

Our Continuing Journey

Isaac... the Region of first choice



WELCOME



WELCOME to Isaac Regional Council's 2010-11 Annual Report

STAKEHOLDERS

This report is presented to our many stakeholders who have a vested interest in Council and its broad range of functions. Isaac Regional Council, in accordance with legislation, aims to be accountable and transparent in its operations and in the reporting of those operations.

OUR STAKEHOLDERS INCLUDE: Parliament, ministers, local governments, Commonwealth, state, federal, and territory governments, departments and government bodies, local and regional organisations, industry, media, staff and volunteers, communities and people of Queensland.

WE INVITE YOUR FEEDBACK: Feedback is important to us and contributes to improving the value of future reports for our readers. We welcome your comments about this Annual Report and ask you to forward them to us through the links on our website www.isaac.qld.gov.au.

Feedback and general enquiries can also be made to:
Manager Governance and Public Relations
Isaac Regional Council
PO Box 97 Moranbah QLD 4744

Telephone: 1300 ISAACS (1300 472 227)
Fax: (07) 4941 8666
E-mail: records@isaac.qld.gov.au

ISSN

Isaac Regional Council is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the Annual Report, you can contact us on either (07) 4941 4500 or freecall 1300 ISAACS and we will arrange an interpreter to effectively communicate the report to you.

Copies of the Annual Report

Electronic copies of Council's Annual Report are available, free of charge, on Council's website www.isaac.qld.gov.au.

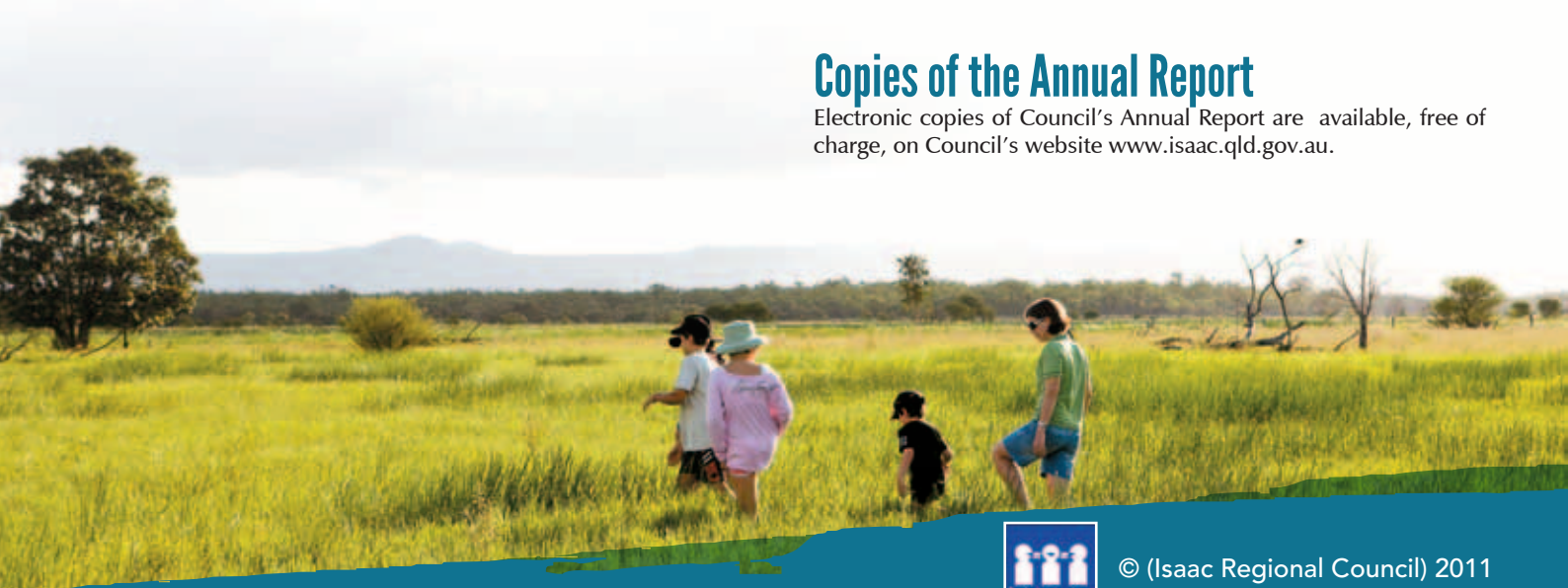


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VISION, MISSION, VALUES STATEMENT

VISION

To be the Region of first choice.

MISSION

To promote and enhance the diversity of lifestyle and opportunity.

VALUES

• PROFESSIONALISM

We will display accountability, openness, transparency and integrity.

• CONTINUOUS IMPROVEMENT

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

• EXCELLENCE

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

• PROCEDURAL CONSISTENCY

We strive for a consistent approach to the way in which Council conducts its business across the region.

• CUSTOMER FOCUS

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

• TEAM WORK AND COORDINATION

We work together to achieve a common goal.



CUSTOMER SERVICE CHARTER

CONSTANT IMPROVEMENT

At Isaac Regional Council we are constantly reviewing our policies and procedures to improve our services to you, our customers, whilst remaining open and accountable. The Customer Service Charter sets out standards you can expect when dealing with us.

PROMPT AND EFFICIENT SERVICE

When you contact Isaac Regional Council with a request or when making a complaint you can expect to:

- Be treated with courtesy and respect
- Be provided with a reference number for any further enquiry or follow up
- Receive an acknowledgement within fifteen working days
- Be kept informed of the process and outcome
- Have personal details kept confidential
- Have the matter investigated thoroughly and objectively.

ACCESS TO COUNCIL SERVICES

We are working on our website in an endeavour to provide you with an additional means of access to our services and information. We also endeavour to do the following:

- Answer your call within 4 rings
- Acknowledge your letter within 5 working days
- Acknowledge you at our reception within 3 minutes
- Respond to customer service requests within 60 business days
- Handle any customer service requests not dealt with during this period under Council's general complaints process
- Inform you of the best ways to access services from your Council.

WHEN WE MAKE MISTAKES

We are only human and sometimes Council makes mistakes. We will willingly and reliably respond to complaints and errors by:

- Listening carefully to your situation and clarifying your needs
- Apologising when we have made a mistake or caused delays
- Informing you of the options open to yourself and Council
- Taking ownership of any Council error
- Acting to fix the problem rather than determining whom to blame
- Rectifying problems and mistakes quickly where we are able
- Following up to ensure you know what we did.

HAVE YOUR SAY

As we strive to provide a better service, we encourage you to give feedback, through feedback forms at the Council offices, via our website or letter. Whether you have a request for action, a complaint, or a compliment, we would like to hear from you.

2010-11 AT A GLANCE

While it is neither possible, nor necessary, to report on all Council activities in this report, we aim to provide our readers with a cross section of some of our activities in an open and objective manner. Below is a list of some of our activities and financial data. Over the last financial year, Council:

- Completed 178 of Technical and Civil Services 216 Capital Works projects (82.4%)
- Spent an estimated \$1.3 million on emergent flood works
- Managed 3 airports, 9 landfill/waste stations and 6 sewerage treatment facilities
- Purchased vehicles totalling \$5 million (vehicle purchases were based on safety, whole of life costs, environmental impact and fit for purpose)
- Operated mechanical workshops at Clermont, Dysart, Middlemount, Moranbah, Nebo and St Lawrence with an operating budget of \$1 million
- Commenced a \$10 million upgrade of the Clermont Aerodrome with assistance from Rio Tinto (The project will also include a terminal building planned to be completed in 2012)
- Awarded Brisbane based company Queensland General Concrete and General Construction the \$12.3 million contract to construct a new Moranbah Sewerage Treatment Plant (STP) to meet the demand of the population growth in Moranbah for the next 25 years
- Received 172 Development Applications and approved 135
- Approved the plans for Monterey Unit Development in Bacon Street, Moranbah which comprises 51x 2 bedroom units
- Processed 83,500 cattle at the Clermont Saleyard
- Serviced 8403 sets of rubbish bins
- Used 4247ML of potable water and 2974ML of recycled water
- Upgraded playground equipment at Theresa Creek Dam, Lions Park in Dysart and at Bernborough Park, Moranbah
- Issued its first quarterly newsletter *Isaac News* in September 2010
- Assisted local SES Volunteers to perform food drops, road and signage repairs and to rescue motorists from swollen rivers and creeks throughout the wet holiday season
- Hosted the Local Government Managers Association (LGMA) 2010 Year of Women in Local Government Conference in Moranbah on Friday 10 September.



MESSAGE FROM THE MAYOR

“Isaac Regional Council embarked on a journey of making the most of every opportunity during the 2009-10 financial year.”



The journey continued into 2010-11 as Council strove towards our goal of *Getting Back to Basics*. The *Our Continuing Journey* 2010-11 Annual Report is not only a legal reporting requirement for Council but also an opportunity to highlight some of our achievements and challenges during this time.

Isaac Regional Council is located in a resource rich area of Queensland where so many of the challenges which arise are unique. Mining forms the backbone of the national and Queensland economy and the resource industry continues to boom.

This boom makes it difficult for Council to recruit and maintain skilled staff. Council is not in a position to match the lucrative salary and wage offers being made by mining companies. This is a concern not only for Council but also for essential services such as police, fire fighters, paramedics, and local businesses who face similar problems. For Council it means finding ways to maintain staffing levels to provide an acceptable level of service.

Despite the challenges of staffing, Council undertook many Capital Works Projects in 2010-11. Technical and Civil Services identified 216 projects of which 178 were completed and 38 carried over into the current financial year. An extended wet season affected the schedule of works with a substantial amount of flood damage and emergent works being undertaken.

Significant funds have also been injected into the upgrade and augmentation of the Moranbah Sewerage Treatment Plant. This project has had the largest financial impact on the capital program of Commercial Services in Isaac Regional Council's history. The accelerated and continuous growth experienced in Moranbah necessitated the urgent works required to cater for the increasing population.

One of Council's major completed projects was the Dysart Recreation Centre which was officially opened on 3 September 2011. The \$5 million project, part funded by the Australian Government, Queensland Government, BHP Billiton Mitsubishi Alliance (BMA), and Isaac Regional Council provides Dysart with a modern and exciting hub for recreation, sport and social interaction.

We also continued to offer many of our essential services such as roads and footpath maintenance, waste services, and repairs to infrastructure due to the adverse weather conditions experienced in January.

These are only some of the many activities Council progressed during the 2010-11 financial year. I am pleased to present this Annual Report to you in the hope that it is informative and reflective of the work Council has undertaken.

There are still many challenges ahead but I am very proud of what Council has achieved. With the upcoming local government elections in April 2012, the community will have a chance to evaluate Council's performance and achievements and make a decision on how they view the region's future.

A handwritten signature in black ink, reading "C Marshall". The signature is stylized and cursive.

Cedric Marshall
MAYOR

MESSAGE FROM THE CEO



“Welcome to Isaac Regional Council’s Annual Report for 2010-11. The last financial year has been challenging for Council and whilst it is impossible to report on all activities over the financial year, this report highlights some of Council’s opportunities, achievements and challenges.”

Despite the many challenges Council faces we strive to adhere to our Vision, Mission and Values which form the foundation for continuous improvement in the way we do business and the service we provide to our communities.

I wish to acknowledge the work of every staff member who has helped to make it a very productive twelve months. As the Mayor has stated we struggle to recruit and maintain staff because of the lucrative job opportunities offered by industry. It is therefore a credit to the staff who continue to work hard in spite of this.

In terms of challenges, the availability of affordable housing in the Isaac Region continues to be a significant challenge. Our communities identified this as a key deliverable in the 2020 Vision Community Plan. However, it’s also an opportunity for Council to develop innovative solutions.

Council established the Isaac Affordable Housing Trust in order to address the need for affordable housing throughout the region. Without affordable housing, Isaac is continually challenged by the ability to attract key service personnel as rents and wages are affected by the resource industry.

The intent is to provide good quality, affordable rental accommodation with a range of diversity and choice for key service personnel to promote independent living.

In order to fund Council’s many activities and services for 2010-11, Council’s adopted budget comprised a Capital Budget and an Operating Budget totalling \$131.6 million.

The Operating Budget provided resources for the day to day delivery of services whereas the Capital Budget provided funding for new and the renewal of infrastructure projects as well as the routine replacement of plant and equipment including items such as information technology and library stock.

Some of the Capital Works project highlights included: \$9.4 million for regional rural roads, \$3 million for the Moranbah Youth Centre, and \$5.9 million for town streets across the region.

I am pleased to report Council is financially sound with assets of \$755 million and an operating budget of \$95 million.

With elections scheduled for March next year, and the possibility of a change in Councillors I wish to take this opportunity to publicly thank the Mayor and elected members for their support and hard work over the last year.

Finally, your feedback is important to help improve our service delivery and the quality of future reports. I encourage you to provide feedback on this report. Further contact information can be found on the inside cover. We thank you for being a part of our continuing journey and helping to make Isaac the Region of first choice.

Mark Crawley
CEO

REVIEW OF BOUNDARIES

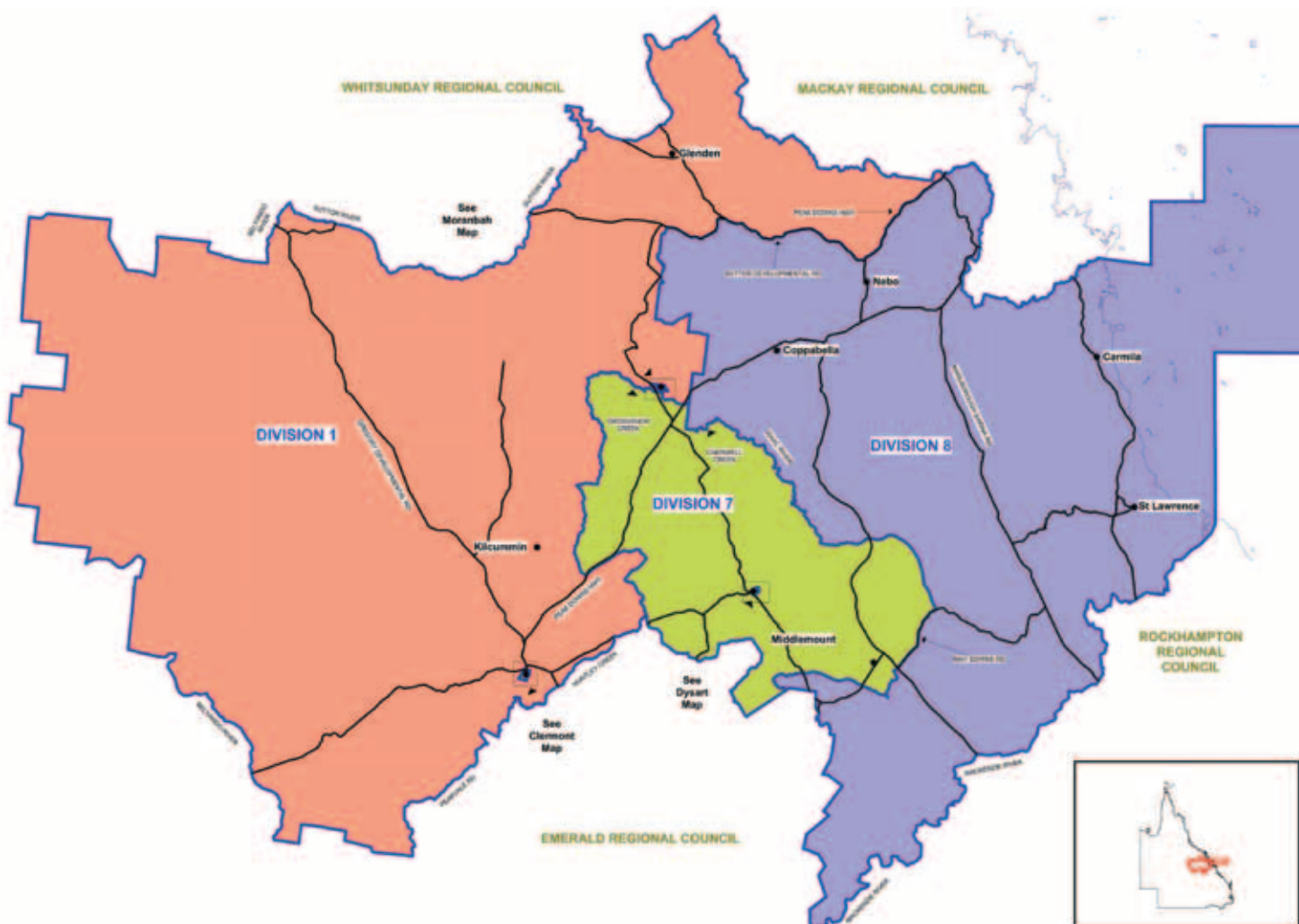
The enrolment data from 31 January 2011 showed Isaac Regional Council had a total of 11,633 enrolled electors spread across 8 divisions. Therefore the average enrolment per division (quota) is 1,454. Applying the +/- tolerance permitted under the Local Government Act 2009, the minimum number of electors per division is 1309 (-10%), with a maximum of 1600 (+10%).

By letter dated 24 February 2011 Council advised the Minister that Divisions 1, 3, 4, 6 and 8 were out of tolerance.

According to the latest figures (on Estimated Resident Population as at 30 June 2009) published by the Office of Economic and Statistical Research the total number of electors in the Isaac Region is expected to rise by 12.45% over the next 4 years.

A public notice was published on 28 May 2011 advising of a public meeting and inviting written submissions related to boundary changes. A public meeting was held on 1 June 2011 and one written submission was received. The Change Commission considered all submissions and responses to its draft proposal. The Commission's draft proposal incorporated changes to divisions 1, 3, 4, 5, 6, 7, and 8. The Change Commission received one response to its draft proposal and decided to confirm its proposal as the final determination.

