

2019-2020

helping to energise the world

Annual Report

Isaac Regional Council

Isaac at a glance

58,708

square kilometres
spanning from the coast
to the coalfields₂

17

unique
communities

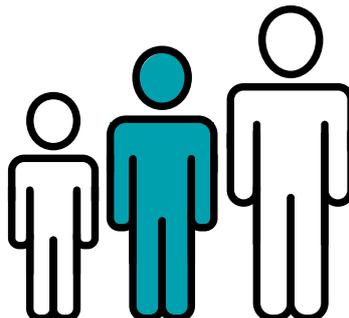
modern mining towns, historical towns, coastal and rural towns. Moranbah is the main service centre, population approx. 8,675₃

\$11.46 billion₁

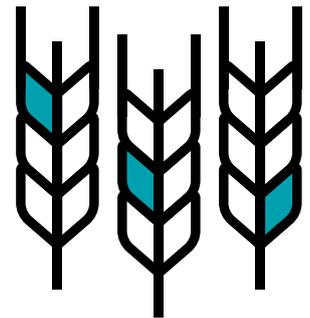
contributions to QLD's gross regional
product based on a population of only **20,935**₃



produces 54% of Qld's
saleable coal₄

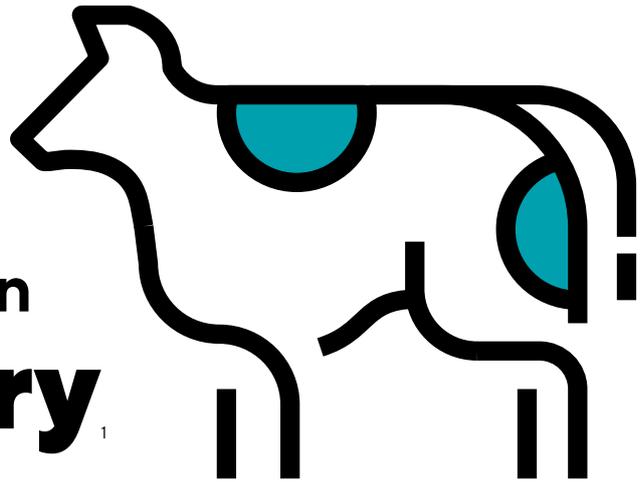


median age 32₂



14.12% of registered
businesses are agriculture₁

\$317.6 million
beef industry¹



\$13.1 million
sugar cane
industry¹

permanent
population¹

20,935

temporary
population³

fly in/fly out & drive in /drive out

12,130

mining **largest** industry employer

26 operating coal mines generating

13,080 jobs in the mining sector, equating to

60.9% of total employment in Isaac¹

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OUR COMMUNITIES



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Introduction

“Communicating our vision and commitments to the community”

Welcome to the 2019-20 Annual Report of Isaac Regional Council (Council). This report details our performance in meeting the strategic priorities outlined in our Corporate Plan Isaac 2020 and provides an analysis of our financial performance.

The theme for 2019-20 was Focused on the Fundamentals. This document demonstrates our commitment to supporting our region with infrastructure, services and active, attractive communities.

Council provides essential programs and services to the community. This report details our successes and challenges faced over the 2019-20 period whilst ensuring we remain open and accountable to our stakeholders.

- This information is relevant to
- Isaac residents and ratepayers
 - Local business owners
 - Potential investors
 - Community groups
 - Government agencies
 - Funding bodies
 - Current and potential staff

The objectives of this Annual Report include:

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

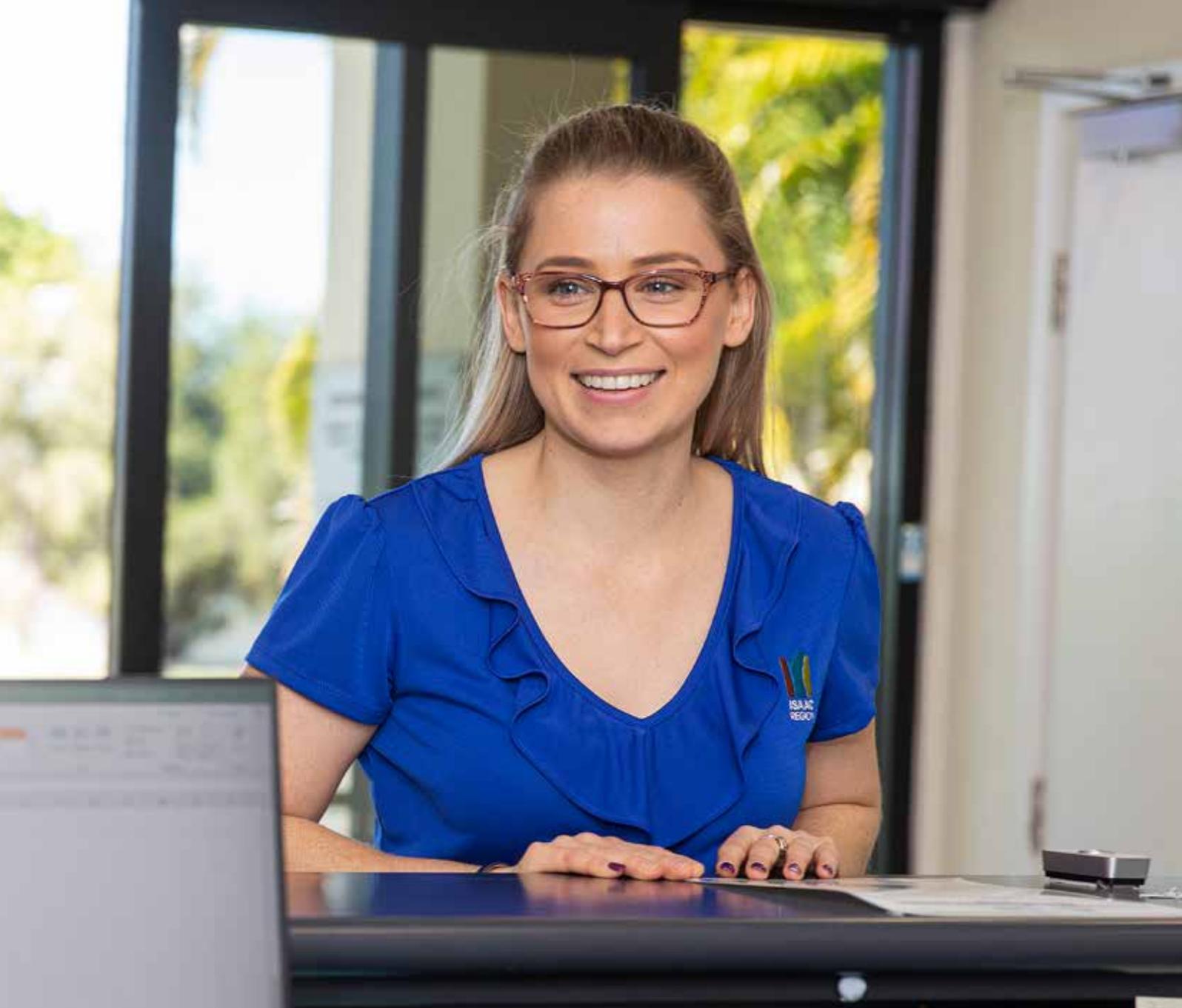


Provide your feedback

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

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

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



Clermont Office
25 Daintree Street
CLERMONT QLD 4721

Dysart Office
16 Queen Elizabeth Drive
DYSART QLD 4745

Glenden Office
17-27 Perry Drive
GLENDEEN QLD 4743

Middlemount Office
11 Carter Place
MIDDLEMOUNT QLD 4746

Moranbah Office
Grosvenor Complex
1 Batchelor Parade
MORANBAH QLD 4744

Nebo Office
14 Reynolds Street
NEBO QLD 4742

St Lawrence Office
36 Macartney Street
ST LAWRENCE QLD 4707

Focused on the Fundamentals

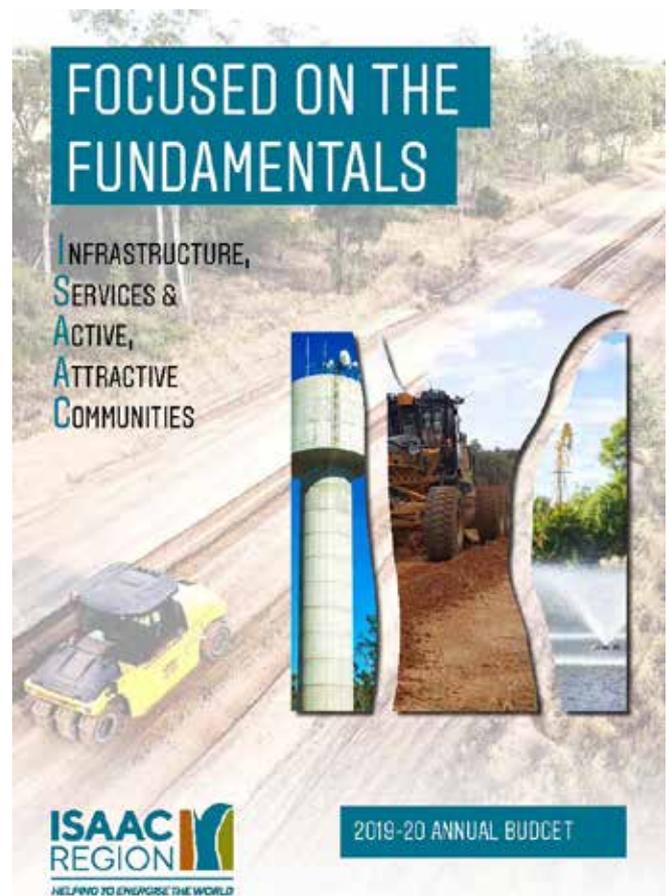
“Continued focus on the fundamentals of good local government”

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

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

2019-20 reinforces our continued focus on the fundamentals of good local government; delivering critical infrastructure, services and active and attractive communities.

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





who we are





Our Vision: To energise the world.

Our Mission: To feed, power and build communities.

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

Our Values:

Professionalism: We will display accountability, openness, transparency and integrity.

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

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

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

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

Teamwork and Coordination: We work together to achieve a common goal.

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





Customer Service

**Our service commitment to you, our customer:
Our customers are any person or any organisation
that has any form of dealing with Council. This
includes residents, ratepayers, businesses,
contractors, elected members and Council staff.**



When you contact us, we will:

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

When receiving your complaint, we will:

- Listen carefully to your situation and clarify your needs
- Provide you with a reference number for any further enquiry or follow up
- Have the matter investigated thoroughly and objectively
- Work with you so that the matter can be resolved
- Communicate the progress to you in writing within seven days
- Take responsibility for ensuring an outcome has been finalised within an agreed timeframe

What we ask from you:

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

Your feedback is important to us:

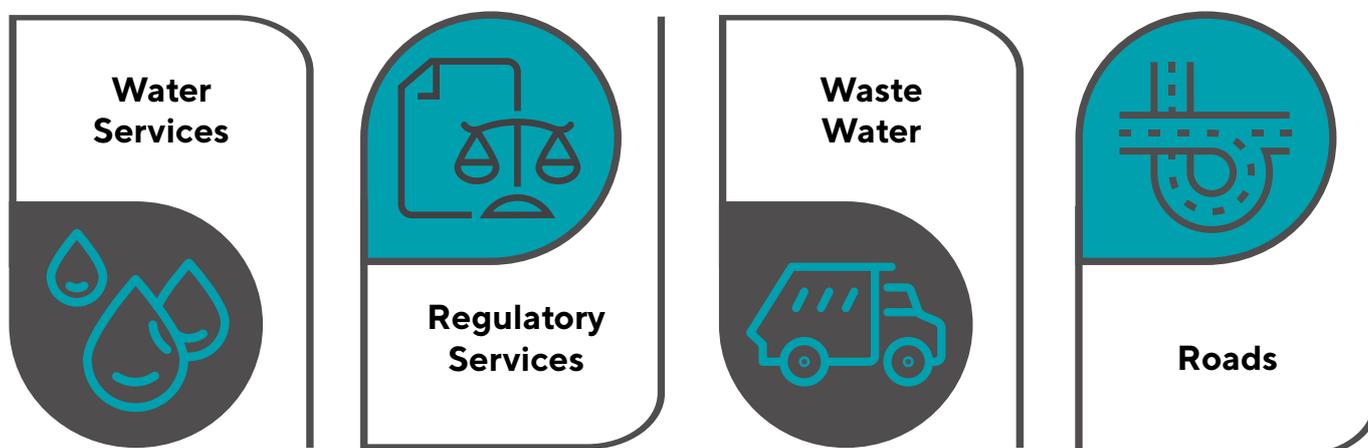
We invite written feedback from you about our operation and services. Your comments provide us with valuable information to allow for continuous customer service improvement.

Address any correspondence to the Chief Executive Officer, via:

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

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

Top Four Customer Service Enquiries



Mayor's Message

CR ANNE BAKER



“The impact of COVID-19, unprecedented in our lifetimes, has tested but only toughened the resilience of our communities and seen ‘pure people power’ come to the fore.”

I am pleased to introduce my ninth Annual Report as Mayor of Isaac Regional Council.

I can truly say – with the health impacts, social disruptions and economic setbacks caused by COVID-19 – this has been a year like no other in the memory of Isaac residents.

Not long before writing this message, I had the privilege of meeting with World War 2 veterans Ivan Bettridge and Archie Lawrence. Ivan and Archie were both born in Clermont, Ivan in January 1924 and Archie in December 1925.

But neither was alive when the worldwide Spanish flu pandemic swept through Australia in 1919 – and the Great Depression that began in 1929 was an event of their childhoods.

The impact of COVID-19, unprecedented in our lifetimes, has tested but only toughened the resilience of our communities and seen “pure people power” come to the fore.

Historically, our strength and resilience have

also been tested by tragedies in mines around Moranbah. In November, we unveiled a tribute to those miners and a gathering place for their family and friends: the Moranbah Miners’ Memorial.

Mining creates enormous wealth. Sadly, there is sometimes a human price to pay. The memorial reminds us of those who have paid that price in our mines, and on the roads to and from work, in work camps and from coal-related diseases.

In May, we were reminded again of the dangers when five miners were injured in the Grosvenor mine explosion and fire. Our thoughts are with them all as they continue to recover from the injuries and trauma of that event.

The safety and welfare of our communities will always remain Council’s number one priority.

This year, we are celebrating Moranbah’s 50th anniversary. Moranbah is one of the youngest towns in Queensland (contrasting with Clermont, which, established in the early 1860s, is regarded as the oldest inland settlement in North Queensland).

Moranbah is a youthful, vigorous, dynamic community where residents work hard to realise their dreams and aspirations, and to create a secure future for themselves and their families. I believe that is true of communities across the entire Isaac Region.

March saw local government elections throughout Queensland. With the election for Isaac Regional Council, we welcomed Cr Sandy Moffat (Division 2) and Cr Viv Coleman (Division 8).

Continuing Councillors are: Cr Greg Austen (Division 1); Cr Gina Lacey (Division 3); Cr Simon West (Division 4); Cr Kelly Veve (Division 5); Cr Lynette Jones (Division 6); and Cr Jane Pickels (Division 7).

We farewelled Cr Geoff Bethell (Division 8) and Cr Councillor Nick Wheeler (Division 2).

Cr Bethell, who retired ahead of the March election, served on the then newly-formed Isaac Regional Council from 2008, including a period as Deputy Mayor (2012–16). He previously served on the former Broadsound Shire Council, including four years as Deputy Mayor.

Cr Bethell is a landholder in the Isaac region and has been involved in the cattle and grain industries since the 1973 Brigalow Scheme Ballot. He chaired Council's Engineering and Infrastructure Standing Committee and was a member of the Water and Waste Standing Committee.

Cr Nick Wheeler served as Division 2 representative from 2012. He sat on Council's Engineering and Infrastructure Standing Committee and Water and Waste Standing Committee, and is also a member of the Isaac Affordable Housing Trust.

Cr Wheeler worked as a miner at Norwich Park mine for 30 years and was CFMEU Secretary for eight years.

With the passionate, dedicated and skillful Councillors and staff serving the Isaac Region, and our proud, hard-working mining and farming families and businesses, I am confident our communities will not just survive the current challenges, but thrive. We are preparing for tomorrow's challenges today.

As Mayor, I remain enormously proud of the role Isaac communities play in building, powering and feeding communities across the globe and in powering the Queensland and Australian economies.

At times like these – times of challenge – the “pure people power” we speak of is more than simply a slogan but a genuine force that can be sensed throughout our communities.

My friends Ivan and Archie remind us that Australians have faced adversity and tough times before, and emerged victorious, prosperous and optimistic about the future – just as Isaac communities will emerge from the current COVID-19 pandemic and economic setback.

I want to thank CEO Gary Stevenson PSM, my fellow Councillors and all Council staff for their continuing hard work and ongoing support throughout the year. As always, your focus on working as a team to serve our Isaac communities is a constant inspiration.

CEO's Message

GARY STEVENSON PSM



“Our goal remains to build an even stronger, more prosperous Isaac region - no matter the challenges that confront us.”

Welcome to the Isaac Regional Council's 2019-20 Annual Report. Last year, we were marking the region's recovery from the infrastructure damage caused by Tropical Cyclone Debbie when it struck our part of North Queensland. This year, we are battling the far more extensive impacts of COVID-19, damaging the very fabric of communities and economies across all of Australia.

I have heard it said that Isaac communities have not been badly affected by the pandemic but - while some organisations have done well - I can refute that categorically. I have personally seen the data and read the applications from those seeking financial assistance. Their personal stories of dire circumstances are overwhelming. We will continue to support our communities.

