Isaac Regional Council

Annual Report 2011-12
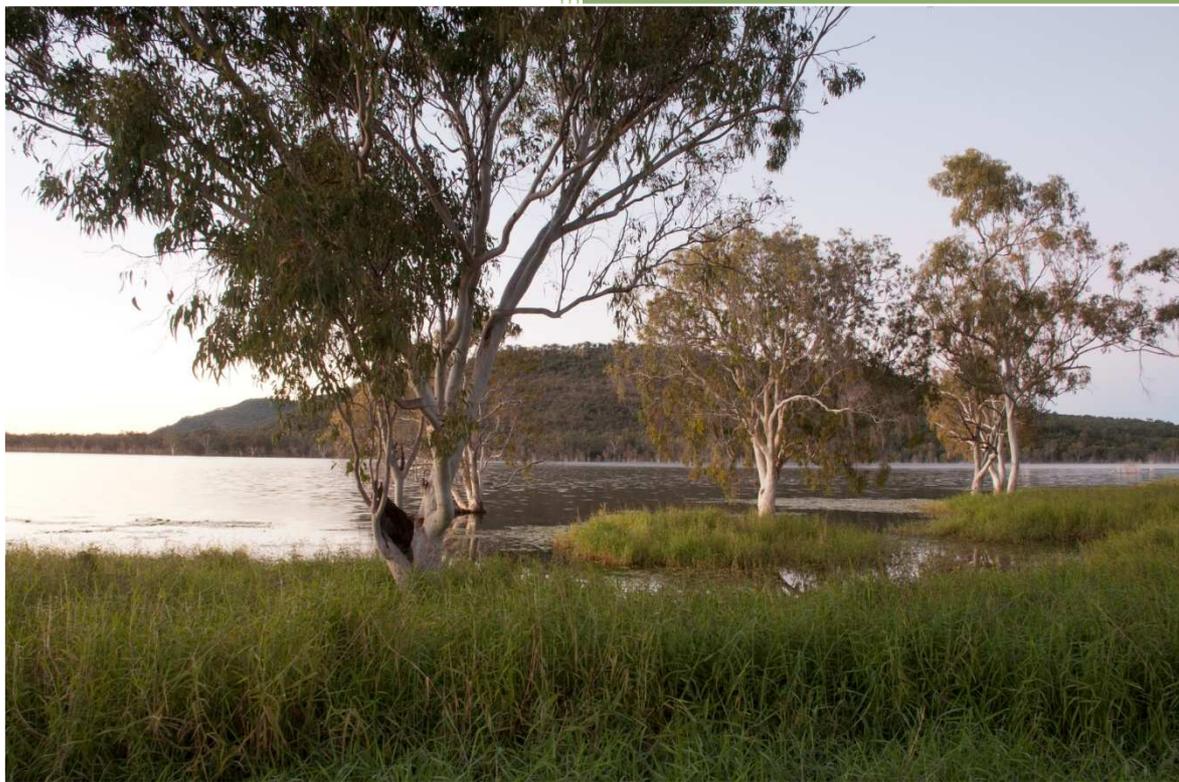
Year of Opportunity

Isaac……..the region of first choice

ISAAC
REGIONAL COUNCIL

Welcome to Isaac Regional Council's

Annual Report 2011-12

Cover image
Lake Elphinstone is a natural lake which once supported the town of Elphinstone. The lake lies within the Isaac Region, approximately 92 kilometres west of Mackay.

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

Our stakeholders include:
Parliament, Ministers, local governments, Commonwealth, state, federal, and territory governments, government departments and bodies, local and regional organisations, industry, media, staff and volunteers, communities and people of Queensland.

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

Feedback and general enquiries can also be made to:

Chief Executive Officer
Isaac Regional Council
P.O Box 97 MORANBAH QLD 4744

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

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

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

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Adopted by Council on 29 January 13

Contents

Our Vision
To be the region of first choice.

Mission
To promote and enhance the diversity of lifestyle and opportunity.

Values

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

Continuous improvement
Which means that all aspects of the organisation's operations are encouraged through a progressive and creative approach.

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

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

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

Team work and coordination
Which means that we work together to achieve a common goal.

Our corporate values determine how we make our decisions and how we act.

The value statements hang on the walls of staff rooms, and depots throughout the Isaac region. They are also proudly displayed in the foyers of the Customer Service Centres. But we can be most proud when we are commented on as living the Corporate Values of the organisation.

- These values require all officers to hold each other mutually accountable.

- The value statements will be published in all corporate publications produced by Council.

Customer Service Charter

Constant improvement

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

Prompt and efficient service

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

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

Access to Council services

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

- when you ring we will endeavour to answer your call within four rings
- we will acknowledge your letter within 5 working days
- we will acknowledge you at our reception within three minutes
- all customer service requests will be responded to within 60 business days
- customer service requests that are not dealt with within this period will be handled under Council's general complaints process
- we will also inform you of the best ways to access services from your Council

When we make mistakes

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

- listening carefully to your situation and clarifying your needs
- apologising when we have made a mistake or caused delays
- informing you of the options open to yourself and Council
- taking ownership of any Council error
- acting to fix the problem rather than determining whom to blame
- rectifying problems and mistakes quickly where we are able
- following up to ensure you know what we did

Have your say

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

Isaac Region at a Glance

Below are some facts and figures about the Isaac Region for the 2011-2012 financial year. This information will be made available on our website and updated regularly to keep users of our website updated. During the financial year 2011-2012;

- There were 322 dwelling units in new residential buildings approved in the Isaac region, with a total value of $62.8 million. In comparison, the total value of new residential building approvals in Queensland was $6,526.8 million[1].

- The total value of non-residential building approvals in the Isaac region in the 12 months ending 30 June 2012 was $33.1 million[2].

- Council managed 3 airports, 9 landfill/waste stations and 6 sewerage treatment facilities.

- Council operated mechanical workshops at Clermont, Dysart, Middlemount, Moranbah, Nebo and St Lawrence

- Council had control of an estimated 21,181.28 hectares of land that is a reserve under the Land Act 1994. Council owns and had control of 4682.86km of road.

- At the time of the 2011 Census, Isaac Region had 6,651 occupied private dwellings. Of these private dwellings, 20.9 per cent were fully owned, 14.6 per cent were being purchased and 60.8 per cent were being rented.

- There are currently 29 operational coalmines within the region and an estimated 23 proposed mines are due for construction in the very near future[3].

- Council took over the operation of the Moranbah Early Learning Centre (MELC), formerly known as Altitude.

- Council employed a total of 441 employees made up of 314 full time employees, 31 part-time employees, 22 contract employees, 63 casual employees, 10 apprentices and 1 school based trainee.

- Council employees and Council signed a new Enterprise Bargaining Agreement (EBA) in 2012.

- The Isaac libraries delivered a total of 869 Children's and Early Literacy Programs from June 2011 – June 2012 with a total of 12,495 participants.

- The Planning and Environment Directorate saw the close of the 2011 calendar year on a considerable high. The number of planning applications was up in excess of 95% on the previous year with some 238 applications being received from the previous 120 in 2010.

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[1] Office of Economic & Statistical Research (OESR) Isaac Profile 2012

[2] (OESR) Isaac Profile 2012

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

- Isaac Regional Council was successful in securing flood warning devices for the following creek crossings.
  - Lotus Creek
  - Maydowns Road (Clarke Creek) and Oakey Creek on Grasstree Road.

- Civil & Technical Directorate 2011-12 Project for Culvert Crossing at Tomahawk Creek on Bulliwallah Road was completed in November 2011, and was designed to help with flood immunity.

- In October at the *2011 Australian National Awards for Economic Development Excellence* in Adelaide Isaac Regional Council and Rio Tinto Coal Australia won the Highly Commended award for the Community Economic Development category with their Clermont Preferred Futures (CPF) partnership in the Clermont region.

  - Isaac Regional Council partnered with Queensland Health in a free Quit Smoking for Life Program offered to staff on 6 February 2012.

Clairview Landscape

Message from the Mayor

It is a great honour to serve in my first term as Mayor at the helm of the Isaac Regional Council. This report outlines Council's highlights, achievements and challenges during the year, as well as showcasing the myriad services and programs we provide to communities across our region. Despite the challenges that inevitably arise with the economy's ebbs and flows and the changing needs and expectations of the community, as we move into 2013 we look ahead with a sense of hope and optimism. With Council's strong vision for sustainable, innovative and diverse communities, we are confident our region will continue to thrive.

In August, councillors unanimously endorsed a new streamlined organisational structure and budget to better deliver key community priorities and reflect council's new direction. Six executive directorates were consolidated into three, underpinning our resource allocation strategy for services in roads, engineering, and planning and community services

This year's budget combines 'getting the basics right' with a 'planning for the future' approach. While we are going through a challenging period with slowing investment growth in new mining projects and commodity price dips placing pressure on existing operations, the medium and long-term outlook for the industry and our diverse region remains strong.

Council's increased focus on fast tracking family housing and delivering sustainable and liveable communities is now taking shape. Priority is also on roads, water and sewage infrastructure, supporting local small businesses and delivering a stronger rural voice through the Mayor's Rural Advisory Council. Policy and funding commitments will see us contribute to a more sustainable, family friendly region. We are committed to delivering value for money for ratepayers, finding savings through increased efficiency, enabling us to focus on key community priorities.

Council faces significant increased costs associated with water and sewage infrastructure delivery, compounded by the Connors' River Dam cancellation. We will continue to work closely with industry and state government on a longer-term solution for water surety and costs. Our team is working hard to ensure our budget delivers on the projects, policies and plans that will make a real difference to our region's future.

It's a balanced budget with new capital expenditure of $25.26 million in roads, $27.7 million for water and sewage network upgrades and $29 million will be invested in our most important asset – our people.

On behalf of Council I extend sincere thanks to those in our community who have contributed their time, expertise and energy to enhance our region. I also thank IRC councillors, the executive leadership team and all our staff members for their extraordinary efforts in meeting the challenges of the past year and making our region a great place to live, work, invest and visit.

Anne Baker

Message from the CEO

This year Council's new organisational structure put us on track to deliver more responsive and effective services in our communities and marks a strong first step in Council's new direction for the region. Our towns will share in capital budget injections and road investment remains a priority in this budget, with an allocation of $25.26 million. Capital expenditure for the year was *$73.1 million* and I am pleased to report Council is financially sound with assets of *$1,034.8 million* and an operating budget of *$95.5 million.*

We have welcomed the State Government's announcement to assist in fast tracking our plan to better development in Isaac communities. After actively lobbying government, planning decisions was returned to Council enabling us to fast track more family housing, easing pressure on rents and house prices. The Isaac Affordable Housing Trust has completed construction and release of six architecturally designed duplexes in Moranbah and a further four in Dysart.

Council is undertaking the largest flood recovery program the region has seen under the Natural Disaster Relief and Recovery Arrangements, a joint federal and state initiative. Repairs were required after the 2010 weather events and flooding in March 2012 and a program to repair the damaged road network has begun. At a cost projected to be more than double its current annual capital roads' program expenditure, we will deliver reconstruction work spanning 58,862 sq km to include St Lawrence, Dysart, Middlemount, Nebo, Moranbah, Glenden and Clermont.

Having two of the three projects in central and north Queensland shortlisted for the first round of the State Government's royalties for regions' program is more welcomed news. We will compete with 16 other proposals from across the state for the first slice of the $495 million program. Our two vital projects include the Dysart Medical Centre and the flood-free Belyando Estate Bridge in Moranbah.

Library and community services activity continued to grow with our population and Dysart celebrated the opening of a new library. Arts and cultural events were awarded substantial funding and Clermont hosted the inaugural Brigalow Beatz music festival.

We look forward to the new financial year as we work solidly to deliver quality services to our community.