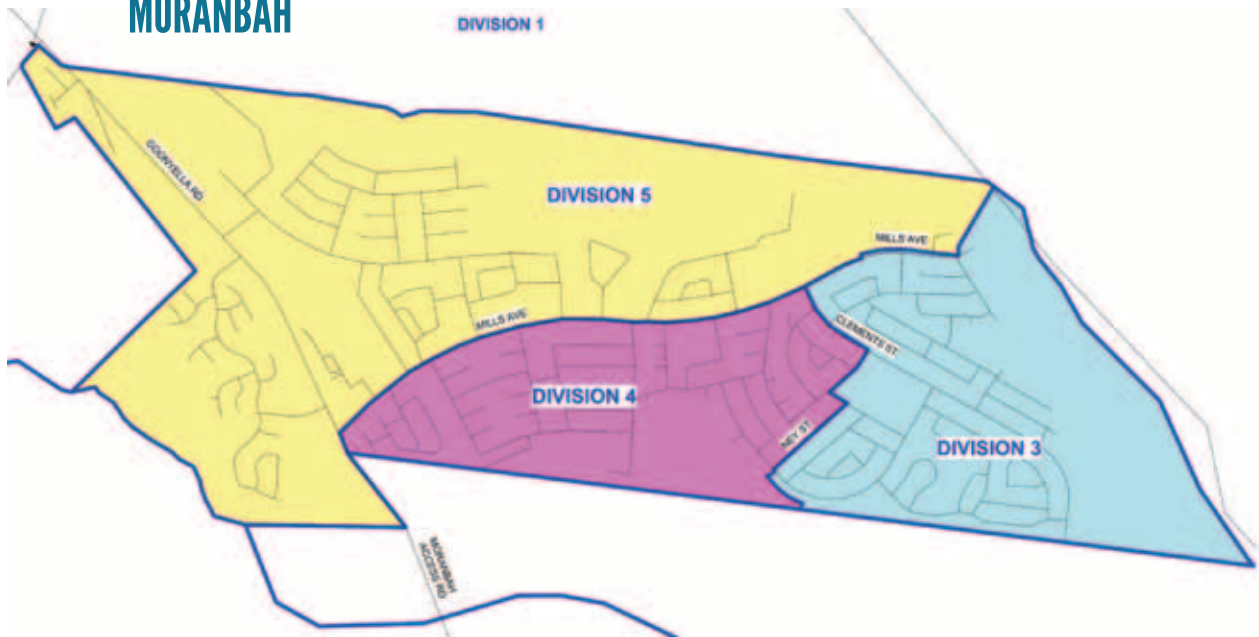
For the purposes of the 2012 local government elections Isaac Regional Council is divided into 8 divisions as shown on the map below and page 10.



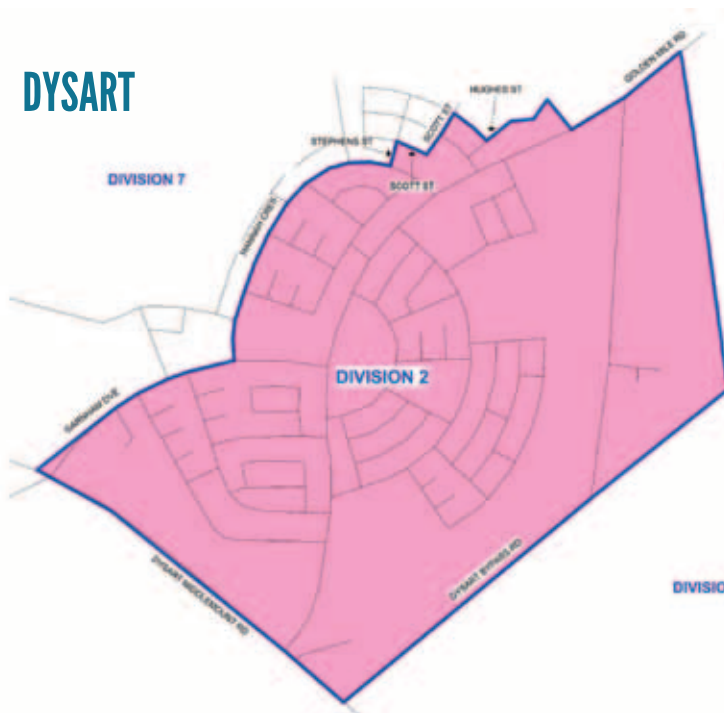
¹ Electoral Commission Queensland. Online @ www.ecq.gov.qld.au 18.10.2011

REVIEW OF BOUNDARIES

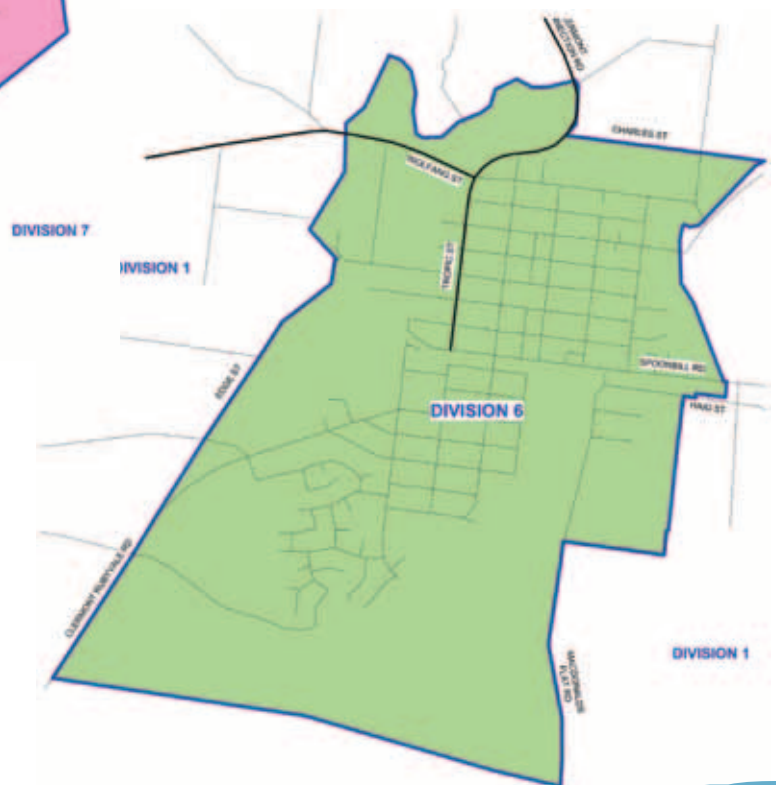
MORANBAH



DYSART



CLERMONT



OUR COUNCIL

Isaac Regional Council comprises nine elected members including the Mayor. Councillors were elected by the Isaac community in March 2008 to determine strategic direction and policies for the Isaac Region. Although elected to represent a division, Councillors under the Local Government Act 2009 must represent the current and future interests of the residents of the Local Government area.'

Elected Members provide the overall strategic direction for Council. This is in accordance with provisions of the various pieces of legislation affecting Local Government and the desires of the community.

ELECTED REPRESENTATIVES AS AT 30 JUNE 2011



CR CEDRIC MARSHALL

Councillor Marshall is Isaac Regional Council's inaugural Mayor. His local government career began in 1991 as a Councillor for Broadsound Shire and he became Mayor of the shire in 2003. Councillor Marshall is currently the President of the Central Queensland Local Government Association (CQLGA), a foundation member of the Road Transport Hall of Fame in the Northern Territory and an Honorary Member of the 56 Torch Bearers Association Incorporated.



CR DALE APPLETON

Councillor Appleton was elected as a divisional Councillor in 2009. Councillor Appleton is a member of AgForce and the Mistake Creek Progress Association. He has had a long association with the cattle industry within the region. Councillor Appleton is married to Kris and they have three sons - all who live and work in the Isaac Region. They also have eleven grandchildren who make up the six generations of the Appleton family in the Clermont district.



CR ANN CRAWFORD

Councillor Crawford has over ten years experience in local government and extensive enterprise business experience, specifically within the small business sector. Ann has a strong commitment to working within the principles of the Community Development Method and holds a Diploma of Community Service/Community Development. She is an Executive Director with Regional Development Australia Mackay Whitsunday and is currently serving on the Mackay Tourism Board. Ann devotes some of her spare time as a volunteer member of the Hinterland Community Care Inc Management Committee.

OUR COUNCIL

CR GINA LACEY

Councillor Lacey is enjoying the challenges of her second term in local government. In 2004 she was elected a member of the Belyando Shire Council and in 2008 elected to represent her division with Isaac Regional Council. For eight years Councillor Lacey was the event coordinator for May Day, the CFMEU 10km Run and the Combined Union Christmas Party. She was the Office Manager for the CFMEU for fifteen years and since 2007 has owned Zootown Menswear in Moranbah.

CR ANNE BAKER

Councillor Baker was appointed to Belyando Shire Council in 2007 and elected as Division 4 Councillor with Isaac Regional Council in 2008. Councillor Baker has been a member of several local sporting committees including Junior Rugby League and Netball. Councillor Baker's current responsibilities include Chairperson of the Regional Arts Development Fund and Audit Committee, and membership of the Central Queensland Local Government Association.

CR ROGER FERGUSON

Councillor Ferguson currently holds the position of Deputy Mayor with Isaac Regional Council. He was previously a Councillor with Belyando Shire Council before being elected to represent Isaac's Division 5 community of Moranbah. Councillor Ferguson owned Clermont Concrete Tanks for nine years before moving into the area of golf management. For the past seven years he has been involved in the motel industry, managing the Western Heritage Motel in Moranbah.

CR ROB WILLIAMS

Councillor Williams is currently serving his second term at Local Government level. His first term was held with Belyando Shire Council before being elected as a divisional Councillor for Isaac. Councillor Williams owns an electrical contracting business in Clermont and is a member of several local clubs and organisations. He is a member of the Junior and Senior Rugby League, Theresa Creek Water Sports Club and Central Highlands Referees Association.

OUR COUNCIL

CR DONALD BLACK

Councillor Black served fourteen months as an elected member with the Broadsound Shire Council before being elected to Division 7 of Isaac Regional Council. Councillor Black has a long history of cattle breeding and fattening as well as grain growing. He has been involved in a number of local committees as a Rotary member for eleven years, a Paul Harris Fellow and the current President of the Clarke Creek Camp Draft. Councillor Black is also a member of Agforce, Landcare, Clarke Creek's Community Reference Group and Rolfe Creek Rural Fire.

CR GEOFF BETHEL

Councillor Bethel has been involved with local government for a number of years previously holding a position on Broadsound Shire Council. Councillor Bethel is a landholder in the Isaac Region. Councillor Bethel has been involved in the cattle and grain industries since the Brigalow Scheme Ballot of 1973. He has a keen interest in landcare and related initiatives. Councillor Bethel is married to Ruth and they have four adult children, three of whom live and work in the Isaac Region.



RESPONSIBILITY OF COUNCILLORS¹

REPRESENTATIVES OF THEIR COMMUNITY

A Councillor must represent the current and future interests of the residents of the local government area. Councillors are elected every four years with the current term expected to continue until April 2012. While Councillors are obligated to represent their divisions, it is the overall regional interest which holds the most importance. This prioritisation of region over division enhances the Councillor's regional knowledge and promotes fairness and equity in decision making.

RESPONSIBILITIES OF COUNCILLORS

Under section 12 of the Local Government Act (LGA) 2009 all Councillors of a local government have the same responsibilities, but the Mayor has some extra responsibilities.

Councillors must ensure the Council:

- Discharges its responsibilities under this Act
- Achieves its corporate and community plans
- Complies with all laws that apply to local governments

Councillors must do this by:

- Providing high quality leadership to the local government and the community:
- Participating in Council meetings, policy development, and decision making, for the benefit of the local government area
- Being accountable to the community for the local government's performance
- Complying with the Queensland Contact with Lobbyists Code.

THE MAYOR HAS THE FOLLOWING EXTRA RESPONSIBILITIES:

- Leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings
- Proposing the adoption of the local government's budget
- Liaising with the Chief Executive Officer on behalf of the other Councillors
- Leading, managing, and providing strategic direction to, the Chief Executive Officer in order to achieve the high quality administration of the local government
- Directing the Chief Executive Officer, in accordance with the local government's policies
- Conducting a performance appraisal of the Chief Executive Officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example)
- Ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister
- Being a member of each standing committee of the local government
- Representing the local government at ceremonial or civic functions.

DID YOU KNOW?

The next Councillor elections are in April 2012.

¹ Local Government Act 2009

OUR OFFICE OF THE CEO

MARK CRAWLEY

Mark's career in local government began 27 years ago with most of this career served in Western Queensland. Mark has held senior positions within the industry for 17 years with 11 of those as a CEO.

Mark recently undertook the Australian Institute of Company Directors course and received a Graduation Certificate following successful completion of the course. Mark currently holds a Director's position on the Local Government Managers Australia Queensland Board and is also a Director of the Isaac Affordable Housing Fund Pty Ltd.

Mark is appreciative of the opportunities provided as a consequence of the role local government plays within communities. It is the closest level of government to the people and is very rewarding.

ROLES AND RESPONSIBILITIES¹

Under the Local Government Act 2009 the CEO has the same responsibilities as other employees but has the following extra responsibilities by managing the local government in a way that promotes:

- the effective, efficient and economical management of public resources
- excellence in service delivery
- continual improvement
- managing the other local government employees through management practices that:
 - o promote equal employment opportunities
 - o are responsive to the local government's policies and priorities
 - o establishing and implementing goals and practices in accordance with the policies and priorities of the local government.
- establishing and implementing practices about access and equity to ensure that members of the community have access to:
 - o local government programs
 - o appropriate avenues for reviewing local government decisions
 - o keeping a record, and giving the local government access to a record, of all directions that the Mayor gives to the Chief Executive Officer.



“Mark has held senior positions within the industry for 17 years with 11 of those as CEO.”

¹ Local Government Act 2009

ORGANISATIONAL STRUCTURE

- The most valued resource of a Council is its staff. It is an ongoing challenge for Council, to recruit and retain staff in order to provide the best possible service to the community. Impacting on this is the lack of available accommodation for Council staff. Council is currently able to accommodate 157 of its employees in various forms of accommodation such as houses, units, and dongas.

- As at 30 June 2011 Council received 134 resignations and commenced 121 employees. A fuller explanation of how Council is addressing the issue of how to recruit and maintain staff is provided on pages 39 and 40 of the report.

- As at 30 June 2011, Council employed:

258 permanent full-time employees

29 permanent part-time employees

66 casual employees

26 contract employees

2 schools based trainees

4 apprentices.



THE EXECUTIVE LEADERSHIP TEAM

The CEO and Executive Directors comprise the Executive Leadership Team which is the most senior executive team within Council. It is responsible for ensuring the delivery of the strategic intent of Council and to provide leadership to all staff. The Executive Leadership Team meets fortnightly to consider matters of strategic importance.

The purpose of the Executive Leadership Team is to establish a positive working culture through:

- Leadership
- Strategic direction
- Listening and active communication
- Setting high standards
- Resourcing appropriately.

EXECUTIVE LEADERSHIP TEAM AS AT 30 JUNE 2011



Commercial Services

ANDREW MCGREGOR

Andrew's first role with Isaac Regional Council was Director of Engineering Services for the Broadsound Business Unit. He became Water and Sewerage Manager in April 2009 before taking the role of Executive Director Commercial Services in March 2010. Prior to commencing with Council Andrew had extensive local government managerial experience in Water and Sewerage in some larger cities in New Zealand. Andrew holds a MBA from Deakin University and is a Chartered Professional Engineer.

CORE RESPONSIBILITIES:

- Water services • Sewerage services • Refuse collection and waste management • Airport management • Fleet management
- Private works



*Governance and
Community Services*

PETER HACKSHAW

Originally from New Zealand, Peter has had a varied career prior to entering local government including positions in banking, insurance, car hire and hospital administration.

Peter has a Bachelor of Business Degree from Charles Sturt University in Bathurst. His local government career commenced in New South Wales in 1982 and in 1986 he began 18 years as CEO with the former Peak Downs Shire Council. This was followed by work at Richmond in far North West Queensland, Fitzroy River Water, Biggenden and Murgon Shires prior to taking up the position of Director of Sustainability in the newly formed South Burnett Regional Council upon amalgamation in March 2008.

CORE RESPONSIBILITIES:

- Strategic planning and reports • Economic development • Councillor support services • Media and promotion • Libraries • Museums • Civic and cultural centres • Community facilities • Child, youth and aged care services • Tourism • Community development

THE EXECUTIVE LEADERSHIP TEAM

MARGI LLOYD

As Director of Corporate Services Margi has a strong background in Corporate Services and Property Management. Her vast experience was gained over twenty years working for various State and Commonwealth agencies and private industry. Margi holds a Bachelor of Business.

CORE RESPONSIBILITIES:

- Administration • Customer service standards • Records management
- Information technology • Risk management • Emergency management
- Human resources • Native title • Industrial relations • Support services



Corporate Services

PAT WHITE

Pat holds extensive management experience across a number of business sectors having worked in South Africa and New Zealand prior to moving to Australia in 1980. During his career he successfully managed a number of engineering and technical organisations. Before Pat joined Nebo Shire Council in May 2007, as Manager Technical Services, he was the CEO of an agricultural engineering business.

CORE RESPONSIBILITIES:

- Road maintenance and construction • Main roads contracts • Major projects • Parks, gardens and open public spaces • Urban services • Drainage/ flood damage • Road inspections • Asset data collection • Depots



Technical and Civil Services

SCOTT RILEY

Scott holds wide-ranging knowledge and experience in the planning and environmental fields. Beginning his career in NSW as a carpenter and joiner Scott then moved to local government as a trainee Health and Building Surveyor with the Port Stephens Shire Council. In 1991, and for 4 years, he worked as a Health and Building Surveyor. In 1994, he became the Assistant Director of Environmental Services for the Ulmarra Shire Council and the Director of Environmental Services and Development for Bourke Shire Council in 1999. During 2000-05 he was Development Control Officer for Richmond Valley Council before joining Belyando Shire Council as the Director, Planning and Environmental Services.

CORE RESPONSIBILITIES:

- Planning schemes • Development approvals • Growth management • Building plumbing approvals • Environmental health • Pest management
- Natural resources management • Coastal management • Local laws • Compliance services • Stock routes



*Planning and
Environmental
Services*

MARK CRAWLEY

Mark's career in local government began 27 years ago with most of this career served in Western Queensland. Mark has held senior positions within the industry for 17 years with 11 of those as a CEO.

Mark recently undertook the Australian Institute of Company Directors course and received the Graduation Certificate following successful completion of the course. Mark is a Director on the Local Government Managers Australia Queensland Board and is also a Director of the Isaac Affordable Housing Fund Pty Ltd.

Mark is appreciative of the opportunities that are provided as a consequence of the role local government plays within the communities. It is the closest level of government to the people and is very rewarding.

Mark became Acting Executive Director Financial Services in 2011.