When Council put together the 2019-20 budget, we could not have anticipated the outbreak half a year later of COVID-19.

However, the principles we have long adopted as standard operating practice, principles reflected in the 2019-20 budget - sustainable and prudent financial management, relatively low debt, and a frugal approach to spending - put Isaac Regional Council in a sound position.

They have allowed us to weather the economic storms that came with COVID-19 and also to insulate our communities from some of its impacts as well.

Our pandemic and recession response plan, launched in March 2020, has been making a big difference in our communities, with hundreds of thousands of dollars distributed to assist businesses and organisations. The Community Chest and Special Community Grants that Council has been able to distribute have no doubt saved many from falling victim to these extraordinary circumstances.

While maintaining our traditionally frugal attitude to spending, significant infrastructure projects were carried out in the past year.

Important works in Isaac in 2019-20 included new water enhancement projects in Clermont, at a cost of \$2 million: \$1 million towards commencement of a new five-megalitre treated-water reservoir (being constructed at a cost of more than \$3 million over two years); and a further \$1 million for stage one of the Theresa Creek Dam water storage project, which will increase storage capacity and remove the build-up of silt at the water intake tower.

Improving the quality and security of Clermont's water supply remains a priority for Council. This is being co-ordinated under the Clermont Water Quality Response Plan and will receive further funding in coming years.

In this past year, we also completed the \$7.1 million Nebo Water Supply Project, funded under the Queensland Government's Building our Regions program as part of Council's commitment to improving the quality, reliability and sustainability of the water supply across Isaac.

Turning to roadworks, the \$16 million Pasha Road upgrade was completed in 2019-20 with the State Government providing a further \$13 million to pave and seal the remaining gravel sections of the road between the intersection with Eaglefield Road to the intersection with Riverside Mine Road.

Other key road projects included:

- \$2 million stage two of the Mills Ave rehabilitation in Moranbah, funded under the Federal Government's Roads to Recovery Program;
- \$1.5 million to rehabilitate a 2.5-kilometre section of Golden Mile Road; and
- \$1.3 million to pave and seal sections of Mackenzie River-Capella Road, co-funded under the Queensland Government's Transport Infrastructure Development Scheme.

Our goal remains to build an even stronger, more prosperous Isaac Region – no matter the challenges that confront us.

I would like to give my thanks to Mayor Anne Baker and elected members for their continued support and my appreciation to our staff for their ongoing efforts and passion in extraordinary times.

As always, your feedback is welcome. Your voice and our focus on collaboration remain the key to making our region one which is helping to underwrite the prosperity of the nation and energise the world.

Elected Representatives



Mayor Anne Baker

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

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

She was elected Mayor in 2012 and returned unopposed in both 2016 and March 2020. She served as a divisional councillor in the first term of Isaac Regional Council from 2008.

Mayor Baker has lived in the Bowen Basin with her family for 34 years; the last 24 years spent in Moranbah. She and husband Frank have two adult children and three grandchildren.

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

Her priority for the region is to work towards delivering diversity , promoting economic prosperity together with social prosperity to ensure a

sustainable future. Improved liveability is also a key goal, and she strives towards this, both as Mayor and a passionate member of her community.

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

She is a member of the Advocacy Advisory Committee, Bowen Basin Regional Roads and Transport Committee and Mackay District Disaster Management Group. She has been the chair of the Greater Whitsunday Council of Mayors and she has represented the Isaac, Mackay and Whitsunday regions on the Policy Executive of the Local Government Association of Queensland up until the 2020 Elections, at which time the baton changed hands as per their constitution.



Cr Greg Austen Divison 1

Cr Austen was elected to represent Division 1 following a by-election on 18 November 2017 and was elected unopposed at the March 2020 elections.

He has lived in the Clermont district for 30 years where he worked as a horse breaker, ringer, professional singer and musician. He is married to Marie and has three children. He owns a small cattle block north of Clermont and local businesses Clermont Carrying Company and Clermont Signage and Frames.

He is a strong supporter of local businesses and is well aware of the issues faced in this regional area.

Cr Austen is a member of Council's Engineering and Infrastructure Standing Committee, Water and Waste Standing Committee and Special Community Grants Standing Committee. He is also a member of the Clermont Community Business and Community Group, Clermont Saleyards Committee, Clermont Saleyards and Showgrounds Revitalisation Advisory Committee and Glenden Development and Industry Group, Jangga ILUA Consultative Committee and the Burdekin Dry Tropics Pest Management Group.



Cr Sandy Moffat Divison 2

Councillor Moffat was elected to represent Division 2 in March, 2020. She has lived in Dysart for 9 years after moving for work from the Darling Downs. She loved it that much, she married a long-time resident and stayed.

She has owned and operated Java Joes & JJs Pizza for 7 years and has over 17 years' experience in hospitality and management. She was previously an Early Childhood Teacher working in rural and remote areas. She has been a member of the Dysart Business Group since its early conception and prior to its rebirth in 2018. She is a member of the Dysart Community Support Group, Dysart Business Group and an active member of her community. She was also active on the Dysart's Smart Transformation Advisory Committee working in conjunction with BHP to highlight Dysart community's future needs. Cr Moffat is married to Jason and between them they have 6 daughters and 8 grandchildren.

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



Cr Gina Lacey Divison 3

Cr Lacey was re-elected unopposed to represent Division 3 in 2020, her fifth term in local government. She served on the Belyando Shire Council and was a foundation councillor of Isaac Regional Council in 2008. She has lived in Moranbah for 45 years, is married to Clint and they have two children. Cr Lacey spent 15 years as CFMEU's office manager and also coordinated many regional events during this time. She also spent 15 years as a business owner/operator in Moranbah with Zootown Menswear and The Purple Grape Café and Bar. She is a proud advocate for the long-term liveability and sustainability of our communities and dedicated to the Isaac region being valued for our enormous contribution to state and federal economies.

Cr Lacey is a member of Council's Audit and Risk Committee, Engineering and Infrastructure, Planning, Environment and Community Services and Special Community Grants Standing Committees. She is also chair of the Land Development Advisory Committee, Community Leasing Advisory Committee, Greg Cruickshank Aquatic Centre Advisory Committee and a member of the Moranbah Youth and Community Centre Reference Committee, Regional Social Development Centre Board and Regional Development Australia. She is also a Director on both the Isaac Affordable Housing Trust and Moranbah Early Learning Centre.



Cr Simon West Divison 4

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

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

With his wife Fiona and son, Cr West has lived in Moranbah since 2001. He is an active community member and leader, assisting in multiple fundraising events such as the May Day Festival and mental health projects. Cr West is the chair of the Water and Waste Standing Committee and is a member of the Engineering and Infrastructure Standing Committee and an alternate member for Council's Audit and Risk Committee.

He is also a member of the Domestic Dog Advisory Committee, Isaac Arts and Cultural Advisory Committee, Land Development Advisory Committee and Local Authority Waste Management Advisory Committee.



Deputy Mayor Kelly Vea Vea Divison 5

Cr Vea Vea was elected to Council in 2012 and re-elected for sequential terms in 2016 and, being unopposed in, 2020. In May 2018 she was appointed as Deputy Mayor and was re-elected by her peers unopposed following the March 2020 elections. She grew up in Collinsville and moved to Moranbah with her young family about 13 years ago.

As former chairperson of the Moranbah Action Group and president of Queensland Mining Communities, Cr Vea Vea is a strong advocate for the Isaac region on the key issues of population balance, affordable housing, liveability and infrastructure investment. She is passionate about lobbying for policy change and better funding for our region.

She is Deputy Chair of the Local Disaster Management Group, Chair of the Planning, Environment and Community Services Standing Committee, member of the Water and Waste Standing Committee and Community Tenure and Facilities Advisory Committee and alternate for the Women in Local Government Advisory Committee. She is also the Director on the board of Moranbah Early Learning Centre and Mayor's Charity Trust, and Council representative on the Moranbah Miners' Memorial Committee.



Cr Lynette Jones Divison 6

Cr Jones was elected to Council in 2016 to represent Division 6 and was re-elected unopposed in 2020.

A long-term Clermont resident, Cr Jones has played an active role in the community for the past 46 years. She and her husband have owned a cattle carting business located in Clermont for the past 15 years and have one daughter and two grandchildren. She spent 26 years in the Clermont Department of Primary Industries as an honorary Stock Inspector and is a past member (30 years) of the Clermont Hospital Auxiliary.

Cr Jones is a member of Council's Corporate, Governance and Financial Services Standing Committee and Water and Waste Standing Committee.

She is also a member of the Clermont Historical Centre Working Group, Clermont Saleyards Committee, Clermont Saleyards and Showgrounds Revitalisation Advisory Committee, Community Tenure and Facilities Advisory Committee, Isaac Affordable Housing Trust, Clermont Community Consultative Committee and Clermont Community Housing and Other Services Committee, Clermont Health Advisory Network Team and the Chair of the Clermont Work Camp Committee.



Cr Jane Pickels Divison 7

Councillor Pickels was re-elected unopposed to represent Division 7 in both 2016 and 2020, having been first elected in 2012. Prior to her election, Cr Pickels had eight years' customer service experience with Isaac Regional Council and the former Broadsound Shire. Moving to Queensland in 1984 she quickly became involved in the community through committee work and volunteering. She is married to Greg and they have four children, and two grandchildren. A self-confessed 'sports nut', she loves to play and watch sport and is also involved at an administrative level. She is a member of the Middlemount Community Sports Association, and volunteers for the Middlemount Rugby League Club.

Cr Pickels chairs Council's Corporate, Governance and Financial Services Standing Committee and Engineering and Infrastructure Standing Committee. She is also a member of the Planning, Environment and Community Services Standing Committee and Audit and Risk Committee and Special Community Grants Standing Committee. She chairs the Isaac Arts and Cultural Advisory Committee and is a member of the Land Development Advisory Committee, Bowen Basin Regional Roads and Transport Committee, Great Inland Way Promotions Group and Management Committee, and sits on the Boards of the North Queensland Sports Foundation and Mackay Tourism Limited.



Cr Viv Coleman Divison 8

Councillor Coleman was elected to represent Division 8 in March 2020. Living and working in St Lawrence, having property in the Isaac area for over 20 years, she has a long term personal connection to the region. With a career background in local small business, construction, agriculture, tourism and real estate she has a wide knowledge of industries and looks forward to bringing her previous experiences to her new role of Division 8 Councillor. Volunteering and continued commitments to charity organisations Variety Qld & the Cancer Council, along with her engagement with local not for-profit organisations and actively supporting and assisting in community events to encourage growth opportunities in the community are important to her. Married to Craig, they have two children. She enjoys camping, boating, gardening, photography, learning about local history and spending time with her family.

Cr Coleman is a member of Council's Corporate, Governance and Financial Services, Planning, Environment and Community Services and Special Community Grants Standing Committees. She is also a member of the Women in Local Government Advisory Committee, Clarke Creek Wind Farm Community Consultative Committee, Road Accident Action Group, River to Reef, GBMPA and Local Marine Activity Group.



Cr Nick Wheeler

Divison 2

2012 - March 2020

Councillor Wheeler served as Division 2 representative from 2012 until March 2020. During this time he actively served on Council's committees and represented Isaac on numerous other committees.

He worked as a miner at Norwich Park mine for 30 years and was CFMEU secretary for eight years. He is married to Freda and they have two children, a daughter in Dysart and son in Blackwater.

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

Cr Wheeler sat on Council's Engineering and Infrastructure Standing Committee and Water and Waste Standing Committee. He was also a member of the Isaac Affordable Housing Trust.



Cr Geoff Bethel

Divison 8

2008 - March 2020

Councillor Bethel was elected to amalgamated Isaac Regional Council in 2008 where he served as Division 8 representative until his retirement in March 2020. He also served as Deputy Mayor from 2012 until May 2016.

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

Cr Bethel is a landholder in the Isaac region and has been involved in the cattle and grain industries since the 1973 Brigalow Scheme Ballot. He has a keen interest in land care and related initiatives and is married to Ruth with four children; all who live and work in the Isaac region.

Prior to March 2020, Cr Bethel chaired Council's Engineering and Infrastructure Standing Committee and was a member of the Water and Waste Standing Committee.

He also chaired the Clermont Saleyards Advisory Committee, was a member of Bowen Basin Regional Roads and Transport Committee, Road Accident Action Group and the Nebo Bowen Basin Community Committee.





our
communities

CARMILA

Carmila is located at the foot of the Connors Range on the Bruce Highway.

The community's main industry is sugar cane. Carmila Beach, with its pristine beachfront, is very popular with fishing enthusiasts who trawl through the creeks of this camping oasis.



CLAIRVIEW

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

CLARKE CREEK

The small, rural township of Clarke Creek is located approximately halfway between Mackay and Rockhampton on the Old Bruce Highway. Clarke Creek, known for its annual campdraft, draws people from near and far.



CLERMONT

Established in 1862, the town of Clermont was the first inland settlement in the tropics.

Clermont is recognised as one of the most historic towns in northern Australia.

The town today is rich with agriculture, mining, fossicking and is the second largest community in Isaac.

FLAGGY ROCK

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



COPPABELLA

Coppabella was designed to service the junction of two railway lines – Goonyella and Saraji Mines. The unique town built entirely by a government department was named by Queensland Railways.



GLENDEN

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



DYSART

Dysart is a friendly community established in 1973. The town caters to the coal mines of Saraji and Norwich Park as well as the many surrounding cattle and grain properties. Although built specifically to service the nearby mining operations, Dysart is a vibrant and unique community.

GREENHILL/ILBILBIE

An idyllic location approximately one hour's drive south of Mackay. Anglers at Greenhill and Ilbilbie enjoy shore, estuary and offshore fishing near local reefs and islands, whilst bushwalkers can take advantage of the magnificent views and beautiful bushland of Cape Palmerston National Park.



MIDDLEMOUNT/MACKENZIE RIVER

Middlemount, established in the early 1980's, is a purpose-built coal mining town with breathtaking panoramic views from the iconic Blue Mountain. Mackenzie River, approximately 35 km south of Middlemount, is a small rural community and cattle grazing area.



KILCUMMIN

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



MISTAKE CREEK

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

MORANBAH

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



ST LAWRENCE

St Lawrence, which celebrated its centenary in 1979, was originally built to service the Customs Office for the Port of St Lawrence. Scattered with historical landmarks, buildings and relics, other attractions offered by St Lawrence include the wetlands, freshwater fish habitats and abundant birdlife. The town also hosts the popular annual St Lawrence Wetlands Weekend.



NEBO

Nebo was officially known as Fort Cooper, however in 1923 the name was changed by popular demand to Nebo; derived from Nebo Creek. Home to the renowned Nebo Rodeo, Nebo is also a great place to visit with its heritage listed hotel boasting great charm and character.



VALKYRIE

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

Our People

Citizenship Ceremonies

In many respects, the Isaac region's story is reflective of the Australian story, with people coming from all corners of the globe for an opportunity and finding a reason to stay.

During the 2019-20 financial year, we welcomed 51 new Australian citizens into the Isaac region. Our citizenship ceremonies are a testament to the diversity of the region with participants hailing from twelve different countries,

The region's 2020 Australia Day Citizenship Ceremony acknowledged 71 years since Australian citizenship was introduced into law, with seventeen residents completing their journey from migrant to citizen at the event.



Australia Day Awards January 2020

Australia Day celebrations across our communities are an opportunity to celebrate the pure people power which energises our region.

It is an occasion to acknowledge those individuals, groups and organisations who have made a significant contribution to social, civic, sporting and cultural life locally, nationally and internationally.

The efforts of our unsung heroes and quiet achievers are recognised across the region in six categories: Group Achievement Medallions, Individual Achievement Medallions, Mayor's Awards, Community Event of the Year, Young Citizen of the Year and Citizen of the Year.

In 2020, an inspiring 43 people, groups and businesses were recognised at Australia Day events as part of Isaac's Australia Day Awards across the region. A passionate rural community and agricultural advocate, a community driven award winning festival and an inspiring youth advocating for rural shows were all honoured with the Isaac region's top Australia Day Awards.

Local award winners took out Individual Medallions for achievement, sport and arts & culture across every community, and a Mayor's Award was awarded to recognise some of the best community advocates in Isaac.

The 2020 Isaac region Australia Day awards paid tribute to the individuals, groups and organisations who have made a significant contribution to the social, civic, sporting and cultural life of the region.

⬅️ **Citizenship Ceremony Australia Day, Moranbah**

➡️ **Australia Day Winners; Andrea Moller, St Lawrence Wetlands and Lyndal Tuttle**

Citizen of the Year: Andrea Moller

Clermont resident Andrea Moller was honoured with the Isaac region's Citizen of the Year Award for 2020. Andrea was recognised for her incredible amount of years, dedication and countless hours to ensure the Clermont Show is held every year and tireless work on other community projects.

Andrea is on the committee for the WORC program, is part of the Revitalisation Project, the Belyando Repeaters Group, and Doctors 4 Clermont to name a few. She is an amazing advocate for the agricultural industry and championed industry support and awareness through local events and regional representations at events including the Brisbane Exhibition. Communities don't survive without hard working, selfless volunteers, and Andrea is one of the genuine and altruistic treasures of the Isaac.



Event of the Year: St Lawrence Wetlands Weekend

St Lawrence Wetlands Weekend is a unique event showcasing some of the very best the Isaac region offers. Shining as a star regional event, the Wetlands Weekend won the Gold award for 'Best Festival and Event' at the 2019 Mackay Region Tourism Awards.

Visitors are drawn from all over Queensland to experience the big event, this year headlined by Logie winner and popular television personality Costa Georgiadis and Queensland's food ambassador, chef Matt Golinski.