Andrew McGregor

Isaac Divisional Boundaries

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

For the purposes of the 2012 local government elections Isaac Regional Council is divided into 8 divisions as shown in the map below.[4]

Isaac Regional Council Division Map
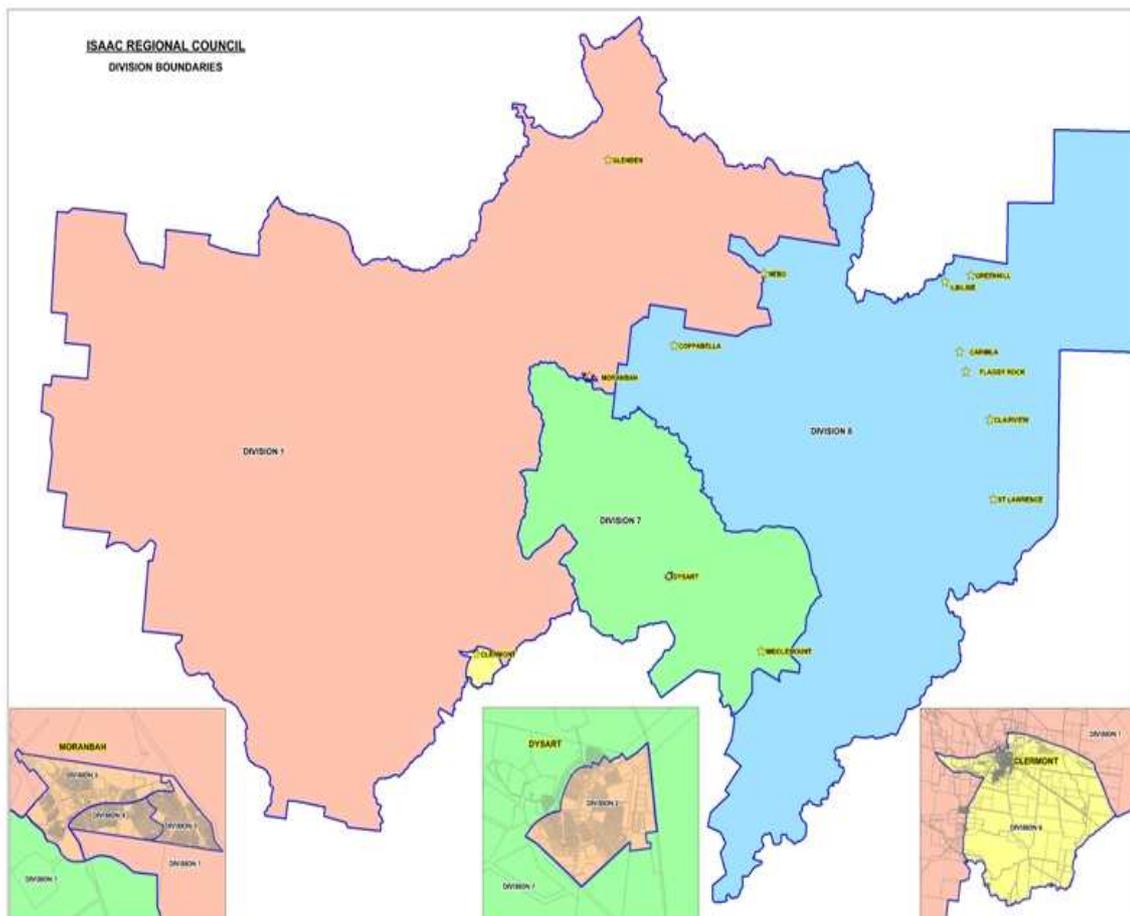
For an interactive map of electorate boundaries, please see the Electoral Commission Queensland website: www.ecq.gld.gov.au/myCouncil_2012.

[4] Electoral Commission Queensland. Online @ www.ecq.qld.gov.au

Our Council

Isaac Regional Council comprises nine elected members including the Mayor. Local Government elections initially scheduled for March 2012 were held in April due to the delay in the Queensland state elections.

There were five Mayoral candidates and when the election results were confirmed, Councillor Anne Baker was elected Mayor replacing outgoing Mayor Cedric Marshall.

Mayor First Preference Result Summary

Candidate	Votes	Vote Percentage
ROUTLEDGE, Joyce	171	2.27
BAKER, Anne	3329	44.26
CRAWFORD, Ann	757	10.06
MARSHALL, Cedric	2214	29.43
OAKES, Bob	1051	13.97
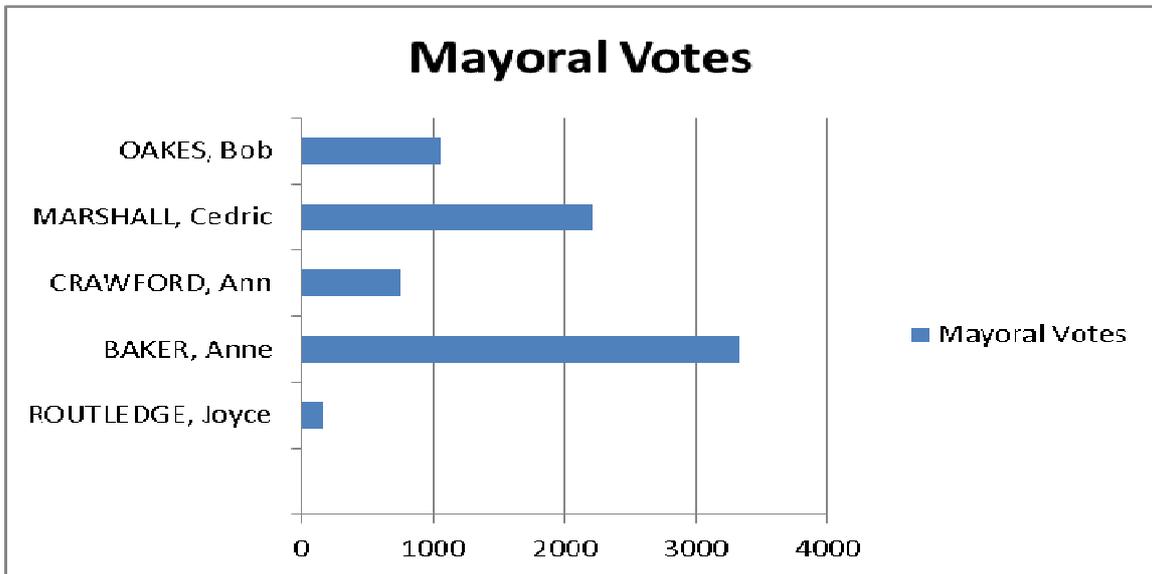
Total Formal Votes	7522
Total Informal Votes	89
Total Votes	**7611**

A total of five new Councillors were elected to office and four returned to office, including new Mayor, Anne Baker. The new Council who were elected by eligible voters in each division were sworn in at a special Council meeting on the 12 May 2012. Full election results are available online at the Electoral Commission Queensland website: www.ecq.gld.gov.au

Elected Members provide the overall strategic direction for Council. This is in accordance with provisions of the various pieces of legislation affecting local government and the desires of the community. Although elected to represent a division, Councillors, under the *Local Government Act 2009*, '…must represent the current and future interests of the residents of the local government area.'

Elected representatives as at 30 June 2012

Mayor
anne.baker@isaac.qld.gov.au

Councillor Anne Baker, a Local Government Association Member, was appointed to Belyando Shire Council in 2007 and elected as Division 4 Councillor with IRC in 2008. Cr Baker and her husband Frank have 2 children and 1 grandchild, and have lived in Moranbah for the last 15 years. Cr Baker has been chairperson of the Regional Arts Development Fund and Audit committees and a member of several local sporting committees, including junior rugby league and netball.

Division1 & Deputy Mayor
dale.appleton@isaac.qld.gov.au

Councillor Dale Appleton was re-elected to represent Division 1 and elected by fellow-councillors as deputy mayor in 2012. His first appointment as councillor was in 2009. He is a member of AgForce, the Mistake Creek Progress Association and the Saleyards committee. A cattle producer based in Clermont, he has had a long association with the cattle industry. He is married to Kris and they have three sons, all who live and work in the Isaac region. His 11 grandchildren are the sixth generation of the Appleton family in the Clermont district. Councillor Appleton is keen to represent the current and future interests of residents in rural and remote areas.

Division 2
nick.wheeler@isaac.qld.gov.au

Councillor Nick Wheeler was elected to represent Division 2 in 2012. He worked as a miner at Norwich Park mine for 30 years and he was CFMEU secretary for 8 years. He is married to Freda and they have two children – a daughter in Dysart and son in Moranbah. Councillor Wheeler was Dysart Ladies Softball president for 18 years and involved in the early days of the ambulance centre. He is the Dysart Lions' Club president and Dysart State School P&C president. His time is mostly spent with community activities and issues.

Division 3
gina.lacey@isaac.qld.gov.au

Councillor Gina Lacey was re-elected in 2012 to represent Division 3, making it her third term on Council. She was elected a member of the Belyando Shire Council in 2004 and in 2008 elected to represent her division with the Isaac Regional Council. For eight years Councillor Lacey was the event coordinator for May Day, the CFMEU 10km run and the Combined Union Christmas Party. She was CFMEU's office manager for 15 years and 7 years in small business, including the Purple Grape Café/Bar and is the current co- owner of Zootown, a menswear store in Moranbah. Married to Clint, they have two children. She has lived in Moranbah for more than 35 years. She is a keen rugby league supporter and spectator and enjoys entertaining, catching up with friends and family, camping and junior sports with her children.

Division 4
peter.freeleagus@isaac.qld.gov.au

Councillor Peter Freeleagus was elected to the Isaac Regional Council in 2012 to represent Division 4.   He was first elected to Belyando Shire Council in March 1997, appointed Belyando Shire Deputy Mayor in 2000 and Mayor in August 2003. Re-elected as Mayor 2004 to 2008 and represented the region on a number of local, regional and state committees. Councillor Freeleagus is a member of the Moranbah Cumulative Impacts Group and Regional Development Australia's (RDA) Mackay Whitsunday committee which supports the regional council areas of Mackay, Isaac and Whitsundays – a community based organization jointly funded by the Australian and Queensland governments.

Division 5
kelly.veavea@isaac.qld.gov.au

Councillor Kelly Vea Vea Having grown up in Collinsville, Cr Vea Vea moved to Moranbah with her young family five years ago. As 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. Cr Vea Vea is passionate about lobbying for policy change, and better funding for our region. In her role, Cr Vea Vea intends to strongly advocate for Isaac communities on issues that matter, whether that is with mining companies, the State or Federal Governments.

Division 6
barbara.stranks@isaac.qld.gov.au

Councillor Barbara Stranks Councillor Stranks was elected to represent Division 6 in 2012. She has worked closely with the Clermont and Moranbah communities for many years. She has worked in local government for more than 10 years in the roles of Community Development Officer and Commercial Services Manager. Prior to this she was a family day care coordinator. She is treasurer of Clermont Community Housing and Other Services, Central Highlands' Stock Horse Society secretary, Flying Arts regional representative and a member of the Clermont Community Consultative committee. Councillor Stranks is married to Charlie and they have 3 children and 2 grandchildren. She enjoys breeding Australian stock horses, textile arts, embroidery and spending time with her grandchildren.

Division7
jane.pickels@isaac.qld.gov.au

Councillor Jane Pickels was elected to represent Division 7 in 2012. Councillor Pickels has had eight years working in customer service with the Broadsound Shire Council and Isaac Regional Council. Moving to Queensland in 1984 she quickly became involved in the community through committee work with Moranbah Neighbourhood Centre, Moranbah Hawks' Soccer, Nebo State School P&C and Middlemount tennis, rugby league and netball associations. She is a member of Middlemount's Community Sports' Association, the

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

Councillor Geoff Bethel has been involved with local government for many years previously holding a position on Broadsound Shire Council. He is a landholder in the Isaac region and has been involved in the cattle and grain industries since the 1973 Brigalow Scheme Ballot. He has a keen interest in land care and related initiatives. Councillor Bethel is married to Ruth and they have four children, all who live and work in the Isaac region.

