



Annual Report 2012 - 2013

A new direction...

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Welcome

2012-13 Annual Report

Isaac Regional Council



Cover image

Greenhill is an idyllic location approximately one hour's drive south of Mackay, with wonderful views of the ocean and surrounding district. Anglers can enjoy shore, estuary and offshore fishing near local reefs and islands, whilst bushwalkers can take advantage of the magnificent views and beautiful bushland. Access to Cape Palmerston National Park is by 4WD only and via Greenhill Road.

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

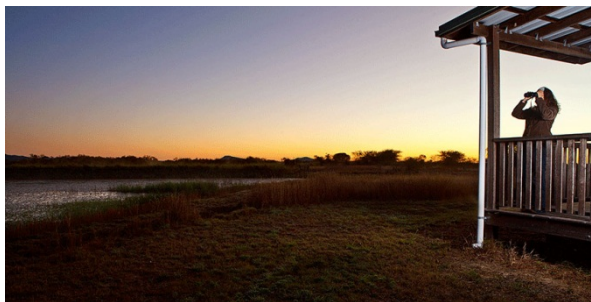
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Our Vision

To be the region of first choice.

Mission

To promote and enhance the diversity of lifestyle and opportunity.

Values

Professionalism

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

Continuous improvement

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

Excellence

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

Procedural consistency

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

Customer focus

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

Team work and coordination

Which means that 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 service to you, our customers, whilst remaining open and accountable. This customer charter sets out the standards you can expect when dealing with us:

Prompt and Efficient Service

When you contact the 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 your 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.

- when you ring we will endeavour to answer your call within four rings.
- we will acknowledge your letters within five working days.
- we will acknowledge your email requests within three working days.
- we will acknowledge you at our front reception within three minutes.
- all customer service requests will be responded to within 60 business days.
- customer service requests that are not dealt with within this period will be handled under Council's general complaints process.
- we will also inform you of the best ways to access services from your Council.

When we make mistakes

We are only human and sometimes Council will make 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 errors.
- acting to fix the problem rather than determining whom to blame.
- rectifying problems and mistakes quickly where we are able.
- follow 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 write us a letter. Whether you have a request for action, a complaint, or a compliment, we would like to hear from you.

Isaac Region at a Glance

ISAAC

Population 22588 (0.5% QLD & 0.1% AUS)
 % Australian Born - 80 %
 % Male - 55.6%
 % Female - 44.4%
 Median Age - 31
 % Fulltime Employed - 72.1%
 Median Income - \$2,965.00/week
 (Family with Children)
 Non-resident Population - 18120 (80.2%)



Land Transport Plan

The Clermont to Alpha road is a vital link in the productive expansion of the state's coal mining industry in the Galilee Basin, and critical to securing maximum benefit from the expansion of the Galilee Basin's coal reserves and state and national prosperity over the next decade and beyond. A world class efficient mining industry requires strategic investment to be placed into core infrastructure corridors to support timely and resilient development of resources. Strategic investment into this spine of transport network will deliver considerable benefits for all Queenslanders and Australia's overall GDP value.

Regional Aviation Strategy

Aviation services, by their very nature (speed over distance), has to be planned over large geographical areas. A regional-wide aviation strategy would deliver the much needed intellectual property relating to critical infrastructure design/development; linked to demand planning; and an inter-regional marketing plan enabling much better inter connectivity to occur. This is beyond the capacity of a single local government area to produce - and is well suited to be addressed in a collaborative manner. The resultant strategic plan would allow the region's Councils to accurately plan, provide and maintain the right type of air transportation services, in the right locations and point in time, producing economic benefits for all.

Water Security and Regional Water Issues

Water security and sustainability is vital to support the growth of our industries, communities and agriculture. The Connors River Dam proposal had potential to address the Nebo and Moranbah water issues, in addition to supporting industry and underpinning approximately 80 million tonnes per annum of regional coal production. In addition, a regional water scheme is critical to support the development of the Galilee Basin, where 9 mines have been proposed to be built and an estimated 70 million tonnes per annum of thermal coal is expected to be produced - all contributing to Australia's overall GDP value.

Drop in the bucket

Isaac's official population is 22588 or 0.5% of Queensland population and 0.1% of Australia's total population.

Gross Regional Product - GRP
 for Isaac LGA was \$11.8 billion in 2011/12 contributing more than 50% of the Mackay-Isaac-Whitsunday Region (\$20.6 billion) and 7.3% of the Queensland gross regional product in 2011/12.

Federal Inquiry to FIFO/DIDO Work Practices

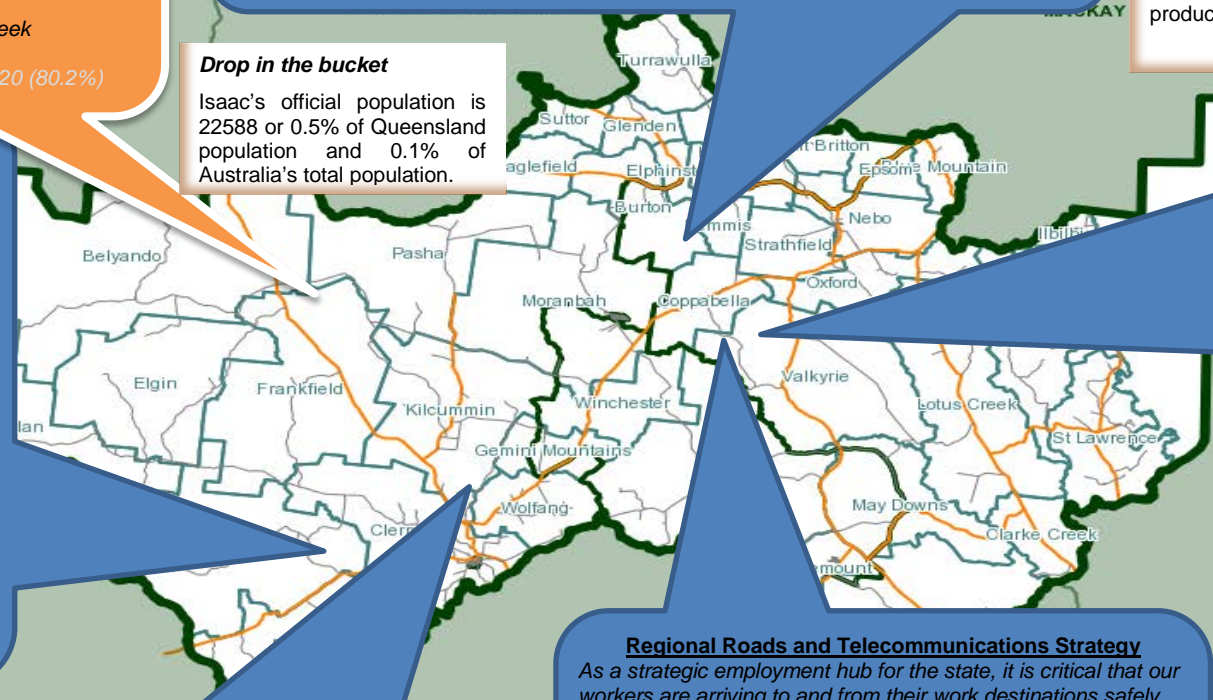
FIFO/DIDO/BIBO is a growing practice across the nation and in order for all to seek mutual benefits and our communities to grow sustainably and responsibly, the recommendations stemming from the Federal inquiry report need to be adopted at the Federal level. This report addresses the population imbalances, policy/funding challenges and the lack of data in dealing with FIFO/DIDO practices in communities, mitigating against potential threats to their future economic and social prosperity. Australians are passionate about supporting industry expansion; however it has to be achieved in the right manner to ensure these communities aren't hollowed out in the process, and a rich economic benefit is achieved for all

Regional Roads and Telecommunications Strategy

As a strategic employment hub for the state, it is critical that our workers are arriving to and from their work destinations safely. To ensure a coordinated and collaborative approach with associated stakeholders to reduce the incidence and severity of accidents, particular attention to the Bruce Highway, Peak Downs Highway and associated western arterial roads, including telecommunication issues must be considered. This not only contributes to building safer communities, it also contributes to accessing our strategic employment hubs seamlessly, boosting our economic contribution.

All about work

Isaac LGA recorded a total industry productivity of \$247.75/hour worked in 2010/11 to Queensland's \$54.36/hour worked.



Message from the Mayor



Isaac Region residents are no strangers to an economy largely dictated by changing economic influences and to businesses steering a course through volatility every day. Despite the challenges we face in a resource rich region and the changing needs and expectations of those in our communities, as we move into 2014 we look ahead with a sense of optimism. With a strong vision for sustainable, innovative and diverse communities, we are confident our region will continue to thrive.

This report outlines IRC's highlights, achievements and challenges during the year, as well as showcasing the services and programs we provide across the region. With a continuing focus on affordable housing, we are now structuring sustainable communities through the Isaac Affordable Housing Trust. The Trust's purpose is to develop property for those most in need. Developments have already come on line in Moranbah, Clermont and Dysart with more planned throughout the region.

Our priority is also on roads, water and sewage infrastructure, supporting local small businesses and delivering a stronger rural voice through the Mayor's Rural Advisory Council. With a focus on increased efficiency, we are committed to delivering value for money for ratepayers

With all five of our motions endorsed at the Local Government Association Queensland (LGAQ) conference in Cairns in October, we are encouraged that State Government will now deliberate our region's priority issues. This conference is a prime opportunity to interact with and influence State Government and our representation was vital in order to keep our top issues at the forefront.

Our five motions included; a return of planning control to local government; an increase to the *Royalties for the Regions* funding; involvement with State Government in deliberating the Social Impact Assessment Guidelines; a renewed anti-litter campaign and disclosure of the Central Queensland Supply Chain study results. We have called on the Newman Government to honour its commitment to re-empower Queensland communities with planning and development responsibility. With a long history of encouraging family friendly development that enhances the community, economy, business and industry, local governments are best placed to provide the most practical and appropriate solutions to local issues.

Along 78,000 other community representatives, we have contributed to the *Queensland Plan* to help create a 30-year vision for Queensland. A wide range of ideas was presented, with key topics including the need for cohesive communities, strengthening of regional towns and improved education opportunities in regional areas. I feel confident the *Queensland Plan* will pave the way forward for innovative and improved policies to benefit regional Queensland.



