Council's continued delivery of important

On 28 October 2020, under resolution number 6916, Council resolved to adopt the amended Councillor Support (Expenses Reimbursement) Policy (STAT-POL-057) under section 250(1) of the *Local Government Regulation 2012*. This policy provides for the payment of reasonable expenses incurred, or to be incurred, by Councillors for discharging their duties and responsibilities as Councillors; and provision of facilities to the Councillors for that purpose. A copy of the agenda and minutes can be viewed at: <https://www.isaac.qld.gov.au/about-council/meetings-and-minutes>.

Financial Health



FINANCIAL SUSTAINABILITY RATIOS

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

These ratios provide a snap shot of the financial performance without having to read the complete Financial Statements (as at 30 June 2022).

Ratio Type	Description	Performance
Asset sustainability ratio (Target >90%)	Capital expenditure on the replacement of assets divided by depreciation expense	62.9%
Operating surplus ratio (Target 0-10%)	Operating surplus divided by total operating revenue	3.8%
Net financial liability (Target <=60%)	Total liabilities less current assets divided by total operating revenue	-19.6%



CONTROLLED ENTITIES

Controlled entities of Council during the reporting period were Isaac Affordable Housing Trust (IAHT) and Moranbah Early Learning Centre (MELC).

As a controlled entity of a local government, IAHT and MELC are classified as a public-sector entity under the *Auditor-General Act 2009*.

IAHT is a company limited by guarantee and does not have any share capital.

As such IAHT and MELC will be audited annually by the Auditor-General of Queensland.

Council is the sole shareholder however the board operates autonomously to Council.

For a summary of these entities, their net assets and results ending 30 June 2022, refer to note 28 in Council’s financial statements.

Of the seven directors, four positions are allocated to Council representatives, with remaining members being the Company Secretary, 1 x external Corporate and 1 x Community (Vacant).

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

Moranbah Early Learning Centre is a company limited by guarantee and does not have any share capital. Council is the sole shareholder however the board operates autonomously to Council.

Our independent Auditor’s Report can be found in full at the back of this Annual Report.

Of the five directors, three positions are allocated to Council representatives (the five members includes the Company Secretary).

MANAGEMENT CERTIFICATE

For the year ended 30 June 2022

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 34, 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: 26 / 10 / 22



Chief Executive Officer

Name: Mr Jeffrey Stewart-Harris PSM

Date: 26 / 10 / 22

INDEPENDENT AUDITOR'S REPORT

To the councillors of Isaac Regional Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Isaac Regional Council.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2022, 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 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive Officer.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General 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 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 financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2022 was the current year financial sustainability statement, long-term financial sustainability statement and annual report.

The councillors are responsible for the other information.

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.

- 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.

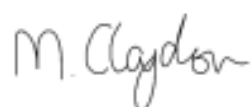
Report on other legal and regulatory requirements

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2022:

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

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, any other Act and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



Michael Claydon
as delegate of the Auditor-General

28 October 2022

Queensland Audit Office
Brisbane

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 councillors for the financial report

The councillors are 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 councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are 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.

ISAAC REGIONAL COUNCIL

Current-year Financial Sustainability Statement For the year ended 30 June 2022

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 2022 against key financial ratios:

	Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
Target	between 0% and 10%	greater than 90%	not greater than 60%
Actual	3.75%	62.60%	-19.55%

Note 1 - Basis of preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2013. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2022.

Certificate of Accuracy For the year ended 30 June 2022

This current-year 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 current-year financial sustainability statement has been accurately calculated.



Mayor

Name: Cr Anne Baker

Date: 26/10/22



Chief Executive Officer

Name: Mr Jeffrey Stewart-Harris PSM

Date: 26/10/2022

INDEPENDENT AUDITOR'S REPORT

To the councillors of Isaac Regional Council

Report on the current-year financial sustainability statement

Opinion

I have audited the accompanying current-year financial sustainability statement of Isaac Regional Council for the year ended 30 June 2022, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s. 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current-year financial sustainability statement of Isaac Regional Council for the year ended 30 June 2022 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General 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 current-year financial sustainability statement* section of my report.

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

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

Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current-year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2022 was the general purpose financial statements, long-term financial sustainability statement and annual report.

The councillors are responsible for the other information.

My opinion on the current-year financial sustainability statement 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 general purpose financial report.

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 councillors for the current-year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current-year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current-year financial sustainability statement

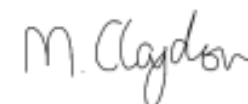
My objectives are to obtain reasonable assurance about whether the current-year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

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 statement, 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 the purpose of 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.
- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement 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.



Michael Claydon
as delegate of the Auditor-General

28 October 2022

Queensland Audit Office
Brisbane

Long-Term Financial Sustainability Statement Prepared as at 30 June 2022

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 2022 against key financial ratios:

	Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
Target	between 0% and 10%	greater than 90%	not greater than 60%
Actuals at 30 June 2022	3.75%	62.60%	-19.55%
Projected for the years ended			
30 June 2023	1.01%	61.29%	-13.09%
30 June 2024	1.42%	141.11%	-10.34%
30 June 2025	1.38%	102.94%	-11.71%
30 June 2026	1.44%	102.04%	-13.49%
30 June 2027	1.44%	101.99%	-15.22%
30 June 2028	1.55%	101.94%	-17.03%
30 June 2029	1.65%	101.90%	-18.88%
30 June 2030	1.71%	101.85%	-20.75%
30 June 2031	1.85%	101.81%	-22.72%

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 2022

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: 26/10/22



Chief Executive Officer

Name: Mr Jeffrey Stewart-Harris PSM

Date: 26/10/2022