Division 8
geoff.bethel@isaac.qld.gov.au

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

Responsibilities of Councillors

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

Legislative Responsibilities
Under section 12 of the *Local Government Act* (the Act) *2009* all councillors of a local government have the same responsibilities, but the mayor has some extra responsibilities.

Councillors must ensure the Council:
- discharges its responsibilities under this Act; and
- achieves its corporate and community plans; and
- complies with all laws that apply to local governments by:
- providing high quality leadership to the local government and the community;
  - o participating in council meetings, policy development, and decision making, for the benefit of the local government area;
  - o being accountable to the community for the local government's performance;
  - o complying with the Queensland Contact with Lobbyists Code.

The mayor has the following extra responsibilities:
Leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings:

- proposing the adoption of the local government's budget;
- liaising with the chief executive officer on behalf of the other councillors;
- leading, managing, and providing strategic direction to, the chief executive officer in order to achieve the high quality administration of the local government;
- directing the chief executive officer, in accordance with the local government's policies;
- conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example);
- ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister;
- being a member of each standing committee of the local government;
- representing the local government at ceremonial or civic functions.

Outgoing Councillors

Isaac Regional Council wishes to publicly thank and acknowledge the contribution of the following former Councillors for their service to the Isaac Region during the 2011-2012 financial year.

**Cedric Marshall
(former Mayor)**

Rob Williams – Division 6

**Roger Ferguson – Division 5
(former Deputy Mayor)**

Donald Black – Division 7

Ann Crawford – Division 2

Office of the CEO

Andrew McGregor (Acting CEO)

"*It's an exciting time to be working in local government and particularly the Isaac Region.*"
Andrew McGregor, Acting CEO

Andrew McGregor was appointed acting CEO following the resignation of Mark Crawley on 27 August 2012.

Andrew has 20 years' of leadership experience in local government in Australia and New Zealand. Andrew has worked in roles of engineering services, sewerage and water and as an Executive Director since the amalgamation of the Isaac Regional Council in 2008.

Mr McGregor has a Master of Business Administration (MBA) from Deakin University and is a Chartered Professional Engineer. Andrew will fill the role in an acting capacity until a permanent appointment is made, after a thorough executive recruitment and selection process has been undertaken.

Roles and responsibilities of the CEO

Under the *Local Government Act 2009* the CEO has the same responsibilities as other employees but has the following extra responsibilities by managing the local government in a way that promotes:
- the effective, efficient and economical management of public resources; and
- excellence in service delivery; and
- continual improvement;
- managing the other local government employees through management practices that:
    - o promote equal employment opportunities; and
    - o are responsive to the local government's policies and priorities;
    - o establishing and implementing goals and practices in accordance with the policies and priorities of the local government;
- establishing and implementing practices about access and equity to ensure that members of the community have access to:
    - o local government programs; and
    - o appropriate avenues for reviewing local government decisions;

Outgoing CEO Mark Crawley

Isaac Regional Council wishes to publicly acknowledge and thank outgoing CEO, Mark Crawley, for his service to Isaac Regional Council and the Isaac communities. Mr Crawley served as CEO of Isaac Regional Council from July 2008 to August 2012.

Council Employees

It is often said that local government, as the third tier of government, is the closest to the people and the communities it services.

As stated in last years Annual Report, the most valued resource of a Council is its employees. Where 'Council' is the executive arm of Isaac Regional Council and is responsible for setting the strategic direction Council employees form the administrative arm of Council that is responsible for carrying out the day to day duties of Council. There is a clear separation between the responsibilities of the executive and administrative arms of Council. However, in order to provide the Isaac communities and Councils many stakeholders with an acceptable level of service requires a clear understanding of the responsibilities of each arm. How Council aims to achieve this is detailed further in the report under Governance Framework.

As at 30 June 2012 Council had received 155 resignations and commenced 212 employees. Compared to last financial year Council received 134 resignations and commenced 121 employees.

Comparative Employee Statistics for the financial years 2011-12 and 2010-11.

As at 30 June 2012, Council employed:

- 314 permanent full-time employees,
- 31 permanent part-time employees,
- 63 casual employees,
- 22 contract employees,
- 1   school based trainees and
- 10 apprentices.

As at 30 June 2011, Council employed:

- 258 permanent full-time employees,
- 29 permanent part-time employees,
- 66 casual employees,
- 26 contract employees,
- 2   school based trainees and
- 4 apprentices

Employee Classification as at 31 June 12
- Permanent full-time Employees
- Permanent Part-time Employees
- Casual Employees
- School Based
- Aprentices
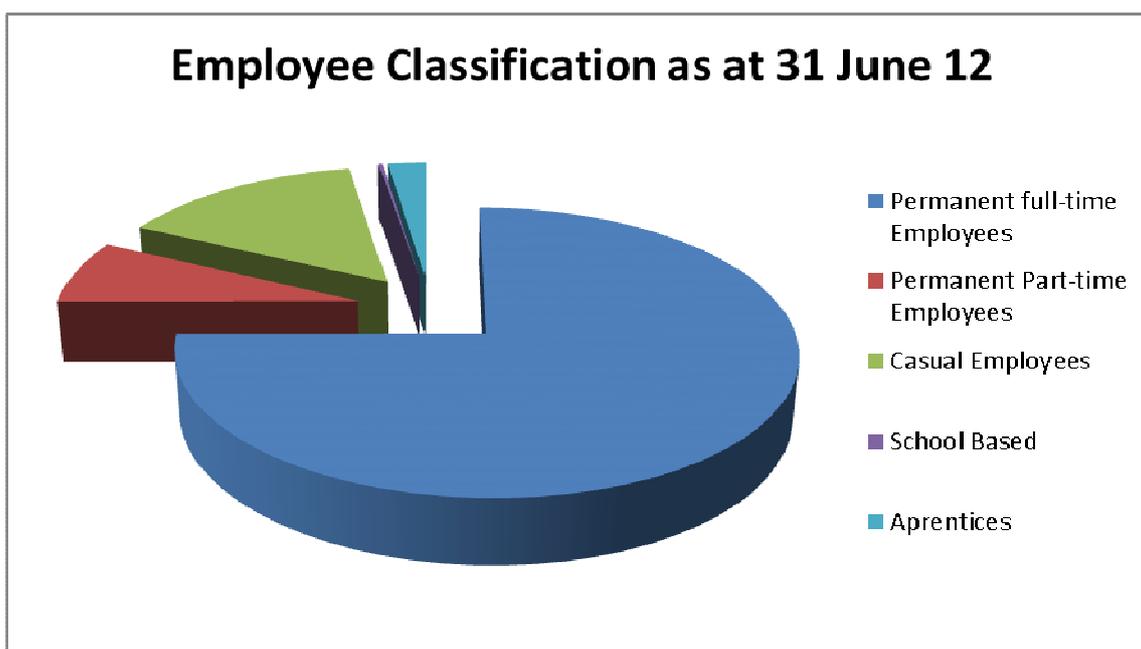
Organisational Structure

As at 30 June 2012 Council had six directorates each headed by an Executive Director. Details of the Executive Directors are provided on the following pages.
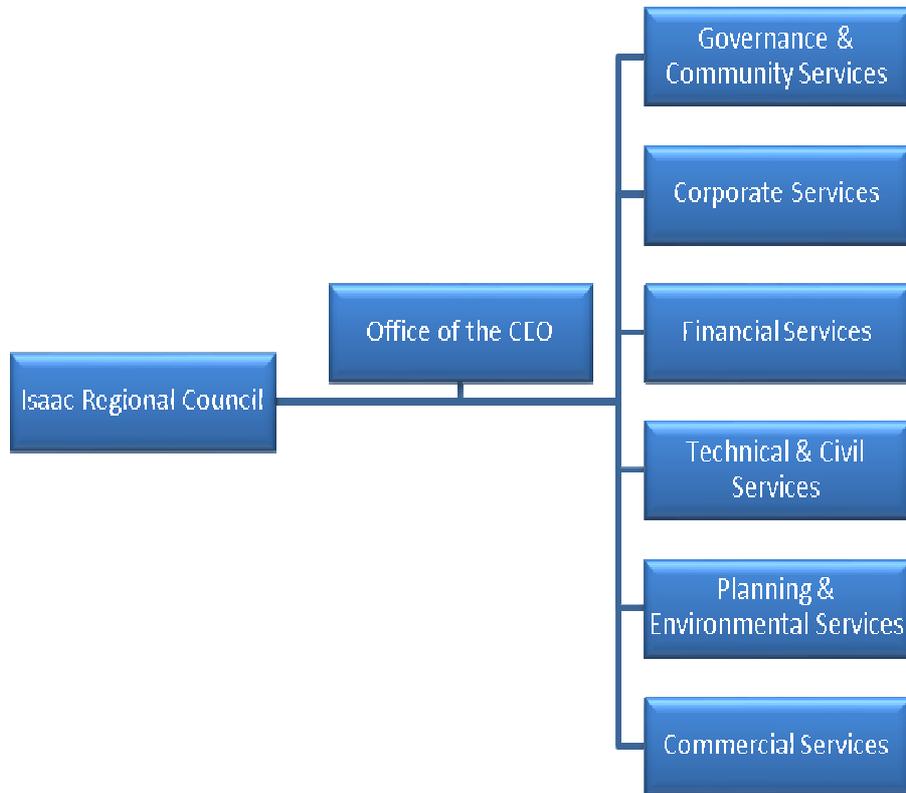
Core Responsibilities of Directorates

Each directorate is lead by an Executive Director who is ultimately responsible for providing leadership for the work of the directorate.

Commercial Services
- Water services
- Sewerage services
- Refuse collection & waste management
- Airport management
- Fleet management
- Private works

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

Financial Services
- Financial Management
- Asset Management
- Performance Reporting
- Rates
- Grants
- Purchasing Stores
- Budget & Monitoring

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

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

Technical & Civil Services
- Road maintenance and construction
- Main roads contracts
- Major projects
- Parks, Gardens and open public spaces
- Urban services
- Drainage/ flood damage
- Road inspections
- Asset data collection
- Depots

Leadership

The Elected Members provide the overall strategic direction for Council in line with legislative provisions effecting Local Government and the desires of the community.

Council's managers and leaders each have a responsibility for:-

- Shaping strategic thinking;
- Focusing on achieving results;
- Building accountability;
- Building strong working relationships;
- Setting an example through personal drive and integrity; and
- Communicating with influence.

Leadership is encouraged throughout all levels within Isaac Regional Council. The Executive Leadership Team (ELT) actively encourages staff to display leadership and access opportunities for self-development and self-improvement. Opportunities are provided for staff to undertake training and professional development. Isaac Regional Council has a positive culture in relation to its approach to further training and staff development.

The Executive Leadership Team

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

The purpose of the Executive Leadership Team is to establish a positive working culture through:
- Leadership
- Strategic Direction
- Listening and active communication
- Setting high standards
- Resourcing appropriately.

Executive Leadership Team for the 2011-12 financial year.

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

Governance and Community Services
Peter Hackshaw (resigned 25 May 2012)
Originally from New Zealand, Peter had a varied career prior to entering local government including positions in banking, insurance, and car hire and hospital administration. Peter has a Bachelor of Business from Charles Sturt University in Bathurst. His local government career commenced in New South Wales in 1982 and in 1986 he began 18 years as CEO with the former Peak Downs Shire Council. This was followed by work at Richmond in far North West Queensland, Fitzroy River Water, Biggenden and Murgon Shires prior to taking up the position of Director of Sustainability in the newly formed South Burnett Regional Council upon amalgamation in March 2008.