Message from the CEO



A council is an elected board that controls the 'corporation'; a Chief Executive Officer (CEO) is employed by the board (council) to run the 'operation'. The two functions are completely different but will always be irretrievably joined; not too dissimilar to boards that direct operations managed by CEOs in private enterprise. At Isaac Regional Council there are two very significant processes occurring that will change both the corporate planning and operational delivery well into the future.

The Operation: The Greek philosopher named Heraclitus, who was active around 500 BC, is best known for the statement,


"Change is the only constant in life". If he were alive today and working at Isaac Regional Council I'm sure he would understand why we've been busy implementing a totally new management doctrine which has become known to all as the 'Inputs/Outputs - Continual Management of Change Model'.



This new way of doing business was initially quite burdensome, as it took a huge effort by all staff involved to re-align their operations whilst still maintaining current services. But the rewards far outweigh the initial efforts, on many fronts. By introducing a management model that (itself) is able to constantly morph and evolve, driven by those who 'own' the accountabilities, allows us to embrace change – one little bit at a time. The Model will maintain, in perpetuity; clarity of responsibility and purpose of endeavour for all staff, the alignment of accountabilities within the organisational hierarchy, and will empower employees to do the job.

The Corporation: A Corporate Plan must remain relevant if it is to be taken seriously – this is essential, apart from the fact that Council has obligations under the Local Government Act. For it to remain relevant it must be reviewed. But any reviewing process must be affordable, achievable and not prohibitively time consuming; for both the board and those with the responsibility to change all the business disciplines to align with the corporation's direction. I have not borne witness to any corporate plan being written with a *Continual Management of Change Process* in mind from inception. Nor have I read a Corporate Plan that aligns with the only common denominator that never changes; that of human motivation. Isaac Regional Council has embarked on developing a corporate plan that addresses human motivation, as described by Maslow's hierarchy of needs, and will continually evolve – one small step at a time.

Incremental evolution of the direction (or process) a corporation takes should be; almost unnoticeable, seamless, and efficient, remain relevant, and must be cost effective if it is to be achieved. The alternative is to spend tens of thousands of dollars (if not more) discussing and formulating *corporate plans* and changing *business disciplines* over and over again; of which whose life-spans will be limited to the glossy pages of which they are portrayed and electoral or business cycles. Most organisations that fall into this maelstrom of



corporate change chaos risk changing the '*plan*' more often than the delivery component of their operations has capacity to re-align the project delivery cycles – and subsequently achieve little, at a much greater cost per unit.

To avoid this, Council commenced a process to introduce a discipline called an 'Outcomes Framework' to drive the corporation at the board level. This discipline will easily link Isaac Regional Council's *Vision to Outcomes*, *Outcomes to Goals*, and *Goals to Strategies*. And just like the *Continual Management of Change Model* that allows incremental change in the operational part of the business to occur, the Outcomes Framework will do the same in a way that can keep pace with change.

In concluding, Isaac Regional Council had a simple choice, we had the chance to be either the architects of change or the victims of it – by using these two management disciplines we've adopted the former.

Terry Dodds CEO

Our Council

Isaac Regional Council comprises nine elected members including the Mayor.

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. 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 Representatives



anne.baker@isaac.qld.gov.au

Mayor: Anne Baker

Mayor Anne has lived in the Bowen Basin area with her family for 27 years with the last 15 years spent in the community of Moranbah in the Isaac region. Anne and her husband, Frank, have two adult children and one grandchild.

Anne is on the board of several economic and development organisations. She is an active community member, practical thinker and likes to help make things happen. Her sporting interests include rugby league, golf and her lifelong passion, netball. A champion netballer as a young adult, Anne held a netball scholarship at the Australian Institute of Sport.

Anne is a strong supporter of local government. As the closest level of government to people in local areas, she believes it is the key to building stronger communities. She also recognises the importance of all three government levels working in collaboration for the benefit of local communities, the state and the nation.

Anne's priorities for the region are to deliver more family housing developments and to ensure economic growth to ensure sustainability of the region. Improved liveability is a high priority and she strives towards achieving this goal, both as Mayor and a passionate member of her community.



dale.appleton@isaac.qld.gov.au

Deputy Mayor & Division 1: Cr Dale Appleton

Cr Appleton was re-elected to represent Division 1 and elected by fellow-councillors as deputy mayor in 2012. His first appointment as councillor was in 2009. Cr Appleton is a member of AgForce, the Mistake Creek Progress Association and the Saleyards' committee. A cattle producer based in Clermont, he has had a long association with the cattle industry.

He is married to Kris and they have three sons, all who live and work in the Isaac region. His 11 grandchildren are the sixth generation of the Appleton family in the Clermont district. Cr Appleton is keen to represent the current and future interests of residents in rural and remote areas.



nick.wheeler@isaac.qld.gov.au

Division 2: Cr Nick Wheeler

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

Cr Wheeler was Dysart Ladies Softball president for 18 years and involved in the early days of the ambulance centre. He is the Dysart Lions' Club president and Dysart State School P&C president. His time is mostly spent with community activities and issues.



gina.lacey@isaac.qld.gov.au

Division 3: Cr Gina Lacey

Cr Gina Lacey was re-elected in 2012 to represent Division 3, making it her third term on Council. She was elected a member of the Belyando Shire Council in 2004 and in 2008 elected to represent her division with the 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 CFMEU's office manager for 15 years and 7 years in small business, including the Purple Grape Café/Bar and is the current co- owner of Zootown, a menswear store in Moranbah.

Married to Clint, they have two children. She has lived in Moranbah for more than 36 years. She is a keen rugby league supporter and spectator and enjoys entertaining, catching up with friends and family, camping and junior sports with her children.



peter.freeleagus@isaac.qld.gov.au

Division 4: Cr Peter Freeleagus

Cr Freeleagus was elected to the Isaac Regional Council in 2012 to represent Division 4. He was first elected to Belyando Shire Council in March 1997, appointed Belyando Shire Deputy Mayor in 2000 and Mayor in August 2003. He was re-elected as Mayor 2004 to 2008 and represented the region on a number of local, regional and state committees.

Cr Freeleagus is a board member of the Moranbah Community Workers' Club and a member of the Regional Development Australia's (RDA) Mackay Whitsunday committee which supports the regional council areas of Mackay, Isaac and Whitsundays – a community-based organisation jointly funded by the Australian and Queensland governments.



kelly.veavea@isaac.qld.gov.au

Division 5: Cr Kelly Veavea

Councillor Kelly Veavea having grown up in Collinsville, Cr Veavea moved to Moranbah with her young family six years ago.

As Chairperson of the Moranbah Action Group, and President of Queensland Mining Communities, Cr Veavea is a strong advocate for the Isaac Region on the key issues of population balance, affordable housing, liveability and infrastructure investment. Cr Veavea is passionate about lobbying for policy change, and better funding for our region. In her role, Cr Veavea intends to strongly advocate for Isaac communities on issues that matter, whether that is with mining companies, the State or Federal Governments.



barbara.stranks@isaac.qld.gov.au

Division 6: Cr Barbara Stranks

Cr Barbara Stranks Councillor Stranks was elected to represent Division 6 in 2012. She has worked closely with the Clermont and Moranbah communities for many years and has worked in local government for more than 10 years in the roles of Community Development Officer and Commercial Services Manager.

Prior to this Cr Stranks was a Coordinator with the Central highlands family day care scheme. She is treasurer of Clermont Community Housing and Other Services, Central Highlands' Stock Horse Society secretary, Flying Arts regional representative and a member of the Clermont Community Consultative committee. Cr Stranks is married to Charlie and they have 3 children and 2 grandchildren. She enjoys breeding Australian stock horses, textile arts, embroidery and spending time with her grandchildren.



jane.pickels@isaac.qld.gov.au

Division 7: Cr Jane Pickels

Cr Jane Pickels was elected to represent Division 7 in 2012. She has spent nine years working in customer service with the Broadsound Shire Council and Isaac Regional Council.

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

Cr Pickels is married to Greg and they have four children. A self-confessed 'sports nut', she loves to play and watch sport and is involved at an administrative level. She also enjoys cooking and family life.



Division 8: Cr Geoff Bethel

Cr Geoff Bethel was re-elected in 2012 to represent Division 8. He has been involved with local government for many years previously holding a position on Broadsound Shire Council. He is a landholder in the Isaac region and has been involved in the cattle and grain industries since the 1973 Brigalow Scheme Ballot.

Cr Bethel has a keen interest in land care and related initiatives. He is married to Ruth and they have four children, all who live and work in the Isaac region.