CORE RESPONSIBILITIES:

- Financial management • Asset management • Performance reporting
- Rates • Grants • Purchasing stores • Budget and monitoring



Financial Services



REGIONAL ECONOMIC SNAPSHOT

MACKAY – ISAAC – WHITSUNDAY REGION

ECONOMIC SNAPSHOT

Located halfway between Cairns and Brisbane, the Mackay-Isaac-Whitsunday region incorporates the Mackay, Isaac and Whitsunday local government areas (LGAs). The region boasts a relaxed, subtropical climate, a competitive business environment, and is underpinned by one of the largest coal mining deposits in Australia supplying Queensland with approximately half of all coal produced and three quarters of the total value of coal exports. The region is one of the largest contributors to sugar cane production in Australia.

DID YOU KNOW? The Mackay-Isaac-Whitsunday region is poised to be the fastest growing region in Queensland over the next decade¹.

ISAAC

ECONOMIC SNAPSHOT

INTRODUCTION

The economic snapshot of the Isaac Region aims to provide an overview of the environment in which Isaac Regional Council operates. As the Mayor mentions in his message the challenges that arise for a Council in a resource rich area bring unique challenges which other Councils may not necessarily face. As well as meeting legislative compliance and carrying out the usual activities and operations of a Council, such as road maintenance, library services, waste management, and water and sewerage treatment, Council has had to undertake activities which do not normally constitute a core activity of Council. These include establishing the Affordable Housing Trust to address the issue of affordable housing and the operation of a Day-care facility on the coast.

OVERVIEW

Isaac forms the heart of the Bowen Basin, which is known for its yielding of high quality black coal. The Isaac LGA is situated west of Mackay, approximately 803 km north of Brisbane. Geographically, it covers an estimated 58,862 square km extending 400 km west of Mackay and including 100 km of coastline between the Mackay and Rockhampton regions. The Isaac LGA covers an area incorporating the towns of Clermont, Dysart, Glenden, Middlemount, Moranbah, Nebo, Coppabella, St Lawrence, Carmila, Clairview, Greenhill and Ilbilbie.

The traditional economic base of the Isaac LGA has been in sugar, beef, agriculture, and mining, however aquaculture, fruit and vegetable growing and goat farming activities are under development. Aside from rural industries, employment

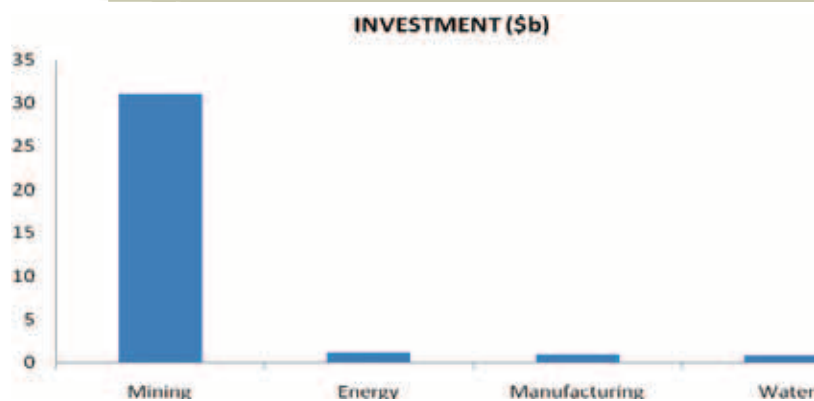
in the western localities is largely associated with the coal industry, while coastal areas depend on service industries for a large portion of employment opportunities. Tourism is fast becoming one of the focus areas for the region with opportunities emerging in heritage, eco and industrial tourism, and aquaculture. The table below provides a breakdown of the top 5 employment industries in the region.²

TOP 5 EMPLOYMENT INDUSTRIES (%)



DID YOU KNOW? 80 megatonnes of coking coal and 28 megatonnes of thermal coal were produced in the Isaac Region and 104 megatonnes of coal was exported during the 2009-10 financial year.

¹Source: Regional Economic Development Corporation. Online @ www.mwredc.com.au
²Source: Regional Economic Development Corporation. Online @ www.mwredc.com.au



\$34 BILLION INVESTMENT
currently planned and underway in Isaac.

GROSS REGIONAL PRODUCT

Did you know? The Gross Regional Product (GRP) for Isaac for the financial year 2009-10 was \$9.8 billion, up 11.25% from the previous financial year. For the same period in the Mackay-Isaac-Whitsunday LGA it was \$18 billion, up 13.2% from the previous financial year.

Gross Regional Product (GRP) is one of the primary indicators used to gauge the health and value of a region's economy. It represents the total dollar value of all goods and services produced over a specific period, i.e. the size of the economy. Usually, GRP is expressed as a comparison to the previous year. For example, if the year-to-year GDP is up 3%, this means that the economy has grown by 3% over the last year.

Economic production and growth (GRP) has a large impact on nearly everyone within the economy. For example, when the economy is healthy, unemployment is usually low (see table below) because the demand for labour increases as the economy grows. The Mackay-Isaac-Whitsunday region has experienced consistent growth in GRP over the last decade. The growth is strong, and estimated to continue based on the significant levels of investment proposed for this region.¹

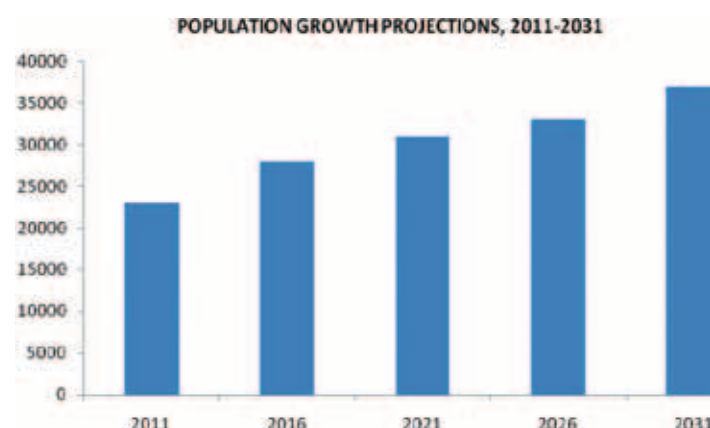
EMPLOYMENT IN ISAAC²

POPULATION

LABOURFORCE		UNEMPLOYMENT	
Belyando	7,603	Belyando	1.4%
Broadsound	4,490	Broadsound	1.4%
Nebo	1,701	Nebo	0.6%
June Qtr 2011		June Qtr 2011	

The number of unemployed persons aged 15 years and over (based on a smoothed series) in Isaac Regional Council LGA in June quarter 2011 was 180 persons. This represented an unemployment rate of 1.3%, compared with Queensland which had a smoothed unemployment rate of 5.5%.³

The population was in decline in the early 1900s but an increase in the price of coal in early 2000 saw the population figures increase. As the table below indicates the figure is estimated to continue to increase over the next 20 years by an average annual growth rate of 2.3 per cent⁴. The above figures do not include the number of non-residents which is expected to surpass the resident population by mid 2012.



'Isaac Regional Council is dealing with a population base that is 30 years ahead of its time'⁵

¹KPMG, 2011, 'Redefining Regional Planning: Managing Change, Measuring Growth', Socio-economic study, commissioned by Isaac Regional Council.

²Source: Regional Economic Development Corporation. Online @ www.mwredc.com.au

³Source: Regional Economic Development Corporation. Online @ www.mwredc.com.au

⁴Source: Regional Economic Development Corporation. Online @ www.mwredc.com.au

⁵Office of Economic & Statistical Research: Online @ www.oesr.qld.gov.au

HOUSING

A combination of an increasing population, low unemployment, a booming mining industry, lucrative wage and salary offers from mining companies, limited housing stocks and a large transient work force, has resulted in a dramatic increase in rents and housing prices in the Isaac Region. This is reflected in the tables below. Providing affordable housing in the Isaac Region to help meet current and future demand is an ongoing challenge. Some of Council's initiatives in addressing this issue are covered in the report.

PROPERTY MARKET¹

Median Weekly Rent			
	Rents \$ June Qtr 2011	Rents \$ June Qtr 2010	Annual % Change
3 Bedroom Houses			
Isaac Region	900	560	60.7%
Belyando, Clermont	380	380	26.7%
Burton, Nebo, Oxford	380	350	8.6%
Moranbah	950	640	48.8%
Dysart	1,000	550	81.8%
Mays Down, Middelmount	600	n/a	n/a
2 Bedroom Units			
Isaac Regional Council	225	225	0%

Median House Price				
	No. Sales June Qtr 2011	Median Price June Qtr 2011	Change over 1 yr	Change over 5 yr
Isaac Regional Council	62	459,500	5.3 %	51.5%
Clermont	13	250,000	19.3%	66.7%
Dysart	13	462,000	7.6%	81.6%
Moranbah	31	490,000	7.5%	47.9%
Moranbah	31	490,000	7.5%	47.9%

GROSS HOUSE RENTAL YEILD* - 10.2% - JUNE QTR 2011²

SUMMARY

The information above provides a broad overview of the current economic environment of the Isaac Region. It also provides a glimpse of future trends such as population growth, economic growth, housing demands and employment. It is clear from the data that the impact of the current and future mining economic growth has serious implications for Isaac Regional Council and its daily operations and services. It does not account for the implications for emergency and essential services such as police, fire service, ambulance, and hospital and medical services. Nor does it consider the implications resulting from the increase on Council's services and infrastructure such as water usage, sewerage, and roads which will all be affected by the increase in resident and non-resident populations.

PLANNING FOR THE FUTURE

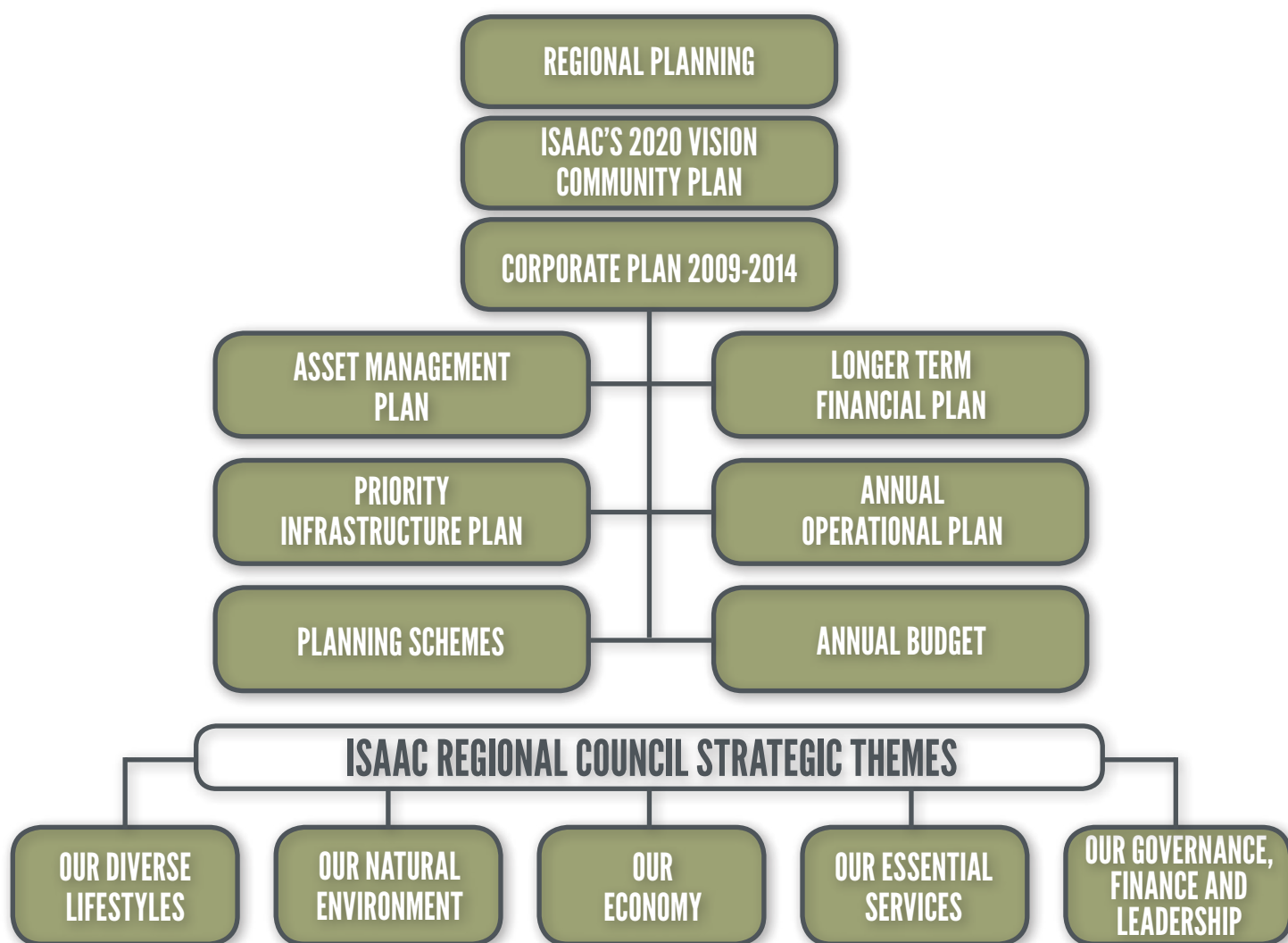
To assist with planning for these and future challenges Council commissioned KPMG to undertake a 12 month Socio-Economic Study to the year ended 30 November 2011. The study entitled, 'Redefining Regional Planning: Managing Change, Measuring Growth', developed a model to plan for services and infrastructure provision demanded by the resident population and non-resident workforce. It aims to develop a benchmark model to show progressive demand for services and infrastructure i.e. general practitioners, nurses, and child-care centres. The study also examined the delivery of services across the region in relation to the population estimates and projections and benchmarked them against the state, regional and interstate service provision levels.³

²Gross rental yield is calculated by dividing the weekly rent return by the property purchase price. It does not take into account maintenance or other costs associated with owning a property.
³KPMG, 2011, 'Redefining Regional Planning: Managing Change, Measuring Growth', Socio-economic study, commissioned by Isaac Regional Council.

REPORTING AGAINST OUR ACTIVITIES

This section of the report complements Council's strategic plans and provides balanced performance information, by addressing Council's key activities and highlighting areas of success, challenges and activities that were not completed. This report adheres to better practice performance reporting by being open about the extent of, and reasons for, the results achieved whether the results are above or below the expected level of performance. It also explains what Council plans to do in response, to the extent that the situation is within our control.

STRATEGIC PLANNING FRAMEWORK



The 2020 Vision Community Plan is the basis of all Council's planning instruments allowing quality services and programs to be delivered to our community. The Corporate Plan sets out Council's broad strategies and vision for all aspects of its operation for the 2009-14 period. It is linked directly to the Community Plan in order to meet the current and future needs and aspirations of the community. It is a broad document with key annual actions identified in the Operational Plan 2010-11. Each project area or project in the Operational Plan is related to one of the five strategic themes. It is these key activities that are reported against in the next section of this report.



top left: Young residents enjoying Dysart Recreation Centre
top right: Local art lovers appreciating the art of the staff exhibition
bottom left: Murals at Clairview
bottom right: Isaac Regional Council's Clermont Office

1. OUR DIVERSE LIFESTYLES

Growing community pride by developing creative, harmonious, supportive and active communities.

Indigenous Land Use Agreement (ILUA)

Corporate Plan Objective 1.1

Building arts, cultural and heritage identity.

ACTION: Protect and celebrate our traditional cultures and their contribution to our heritage.

Operational Plan 2010-11

PROPOSED ACTIVITY: Commence and foster consultative meetings with Indigenous groups across the region.

PERFORMANCE MEASURE: Success of joint agreements and satisfaction of all parties.

In July 2010 the Charters Towers Regional Council, Isaac Regional Council, Whitsunday Regional Council and the Jangga People celebrated the signing of an Indigenous Land Use Agreement (ILUA) at a ceremony at Mount Coolon. ILUAs are legally binding agreements about the use and management of land, between indigenous groups and others with interests in a particular area. ILUAs are practical and flexible as they are developed to suit the different needs of the groups and the land issues they're working through.

"The agreement provides a way forward
.....of all parties involved."

The ILUA covers over 20,700 sqkm centred on the township of Mt Coolon, 120km west of Mackay and 150km south of Townsville under a native title claim.

The agreement provides a way forward where local government can work together with the traditional owners, the Jangga people, and protect the rights of all parties involved. The agreement sets out clear terms for all parties to follow when developing infrastructure, such as roads and buildings, and providing services to the communities including terms of access and consultation protocols.

DID YOU KNOW?

In June 2010 Isaac Regional Council signed a Memorandum of Understanding (MOU) with the Barada Barna people that covers nearly a third of the Council's Local Government Area and smaller sections of land in Central Highlands and Mackay Regional Council areas.

DYSART RECREATION CENTRE

Corporate Plan Objective 1.4

Building healthy and active communities

ACTION: Enhance our existing, and build new, recreational facilities to support active and healthy lifestyles

Operational Plan 2010-11

PROPOSED ACTIVITY: Continuous improvement of current facilities and effecting emergency repairs.

PERFORMANCE MEASURE: Evidence of positive feedback received through the community that community facilities are safe and well maintained.

The Dysart Recreation Centre, which commenced construction on 28 June 2010, was opened on 3 September 2011. However, there were a number of challenges to overcome before the opening. The adverse weather conditions in January 2011 resulted in the closure of a number of roads and denied access to the site by contractors and sub-contractors for some days. Sourcing of sporting equipment was more difficult than first anticipated as Council's suppliers were engaged by the state government to supply equipment for the Sports Halls Project. Eventually a New Zealand company was approached and were able to meet the requirements. Another major challenge was finding suitable accommodation for contractors. Council had to accommodate the Construction Manager for more than 10 months in emergency fatigue accommodation in Dysart. This was not an in-kind contribution as it formed part of the builder's contract to source accommodation. Council intervention and support ensured milestones were met despite accommodation availability which is an ongoing challenge Council faces with the delivery of projects of this nature.

CLAIRVIEW COMMUNITY CENTRE

Corporate Plan Objective 1.1

Building arts, cultural & heritage identity.

ACTION: Protect our heritage, embrace pride in place and our shared and unique identities.

Operational Plan 2010-11

PROPOSED ACTIVITY: Continuous improvement of current facilities and effecting emergency repairs. Increasing the current standard of many of these older facilities which are in need of modernisation.