Corporate Service
Margi Lloyd (Resigned 12 March 2012)
As Director of Corporate Services Margi had a strong background in Corporate Services and Property Management. Her vast experience was gained over twenty years working for various State and Commonwealth agencies and private industry. Margi holds a Bachelor of Business. Margi resigned 12 March 2012 and was replaced by Natalie Kent from the Local Government Association of Queensland (LGAQ) until the 31 August 2012

Technical and Civil Services
Pat White (Resigned 25 June 2012)
Pat holds extensive management experience across a number of business sectors having worked in South Africa and New Zealand prior to moving to Australia in 1980. During his career he successfully managed a number of engineering and technical organisations. Before Pat joined Nebo Shire Council in May 2007, as Manager Technical Services, he was the CEO of an agricultural engineering business.

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

Council in 1999. During 2000-05 he was Development Control Officer for Richmond Valley Council before joining Belyando Shire Council as the Director, Planning and Environmental Services.

Financial Services
Mark Crawley (resigned on 27 August 2012).
(Acting Executive Director)
Mark became acting Executive Director in 2011. Mark's career in local government began 27 years ago with most of his career served in Western Queensland. Mark has held senior positions within the industry for 17 years with 11 of those as a CEO.

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

Mark was appreciative of the opportunities that were provided as a consequence of the role local government plays within the communities.

Leadership Team (LT)

The Leadership Team comprises the Executive Leadership Team (ELT) plus Managers. It is the team that will be most likely to assist with the significant cultural change that is required for Council following the introduction of Local Government Reform in 2008.

The purpose of the LT Team is to:-

- make the organisation's vision a reality by harnessing our collective knowledge and strengths through:-
- coordination, creating unity and clarity of focus, with proactive planning.
- communication – One Isaac One Voice
- contributing to the positive message of Isaac Regional Council
- encouraging ownership throughout the organisation.

Governance Framework

Isaac Regional Councils Governance Framework sets out how Council will achieve the community and strategic goals and operational objectives. The overall aim of the framework is to drive performance improvement while meeting our governance responsibilities and legislative requirements.

The framework outlines the principles, elements and mechanisms used by Council to support a strong focus on effective governance through strong leadership, responsible and ethical decision-making, management and accountability, and performance improvement.

Our Corporate governance arrangements must continually evolve to ensure that organisational and service delivery objectives are met effectively, efficiently and transparently. Accordingly, the Governance Framework will be reviewed annually, or as required, to support change to Councils strategic priorities or major structural change. However, the fundamental principles of good governance outlined in this Governance Framework will be maintained.

The framework provides an overview of the measures that have been put in place in order to assist Elected Members and the Chief Executive Officer in meeting their governance responsibilities. The framework also provides the necessary mechanisms to encourage and facilitate a culture of continuous improvement, accepted and embedded in our staff, and promote the confidence, understanding and commitment of Council to what has to be done and how it will be done, consistent with our values.

Governance Principles

The six principles below have been identified by the Australian National Audit Office as being essential to achieving better practice governance in the public sector.

- Transparency
- Accountability
- Integration
- Leadership
- Integrity
- Commitment

Furthermore, the principles of Integrity, Accountability, Transparency and Commitment are also enshrined in the *Public Sector Ethics Act (PSEA) 1994*, and are recognised as being fundamental to good public administration.

Scope

The Chief Executive Officer (CEO) and Elected Members oversee Council's corporate governance. This framework provides the mechanism for –

- Alignment of Council's goals, objectives and priorities to meet the communities outcomes;
- Undertaking decision making in a transparent, consistent, efficient, ethical and fair manner;
- Achieving and maintaining stakeholder satisfaction with Council's decision-making processes.

Establishing systems, structures and processes that are streamlined, effective and support cooperative action;

- Supporting leadership throughout Isaac Regional Council, with individuals being responsible for the choices they make and their impact on Council's goals and objectives;
- Improving future decision processes through learning from experience and monitoring performance against goals and objectives;
- Working together to adapt to a modern diverse local government environment;
- Achieving consistency between all governance elements across and within Isaac Regional Council;
- Identifying, analysing and evaluating opportunities and risks; and
- Aligning with Council's Corporate Values.

Review of Governance Framework

The Executive Leadership Team (ELT) in conjunction with the Elected Member's shall review this Framework annually, or as required. The Framework focuses on eight priority components –

- Leadership
- Policies, Procedures and Delegations
- Stakeholder Engagement
- Performance Management Framework
- Service Delivery and Project Management
- Continuous Improvement
- Complaints Management and
- Accountability Mechanisms

Policies, Procedures and Delegations

Council's policies and procedures guide the decisions and actions and assign responsibility to officers to support service delivery. Council has three categories of Policy, Statutory (policy required in legislation), Strategic (policy set by the Council) and Administrative (Organisational Directives, set by the Chief Executive Officer).

Many policies are also supported by a number of procedural documents. These documents assist our employees with correct process for certain components of the work that Council undertakes, on behalf of the community and in accordance with the many pieces of legislation that impact on local government.

Policy Framework
A policy framework has been developed for the guidance of classification and categorisation of Council policy documents. The aim is to provide a framework to encourage consistency, control, clarity, and quality in the development, approval and review processes associated with policy. It also provides a policy development process that informs decision making processes across Council.

Delegations

Certain powers are delegated to the Chief Executive Officer by Council. The Chief Executive Officer may in turn also delegate certain responsibilities and powers to other officers. There are some powers though that the Chief Executive Officer can not delegate and must be retained under legislation.

Council's Delegations Register assigns levels of authority (delegations) that align with certain positions within Isaac Regional Council. These delegations authorise position holders to administer certain day to day activities as we continue to serve the communities of the Isaac Regional Council area. Financial delegations are also provided to certain purchasing officers within Council. The delegations are set up to provide separation of duties within the purchasing framework. A copy of the financial delegations can be found in Council's Purchasing Policy.

Stakeholder Engagement

Stakeholder engagement has recently been identified as being essential to business success both within public and private sectors.

Definition: A stakeholder is an individual, group or organisation that has a direct or indirect stake in an organisation because it affects or can be affected by an organisations actions, decisions or policies. However, all stakeholders are not equal and different stakeholders are entitled to different considerations. For example, Councils customers are entitled to receive prompt professional service but they are not entitled to the same consideration as Councils employees. A community can be considered a stakeholder as may the state and federal government, mining sector, media, and private sector businesses and industry.

Community Engagement

Under the Local Government Act 2009, Local Governments are required to have a Community Engagement Policy. Community engagement, or public participation as it is often referred to, is defined by the International Association of Public Participation (IAPP) as, '…any process that involves the public in problem-solving or decision-making, and that uses public input to make better decisions' (2002).

In view of this Council aims to position itself amongst local, regional and national audiences:-
• As a diverse and forward thinking organisation, dedicated to sustainable living, and committed to working as the voice of the entire community.
• As industry friendly, business friendly and therefore a vital part of the overall solution.
• 'One Council'
• Focussed on the future
• Committed to our community
• Professional, responsive and responsible

For the purpose of the Community Engagement Policy, Council chooses to work with the Public Participation Spectrum definitions namely: inform, consult, involve, collaborate and empower. This model was developed by the International Association for Public Participation (IAPP) and is largely accepted as best practice.

The table below, IAP2 Public Participation Spectrum, outlines the core goals, promises and tools Isaac Regional Council will identify within any engagement activity it undertakes.

IAP2 Public Participation Spectrum Developed by the International Association for Public Participation				
GOALS				
INFORM	**CONSULT**	**INVOLVE**	**COLLABORATE**	**EMPOWER**
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC				
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum possible extent.	We will implement what you decide.
EXAMPLE TOOLS				
o Fact sheets o Web sites o Open houses	o Public comment o Focus groups o Surveys o Public meetings	o Workshops o Deliberative polling	o Citizen advisory committees o Consensus building o Participatory decision-making	o Citizen juries o Ballots o Delegated decisions

Council Meetings

Council conducts an ordinary meeting each month during the year. Items for consideration by Council are to be provided to the Chief Executive Officer in sufficient time to allow for Officers to research and prepare a report for Council's consideration.

Meetings are held in the boardroom of the Corporate Office located in Grosvenor Complex, Batchelor Parade, and Moranbah. Meetings are held on the fourth Tuesday of each month commencing at 8.30am. Members of the public are welcome to attend.

Meetings are conducted in accordance with the Standing Orders adopted by Council and Best Practice as suggested by the Department of Infrastructure and Planning.

Community Round Tables

Each month the Councillors, Chief Executive Officer and members of the Governance and Communications team meet with members of the individual communities through a Community Round Table Process.

The Community Round Table consists of the following elements:-

- A briefing of Council's projects within the region
- Community Group deputations of 30 – 45 minutes
- Agreed outcomes prior to departure from meeting

All data collected on the day is done so in accordance with the *Information Privacy Act 2009.*

The calendar for Council Meetings and Community Round Tables is available on Council's Website www.isaac.qld.gov.au.

Friday Regional Office Visits

Each Friday the Mayor and the Chief Executive Officer are available for deputations and meeting within the Regional Communities. The Mayor and Chief Executive Officer travel to the other centres of Glenden/Nebo, Middlemount/Dysart, Clermont and St. Lawrence each Friday they are able to, barring other prior commitments. The Mayor and Chief Executive Officer are not in the same centre at the same time. If the Mayor is visiting Clermont the Chief Executive Officer is usually visiting St. Lawrence and vice versa. Members of the public may book deputations and meetings with either the Mayor or Chief Executive Officer when they are in the regional centres.

Greenhill Beach

Performance Management Framework

Community Plan

Council has engaged with the Isaac Regional Council communities to ascertain their vision for the next 10years. The plan has been validated by the stakeholders and Council and was adopted in 2011. This is the Planning Document from which all other plans are based.

Strategic Planning and Reporting on Performance

Council utilises the Corporate and Operational Plans to look at the strategies to achieve the outcomes in the Community Plan. The Corporate Plan covers a 5-year period while the Operational Plan looks at a one-year snapshot and the Council's Budget is formulated from the strategies and outcomes in the Operational Plan.

Budgeting and Financial Planning

The budget formulation is to commence in April of each year to enable the adoption of the budget before the end of the current financial year.

A separate set of Budget Guidelines has been prepared to provide more detail about the preparation and processes around the budget. The guidelines are released from the Office of the Chief Executive Officer and a copy is available on Council's website.

Monitoring and Review

Council conducts a budget review at 6 months, 9 months and carry over is provided as a consequence of year end. Responsible Budget Officers within Council are required to continually monitor their individual spend and ensure they remain within budget.

A separate report is also required to be forwarded to the Department addressing the following areas:-

- Asset Management
- Community Engagement
- Governance
- Long Term Financial Model

The Local Government Grants Commission and Department also require a return to be completed each year to provide comparison reports across all Queensland Councils and is categorised into Councils of like size.

Risk Assessment and Management

Isaac Regional Council is part of the insurance schemes Local Government Mutual (LGM) & Local Government Workcare (LGW) through Jardine Lloyd Thomson (JLT). JLT have engaged Regional Risk Coordinators (RRC) to work with Councils to implement Enterprise Risk Management Framework's.

The risk management framework is based on Risk Management Standard AS/NZS ISO 31000-2009. The work of the RRC will support the change management process by identifying and minimising potential adverse risks that may impact on Council.