geoff.bethel@isaac.qld.gov.au

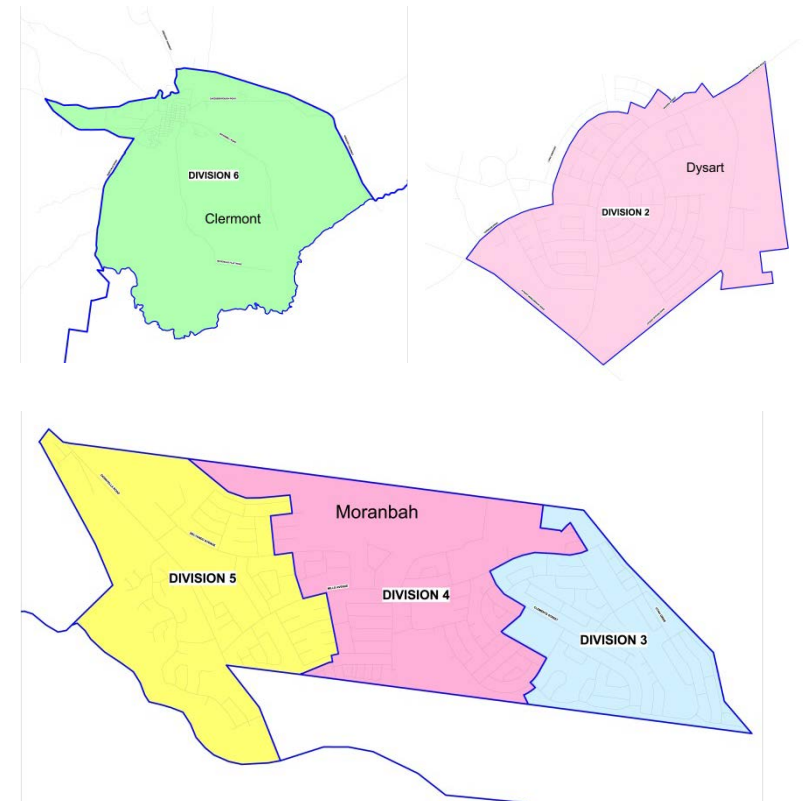
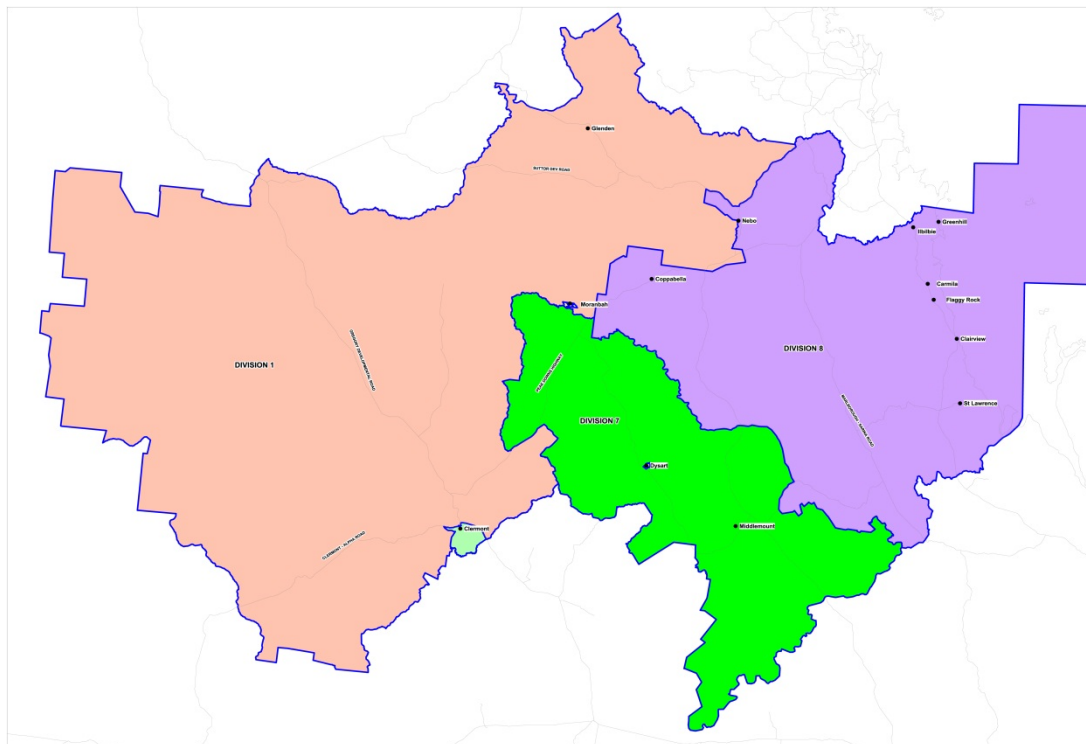
It is a legislative requirement that all elected members must provide Statements of Interest. These statements and contact details for all current Councillors can be found on our website at www.isaac.qld.gov.au.



Isaac Divisional Boundaries

Isaac Regional Local Government Area (LGA) has a total area of 58,870.2 km², or 3.4 per cent of the total area of Queensland. The Isaac LGA is located west of Mackay, approximately 803 kilometres north of Brisbane. The Isaac LGA covers an area from “Coal to Coast”, incorporating the towns of Clermont, Dysart, Glenden, Middlemount, Moranbah, Nebo, Coppabella, St Lawrence, Carmila, Clairview, Greenhill and Ilbilbie.

Isaac Regional Council Division Map



The Executive Leadership Team

The Executive Leadership Team (ELT) comprises the CEO and the Executive Directors. The team is charged with the responsibility of ensuring the delivery of the strategic intent of Council and to provide leadership to all employees. The Executive Leadership Team meets regularly to consider matters of strategic importance.



Executive Leadership Team



Corporate and Financial Services

Warren Stubbs

The Corporate and Financial Services Directorate focused on achievement and change during the 2012/2013 year. Change was evident throughout the Isaac Region, and accordingly we adapted our services to meet the needs of the organisation and the community.

Financially we undertook a remarkable journey. We spent considerable time tracking and reviewing the 2012/13 budget; which resulted in significant process review, adaption and adoption of the 2013/14 budget. Our future direction is to achieve a cost positive approach to all business undertakings, delivering growth to the community.

We focused on our people by developing processes to manage core Human Resources functions. Key processes like recruitment and payroll were structured to be effective, efficient and timely. A number of new measurements were introduced to provide a clear picture of performance. Workforce Solutions is now transitioning with a fresh approach to the 2013/2014 year with a focus on delivering a proactive service in a partnership model across Isaac Regional Council.

Safety of our community and our staff received a large emphasis during the 2012/13 year. Isaac Regional Council proactively engaged with its Insurer to complete an audit of the management of workplace health and safety across the region. This resulted in Isaac Regional Council up-skilling the workforce, auditing facilities and assets, and appointing a Manager to oversee workplace health and safety functions.

To ensure Council obtains better value for money, preferred supplier arrangements were established across fourteen (14) categories, some of which included Mechanical; Electrical; Fabrication; Aviation Fuel Cartage; Business Advisory; and Town Planning. Isaac Regional Council also farewelled Nick Schifcofske, who retired in June 2013 after 29 years of service to Council.

We heightened our information systems, processing, and storage to drive organisational efficiency. This included digitisation programs, installation of the wide area network, upgrading rating and property systems, and completing rural addressing. Training was increased to meet future organisational and community requirements.

Our Customer Service Team received accolades for their fantastic service, with Maria Borg winning the monthly Service Star Award, at the Moranbah Traders Association Awards Night - Service Star of the Year. This is a credit to Maria and the Isaac Regional Council Customer Service Team.

Our staff have worked very hard over the past year, and I applaud their success and determination.



Stakeholder Engagement **Veronica Campbell**

Isaac Regional Council's Stakeholder Engagement Group is accountable for the effective delivery of the Council's brand, marketing and communication functions, along with its community planning and engagement, and government and community relation's functions.

Stakeholder Engagement is an integral part of the business philosophy for Isaac Regional Council. Clearly, long-standing engagement with Council's stakeholders is vital for building trust and understanding the variety of Isaac regional issues.

It's been determined that by responding genuinely towards Council's stakeholder interests and by involving stakeholders and working collectively, Council sees it can better understand its regional needs and co-create solutions that are more likely to succeed and serve as a powerful catalyst for increasing both stakeholder and Council accountability.

Through active engagement with its stakeholders, Council aims to promote its strategic goals and regional position. In 2012/2013 the Stakeholder Engagement Group's focus centred on building the communities knowledge base of those aims through targeted communication and engagement activities. The outcome of this approach brought attention to key regional matters of interest. These included:

- Genuine choice for families to work and live within the Isaac region;
- Inter-governmental lobbying on ensuring the Isaac region receives its fair share in return of the royalties leaving the region;
- Ensuring community preparedness in the event of a disaster;
- Water sustainability factors to ensure a lasting future for the Isaac region;
- Promotion of affordable housing through the Isaac Affordable Housing Trust and the opening of such dwellings;

- Lobbying at the State level to increase policing and community safety strategies within the region; and
- Celebrating key regional milestone's, such as the Clermont's 150 year anniversary.

A further highlight for 2012/2013 was the success the Isaac Regional Council delegation had at the National General Assembly of Local Government in Canberra around the key regional issues of water supply and sustainability and the 100% forced Fly in, Fly out (FIFO) workforce practice concerns currently being sought by some companies with the Isaac region. Both key issues were endorsed unanimously by the entire Assembly.

Also for 2012/2013, Isaac Regional Council hosted the Tina Arena and the Queensland Youth Orchestra Concert in Moranbah. With close to 3000 people turning out for the event, it received glowing reviews and Council was very honoured to have had the privilege of hosting such an event.

In 2013/2014, the Stakeholder Engagement Group looks forward to Council's libraries and arts, community programs and placement management activities joining the team. This alignment of interests in the Stakeholder Engagement Group aims to deliver a stronger and more integrated stakeholder and community program to the residents of the Isaac region.

The team looks forward to delivering a region of first choice in 2013/2014.

Strategic Continuity and Commercial Outcomes

Gerald Lore

This year the Councillors working with the CEO determined to give the organisation a clear focus on:

- Ensuring Council's businesses have an improved focus on reducing costs and improving long term financial sustainability. This will ensure services can continue to be provided in a viable manner while minimising costs to the Isaac ratepayer income tax base.
- Long term strategic planning of Council's Operations ensure that delivery of Council's services and projects line up with those planned outcomes including improved asset management and capital delivery



This focus has culminated in the inception of a new directorate which will be commencing operations in the second quarter of the 2013/14 financial year.

The goals of the 2013/14 financial year are to build the organisational structure within this new group with the appropriately qualified and experienced staff. This will assist facilitating proven industry practices in delivering:

- Long term strategic planning. This means planning for the region's future in an affordable manner and ensuring we plan funding is available for the delivery of new assets and renewal of existing assets.

- Medium term strategic planning which assists in prioritising part of the long term plan that will feed into the 5 year corporate plan and annual operational plans of Council that will fund new works and operations from 2015/16 until 2020/21.
- The selection and progressive implementation of a modern total asset management system that will underpin every decision Council makes. This will be designed to act as a living repository of information in relation to the updated condition of Council's infrastructure assets including water and sewerage services, buildings, roads and drainage, footpaths, pools, sportsgrounds, camp grounds, playgrounds, air fields, operational plant and equipment and assist with their planned renewal.

Engineering & Infrastructure

Casey De Pereira

Engineering and Infrastructure is a diverse team which comprises of 4 departments

1. Road and Urban Services which includes fleet management, road maintenance, road construction, parks and gardens, road inspections.
2. Major Projects whose focus is on private works, Main Roads contracts, drainage/flood damage.
3. Resource Recovery which involves refuse collection and waste management
4. Water and sewerage.