Great thanks and acknowledgement must go to the St Lawrence community groups and volunteers for the success of this growing event.

Young Citizen of the Year: Lyndal Tuttle

Lyndal is as a passionate, vibrant young woman who goes above and beyond for her community. She is actively involved in community events including the Clermont Show, ANZAC Day and Smiling For Smiddy. Lyndal has volunteered her time to many sporting clubs and community groups such as the Clermont RSL, Clermont Car Club, Clermont Bushpigs and her work with disabled and aged residents.

She was awarded Clermont Miss Showgirl 2019, Central Highlands Miss Showgirl 2019 and QLD Country Life Miss Popular Showgirl 2019 representing the Isaac Region at a state level. Lyndal wants to represent her town of Clermont and encourage younger generations to keep the legacy of rural shows alive.





Straya!



G'DAY!



Event Highlights

July | NAIDOC Week



September | 4U2 Concert



August | Seniors Week



October | Nebo Bush Poet's Smoko



August | Mayor's Charity Ball



November | Moranbah Miners' Memorial



December | Christmas Lights Comp.



March | International Women's Day



January | Australia Day Celebrations



April | Anzac Day



January | Regional Australia Day Awards



April | Queensland Youth Week







DVDs

ISAC
1999

our council

Corporate Plan

Council's performance against the Corporate Plan is highlighted in Annual Reports. This Annual Report documents the achievements and outcomes delivered during the 2019-20 period of the Corporate Plan Isaac 2020. The Corporate Plan Isaac 2020 was developed through a series of internal workshops, external stakeholder sessions across the region and a community leadership forum. The Corporate Plan outlines a shared vision and covers five priority areas including:

Communities	Isaac will have resilient, connected and diverse communities whose lifestyles and wellbeing are supported and whose regional identity is cherished.
Economy	Isaac will continue to be Queensland's number one performing regional economy based on a thriving, diverse and resilient mix of industry sectors.
Infrastructure	Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.
Governance	Council will be a strong, ethical and effective advocate for the Isaac region, providing transparent and quality decision making, and efficient and cost-effective service delivery.
Environment	Isaac will have an appropriate and sustainable balance between environment, economy and community to ensure our natural resources are sustainably managed and protected.

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

During the 2019-20 year Council produced quarterly Operational Plan performance reports (available on our website), which provide a more detailed analysis of our performance and identifies progress on projects and performance against set measures during the financial year.

A majority of the set priorities and activities for the 2019-20 Annual Operational Plan were met. There were outside factors that influenced those that did not reach their performance targets which were re-prioritised during the year.

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

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

Another key focus, aligning with our 2019-20 Budget, has been Council's commitment to focusing on our key infrastructure and improving the sustainability and viability of our assets to connect and service our community, business and industry sectors.

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

This focus continues our aim to diversify our economy and build a secure, sustainable region for future generations. Please refer to page 63 for a more detailed account of our performance for 2019-20.



ISAAC REGIONAL
COUNCIL

36

Legislation

Local government plays an important role in community governance and is a forum for local decision-making, charged with ensuring good rule and government of its local government area. As a local government, Council must be accountable, effective, efficient and sustainable and consistent with the local government principles contained in the Act.

These five principles are founded on the following:

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

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

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

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

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



Strategic and Operational Framework

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

The 5 Year Corporate Plan uses the key themes from Isaac 2035 to identify clear goals, strategies and performance indicators to show how we will achieve our vision for the future. Our Annual Operational Plan is a short-term strategy outlining how our organisation will work towards achieving the goals set out in our 5 Year Corporate Plan.

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

Organisational Structure

The organisational structure aligns Council's four directorates with Corporate Plan goals and objectives.

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

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

- Corporate, Governance and Financial Services
- Planning, Environment and Community Services
- Engineering and Infrastructure
- Water and Waste

The most valued resource of Council is its staff. Council, as at 30 June 2020, had approximately 433 full-time equivalent staff who are located across the region.

Isaac Regional Council



Mayor



Chief Executive Officer



Directorates





Executive Leadership Team



GARY STEVENSON PSM Chief Executive Officer

Mr Stevenson commenced with the Isaac Regional Council in July 2016 and his career spans over three states and over 40 years with local government. Mr Stevenson's experience extends from rural community councils through to large city councils with over 25 years experience at the helm as Chief Executive Officer.

Mr Stevenson previously served as the CEO for the City of Perth, Redland City Council, Rockhampton City Council and Corangamite Shire Council.

Listed among Mr Stevenson's achievements is being awarded the Public Service Medal in the 2008 Queensland Birthday Honours List for leadership in local government at local, regional and state levels.

Mr Stevenson has announced a transition to semi-retirement in mid 2021, allowing Council to recruit and commence recruitment of a Deputy CEO later in 2020 to ensure a smooth handover to his successor.



ROBERT PERNA

Director Engineering and Infrastructure

Robert, who commenced with Council on 20 April 2020, is an experienced (RPEQ) engineer with significant management experience. He has worked for the private sector then 13 years at DTMR and most recently 9 years at Mackay Regional Council in various engineering, construction and management roles. His major project achievement was as Project Manager for the \$42m Hospital Bridge replacement in Mackay from 2006-2009.

Robert has been involved with Isaac Regional Council through his previous roles in DTMR and has a good knowledge of our local region and its opportunities.

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

GARY MURPHY

Director Water and Waste

Gary joined Isaac Regional Council on 26 August 2019 and was appointed to Director Water and Waste on 28 October 2019.

Gary has held directorship at five councils in New South Wales and Queensland with over 29 years in public works engineering encompassing both rural and city, inland and coastal councils.

Gary is a previous Chair of the IPWEAQ Technical Committee, served as an IPWEA Board Member in NSW and QLD, and is a member of the Local Government Managers Association.

Gary has overseen the construction of several major water and sewer treatment plants as well as provided sewer services to several previously unsewered towns. Gary has also constructed several new landfill cells and managed regional materials recovery facilities, composting operations and resource recovery centres.



DARREN FETTEL

Director Corporate,
Governance and Financial
Services

Before being appointed into the Director's role in October 2019, Darren had joined Isaac Regional Council as Chief Financial Officer in May 2015. He has had a successful career since joining local government in 2003 including senior roles with Mackay Regional Council, Mirani Shire Council and Roma Town Council. Prior to local government Darren worked in a Native Title Representative Body and private enterprise.

Darren has a Bachelor of Business Degree from Central Queensland University, is a member of Local Government Managers Australia and a Commissioner for Declarations. Darren is originally from Mackay and has lived in the region with the exception of 3 years living in Roma. Darren is married with four children and he and his family have been heavily involved in sport and surf lifesaving in the region. In addition to being appointed the Local Disaster Coordinator, Darren's Directorate responsibilities include; Financial Services, Brand, Media & Communications, Information Solutions, Governance & Corporate Services, Contracts & Procurement, Organisational Safety and Strategic Asset Management.



JEFF STEWART- HARRIS

Director Planning,
Environment and Community
Services

Jeff joined Council in February 2017, with 36 years' experience in a variety of organisations. Jeff has held positions such as CEO, Chief Operating Officer, Senior Executive and Board roles in Local Government, Regional Development, the Port, Logistics, Airport and Infrastructure sectors.

He has qualifications in Local Government Law and Finance, Human Resource Management, Strategy and Leadership, Services Marketing and Environmental Health. Jeff is a Fellow of Local Government Management Australia, a Fellow of Australian Institute of Management and Graduate Australian Institute of Company Directors.

Areas of responsibility in Jeff's portfolio include economic and social development, sustainability planning, customer service, community engagement programs events and development, environment and biodiversity, community hubs, community facilities, social planning, stock route and land management, community education and compliance, land use planning and development assessment, arts and library services.



SCOTT GREENSILL

Director Corporate, Governance and Financial Services

Recognition

Council would like to acknowledge Scott Greensill, who concluded his tenure with Isaac Regional Council as Director Corporate, Governance and Financial Services on 25 October 2019. Scott joined Council in December 2017 bringing a wealth of local government knowledge and experience.



GREG SEARLE

Director Water and Waste

Recognition

Council would like to acknowledge Greg Searle, who concluded his tenure with Isaac Regional Council as Director Water and Waste on 13 September 2019. Greg joined Council in July 2017 and was the first Director of Water and Waste after the Directorate came into effect.

Greg oversaw major infrastructure investments and put in place a solid foundation of policy and operational systems including the IMS certification for which he was instrumental.



PAT MOORE

Director Engineering and Infrastructure

Recognition

Council would like to acknowledge Pat Moore, who concluded his tenure with Isaac Regional Council as Director Engineering and Infrastructure on 6 March 2020. Pat initially joined Council in February 2014 as a Principal Engineer, progressing through the organisation during the years and successfully being appointed to the Director of Engineering & Infrastructure in August 2017.





our staff

People and Performance



Recognition of Service

Council is committed to recognising the long and valued service of its staff. A group of staff with pure intentions to power the region into the future were recognised during Council's annual All Staff Gathering ceremony held at the Middlemount Community Hall on 5 September 2019. Council's longest serving employees, who between them shared 105 years of dedicated service towards building a better Isaac were honoured.

- 20 years of service: Gary Jenkinson, Neville Bell, Clement Fordham and Jane Shelvey.
- 25 years of service: Rosario Scharf.

(Rosario celebrated her 25 year milestone in the 18/19 financial year however Council awarded her achievement in 19/20)



Work Experience Program

Isaac Regional Council hosted seven work experience students across the region during the 2019-20 financial year in areas of Engineering, Workshops, Customer Service, Libraries and Museums and Information Communication Technologies.



Leadership Platform

In collaboration with the Brand, Media & Communications team, People & Performance launched a leadership platform on it's internal staff resource website. It is designed to host resources and tools for everyone at Isaac Regional Council to access and utilise for personal and team development. The platform currently lists podcasts, books, and TEDtalks that promote leadership, courage, determination and motivation.



🕒 **Mayor Anne Baker and Recognition of Service recipients; Gary, Neville, Jane, Clement & Rosario**

🕒 **Council staff at Annual Staff Gathering**



Employee Pulse Survey

The confidential annual “Employee Pulse Survey” was launched in September via online survey and hard copy asking staff what they think about work and work life at Council.

The survey was made available to all employees at Isaac Regional Council with almost 50% of staff responding.

The results were collated and analysed into a report and used to inform an action plan to provide insight for our People & Performance team to develop and implement initiatives, and to improve work practices which support an inclusive and friendly workplace culture.

The overall results demonstrated general satisfaction across the following areas:

- **Career Development**
A general satisfaction from respondents regarding their career development.
- **Communication**
A general satisfaction from respondents regarding communication.
- **Health and Safety**
Majority of respondents are satisfied with the Health & Safety processes at IRC.
- **Culture, Teamwork & Performance**
A general satisfaction of the culture at IRC.
- **Innovation**
There is a recognition of innovation at IRC.
- **Employee Needs (benefits)**
A general satisfaction from respondents regarding employee needs (benefits).
- **Senior Leadership**
Respondents are satisfied with the level of leadership.
- **Employee Motivation/Discretionary effort**
Respondents are satisfied with the level of organisational motivation.
- **Employee Satisfaction**
Respondents are satisfied with the level of employee satisfaction.
- **Intention to Stay at IRC**
There is a general satisfaction in employment retention at IRC.
- **Morale**
There is a general satisfaction in employee morale at IRC.

Annual Education and Career Pathway Expo

The annual Expo was held at Moranbah State High School on August 8, 2019. Throughout the day, representatives across Council made themselves available at the Council booth and responded to student enquiries. Mayor Anne Baker said the Expo's exceptional collaboration between Council, the schools and the wider business community made the day a phenomenal stepping stone for the region's youth.

"We are a region rich in resources, made richer by its people, their hopes and their dreams," she said.

Throughout the day, attendees of the Expo participated in activities set up at the booth, the highlight was the drunk goggles activity facilitated by the Organisational Safety team. This activity showed students what it looks like when you drive under the influence of alcohol and highlighted the importance of not drinking and driving.

In addition, Middlemount Community School held a separate My Brilliant Future Day on 30 August 2019 where members of the IRC team attended to represent Council and provide career advice to the Middlemount students, family and community members.

Over the two events, more than 800 attended the day including students, parents, and teachers from Moranbah State High School, Dysart State High School, Clermont State High School and Middlemount Community School.

Summer Vacation Program

Isaac Regional Council's first Summer Vacation Program commenced in December 2019 where two students were appointed into positions nominated by Engineering and Infrastructure and Planning, Environment and Community Services directorates.

The program ran over the 2019-20 summer break for a period of 12 weeks. This is part of the People and Performance Strategy to "Grow our Own" which will provide students the opportunity to learn more about Council and the careers available as well as develop practical skills to assist them with completing their degree.

Graduate Program

The Graduate Program was developed to coach and mentor graduates in the workplace, arming them with a range of useful tools and information to integrate into their working life at Isaac and in future workplaces. The benefits of the Graduate Program to Council include gaining new insights into today's business world, opportunities for feedback and of course, succession planning.

Since the commencement of the program in January 2020, monthly workshops are held (through Skype during COVID-19), the most recent being focused on 'above the line' thinking, communication skills and assertive behaviour.

The program will culminate in December 2020 upon which the Graduates will have completed and presented two projects, written two articles for internal publications, undertaken site tours and various other professional development activities.



Central Queensland Rural Management Challenge

Isaac Regional Council participated in the Central Queensland Rural Management Challenge 2019. The challenge provides employees an opportunity to develop leadership skills, expand knowledge of Local Government and build confidence.

The annual challenge is designed to provide rural Councils with a unique opportunity for staff development, with an emphasis on exploring the challenges facing the region and developing innovative initiatives in a networking environment. The challenge supports developing our staff to be the best that they can be, through learning and collaboration with other Central Queensland Councils, and encouraging out-of-the box thinking.

The challenge took place in November 2019 in Yeppoon, where four of Council's rising stars from a diverse range of experiences, positions and directorates brought home a well-deserved win against six other teams. The victory in the Rural Management Challenge progresses the team to the Australasian Challenge in 2020.

The winning team fittingly named themselves "All Eyes on Isaac". Team members were from Water and Waste Business Services, Parks and Recreation, Community Relations' and were mentored by Learning and Development.

Luke Logan said that being a part of the team for the Rural Management Challenge was an awesome experience, not only on a professional level but also a personal one.

"The challenge day itself was a mentally challenging/rewarding day that forces you to step out of your comfort zone and gives you the opportunity to be exposed to tasks that you wouldn't necessarily be exposed to in your daily role.

"A key take away was the opportunity to work with other directorates in the organisation you wouldn't necessarily be involved with and how well we all worked together to achieve the best possible outcome on the challenge day. For anyone looking to build their skills or gain confidence in a variety of practical challenges the Australasian Management Challenge or the Queensland Rural Management Challenge is a perfect way to do this" he said.



Trainee and Apprenticeship Program

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

Providing a career path in local government by supporting apprentices and trainees to complete their qualifications is a key priority for the organisation. Council successfully recruited eight new apprentices and trainees in the 2019-20 financial year, enrolled in the following qualifications:

- Certificate III Business, engaged within the Infrastructure, Records, Payroll, Brand Media & Communications and Governance Departments (4 Trainees)
- Certificate III Civil Construction Plant Operations within Infrastructure Department (1 Apprentice)
- Certificate III in Library and Information Services within the Engaged Communities Department (1 Trainee)
- Certificate III Local Government (Regulatory Services) within the Community Education & Compliance Department (1 Trainee)
- Certificate III in Water Industry Treatment within the Water & Waste Department (1 Trainee)

Council is privileged to have the support of supervisors and staff who devoted their time and passed on their knowledge to these students. The 2019-20 year saw 6 complete their traineeships and apprenticeships from the previous intakes, all of whom we are proud to say now hold a nationally recognised qualification.

For the recruitment of these positions, the People & Performance team successfully launched an Assessment Centre. The Assessment Centre was designed to assess the candidates across a range of activities and real workplace scenarios to obtain a well-rounded view of each candidate. The assessors consisted of leaders from different Directorates within Council and the People & Performance team.

Furthermore, Council submitted nominations in three categories for the 2020 Queensland Training Awards to recognise the great work our people have achieved in vocational education and training:

- Large Employer of the Year
- Bob Marshman Trainee of the Year
- Harry Hauenschild Apprentice of the Year

The winners will be announced in September 2020.







Women in Local Government Advisory Committee

Since the establishment of the Women in Local Government Working Group (WILGWG) in early 2018, the group has progressed in a positive trajectory in implementing many successful initiatives such as:

- **Mentoring Program**

The People and Performance team officially launched the Isaac Regional Council Mentoring Program in October 2019. The Pilot Program ran over a 12 month period and provided the opportunity for 12 team members (mentors and mentees) to be paired up and experience the benefits of the mentoring program firsthand. The Mentoring Program is a supporting relationship based on an exchange of knowledge, experience and goodwill. Mentoring is an important factor in the career success of IRC employees moving into senior leadership positions.

- **Lunch n Learn**

The Lunch n Learn series launched in November 2019. Topics covered during these sessions included dealing with conflict, giving and receiving effective feedback and dealing with challenging behaviour. The panelists, including Council's CEO, Mayor, Directors and experienced staff, provided insightful stories drawn from their work and personal experiences.

The sessions were delivered in locations across the Isaac Region and made available online via Skype for Business for all employees. At the end of each series, employees had the opportunity to participate in the discussion in person or via Skype by asking questions of the panels in relation to the topics presented.

- **Professional Development Opportunities for Women in Local Government**

Council endorsed a series of events and workshops supported by the Women in Local Government Advisory Committee. The People and Performance team called for nominations from Isaac Regional Council women and confirm that seven employees were supported to attend the events/workshops in November 2019.