Purpose:- Enterprise Risk Management (ERM) is a sound management process for helping Councils to achieve the strategies and objectives outlined in their Corporate Plan, thus providing the following benefits:-
1. Lower insurance costs and claims. Councils with a robust risk management culture and framework assist with the mitigation of risk and are seen in a positive light by insurers. The successful development and implementation of risk mitigation will therefore have a flow on positive effect on insurable risks e.g. Liability, Professional Indemnity and Workcare, and potentially reduce annual contribution levels;
2. Reduced likelihood of reputation damage caused by unexpected surprises;
3. Compliance with the *Local Government Act 2009*;
4. Compliance with Qld Audit Office requirement to have processes and controls in place for managing and monitoring financial and other types of risks;
5. Minimises the possibility of legal action against CEO's and Senior Executives, as this is becoming more common. The establishment of a risk management framework and subsequent documented processes is accepted by Courts of Law as evidence of good governance. Having consistent policies and procedures in place, and part of Council's culture will assist in defending Council's position and reputation;
6. Provides a formal structure around which Councils can take advantage of new opportunities as they arise, especially if cost savings are made on other areas;
7. Contributes to positive cultural change within Council, whereby staff at every level are both aware of, and proactive in practicing Risk Management as part of their daily jobs.

The rollout of the Enterprise Risk Management Framework will take place through the ELT and overseen by the Audit Committee. The suggested format is as follows:-
1. Conduct a series of interviews with CEO, Executive Directors and Managers;
2. Conduct combined ERM Awareness Sessions for Councillors, CEO and ELT;
3. Conduct strategy workshop with CEO and ELT to develop a Risk Management Policy and guidelines;
4. Information sessions for Audit Committee;
5. Conduct workshops for Managers or Supervisors;
6. Develop Risk Awareness training for all staff.

Performance Management System

Council's performance management system has been adopted and is based on the Executive Performance Management Guide released by Local Government Managers Australia (LGMA), Queensland in 2009.

The guide was released and intended to enhance the performance of Councils by implementing or improving their executive performance management system. Such systems are designed to ensure that the performance of local government executives is optimised to assist the local government to achieve its strategic goals.

The performance management system is based on five key steps:-

1. Establishing the Performance Agreement
2. Optimising Success
3. Monitoring Performance
4. The Annual Performance Review
5. Revision of Performance Agreement

The Corporate Values of Isaac Regional Council are incorporated in the Performance Agreements for the Chief Executive Officer, Executive Directors and is being incorporated into the Manager's Agreements also. This will allow for a measure of the individual against the Corporate Values adopted by Council.

The Chief Executive Officer is covered under such a system and requires all Executive Directors and Managers to have an executive performance agreement in place in accordance with their duties and responsibilities under their Contract of Employment and role with Council.

Council also has a performance management procedure for all Council employees. The purpose of this procedure is to ensure that all Council employees are treated consistently, fairly and reasonably and in a prompt and constructive manner when performance management is initiated either in a positive or negative context. The process of performance management has the dual purpose of supporting individual professional development while encouraging accountability against roles and responsibilities, i.e. Key Performance Indicators (KPI).

Equal Employment Opportunity

Isaac Regional Council is committed to a policy of Equal Employment Opportunity (EEO), fair treatment and non-discrimination for all existing and future employees. The EEO Plan and Policy has been developed in accordance with the *Anti-Discrimination Act 1991* and the *Local Government Regulations 2010, Part 6.*

All employment practices (recruitment, selection, training and employment, promotion and transfer and all other terms and conditions of service) are based on the merit of the individual against specific job requirements. Existing and future employees will not be discriminated against in their employment on the grounds of race, colour, national origin, sex, gender identity, religion, marital status, age, physical and intellectual impairment political convictions and sexual preferences.

Council will, through its EEO Management Plan, ensure any discriminatory practices are removed from its policies and procedures and will recognise and encourage employees on the basis of their abilities, aptitudes, qualifications and skills, through the implementation and monitoring of effective Human Resources (HR) policies and procedures. Council will, through its EEO Management Plan, ensure that Council meets both its legal responsibilities and corporate goals and objectives.

Code of Conduct for Employees

The Code of Conduct was developed in accordance with the requirements of the *Public Sector Ethics Act (PSEA) 1994*, which provides a set of ethic principles and values. These principles outline the expected behaviour of government employees. Council will recognise positive behaviour and will seek to correct behaviour which is inconsistent with the Code. Where behaviour is not acceptable, appropriate disciplinary action will be taken. The Code aims to foster and maintain public trust and confidence in the integrity and professionalism of Isaac Regional Council staff and contractors by ensuring that they shall:-

    (a)   maintain appropriate standards of conduct;
    (b)   develop, where necessary, those skills necessary for the efficient performance of their duties;
    (c)   maintain fairness and equity in decision making; and
    (d)   maintain and enhance the reputation of Isaac Regional Council.

Key Ethical and Behavioural Obligations

Councillors must:

- ensure their personal conduct does not reflect adversely on the reputation of Council;
- demonstrate respect for fellow councillors, council staff and other members of the public;
- refrain from harassing, bullying or intimidating fellow councillors, council staff or other members of the public;
- not communicate with the public or media on behalf of the Council, unless expressly authorized by the Council to make that communication;
- when communicating with the public or the media, make it clear when they are expressing a personal opinion, and when they are speaking on behalf of Council;
- when communicating with the public or the media to express a personal opinion about a Council resolution, respect the democratic process by first acknowledging that Council resolutions represent the majority view of Council.

Service Delivery and Project Management

Isaac Regional Council is a very diverse local government and is located in resource rich part of Central Queensland, the Bowen Basin. Our main industries include agriculture, cropping, limited forestry, aquaculture and mining.

Four of the communities that make up the Isaac Regional Council area were purpose built in the 1970's and 1980's to service the mining industry and make up the larger portion on the permanent population.

Service Delivery Standards have been developed for each of the Communities within the Isaac Regional Council area. These Service Delivery Standards set the measure for the management of Council's many assets as detailed in the various Asset Management Plans and are the basis for establishing the rating levels for raising revenue through differential rating.

The various directorates within Council are tasked with service delivery across the 58,864 square kilometres and to the 22,500+ permanent residents and the many visitors to our region. Council is also tasked with the delivery of major capital works at a significant cost and for a varied range of infrastructure projects ranging from playground equipment, costing tens of thousands of dollars, to sewerage treatment plants costing many millions of dollars.

Council has adopted a philosophy that only "Shovel Ready" projects or projects that have a capacity to become "Shovel Ready" during the budget period should be included in each year's budget considerations. Council has received advice from various State Government Departments that all future grants funding to Local Government will only be made available to those projects that are ready to proceed. Projects must have the appropriate local government approvals and have been carefully thought out.

Council is implementing and maintaining a coordinated and consistent approach to project and program management. We are looking to ensure the following are met:-

- Business cases are prepared for all major capital expenditures
- Whole of life costs are included when considering capital works projects
- Capital Works projects are in accordance with Long Term Asset Management Plans
- Preparation of detailed Project Plans for all major projects undertaken
- Compliance with project planning documentation and QA
- Ability to manage limited resources

This coordinated approach will ensure that projects are well planned, better coordinated, and completed within realistic timeframes and with little or no waste of resources.

Accountability Mechanisms

1.   Internal Accountability – Audit Committee
Council's Audit Committee is required under legislation and the role of the audit committee is contained in both the Local Government Act 2009 and Local Government (Finance, Plans and Reporting) Regulation 2010.

To maintain independence Council has engaged an Internal Auditor, who is external to the organisation, and another member of the committee who is also external to the organisation and who has qualifications in finance, to be able to provide independent advice to the committee.

2.   External Accountability
Council is accountable externally to the Community, the Department of Infrastructure and Planning and also has auditing and certification of the financial statements carried out by the Auditor-General.

Other external accountability mechanisms include:-
- The Queensland Ombudsman's Office
- The Crime and Misconduct Commission
- Right to Information and the Information Commissioner
- The Queensland Integrity Commissioner

Demographic and Economic Snapshot

Introduction

The aim of the demographic and economic snapshot of the Isaac Regional Local Government Area (LGA) is to provide an overview of the environment in which Isaac Regional Council operates. The statistics are indicative only and shouldn't be viewed as being absolute.

As well as meeting legislative compliance with an estimated 350 pieces of state and federal legislation and carrying out the usual activities and operations of a Council, such as road maintenance, library services, waste management, and water and sewerage treatment, Council has had to undertake activities which do not normally constitute a core activity of Council. These include managing the Moranbah Early Learning Centre and Investment in the Isaac Affordable Housing Trust

Isaac Regional Local Government Area

Isaac Regional LGA has a total area of 58,870.2 km2, or 3.4 per cent of the total area of Queensland. The region boasts a relaxed, subtropical climate a competitive business environment, and is underpinned by one of the largest coal mining deposits in Australia supplying Queensland with approximately half of all coal produced and three quarters of the total value of coal exports. The region is also one of the largest contributors to sugar cane production in Australia.

The Isaac Regional LGA had a combined resident and non-resident population of 39,366 in December 2011 (resident 23,034). This full time equivalent population is expected to grow to 47,564 (resident 24,405) by the end of 2012 based on the mining boom continuing. The region's population is expected to peak at 52,509 (resident 28,996) in 2017. It is likely Isaac Regional Council's combined population will settle at 50,031 by 2026 (resident 28,753).

The area is economically dependent on cropping, irrigated cropping, managed resources including cattle, limited forestry and aquaculture. Mining is a significant contributor to the region with minerals, gold and gas extractive industries continuing to develop. Without question, coal mining forms the backbone of the areas export industry with the majority of coal extracted from the Isaac Regional LGA being shipped to India and China. The strong future of extractive industries within the Isaac Regional LGA ensures that the area will be in a prominent position to continue to contribute to the economic prosperity and social amenity of the region and state well into the next century. The physical size and the economic, social and environmental diversity of the Isaac Regional LGA area will deliver many challenges for the Council to address.

The traditional economic base of the Isaac Regional LGA has been in sugar, beef, agriculture, and mining, however aquaculture, fruit and vegetable growing and goat farming activities are under development in the region. Aside from rural industries, employment in the western localities is largely associated with the coal industry, while coastal areas depend on service industries for a large portion of employment opportunities.[5]

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[5] Isaac Local Government Area Regional Economic Profile, March QTR 2012, online @ www.mwredc.com.au 25/09/12

The following demographic and statistical data is secondary data sourced from the Isaac Regional LGA profile available online from the Office of Economic and Statistical Research (OESR) website. [6]

Demography

At the time of the 2011 Census the region had,

- 604 persons who stated they were of Aboriginal or Torres Strait Islander origin, representing 2.7 per cent of the total population.

- 2,232 persons who stated they were born overseas (9.9 per cent of the total population) and 18,060 persons who stated they were Australian-born (80.0 per cent of the total population).

- 693 persons born overseas who stated that they spoke a language other than English at home (31.0 per cent of the overseas-born population).

- 5,258 families in the region. The family type with the largest number of families was couple family with children (2,933 families). There were 442 one-parent families, accounting for 8.4 per cent of all families in the region.

- 6,652 occupied private dwellings. Of these private dwellings, 5,873 were separate houses, 313 were semi-detached and 182 were apartments.

- 20.9 per cent of the occupied private dwellings in the region were fully owned, 14.6 per cent were being purchased and 60.8 per cent were being rented.

- 5,573 occupied private dwellings with an internet connection, or 83.8 per cent of all occupied private dwellings.

Society

At the time of the 2011 Census the region had;

- 8,202 persons aged 15 years and over whose highest level of schooling was year 11 or 12 (or equivalent), representing 50.2 per cent of all persons aged 15 years and over.

- 316 persons in need of assistance with a core activity, representing 1.4 per cent of the total population.

- 3,446 volunteers aged 15 years and over, representing 20.4 per cent of total persons aged 15 years and over.

In 2011 the region had a total of 1,431 vocational education and training (VET) students. This was made up of 676 students commencing a VET course and 728 students continuing a VET course.