As Council progresses it's organisational restructure, many positive changes and challenges have been identified to foster the strategic and sustainable development and provide facilities throughout the region in an effective and efficient manner for the benefit of the community. Engineering and Infrastructure have embraced this notion and we are heavily committed to the strengthening of relationships amongst staff and streamlining business operations.

Most recently this has been exemplified through the development of a departmental restructure and the introduction on a trial basis of the town overseers – one stop concept has proved to be effective. It is apparent that not only the efficiency of our business has improved but has also created a sense of mateship, pride and ownership within our departments. I am proud to report that all departments within E&I are also working together towards the common goal that is S.H.A.R.P (Strengthening Healthy Attractive Places) of all the townships.

The 12/13 financial year included the delivery of a number of major projects, including the announcement of the approval of \$32.5 million dollars of National Disaster Relief and Recovery Arrangements funding (NDRRA). Water and sewerage staff have faced ongoing challenges as weather and a range of other factors have impacted the potable water supplies. The dedication of these staff to managing and finding solutions to the problems identified is to be commended. Our Resource Recovery centres have continued to offer excellent service, with the Moranbah Recycle Shop celebrating its first birthday.

As we continue to develop our team, and redescribe our accountabilities, we look forward to our residents noticing the work that is undertaken to make sure Isaac has the SHARPest towns on offer in the Bowen Basin!



Organisational Development

Colin Streeter

Organisational Development is an important internal function, whose key focus has changed to concentrate fully upon the design, implementation and management of the Council's new "Outcomes Framework" which directly impacts on our organisational structure, resourcing, systems, culture, performance and ultimate delivery to customers.

Initially this includes considering and drafting carefully all of the inputs and outputs across all directorates in council to ensure that all work activities and responsibilities are accounted, and that all teams are correctly structured and resourced to undertake this work.

As the Inputs Outputs are completed and structures are finalised and implemented, our focus will shift to annual capability reviews and ensuring that there is continuous improvement in all areas so that our people have the right resources, skills, systems, procedures and information available to deliver in a positive high performance working environment.

During the 13/14 financial year the Inputs Outputs work will be devolved from the Executive Directors, to their managers and through to the rest of the staff of the organisation. Although it is a painstaking process, the end result will deliver a council that:

- Provides efficient and effective core services
- Is well resourced in human and financial capacity
- Understands it's key business functions
- Is responsive to the needs of residents and ratepayers
- Delivers excellent customer services


This is an exciting time for Isaac Regional Council, as it moves into a new era of local government and model of service delivery.



Built and Natural Environment

Scott Riley

The journey of the 2012/2013 year was a truly remarkable phase of change both in the operations of the team and the region as a whole. This time saw numerous earlier projects which received assessment and approval by Council come to full fruition and lead considerable change in the community by providing an increased opportunity for choice in community living. This was a direct result



of maximising opportunities identified and providing organisational adaptation.

The Planning and Sustainable Communities / Built and Natural Environment directorate lived and breathed the challenges of a rapidly expanding Mineral resources sector in the region and maintained a community focus in the regional expansion of mining.

The challenge of providing ongoing accommodation supply and innovative choice to the community and region was a very high priority working towards building the resilience of community. This was reinforced by interactive and engaging programs across all the regional communities in the areas of library services and Economic Development and Tourism.

The immense workloads of the previous years was commencing to stabilise and development progressed at a high but less frenetic rate.

The team saw challenges across the wide spectrum of responsibilities from regulatory inspections, enforcement, environmental management and development assessment and with the highest of integrity remained focused and diligent in delivering solid policy outcomes for the organisation. The proactive use of new and emerging skills across the directorate provided positive leadership and mentoring in many areas reinforcing the personal and team capability development of the directorate.

The resilience and stability of team focus on the challenging task at hand was one to be admired thought the year. The dedication of delivering positive benefits during difficult situations for community saw the first of several multi story buildings commenced and completed in Moranbah. The capability to rise to the occasion was demonstrated clearly by all team members in 2012/2013 and a true credit to their integrity.

Emerging trends of accommodation integration began to appear across the region through several application change requests and modifications.

Reporting against Legislative Requirements

A local government must prepare an annual report for each financial year. The *Local Government Regulation 2012*, sets out the reporting requirements for the annual report of a local government.

1. COMMUNITY FINANCIAL REPORT

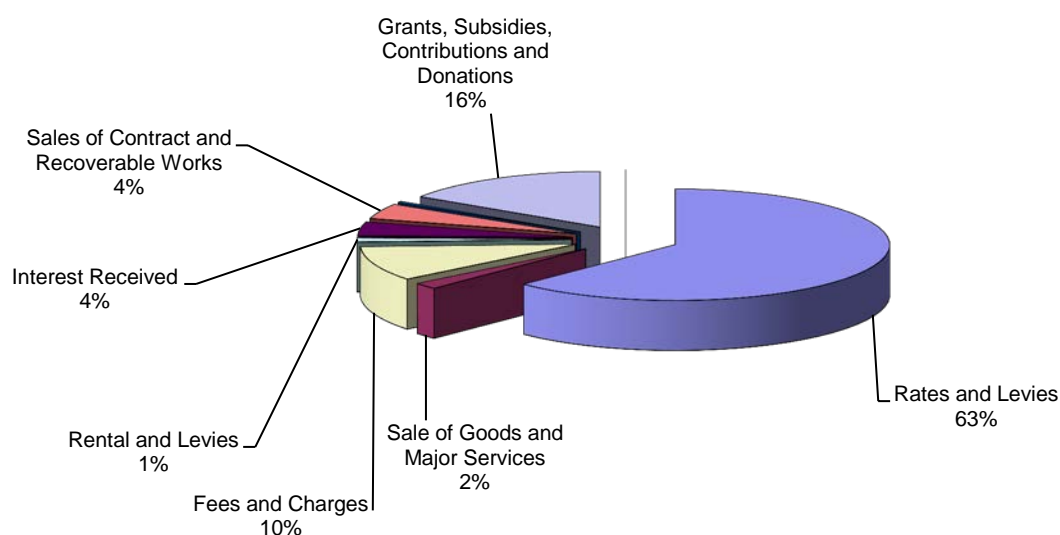
Isaac Regional Council is a large employer across the region. Therefore it makes good sense to ensure our financial position is sound, and that our funds benefit all who reside here. To demonstrate how we do this, the Community Financial Report provides a plain English summary of the financial position over the 2012-13 period.

Our Comprehensive Income

Our comprehensive income provides an understanding of income and expenses, to demonstrate the net result of business activity undertaken by Isaac Regional Council for the financial year.

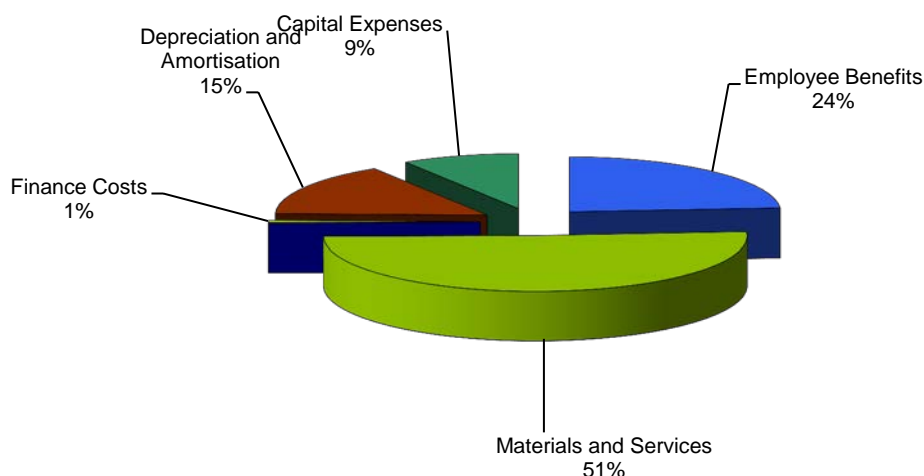
Sources of Income - Where our money comes from

The total income for the year was a positive result of \$142,864,655, reflecting strong community wealth. This includes operating revenue (including rates and charges) of \$121,752,503 and capital revenue (including grants and contributions) of \$21,112,152.



Expenses – Where our money is spent

Our level of expenditure is continuously monitored through a rigorous budget process, to ensure accuracy, and that our funds are utilised efficiently. Council expenses totalled \$99,049,758 which included depreciation of \$16,563,759, materials and services of \$41,077,403, employee benefits of \$27,674,871 and other finance costs of \$963,347.

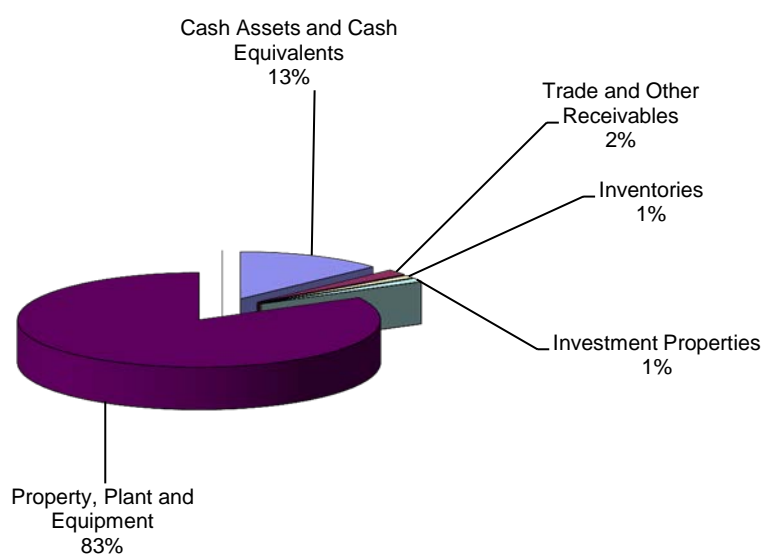


Our Financial Position

Our financial position lists our assets and liabilities, which provides an overall understanding of Isaac Regional Council's net worth.