- **Support for Working Parents**

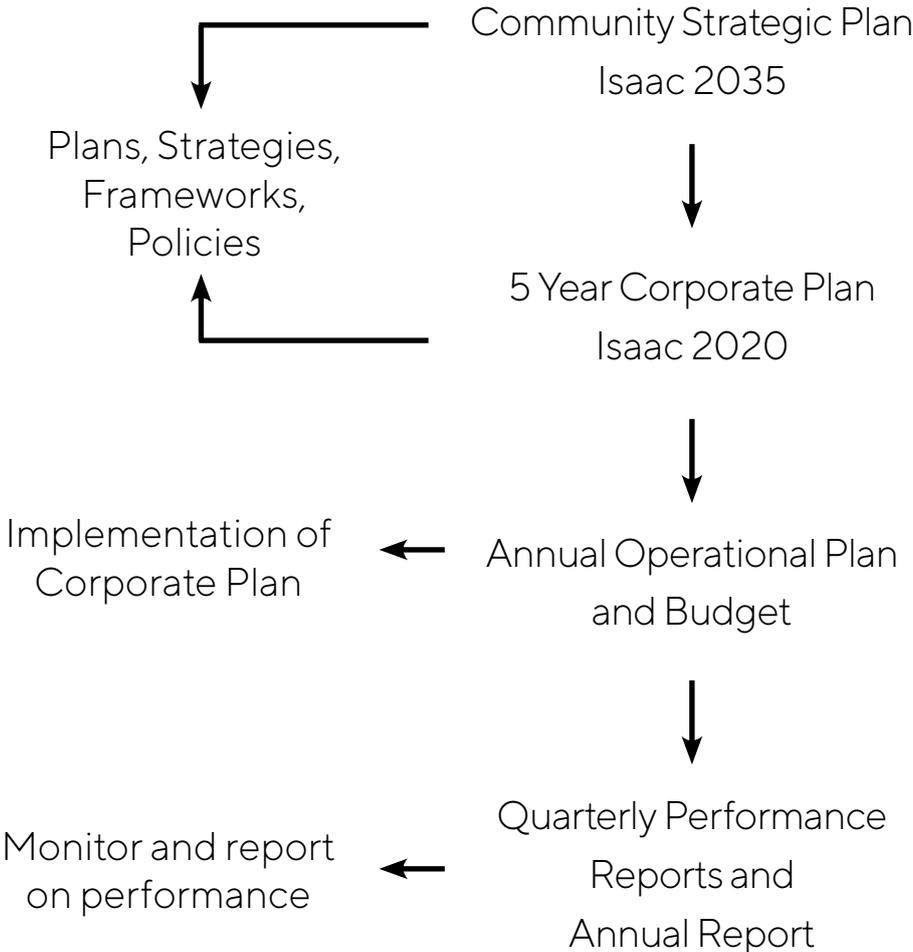
A Parental Leave Policy was developed and implemented which clearly defined all Parental Leave entitlements and included a return to work strategy that supports flexibility, options for returning to work, such as but not limited to, job sharing and working externally (conditional to operational needs).

The WILGAC endorsed a change to the Motor Vehicle Policy which supports working parents with commuter use of a Council vehicle transporting their children when travelling to and from their workplace.

CEO Assessment

Isaac Regional Council is committed to performance and accountability. We use governance arrangements to contribute to our overall performance in achieving our strategic priorities. The strategic planning and performance management framework (below) sets the context for our reporting requirements, highlighting the link with the long term planning documents and the (operational) implementation documents.

The following Framework (also referred to on page 45) demonstrates the relationships of our key strategic guiding documents and those that Council draws from in developing its priorities – namely the Community Strategic Plan - Isaac 2035 and 5 Year Corporate Plan. Both of these documents are driven and influenced by the Isaac Community.



Reporting Framework

The following section provides a summary of Council's progress towards the implementation of our 5 Year Corporate Plan and the 2019-20 Annual Operational Plan. Council's 5 Year Corporate Plan and Annual Operational Plan report against five key strategic themes:

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

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

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

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

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

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

2019-20 Snapshot

The following provides a snapshot of how we went in our projected projects and activities in 2019-20:

During the 4th & final Quarter Performance Report an additional status was introduced to accurately report on those performances that were affected by the impacts of COVID-19. This status identifies those programs and activities that were directly impacted and acknowledgement was made by Council for the reasons behind targets not being met. For more information, please visit Council's website: isaac.qld.gov.au to view the quarterly performance reports.

	Completed/ On Target	On Target*	Monitor	Not Met/ Below Target	Not Met due to COVID-19	Did Not Proceed	Total
Communities	45	-	-	9	2	1	55
Economy	6	-	1	1	5	-	13
Infrastructure	43	1	3	7	2	-	52
Environment	23	3	-	2	2	-	24
Governance	19	1	1	4	2	-	24
Total of Corporate Plan/Operational Plan Links	136 75%	5 2.5%	5 2.5%	23 12.5%	13 6.5%	1 1%	183 100%

*actions on target to meet project planning post 30 June 2020





highlights

Communities



On Target / Completed

- Regular audits of IRC aquatic centres
- Achieved Integrated Management System (IMS) certification for waste services
- Community Grants Program – 57 Minor Grants, 20 Major Grants and 13 School Bursaries approved (refer to page 96 for more information)
- Special Emergency Community Grants – 10 applications approved
- Regional Arts Development Fund – 8 approved applications
- Delivery of 2019-20 Technical Services Capital Works Program
- Completed Nebo Museum courthouse and jail cell building rectifications



Not on target

- Implementation of a Tenancy/Housing strategic acquisition and disposal program (delayed until September 2020)
- Establish modernised community hubs (service centres) at Glenden and St Lawrence (deferred to 2020-21)
- Develop a Youth Management Strategy and Policy position (deferred to 2020-21)
- Undertake a gap analysis of youth programs and events and develop an advocacy and facilitation plan to address priority gaps (deferred to 2020-21)
- Develop a Social Infrastructure Strategy (deferred to 2020-21)
- Grosvenor Complex – Library Wall – Art Work Barada Barna Corporation Stage 2 (scheduled for completion by September 2020)
- St Lawrence Wetlands Weekend (Did not proceed due to COVID-19)



🕒 **Mayor Anne Baker celebrating World Scout Day with Moranbah Leader Connie with Scouts Ana-Lucia, Bianka and Macie**



Library Operations & Cultural Services

Engaged Communities is responsible for providing library and cultural services and supporting community programming through the region's network of eight branch libraries, two gallery spaces, two museums, static historic displays and heritage precincts.

In 2019-20, 1194 programs were delivered to the community across the early years of learning, youth and adult audiences engaging with 11,847 participants. Programs included:

- First 5 Forever
- National Simultaneous Storytime
- Summer Reading Club
- Adult workshops

Due to COVID-19, Engaged Communities had to reframe its program offering to maintain community connectivity in response to public health restrictions on events and activities. Early childhood programming was virtualised with staff delivering content via YouTube/Library so families could participate at home.

Free internet access via wifi was also rolled out at libraries and surrounding outdoor precincts region wide to provide internet access in public spaces for those with limited connectivity at home.

Libraries throughout the Isaac Region attracted more than 63,700 visitors during the year and museums almost 1,200. The number of visitors to the Clermont Visitor Information Centre also exceeded 1,200 tourists.

Other initiatives included:

- Annual Tech Fest was held in Dysart with teams showcasing their coding skills in the ultimate robotics challenge. Children from across the regional travelled to participate and build their skills in science, technology, engineering, maths and teamwork
- Regular exhibitions at the Moranbah Coalface Gallery, including local, regional and touring artists
- Nebo Bush Poets Smoko
- Regional Arts Development Fund in partnership with the Queensland Government

Council has an active volunteer program which supports service delivery across museums and libraries and Council acknowledges the assistance of our valued volunteers.

Youth Week

The Isaac region celebrated Youth Week at home and online. The youth of Isaac were asked to celebrate Queensland Youth Week in 2019-20 by showcasing their ingenuity and skill, from a distance, with the #isocreate competition. Interested participants aged 12-17 registered for an #isocreate kit, had it safely delivered to their door, and then worked to develop any creation they could imagine.

The kit, stocked full of items from local Isaac businesses, gave those taking part an opportunity to celebrate Youth Week 2020 in unprecedented times. The best creation won an iPad to get them through the isolation period with two runners up receiving gift cards to the value of \$200.

Queensland Music Festival

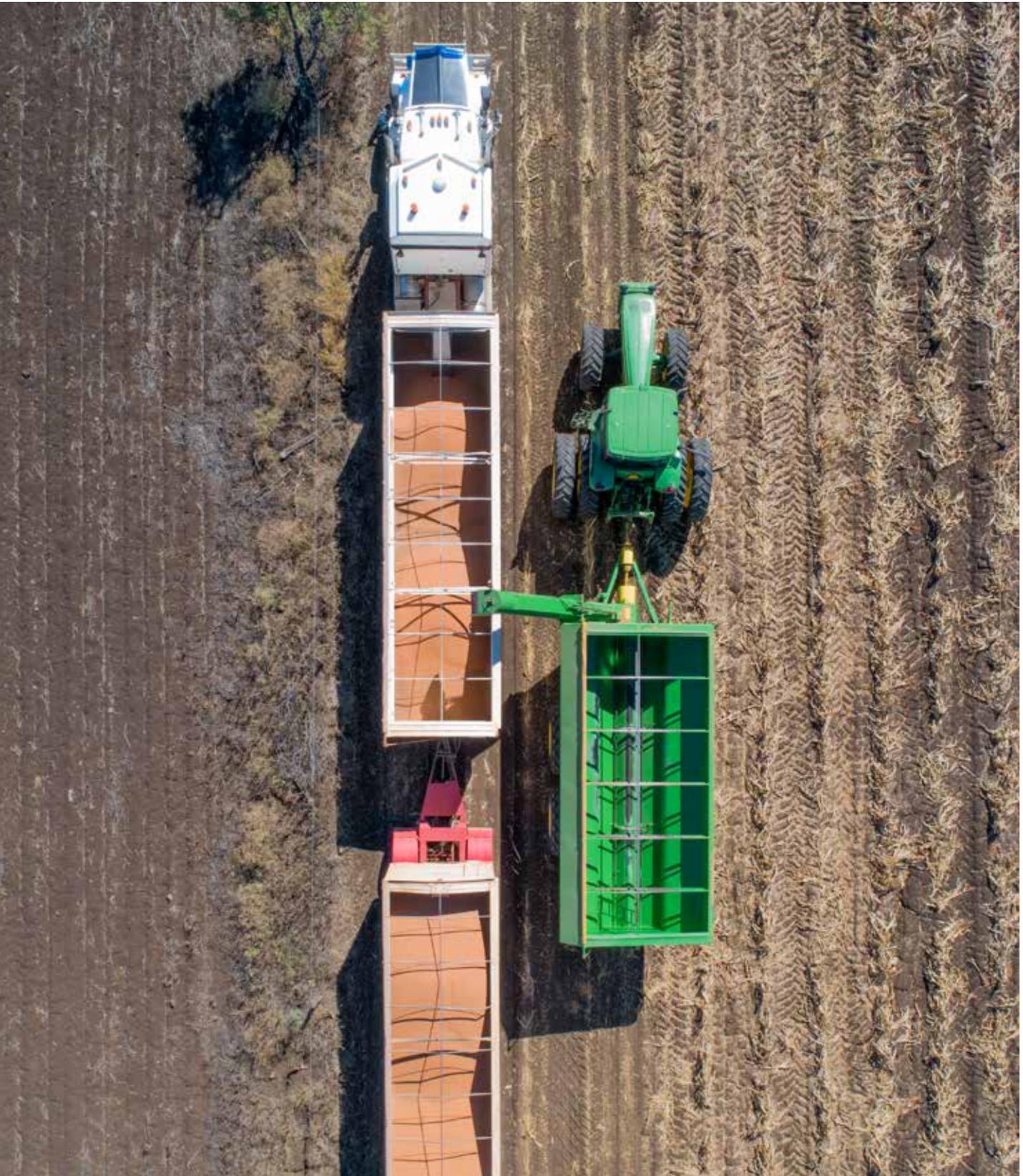
Moranbah hosted the 2019 Queensland Music Festival (QMF) production 'Help Is On Its Way' Project on July 18.

Australian music legend Glenn Shorrock teamed up with Queensland Music Festival and Isaac Regional Council to present a free concert in Moranbah's Town Square. 'Help Is On Its Way' promoted the role music can play in giving awareness to important issues in our society.

The 'Help Is On Its Way' Project, developed by Queensland Music Festival Artistic Director Katie Noonan, offered an opportunity to join a national initiative fostering a dialogue around mental health, raising awareness of available services and encouraging help-seeking behaviours, particularly for our men and boys.

'Help Is On Its Way' was presented by Queensland Music Festival, Isaac Regional Council, Queensland Government and BHP and supported by Brisbane Airport Corporation, Australia Council for the Arts, Tim Fairfax Family Foundation, Anglo America, Moranbah Community Workers Club, Veracity, Pembroke Resources, Black Dog, Roses in the Ocean and Royal Flying Doctors Service.

Economy



On Target / Completed

- Implementation of the Economic Development Framework Action Plan for 2019-20
- Developed a Master Plan for the Clermont Saleyards and Showgrounds
- Implementation of Tourism Strategy
- Implementation of Local Business Support Strategy
- Advocacy and lobbying activities
- Implementation of Local Business Support Strategy



Not on target

- Administration of land sales
- Investment and Attraction Framework and Prospectus (deferred to 2020-21)
- Small Business Week (did not proceed due to COVID-19)



Advocacy

As Queensland's largest mining region, Council continually advocates at state and national level for solutions to issues impacting Isaac communities. A forum that Council actively participates for change is through the Local Government Association of Queensland (LGAQ) by submitting motions for consideration.

Advocacy positions were developed and actively progressed in relation to the imports of automation in the resource sector and about achieving adequate medical and allied health services for the region.

Other advocacy activities saw IRC actively lobby:

- Isaac coastal power improvements and
- Social Impact Management Plan responses to mine approvals







Saleyards

The March 2020 adopted Clermont Saleyards and Showgrounds Revitalisation Master Plan has provided the vision, principles and projects for the precinct to guide development and use of the facilities over the next 20+ years. The plan articulates adaptive pathways for economic, social and community development for Clermont, its surrounding districts and the region and State as a whole and identifies signature projects for development.

The plan has driven the delivery of multi-functional and sustainable facilities that include spaces that are adaptable, flexible, embrace technology, are low maintenance and durable. 2019-20 saw the continuation of Stage 1 projects of the Clermont Saleyards and Showgrounds Revitalisation Master Plan and this is nearing completion with Water Infrastructure and IT Data Upgrades, Replacement of new Horse Stables all completed and the final Stage 1 project being the development of six new Spelling Yards progressing and due for completion in September 2020.

2019-20 was a strong year for throughput of stock with a total of 74,000 head of cattle going through the Clermont Saleyards with 8,000 of those being sale cattle.

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

The services that the Saleyards provides includes:

- Monthly sales
- Bi-weekly cattle trains
- Road/rail interchange
- Vital rail loading facility
- Selling centre for the Isaac region
- European Union (EU) Certification
- Cattle Tick Certification

Economic Development

A comprehensive 12-month action plan to support the Economic Development Framework priorities was developed and commenced being implemented.

Due to the COVID-19 pandemic many activities were hindered, therefore Council re-focused to the initial Business Support and Stimulus Package adopted by Council in response to the COVID-19 pandemic. More information on initiatives to Council's response to the COVID-19 pandemic is available on page 94.

Infrastructure



On Target / Completed

- Adoption of Recreation and Open Space Strategy
- Deliver infrastructure works to protect Marg's Park from further severe erosion, St Lawrence
- Road infrastructure maintained across the region, including compliance with state government agreements and traffic management
- National Disaster Relief Recovery Arrangements (NDRRA) Reconstruction Programs
- Bridge Renewal/Replacement Program
- Disaster Management – preparedness activities, and update of Local Disaster Management Plan and sub plans
- Supply of safe and reliable recycled water
- Maintained open spaces and public conveniences across the region to a high standard
- Effective maintenance of residential assets



Not on target

- Water allocation and pipeline agreements in place (negotiations ongoing)
- Asset management plans (development ongoing)



Roads & Bridges Infrastructure Upgrades

During 2019-20 a focus on the fundamentals of infrastructure and service delivery that enhance the liveability and connectivity of the region's communities saw the delivery of many road infrastructure projects.

Our road maintenance and infrastructure are core services which have a huge impact on safety, travel time, flood access, freight and business in our region.

Many road and bridge infrastructure projects took place throughout the Isaac region during the 2019-20 period including:

- Pasha Road Pave and Seal
- Pasha Road Drainage
- Stage Two of the Mills Avenue rehabilitation
- Rehabilitation of a section of Golden Mile Road
- Pave and seal sections of Mackenzie River-Capella Rd
- Replacement of two rural timber bridges on the Collaroy-Tierawoomba and Connors River-Collaroy roads
- Regional gravel re-sheeting of 12 rural roads
- Planning has commenced for the rehabilitation of Saraji Road
- Re-sheeting of Pioneer Road, Bulliwallah Road and Laglan Road
- Pavement rehabilitation on several roads
- Town Entry Sign installation at Middlemount
- Rehabilitation of a section of Moranbah Access Road
- Pave and Seal section of Collaroy-Killarney Road
- Upgrade of Floodways/Drainage Structures on 6 rural roads
- Bitumen Resealing on various rural roads & streets

Disaster Recovery Funding Arrangements (DRFA)

Following the 2019 Ex Severe Tropical Cyclone Trevor and associated low pressure system, 19-27 March 2019, Council received major government -funding across its infrastructure network. On 11 October, Council concluded its infield assessment with Queensland Reconstruction Authority (QRA), subsequently across the declared March 2019 natural disaster event, an indicative scope reconstruction value of approximately \$16 million with a further 26% of indirect costs has been approved in accordance with the Restoration of Essential Public Assets (REPA) determination has been allocated to this project which is jointly funded by Commonwealth-State governments under the Disaster Recovery Funding Arrangements (DRFA).