PERFORMANCE MEASURE: Evidence of positive feedback received through the community that community facilities are safe and well maintained.

The Clairview Community Centre was the lucky recipient

of several beautifully painted murals thanks to the support of Isaac Regional Council and the Mac Services Group Ltd. The toilet block was transformed into a tropical reef and the names of local islands are now written on the walls.

For some time, Lyn Thomas, chairperson of Clairview Women's Action Group (WAGs), had been enquiring after a local artist to bring some colour to the Community Centre's bare walls.

Isaac Regional Council Mayor, Cedric Marshall, put Lyn in touch with Mac Services who duly provided two artists in the form of father and daughter team David and Jessica Sheffield. Isaac residents may be familiar with Jessica and David's work. Their murals in Dysart, for instance, trace the different ages of the earth and can be viewed by motorists as they enter the township along Queen Elizabeth Drive. There are now several murals across the whole of the Isaac region, each of which tells a story about Isaacs's unique history, culture and sense of community. They have also painted murals in Nebo, Middlemount and Coppabella.

STAFF CREATIVITY

Corporate Plan Objective 1.1

Building arts, cultural and heritage.

Operational Plan 2010-11

PROPOSED ACTIVITIES: Promote and encourage creativity in the IRC workforce.

PERFORMANCE MEASURES: Create opportunities for IRC staff to celebrate and enjoy their own creativity.

Friday, 15 October 2010 saw the opening of a special exhibition at the Coalface Art Gallery in Moranbah.

Over the preceding weeks, Isaac Regional Council staff and elected members went back to the drawing board, quite literally, to summon up their creative talents. Guiding their work was the need to be as free and expressive as possible.

The resulting collection was publicly displayed.

Diversity was the first thing visitors would have noticed upon entering the art-space. Abstract work hung alongside work of a more traditional form. Quilts, photographs, craftwork, and paintings were part of the featured work.

The aim of the exhibition was to showcase the imagination and talents which often pass unnoticed without recourse to a public forum. Other exhibitors at the Coalface Art Gallery have included Joanna Beattie from Dysart, the Gum Gully Artists from the Gold Coast, and Moranbah State High School who present annually.



ISAAC REGIONAL COUNCIL LIBRARIES

Corporate Plan Objective 1.2

Build supportive and connective communities.

ACTION: Improve opportunities for our participation, and that of our youth and our aged, through technology and community education.

Operational Plan 2010-11

PROPOSED ACTIVITY: Continue to offer opportunities for online community education e.g. The Sydney Computer School and Your Tutor accessed through membership to any Isaac Regional Council Library.

PERFORMANCE MEASURE: Statistical data showing increased usage.

Council operates 8 libraries located in Clermont, Carmila, Dysart, Glenden, Middlemount, Nebo, St Lawrence and Moranbah. Libraries both locally and nationally are experiencing a move towards more digital services and so the Isaac Regional Library Service has invested in online services and data bases. Your Tutor and the Computer School - both online services - have been well received by Isaac communities with usage figures topping the national average.

During 2011-2012 the majority of these will be replaced and updated software installed.

The Isaac Regional Library Service now employs a dedicated Library Programs/Projects Officer whose role it is to develop, implement and support a range of programs and events to appeal to a diverse range of people, ages and cultural backgrounds. These projects and events are designed to ensure the libraries continue to be the cultural, educational and entertainment hubs of the communities they service.

After school, school holiday programs and programs for children with special needs are well supported by school age children and their families. They provide not only entertainment but encourage a life long passion for reading, the arts and participation in the community. The flow-on effect is that borrower statistics show a significant increase in the turnover of picture and board books, junior fiction, non fiction and DVDs.

Providing opportunities for online community education is an ongoing activity for Council.

'We have a great team in our Libraries and I am often told by community members how helpful our staff are,' said Isaac Regional Council Mayor Cedric Marshall.

top left: Moranbah Library

top right: Clermont Library

below: St Lawrence Wetlands



OUR NATURAL ENVIRONMENT

2. OUR NATURAL ENVIRONMENT

Caring for our sustainable natural rural and urban environment while improving our region's liveability and sustainability.

Reef Guardian Council Program

Corporate Plan Objective 2.2

Promoting, improving and supporting sustainable design and environment practices.

ACTIONS:

- Strengthen and establish quality community and key stakeholder relationships
- Monitor and review the impact of industry development on our environment and communities.

Operational Plan 2010-11

PROPOSED ACTIVITIES:

- Develop a Reef Guardian Action Plan
- Educate the community about Council's partnership with Great Barrier Reef Marine Park Authority (GBRMPA) and the role of a Reef Guardian Council.

PERFORMANCE MEASURES:

- Completion of Reef Guardian Action Plan for Council.
- Support is provided to the Reef Guardian School.

Isaac Regional Council entered into a Memorandum of Understanding with the GBRMPA. GBRMPA is responsible for the management of the Great Barrier Reef Park and established the Reef Guardian Council Program.

The Reef Guardian Council program was developed to achieve better environmental outcomes for the Great Barrier Reef through local government actions in natural resource management and improvements in local government and community capacity.

To be considered Reef Guardians, Councils must meet a minimum standard, captured in the development of an action plan. Council's Action Plan is assessed annually by the Council's Reef Guardian Working Group (which includes GBRMPA, Council staff/Councillors and other stakeholders as identified by Council). This assessment process allows GBRMPA and Council to identify achievements and issues, and plan for Council's Action Plan for the next financial year. Council developed a Reef Guardian Action Plan for 2010-11 with the purpose of reducing the environmental impact on the Great Barrier Reef. Ongoing work and discussion with the GBRMPA is required to finalise an action plan for 2011-12.

PEST ANIMAL CONTROL – 1080 BAITING PROGRAM

Corporate Plan Objective 2.2

Promoting, improving and supporting sustainable design and environmental practices.

ACTION: Monitor and review the impact of industry development on our environment and communities.

Operational Plan 2010-11

PROPOSED ACTIVITIES: Identify the region's pests and develop a region wide integrated pest management plan.

PERFORMANCE MEASURES: Reported decrease in the number of pests being reported.

Isaac Regional Council has consistently delivered a 1080 Baiting Program over the last 3 years by injecting baits of 250g. Bait size is determined using various factors such as the impact on non-target species and health and safety considerations associated with injecting small baits.

Council delivered the program to 90% of landholders in the region over the last financial year. This involved applying chemicals to 2980kg of meat. The program involved 156 hours of staff time at a cost of \$11,500. Council received favourable comments from landowners about the success of the program. Since the delivery of the program there has been a reduction in the number of reported wild dogs in the region. The benefit to the region is a reduction of the negative impact on the natural environment.

However, after a considered review of its resources, including staff numbers, Council is presently considering alternatives to the delivery of this program for the 2012 year and the development of a 1080 Baiting Policy. Council will issue forms to all users to gather information which will be considered and incorporated into the policy.



MORANBAH RECYCLE SHOP

Corporate Plan Objective 2.2

Promoting, improving and supporting sustainable design and environmental practices.

ACTION: Monitor and review the impact of industry development on our environment and communities.

Operational Plan 2010-11

PROPOSED ACTIVITIES: Review and improve waste management business systems.

PERFORMANCE MEASURES: Develop a business plan for council to operate recycling at Moranbah.

It was 'Back to Basics' in the Isaac Region between 8 and 14 November 2010, with National Recycling Week promoting the three Rs to local residents. The three Rs of waste management are reduce, reuse and recycle. The aim is to reduce the environmental and financial costs of excess landfill to reuse goods and recycle correctly.

To mark the occasion, Mayor, Cedric Marshall cut the 'ribbon' (or rather the garden hose) with a recycled pair of shears to officially open Moranbah Recycle Shop on Monday 8 November 2010. The shop's opening day was extremely successful with approximately 100 people visiting the shop and perusing the goods.

The shop is part of the current Moranbah Waste and Recycling Facility on Goonyella Road and features an enormous variety of second hand goods and materials available for sale at low prices. The shop is staffed by 3 full-time employees and 1 part-time employee.

Any profits made from the shop are used for the ongoing management of environmental impacts of the Moranbah Landfill. Council believes this enterprise will ensure savings to rate payers in disposal and land remediation expenses, and

it should also reduce the amount of waste being buried at the site.

'Guaranteeing the environmental sustainability of our communities is essential to the future of the region,' said Isaac Regional Council Mayor Cedric Marshall.

REGIONAL COUNCIL BORDER WELCOME SIGNS

Corporate Plan Objective 2.1

Creating vibrant public spaces, town entrances and streetscapes to connect all communities.

ACTION: Plan, develop and maintain visual appearance to enhance pride of place, amenity, public safety and our natural environment.

Operational Plan 2010-11

PROPOSED ACTIVITIES: Welcome signage

PERFORMANCE MEASURES:

- Strengthening of ownership and identity within the Isaac Region.
- Greater recognition of the region across the state and country.

On 22 October 2010 the first Isaac Regional Council Border Welcome Sign was erected on the Fitzroy Developmental Road adjacent to the Mackenzie River.

Six other signs have since followed, each featuring the latest in pioneering safety technology.

The signs are located at the Bruce Highway (northern and southern boundaries); Peak Downs Highway (eastern boundary); Collinsville Elphinstone Road (northern boundary); Gregory Developmental Road (northern boundary); and the Gregory Highway (south of Clermont).

The signs welcome visitors and residents alike to the natural

below: Moranbah Recycle Shop



beauty of the Isaac Region.

The design of these landmark features contain the very latest in innovative technology. The couplings at the base of the sign break away quickly and cleanly upon impact. This life-saving model - the Transpo Breakaway Support System - comes from America and was recently approved for use on the Isaac Regional Council signs by the Department of Transport and Main Roads. If a vehicle should hit the sign, regardless of angle, it will result in minimum damage to both property and passenger.

'Council's use of the design is a first in Australia, demonstrating Isaac's ability to be first when it comes to safety and innovation', said CEO Mark Crawley.

RIVER HEIGHT AND RAINFALL MEASURING STATIONS

Corporate Plan Objective 2.3

Managing the risk associated with natural disasters, cumulative impacts and other events through community and stakeholder partnerships.

ACTION: Monitor and review community impact management practices.

Operational Plan 2010-11

PROPOSED ACTIVITIES: Disaster Management.

PERFORMANCE MEASURES: Plans and delivery against budget.

According to the Bureau of Meteorology, Queensland recorded its wettest spring in more than a century and there was concern the wet weather would continue through to March 2011.

In preparation for the weather ahead, Isaac Regional Council installed 7 new, and upgraded 4 DERM (Department of Environment and Resource Management), river height and rainfall measuring stations across the region.

Funded under the National Disaster Mitigation Program, the \$360,000 project total was equally funded by both the State and the Commonwealth government. Thanks to the information collected by these stations, concerned residents and visitors can visit the Bureau of Meteorology website and access 24-hour rainfall figures specific to their location.

The 7 new river height measuring stations are located at:

- Prospect Creek on the Marlborough-Sarina Road
- Bee Creek, Isaac River, Wolfgang West Creek on the Peak Downs Highway
- Logan Creek on the Kilcummin-Diamond Down Road
- Sandy Creek on the Clermont Connection Road
- Belyando Upstream on the Clermont Alpha Road.

Isaac Regional Council Mayor Cedric Marshall said, 'The stations have been established to provide the public and organisations like the Bureau of Meteorology with precise flood and rainfall measures.'



ST LAWRENCE WETLANDS DISCOVERY WEEKEND

Corporate Plan Objective 2.4

Improving knowledge and education of public health standards and sustainable practices.

ACTIONS: Promote and deliver current community programs and activities associated with safe and sustainable practices.

Operational Plan 2010-11

PROPOSED ACTIVITIES: Regional events including project launches. Council traditionally contributes as provider and partner to a range of community events across the region.

PERFORMANCE MEASURES:

- The co-ordination of successful events across the region with strong community support, participation.
- Isaac's identity is recognised and strengthened across the region, the state and nation.

'DID YOU KNOW?' There are 124 recorded species of birds in the Wetlands area.

The St Lawrence Discovery Weekend began on Saturday 21 May 2011 and went through until Sunday afternoon. People of all ages descended on the historic Isaac town to enjoy the long-running annual event.

For some, it was a chance to catch a glimpse of rare birds like the Yellow Chat or Cotton Pygmy Goose. For others, it was the opportunity to participate in the arts and craft workshops. Aspiring painters learnt to paint the surrounding landscape with teacher Scott Maxwell whilst Anaheke Matua taught people to weave using plastic bags and Caselle Mountford introduced participants to contemporary environmental sculpture.

Treating people to pumpkin scones and savoury damper throughout both days, the twice Australian camp oven champions, The Bait Layers, cooked a succulent camp oven roast.

This was followed at 8pm when the skies of St Lawrence lit up with the fiery outlines of fish, lilies, brologas and frogs. The fire sculpture was created at an earlier workshop organised by Isaac Regional Council in St Lawrence.

Council was pleased to see such a wide range of people in attendance at the event. The weekend is not only an opportunity to engage in the activities but to learn about their environment and how to conserve fragile ecosystems like the St Lawrence Wetlands.

SNAP SHOT OF PLANNING AND ENVIRONMENTAL SERVICES:

• Building applications received	113
• Building applications approved	88
• Plumbing applications received	321
• Plumbing applications approved	308
• Siting concessions	331
• Building inspections	23
• Plumbing inspections	142
• Private certifier applications	666
• Property searches	245
• Development applications received	172
• Development applications approved	135
• Local laws passed	6
• Registered dogs and cats	2329
• Impounded dogs	253
• Licensed food businesses	145
• Licensed businesses (Environmental Relative Activities)	73

3. OUR ECONOMY

To create diversity and opportunity for sustainable local prosperity and long term economic stability.

Corporate Plan Objective 3.4

Planning sustainable and affordable housing to support population retention and growth and an investment ready region.

ACTION: Seeking opportunities with our key partners to deliver a wide range of family focused, sustainable and affordable housing projects.

Operational Plan 2010-11

PROPOSED ACTIVITY: Land development in Clermont

PERFORMANCE MEASURES:

- Sales transacted in timely manner.
- Increase in population and therefore economic benefit to the community.

LAND DEVELOPMENT AND SALES IN CLERMONT

On 23 October 2010 Isaac Regional Council auctioned 11 lots and 1 house in Clermont. The land purchased by Council in 2008 had been developed and provided an excellent opportunity for anyone wishing to live in the friendly community approximately 3 hours west of Mackay. The auctioning of blocks provided further opportunity for growth and development of the small community with the broader aim of encouraging people to move to town.

The lots auctioned included:

- Lots 1-3: 1 Cosgrove Court (665m²), 3 Cosgrove Court (660m²) and 5 Cosgrove Court (650m²). Auctioneers: Australian Livestock.

below: Learning to weave at the St Lawrence Wetlands Discovery Weekend



OUR ECONOMY

- Lots 4, 6, 7 and 8: 7 Cosgrove Court (705m²), 11 Cosgrove Court (720m²), 10 Cosgrove Court (820m²) and 8 Cosgrove Court (700m²).
- Lots 5, 9, 10 and 11: 9 Cosgrove Court (800m²), 6 Cosgrove Court (710m²), 4 Cosgrove Court (665m²) and 2 Cosgrove Court (839m²).
- 27 Lavarack Street, Clermont

'This is part of Council's broader aim at encouraging people to move to our friendly towns,' said Isaac Mayor, Cedric Marshall.

PLANNING SUSTAINABLE AND AFFORDABLE HOUSING PROJECTS

Corporate Plan Objective 3.4

Planning sustainable and affordable housing to support population retention and growth and an investment ready region.

ACTION: Seeking opportunities with our key partners to deliver a wide range of family focused, sustainable and affordable housing projects.

Operational Plan 2010-11

PROPOSED ACTIVITY: Affordable housing

PERFORMANCE MEASURES: Evidence for positive feedback for

the need for more affordable housing.

In another positive step for Dysart's future, Isaac Regional Council commissioned ThomsonAdsett to produce a conceptual design for development approval in the town. The design is a forward-thinking document which explores how best to maintain Dysart's vibrant community whilst accommodating future non-resident workers.

The design concept's layout complements the radial planning characteristics of Dysart and promotes homes with landscape views and amenity. Integral to the designs for non-resident workers' accommodation is the need for humanised environments which can encourage non-resident workers and their families to settle down as permanent residents.

Apartment and unit buildings designed initially for non-resident workers are therefore planned for purposes of adaptive re-use. Providing a mix of residential units and apartments offers choice and a sustainable development for both the immediate and longer-term, in keeping with the diverse needs of growing modern communities.

This is one of several positive steps being put in place to ensure the town remains sustainable long into the future. The conceptual design builds positive outcomes for Dysart by using expertise developed during the recent Adaptive Communities process.

DID YOU KNOW? Isaac Regional Council won the Queensland Local Government Management Australia (LGMA) Excellence in Sustainability Award for the Isaac Views Housing Project in April 2011.

Properties sold this financial year		
Property	Contract Price	Total Settlement (inc. GST) Less Fees/Commission
27 Lavarack Street, Clermont	\$170,000.00	\$153,064.65
1 Cosgrove Court Clermont	N/A	N/A
3 Cosgrove Court Clermont	N/A	N/A
5 Cosgrove Court Clermont	N/A	N/A
7 Cosgrove Court Clermont	\$92,500.00	\$82,587.73
11 Cosgrove Court Clermont	\$97,100.00	\$86,727.73
10 Cosgrove Court Clermont	\$108,000.00	\$96,573.73
8 Cosgrove Court Clermont	N/A	N/A
9 Cosgrove Court Clermont	\$108,400.00	\$96,897.73
6 Cosgrove Court Clermont	\$92,000.00	\$82,137.73
4 Cosgrove Court Clermont	N/A	N/A
2 Cosgrove Court Clermont	N/A	N/A

MARCH FOR MORANBAH RESOLUTION

Corporate Plan Objective 3.4

Planning sustainable and affordable housing to support population retention and growth and an investment ready region.

ACTION: Seeking opportunities with our key partners to deliver a wide range of family focused, sustainable and affordable housing projects.

Operational Plan 2010-11

PROPOSED ACTIVITY: Affordable housing

PERFORMANCE MEASURES: Evidence of positive feedback for the need for more affordable housing.

On Wednesday 16 March 2011, Isaac Regional Council took advantage of the opportunity to present the March for Moranbah Resolution to the Urban Land Development Authority (ULDA) CEO Paul Eagles. Mr Eagles was a presenter at the LGAQ Infrastructure Symposium in Brisbane.