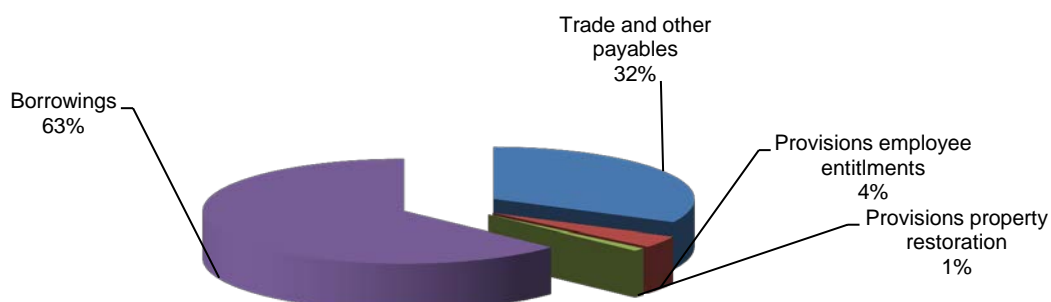
Assets - What do we own?

Isaac Regional Council owns a variety of assets which are a significant investment for the community. This requires astute management, to ensure the future serviceability and asset worth is maintained. As at 30th June 2013 the total value of Assets held by Council was \$1,034,825,132, which included property, plant and equipment, cash assets and cash equivalents, trades, inventories and investment properties.



Liabilities – What do we owe?

Our liabilities are reviewed regularly as part of our long term financial strategy. As at 30 June 2013 the value of Total Liabilities owed by Council was \$65,316,706. This includes loans of \$41,547,561 and trade and other payables of \$21,363,349.



Our Net Worth

After reviewing our assets and deducting liabilities, Council's Net Worth was \$1,004,863,459. This represents the total Community Equity.

Financial Ratios

Financial Ratios assist in determining the current and future financial health of Isaac Regional Council. These ratios provide a snap shot view of the financial performance without having to read the complete Financial Statements (as at 30th June 2013)

Ratio Type	Description	Performance
Change in community equity ratio	The percentage change in the net wealth of the Council	1.3%
Interest cover	The percentage of interest costs to total recurrent revenue	-3.3%
Debt servicing ratio	The percentage of Council's total recurrent revenue that is used to service loan interest and principal repayments	1.0%
General rate revenue ratio	The Council's dependence on general rate revenue as a percentage of total recurrent revenue	36.0%
Revenue ratio	The Council's dependence on net rates and utility charges as a percentage of total recurrent revenue	62.4%
Debt exposure ratio	The percentage of Council's capital debt to total community equity	4.0%
Working capital ratio	The ratio of unrestricted current assets available to meet current Liabilities	5.1 : 1
Unfunded depreciation ratio	The percentage of unfunded depreciation to the total depreciation Expense	21.1%
Rate arrears ratio	The percentage of rates and charges receivable to net rate and charges revenue	2.4%



Looking to the Future

It is our expectation that Isaac Regional Council will continue to grow and provide the necessary resources needed to maintain and build our community. To do this we are focused on reviewing and improving our approach to asset management. This will enable better informed decisions about the renewal, maintenance and replacement of assets across the region; and will ensure that assets support the delivery of key service areas.

Isaac Regional Council will continue to maintain a strong financial stance through the responsible use of annual rates collection, grants and subsidies, interest, cash reserves and other revenue. Sound long term financial planning, budgeting and financial custodianship will ensure Isaac Regional Council is best placed to meet the future financial needs of the community.

2. RESOLUTION MADE UNDER SECTIONS 150 (1) AND 206 (2)

Isaac Regional Council did not make any resolutions relating to these sections of the Act.

3. INFORMATION RELATING TO COUNCILLORS

Requirement	Mayor	Division 1	Division 2	Division 3	Division 4	Division 5	Division 6	Division 7	Division 8
Total remuneration inc. superannuation	\$124,291.35	\$77,682.58	\$66,029.97	\$64,261.33	\$66,029.97	\$64,261.33	\$65,559.19	\$64,261.33	\$66,029.97
Expenses incurred and facilities provided under Council's expenses reimbursement policy	\$13,577.80	\$5,911.54	\$2,632.99 (+ Private Vehicle Use \$1,059.68)	\$2,967.46	\$5,102.64	\$8,182.75	\$3,440.07	\$6,044.76 (+ Private Vehicle Use \$1,080.40)	\$4,279.93 (+ Private Vehicle Use \$16,248.18)
Number of local government meetings attended	11 ordinary meetings 6 special meetings	12 ordinary meeting 5 special meeting	11 ordinary meetings 4 special meetings	10 ordinary meetings 5 special meetings	12 ordinary meetings 6 Special meetings	10 ordinary meetings 6 special meetings	12 ordinary meetings 5 special meetings	12 ordinary meetings 5 special meetings	11 ordinary meetings 6 special meetings
Total number of order and recommendations made under section 180 (2) or 4 of the Act and orders made under section 181 of the Act	0	0	0	0	0	0	0	0	0
Number of complaints about conduct or performance for which no further action was taken under 176C (2) of the Act	0	0	0	0	0	0	0	0	0
Number of complaints of inappropriate conduct by Mayor or Deputy Mayor assessed by CEO under 176C (4) (a) (i) and referred to the department	0	0	0	0	0	0	0	0	0
Number of complaints referred to Mayor under section 176C(3) (a) (ii) or (b) (i) of the Act	0	0	0	0	0	0	0	0	0
Number of complaints of misconduct referred to the departments chief executive under section 176C (4) (a)	0	0	0	0	0	0	0	0	0
Number of complaints assessed by CEO as being about official misconduct	0	0	0	0	0	0	0	0	0
Number of complaints assessed be regional conduct review tribunal	0	0	0	0	0	0	0	0	0
Number of complaints heard by tribunal	0	0	0	0	0	0	0	0	0
Number of complaints falling under section 176C (6)	0	0	0	0	0	0	0	0	0

4. ADMINISTRATIVE ACTION COMPLAINTS

Isaac Regional Council takes all complaints about its service seriously and is committed to investigating and responding in a timely manner with the best outcome for the community in mind. Council has an extensive Complaints Process as required under the Local Government Act 2009, and aims to provide a level of customer service, as identified in the Customer Charter.

Isaac Regional Council 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 Council 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 Chief Executive Officer.

Isaac Regional Council aims to provide better management of administrative action complaints in the future by implementing a centralised Governance Framework.

Number of administrative action complaints made to Council for the reportable period:	11
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5. REPORT OF ANY OVERSEAS TRAVEL TAKEN BY A COUNCILLOR OR LOCAL GOVERNMENT EMPLOYEE IN AN OFFICIAL CAPACITY

No Councillor or local government employee of Isaac Regional Council has represented the Council in an official capacity while travelling overseas.

6. SUMMARY OF EXPENDITURE ON GRANTS TO COMMUNITY ORGANISATIONS

Council's Expenditure

A total of sixty-five Community Grants were requested, for the reportable period at a total amount of \$220 071.00. Isaac Regional Councillors do not have a Councillor Discretionary fund for community grants.

GRANTS/DONATIONS	COMMUNITY GROUP	DATE
REQUEST	CLARKE CREEK COMMUNITY REFERENCE GROUP	20 JULY 2012
REQUEST	TOM OLIVER POET	20 JULY 2012
REQUEST	CLERMONT PONY CLUB	23 JULY 2012
REQUEST	ST LAWRENCE BOWLS CLUB	23 JULY 2012
REQUEST	BLAIR ATHOL BUSH SPORTS ANNUAL XMAS PARTY	23 JULY 2013
REQUEST	SHADE SHELTER GLENDEN BOWLS CLUB	1 AUGUST 2012
REQUEST	CLERMONT DISTRICT EDUCATION GROUP	1 AUGUST 2012
REQUEST	PEAK DOWNS PONY CLUB	2 AUGUST 2012
REQUEST	MIDDLEMOUNT PONY CLUB	8 AUGUST 2012
REQUEST	MORANBAH EAST STATE SCHOOL GARDEN PARTY	8 AUGUST 2012
REQUEST	GLENDEN STATE SCHOOL	23 AUGUST 2012
REQUEST	DYSART BOXING CLUB	23 AUGUST 2012
REQUEST	GLENDEN TOWN CLUB	23 AUGUST 2012
REQUEST	ALGWA SPONSORSHIP PROPOSAL	23 AUGUST 2012
REQUEST	MORANBAH HIGH SCHOOL EXCELLENCE TRAINING CENTRE	23 AUGUST 2012
REQUEST	CLERMONT STATE HIGH SCHOOL	23 AUGUST 2012
REQUEST	CLAIRVIEW BEACH HOLIDAY PARK	23 AUGUST 2012
REQUEST	MITCHELL WILLIAMS	31 AUGUST 2012
REQUEST	CLERMONT RUGBY LEAGUE	31 AUGUST 2012
REQUEST	CLARKE CREEK PONY CLUB	31 AUGUST 2012
REQUEST	KARATE MIDDLEMOUNT	31 AUGUST 2012
REQUEST	NEBO HALL	31 AUGUST 2012
REQUEST	CAPRICORN HELICOPTER	31 AUGUST 2012
REQUEST	DYSART BOXING CLUB	31 AUGUST 2012
REQUEST	BRIGALOW BEATZ ARTS MUSIC FESTIVAL	4 SEPTEMBER 2012
REQUEST	RACQ CQ RESCUE HELICOPTER	4 SEPTEMBER 2012
REQUEST	REGIONAL SOCIAL DEVELOPMENT CENTRE	4 SEPTEMBER 2012
REQUEST	CWA	4 SEPTEMBER 2012
REQUEST	GALA CHARITY BALL	12 SEPTEMBER 2012
REQUEST	MIDDLEMOUNT COMMUNITY SPORTS	12 SEPTEMBER 2012
REQUEST	PINK PANTHERS BRONCOS CHALLENGE	12 SEPTEMBER 2012
REQUEST	CENTRAL HIGHLANDS RUGBY LEAGUE CLUB	12 SEPTEMBER 2012
REQUEST	BOWEN BASIN CHARITY BALL	18 SEPTEMBER 2012
REQUEST	ROTARY CLUB OF MORANBAH	SEPTEMBER 2012