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[6] OESR Isaac Regional Local Government Area Profile 2012 online @ www.oesr.qld.gov.au

Building Approvals

In the 12 months ending 30 June 2012, there were 322 dwelling units in new residential buildings approved in the region, with a total value of $62.8 million. The total value of non-residential building approvals in Isaac Regional LGA in the 12 months ending 30 June 2012 was $33.1 million.

RESIDENTIAL AND NON-RESIDENTIAL BUILDING APPROVALS BY ISAAC REGIONAL LGA, 12 MONTHS ENDING 30 JUNE 2012						
LGA	Dwelling units in new residential buildings (a)	Residential building value (a)	Total residential building value (b)	Total non-residential building value (b)	Total building value (b)	Proportion of total value that is residential (c)
	Number	— $'000 —				%
Isaac (R)	322	62,802	66,112	33,108	99,220	66.6
Queensland	26,571	6,526,792	7,774,614	5,441,437	13,216,051	58.8
Isaac LGA as % of Queensland	1.2	1.0	0.9	0.6	0.8	. .

. . = not applicable
R = Regional
(a) Excludes alterations, additions and conversions.
(b) Includes alterations, additions and conversions.
(c) Represents total residential building value as a proportion of total building value.
Note: Based on Australian Bureau of Statistics, Australian Standard Geographical Classification (ASGC), July 2011.

The value of residential building approvals in the Isaac Regional LGA for the June quarter 2012 was $24.7 million, compared with $1,816.9 million in Queensland. Between the June quarter 2010 and the June quarter 2012, the value of new residential building approvals in the region ranged between $4.3 million (June quarter 2011) and $24.7 million (June quarter 2012). These figures include alterations, additions and conversions and are based on Australian Bureau statistics, Australian Standard Geographical Classification (ASGC), July 2011.

The value of non-residential building approvals in the Isaac Regional LGA for the June quarter 2012 was $13.3 million, compared with $1,127.0 million in Queensland. Between the June quarter 2010 and the June quarter 2012, the value of non-residential building approvals in the region ranged between $1.2 million (September quarter 2011) and $36.5 million (June quarter 2011).

Family Composition

At the time of the 2011 Census, there were a total of 5,258 families in the Isaac Regional LGA. The family type with the largest number of families was couple family with children (2,933 families). There were 442 one-parent families, accounting for 8.4 per cent of all families in the region. In comparison, 16.1 per cent of all families in Queensland were one-parent families.

FAMILY COMPOSITION BY LGA (a) (b), ISAAC REGIONAL LGA, 2011							
LGA	Couple family with no children (c)		Couple family with children (c)		One-parent family		Total (d)
	number	%	number	%	number	%	number
Isaac (R)	1,844	35.1	2,933	55.8	442	8.4	5,258
Queensland	453,102	39.5	491,200	42.8	184,547	16.1	1,148,179
Isaac as % of Queensland	0.4	. .	0.6	. .	0.2	. .	0.5

. . = not applicable R = Regional
 (a) Based on place of usual residence.
(b) Includes same-sex couple families.
(c) Children are defined as under 15 years or dependent students aged 15 to 24 years.
(d) Includes other families.

Population

As at 30 June 2011, the estimated resident population of Isaac LGA was 23,212 persons, compared with 4,474,098 persons in Queensland. The population of Isaac Regional LGA increased by 377 persons between 30 June 2010 and 2011, which was a population growth rate of 1.7 per cent, compared with 1.1 per cent increase for Queensland.

ESTIMATED RESIDENT POPULATION AS AT 30 JUNE 2011					
	2006 Number	2010 Number	2011 Number	2006-2011 %	2010-2011 %
Isaac (R)	21 113	22 835	23 212	1.9	10.7
Queensland	4 090 908	4 424 158	4 474 098	1.8	1.1
Isaac as % of Queensland	0.5	0.5	0.5		

Data are updated annually with an approximate delay of 9 months after the reporting period. It is anticipated the next update will be in April 2013.

Median Age

As at 30 June 2011, the median age for Isaac Regional LGA was 31.5 years, an increase of 0.2 year over the five year period from 30 June 2006 to 30 June 2011. The median age in Queensland as at 30 June 2011 was 36.6 years, an increase of 0.6 year over the same period. Data are updated annually with an approximate delay of 12 months after the reporting period. It is anticipated the next update will be in September 2013.

MEDIAN AGE AS AT 30 JUNE 2011			
	2006	2011	Changes (2006 - 2011)
	Years	Years	Years
Isaac LGA	31.3	31.5	0.2
Queensland	36.0	36.6	0.6

Population Projection

As at 30 June 2031, the population for Isaac Regional LGA is projected to be 37,000 persons. The population for the region is projected to increase by an average annual growth rate of 2.3 per cent over the 20-year period between 2011 and 2031. In comparison, the population for Queensland is projected to increase by an average annual growth rate of 1.8 per cent over the same period. 'Isaac Regional Council is dealing with a population base that is 30 years ahead of its time'[7]
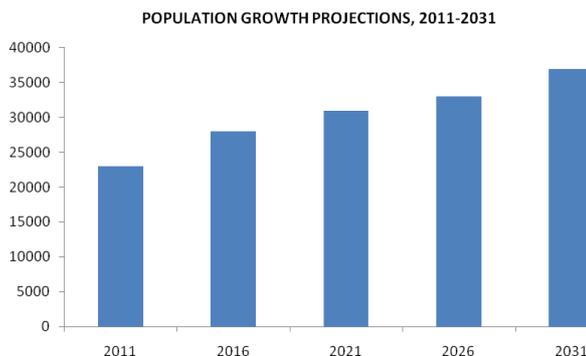
[7] KPMG, 2011, 'Redefining Regional Planning: Managing Change, Measuring Growth', Socio-economic study, commissioned by Isaac Regional Council.

Unemployment & Labour Force

The number of unemployed persons aged 15 years and over (based on a smoothed series) in Isaac Regional LGA June quarter 2012 was 149. This represented an unemployment rate of 1.1 per cent. In comparison, Queensland had a smoothed unemployment rate of 5.5 per cent. Data for local government areas (2011) have been derived from the source data using a population-based concordance. Data are updated quarterly with an approximate delay of 3 months after the reporting period. It is anticipated the next update will be in January 2013.

UNEMPLOYMENT AND LABOUR FORCE OF ISAAC LGA – MARCH QTR 2012			
	Unemployed Number	Labour Force Number	Unemployment Rate %
Isaac LGA	168	13 931	1.2
Queensland	136 900	2 479 000	5.5
Isaac LGA as % of Queensland	0.1	0.6	N/A

Economy

At the time of the 2011 Census, Isaac Regional LGA had 3,882 persons aged 15 years and over who stated that their total personal weekly income was less than $400 (23.0 per cent of all persons aged 15 years and over). This was lower than the 34.6 per cent recorded in Queensland.

NUMBER OF PERSONS BY TOTAL PERSONAL WEEKLY INCOME OF ISAAC LGA, 2011					
LGA (a)	>than 400p.w	$400 - 999p.w	$1,000 - 1,999p.w	$2,000 or more p.w	Total (b)
	number %	number %	number %	number %	number
Isaac	3,882 3.0	3,153 18.7	3,580 21.2	3,895 23.1	16,878
Queensland	1,195,059 34.6	1,095,509 31.7	689,495 19.9	191,236 5.5	3,456,877
Isaac LGA as % of QLD	0.3 . .	0.3 . .	0.5 . .	2.0 . .	0.5 . .

. . = not applicable
(a) Based on usual residents aged 15 years and over (b) Includes personal income not stated.
Note: Based on Australian Bureau of Statistics, Australian Standard Geographical Classification (ASGC), July 2011.

Employment by Industry

At the time of the 2011 Census, Mining was the largest industry of employment for Isaac Regional LGA usual residents, with 4,764 persons or 39.5 per cent of the employed labour force. Other industries with relatively large numbers of employed persons included Agriculture, Forestry and Fishing (1,031 persons or 8.5 per cent) and Accommodation and Food Services (770 persons or 6.4 per cent).

The highest specialisation ratios in the region occurred in the industries of Mining (15.20), Agriculture, Forestry and Fishing (3.14) and Administrative and Support Services (0.94). Figures are based on Australian Bureau of Statistics, Australian Standard Geographical Classification (ASGC), July 2011.

Census data have 'introduced random error' to ensure no data are released which could risk identifying individuals. As such, cells containing very small counts should be treated with extreme caution.   Queensland figures include the 'Off-Shore Areas & Migratory' and 'No Usual Address' counts.

EMPLOYMENT BY INDUSTRY (a)(b), ISAAC REGIONAL LGA, 2011

Industry	Isaac Regional LGA		Queensland		Specialisation ratio (c)
	number	%	number	%	number
Agriculture, Forestry and Fishing	1,031	8.5	55,416	2.7	3.14
Mining	4,764	39.5	52,955	2.6	15.20
Manufacturing	337	2.8	171,669	8.4	0.33
Electricity, Gas, Water and Waste Services	101	0.8	24,828	1.2	0.69
Construction	760	6.3	183,780	9.0	0.70
Wholesale Trade	222	1.8	74,288	3.6	0.51
Retail Trade	702	5.8	217,610	10.7	0.55
Accommodation and Food Services	770	6.4	141,855	7.0	0.92
Transport, Postal and Warehousing	441	3.7	107,072	5.3	0.70
Information Media and Telecommunications	34	0.3	25,358	1.2	0.23
Financial and Insurance Services	74	0.6	54,153	2.7	0.23
Rental, Hiring and Real Estate Services	172	1.4	37,007	1.8	0.79
Professional, Scientific and Technical Services	195	1.6	132,754	6.5	0.25
Administrative and Support Services	361	3.0	65,015	3.2	0.94
Public Administration and Safety	384	3.2	136,818	6.7	0.47
Education and Training	634	5.3	160,921	7.9	0.67
Health Care and Social Assistance	433	3.6	242,559	11.9	0.30
Arts and Recreation Services	35	0.3	28,444	1.4	0.21
Other Services	345	2.9	78,713	3.9	0.74
Total (d)	**12,068**	**100.0**	**2,039,275**	**100.0**	**1.00**

(a) Employed persons aged 15 years and over.
(b) Industry of employment was coded to the ABS 2006 Australian and New Zealand Standard Industrial Classification (ANZSIC). This has replaced the 1993 ANZSIC edition.
(c) The ratio of the percentage for the Isaac Regional LGA to the percentage for Queensland.
(d) Includes inadequately described and not stated responses.

Employment by Occupation

At the time of the 2011 Census, Machinery operators & drivers was the largest occupation group of employment for Isaac Regional LGA usual residents, with 2,928 persons or 24.3 per cent of the employed labour force. Other occupation groups with relatively large numbers of employed persons included Technicians & trades workers (2,484 persons or 20.6 per cent) and Managers (1,442 persons or 11.9 per cent). The highest specialisation ratios in the region occurred in the occupation groups of Machinery operators & drivers (3.31) and Technicians & trades workers (1.38).

EMPLOYMENT BY OCCUPATION (a) (b), ISAAC REGIONAL LGA, 2011

Industry	Isaac Regional LGA		Queensland		Specialisation ratio (c)
	number	%	number	%	number
Managers	1,442	11.9	245,605	12.0	0.99
Professionals	1,297	10.7	385,583	18.9	0.57
Technicians & trades workers	2,484	20.6	304,564	14.9	1.38
Community & personal service workers	560	4.6	202,979	10.0	0.47
Clerical & administrative workers	1,154	9.6	299,326	14.7	0.65
Sales workers	591	4.9	199,633	9.8	0.50
Machinery operators & drivers	2,928	24.3	149,322	7.3	3.31
Labourers	1,389	11.5	215,236	10.6	1.09
Total (d)	**12,068**	**100.0**	**2,039,278**	**100.0**	**1.00**

. . = not applicable
(a) Employed persons aged 15 years and over.
(b) Occupation was coded to the ABS 2006 Australian and New Zealand Standard Classification of Occupations (ANZSCO). This has replaced the 1997 Australian Standard Classification of Occupations (ASCO) Second Edition.
(c) The ratio of the percentage for the Isaac Regional LGA to the percentage for Queensland.
(d) Includes inadequately described and not stated responses.