CEO Mark Crawley, Mayor Cedric Marshall, and Councillors Baker, Black, Bethel, Crawford, Ferguson and Lacey, attended the Symposium in which the Moranbah Action Group's resolution was presented by Cr Baker to Mr Eagles.

Included in the resolution was the need for permanent family housing, accommodation choice and affordable housing to be

addressed as priorities for the Moranbah Urban Development Area (UDA).

The previous week, a number of Councillors joined the Moranbah Action Group and over three hundred residents from various mining communities for a March which aimed to highlight community concerns regarding, amongst other issues, the Moranbah UDA.

The Moranbah UDA Proposed Development Scheme was on public notification with submissions invited until 21 March 2011. Important areas to be addressed include housing affordability, commercial development, and the location of worker accommodation, open space provision and the allocation of land for new housing.

This provided Council an excellent opportunity to present the community's concerns on these issues and to lobby on the community's behalf.

On the following page is a summary of the total number of houses and units in the region owned wholly or partly and managed by Isaac Regional Council.

below left & right: Accommodation Moranbah



Isaac Regional Council Housing Summary

Moranbah

Total Housing / Units	78
Total Affordable Housing/Unit	35

Clermont

Total Housing/Units	18
Total Community Housing (Aged Care)	8

Nebo

Total Housing/Units	20
Total Community Housing	6

St Lawrence

Total Housing / Units	22
-----------------------	----

Middlemount

Total Housing/Units	18
---------------------	----

Dysart

Total Housing/Units	19
---------------------	----

Glenden

Total Housing/Units	9
Total Community Housing	3

Housing Totals in Isaac Region

Total Council Housing/Units	184
Total Affordable Housing/Units	35
Total Community Housing/Unit	17
Total Housing/Units all types	209



OUR ESSENTIAL SERVICES

4. OUR ESSENTIAL SERVICES

Delivering excellence in service and infrastructure provision to enhance the quality of life, relationships, diversity and harmony.

Water and Sewerage Management Plans

Corporate Plan Objective 4.1

Providing, maintaining, restoring and replacing infrastructure to deliver core services.

ACTION: Implement a continuous improvement program to meet the needs and aspirations of our region.

Operational Plan 2010-11

PROPOSED ACTIVITIES:

- Manage the region's water and sewerage schemes in accordance with Total Management Plan (TMP)/Strategic Asset Management Plan (SAMP).
- Prioritise the implementation of action plans included in the document.
- Identify issues in continuity of supply of Council's registered water services.

PERFORMANCE MEASURES:

- Updated Asset Management Plan prepared.
- Compliance with SAMP.

Commercial Services have implemented a proactive approach by utilising the refined asset data base to prioritise and implement renewal works at the various Water and Sewerage Treatment Plants. Assessment of the condition of the sewerage network's critical assets has also identified renewal projects that have also been undertaken. The 10 year theoretical Asset Management Plan renewal programme for Water and Sewerage for 2010-11 reflects a \$3.49 million budget. These results indicate Commercial Services are managing assets in line with best practice asset management.

The Water and Sewerage Asset and Services Management Plan is far advanced and is one of a suite of plans developed for Isaac Regional Council. This plan presents the opportunity to identify and begin to action the activities necessary to steadily move towards an advanced level of asset management. The State Government has introduced legislation to encourage Councils to demonstrate their ability to manage their important infrastructure assets.

Federal and state governments are emphasising the imperatives for local government to have more regard for long term sustainable financial planning and longer term management of physical and financial resources. The Federal Government has developed 3 key National Frameworks to assist Councils in achieving these key areas as follows:

- Asset Planning and Management
- Financial Sustainability
- Financial Planning and Reporting.

The Local Government Act 2009 and supporting regulations which sets out the need for all Councils to be able to demonstrate its asset management and financial management

performance. Each Council is required to include disclosures in its Annual Report regarding its performance in these critical areas and the Water and Sewerage section is geared to deliver in this regard.

As part of Council's requirement to comply with legislation and to protect its community, it established clear direction to ensure appropriate asset management practices for its asset portfolio now and into the future. With this in mind, Commercial Services moved ahead and through the appointment of a consulting engineer, identified and registered all assets to assist Council and management to make informed decisions in relation to infrastructure and fleet assets.

DID YOU KNOW? Expenditure of the annual Capital Works Program for Commercial Services for the 2010-11 financial year is well over 93%, achieved on 155 projects totalling over \$6 million (excluding the Sewerage and Treatment Plant of \$13.54 million).

WATER & SEWERAGE - TEN YEAR FINANCIAL PLANS

Corporate Plan Objective 4.1

Providing, maintaining, restoring and replacing infrastructure to deliver core services.

Operational Plan 2010-11

PROPOSED ACTIVITIES: Work to refine the 10 year works plan for each Council water and sewerage scheme and create a 10 year financial plan pertaining to asset management and service provision that will continue to meet the changing needs of the community.

PERFORMANCE MEASURES: Finalise the 10 year financial plan that reflects the sustainability of Council assets and service provision.

Once again, the expanded growth experienced in Moranbah and Dysart, has necessitated the Master Planning of both the Water and Sewerage infrastructure. The planning for the expanding towns includes:

- Water supply: Storage, treatment and distribution
- Sewerage: urgent reticulation, treatment and disposal was undertaken for Council to approve and accept the developments associated with the establishment of residential units for especially the mining industry in our area.

Some parts of these plans are advanced and others are still in planning and modelling stages. Planning commenced in January 2011 and is ongoing. It is envisaged that Master Plans of all the towns within the Isaac Region will be done in order to stay abreast of any proposed development. It is estimated that more than \$450,000 could be spent on this important operation.



above: Moranbah Sewerage Treatment Plant



above: Middlemont Water Treatment Plant



above: Queensland Railway Train

DID YOU KNOW? The first Sewerage Treatment Plant in Isaac was constructed in 1972 with the construction of Moranbah town.

UPGRADE OF MORANBAH SEWERAGE TREATMENT PLANT

The augmentation and upgrade of the Sewerage Treatment Plant (STP) in Moranbah began in February 2011 and is due for completion in March 2012. The upgrading or augmentation of the Moranbah STP has the largest financial impact on Commercial Services. The accelerated and continuous growth experienced in Moranbah necessitated the urgent works required to cater for the increased population.

In 2000 some augmentation occurred when a secondary sedimentation tank and chlorine dosage tank were constructed. Later in 2005 some de-commissioning/ commissioning took place in order to try and satisfy the demand and meet effluent standards.

Planning of the current project started in 2007, which included many design reports and funding applications. This was the start of a complicated and time consuming process ensuring compliance with all financial regulations.

Final tenders were received from 5 contractors during September 2010 and the contract was awarded to Queensland Concrete and General Construction - a company based in Brisbane for the amount of \$12.3 million.

A Government grant of \$5.05 million made it possible to augment the works to meet the demand for approximately 25 years. This grant also included an amount of \$465,000 for the re-use of effluent treated water and the irrigation network has been expanded.

Once completed, the plant, located off Forrest Drive, will boast an oxidation ditch, an inlet work, a chlorine contact tank, an overflow dam, several pump stations, and a secondary clarifier, a new portable amenities building and return sludge system.

DID YOU KNOW? Renewal work has been carried out at all treatment plants in an effort to prolong and renew the life of the assets. A total of almost \$470,000 was allocated for these asset renewals.

MACHINERY REPLACEMENT

Corporate Plan Objective 4.1

Providing, maintaining, restoring and replacing infrastructure to deliver core services.

Operational Plan 2010-11

PROPOSED ACTIVITIES: Road construction.

PERFORMANCE MEASURES: Council roads are recognised as well maintained and safe.

Council's strong commitment to improving road networks was boosted with the acquisition of new equipment in September 2010.

Hastings Deering Mackay delivered a new CAT140M series Grader to Council's Technical and Civil Services team in Nebo. The new CAT140M replaced a Volvo G720B series Grader which was due for replacement.

Technical and Civil Services Executive Director Pat White said Council wanted to provide their grader crews with the latest in grader technology and the new joystick controls on the M-series delivers.

'The new controls help reduce operator fatigue, increases visibility and an increased level of comfort which in turn improves productivity.'

Grader operators Jason Williamson and Allan Greenough attended a one day training session to ensure they became familiar with the new controls on the model.

The grader had its maiden voyage on the Donnellan Road, Nebo and was then used on the Turravulla Road, near Glenden. The grader will be used for both maintenance grading and Capital Works projects, but due to the extensive

Capital Works Program for 2010-11 it will be predominantly used for Capital Works Projects in the Glenden and Nebo areas.

Other new equipment put to work include a CAT432E Backhoe for digging trenches (among other duties) and a CATDP25 Forklift.

TECHNICAL AND CIVIL SERVICES CAPITAL WORKS PROJECTS

Corporate Plan Objective 4.1

Providing, maintaining, restoring and replacing infrastructure to deliver core services.

Operational Plan 2010-11

PROPOSED ACTIVITIES:

- Undertake scheduled maintenance and upgrades to ensure efficient operation of the road network across the region.
- Identify and acquire quality road maintenance material from within the region to reduce costs and improve standards of road maintenance.

PERFORMANCE MEASURES:

- Council roads are recognised as well maintained and safe.
- Strategic framework for the maintenance of all categories of Council roads, drainage and bridge assets.
- Plans and delivery against budget.

In July 2010 after the 2010-11 budget was adopted by Council, the Technical and Civil Services Capital Works Budget was \$24,288,287 plus approximately \$4,589,981 of carryover projects from the 2009-10 budget.

During the 2010-11 year the region experienced an extended wet season which affected the schedule of works and the delivery of plans against the Annual Budget. A substantial amount of flood damage and emergent works was carried out in response. Due to the adverse weather conditions and severe damage caused by the floods the roads are not considered safe or to an acceptable community standard. Over the page is an estimate total regional cost and an overall summary of Capitals Works carried out by Technical and Civil Services for 2010-11.

below: St Lawrence Wetlands



Capital Works - Tech and Civil Services

	Total Budget	Total Expenditure	Total Savings	Carry Over Projects Totals
North	2,737,802	2,124,529	613,273	92,488
East	17,010,562	11,655,935	520,978	6,509,531
West	8,833,452	6,003,325	2,891,132	3,596,200
Technical Support/Major Projects	2,524,500	2,374,295	-159,152	250,000
Other Directorates	\$25,031,000	\$13,342,031	\$11,688,969	\$18,900,000

Total number of projects	Total number of carry over projects	Total number of projects completed	Estimated emergent flood works	Estimated Total Premix used
216	38	178	\$1,305,080	395 tonne

Because it is not possible to report against every capital works project the report below provides a summary, including photographs, of the 178 projects completed.

CIVIL WORKS – NORTH

Total number of projects	Total number of carry over projects	Total number of projects completed	Project	Budget	Expenditure	Savings
53	2	51	Glenden Garden Bed Works	\$25,000	\$13,217	\$11,783



CIVIL WORKS – WEST

Total number of projects	Total number of carry over projects	Total number of projects completed	Project	Budget	Expenditure	Savings
68	12	56	Clements Street, Road Rehabilitation	\$250,000	\$179,251.38	\$70,748.62

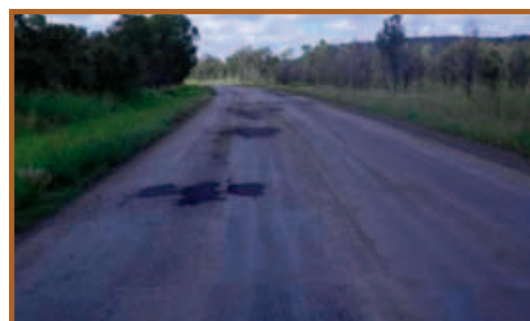


CIVIL WORKS – EAST

Damage was caused by insufficient drainage and the road base was not designed for the types of vehicles that presently use the road. Council are stabilising this road base up to 300mm by replacing the road base with new material with a 3% cement mix and a two coat reseal.

CBR test results of 25% show that the whole of Saraji Road is not constructed for the current amount of traffic and the type of vehicles using it.

Total number of projects	Total number of carry over projects	Total number of projects completed	Project	Budget	Expenditure	Savings
77	17	60	Dysart - Saraji Road - Pavement Rehabilitation	\$1,100,000	\$250,000	



TECHNICAL SUPPORT/MAJOR PROJECTS

Total number of projects	Total number of carry over projects	Total number of projects completed	Project	Budget	Expenditure	Savings
8	1	7	Colliery Street Intersection Upgrade	\$600,000	\$850,000	\$250,000



OUR GOVERNANCE, FINANCE & LEADERSHIP

5. OUR GOVERNANCE, FINANCE AND LEADERSHIP

Delivering excellent customer service through effective communication, strong and responsive leadership, good governance and quality services.

PLANNING AND ADVOCATING TO IMPROVE KEY PARTNERSHIPS

Corporate Plan Objective 5.5

Continuing to develop our advocacy skills for, and on behalf of Isaac communities.

ACTION: Work together and proactively respond to opportunities that will improve our region.

Operational Plan 2010-11

PROPOSED ACTIVITY: Identify and build working relationships with key stakeholders.

PERFORMANCE MEASURE: Strong relationships formed and developed.

‘Our focus is the quality of life of our residents and the community wellbeing,’ says Mayor of Isaac Region, Cedric Marshall. ‘We want to ensure both are enhanced in the future, not encumbered.’

The unprecedented level of mining activity in the region not only brings with it many opportunities, it also brings with it a number of challenges which need to be addressed if communities are to remain sustainable over time.

On Wednesday 29 September and Thursday 30 September, the Partnering Now for the Future forum examined challenges the region faces both now and in the future. The conference held at Harvest Life Church, Emerald, was sponsored and hosted by 3 Councils from the Bowen Basin Isaac Regional Council, Banana Shire Council, and Central Highlands Regional Council with support from Department of Employment, Economic Development and Innovation through the Sustainable Resource Communities Policy.

Over a 150 delegates were in attendance at the Forum, including representatives from local government, state government, community, industry and local business. Delegates were provided with a detailed look at the impact of the resources boom on communities within the region. Topics presented and discussed included the future provision of community and hard infrastructure, the long-term commitment to community investment, and maintaining the balance between a residential and non resident workforce. Additionally, delegates were provided the opportunity to shape the way local government addresses these unique impacts as well as to network with key stakeholders.

DID YOU KNOW?

The Bowen Basin is the largest coal reserve in Australia and accounts for 83% of all coal production in Queensland.

ORGANISATIONAL DEVELOPMENT AND TRAINING

Corporate Plan Objective 5.4

Developing our staff and their skills to provide innovative quality service and expert advice per Council’s Vision, Mission and Values.

Corporate Plan Objective 5.3

Developing transparent and integrated frameworks to deliver quality customer service

ACTIONS: Provide opportunities for staff to train and, participate with best practice systems and procedures. Work together to implement policy, procedures and guidelines to achieve best practice.

Operational Plan 2010-11

PROPOSED ACTIVITIES: Implement a performance appraisal system by 1 January 2011.

Implement a strategy to achieve effective culture and organisational change.

PERFORMANCE MEASURES: Improved staff awareness of the requirement of their position.

All organisational requirements are met in the short term and a long term strategy is implemented.

Attracting and maintaining staff is one of the biggest challenges facing Isaac Regional Council. In addressing this issue Council has implemented a number of initiatives to help attract and retain qualified staff.

INDUCTION: A new induction process was implemented in November 2010 with all new staff, regardless of their position within Council, required to attend a session. A Corporate Induction Handbook was developed to provide new staff with relevant information pertaining to Council to make the transition into the organisation easier. Employees are provided with an overview of local government, Council’s Code of Conduct, the Organisational Structure, ethical behaviour, information privacy, policies and procedures, workplace, health and safety, and benefits of working for Council.

Employee Assistance Program: The Employee Assistance Program (EAP) is a completely confidential counselling and advisory service, which is available to all employees and their immediate families free of charge. The service is provided by Gryphon Psychology, an independent company which employs counsellors/psychologists who are professionally trained and registered with many years experience. They provide support and advice on a wide range of personal and work related issues. The service may be used for assistance resolving problems which may cause concern to an employee or their family. Employees are entitled to a maximum of 3 free sessions. Should the counsellor assess that the employee requires further sessions, a confidential call is made to the People and Performance Team for approval of additional



above: Council's St Lawrence office



above: Council's Moranbah office



above: Council's Clermont office

sessions. At the time of writing this report 63 staff have accessed this service.

Learning and Development: All employees have access to learning and development initiatives to assist them to remain skilled and competent in performing their core duties. Learning and development programs are also available for employees to advance their skills and knowledge in their occupational area and therefore place them in a strong position for promotional opportunities which may arise.

Key performance indicators are now included in every Council position advertised from March 2011. An employee's performance is measured against these indicators to ascertain areas of possible improvement, training requirements, resource issues and for probation reviews.

PERFORMANCE MANAGEMENT PROCEDURES: Council has also adopted a policy for performance management to ensure all Council employees are treated consistently, fairly and reasonably and in a prompt constructive manner when performance management is initiated either in a positive or negative context. The process of performance management has the dual purpose of supporting individual professional development while encouraging accountability against roles and responsibilities. During performance management staff take part in a process which allows them to reflect on their current practices, set goals and develop concrete strategies for achieving goals.

Staff recruitment is an ongoing challenge which will require innovative solutions when coupled with the challenge of addressing the lack of affordable housing in the Isaac Region.

ADAPTIVE COMMUNITIES

Corporate Plan Objective 5.5

Continuing to develop our advocacy skills for, and on behalf of, Isaac communities.

ACTION: Work together and proactively respond to opportunities that will improve our region.

Operational Plan 2010-11

PROPOSED ACTIVITY: Advocacy and lobbying: Lobby key groups and all levels of government to improve liveability within the region.

PERFORMANCE MEASURES: Strong lobbying partnerships developed. Liveability within communities is increasingly evident.

In response to the increasing numbers of non-resident workers, as mine expansion continues, Council developed the Adaptive Communities initiative. It is a community consultation program which Council ran over a month long period. Adaptive Communities asked residents and interested parties to consider conceptual designs for the future placement of non-residents and to consider conceptual designs for non-resident workers' accommodation. The initiative aimed to give the community a 'voice' by ascertaining their views on how they wanted their communities to develop to accommodate the increase in non-resident workers. The associated social research was undertaken by the Regional Social Development Centre (RSDC) on behalf of Council.