REQUEST	C&K KINDERGARTEN MORANBAH	SEPTEMBER 2012
REQUEST	MORANBAH TRADERS ASSOCIATION	SEPTEMBER 2012
REQUEST	CANCER COUNCIL QUEENSLAND	SEPTEMBER 2012
REQUEST	MORANBAH SPEEDWAY	OCTOBER 2012
REQUEST	UNDER 8'S DAY	22 OCTOBER 2012
REQUEST	CLERMONT STATE HIGH SCHOOL AWARDS	2 NOVEMBER 2012
REQUEST	MISTAKE CREEK STATE SCHOOL	5 NOVEMBER 2012
REQUEST	CLERMONT BEARS SENIOR RUGBY LEAGUE	MARCH 2013
REQUEST	QUOTA HIGH TEA	MARCH 2013
REQUEST	2013 ANGEL FLIGHT OUTBACK TRAIL BLAZER	MARCH 2013
REQUEST	MIDDLEMOUNT RODEO ASSOCIATION	MARCH 2013
REQUEST	MORANBAH HIGH SCHOOL EXCURSION	MARCH 2013
REQUEST	HINTERLAND COMMUNITY CARE	APRIL 2013
REQUEST	QUOTA DEB BALL MORANBAH	APRIL 2013
REQUEST	ST LAWRENCE PLAYGROUP	APRIL 2013
REQUEST	IMMUNE DEFICIENCIES FOUNDATION AUSTRALIA	APRIL 2013
REQUEST	CLERMONT SHOW COMMITTEE	APRIL 2013
REQUEST	MORANBAH HIGHLANDERS SWIMMING CLUB	APRIL 2013
REQUEST	MORANBAH JUNIOR MOTOR CROSS CLUB	APRIL 2013
REQUEST	BOWEN BASIN MINING CLUB	20 MAY 2013
REQUEST	NEBO BUSHMANS CARNIVAL	MAY 2013
REQUEST	CLERMONT CAMPDRAFT	MAY 2013
REQUEST	MIDDELMOUNT RACE CLUB	MAY 2013
REQUEST	GLENDEEN GOLF CLUB PRO-AM	MAY 2013
REQUEST	VIVA LAS VAGAS FUNDRAISING BALL DYSART	MAY 2013
REQUEST	MIDDLEMOUNT SCHOLL SWIMMING CARNIVAL	MAY 2013
REQUEST	MIDDLEMOUNT BI-ANNUAL GARDENING COMPETITION	MAY 2013
REQUEST	NAIDOC WEEK	27 JUNE 2013
REQUEST	CLERMONT AND DISTRICT EDUCATION GROUP	27 JUNE 2013
REQUEST	ANGLICARE	27 JUNE 2013
REQUEST	DYSART STATE SCHOOL P&C	27 JUNE 2013

7. SUMMARY OF CEO'S ASSESSMENT OF PROGRESS TOWARD IMPLEMENTATION OF THE 5 YEAR CORPORATE PLAN AND ANNUAL OPERATIONAL PLAN.

As a local government authority, Council operates under a strategic planning framework.



Our Diverse Lifestyles

Isaac Region 2020 Vision Community Plan	IRC Corporate Plan 2009-2014	IRC Operational Plan 2012-13
1.1 Healthy Lifestyle Environments: <ul style="list-style-type: none"> Attraction and retention of health services and service providers to the region Encourage and promote physical activity and enjoyment of our natural environment 	Theme 1: Our Community Key Strategy: Our Health Consciousness <ul style="list-style-type: none"> Research, develop and implement regional strategies to continuously enhance community health through the provision of appropriate amenities and the promotion of active lifestyles 	Development of successful application for R4R for Dysart Medical Centre Ongoing participation in the Moranbah and Dysart Medical Model Ongoing promotion of healthy lifestyles – 10,000 Steps, promotion of community spaces and locations – Isaac Welcome Pack Ongoing partnership with Sport and Recreation Qld to develop capacity and healthy lifestyle opportunities and events
1.2 Community Facilities and Infrastructure: <ul style="list-style-type: none"> Maintain and upgrade existing community facilities Ensure equity of access to council facilities 	Theme 4: Our Future Key Strategy: Our Asset Management Awareness <ul style="list-style-type: none"> Devise and implement systems for the continuous planned and replacement of Council assets and the planned integration of Council services 	Ongoing maintenance and renewal schedules. Implementation of Dysart and Clermont Urban Design Frameworks Rolling audits of facilities and community infrastructure
1.3 Diverse Arts, Culture & Heritage: <ul style="list-style-type: none"> Engagement of broader community in the development, management and implementation of community based arts and cultural projects Preservation of our unique heritage and histories for future generations 	Theme 4: Our Future Key Strategy: Our Multi-Cultural Focus <ul style="list-style-type: none"> Develop and implement a community and cultural identification strategy that recognises the rich heritage and true multi-culturalism of the region and promotes a strong, safe friendly and connected community 	Using a range of mediums, promote arts, culture and our history including but not limited to: management of RADF, implementation of Clermont Historical Centre Business Plan, management of Nebo Museum, undertake feasibility regarding Snow's place, library and arts programs, galleries and media and communications promotion.
1.4 Housing and Safety: <ul style="list-style-type: none"> Provision of a range of affordable and alternative housing options to cater for current and potential community needs Greater recognition and consideration by industry and government on the impacts of industry on community liveability 	Theme 1: Our Community Key Strategy: Our Strong Community Advocacy <ul style="list-style-type: none"> Research, design and implement an advocacy capability or alliance partnership to address Housing Affordability Research, design and implement an advocacy capability or alliance partnership to address Liveability Theme 4: Our Future Key Strategy: Our Focus on Affordability <ul style="list-style-type: none"> Lead the development of strategies to provide and maintain affordable housing across the region using environmentally sustainable building practices 	Delivery and management of affordable housing units in Moranbah, Dysart and Clermont Ongoing advocacy on behalf of the region to provide investment in the region that promotes the growth and development of sustainable regional centres. Support the position of the Windsor "Cancer of the Bush" report, including successfully passing a motion at the ALGA conference calling for the recommendation in the report be implemented by the Federal government. Partnership with community, police and businesses for Moranbah, Dysart and Clermont Liquor Accords, promoting public safety Development of a range of land banking strategies including promotion of private development.

Isaac Region 2020 Vision Community Plan	IRC Corporate Plan 2009-2014	IRC Operational Plan 2012-13
<p><i>1.5 Community Engagement and Participation:</i></p> <ul style="list-style-type: none"> • Fairness in regional distribution of resources and funding • Encouragement of community participation in decision making and the development of community endorsed visions • Maximising opportunities for the development and recognition of community groups and volunteering in communities. 	<p>Theme 4: Our Future <i>Key Strategy: Our Participative Approach</i></p> <ul style="list-style-type: none"> • Develop and implement marketing strategies that promote the unique and diverse work and lifestyle opportunities offered by the region and council's participative approach to regional decision-making 	<p>Review and revise (as required) Council Round Table engagement Review and develop (as required) stakeholder engagement methodology Provide community consultation and engagement on a number of key issues including but not limited to: pest management, Clermont and Dysart water, Get Ready and disaster management campaigns, affordability, 100% FIFO, policing, the State's community plan and others.</p>
<p><i>1.6 Children, Youth and Seniors:</i></p> <ul style="list-style-type: none"> • Explore and investigate opportunities for attraction and retention of child care service providers • Identify funding opportunities to support children's services in our communities • Provide youth services, support and opportunities across the region • Maximising opportunities associated with an ageing population 		<p>Provide and support a range of community and Council programs aimed at supporting a range of ages including but not limited to: Youth Ambassador Program, MAD program, Seniors Week, library programs, arts and cultural workshops and events. Work the State and Federal Governments and NGO's to deliver a range of place based community support programs specifically targeting place based needs. Ongoing provision of child and youth services via a variety of means and community and state government partnerships. Middlemount Youth Service and Moranbah Youth Centre</p>

Our Natural Environment		
Isaac Region 2020 Vision Community Plan	IRC Corporate Plan 2009-2014	IRC Operational Plan 2012-13
2.1 Water Resources: <ul style="list-style-type: none"> Pursue opportunities for the protection of native flora, fauna and natural areas such as bushland wetlands, foreshores, coastal dunes and riparian habitats and develop, implement and review conservation and environmental strategies 	Theme 4: Our Future Key Strategy: Our Environmental Impact <ul style="list-style-type: none"> Lead the development of innovative strategies to mitigate the environmental impact of the urban footprint, industry; waste and waste water management and recycling 	Support of Reef Guardian Schools, and completion of the Reef Guardian Action Plan Ongoing partnership with GBRMPA
2.2 Healthy Lifestyle Environments: <ul style="list-style-type: none"> Retention of public parks, gardens and nature reserves 	Theme 1: Our Community Key Strategy: Our Health Consciousness Research, develop and implement regional strategies to continuously enhance community health through the provision of appropriate amenities and the promotion of active lifestyles	Ongoing maintenance and renewal schedules. Implementation of Dysart and Clermont Urban Design Frameworks Rolling audits of facilities and community infrastructure renewal schedules. Partnerships with sporting and other community groups to maintain and utilise community assets e.g. sporting fields, showgrounds, skate parks. Partnership with Sport and Recreation Qld to provide support and guidance for clubs and community groups.
2.3 Pest Management <ul style="list-style-type: none"> Provision of sustained and effective pest and weed management strategies 	Theme 4: Our Future Key Strategy: Our Environmental Consciousness <ul style="list-style-type: none"> Develop and implement strategies and community/stakeholder partnerships to promote, improve and support sustainable environmental practice 	Ongoing communication and education around key pest management issues, including but not limited to: flying foxes, wild animal management, weed mitigation (parthenium and Giant Rats Tail)
2.4 Clean Green and Sustainable Region <ul style="list-style-type: none"> Support a sustainable environment through fostering well-informed residents/industry and lobbying state and federal government Support a "Clean Green Region" through community awareness of water and energy sustainability, resource recovery and other initiatives 	Theme 4: Our Future Key Strategy: Our Environmental Consciousness <ul style="list-style-type: none"> Develop and implement strategies and community/stakeholder partnerships to promote, improve and support sustainable environmental practice Key Strategy: Our Management of Climate Change <ul style="list-style-type: none"> Develop a pro-active approach to researching and understanding the impact of climate change and a Council wide ability to respond promptly to opportunities to reduce any adverse environmental impacts 	Participation in national and regional events including but not limited to: Clean Up Australia, National Tree Day. Ongoing development of responsible management of Council's carbon footprint, including review of council fleet. Ongoing partnerships with business and industry to manage and mitigate the effects of climate change