The works included restoration of unsealed roads, reconstruction of sealed roads and reconstruction of drainage structures around areas such as Clermont, Elgin, Frankfield, Belyando, Kilcummin, Moranbah, Eaglefield, Strathfield, Lotus Creek and Collaroy.

Works to damaged areas which have been approved to be restored within the Western Region can be summarised as 78 roads with:

- 964km of formation grading works
- 7.44km of shoulder grading
- 2,300m² of insitu stabilisation with two coat bitumen seal
- Other ancillary works such as drainage structures, concrete works

Works to damaged areas which have been approved to be restored within the Eastern Region can be summarised as 65 roads with:

- 16.55km of formation grading works
- 4km of shoulder grading
- 20,875m² of insitu stabilisation with two coat bitumen seal
- Other ancillary works such as drainage structures, concrete works

Isaac Region Water Project

Construction on the Nebo Water Supply Project was completed in December 2019. The four-stage Nebo Water Supply Project boasts a new water treatment plant and a two-megalitre reservoir for the town's 795 residents.

The project is a major achievement for Isaac Regional Council and the Queensland Government in increasing the storage capacity, improving the quality of the drinking water and improved firefighting capability in town.

The connection of two additional bores to the network has enabled six bores to supply the town, therefore enhancing water security. Additional improvements to the bores and new Water Treatment Plant allows the management of the system through SCADA having alarms and remote access control.

Isaac Regional Council matched the \$3.55 million it received through the Queensland Government's successful \$365 million Building our Regions program in order to address critical water infrastructure needs in Nebo, enhance water security, quality and reliability.



Environment



On Target / Completed

- Adoption of Waste Strategy 2020-2025
- Biodiversity pest management projects
- Development Assessment applications all actioned and assessed within prescribed timeframes
- Construction of Stormwater & Leachate Program (Moranbah & Clermont)
- Transfer Station Asset Maintenance
- Environmental procedures & Field Audits completed



Not on target

- Adoption of a new Regional Planning Scheme (refer to page 80)
- Adoption of Local Government Infrastructure Plan (consolidated) (refer to page 80)



Environment, Community and Compliance

The Environmental team were kept busy during 2019-20. An overview of activities include:

- Delivery of pest management projects, including the completion of Sarchedon Drive Weed Spray project
- Continued development of the Biodiversity Plan
- Food Premises Licensing renewal program
- Responsible pet ownership communication campaign



Waste Services

Council operates nine Waste Management Facilities across the region and collects waste and recyclables from approximately 9,300 domestic and 900 commercial customers.

Projects carried out in 2019-20 include:

- Moranbah Waste Management Facility – Stormwater Management and Rehabilitation Works – due for completion in late 2020
- Clermont Waste Management Facility – Stormwater Management works – due for completion in late 2020
- Middlemount and Nebo Waste Management Facilities – replacement Transfer Station retaining walls
- New 7 year Waste Collection Contract awarded
- Waste Management Strategy 2020-2025 approved by Council

Flying Fox Statement of Management Intent

Flying foxes migrate into Isaac region townships between September and April each year which is a part of a greater yearly migration across the Australian eastern coast. Flying foxes are protected wildlife in Queensland under the *Nature Conservation Act 1992*. When flying foxes roost in our urban areas, Council undertakes monitoring activities to understand the numbers roosting and impacts on private properties. Between 2014-2018, Council spent more than \$1.1 million on managing flying foxes.

In July 2019, Council adopted a Statement of Management Intent (SoMI) to guide Council's decision making on flying fox management activities. Large roosts were observed in Nebo, Moranbah and Clermont during 2019-20 and through careful consideration of the impacts of the roosts, expenditure associated with monitoring and management of flying foxes was reduced by over 65 per cent on the previous year. Council also observed significant efforts by local property owners in undertaking proactive action to reduce the attractiveness of backyard trees as roost sites by pruning and trimming trees during non-roost periods.

Our Resilient Coast: Isaac Coastal Hazard Adaptation Strategy

Council was successful in securing \$286,000 in funding from the Local Government Association of Queensland for completion of phases 3-8 of Our Resilient Coast: Isaac Coastal Hazard Adaptation Strategy (CHAS). Isaac Regional Council is one of 29 Queensland Councils delivering a CHAS under the QCoast2100 program.

Phases 3-8 of the project will look to build upon phases 1-2 completed in early 2019, and map the forecast coastal hazard impacts of sea level rise, coastal erosion and storm surge on our Isaac communities, then evaluate the risks to community assets, infrastructure and places of value, and culminate in the development of adaptation options to deal with the forecast risks.

The project was delayed in its commencement due to COVID-19 and will now be delivered during the 2020-21 financial year.

New Planning Scheme

Isaac Regional Council has been developing a new planning scheme to replace the Belyando, Nebo and Broadsound Schemes since May 2016. Following significant community concerns raised in 2018 as part of the initial round of community engagement, Council embarked on a detailed coastal hazard study to correct and refine the broad-scale Queensland Government mapping included in the scheme and update the planning requirements for coastal communities in light of the new mapping. The Local Government caretaker period in March 2020 has impacted on the re-exhibition of the planning scheme, amending the statutory timetable and delaying the adoption of the scheme.

The proposed planning scheme was opened to further consultation in June-July 2020. Following the re-notification of the planning scheme, a consolidated submissions report is to be prepared for consideration of the Queensland Government in approving the planning scheme for anticipated adoption in early 2021.

Paws-itive Blueprint Campaign

The Paws-itive Blueprint initiative was developed by Isaac Regional Council as part of a call to arms for the community to work together and take responsibility for dog ownership following a series of residents' negative concerns about roaming dogs.

The Paws-itive Blueprint Campaign was launched in July 2019 to combat concerns and educate the community about the key responsibilities of owning dogs, including legal obligations, community safety and animal welfare.

The light-hearted information rich program centres around three dog caricatures, Bark Vader, Sherlock Bones and Mary Puppins. These three characters educate the community about registration, microchipping, enclosures, community safety, dog attacks, barking, nuisance, wandering at large and animal welfare.

The dog-ownership program runs year-round and includes pop-up clinics for dog registration and microchipping, school presentations and social media campaigns. Events are supported by a suite of engaging communications materials such as videos, factsheets, web pages and media releases.

To find out more about the program visit isaac.qld.gov.au/community/our-pawsitive-blueprint



Governance



On Target / Completed

- Quadrennial Local Government Elections – completed all relevant activities (caretaker period, Councillor onboarding)
- Publish the 2020-21 Annual Operational Plan
- 10 year Fleet and Plant Replacement Plan implemented
- Enhance corporate website and expand social media presence
- Review/Adopt Internal Audit Annual Program
- Budget and statutory reporting documents delivered in accordance with approved timeframes and legislative requirements



Not on target

- Review and endorse leasing strategy with associated policies (deferred to 2020-21)
- Draft 5-year Corporate Plan (bridging interim plan to be delivered in 2020-21)
- Develop Water and Wastewater five-year price plan (Price Path for 2020-21 has been established and five-year modelling will be completed throughout 2020-21)
- Develop Business Continuity Plan



Communication and Media

The community's growing reliance on social media as a primary information source was reflected by an increase of almost 9% in Council's audience on its Facebook platform during 2019-20.

Facebook continues to be Council's core social channel for engaging with the Isaac community, with marketing enhancing the organisation's reach online.

However, Council also achieved average audience growth of close to 20% on professional networking site LinkedIn and visual social channel Instagram throughout the year. Growth on Twitter remained static.

The number of 'likes' on Council's Facebook page increased from 7,638 to 8,353, while Council's following on LinkedIn reached 3,655, Instagram has 897 followers and 532 on Twitter at year's end.

Council's website continues to be a source of information for the community.

In 2019-20 there were 62,077 homepage visits to www.isaac.qld.gov.au and 445,590 total website page views.

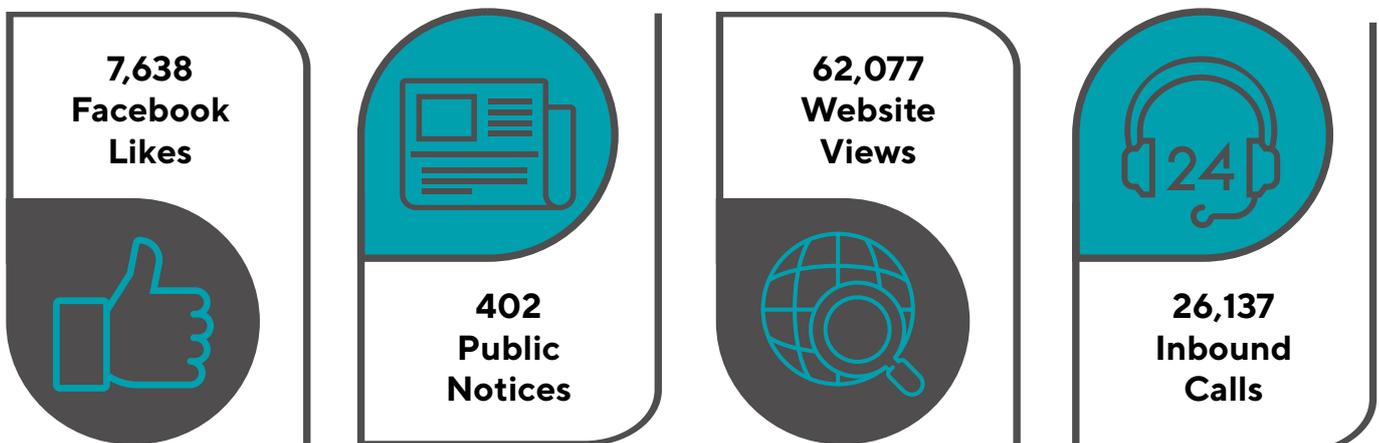
Council's community magazine Isaac News was distributed to local households, businesses and post boxes on a bi-monthly basis throughout the year and remains an effective tool in communicating directly with Isaac residents.

Direct mail via Australia Post or targeted letterbox drops to households and business are also utilised to connect with the community.

In addition to direct communication with the community, Council maintains productive working relationships with regional media outlets which play an important role in assisting the organisation to communicate with the Isaac community and promote the region further afield.

During 2019-20, Council issued 402 public notices to the community, distributed for publication and broadcast 100 media releases highlighting achievements of the organisation and community initiatives.

It also responded to 153 inquiries from regional and national media organisations about the Isaac region and Council's activities.



Asset Management

Council is committed to ensuring sustainable and effective management of its assets. Council has a small group dedicated to the asset management processes. Activities included asset revaluation, asset condition monitoring, updating of asset registers and long term financial requirements.

An Asset Management Policy and an Asset Management Framework are in place to define how we manage the assets in our care and ownership through our governance structure, roles, responsibilities, principles and related processes, stakeholders requirements and desired outcomes. Council is committed to developing and reviewing its Strategic Asset Management Plan (SAMP), with the aim of ensuring asset and financial sustainability.

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

Council's core Principles of Asset Management are:

- Fit for purpose assets
- Value for money
- Alignment with long term financial planning
- Optimal whole of life cost
- Contribute to the fulfilment of our mission
- Correct balance of reactive and proactive asset management
- Optimise the use of our assets
- Ensure long term sustainability of assets and services
- Minimise environmental impact
- Risk management, mitigation and reduction

Project Accountability Gateway (PAG)

It again has been the key driver of the 2020-21 capital works program to ensure a consistent, rigorous approach to assessing projects to ensure they meet Council's long term plan, assess and prioritise the actual need, likelihood of success and benefit to the community.

The Project Accountability Gateway (PAG) has been embedded into the annual budget planning calendar.

The PAG identifies the critical stages in a project's lifecycle, from the initial assessment of the service required, through to delivery and then ongoing operation. This assists decision makers in identifying priorities and the adoption of a budget that provides sustainable and long term planning for the region.

Quadrennial Local Government Elections - March 2020

Queensland residents went to the polls on 28 March for the Quadrennial Local Government Elections.

Declaration of Office was held on 16 April 2020. Due to COVID-19 restrictions, the special ceremony was conducted by Isaac Regional Council CEO Gary Stevenson PSM who swore in Councillors via video conference to their elected positions.

The first meeting for the new Council was held on 21 April, where the Deputy Mayor was appointed.

Over the following two months, Councillors participated in an Induction Program including an online information session with the Department of Local Government. Further online training was provided/made available, with follow up information sessions scheduled for the 2020-21 period.



Moranbah Integrated Water Cycle Management Strategy

The completion of the draft Integrated Water Cycle Management Strategy (IWCMS) for Moranbah, captures Council’s strategic planning for the efficient use of available water resources including potable water supply, recycled water, stormwater and surface waters.

Whilst an IWCMS has only been developed for Moranbah township at this time, it is intended to provide a framework for future development of IWCMS’s for other towns in the region.

Effective water management is critical to the health and well-being of the community, the sustainability of town water supply, the liveability of towns, and securing the future prosperity of the region.

Key objectives of the strategy include:

- Providing a roadmap for the development of integrated solutions
- Facilitating a resilient and reliable water supply
- Enhancing security of the water supply to meet the needs of the community and local industry (mining and agriculture), through utilisation of traditional and alternate water sources including fit for purpose use of recycled water and stormwater

Traineeship Program

Council continues its commitment to the development of our youth and other members of the community. Funding of \$135,000 from the Queensland Government’s Skilling Queenslanders For Work Programs have provided Council with a significant subsidy to boost our intake of trainees.

For further information on Council’s Trainee and Apprenticeship Program on page 59.

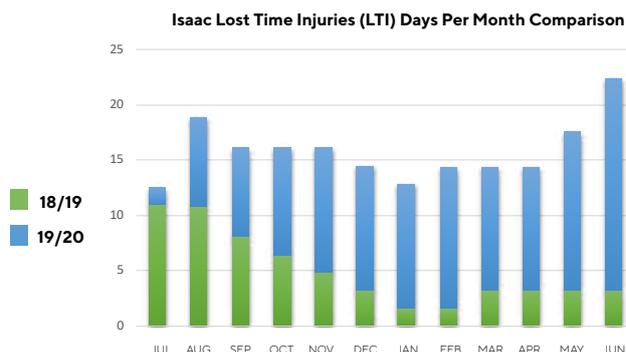
Organisational Safety

During 2019-20 Council was audited by Local Government Workcare (LGW) our Workers Compensation self insurer. The audit determined Council’s compliance against the National Self-Insurer Occupational Health and Safety Management System Audit Tool. Council must demonstrate compliance with the system and a benchmark of 70%, Council achieved above benchmark with the result of 74.1%.

The findings of this audit were embedded in the Workplace Health and Safety (WHS) Improvement Plan for ongoing action.

The COVID-19 pandemic enacted Council’s Emergency Management Committee (EMC) who meet regularly to ensure a swift and effective response, managing the safety of staff and business continuity activities.

Isaac Lost Time Injuries (LTI)	Rolling LTI 18/19	Rolling LTI 19/20
July	10.91	1.59
August	10.87	7.97
September	8.06	8.00
October	6.45	9.60
November	4.85	11.20
December	3.23	11.20
January	1.58	11.20
February	1.58	12.80
March	3.18	11.20
April	3.16	11.20
May	3.16	14.40
June	3.17	19.19



Disaster Management

The Isaac Local Disaster Management Group (LDMG) is continuing to improve the Local Disaster Management Plan (LDMP) through regular exercises and review. The Pandemic Response Subplan was also amended throughout the COVID-19 pandemic to embed learnings.

The Theresa Creek Dam Emergency Action Plan (EAP) was approved by the Department of Natural Resources, Energy and Mines and coordinated by the Water and Waste directorate. The plan was developed in consultation with numerous stakeholders including Isaac Region's Local Disaster Management Group (LDMG). In January 2020 a significant rain event resulted in an activation of the triggers within the EAP. This required a coordinated response by the Water and Waste team together with the Local Disaster Coordinator to manage the potential impacts downstream. As a result, a debrief was conducted and subsequent learnings are being embedded into the revised EAP.

The Local Disaster Coordination Centre (LDCC) was officially opened in its new location at the Disaster Management Complex in Bacon Street Moranbah in October 2019. The Disaster Management Complex is now inclusive of the Moranbah SES group and the facilities for the LDCC. The project was a result of working partnerships between all levels of government and private enterprise. The improvements included a dedicated 45KVA generator, video teleconferencing facilities, and operational upgrades to ensure our community can remain connected and supported if disaster strikes.

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

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

The Local Disaster Management Group (LDMG) activated in response to the COVID-19 pandemic from March 2020. The upgraded Local Disaster Coordination Centre (LDCC) became the base for all coordinated response activities for the Isaac region. The LDMG response is in support of the lead agencies for the pandemic Queensland Health and Queensland Police Service, and this support has been ongoing throughout 2020.



Moranbah SES

STATE EMERGENCY SERVICE



Other Highlights



Miners' Memorial

Establishing a Miners' Memorial in Moranbah had been a long-held priority for local councillors and on 8 November 2019 that vision and hard work came to life in the Moranbah Town Square when the Miners' Memorial was unveiled. A 1200-strong crowd gathered to join in the moving tribute and to watch the illumination of the memorial's sandstone plinth erected to pay tribute to miner's who have died in tragic mining accidents since mining began in the region. With the unveiling of the memorial, Moranbah joins the Moura and Collinsville communities in providing a fitting tribute and peaceful place of remembrance for their fallen miners lost in the mines, on the roads to and from work, in work camps and from coal-related diseases.