A final report prepared by the RSDC in March 2011 provided 8 key recommendations addressing some of the social impacts. Over two thirds of respondents favoured some form of integration to be preferable opposed to none. Whilst the community was interested in talking about integration they had an overwhelming concern about balance with a strong desire to maintain a majority of permanent residents.

Findings from Adaptive Communities supported Council's decision to reject BMA's development application for Buffel Park in April 2011. Isaac Regional Council encouraged dialogue with BMA which took into account the findings.

Isaac Regional Council Mayor, Cedric Marshall said, 'While the final data from this project is still being analysed we have captured sufficient information to be able to present this to all stakeholders as a way forward for this important project. Paramount is the delivery of workable, family-focused sustainable growth to the region. Finding realistic solutions are what the next steps will be all about.'



“Adaptive Communities is a community consultation program which asked residents to consider conceptual designs for the future placement of non-residents.”

REPORTING AGAINST LEGISLATIVE REQUIREMENTS

A local government must prepare an annual report for each financial year. The annual report must be adopted before 30 November in the year after the end of the financial year or a later day decided by the Minister.

The *Local Government (Finance, Plans and Reporting) Regulation 2010*, hereafter referred to as *FP&R Regulation 2010*, sets out the reporting requirements for the annual report of a local government. The *Local Government Act 2009* (the Act), chapter 4 Finances and Accountability, outlines the financial management, planning and accountability documents of a local government that must comply with the requirements prescribed under a regulation.

The financial management documents include the following documents:

- An annual budget
- A general purpose financial report
- A financial forecast
- An asset register
- Revenue statement

The planning and accountability documents include the following documents:

- An annual report
- A 5 year corporate plan
- An annual operational plan
- A long-term community plan
- A long-term financial plan
- A long term asset management plan a report on the results of an annual review of the implementation of the long term plans mentioned.

PUBLIC SECTOR ACT (PSEA) 1994

Amendments to the PSEA were effective from 1 November 2010. Under the transitional arrangements a local government's code of conduct must be brought into line with the amended ethic principles and values, and approved, by 1 July 2011.

SECTION 23 REPORTING

The chief executive officer of a public sector entity must ensure that each annual report of the entity includes an implementation statement giving details of the action taken during the reporting period to comply with the following sections-

- Section 15 (Preparation of codes of conduct)
- Section 21 (Education and training)
- Section 22 (Procedures and practices of public sector entities)

For the period 1 July 2010 to 31 October 2010, Council's annual report must include an implementation statement, as set out in the previous section 23 (reporting) of the PSEA.

For this period Council had in place a code of conduct to comply with the previous section 23 of the PSEA. The code of conduct was available on Councils internet website and from the People & Performance Team, free of charge, upon request. New employees were provided with a hard copy of the code of conduct when undertaking Work Health and Safety induction.

For the period 1 November 2010 to 30 June 2011, Councils annual report must include a statement as set out in the current section 23 of the PSEA

Isaac Regional Council has prepared a new code of conduct in line with the new amended ethic principles and values of the PSEA 1994. The code of conduct is yet to be formally adopted by Council so, in the interim, Councils code of conduct written in accordance with the PSEA prior to the 1 November 2010 amendments remains in force. Every employee receives a hard copy of the code of conduct at induction. A formalised induction process which include a Corporate Induction Handbook, a Work Health and Safety Handbook and a 5 hour induction course, were introduced by Council in November 2010. At induction, staff are made aware of the ethic principles and the ethical behaviour standards that they must abide by and the consequences for non-compliance. An electronic copy of the code of conduct, once adopted, will be available on Councils Intranet and Internet website. Alternatively, a printed version, either in part or full, will be available from the People & Performance Team, free of charge, upon request. Refresher induction courses are compulsory for every staff member after 12 months of employment with Council.

PUBLIC INTEREST DISCLOSURE ACT (PIDA) 2010

The PIDA commenced on 1 January 2011 and replaced the Whistleblowers Protection Act 1994.

For the period 1 July 2010 to 31 December 2010, as the Whistleblowers Protection Act 1994 was still in force, Councils annual report must include a statement in accordance with section 30 of the Act.

While the repeal of the Whistleblowers Protection Act 1994 and the introduction of the Public Interest Disclosure Act 2010 (PID Act) on 1 January 2011, the way in which public interest disclosures are to be publically reported has changed. From 1 January 2011 agencies are no longer required to report public interest disclosures in annual reports.

From 1 January 2011, under section 61 of the PID Act, agencies are now required to report certain information about any public disclosures to the Public Service Commission.

Under section 61 of the PID Act, the Public Service Commission (PSC) is now responsible for the oversight of public interest disclosures and preparing an annual report on the operation of the PID Act. From 1 January 2011 agencies are required to report information about public interest disclosures to the PSC.

The PSC will prepare an annual report on the operations of the PID Act and the information provided by agencies. The annual report will be made publicly available after the end of each financial year.

FINANCES RELATING TO DISTRIBUTOR-RETAILERS

Section 111a of the FP&R Regulation 2010 applies to a local government that is a participating local government for distributor-retailer under the South East Queensland Water (Distribution and Retail Restructuring) Act 2009.

Council has nothing to report for this financial year.

RESOLUTIONS

Under section 113 of the FP&R Regulations 2010 Councils annual report must contain—

- (a) a copy of the resolutions made during the year under sections 42(5) and 45(1) of the Operations Regulation;

The Council has the following to report on an ordinary meeting held 25 January 2011.

13.1.2 COUNCILLOR REMUNERATION 2011

EXECUTIVE SUMMARY

In accordance with section 42(5) of the *Local Government (Operations) Regulation 2010* Council is required to make a resolution about the levels of remuneration to be paid to its Councillors.

OFFICER'S RECOMMENDATION

That Council:

Authorise the payment to Councillors from 1 January 2011 based on the flat annual fee of 100% of the top band as determined by the Local Government Remuneration and Discipline Tribunal, and in accordance with any such provisions for such payment, for the Isaac Regional Council for the following Councillors for the 2011 Calendar Year:-

Name	Position	Division
Cedric Marshall	Mayor	
Roger Ferguson	Deputy Mayor	Division Five
Dale Appleton	Councillor	Division One
Ann Crawford	Councillor	Division Two
Gina Lacey	Councillor	Division Three
Anne Baker	Councillor	Division Four
Robert Williams	Councillor	Division Six
Donald Black	Councillor	Division Seven
Geoff Bethel	Councillor	Division Eight

Or any other person who, for whatever reason, hold one of the positions mentioned above during the 2011 calendar year.

RESOLUTION NO: 2594

Moved: Cr Ferguson **Seconded:** Cr Black
That Council adopt the officer's recommendation.
Lost: 3/5

(b) In accordance with section 154(2) of the Operations Regulation Council must report a list of any resolutions made during the financial year. **Council has nothing to report for this financial year.**

RELEVANT MEASURES OF FINANCIAL SUSTAINABILITY

FP&R s.112 LGA s.104

-for the financial year and next 9 financial years

FINANCIAL SUSTAINABILITY MEASURES

TARGET RATIO

ASSET CONSUMPTION RATIO

Definition

This ratio shows the written down current value of a Council's depreciable assets relative to their 'as new' value in up to date prices. This ratio seeks to highlight the aged condition of a Council's stock of physical assets.

ASSET SUSTAINABILITY RATIO

Definition

Depreciation expense represents an estimate of the extent to which the infrastructure assets have been consumed in a period.

INTEREST COVERAGE RATIO

Definition

As principal repayments are not operating expenses, this ratio demonstrates the extent to which operating revenues are being used to meet the financing charges associated with debt servicing obligations.

NET FINANCIAL LIABILITY RATIO

Definition

This is an indicator of the extent to which the net financial liabilities of a Council can be serviced by its operating revenues.

OPERATING SURPLUS RATIO

Definition

The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of general and other rates net of (excluding) rate rebates.

WORKING CAPITAL RATIO

Definition

Measures the extent to which a Council has liquid assets available to meet short term financial obligations.

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
ASSET CONSUMPTION RATIO	83%	71%	70%	69%	69%	68%	67%	66%	66%	65%
ASSET SUSTAINABILITY RATIO	244%	174%	153%	151%	157%	154%	147%	156%	167%	176%
INTEREST COVERAGE RATIO	0.6%	0.9%	0.8%	0.8%	0.7%	0.7%	0.6%	0.6%	0.5%	0.4%
NET FINANCIAL LIABILITY RATIO	-97%	-40%	-38%	-35%	-32%	-30%	-30%	-31%	-31%	-31%
OPERATING SURPLUS RATIO	27%	9%	9%	6%	7%	8%	9%	10%	11%	12%
WORKING CAPITAL RATIO	11.44	5.33	5.32	5.05	4.76	4.65	4.81	4.97	5.07	5.17

REGIONAL COUNCIL
RATIO ANALYSIS - PROPOSED BUDGET 2010/11 TO 2019/2020

RATIO		DEPARTMENT OF INFRA-STRUCTURE & PLANNING TARGET RATIO										10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
Asset Consumption Ratio	Definition																				
	This ratio shows the written down current value of a Council's depreciable assets relative to their 'as new' value in up to date prices. This ratio seeks to highlight the aged condition of a Council's stock of physical assets.	40% - 80%										72%	71%	70%	69%	69%	68%	67%	66%	66%	65%
Asset Sustainability Ratio	Definition																				
	Depreciation expense represents an estimate of the extent to which the infrastructure assets have been consumed in a period.	> 90%										271%	174%	153%	151%	157%	154%	147%	156%	167%	176%
Interest Coverage Ratio	Definition																				
	As principal repayments are not operating expenses, this ratio demonstrates the extent to which operating revenues are being used to meet the financing charges associated with debt servicing obligations.	0% - 10%										0.6%	0.9%	0.8%	0.8%	0.7%	0.7%	0.6%	0.6%	0.5%	0.4%
Net Financial Liabilities Ratio	Definition																				
		< = 60%										-45%	-40%	-38%	-35%	-32%	-30%	-30%	-31%	-31%	-31%
Operating Surplus Ratio	Definition																				
	The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of general and other rates net of (excluding) rate rebates.	0% - 15%										10%	9%	9%	6%	7%	8%	9%	10%	11%	12%
Working Capital Ratio	Definition																				
	Measures the extent to which a Council has liquid assets available to meet short term financial obligations.	>1										5.71	5.33	5.32	5.05	4.76	4.65	4.81	4.97	5.07	5.17

REMUNERATION OF SENIOR CONTRACT EMPLOYEES

Under the Local Government Act 2009 s.201 the annual report of a local government must state the total remuneration packages that are payable to senior contract employees; and the number of senior contract employees who are being paid each of the total remuneration packages.

A SENIOR CONTRACT EMPLOYEE IS—

- (a) the chief executive officer; or
- (b) any other local government employee who is employed —
 - (i) on a contractual basis; and
 - (ii) in a position that reports directly to the chief executive officer

Information to come from Julie next week.

REMUNERATION FOR THE MAYOR AND COUNCILLORS HOLDING OFFICE FOR 2010-11

FP&R Regulation 2010 s.114 (a) (b) requires Councils annual report must contain particulars of the total remuneration paid to each Councillor during the year; and the total superannuation contributions paid during the year for each Councillor. These particulars are contained in the table below:

Division	Councillor	Gross Salary	Allowance	Superannuation	Total
Mayor	Cedric Marshall	117,849.94	0.00	14,277.95	132,127.89
1	Dale Appleton	65,929.76	0.00	8,215.83	74,145.59
2	Ann Crawford	65,929.76	0.00	7,987.61	73,917.37
3	Gina Lacey	65,929.76	0.00	0.00	65,929.76
4	Anne Baker	65,929.76	0.00	8,215.91	74,145.67
5	Roger Ferguson (Deputy Mayor)	76,429.86	0.00	9,436.17	85,866.03
6	Rob Williams	65,929.76	0.00	7,987.61	73,917.37
7	Donald Black	65,929.76	0.00	7885.59	73,815.35
8	Geoffrey Bethel	65,929.76	0.00	7,987.69	73,917.45

EXPENSES INCURRED BY, AND FACILITIES PROVIDED TO COUNCILLORS

FP&R Regulations 2010, s.114(c) requires Council to provide particulars of the expenses incurred by, and the facilities provided to, each of its Councillors, during the year under its "Expenses Reimbursement Policy". The items are detailed in the following table and are predominantly non-cash components of remuneration provided within the annual budget allocation.

Division	Councillor	Conferences and Training	Travel and Accommodation	Printing and Advertising	Mobile Phones	Laptop/Wireless Internet	Total
Mayor	Cedric Marshall	5,300	10,543	35		3,355	19,233
1	Dale Appleton	389	768		650		1,807
2	Ann Crawford	3,199	2,386		650		6,235
3	Gina Lacey	4,249	4,392		650		9,291
4	Anne Baker	1,799	1,918		650		4,367
5	Roger Ferguson (D.Mayor)	2,186	4,664		650		7,500
6	Rob Williams	253	105		650		1,008
7	Donald Black	853	17,478		650	597	19,578
8	Geoffrey Bethel	853	428		650		1,931

COUNCILLORS

The FP&R Regulations 2010 section 114 (d) requires Council to provide a copy of its Expenses Reimbursement Policy.



POLICY TITLE: COUNCILLOR REIMBURESMENT OF EXPENSES AND PROVISION OF FACILITIES POLICY

POLICY NUMBER: IRC/STAT-007

CATEGORY: COUNCIL POLICY

CLASSIFICATION: STATUTORY

STATUTORY REFERENCE: LOCAL GOVERNMENT ACT 1993, SECTIONS 236 AND 250AR

STATUS TABLE:

Approved by Council		Meeting number and date
Yes		22 March 2011
		Resolution number
		2677
Approval by CEO		Yes
Effective date		Review date
1 April 2011		1 April 2012
Policy Author		
Robbert Van Kampen		
Endorsed by		
CEO		
Responsible Position		
CEO		
Current incumbent	Contact number	Email address
Mark Crawley	4941 5400	mark.crawley @isaac.qld.gov.au

COUNCILLOR REIMBURSEMENT OF EXPENSES AND PROVISION OF FACILITIES POLICY

1. BACKGROUND AND CONTEXT

Section 236B of the Local Government Act provides that Council:

1. may, by resolution, authorise either or both of the following:
 - a. Payment for reasonable expenses incurred, or to be incurred, by the local government’s councillors for discharging their duties and responsibilities as councillors;
 - b. Provision of facilities, including, for example, administrative support staff, to the councillors for discharging their duties and responsibilities as councillors.
2. The local government may authorise payment or provision of facilities under subsection (1) if the payment or provision complies with the local government’s expenses reimbursement policy approved under section 250AR.

Section 250AR details the process of adopting a legitimate Reimbursement of Expenses and Provision of Facilities Policy. This section stipulates that the chief executive of the Department of Local Government, Sport and Recreation must approve the proposed policy prior to adoption by Council and that the policy must comply with any relevant guidelines issued by the chief executive. At the date of this policy version 3 (February 08) of the guidelines had been issued.

2. PURPOSE AND SCOPE

This policy sets out the eligibility criteria and value of expenses incurred by councillors and the mayor in the performance of their official duties which are to be reimbursed. It also outlines facilities that are to be provided by Council to councillors and the mayor to assist in the effective performance of their civic duties.

3. DEFINITIONS

Discretionary training	Where a councillor identifies a need to attend a conference, workshop or training activity to improve skills relevant to their role as a councillor and attendance has not be authorised by Council resolution.
Expenses	Expenses are payments made by Council to reimburse councillors for their reasonable expenses incurred or to be incurred when discharging their duties as councillors. These expenses may be either reimbursed to councillors or paid direct by council for something that is deemed a necessary or charge when performing their roles.
Facility	Facilities provided by council to councillors are the “tools of trade” required to enable them to perform their duties with relative ease and at a standard appropriate to fulfil their professional role for the community.
Guidelines	The “Guidelines for Councils – Reimbursement of Expenses and Provision of facilities for Mayors and Councillors” – Version 3.
Mandatory training	Where Council resolves that all councillors are to attend a training course or workshop for skills development related to a councillors role.
Per annum	For the purposes of this policy, the year shall commence on Jul 1st and conclude on Jun 30th of the following year.

4. POLICY PROVISIONS

Statement of Principles

This policy complies with the following Statement of Principles as articulated in the guidelines:

- Reasonable expenses reimbursement to councillors;
- Public accountability and transparency;
- Public perceptions and community expectations;
- No private benefit to be derived;
- Equity and participation.

PAYMENT OF EXPENSES

Expenses will be paid to a councillor through administrative processes approved by the CEO subject to the limits outlined in this policy. As a rule, council will raise orders and pay for expenses that can reasonably be determined in advance.

CATEGORY	QUANTUM
REPRESENTING COUNCIL	
WHERE COUNCIL RESOLVES COUNCILLORS ARE REQUIRED TO ATTEND CONFERENCES OR WORKSHOPS TO EITHER DELIVER A PAPER OR AS A DELEGATE OF COUNCIL.	ACTUAL EXPENSES ASSOCIATED WITH ATTENDING INCLUDING REGISTRATION FEES, ACCOMMODATION, TRAVEL AND MEALS SUBJECT TO LIMITS SET OUT HEREAFTER.
PROFESSIONAL DEVELOPMENT NEEDS	
MANDATORY TRAINING:	ACTUAL EXPENSES ASSOCIATED WITH ATTENDING INCLUDING REGISTRATION FEES, ACCOMMODATION, TRAVEL AND MEALS SUBJECT TO LIMITS SET OUT HEREAFTER.
DISCRETIONARY TRAINING:	LIMIT OF \$1,250 PER ANNUM.
TRAVEL COSTS	
<p>COUNCILLORS MAY INCUR TRAVEL COSTS (FLIGHTS, MOTOR VEHICLE MILEAGE, ACCOMMODATION, MEALS, REGISTRATION FEES, TAXI FEES ETC) FOR A NUMBER OF REASONS INCLUDING ATTENDANCE AT COUNCIL MEETINGS, TRAVELLING TO CONFERENCES, TRAINING OR WORKSHOPS WHERE:</p> <ol style="list-style-type: none"> 1. A COUNCILLOR IS AN OFFICIAL REPRESENTATIVE OF COUNCIL AND 2. THE ACTIVITY/EVENT AND TRAVEL HAVE BEEN ENDORSED BY RESOLUTION OF COUNCIL (EXCLUDING COSTS ASSOCIATED WITH ATTENDANCE AT ORDINARY OR SPECIAL MEETINGS AND DISCRETIONARY TRAINING) <p>COUNCIL WILL REIMBURSE ALL REASONABLE COSTS ASSOCIATED WITH COUNCILLORS TRANSPORT NEEDS FOR TAXIS, HIRE CARS OR PUBLIC TRANSPORT WHILE ATTENDING CONFERENCES, WORKSHOPS, CONFERENCES OR MEETINGS OUTSIDE THE REGION. COUNCIL WILL PAY FOR REASONABLE EXPENSES INCURRED FOR OVERNIGHT ACCOMMODATION WHEN IT IS IMPRACTICAL OR UNSAFE FOR A COUNCILLOR TO RETURN TO THEIR NORMAL PLACE OF ABODE.</p>	ACTUAL TRAVEL COSTS.