<p><i>2.5 Resource Recovery: Recycling and Waste Management</i></p> <ul style="list-style-type: none"> Provision of region wide recycling services and effective waste management systems 	<p>Theme 4: Our Future <i>Key Strategy: Our Environmental Impact</i></p> <ul style="list-style-type: none"> Lead the development of innovative strategies to mitigate the environmental impact of the urban footprint, industry; waste and waste water management and recycling 	<p>Resource Recovery ongoing management of assets and operations. Management of CQ Waste Management contract. Ongoing education and promotion of recycling via local shows, newsletters etc. Partner with regional events to ensure waste is managed appropriately to reduce costs and landfill</p>
<p><i>2.6 Cumulative Mining Related Impacts</i></p> <ul style="list-style-type: none"> Improved monitoring and management of cumulative mining related impacts 	<p>Theme 1: Our Community <i>Key Strategy: Our Strong Community Advocacy</i> Research, design and implement advocacy capability or alliance partnership to address Liveability acknowledging: Encroachment of industry; the cumulative effect of multiple individual projects; demographic trends</p> <p>Theme 4: Our Future <i>Key Strategy: Our Environmental Impact</i></p> <ul style="list-style-type: none"> Lead the development of innovative strategies to mitigate the environmental impact of the urban footprint, industry; waste and waste water management and recycling 	<p>Development of timely and comprehensive responses to Environmental Impact Statements. Ongoing partnership with industry to manage cumulative impacts through the MCIG. Continued advocacy to the State and Federal Governments to promote the capacity of local governments to assist in managing cumulative impacts through the delivery of revised SIA processes. Ongoing facilitation of community meeting with industry to assist in better communication between landholders and industry. Continued development of stakeholder matrix.</p>

Our Economy		
Isaac Region 2020 Vision Community Plan	IRC Corporate Plan 2009-2014	IRC Operational Plan 2012-13
<p>3.1 Affordable Housing:</p> <ul style="list-style-type: none"> Develop, implement and review strategies to provide a range of affordable and alternative housing options to cater to changing community needs 	<p>Theme 1: Our Community <i>Key Strategy: Our Strong Community Advocacy</i></p> <ul style="list-style-type: none"> Research, design and implement an advocacy capability or alliance partnership to address Housing Affordability incorporating: <ul style="list-style-type: none"> Unique IRC Challenge and diversity of opportunity in the region Inclusion of all stakeholders Need for research support <p>Theme 4: Our Future <i>Key Strategy: Our Focus on Affordability</i> Lead the development of strategies to provide and maintain affordable housing across the region using environmentally sustainable building practices</p>	<p>Delivery and management of affordable housing units in Moranbah, Dysart and Clermont Ongoing advocacy on behalf of the region to provide investment in the region that promotes the growth and development of sustainable regional centres. Support the position of the Windsor "Cancer of the Bush" report, including successfully passing a motion at the ALGA conference calling for the recommendation in the report be implemented by the Federal government.</p>
<p>3.2 Economic Development:</p> <ul style="list-style-type: none"> Engage, partner and collaborate with regional and "sister" economic development agencies/networks to maximise opportunities in the region Engaging the broader community in economic development, management and implementation of community-based economic development initiatives 	<p>Theme 1: Our Community <i>Key Strategy: Our Focus on Diversity</i></p> <ul style="list-style-type: none"> Establish strategies and alliances that focus on innovation to support and facilitate sustainable investment, economic development and retention of primary and secondary industry and emerging and existing business within the community <p>Theme 4: Our Future <i>Key Strategy: Our Business Diversity/Economic Development</i></p> <ul style="list-style-type: none"> Devise a strategic action plan to retain and grown local business enterprise and encourage investment in the region, particularly in sustainable, small to medium enterprises. 	<p>Formalisation of the Regional Organisation of Councils (ROC) in partnership with Mackay and Whitsunday Regional Councils. Ongoing relationships with peak bodies supporting industry across the Region Ongoing relationships with business groups and organisations, including facilitation of new groups where desired. Ongoing relationships with DSDIP, REDC and other state and federal economic development organisations Promote buy locally schemes</p>
<p>3.3 Tourism:</p> <ul style="list-style-type: none"> Develop, implement and review strategies to maximise sustainable tourism development Facilitate the development and implementation of a Cultural Development Plan Continue to brand Isaac as "The Region of First Choice" 	<p>Theme 4: Our Future <i>Key Strategy: Our Multi-Cultural Focus</i></p> <ul style="list-style-type: none"> Develop and implement a community and cultural identification strategy that recognises the rich heritage and true multi-culturalism of the region and promotes a strong, safe friendly and connected community 	<p>Development and adoption of the Isaac Tourism Development Strategy and Isaac Coastal and Camping Management plan Ongoing utilisation of a range of mediums to facilitate cultural development, including events, workshops, exhibitions, strategic and operational planning, museums and art galleries.</p>

3.4 Economic Diversification: Business attraction, investment and retention:

- Encourage a diverse range of economic contributors into the region to enhance the sustainability of towns when the mining industry changes
- Develop and implement a comprehensive marketing strategy and action plan to attract individual, business, and government investment; and population migration into the region
- Encourage and support Clean Coal Technology initiatives through advocacy, lobbying and publicity activities
- Support and conduct research and develop, implement and review strategies to maximise population retention, growth and economic development opportunities associated with an ageing population

Theme 1: Our Community

Key Strategy: Our Focus on Diversity

- Establish strategies and alliances that focus on innovation to support and facilitate sustainable investment, economic development and retention of primary and secondary industry and emerging and existing business within the community

Theme 4: Our Future

Key Strategy: Our Business Diversity/Economic Development

- Devise a strategic action plan to retain and grown local business enterprise and encourage investment in the region, particularly in sustainable, small to medium enterprises.

Ongoing relationships with peak bodies supporting industry across the Region

Ongoing relationships with business groups and organisations, including facilitation of new groups where desired.

Ongoing relationships with DSDIP, REDC and other state and federal economic development organisations

Promotion of local buy schemes

Ongoing relationship with ROC and RDA

Our Essential Services		
Isaac Region 2020 Vision Community Plan	IRC Corporate Plan 2009-2014	IRC Operational Plan 2012-13
4.1 Resource Recovery: Recycling and Waste Management <ul style="list-style-type: none"> Implement a region-wide waste management strategy to deliver an efficient and reliable refuse collection and disposable service including landfills, transfer stations and recycling initiatives 	Theme 4: Our Future Key Strategy: Our Environmental Impact Lead the development of innovative strategies to mitigate the environmental impact of the urban footprint, industry; waste and waste water management and recycling	Resource Recovery ongoing management of assets and operations. Management of CQ Waste Management contract. Ongoing education and promotion of recycling via local shows, newsletters etc. Partner with regional events to ensure waste is managed appropriately to reduce costs and landfill.
4.2 IT, ICT and Power Infrastructure <ul style="list-style-type: none"> Provision of improved IT, ICT and Power Infrastructure Across the Region Continue to support identified communities to lobby for services/infrastructure to support a reliable power supply and ICT access 		Ongoing advocacy for Clarke Ck telecommunications tower, including development of business case for R2R funding. Continue progressing Digital TV infrastructure and operations (Isaac Coast). Ongoing support for SES services
4.3 Water Resources <ul style="list-style-type: none"> Sustainably manage water supplies and wastewater facilities 	Theme 4: Our Future Key Strategy: Our Environmental Impact <ul style="list-style-type: none"> Lead the development of innovative strategies to mitigate the environmental impact of the urban footprint, industry; waste and waste water management and recycling 	Development of regional water strategy in partnership with members of ROC. Successfully passing of motion supporting the development of a national water strategy Ongoing partnerships with water providers Review of water and sewerage networks Development of PIP
4.4 Roads and Public Transport <ul style="list-style-type: none"> Investigate the utilisation of existing transport infrastructure to improve public access to larger centres and services Actively pursue grants and funding opportunities to improve and deliver road infrastructure in rural areas Develop Regional Roads Management Strategy 		Development of a regional transport infrastructure strategy in partnership with members of ROC. Ongoing partnership with RAAG Ongoing partnership with REDC, with Clermont Alpha Road on the regional priority list. Successful application for \$32.5 million NDRRA flood recovery works
4.5 Tourism and Signage <ul style="list-style-type: none"> Provision of accurate and reliable directional and tourism signage across the region 		Ongoing audits of all signage. Tourism maps located in all communities. Ongoing development of visual style guide and branding to provide cohesive image

Isaac Region 2020 Vision Community Plan	IRC Corporate Plan 2009-2014	IRC Operational Plan 2012-13
<p><i>4.6 Community Facilities and Infrastructure</i></p> <ul style="list-style-type: none"> Ensure facilities, equipment and infrastructure meet safety and community expectations 	<p>Theme 4: Our Future <i>Key Strategy: Our Asset Management Awareness</i></p> <ul style="list-style-type: none"> Devise and implement systems for the continuous planned and replacement of Council assets and the planned integration of Council services 	<p>Ongoing maintenance and renewal schedules. Implementation of Dysart and Clermont Urban Design Frameworks Rolling audits of facilities and community infrastructure</p>
<p><i>4.7 Healthy Lifestyle Environments</i></p> <ul style="list-style-type: none"> Retain a strong emphasis on the maintenance of our open spaces and park areas 	<p>Theme 1: Our Community <i>Key Strategy: Our Health Consciousness</i> Research, develop and implement regional strategies to continuously enhance community health through the provision of appropriate amenities and the promotion of active lifestyles</p>	<p>Ongoing maintenance and renewal schedules. Partnerships with sporting and other community groups to maintain and utilise community assets e.g. sporting fields, showgrounds, skate parks. Partnership with Sport and Recreational Qld to provide support and guidance for clubs and community groups.</p>
<p><i>4.8 Community Engagement and Participation</i></p> <ul style="list-style-type: none"> Open honest communication between Council and the community; response time to queries; efficient and knowledgeable customer service 	<p>Theme 4: Our Future <i>Key Strategy: Our Participative Approach</i></p> <ul style="list-style-type: none"> Develop and implement marketing strategies that promote the unique and diverse work and lifestyle opportunities offered by the region and council's participative approach to regional decision-making 	<p>Ongoing community engagement via Round Tables Development on target customer service scripts to ensure continuity of information. Ongoing development and maintenance of external website and complaints management system.</p>

8. PARTICULARS OF OTHER ISSUES RELEVANT TO MAKING AN INFORMED ASSESSMENT OF THE LOCAL GOVERNMENT'S OPERATION AND PERFORMANCE FOR EACH FINANCIAL YEAR

There are no contingent issues which have affected Isaac Regional Council's performance for the reportable period.