Dwelling by Tenure Type

At the time of the 2011 Census, Isaac Regional LGA had 6,651 occupied private dwellings. Of these private dwellings, 20.9 per cent were fully owned, 14.6 per cent were being purchased and 60.8 per cent were being rented. In comparison, 29.0 per cent of the total dwellings in Queensland were fully owned, 34.5 per cent were being purchased and 33.2 per cent were being rented.

OCCUPIED PRIVATE DWELLINGS BY TENURE TYPE FOR ISAAC REGIONAL LGA, 2011							
LGA (a)	Fully owned		Being purchased (b)		Rented (c)		Total (d)
	number	%	number	%	number	%	number
Isaac	1,389	20.9	974	14.6	4,041	60.8	6,651
Queensland	448,617	29.0	533,868	34.5	513,415	33.2	1,547,303
Isaac LGA as % of Queensland	0.3	..	0.2	..	0.8	..	0.4

.. = not applicable
R = Regional
(a) Excludes visitors only and other not classifiable households.
(b) Includes dwellings being purchased under a rent/buy scheme.
(c) Includes renting from a real estate agent, state or territory housing authority, renting from a person not in the same household, renting from housing co-operative/community/church group, other landlord type and landlord type not stated.
(d) Includes other tenure type and tenure type not stated.

Reporting Against Our Activities

The *2020 Vision Community Plan* is the basis of all Council's planning instruments allowing quality services and programs to be delivered to our communities. The Corporate Plan sets out Council's broad strategies and vision for all aspects of its operation for the 2009-14 period. It is linked directly to the Community Plan in order to meet the current and future needs and aspirations of the community. It is a broad document with key annual actions identified in the Operational Plan 2011-12. It is these key activities that are reported against in this section of the report. The chart below illustrates the framework used by Council for strategic planning purposes.

**Isaac Regional Council
Strategic Planning Framework (SPF)**

This section of the report complements Council's strategic plans and addresses some of Council's key activities set out in the operation plan for 2011-12. However, it is neither possible nor necessary to report against all activities identified in the operational plan.

Budget Highlights

The following are some of the highlights contained in the 2011-2012 budget:-

- Operational Revenue - $95.5 million with rates and charges of $70 million
- Operational Expenditure - $84.1 million
- Operational Surplus - $11.36 million
- Capital Revenue - $13.5 million
- Capital Expenditure - $54 million

Community Equity rose to $731.5 million, up from the projected position at 30 June 2011 of $706.6 million. Council's non current asset base increased by $25 million to $755.6 million, which includes an investment of $11 million in the Isaac Affordable Housing Trust. Cash at Bank had decreased as a result of funding the following:

- Investment in the Isaac Affordable Housing Trust; and
- Funding the 2010-11 carried forward capital works.

Major projects undertaken during the 2011-12 financial year were:

- Development of Potter's Field - $1.0 million;
- Development of the Old Pony Club Site in Moranbah - $1.0 million;
- Road and drainage capital program - $ 28.3 million; and
- Water and Sewerage Network upgrades and renewals - $8.0 million.

Our Diverse Lifestyles

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

Trainees and apprentices

With a focus on building a sustainable workforce, Isaac Regional Council in April 2012 secured 20 new trainees and nine apprentices for diverse careers in Council.

Johnathon Pearson, an apprentice plant operator studying Certificate III in Civil Construction said Council provided a great working environment and flexible working hours.

"I enjoy learning on the job," he said.

"It's hands on, you can have a go straight away and it stays fresh in your mind. "I'm gaining experience and knowledge in heavy machinery, road works and the whole tech and civil area."

Johnathon said he would stay on at Council after completing his apprenticeship to gain further experience and may eventually start his own family contracting business.

Kelly Hattingh said she was offered an apprenticeship in Certificate III, Civil Construction; plant operations — a field she already had some interest and knowledge in.

"I love the family atmosphere here, the flexible hours and the support Council provides," she said.

"If you shoot from the hip, have an open and honest nature and enjoy knocking around with the boys, it's a great way of life.

"The job is physically and mentally stimulating and I love the fact that I can be me.

"On completion of my apprenticeship I hope to settle into a stable position in Council and become an all-rounder with knowledge in the various areas of road construction, maintenance and machinery."

Kelly would recommend other women consider an outdoor position with Council.

"I'm in my 30's and regret I didn't take an opportunity like this sooner."

Giving young people the opportunity to learn a new, skilled profession the Council provides an innovative approach to skills development, a supportive work environment with strong commitment to career progression, job fulfilment and leadership opportunities.

Mayor Marshall said the Isaac Regional Council's point of difference for trainees was the strong support it provided.

"Our trainees and apprentices are vital to our workforce and we are solidly behind them. A strong part of our program is encouraging and nurturing careers for Indigenous Youth. Embarking on exciting careers is empowering and our trainees

and apprentices have become positive role models for their peers and siblings by beginning fulfilling careers," he said.

Mayor Marshall said Council allocated a healthy learning and development budget and sponsors education through the *Study Assist Program* and a flexible cadetship option.

Local schools are encouraged to get on board with school based career opportunities in Council, some of which can lead to tertiary qualifications."

For further information people are welcome to contact Isaac Regional Council: Workforce Solutions on 4941 4590 or Learning and Development on   4941 2916.

Isaac Regional Council Libraries

The Isaac Regional Library Service consists of eight branch libraries which are situated in the communities of Carmila, Clermont, Dysart, Glenden, Middlemount, Nebo, Moranbah and St Lawrence.

These small but busy libraries play a major roll in the development of socially cohesive, informed, and inclusive communities.

They encourage the joy of reading for pleasure, recreation, and discovery; encourage and support lifelong learning and provide a space to participate in community life.

Online Services.
- The Isaac Regional Library Service now offers in excess of 20 online services. These services support early and family literacy, provide up to date information on world events and current affairs, assist students of all ages and disciplines, and can provide hours of entertainment. All without even entering a library.

New Mobile Shelving and signage systems.
- 2012 saw the installation of new mobile shelving units and signage systems in our libraries. This new equipment allows for a more book store approach to, the housing of collections, promotions and displays, and is more user friendly. It also gives library staff a greater capacity to respond to library and community trends.

Children's Services
- Children's and Early Literacy programs continue to be a focus, particularly as 2012 was the National Year of Reading. The Isaac libraries delivered a total of 869 Children's and Early Literacy Programs from June 2011 – June 2012 with a total of 12,495 participants.

Family Literacy Support Program
- The Isaac Regional Library Service's major contribution to the National Year of Reading was the Family Early Literacy Support Program. This program ran from May 2012 – November 2012 and saw the delivery of a series of three Early Literacy Workshops across six Isaac communities. Consultant Joy Lubawy assisted parents and parents to be to understand the process by which children develop literacy skills.

Ongoing weekly programing in the libraries will continue to support further learning and development of the skills that families acquired during the Family Literacy Support Program.

Library Programs

- Isaac libraries delivered 80 different programs in 2012 with more than 5,000 people attending.

- Current programming is intended to support lifelong learning, cultural diversity, an appreciation of the arts, and the preservation of local history.

- Partnership with State Library of Queensland has allowed our library service to utilise their travelling exhibitions. All Isaac libraries have held several travelling exhibitions in 2012.

Greg Cruickshank Aquatic Centre Official Re-Opening

On Friday 3 February 2012, representatives from industry, community and Council came together to celebrate the official re-opening of the Greg Cruickshank Aquatic Centre Upgrade.

Unveiling the plaque were representatives from the three funding partners: Asset President Stephen Dumble from BHP Billiton Mitsubishi Alliance (BMA), Senior Project Manager (Grosvenor Project) Byron Higgins from Anglo American, and Mayor Cedric Marshall from Isaac Regional Council.

Almost two hundred members from the community attended the event. Onlookers were rewarded with an astonishing synchronised swimming display from the 2012 Australian Olympic team members Sarah Bombell and Eloise Amberger, whilst those children willing to brave the water were entertained by fun activities coordinated through facility managers Lane 4 Aquatics.

Free entry was given to all pool users over the weekend of 4 and 5 February. The evening before the official opening saw glitz and glamour come to the Moranbah Community Centre with 150 guests from funding partners BMA, Anglo American and Isaac Regional Council donning black ties and dresses for the Gala Dinner Olympic Auction. Over $15 000 was raised through the auctions of limited edition Olympic memorabilia, the proceeds of which went to the Australian Olympics Council in support of the London 2012 team.

Master of Ceremonies for the night was Les Scott and former Olympic gold medallist Duncan Armstrong took to the stage after dinner to inspire guests with anecdotes about his training and swimming career.

The four days of celebration heralded the completion of a project whose construction began last year. Initially the pool was scheduled to open in April 2012 but due to favourable weather conditions and dedicated workers the pool was finished much earlier.

Designed and built by the award-winning Multi Span Australia Pty Ltd and affiliate pool specialists Baldwin Aquatics, the $6.5 million project was made possible thanks to the Council's partnerships with BHP Billiton Mitsubishi Alliance (BMA) and Anglo American Metallurgical Coal.

Multi Span Australia has a proven track record in the delivery of aquatic centres having won the Master Builders Award for the Tweed Regional Aquatic Centre in the Northern NSW Division in 2009. Additionally, Multi Span Australia accepted the Master Builders Association 2011 Gold Coast Region Civil Contractor of the year award, which is another testament to the professional construction team and management.

Refurbishment of the six lane 50m pool will please lap-swimmers and an enclosure for the heated 25m pool will mean swimming can occur all year round. The pool boasts both a dry playground and zero-depth water play area for the children

BMA Asset President, Stephen Dumble, said BMA was pleased to contribute $2.5 million towards improved recreational facilities for the community to enjoy, as part of its ongoing commitment to the Moranbah community. 'Creating a more vibrant community is important for BMA to continue to attract and retain a strong residential workforce,' Mr Dumble said.

Dysart Lions Park New Fitness eqipment

In November 2011, a month after the new Dysart Recreation Centre opened, Isaac Regional Council Mayor Cedric Marshall announced the arrival of new outdoor fitness equipment for Lions Park.

Managed by Council and funded by BMA, the $100 000 project is another example of Council and industry working together to deliver positive outcomes for the region.

Mayor Marshall was pleased to work with BMA on the important community project.

'Through our Community Plan, residents told us how important it was to have the opportunity to lead healthy outdoor lifestyles,' he said. 'Now, residents of Dysart can enjoy the very best fitness activities in an outdoor environment.'

Jen Mackenzie, General Manager of BMA's Norwich Park Mine said BMA was pleased to support further enhancement of the Recreation Centre.

'This centre will offer many positive outcomes to our local area by providing a facility that meets the recreational needs of our community,' said Ms Mackenzie.

In 2011 BMA spent $9.5 million in Dysart and the centre is just one example of their ongoing commitment to Dysart.

Designed by Playscape Creations, the new state-of-the-art Health Beat equipment provides fitness-seeking residents with a number of great health benefits.

The equipment includes the Assisted Row and Pull-Up, a Hydraulic Cardio Stepper, and Balance Steps. There is also the Leg Lift or Squat Press, and an Abdominal Crunch apparatus.

There is also signage at each station demonstrating the proper exercise technique for each machine, correct body position, and targeted muscle groups.