Produced by Isaac region sculptor Kay Paton, the memorial features a bronze casting of a miner in contemplation over his lost mates looking towards a central sandstone plinth that casts an eternal light over the plaques naming those who have lost their lives while working in the Moranbah coalfields. The memorial was purposely placed in the centre of town completely surrounded by mining leases to keep the names of the fallen miners in our hearts, and workplace safety on our minds.

The memorial was a \$300,000 community partnership between Isaac Regional Council, Mineworkers Trust, CFMEU Mining & Energy Division Queensland, CFMEU Peak Downs Lodge, CFMEU Moranbah North Lodge, CFMEU Goonyella Riverside Lodge, CFMEU Broadmeadow Lodge, AMWU Goonyella Riverside Branch, ETU Goonyella Riverside Branch and ETU Peak Downs Branch.

The intent of the Moranbah Miners' Memorial is to create a peaceful community place for families and friends to reflect, to tell our stories and forever remember their sacrifice.

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- 🕒 **Miners' Memorial Service**
 - 🕒 **Wreath laying at Miners' Memorial Service**
 - 🕒 **Mayor Anne Baker speaking at Miners' Memorial Service**
-





Organisational Development Plan

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

During 2017-18, the Organisational Development Plan was expanded to include the outcomes/recommendations from two significant initiatives. These were the ELT Re-Set and Women in Local Government Working group. These have been embedded into the Organisational Development Plan.

To achieve the Vision and to develop the organisation to attain its desired future state, there are many issues that will need to be addressed. The plan for action is structured with three key themes, with a fourth* added in 2018-19:

G - Governance and Planning

P - People

O - Organisation and Operations

W - Women in Local Government

There are approximately 300 actions split across several years, commencing 2016-17 through to 2020-21 financial years. A significant number of these actions have been completed and where necessary becoming business as usual activities and included in Department Business Plans.

Many of these actions underpin operational effectiveness of, and complement, the Annual Operational Plan. The ODP actions are progressed alongside the Annual Operational Plan priorities and Departmental Programs and Services activities.

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

2019 Mackay Regional Tourism Awards

The St Lawrence Wetlands Weekend held on 7-9 June 2019 won the best Festival and Events Award at the 2019 Mackay Region Tourism Awards held September 2019. The win is a culmination of great teamwork, tourism marketing prowess and priceless partnerships.

The St Lawrence Wetlands Weekend saw more than 720 people celebrating exquisite local food produce and the breath-taking backdrop which is listed in the Directory of Important Wetlands in Australia.

Unfortunately, the 2020 event was cancelled due to COVID-19, to be recognised during 2019-20 for this event demonstrates the success and value of the weekend to the Isaac community.

Mayor's Charity Ball

Isaac region's gala night of nights under the stars, the 2019 Mayor's Charity Ball was held on 10 August 2019. An initiative of the Isaac Regional Charity Fund, the Ball raises money towards supporting vital mental health initiatives.

A record crowd of 350 guests attended the gala event under the stars which is in its sixth staging of the event.

Since 2014, the wonderful generosity of our Isaac community and event sponsors has helped the Isaac Regional Charity Fund raise more than \$306,000 for worthwhile causes which assist the most vulnerable in our society.

COVID-19 Response

In response to the COVID-19 pandemic, Council immediately convened the Emergency Management Committee to manage the internal and external situation.

Council quickly developed and adopted the Pandemic and Recession Strategic and Tactical Response Framework. The Framework identified the strategic (medium term) and tactical (short term) direction for Council's response to the COVID-19 pandemic and economic instability. The Framework identifies aspects of the disaster response and recovery within the influence of Council. It has two specific phases:

Phase 1 - (now and short term - tactical)

- Council Business Continuity
- Disaster Response
- Business Support
- Community Support

Phase 2 - (medium term - strategic)

- Council Business Sustainability
- Disaster Recovery
- Business Resilience
- Community Resilience

In addition, Council also developed and rolled out two community stimulus packages. These packages were aimed at supporting our local community and small to medium businesses. The aim was to help stimulate resilience for the Isaac region's economic future. The Road to COVID-19 Recovery Stimulus Packages has two parts:

- The first is the Isaac Region Community Chest Fund with grants up to \$10,000 available for our small to medium business owners who genuinely need an extra helping hand right now. The Isaac Community Chest Fund is proudly supported by its initiating contributors
- For the second part of this local package, we encouraged our sporting and recreational groups, our not-for-profit organisations, our cultural groups who are doing it tough to apply for up to \$5,000 through our Special Emergency Community Grants. This funding is sourced by the re-purposed 2019-20 Community Grants program

The Isaac Community Chest Fund is proudly supported by its contributors BHP, Anglo American, Aquila Resources/South32 and Civeo to help Isaac Regional Council deliver this local economic response to the Coronavirus.

A temporary Special Community Grants Standing Committee was established to consider all applications. This Standing Committee was given delegated authority to make resolutions on applications.

By the end of June 2020, the Committee had met five times and considered 44 Community Chest Applications (approximately \$392,600 distributed) and thirteen Community Grant applications (approximately \$30,000 distributed). The Committee will continue to meet into 2020-21 to process applications.

The following key documents were developed to ensure effective management of staff and facilities during this emergency:

- Pandemic Emergency Response
- Pandemic Emergency Response risk assessment
- Pandemic Business Continuity Impact Assessment and Action Plan
- Business contingency plans
- Event risk evaluation/assessment
- Event risk evaluation guidelines
- Report to Council on managing COVID-19 risks of COVID-19 at Council facilities.
- Work from Home Guidelines
- Pandemic and recession tactical framework

The Local Disaster Management Group (LDMG) activated in response to the COVID-19 pandemic since March 2020. The upgraded Local Disaster Coordination Centre (LDCC) became the base for all coordinated response activities for the Isaac region. The LDMG response is in support of the lead agencies for the pandemic Queensland Health and Queensland Police Service, and this support has been ongoing throughout 2020.



Community Grants

Special Emergency Community Grants

In response to the impact of the COVID-19 pandemic on Isaac Region residents and, by extension, the numerous community, cultural and sporting organisations which form the social fabric of the region, in March 2020 Council re-purposed its 2019-20 Community Grants program to provide direct financial assistance to these groups. Community groups experiencing financial hardship or those wishing to provide additional community support through resilience and recovery programs were paid grants totalling \$29,338 under a Special Emergency Community Grants program.

Regionally Funded Major Grants

During the 2019-20 financial year, Council approved grants totaling \$76,000, which were regionally funded.

Grant Recipient	Description	Amount
Heart of Australia	Contribution to offset monthly travel expenses for the Heart of Australia service	\$15,000.00
Capricorn Rescue Helicopter	Contribution to the operations of Capricorn Rescue Helicopter	\$11,000.00
CQ Rescue	Contribution to the operations of CQ Rescue Helicopter	\$50,000.00
Hornery 4U2 Concert	2019 Family Concert	\$25,000.00
Career and Education Pathways Expo	2019 Careers Expo	\$8,000.00



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Division 1 (Rural Clermont and Glenden)

A total of \$34,250.00 was given in Major Grants to Division 1 community groups during the financial year, excluding \$5,250.00 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Clermont Kindergarten and Daycare	Diamonds and Dice VIP Casino Night	\$1,000.00
Kilcummin State School P&C	Family Fun Day	\$5,000.00
Clermont Rodeo and Show Society (auspiced for Hoch & Wilkinson)	Clermont Beef Expo	\$5,000.00
Clermont State School P&C	School Fete	\$2,000.00
Clermont Pony Club	Annual Campdraft	\$1,250.00
Blair Athol Bush Sports	Sports Weekend	\$5,000.00
Clermont Bush Pigs Rugby Union Club	Elder's 'Give It' Beyond Blue Charity Gala Dinner	\$2,500.00
Queensland Food Future Inc.	Clermont National Agricultural Day Gala Dinner	\$5,000.00
Clermont Netball Association	Tom Curtain "We're Still Here" Concert	\$2,500.00
Clermont Race Club	Race Day November 2019	\$2,500.00
Life Church Clermont	Christmas in the Park	\$2,500.00

Division 2 (Dysart)

A total of \$16,415.00 was given in Major Grants to Division 2 community groups during the financial year, excluding \$13,728.38 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Dysart Senior Rugby League	Gala Awards Night	\$4,415.00
4RFM Community Radio Station	Purchase of Studer Micro Core System	\$2,000.00
Dysart Community Support Group	Dysart Diary Publication	\$10,000.00

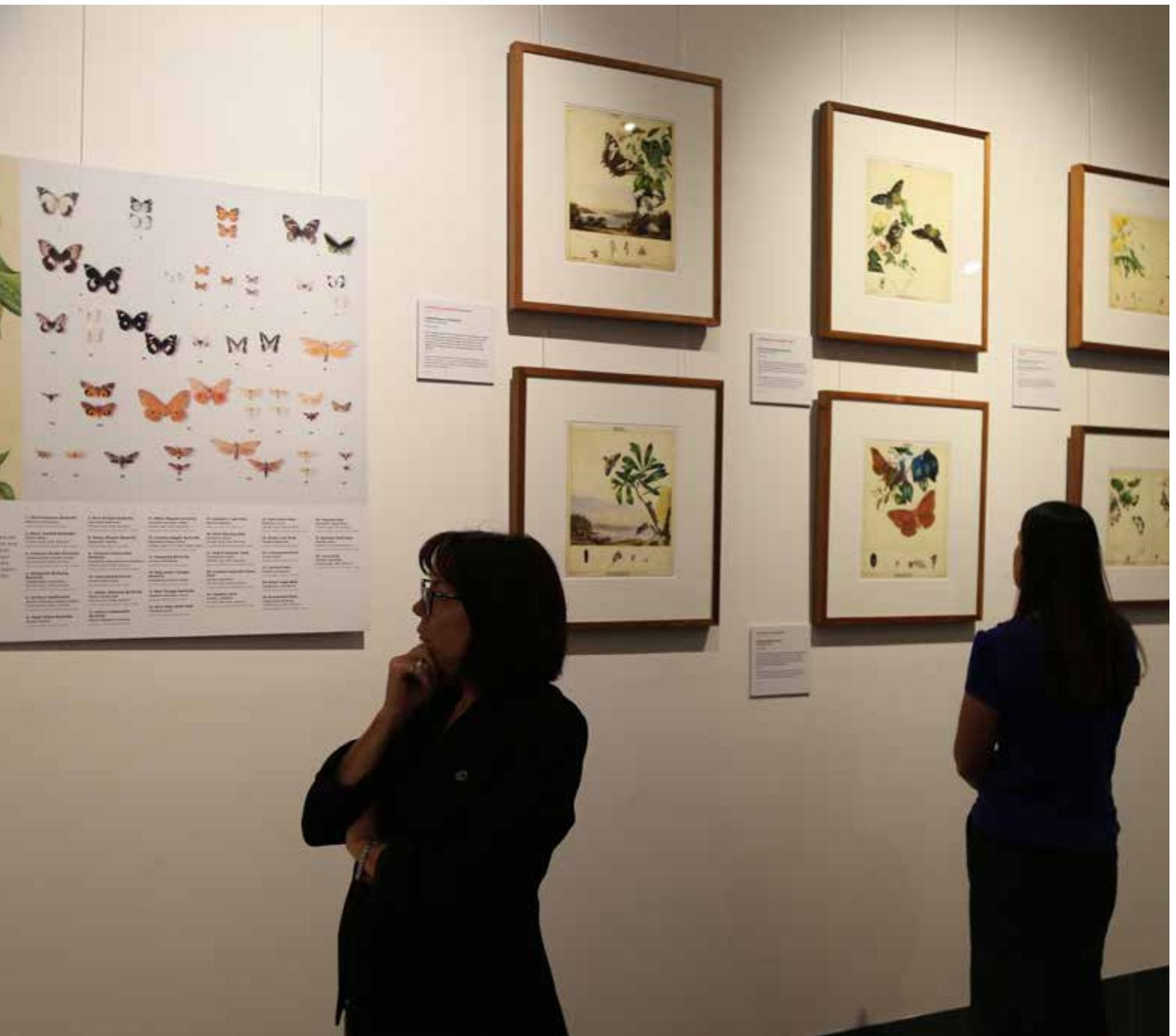


Division 3, 4 & 5 (Moranbah)

Division 3 – A total of \$17,233.33 was given in Major Grants to Division 3 community groups during the financial year excluding \$5,309.92 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Division 4 – A total of \$17,233.33 was given in Major Grants to Division 4 community groups during the financial year excluding \$5,309.92 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Division 5 – A total of \$17,233.33 was given in Major Grants to Division 5 community groups during the financial year excluding \$5,310.11 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.



Grant Recipient	Description	Amount
Oasis Life Church	Carols by Candlelight	\$10,000.00
Moranbah Bowls Club	Annual Bowls Tournament	\$2,500.00
Cancer Council QLD	Moranbah Relay for Life	\$2,500.00
Moranbah Gymnastics	Lighting Upgrade	\$2,000.00
Quota International Moranbah	High Tea, Debutante Ball and Teddy Bears' Picnic	\$5,000.00
4RFM Community Radio	Purchase of Studer Micro Core System	\$5,000.00
Moranbah Boxing and Sporting Club	Installation of Ceiling Fans	\$2,700.00
Moranbah Arts Council	Modification to Premises	\$5,000.00
Moranbah Race Club	Spring Racing Carnival	\$10,000.00
Moranbah Community Scholarship	Annual Scholarship Program	\$7,000.00

Division 6 (Clermont)

A total of \$26,879.50 was given in Major Grants to Division 6 community groups during the financial year, excluding \$10,973.15 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Clermont Kindergarten and Daycare	Diamonds and Dice VIP Casino Night	\$1,500.00
Clermont Netball Association	Installation of Water Bubblers	\$3,565.00
Blair Athol-Clermont Bowls Club	Annual Bowls Carnival	\$2,500.00
Clermont Junior Motorcycle Club	Upgrades to Main Entrance and Fence-line	\$3,062.00
Scripture Union, Clermont	Ladies' HighTea and Fashion Parade	\$4,502.50
Clermont State School P&C	School Fete	\$500.00
Clermont Pony Club	Annual Campdraft	\$1,250.00
Clermont Bush Pigs Rugby Union Club	Elders 'Give It' Beyond Blue Charity Gala Dinner	\$2,500.00
Clermont Netball Association	Tom Curtain "We're Still Here" Concert	\$2,500.00
Life Church Clermont	Christmas in the Park	\$2,500.00
Clermont Race Club	Race Day	\$2,500.00



Division 7 (Middlemount and Rural Areas)

A total of \$18,234.00 was given in Major Grants to Division 7 community groups during the financial year, excluding \$5,350.00 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Middlemount P&C	Colour Fun Run	\$5,000.00
Middlemount Boxing and Fitness Incorporated	Middlemount Fight Night	\$5,000.00
Middlemount Golf & Country Club	Playground Fence Project	\$3,234.00
Middlemount Community Sports Association	Community Christmas Party	\$5,000.00



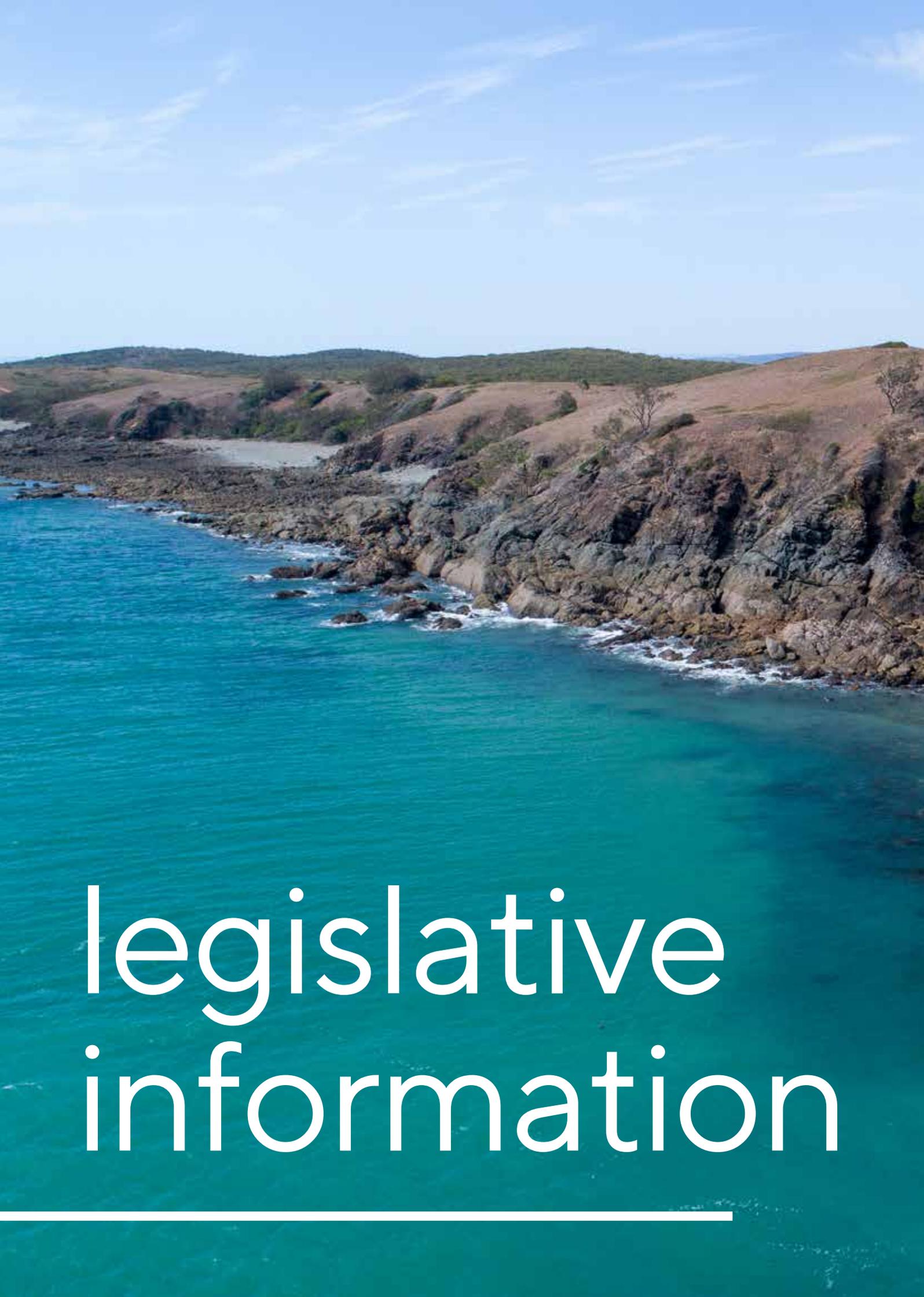
Division 8 (Coppabella, Nebo and Coastal Communities)

A total of \$13,700.00 was given in Major Grants to Division 8 community groups during the financial year, excluding \$7,584.36 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
CQ Campdraft	ACA National Finals	\$2,500.00
St Lawrence and Nebo Polocrosse	Polocrosse and Horsemanship Coaching Clinic	\$2,500.00
Valkyrie State School P&C	Mini Olympic Fun Day	\$2,500.00
Ilbilbie Hall Community Association	Painting Works	\$3,700.00
Middlemount Rodeo Association	CRCA Finals at Nebo	\$2,500.00

Council does not facilitate a Councillor discretionary fund (s189) policy. Grants listed in Division 1 to 8 may include grants approved in the 2018-19 financial year and dispersed in the 2019-20 financial year.





legislative information



Policies

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

Revenue Policy

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

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

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

Investment Policy

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

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

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

Debt Policy

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

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



NEWSPAPER PRINTING



Council Meetings

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

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

Ordinary meetings are open to the public and are attended by members of the media, interested ratepayers/electors and community members. Generally, Council's meetings are held in the fourth week of the month.