9. ANNUAL OPERATIONS REPORT FOR EACH COMMERCIAL BUSINESS UNIT

There are no Commercial Business Units operated by Isaac Regional Council for the reportable period.

10. DETAILS OF ANY ACTION TAKEN FOR EXPENDITURE ON A SERVICE FACILITY OR ACTIVITY

Supplied by another local government under agreement of conducting joint government activity

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

For which local government levied special rates or charges

Service	Special Rate Levied	Special Charge Levied	2012/2013 Expenditure
Lot 1 on MLG1782:ML1782, Parishes of Dunsmure, Dysart and others and Lot 1 on MLG70331:ML70331, Parish of Vermont	\$3,411,741		\$6,908,770
Lot 1 on MLG1831:ML1831, Parish of Bul Bul and Lot 1 on MLG70171:ML70171, Parish of Foxleigh	\$3,124,221		\$6,566,095
Pt Lot 1 on MLG1804:ML1804, Parish of Blair Athol, Clermont. A special rate will also apply to Lot 1 on MLG1904:ML1904 and Lot 1 on MLG1995:ML1995	\$588,297		\$6,564,564
Lot 1 on MLG1764:ML1764 (SCML152), Parish of Goonyella, Lot 1 on MLG70108:ML70108, Parish of Platypus, Lot 1 on MLG1763:ML1763, Parish of Platypus and Lot 1 on MLG1775:ML1775, Parish of Moranbah	\$3,760,948		\$11,720,312
Lot 1 MP41085:ML4761 Suttor Creek	\$3,565,772		\$3,572,879
Road Rehabilitation works on the Moranbah Access Road, Moranbah for the year ended 30/06/2013. Lot 1 on MLG1764:ML 1764 (SCML152), Parish of Goonyella, Lot 1 on MLG70108 :ML70108, Parish of Platypus, Lot 1 on MLG1763:ML1763, Parish of Platypus and Lot 1 on MLG1775:ML1775, Parish of Moranbah		\$2,060,000	

Road upgrade works, namely the floodway upgrade at Horse Creek on Moranbah Access Road, Moranbah for the year ended 30/06/2013. Lot 1 on MLG1764:ML 1764 (SCML152), Parish of Goonyella, Lot 1 on MLG70108 :ML70108, Parish of Platypus, Lot 1 on MLG1763:ML1763, Parish of Platypus and Lot 1 on MLG1775:ML1775, Parish of Moranbah	\$500,000	
Road Rehabilitation works on the Peak Downs Mine Road, Moranbah for the year ending 30/06/2013. Lot 1 on MLG1764:ML 1764 (SCML152), Parish of Goonyella, Lot 1 on MLG70108 :ML70108, Parish of Platypus, Lot 1 on MLG1763:ML1763, Parish of Platypus and Lot 1 on MLG1775:ML1775, Parish of Moranbah	\$600,000	\$146,171
Rural Fire Brigades Districts	\$20,499	\$20,499

Amendment of overall plans, and 2012/2013 annual implementation plans, for certain special charges

Service	Special Rate Levied	Special Charge Levied	2012/2013 Expenditure
Road Rehabilitation works on the Peak Downs Mine Road, Moranbah for the year ending 30/06/2013. Lot 1 on MLG1764:ML 1764 (SCML152), Parish of Goonyella, Lot 1 on MLG70108 :ML70108, Parish of Platypus, Lot 1 on MLG1763:ML1763, Parish of Platypus and Lot 1 on MLG1775:ML1775, Parish of Moranbah		No Special Charge as it was levied in 2011/2012	\$88,116
Road upgrade works to the Saraji Road, Dysart for the year ended 30/06/2013. Lot 1 on MLG1782:ML1782, Parishes of Wyndam, Vermont, Kirkaldy and Dysart.		No Special Charge as it was levied in 2011/2012	
Road upgrading works, namely rehabilitation works on the Golden Mile Road and widening of the Stephens Creek Bridge for the year ended 30/06/2013. Lot 1 on MLG1782, Parishes of Wyndam, Vermont, Kirkaldy and Dysart.		No Special Charge as it was levied in 2011/2012	\$1,352,855,79
Road upgrading works, namely widening and rehabilitation works on the Dysart Bypass Road, Dysart for the year ended 30/06/2013. Lot 1 on MLG1782, Parishes of Wyndam, Vermont, Kirkaldy and Dysart.		No Special Charge as it was levied in 2011/2012	\$20,11
Upgrade and renewal works on the sewerage and effluent reuse network of Dysart for the year ended 30/06/2013. Lot 1 on MLG1782, Parishes of Wyndam, Vermont, Kirkaldy and Dysart.		No Special Charge as it was levied in 2011/2012	\$1,872,171

Road upgrading works, namely the road rehabilitation, widening and seal in Dawson Street, Middlemount for the year ended 30/06/2013. Lot 1 on MLG1831:ML1831, Parish of Bul Bul.	No Special Charge as it was levied in 2011/2012	
New footpaths namely the construction of a new footpath linking Ricketts Street and the Dysart Middlemount Road, Middlemount for the year ended 30/06/2013. Lot 1 on MLG1831:ML1831, Parish of Bul Bul.	No Special Charge as it was levied in 2011/2012	\$32,115

11. NUMBER OF INVITATIONS TO CHANGE TENDERS UNDER SECTION 228 (7) (CHANGE OF SPECIFICATIONS)

Isaac Regional Council had 19 invitations to change tenders during the reporting period.

Isaac Regional Council aims to provide better management of the tendering process in the future by implementing a centralised Procurement Framework.

12. CURRENT LIST OF REGISTERS KEPT (FOR REPORTABLE PERIOD)

REGISTER NAME
DELEGATIONS REGISTER
RTI – REGISTER OF APPLICATIONS
ADVERTISING REGISTER
MEDIA ENQUIRY REGISTER
MEDIA RELEASE REGISTER
PLANT & FLEET REGISTERS
PRIVATE AND CONFIDENTIAL MAIL REGISTER
CASH BY POST
CLERMONT RAG
CONTAMINATED LAND
ENVIRONMENTAL HEALTH
IRC TENDER REGISTER
MAIL REGISTERS – ALL DIRECTORATES
PLANNING REGISTERS
UNCOMPLETED LOTS DATA
BUILDING AND PLUMBING APPLICATIONS REGISTER
PLANNING APPLICATIONS REGISTER



13. A SUMMARY OF ALL CONCESSIONS FOR RATES AND CHARGES GRANTED BY COUNCIL

Rates rebates and concessions

Under section 190 (g) of the Finance, Plans and Reporting Regulations 2012 Council must provide a summary of all concessions for rates and charges granted by Council.

Section 119 of the Finance, Plans and Reporting Regulations 2012 provides that Council may grant concessions for rates and charges. The Local Government may grant a concession only if it is satisfied one of the criteria in Section 120 of the regulation is fulfilled. Council applied the following concessions for the reporting period:

Discount

In accordance with the provisions of Section 64 of the Local Government (Finance, Plans and Reporting) Regulation 2010, discount at the rate of ten percent shall be allowed on General Rates, excluding all special rates and charges, provided payment of the full amount of outstanding and overdue rates and interest is paid by the due date.

If Council is satisfied that a person liable to pay a rate has been prevented, by circumstances beyond the person's control, from paying the rate in time to benefit from a discount under section 64 of the Local Government (Finance, Plans and Reporting) Regulation 2010, then Council under Section 64(9) 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. Applications for concession or remission should be able to demonstrate unusual and severe difficulty rather than the usual frustration and trial to which everyone is subjected from time to time.

Economic or Social Incentives

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

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

Summary of Concessions for Rates and Charges granted by Isaac Regional Council

TOWN	CONCESSION GIVEN	CONCESSION NOT GIVEN	CANCELLATION	TOTAL NUMBER OF APPLICATIONS
MORANBAH	2	1		3
CLERMONT	11		1	12
DYSART				
MIDDLEMOUNT				
GLENDEN				
NEBO	2			2
ST LAWRENCE /COASTAL	3			3

Total Concessions

Concession Total	Financial Cost
Discount	\$3,304,298.72
Pensioner concession	\$166,264.16
Economic or social incentives	\$54,219.26
*no concessions granted under the natural hardship clause	

14. THE REPORT ON THE INTERNAL AUDIT

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


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

The members of the Audit & Risk Committee as at 30 June 2013 were;

- Ms Carolyn Eagle (Independent Chair)
- Cr Gina Lacey
- Cr Peter Freeleagus

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

All other Councillors are invited guests to all meetings, as is the CEO and senior management who are required to report on matters of interest. 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 and Risk 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 one-of tasks considered necessary as a result of risk determinations or internal system control shortcomings. The internal auditor works within the guidelines of the Internal Audit Charter and Policy, which provides them with full independence and access to all necessary records within Council.

During the 2013 financial year 11 reviews were undertaken across all areas of Council. Of these reviews matters arising have been actioned for the majority of suggested improvements to Council's internal control environment. The independent internal audit firm partner in charge of the engagement has advised that "as in any organisation further internal Control improvements can be made, but Council has made significant improvement in areas of financial controls and reporting".

There are still areas of required improvements, which form part of an agreed work program for the 2013/2014 year. We will then undertake further reviews as these improvements are implemented to ensure their success. Council should be satisfied with the improvements that it has made and continue this improvement process into the future. Major changes in the leadership team within Council continue to occur with positive cultural change occurring as a result. We encourage Council to continue with this positive change.

15. NEUTRALITY COMPLAINTS

There are no complaints in relation to competitive neutrality for the reportable period.