<p>TRAVEL BOOKINGS</p> <p>ALL COUNCILLOR TRAVEL APPROVED BY COUNCIL WILL BE BOOKED AND PAID FOR BY COUNCIL WHERE PRACTICAL.</p> <p>ECONOMY CLASS IS TO BE USED EXCEPT WHERE OTHERWISE AUTHORISED BY COUNCIL RESOLUTION.</p> <p>AIRLINE TICKETS ARE NOT TRANSFERABLE AND CAN ONLY BE PROCURED FOR THE COUNCILLORS' TRAVEL ON COUNCIL BUSINESS. THEY CANNOT BE USED TO OFFSET OTHER UNAPPROVED EXPENSES (E.G. COST OF PARTNER OR SPOUSE ACCOMPANYING THE COUNCILLOR).</p> <p>COUNCIL MAY BOOK AND PAY FOR THE TRAVEL COSTS OF A PARTNER OR SPOUSE ACCOMPANYING THE COUNCILLOR PROVIDED THAT SUCH COSTS ARE REIMBURSED WITHIN 14 DAYS OF THE LATER OF BOOKING OR PAYMENT BY COUNCIL.</p> <p>ANY ADDITIONAL TRAVEL COSTS INCURRED BY COUNCIL DUE TO CHANGES MADE BY COUNCILLORS FOR PERSONAL REASONS MUST BE REIMBURSED WITHIN 14 DAYS OF THE LATER OF BOOKING OR PAYMENT BY COUNCIL.</p>	
<p>TRAVEL TRANSFER COSTS</p> <p>ANY TRAVEL TRANSFER EXPENSES SUCH AS TRAIN/TAXI/BUS/ FERRY FARES ASSOCIATED WITH COUNCILLORS TRAVELLING FOR APPROVED BUSINESS WILL BE REIMBURSED.</p>	<p>ACTUAL TRAVEL COSTS.</p>
<p>PRIVATE VEHICLE USAGE</p> <p>COUNCILLOR PRIVATE VEHICLE USAGE MAY BE REIMBURSED BY COUNCIL IF:</p> <ol style="list-style-type: none"> 1. THE TRAVEL HAS BEEN ENDORSED BY COUNCIL RESOLUTION (EXCLUDING ATTENDANCE AT ORDINARY OR SPECIAL MEETINGS OF COUNCIL AND DISCRETIONARY TRAINING); 2. CLAIM FOR MILEAGE IS SUBSTANTIATED WITH LOG BOOK DETAILS; 3. A COUNCIL VEHICLE IS NOT AVAILABLE OR IT IS IMPRACTICAL TO USE SUCH A VEHICLE; AND 4. THE TOTAL TRAVEL CLAIM DOES NOT EXCEED THE COST OF THE SAME TRAVEL USING A COMBINATION OF PRIVATE VEHICLE, ECONOMY FLIGHTS AND THE COST OF TAXI TRANSFERS. <p>TO EXPEL ANY DOUBT, COUNCILLORS WHO RESIDE OUTSIDE OF THE TOWN IN WHICH AN ORDINARY OR SPECIAL MEETING OF COUNCIL IS HELD SHALL BE ELIGIBLE FOR REIMBURSEMENT OF PRIVATE VEHICLE USAGE TO TRAVEL FROM THEIR PLACE OF RESIDENCE TO THE MEETING PLACE OR TO THE POINT OF DEPARTURE OF COUNCIL OWNED TRANSPORT.</p> <p>A CLAIM FOR MILEAGE FOR IDENTICAL TRAVEL (E.G. FROM A COUNCILLORS PLACE OF RESIDENCE TO AN AIRPORT) NEED ONLY BE SUBSTANTIATED BY LOG BOOK ONCE.</p>	<p>RATE FOR APPLICABLE MOTOR VEHICLE AS DETAILED IN THE CENTS PER KILOMETRE METHOD AS PUBLISHED FROM TIME TO TIME BY THE AUSTRALIAN TAXATION OFFICE.</p>
<p>ACCOMMODATION</p> <p>ALL COUNCILLOR ACCOMMODATION FOR COUNCIL BUSINESS WILL BE BOOKED FOR AND PAID BY COUNCIL. COUNCIL WILL PAY FOR THE MOST ECONOMICAL DEAL AVAILABLE. WHERE POSSIBLE, THE MINIMUM STANDARD OF ACCOMMODATION SHOULD BE 4 STAR. WHERE PARTICULAR ACCOMMODATION IS RECOMMENDED BY CONFERENCE ORGANISERS, COUNCIL WILL TAKE ADVANTAGE OF THE PACKAGE DEAL THAT IS THE MOST ECONOMICAL AND CONVENIENT TO THE EVENT.</p>	<p>ACTUAL TRAVEL COSTS.</p>

<p>MEALS</p> <p>COUNCIL WILL REIMBURSE THE COST OF MEALS FOR A COUNCILLOR WHEN:</p> <p>THE COUNCILLOR INCURS THE COST PERSONALLY;</p> <p>THE MEAL WAS NOT PROVIDED WITHIN THE REGISTRATION COSTS OF THE APPROVED ACTIVITY / EVENT OR DURING AN APPROVED FLIGHT; AND</p> <p>THE COUNCILLOR PROVIDES A TAX INVOICE.</p>	<p>THE FOLLOWING LIMITS APPLY TO THE AMOUNT COUNCIL WILL REIMBURSE FOR MEALS, ACTUAL REASONABLE COSTS UP TO:</p> <p>BREAKFAST: \$23.10</p> <p>LUNCH \$32.10</p> <p>DINNER \$45.95</p>
HOSPITALITY EXPENSES	
<p>COUNCILLORS MAY HAVE THE NEED TO INCUR HOSPITALITY EXPENSES WHILE CONDUCTING COUNCIL BUSINESS APART FROM OFFICIAL CIVIC RECEPTIONS ORGANISED BY COUNCIL. A TAX INVOICE SHALL BE PROVIDED PRIOR TO REIMBURSEMENT OF ANY HOSPITALITY CLAIM.</p>	<p>MAYOR: LIMIT OF \$4,000 PER ANNUM.</p> <p>COUNCILLORS: LIMIT OF \$500 PER ANNUM.</p>

PROVISION OF FACILITIES

OWNERSHIP

All facilities provided to Councillors remain the property of Isaac Regional Council and must be returned to Council when a councillor's term expires.

PRIVATE USE OF COUNCIL OWNED FACILITIES

Based on the principle that no private benefit is to be gained, the facilities provided to councillors by council are to be used only for council business unless prior approval has been granted by resolution of council.

The Council resolution authorising private use of council owned facilities will set out the terms under which the councillor will reimburse council for the percentage of private use. This would apply when councillors have private use of council owned motor vehicles and / or telecommunication devices. Councillors will be liable for any Fringe Benefits Tax incurred due to the private use.

FACILITIES TO BE PROVIDED

CATEGORY	QUANTUM
ADMINISTRATIVE TOOLS AT COUNCIL OFFICE	
OFFICE SPACE THE MAYOR WILL BE PROVIDED WITH A DEDICATED OFFICE AT THE PUBLIC OFFICE OF COUNCIL. FUTURE RENOVATIONS OF REGIONAL OFFICES WILL WHERE POSSIBLE INCLUDE AN OFFICE FOR USE BY THE MAYOR AND COUNCILLORS. COUNCILLORS (INCLUDING THE MAYOR) SHALL BOOK WITH CUSTOMER SERVICE STAFF OF THE RELEVANT REGIONAL OFFICE, OFFICE / MEETING SPACE ON AN AS NEEDS BASIS.	
COMPUTERS . COUNCIL SHALL PROVIDE A PERSONAL COMPUTER IN THE OFFICE OF THE MAYOR.	ACTUAL COST WITH THE SYSTEM BEING DETERMINED BY THE MANAGER OF INFORMATION TECHNOLOGY.
SECRETARIAL SUPPORT THE MAYOR SHALL BE PROVIDED WITH A PERSONAL ASSISTANT TO BE SHARED WITH THE CHIEF EXECUTIVE OFFICER. SECRETARIAL SUPPORT FOR COUNCILLORS WHEN REQUIRED SHALL BE PROVIDED THROUGH THE CUSTOMER SERVICE STAFF OF THE RELEVANT REGIONAL OFFICE.	

STATIONERY REQUIREMENTS ALL STATIONERY NECESSARY FOR COUNCILLORS TO UNDERTAKE THEIR ROLE SHALL BE PROVIDED BY CONTACTING THE CUSTOMER SERVICE STAFF OF THE RELEVANT REGIONAL OFFICE.	
HOME OFFICE	
COMPUTERS - COUNCIL WILL PROVIDE TO EACH COUNCILLOR A LAPTOP COMPUTER, CARRY BAG, DOCKING STATION, FLAT SCREEN MONITOR, AND A PRINTER / SCANNER / FAX MACHINE TOGETHER WITH ALL NECESSARY SOFTWARE.	ACTUAL COST WITH THE SYSTEM BEING DETERMINED BY THE MANAGER OF INFORMATION TECHNOLOGY.
INTERNET ACCESS COUNCIL WILL INSTALL BUSINESS STANDARD INTERNET ACCESS AT THE RESIDENCE OF EACH COUNCILLOR. WIRELESS INTERNET ACCESS WILL BE PROVIDED TO ALL LAPTOPS SUPPLIED TO COUNCILLORS.	
TELECOMMUNICATION NEEDS	
MAYOR – SHALL BE PROVIDED WITH A MOBILE OR BLACKBERRY TELEPHONE FOR OFFICIAL BUSINESS. ALL OTHER COUNCILLORS SHALL BE PAID AN ANNUAL TELECOMMUNICATIONS ALLOWANCE EQUAL TO \$1200.00 ANNUALLY AND PAID FORTNIGHTLY TOWARDS THEIR TELECOMMUNICATIONS NEEDS. ALL COUNCILLORS MAY BE PROVIDED A COUNCIL BLACKBERRY IF REQUIRED.	ACTUAL COST. COUNCILLOR LIMIT \$1200.00 PER ANNUM.
MAINTENANCE COSTS	
COUNCIL SHALL FULLY MAINTAIN ALL COUNCIL OWNED EQUIPMENT PROVIDED TO THE MAYOR AND COUNCILLORS TO ENSURE IT IS OPERATING FOR OPTIMAL PROFESSIONAL USE.	ACTUAL COST.
MOTOR VEHICLE	
MAYOR - COUNCIL SHALL PROVIDE AN EXECUTIVE LEVEL MOTOR VEHICLE FOR THE EXCLUSIVE BUSINESS USE OF THE MAYOR. COUNCILLORS TWO COUNCIL MAINTAINED VEHICLES WILL BE DEDICATED FOR COUNCILLOR USE. ONE VEHICLE WILL BE LOCATED IN MORANBAH, THE OTHER IN DYSART. IN ADDITION TO THESE TWO DEDICATED COUNCILLOR VEHICLES, COUNCILLORS WILL ALSO HAVE ACCESS WHERE AVAILABLE TO COUNCIL POOL VEHICLES FOR OFFICIAL BUSINESS. SUCH VEHICLES SHALL BE BOOKED THROUGH THE CUSTOMER SERVICE STAFF OF THE RELEVANT REGIONAL OFFICE. COUNCILLORS SHALL HAVE EQUAL PRIORITY WITH STAFF FOR BOOKING OF COUNCIL POOLED VEHICLES.	ACTUAL COST.
LEGAL AND INSURANCE COSTS	
LEGAL COUNCIL WILL COVER THE LEGAL COSTS OF ANY INQUIRY, INVESTIGATION, HEARING OR LEGAL PROCEEDING INTO THE CONDUCT OF A COUNCILLOR ARISING OUT OF OR IN CONNECTION WITH THE COUNCILLOR'S PERFORMANCE OF HIS/HER CIVIC DUTIES.	ACTUAL COST.
INSURANCE COUNCIL SHALL COVER ALL COUNCILLORS FOR WORKERS COMPENSATION INSURANCE TO THE SAME EXTENT AFFORDED TO EMPLOYEES OF COUNCIL.	ACTUAL COST.

CLAIMS FOR REIMBURSEMENT

Councillor claims for reimbursement must be made through the Office of the CEO using the appropriate form.

RESPONSIBILITIES AND REPORTING

The CEO has the authority to approve or reject claims made by councillors for reimbursement of expenses. All rejected claims shall be provided to the Mayor for information. The CEO has the authority to authorise expenses and to provide facilities in accordance with the policy.

Customer Service staff of regional offices have the authority to authorise expenses and to provide facilities for routine and normal use requests in accordance with this policy. Extensive or abnormal requests must be approved by the CEO in advance.

5. REFERENCES AND RELATED DOCUMENTS

- Guidelines for Councils – Reimbursement of Expenses and Provision of Facilities (Version3)
- CEO/STRAT – 002 Motor Vehicle Policy
- CEO/STRAT – 003 Fatigue Management Policy

COUNCILLORS

Under section 114 (e) of the FP&R Regulation's 2010 a local government must report the number of local government meetings that each councillor attended during the year. The information is provided in the table below.

NUMBER OF MEETINGS ATTENDED BY COUNCILLORS

Division	Councillor	Statutory	Special	Budget	Round Table	Other
Mayor	Cedric Marshall	10	1	1	9	1
1	Dale Appleton	10		1	7	1
2	Ann Crawford	12	1	1	6	1
3	Gina Lacey	11	1		6	1
4	Anne Baker	10	1	1	7	
5	Roger Ferguson (D.Mayor)	10	1	1	6	1
6	Rob Williams	8		1	6	1
7	Donald Black	12	1	1	6	
8	Geoffrey Bethel	12	1	1	6	1

Sections 114 (f) (g) & (h) of the FP&R Regulation's 2010 require a local government to report the total number of the following during the year –

- orders and recommendations made under section 180(2) or (4) of the Act;
 - orders made under section 181 of the Act; and
- (g) each of the following during the year –
- the name of each councillor in relation for whom an order or recommendation was made under section 180 of the Act or an order was made under 181 of the Act.
 - a description of the misconduct or inappropriate conduct engaged in by each of the councillors;
 - a summary of the order or recommendation made for each councillor; and
- (h) the number of each of the following during the year –
- complaints about the conduct or performance of councillors assessed as frivolous or vexatious under section 177(4) of the Act;
 - complaints referred to the department's chief executive under section 177(5)(a) of the Act;
 - complaints referred to the mayor under section 177(5)(b) of the Act;
 - complaints referred to the department's chief executive under section 177(6) of the Act;
 - complaints assessed by the chief executive officer as being about official misconduct;
 - complaints heard by a conduct review panel;
 - complaints heard by the tribunal;
 - complaints dealt with by the chief executive officer under section 177(8) of the Act.

Council has nothing to report for this financial year.

ADMINISTRATIVE ACTION COMPLAINTS

Under section 115 of the FP&R Regulations 2010 a local government's annual report for a financial year must contain a statement about the local government's commitment to dealing fairly with administrative action complaints; and a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process.

Council has an extensive Complaints Management Process Policy as required under the Local Government Act 2009. Council intends to provide a level of customer service, as set out in Council's Customer Charter, to minimise complaints, but acknowledges the rights of persons to provide feedback, both positive and negative, on its services and/or to lodge a complaint about a decision or other action it takes.

The complaints process is for resolving complaints by affected persons about administrative action of the Council or an alleged minor breach by a Councillor of the Councillor's Code of Conduct. However, the complaints process does not apply to a complaint –

- that can be made under s.48 of the Act about competitive neutrality issues;
- about official misconduct that should be directed to the Crime and Misconduct Commission;
- made under the Public Interest Disclosure (PID) Act 2010; or
- about a breach, a repeat breach or a statutory breach under the Councillors code of Conduct.

The complaints process has been instituted to ensure that, to the greatest practical extent, any complaint is 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;

- orally, either 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; or
- in writing (by letter, fax, or by completing the Council's

complaints form, whether signed or unsigned).

All written and electronic complaints must be addressed to the CEO.

Council commits to providing adequate resources and trained officers to deal with complaints and to record and analyse complaints data. All Council Officers are required to observe the complaints process and wherever appropriate, attempt to resolve a complaint before it is referred for attention under the complaints process.

Copies of the General Complaints Process are available on Councils intranet and internet website. Quarterly reports are presented to the Executive Leadership Team regarding the number of complaints and the quality and effectiveness of the complaints management system in resolving and managing complaints. Every two years Council will conduct a review audit of the complaints process. The review audit will evaluate the performance of the complaints process and will consider accessibility, timeliness, satisfaction and compliance. The complaints process will be amended in terms of any adopted recommendation arising from the review.

ADMINISTRATIVE ACTION COMPLAINTS CONTINUED....

The annual report must also contain particulars of the number of administrative action complaints made to Council and resolved by Council under the complaints management process.

Council received 32 administrative complaints during the financial year and resolved all those complaints. However, Council acknowledges that not all complaints were recorded in Councils records management system therefore this figures reflects only the number of recorded complaints. The reason for complaints not being recorded is due to human error, where staff forget to lodge the complaint electronically especially when complaints are made and/or resolved over the telephone.

Summary of complaints received, by each directorate, for the financial year.

	Planning & Environment	Governance & Community	Commercial Services	Corporate Services	Financial Services	Technical & Civil
July 10	0	0	0	0	0	0
Aug 10	0	0	1	0	1	2
Sep 10	3	0	0	0	1	0
Oct 10	3	0	0	0	0	0
Nov 10	3	1	1	0	0	0
Dec 10	1	0	0	0	0	0
Jan 11	6	0	0	0	0	1
Feb 11	5	0	0	0	1	0
Mar 11	0	0	0	0	0	0

Apr 11	1	0	0	0	0	0
May 11	0	0	0	0	1	0
Jun 11	0	0	0	0	0	0
TOTALS	22	1	2	0	4	3

Under section 115 of the FP&R Regulations 2010 Council must also report any administrative action complaints not resolved by the local government under the complaints management process and the number of administrative action complaints not resolved that were made in a previous financial year.