** Due to restrictions to comply with social distancing measures for COVID-19, Council meetings were temporarily closed to the public (effective April 2020). This was in line with the acknowledgment and temporary approvals of both the Governor in Council and Director-General Department of Local Government, Racing and Multicultural Affairs. Public meetings were reinstated in June 2020, ensuring social distancing protocols were met.*

*Council resolved in July 2018 to rotate the location of Council's ordinary monthly meeting around the communities of the region every second month. The rotational schedule of meetings has been an opportunity for residents across the Isaac region to see the process of local government.

Locations, dates and times for Ordinary Council Meetings is available on the website isaac.qld.gov.au/meetings-and-minutes

Special Meetings

During 2019-20, Council held seven Special Meetings:

13 August 2019 (commencing 11:15am)

- Appointment of Acting Chief Executive Officer for Chief Executive Officer Leave Period

13 August 2019 (commencing 11:30am)

- Anglo American Water Supply Agreements

5 November 2019

- The Moranbah Race Club Inc – Tenure Arrangements on Lot 45 on GV219
- Isaac Regional Council Recreation and Open Space Strategy

21 February 2020

- Contract IRCT2024-1119-179 Rehabilitation of Golden Mile Road (CH 16.83 TO CH 20.33)

- Contract IRCQ2084-1219-674 Stabilisation Works Isaac Region

26 March 2020

- Business Continuity
- Pandemic and Recession Strategic and Tactical Response Framework
- Rating Consideration - COVID-19
- Business and Community Support Compliance Response Package
- Community and Business Support and Stimulus Packages
- Pandemic and Recession - Proposed Community Chest
- Chief Executive Officer Succession Plan

17 April 2020 and resumed on 21 April 2020

- MCU19/0015 – Development Permit – Material Change of Use for Works Camp (650 Rooms / 600 Persons) and Ancillary Uses Located at 529 Wollombi Road, Suttor
- MCU19/0012 – Development Permit – Material Change of Use for Accommodation Building – Non-Resident Workers Accommodation (62 rooms) and Ancillary Facilities at 43 St Francis Drive, Moranbah

10 June 2020

- 2020-21 COVID Works for Queensland Program – Capital Works Submissions
- Variation of the 2019-20 Engineering and Infrastructure Procurement Plan – IRCT2014-0520-750 insitu stabilisation Mackenzie River Capella Road

Post-Election Meeting – 21 April 2020

- Appointment of Deputy Mayor – 2020 Local Government Elections
- 2020 Schedule of Standing Committee Meetings and Ordinary Meetings of Council
- Isaac Regional Council Standing Committee’s (Statutory) Membership
- Isaac Regional Council Advisory Committees and Working Groups Councillor Membership
- Isaac Regional Council Elected Member Board Membership
- External Committees Represented by Council
- Establishment of a Special Standing Committee – Community Grants

During 2019-20, Council held twelve Council Meetings:

STANDING COMMITTEE MEETINGS

DIVISION	COUNCILLOR	ORDINARY MEETINGS	*SPECIAL MEETINGS	CG&FS	E&I	PECS	W&W	SPECIAL GRANTS
Mayor	Cr Anne Baker	12	6	5	6	7	4	5
Division 1	Cr Greg Austin	12	5	1	7	5	1	5
Division 2	Cr Nick Wheeler	12	6	0	6	0	6	0
Division 2 [^]	Cr Sandy Moffat	3	3	2	2	2	1	2
Division 3	Cr Gina Lacey	12	5	5	5	1	1	4
Division 4	Cr Simon West	12	7	4	4	1	8	0
Division 5	Cr Kelly Vevea	12	7	7	1	9	3	0
Division 6	Cr Lynette Jones	12	7	2	4	7	9	0
Division 7	Cr Jane Pickels	11	7	7	3	8	1	5
Division 8	Cr Geoff Bethel	11	7	0	6	1	7	0
Division 8 [^]	Cr Viv Coleman	3	3	2	2	2	1	5

* Special Meetings include the seven Special Meetings and Post-Election Meeting

[^] refer to page 22-27 for information on the elected representatives following the results of the 2020 Local Government Quadrennial elections

Standing Committees

Council has four standing committees:

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

A temporary Special Community Grants Standing Committee was established to consider applications relating to The Road to COVID-19 Recovery Stimulus Packages. More information is available on page 94 on the purpose and terms of this temporary Committee

Standing Committee Membership:

	CG&FS	E&I	PECS	W&W	SPECIAL GRANTS
	Cr Pickels (Chair)	Cr Bethel (Chair)	Cr Vea Ve (Chair)	Cr Wheeler (Chair)	NIL
July 2019 to March 2020	Mayor Baker	Mayor Baker	Mayor Baker	Mayor Baker	NIL
	Cr Lacey	Cr Wheeler	Cr Jones	Cr Bethel	NIL
	Cr Vea Ve	Cr Lacey	Cr Pickels	Cr Jones	NIL
	Cr West	Cr Austen	Cr Austen	Cr West	NIL
	CG&FS	E&I	PECS	W&W	SPECIAL GRANTS
	Cr Pickels (Chair)	Cr Pickels (Chair)	Cr Vea Ve (Chair)	Cr West (Chair)	Mayor Baker (Chair)
April 2020 to June 2020	Mayor Baker	Mayor Baker	Mayor Baker	Mayor Baker	Cr Austen
	Cr Jones	Cr Austen	Cr Lacey	Cr Austen	Cr Lacey
	Cr Jones	Cr Moffat	Cr Pickels	Cr Vea Ve	Cr Pickels
	Cr Coleman	Cr Lacey	Cr Coleman	Cr Jones	Cr Coleman
		Cr West			

Councillor Conduct

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

Updates to the legislation over the years introduced a mandatory Code of Conduct for Councillors and new processes for complaint handling, including the introduction of the Office of the Independent Assessor to investigate complaints against Councillors. The subsequent amendments to the *Local Government Act 2009* and *Local Government Regulation 2012* have resulted in a change in reporting requirements in relation to Councillor Conduct matters.

Under s186(1)(d), (e) and (f) of the *Local Government Regulation 2012* (LGR), council's annual report must contain details of any orders and complaints about councillors during the financial year. Details for 2019-20 are as follows:

LOCAL GOVERNMENT REGULATION SECTION	LGR	NO.
Orders made under section 150I(2) of the LGA (misconduct)		0
Orders made under section 150AH(1) of the LGA (disciplinary action)		0
Decisions, orders and recommendations made under section 150AR(1) of the LGA		0
The name of each councillor for whom a decision, order or recommendation under section 150I(2), 150AH(1) or 150 AR(1) of the LGA was made	LGR s186	0
A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors;		0
A summary of the decision, order or recommendation made for each councillor;		0
Complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government LGR s186 (1) (f)(i) –(iv)		1
Matters, mentioned in section 150P(3) of the LGA, notified to the Crime and Corruption Commission	LGR s186 (1) (f)(i) – (iv)	0
Notices given under section 150R(2) of the LGA		0
Notices given under section 150S(2)(a) of the LGA		0
Decisions made under section 150W(1)(a), (b) and (d) of the LGA (1 July 2019 to 31 August 2019);	LGR s186 (1)(f) (v) and s353	0

Remuneration

Executive Remuneration

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

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

Total of all Remuneration Packages Payable	\$1,654,435
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Band \$200,000 - \$300,000	0
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Band \$300,000 - \$400,000	5
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Overseas Travel

There was no overseas travel in 2019-20.



Councillor Remuneration and Expenses

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

Division	Councillor	Total Remuneration*	Total Expenses**
Mayor	Cr Anne Baker	146,196.06	22,368
Division 1	Cr Greg Austen	75,932.08	3,794
Division 2	Cr Nick Wheeler	61,923.68	5,576
Division 2^	Cr Sandy Moffat	14,608.10	596
Division 3	Cr Gina Lacey	75,932.08	7,532
Division 4	Cr Simon West	75,932.08	3,866
Division 5^^	Cr Kelly Vea Vea	89,333.14	8,510
Division 6	Cr Lynette Jones	75,932.08	1,361
Division 7	Cr Jane Pickels	75,932.08	13,406
Division 8	Cr Geoff Bethel	62,724.20	4,596
Division 8^	Cr Viv Coleman	14,608.10	1,877
		769,053.68	73,480.75

[^] Refer to page 22-27 for information on the elected representatives following the results of the 2020 Local Government Quadrennial elections

^{^^} Deputy Mayor

* Includes superannuation. Differing remuneration amounts reflect individuals who additionally contribute to their superannuation.

** Expenses cover mileage, mobile phone and representation at conferences and forums on behalf of Council, e.g. Local Government Association of Queensland Annual Conference, Bush Council's Convention, Region's Rising Conference, Northern Alliance of Councils, National Roads Conference and training offered by Peak Services and Embrace Learning.

Council has an adopted Councillor Support (Expenses Reimbursement) Policy providing for the payment of reasonable expenses incurred, or to be incurred, by Councillors for discharging their duties and responsibilities as Councillors; and provision of facilities to the Councillors for that purpose. This policy is available on Council's website under Current Policies link or by visiting <https://www.isaac.qld.gov.au/about-council/current-policies>.

Audits

Internal Audit

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

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

As per the Audit and Risk Committee Policy and Audit and Risk Committee Charter the Audit and Risk Committee composition consists of two independent members and two councillors. The members of the Audit and Risk Committee as at 30 June 2020 are:

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

Alternative Members:

- Cr Simon West
- Cr Mayor Anne Baker

At Council's meeting held 21 April 2020, Council considered the Councillor representatives on the Committee, with Crs Lacey and Pickels returning to the Committee. It is noted that Cr Vevea was an Alternative Member up until April 2020.

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

Mr Wright joined the Committee at its meeting on 24 July 2017, at which time he also assumed the role of Chair. Mr Wright has extensive experience as an Audit Committee member, being a member of several local government Audit Committees for a number of years, has executive level experience in local government and is the Principal of HGW Consulting.

Following an expression of interest and interview process, in July 2019 a new independent member Mr Stephen Coates joined the Committee. Mr Coates has been a Director of a number of private and not-for-profit organisations, as well as having a lengthy career in governance, risk & compliance, particularly as it relates to technology. Mr Coates is involved with numerous Audit & Risk Management Committees in the public sector, both from a membership perspective and advisor.

All other Councillors are invited guests to all meetings, as is the CEO and Senior Management who are required to report on matters of interest. The Committee meets bimonthly, or as required for urgent matters.

Reviews

During the 2019-20 financial year five reviews were undertaken across Council.

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

- Capital Works Program
- Internal Project Management
- Payroll CAATs
- Revenue Completeness
- Social Media Management

Crowe are Council's Internal Auditors, having been successful in a tender process early 2018. The contract is for a period of two years, with the option to extend for 12 months at Council's sole discretion enacted in May 2020. Through the Internal Auditors, the Audit & Risk Committee develop/facilitate a rolling three-year Internal Audit Plan, which is also presented to Council.

Non-Reportable Items

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

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

Council did not conduct any significant business activities during 2019-20.

Council conducts a review annually of the threshold amounts for significant business activities to determine if there are any business activities being undertaken for the preceding financial year that may meet the thresholds to report on a new significant business activity.

In accordance with *Local Government Act 2009* (the Act) and the *Local Government Regulation 2012* (the Regulation) Council is required to make certain assessments and disclosures in relation to its 'business' activities.

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

Registers

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

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

Expenditure, Rates and Charges

Service Facility or Activity Expenditure

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

For Which Local Government Levied Special Rates or Charges

Service	Special Rate Levied	2019-20 Expenditure
Lot 1 on MLG1782:ML1782, Parish of Dunsmure, Dysart and others and Lot 1 on MLG70331:ML70331, Parish of Vermont.	No special charge levied in 2019-20	NIL
Lot 1 on MLG1831:ML1831, Parish of Bul Bul and Lot 1 on MLG70171:ML70171, Parish of Foxleigh.	No special charge levied in 2019-20	\$4,979.00

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

Business Activities

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

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

Council did not conduct any significant business activities during 2019-20.

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

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

Concessions

Rates, Rebates and Concessions

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

Summary of Concessions for Rates and Charges

Concession Total*	Financial Cost
Discount	\$5,820,562.00
Pensioner concession	\$230,936.00
Economic or social incentives	\$351,289.00

**no concessions were granted under the natural hardship clause*

Discount

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

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

Pensioner Concessions

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

Natural Hardship

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

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

Economic or Social Incentives

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

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

Customer Service



Complaints

During the 2019-20 period no incidents of Councillors being involved or alleged to be involved in the following;

- Incidents for which an order or recommendation was made under the Act
- Misconduct, complaints or inappropriate conduct
- Incidents for which Council is required to have an administrative actions complaints process to deal with complaints received

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

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

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

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

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

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

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

Complaints can be made in a number of ways:

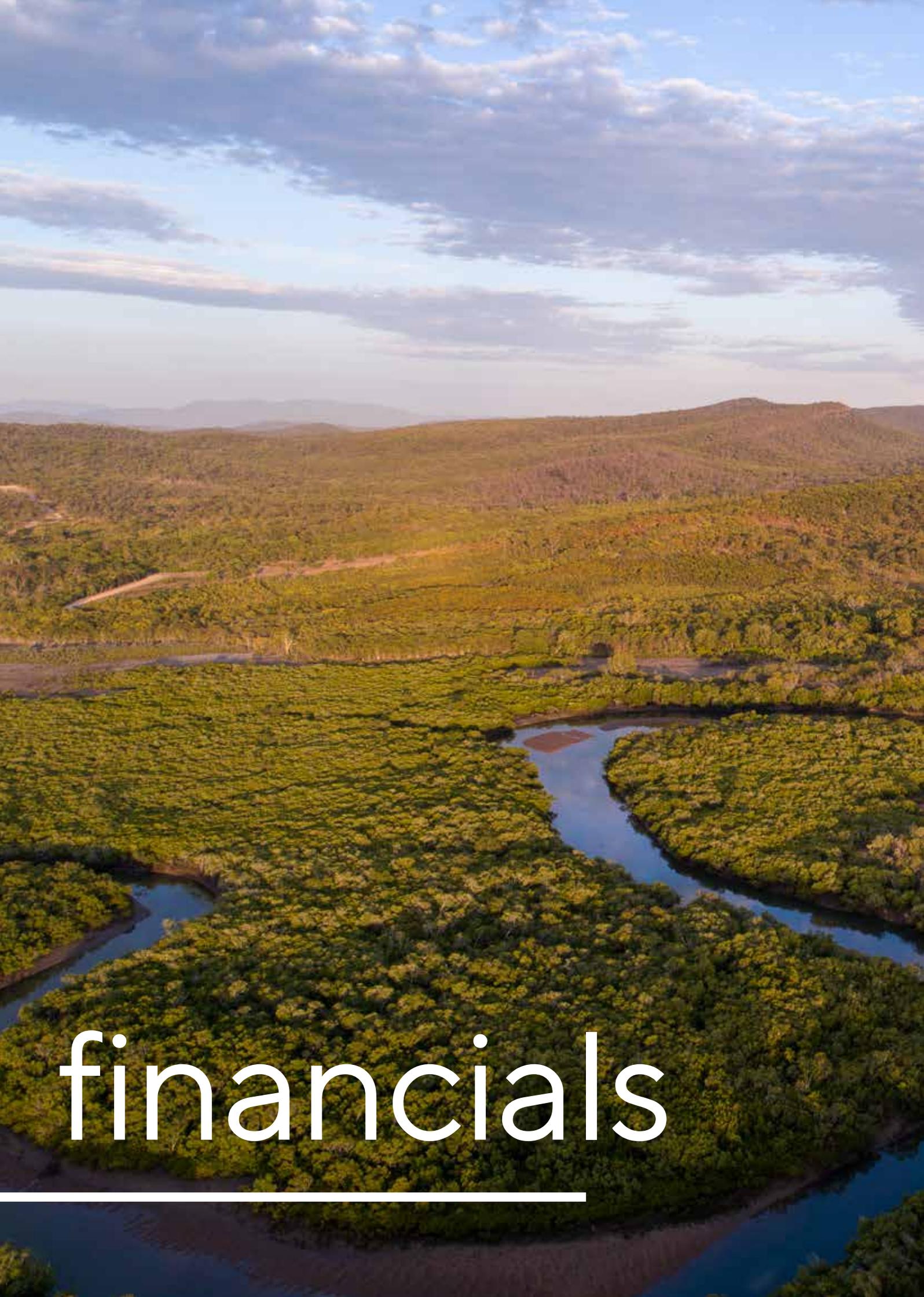
- Verbally by telephone or in person to a Council Officer
- By email to records@isaac.qld.gov.au (subject-Complaint) or online via Council's website
- In writing (by letter, fax, or by completing the Council complaints form, whether signed or unsigned)

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

Administrative Action Complaints Summary 2019-20

General Complaints	Number
Complaints resolved by the local government under the complaints management process	52
Complaints not resolved by the local government under the complaints management process that were made in the previous financial year	0

Administrative Action Complaints	Number
Complaints made to the local government	3
Complaints resolved by the local government under the administrative action complaints process	3



financials



Financial Reporting

This section outlines our financial performance and position during 2019-20, including a summary in plain language and financial statements that have been prepared in accordance with relevant legislation and accounting standards.

Community Financial Report

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

Financial statements are often difficult to understand when prepared in accordance with accounting standards. The following provides a summary and an analysis of Isaac Regional Council's financial performance and position for the 2019-20 financial year.

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

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

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

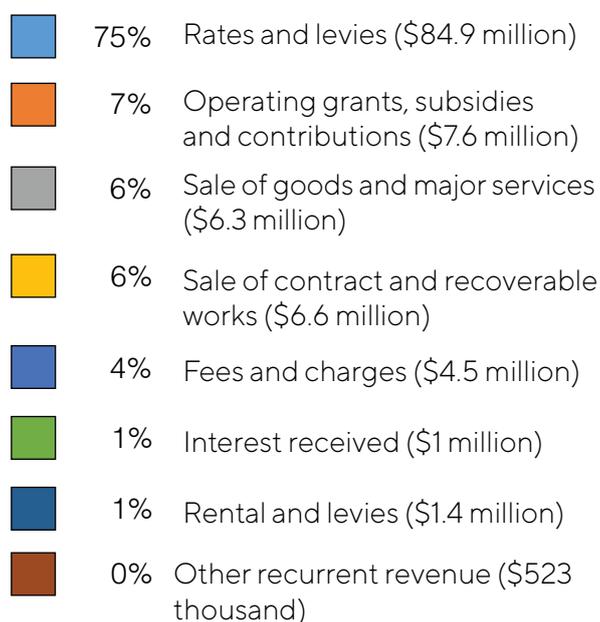
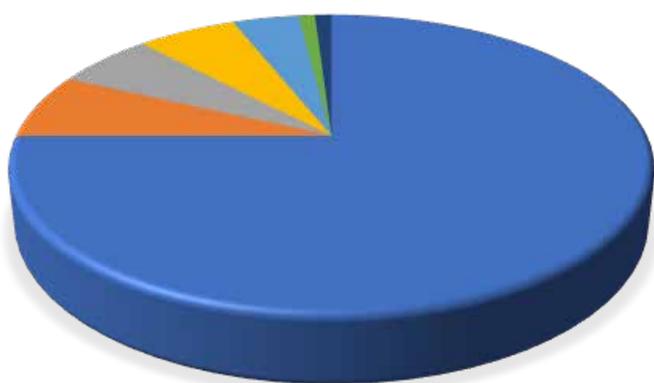
The Community Financial Report is a simplified version of the information contained in Council's Financial Statements (page 129 and on USB).

Financial Position

Income

The total income for the financial year was approximately \$138.5 million. This included operating revenue of \$112.9 million and capital revenue of \$25.6 million.

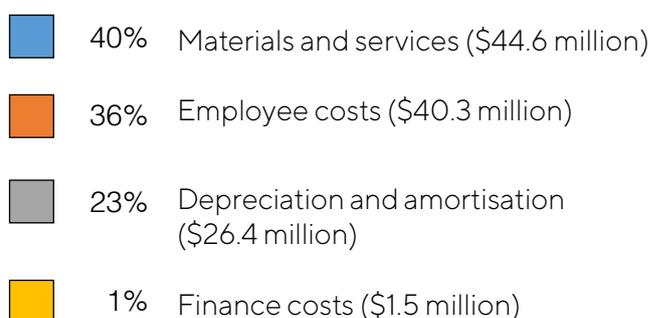
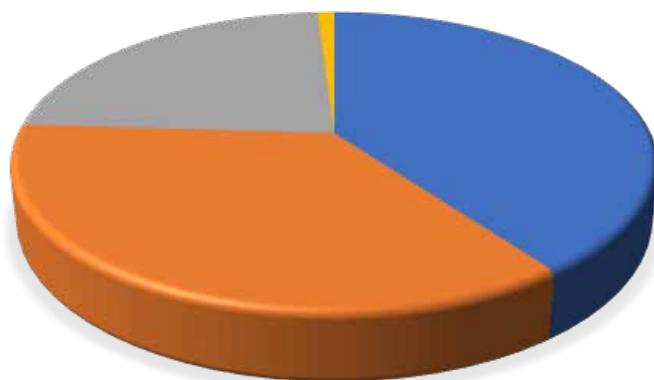
The graph below shows the breakup of operating revenue, which is predominantly derived from rates and levies.



Expenses

The total expenditure incurred for the year in providing services to the community was approximately \$122.9 million. Council undertook regular reviews of expenditure levels to ensure that funds were expended in the most efficient and effective way possible.

Council operating expenses as shown in the graph below totalled \$112.7 million. Capital expenses, typically the costs of replaced assets that were written off and re-valuation adjustments totalled \$10.2 million. Council also invested over \$51.2 million on capital projects over the year.



Assets

Assets - What We Own

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

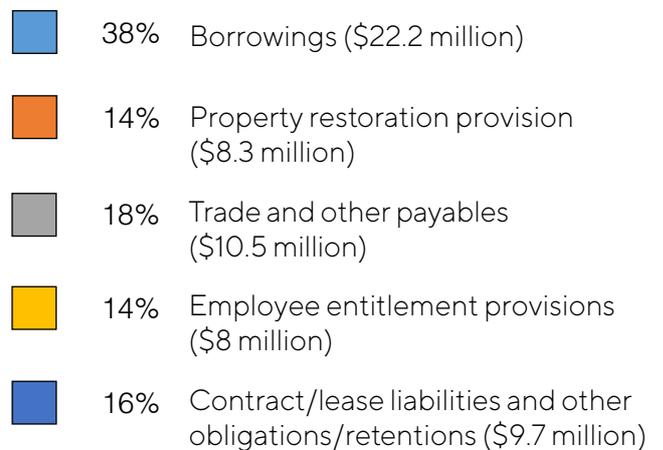
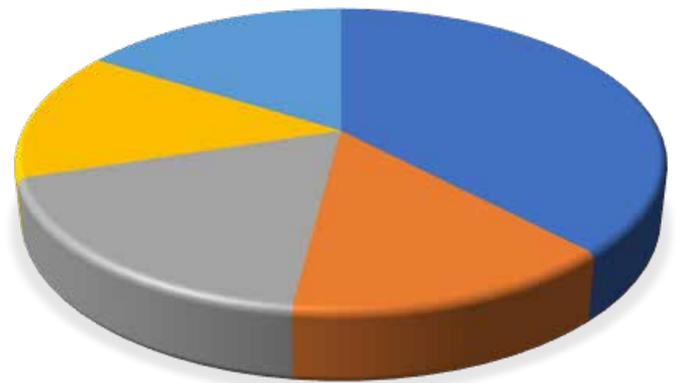
As at 30 June 2020 the total value of assets held by Council was around \$1.2 billion, which has been broken up into the respective components in the graph below.



Liabilities - What We Owe

Our liabilities are reviewed regularly as part of our long term financial strategy. As at 30 June 2020 the value of total liabilities of Council was approximately \$58.7 million. The largest part of liabilities is borrowings, which have been used to fund investment in long life infrastructure.

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



Our Net Worth

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

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

Resolutions

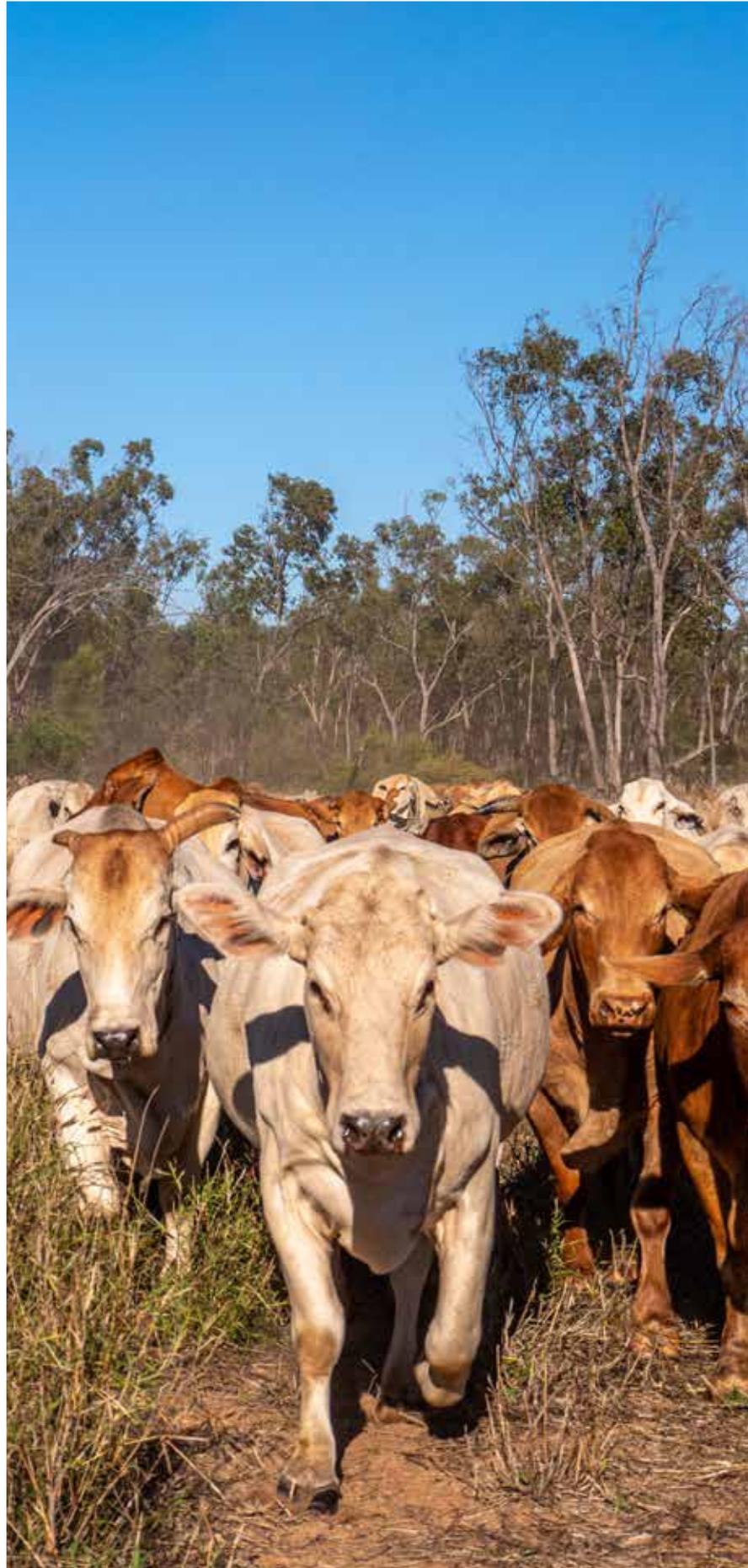
In July 2015, under resolution number 4186, Council resolved to appropriately identify Commonwealth grant funding in Council publications, including annual reports.

In accordance with this resolution, Council received \$5,601,406 in federal funding through the Financial Assistance Grants program for 2019- 20.

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

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

On 28 April 2020, under resolution number 6595, Council resolved to adopt the amended Councillor Support (Expenses Reimbursement) Policy (STAT-POL-057) under section 250(1) of the *Local Government Regulation 2012*. This policy provides for the payment of reasonable expenses incurred, or to be incurred, by Councillors for discharging their duties and responsibilities as Councillors; and provision of facilities to the Councillors for that purpose. A copy of the agenda and minutes can be viewed at: <https://www.isaac.qld.gov.au/about-council/meetings-and-minutes>.



Financial Health

Financial Sustainability Ratios

Financial Ratios assist in determining the current and future financial health of Isaac Regional Council. These ratios provide a snap shot of the financial performance without having to read the complete Financial Statements (as at 30 June 2020).

Ratio Type	Description	Performance
Asset Sustainability ratio	Capital expenditure on the replacement of assets divided by depreciation expense	122.5%
Operating surplus ratio	Operating surplus divided by total operating revenue	0.2%
Net financial liability	Total liabilities less current assets divided by total operating revenue	-15.7%
Change in community equity ratio	The percentage change in the net wealth of the council	1.9%
Interest cover ration	Net interest expense divided by total operating revenue	0.1%
Debt servicing ratio	The percentage that the Council's total recurrent revenue that is used to service loan interest and principal repayments	2.2%
General rate revenue ratio	The Council's dependence on general rate revenue as a percentage of total recurrent revenue	54.2%
Revenue ratio	The Council's dependence on net rates and utility charges as a percentage of total recurrent revenue	75.2%
Debt exposure ratio	The percentage of Council's capital debt to total community equity	2%
Working capital ratio	Unrestricted current assets available to meet current liabilities	1.99 : 1
Rate arrears ratio	The percentage of rates and charges receivable to net rate and charges revenue	5.5%

Controlled Entities

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

Isaac Affordable Housing Trust is a company limited by guarantee and does not have any share capital. Council is the sole shareholder however the board operates autonomously to Council. Of the seven directors, four positions are allocated to Council representatives, with remaining members being the Company Secretary, 1 x external Corporate (Vacant) and 1 x Community (Vacant). Control is able to be exercised by Council by determining the composition of the Board as well as the capacity to appoint and remove directors and approve grant funding.

Moranbah Early Learning Centre is a company limited by guarantee and does not have any share capital. Council is the sole shareholder however the board operates autonomously to Council. Of the five directors, three positions are allocated to Council representatives (the five members includes the Company Secretary). Control is able to be exercised by Council by determining the composition of the Board as well as the capacity to appoint and remove directors and approve grant funding.

As a controlled entity of a local government, IAHT and MELC are classified as a public-sector entity under the *Auditor-General Act 2009*. As such IAHT and MELC will be audited annually by the Auditor-General of Queensland.

For a summary of these entities, their net assets and results ended 30/6/2020, refer to note 26 in Council's financial statements.

Financial Statements

This section contains a copy of the following financial documents:

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

Our independent Audit's Report can be found in full at the back of this Annual Report



ISAAC REGIONAL COUNCIL

FINANCIAL STATEMENTS

For the year ended 30 June 2020

MANAGEMENT CERTIFICATE

For the year ended 30 June 2020

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

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

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 1 to 39, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Acting Mayor

Name: Cr Kelly Vea Vea

Date: 1 / 10 / 20



Chief Executive Officer

Name: Mr Gary Stevenson PSM

Date: 1 / 10 / 2020

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Isaac Regional Council

Report on the audit of the financial report

Opinion

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

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2020, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2020, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Acting Mayor and the Chief Executive Officer.

Basis for opinion

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

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

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

Other information

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

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2020 was the current year financial sustainability statement and long-term financial sustainability statement.

The councillors are responsible for the other information.

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

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

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

Responsibilities of the councillors for the financial report

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

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

Auditor's responsibilities for the audit of the financial report

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.

- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2020:

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



Dale Hassell
as delegate of the Auditor-General

8 October 2020

Queensland Audit Office
Brisbane

ISAAC REGIONAL COUNCIL

Current-year Financial Sustainability Statement For the year ended 30 June 2020

Measures of financial sustainability

(i) **Operating surplus ratio**

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

(ii) **Asset sustainability ratio**

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

(iii) **Net financial liabilities ratio**

Total liabilities less current assets divided by total operating revenue.

Council's performance at 30 June 2020 against key financial ratios:

	Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
Target	between 0% and 10%	greater than 90%	not greater than 60%
Actual	0.16%	122.52%	-15.69%

Note 1 - Basis of preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the Local Government Regulation 2012 and the Financial Management (Sustainability) Guideline 2013. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2020.

Certificate of Accuracy For the year ended 30 June 2020

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

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



Acting Mayor

Name: Cr Kelly Veve

Date: 1 / 10 / 20



Chief Executive Officer

Name: Mr Gary Stevenson PSM

Date: 1 / 10 / 2020





HELPING TO ENERGISE THE WORLD