Council has nothing to report for this financial year.

OVERSEAS TRAVEL EXPENDITURE

FP&R Regulations 2010, s.116 requires the disclosure of overseas travel details for Councillors and Council staff undertaken between 1 July 2010 and 30 June 2011.

Council has nothing to report for this financial year.

EXPENDITURE ON GRANTS TO COMMUNITY ORGANISATIONS

Section 117 (a) of the Local Government (Finance, Plans and Reporting) Regulations 2010 requires a summary of Councils expenditure on grants to community organisations.

RADF	\$70,831
Community Donations	\$197,591

		Federal	State
Flood Damage	Subsidy		3,679,208.00
FAG	Grant	6,956,724.00	
Diesel Fuel Rebate	Subsidy		143,962.00
Flexible Funding Program Tier 2	Grant		75,000.00
National Youth Week	Grant		1,771.00
SES	Grant		9,600.00
Training	Subsidy		164,990.50
QGAP	Subsidy		22,295.00
Joey's Childcare	Grant		41,660.00
CDO	Grant		79,793.54
Library	Grant		125,113.32
Nebo Water	Grant		16,000.00
CDO	Grant		68,754.00
CDO	Grant		35,000.00
Nebo Medical Centre	Grant	45,454.55	
Dysart Sport	Grant	1,500,000.00	
TIDS Grass Tree Rd	Subsidy		489,000.00
RTR Dysart Clermont Rd	Subsidy	1,117,082.00	
Sportsground Middlemount	Grant	45,850.00	
Recreation Area Clairview	Grant	8,478.00	
Theresa Creek Dam	Grant	183,940.00	
Pavilion Upgrade Clermont Showgrounds	Grant	50,825.00	
St Lawrence Sports ground	Grant	12,455.00	
TIDS Netrisk Data Collection	Subsidy		47,000.00
Middlemount Medical Centre	Grant		40,572.10

Moranbah Youth Centre	Grant		688,924.04
TV Transmission in the East	Grant		8,267.60
Dysart Sport	Grant		642,121.79
TIDS - Bus Shelter	Subsidy		4,150.00
TIDS - Bus Shelter	Subsidy		23,089.77
Digital TV Ready	Grant		122,291.80
Foldable Signs EMQ	Grant		1,678.72
Dysart Sports	Grant		149,181.43
Total Dollars		9,920,808.55	6,679,424.61
Total Number		9	24

Under section 117 (b) of the FP&R Regulations 2010 Council's annual report must contain a summary of expenditure from each councillor's discretionary fund, including the name of each community organisation to which an amount was allocated from the fund and the amount and purpose of the allocation.

Council has nothing to report for this financial year

RESERVES AND CONTROLLED ROADS

Under section 118 of the FP&R Regulations 2010 Council is required to comment about the land that is a reserve under the Land Act 1994 and the kilometres of road owned and controlled by Council.

Council has control of 21,181.28 hectares of land that is a reserve under the Land Act 1994. Council owns and has control of 3056 kilometres of road and 1459 kilometres of road not owned but maintained by Council.

OTHER CONTENT

Under section 119 (c) (i) of the FP&R Regulations 2010 Council must provide details of any action taken for, and expenditure on, a service, facility or activity supplied by another local government under an agreement for conducting a joint government activity.

Council has nothing to report for the 2010-11 financial year.

Under section 119 (c) (ii) of the FP&R Regulations 2010 Council must provide details of any action taken for, and expenditure on, a service, facility or activity for which the local government levied special rates or charges.

TABLE 1 SPECIAL RATES AND CHARGES

Service	Special Rate Levied	Special Charge Levied	2010/11 Expenditure
Mining lease 4761, Suttor Creek - Lot 1 MP41085	3,179,244.00		4,862,672.85
Mining Lease 1782 - Lot 1 MLG1782 and Mining Lease 70331 - Lot 1 MLG70331	2,895,454.00		11,735,106.26
Mining Lease 1831 - Lot 1 MLG1831 and Mining Lease 70171 - Lot 1 MLG70171	2,937,223.00		6,040,413.99
Mining Lease 1764 (SCML 152), Mining Lease 1763 - Lot 1 MLG70108, Mining Lease 1763 - Lot 41 MLG1763 and Mining Lease 1775 - Lot 1 MLG 1775	2,574,180.00		15,936,287.59
Mining Lease ML1804 - Part lot 1 ML1804, Mining Lease ML1904 and Mining Lease ML1995	554,526.00		8,812,362.92
Widening and construction works associated with Fisher Street extension, Dysart for the year ended 30/06/2011. Mining Lease 1782 - Lot 1 MLG1782		910,000.00	729,915.55
Upgrade of seating and infrastructure and landscaping of grounds at the swimming pool in the township of Dysart for the year ended 30/06/2011. Mining Lease 1782 - Lot 1 MLG1782		300,000.00	

Road upgrading works on the Dysart/Moranbah Road (Peak Downs Mine to Saraji Mine section) for the year ended 30/06/2011. Mining Lease 1764 (SCML 152), Mining Lease 70171 - Lot 1 MLG70108, Mining Lease 1763 - Lot 1 MLG1763 and Mining Lease 1775 - Lot 1 MLG1775		362,500.00	183,761.73
Rehabilitation works of the Dysart/Saraji Road for the year ended 30/06/2011. Mining Lease 1782 - Lot 1 MLG1782.		474,000.00	409,063.19
Rural Fire brigade Districts		6,729.43	6,729.43

INVITATIONS TO CHANGE TENDERS

Under section 119 (d) of the FP&R Regulations 2010 Council must provide the number of invitations to change tenders under section 177(7) during the year.

Council has nothing to report for this financial year.

COUNCIL REGISTERS

Under section 119 (e) of the FP&R Regulations 2010 Council must provide a list of registers kept by Council. The following registers are held by Council:

- Local Laws
- Beneficial Enterprises
- Roads
- Cost Recovery fees
- Delegations
- Electoral Gifts
- Code of Conduct
- Competitive Neutrality
- Asset
- Pre-qualified
- Register of Interest

RATING REBATES AND CONCESSIONS

Under section 119 (f) of the FP&R Regulations 2010 Council must provide a summary of all concessions for rates and charges granted by Council.

Section 53 of the FP&R Regulation 2010 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 54 of the regulation is satisfied. Council applied the following concessions for the reporting period:

DISCOUNT

In accordance with the provisions of Section 64 of the FP&R Regulation 2010, discount at the rate of 10% shall be allowed on General Rates net of any subsidies, 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 rates has been prevented, by circumstances beyond the person's control, from paying the rates in time to benefit from a discount under section 64 of the Local Government (Finance, Plans and Reporting) Regulation 2010, then Council under Section 64 (8) 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% on general rates, water, sewerage and cleansing charges (but not 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.

ECONOMIC OR SOCIAL INCENTIVES

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

At Council's discretion, it may remit some or all of the rates and charges that would otherwise be payable by certain clubs

or organisations that, in the opinion of the Chief Executive Officer, fulfill useful social and or charitable community needs, as identified in Council's Corporate Plan.

Under section 119 (g) of the FP&R Regulations 2010 Council must provide a report on the internal audit for the year.

AUDIT & RISK MANAGEMENT

Council manages its Risk via its Audit and Risk Committee. The committee oversees audit and risk assessment function within Council. The Audit Committee Charter is reviewed and approved by Council each year. The main responsibility of the audit committee is to ensure:

- Key areas of risk within Council are determined and controls are established to reduce or manage these risks.
 - Appropriate internal controls exist within Council's Policies, processes and procedures.
 - The internal and external audit functions are effective.
 - The audit programs are sufficiently comprehensive.
 - Council's Annual Financial Statements are endorsed.
- The members of the Audit & Risk Committee as at 30 June 2011 are;

- Ms Carolyn Eagle (Independent Chair)
- Cr Gina Lacey
- Cr Anne Baker

Independent chair Ms Carolyn Eagle a Director of Pacifica Chartered Accountant has extensive experience as audit committee member and also as a contract internal auditor to local government and other clients.

All other Councillors are invited guests to all meetings, as is the CEO and senior management who are required to report on matters of interest. The committee meets quarterly, or as required for urgent matters.

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

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

During the 2011 financial year 11 reviews were undertaken across all areas of Council. Of these reviews matters arising have been actioned for all areas of suggested improvements to Council's internal control environment. The independent internal audit firm partner in charge of the engagement has advised that "Internal Control improvements have been

significant within this financial year, following the large task of upgrading Council's finance system. There are still areas of ongoing improvements, which form part of an agreed time line, which we are undertaking reviews as these improvements are implemented. Council should be well pleased with the improvements that it has made and continue this improvement process into the future."

Under section 119 (h) of the FP&R Regulations 2010 Council must provide a statement about the local government's activities during the year to implement its plan for equal opportunity in employment.

For this financial year Council had no Equal Employment Opportunity Plan in place.

Under section 119 (i) of the FP&R Regulations 2010 Council must provide the names of its shareholder delegates for its corporate entities.

Council has nothing to report for this period.

Under section 119 (j) of the FP&R Regulations 2010 Council must provide a summary of investigation notices given in the year under section 137 of the Business Activities Regulation for competitive neutrality complaints.

Council has nothing to report for this financial year.

Under section 119 (k) of the FP&R Regulations 2010 a local government must report on its decisions on the referee's recommendations on any complaints under section 145(3) of the Business Activities Regulation and the Queensland Competition Authority's recommendations under section 158(5) of the Business Activities Regulation.

Council has nothing to report for this financial year.

COMMUNITY FINANCIAL REPORT

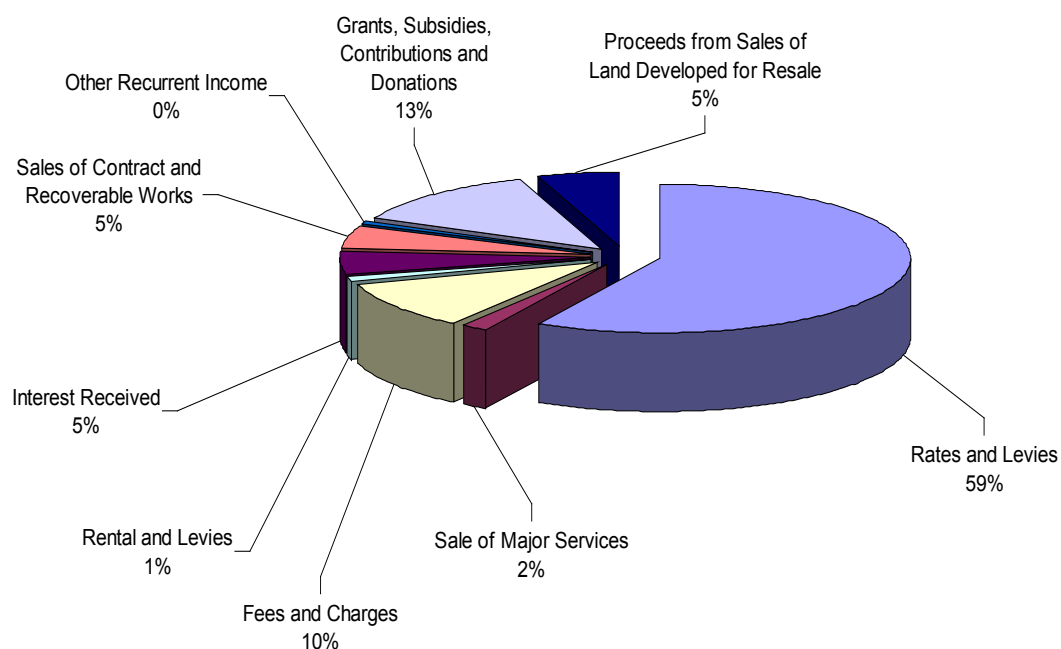
A Community Financial Report provides a plain English summary of the financial position of Isaac Regional Council.

The financial information in this report covers a 12 month period from 1 July 2010 to 30 June 2011.

REVENUE

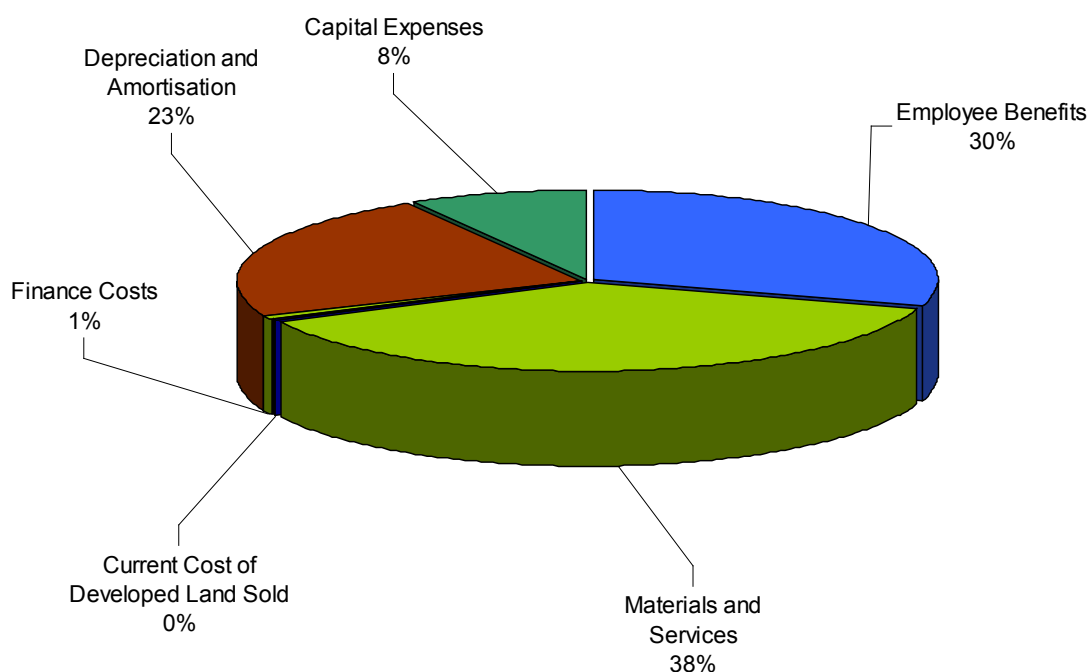
Total revenue of \$143,348,058 was recognised for the period 1 July 2010 to 30 June 2011. This includes operating revenue (including rates and charges) of \$100,412,657 and capital revenue (including grants and contributions) of \$42,935,401.

Source of revenue graph below excludes net value of restructure of local government



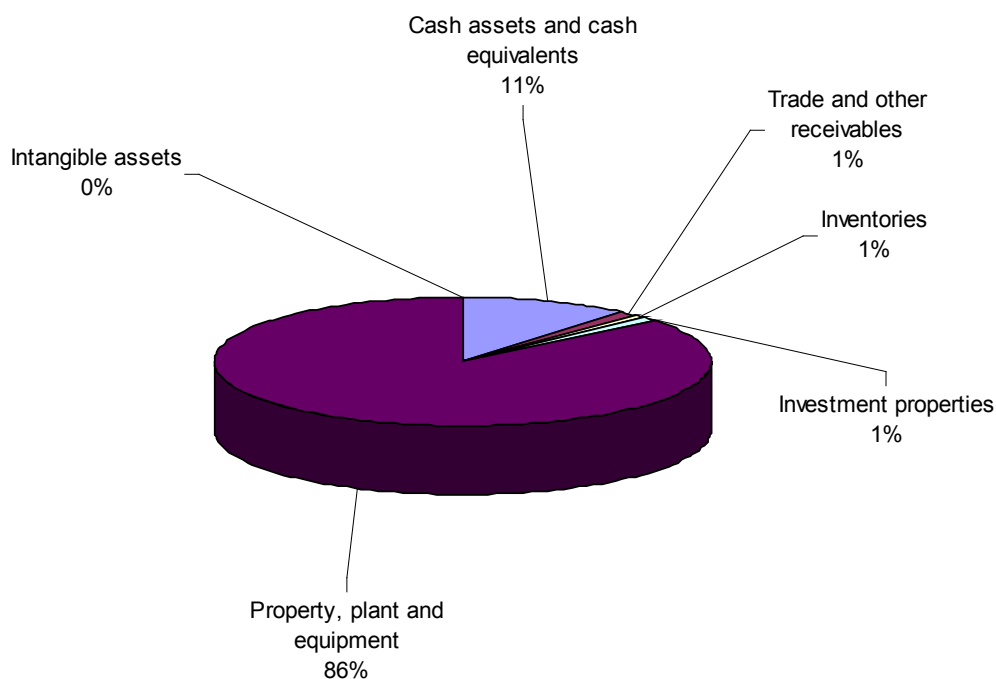
EXPENDITURE

Council expenses totalled \$83,809,186 which included depreciation of \$19,498,076, materials and services of \$31,592,964, employee benefits of \$25,026,131, costs of developed land sold of \$154,821, finance costs of \$616,890 and capital expenses of \$6,920,304.



COMMUNITY EQUITY

As at 30 June 2011 the value of total assets held by Council was \$944,910,055. After deducting liabilities of \$25,792,009, Council's net worth was \$919,118,046. This represents the total Community Equity.



FINANCIAL RATIOS

Isaac Regional Council as at 30 June 2011

%

Change in community equity ratio:

The percentage change in the net wealth of the Council

36.8%

Interest cover:

The percentage of interest costs to total recurrent revenue

0.5%

Debt servicing ratio:

The percentage that the Council's total recurrent revenue that is used to service loan interest and principal repayments

0.7%

General rate revenue ratio:

The Council's dependence on general rate revenue as a percentage of total recurrent revenue

30.8%

Revenue ratio:

The Council's dependence on net rates and utility charges as a percentage of total recurrent revenue

57.9%

Debt exposure ratio:

The percentage of Council's capital debt to total community equity

1.4%

Working capital ratio:

The ratio of unrestricted current assets available to meet current liabilities

9.4 : 1

Unfunded depreciation ratio:

The percentage of unfunded depreciation to the total depreciation expense

21.4%

Rate arrears ratio

The percentage of rates and charges receivable to net rate and charges revenue

4.4%