Installed over rubber soft-fall, the stations offer a variety of activities which promote general good health and well-being. Also incorporated into the Lions Park makeover is the extension of existing footpaths, new fencing, and an upgrade to the BBQ, shelters and seating.

New Clermont Museum

Clermont is a town with an exceptional history and now boast an exceptional new museum.

Although it may not be visible from the outside there has been a great deal of work put into the development of the Clermont Historical Centre and Museum.

The main exhibition building has been completely relined. A new floating ceiling has been installed and a new internal office, volunteer training room and kitchen have been constructed. Other works which have been completed include new lighting and a new electrical system which will ensure future displays and exhibitions are well lit.

Isaac Regional Council Mayor Cedric Marshall said the renovation is testament to Isaac Regional Council's commitment to the preservation of local and regional heritage.

'Preserving our unique history for future generations to enjoy is of great importance for the region,' he said.

'Council thanks the community for their patience whilst this facility is refurbished. As with all renovations they take time, but once it's re-opened the finished centre will be an excellent point of interest for community members and visitors alike.'

A complete overhaul of the main exhibition building including reflooring and repainting as well as the installation of new equipment and new furniture has been completed.

A dedicated full time Caretaker was employed in January 2012 and Council has employed a full time Clermont Historical Centre and Museum Project Officer.

Our Natural Environment

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

Resource Recovery Team

For some time, waste management has been recognised as a key environmental issue, with communities and governments becoming increasingly aware of the need to more safely and effectively improve the management of waste.

Whilst people understand the larger environmental issue we are faced with, customers in Isaac each and every day (both internal and external) simply do not care enough to spend the time to separate their waste. To deal with this attitude our team, with Council support, has adopted a new approach. We no longer manage waste - we manage resources!

A number of issues have caused our team to adopt a new resource recovery approach. These are:

1. The introduction of the Queensland Waste Reduction and Recycling Strategy, which aims for a 50% reduction in waste to landfill in Queensland.
2. The introduction of the Federal Government's carbon tax. Landfills produce methane gas which is a greenhouse gas - subject to paying carbon tax.

3. The overwhelming demand for landfill space as a result of the mining boom development in Isaac. We are currently handling similar quantities of waste as produced by our closest regional cities.

At least 90% of the waste types that we receive at our sites are recyclable. In fact, they are not only recyclable but the waste products are in demand and are therefore a commodity worth money.

Our nine waste facilities also underwent a name change, which will aim to promote our new focus of resource recovery. Landfills and transfer stations are now referred to as Resource Recovery Centres.

The Resource Recovery Centres will provide recycle options as a starting point with landfill (waste disposal) as the last option for disposing of unwanted items. Burying rubbish is a waste and a lost opportunity!

Resource recovery can divert most waste away from landfill, ensuring that we deal with today's waste with new technologies, rather than leave future generations to deal with contaminated soils and unusable land.

To ensure that we are providing resource recovery options that suit our Region, the Resource Recovery Team is continually scoping new methods of recovering waste. We are currently embarking on a number of trials with industry which is unique to Isaac.

Middlemount Sports and Recreation Plan

Council launched Middlemount's sport and recreation development plan, followed by a free governance workshop at the Middlemount Bowls' Club on Tuesday, 5 June 2011.

Sporting Advantage's Luke Wilson conducted free governance workshop covering committee and volunteer roles, running effective meetings and club legal and regulatory requirements.

Council began implementing parts of a development plan recommended by an Anglo American funded study which identified what's needed over the next decade to provide Middlemount with a quality and sustainable sporting precinct.

In the development of multipurpose facilities for a range of different sporting clubs and associations, projects to unfold include sport governance and administration, the Middlemount sporting precinct, recreation and aquatic facilities.

"The study established the need to improve and enhance governance and administration of sport," Cr Baker said.

"Workshops designed to address this, are one of the first recommendations put into place as part of the development plan."

The workshop was followed by an open session to discuss grants writing, fundraising, event management, volunteer management, strength and conditioning training, sponsorship, promotion, planning and more.

"This is a great opportunity to increase sporting clubs and associations' capacity to provide quality opportunities for people to be involved in sport and an active lifestyle."

The Middlemount Sport and Recreation Plan is available from Isaac Regional Council.

Our Essential Services

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

Water & Sewerage Master Plan

With 29 operating mines in the Isaac region, set to increase by a further 23 within a few years, Isaac Regional Council produced water and sewerage master plans to cope with the population explosion.

In April 2012 Mayor Cedric Marshall said Council appointed consultants KPMG to design a tool to measure the mining activity level, a population forecasting model and an infrastructure and services' benchmarking model.

"The model revealed the Isaac region's combined resident and non-resident population in 2011 was 42,830 (23,030 residents and 19,800 non-residents); which means we are dealing with a population base that was not expected to eventuate until 2042."

Mayor Marshall said the demand on infrastructure was greater than the current supply available and the population figure was expected to grow by 9,800 over the next 12 months.

Consulting engineering companies had identified the shortfalls with regard to water supply and treatment and sewer reticulation and treatment.

To meet the future demands, action in terms of budgeting and implementation of the projects needed were undertaken.

Council also assessed drinking water quality management, treatment plant condition and capacity, drought management plans and implemented a fluoridation program in Clermont, Dysart, Middlemount and Glenden.

Extensive works scheduled for 2012

With Natural Disaster Relief and Recovery Arrangements (NDRRA) funding coming through, 2012 saw Isaac Regional Council coordinating extensive rehabilitation of rural roads in the Isaac region.

Tenders for the rehabilitation and reseals of rural roads across the whole Isaac region, including Russell Park, Kenlogan and Mt McLaren Roads, were advertised in February 2012.

Work was undertaken on the Clermont-Alpha Road. A safety grade was completed and medium-heavy formation grading works for the entire length of the road were commenced, starting from Clermont. Approximately 10km was completed each week with the rate of progress varying depending on weather conditions. It had been a particularly wet season with lots of rain falling around the region over the months of

January, February and March. Heavy rain had played havoc throughout the Isaac region during March, causing flash floods, flooded creeks and rivers, water supply disruptions, isolation and road closures.

However, works commenced in March on Kilcummin-Diamond Downs Road by RoadTek through local subcontractor Chris Duncan. As with the Clermont-Alpha Road, a medium-heavy formation grading works on the entire length of the road was undertaken at Gregory Development Road.

Isaac Regional Council Mayor Cedric Marshall said it was important to keep the region's communities connected through reliable road networks.

'We have identified priority projects and we are currently working hard to ensure our region's roads are in the best possible condition,' he said. 'Receiving the NDRRA funding is a big step because now we can get stuck into the rehabilitation of roads damaged from last year's wet season.'

Tenders were awarded for the Crushing and Stockpiling of gravel for the Huntley Road Major Project (Clermont end) At the time it was envisaged that culvert upgrades outside of the initial scope of works would be completed by June 2012.

Other works scheduled into the maintenance program included new slab tops on Pieball and Miclere Creeks along the Frankfield Road. These were undertaken once the weather conditions cleared.

A high priority for 2011-12 year were the upgrades to school bus routes. These works were conducted on the Kilcummin State School, East-West, Venus and Craven Roads.

Our Economy

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

Planning for Future Change – The Dysart Urban Design Framework

Isaac Regional Council partnered with BMA through their Community Development Program to deliver a stronger future for Dysart.

The result of the partnership was the Dysart Urban Design Framework, a framework which set out to explore the needs and challenges facing Dysart whilst providing long-term strategies and solutions. Particular challenges highlighted by the project included increasing tourism and economic development, attracting new residents, and improving the quality of life for the local community.

Integral to all this was the engagement of JPE Design Studio and Wax Design to develop a strategic and long term planning direction for the town. However, equally integral to the project's success was the involvement of the Dysart community.

In November 2011, the consultation team conducted a survey by the name of 'Dysart 2020+.' The survey consisted of a variety of consultations, starting with a 'Place-Making' workshop in the Dysart Civic Centre from 7pm - 9pm on Thursday 3 November 2011. All members of the community were welcome to attend the session which acted as an introduction to how they can help shape Dysart's future direction.

On Friday 4 and Saturday 5 November, the consultation team set up an open studio in the Dysart Civic Centre. Community members were encouraged to drop in and talk with the team from 10am - 2pm on both days. A presentation of the consultation outcomes and project directions as guided by the community followed on 6 November at the Dysart Civic Centre between 4pm and 5pm.

Although the main consultation sessions occurred November, members of the Community were encouraged to get involved immediately by adding their ideas to the posters displayed in the Civic Centre, Shopping Centre and other locations around Dysart.

Division 2 Councillor Ann Crawford was supportive of the project and encouraged all members of the community to come on board.

'Council is prepared to commit a significant budget to developing Dysart in a way that reflects our community's values and needs both now and into the future,' she said.

Alleviating Housing Stress in Moranbah

The long-term supply of residential land in Moranbah took a highly significant turn in February 2012. Council approved on 28 February 2012 a resolution to commence work on the delivery plan for up to 2000 lot subdivisions in Moranbah. The lots would be developed over a period of up to ten years – with a quicker delivery capacity if required - providing a long-term supply of vacant residential land.

As Mayor Cedric Marshall explained, the repercussions for this development cannot be understated.

'This is a wonderful outcome for the region,' he said. 'It's a highly significant step towards ensuring the sustainability and growth of the community. As Council understands the critical nature of housing in the region, we will endeavour to ensure the first soil is turned as early as possible.'

The development will potentially increase Moranbah's residential population from 8500 to almost 15,000. The effects on the community will be significant. The guarantee of affordable and sustainable accommodation, will hopefully guarantee a more sustainable and resilient environment for local businesses, local organisations and non-resource-based investment.

The subdivisions are part of the Belyando Estate, the last large parcel of land available in Moranbah for residential development. Council purchased this land in late 2008 and has since been actively engaged in development discussions and ensuring adjacent land was sufficiently well developed to provide for road linkage near Grosvenor Creek. A detailed business plan was drawn up during this time to ensure the most balanced and viable distribution of land.

The site has the potential to provide between 1500 and 2000 lot subdivisions which equates to accommodation for up to 6000 residents. A mix of medium density and detached housing has been proposed to maximise accommodation choice and efficiency of land.

Work on preparing the development application had already commenced at the time of Council passing the resolution. Following the application's submission, Council undertook a geo-technical investigation and detailed site survey plan.

Mayor Marshall said Council will also investigate funding options with Queensland Treasury to bring the development to market in a timely manner.

'Everyone is very well aware of the urgent need to provide affordable accommodation choice within the Isaac Region's mining communities and it will take an effort from all levels of Government and industry to deliver this in a timely manner.'

The Belyando Estate development is one of a number of housing initiatives from Isaac Regional Council occurring across the region.

Clermont Preferred Futures

In October, success made its way to the Isaac region at the 2011 Australian National Awards for Economic Development Excellence in Adelaide. Isaac Regional Council and Rio Tinto Coal Australia won the Highly Commended award for the Community Economic Development category with their Clermont Preferred Futures (CPF) partnership in the Clermont region.
So, why has the CPF model been so successful? Its strength lies in its ability to understand that economic development should not be at the expense of communities.

Delivering the Clermont Urban Design Framework has been one of the CPF's greatest successes. Adopted by Council in 2010, the framework is used by Council within their town planning and most importantly is being used by the community as well. The Clermont Bush Pigs Rugby Union Club, the Kindergarten and Day Care Centre and the Clermont Primary School have all used it in the development of business plans and growth strategies.

In September, Council and the Clermont Community and Business Group hosted the successful Clermont Growth Forum attended by representatives from community, industry, and both local and state government. A great number of outcomes resulted from this forum. Other major outcomes from the CPF include changes made to the Rio Tinto Clermont Region's accommodation policy which will facilitate a residential workforce over time, and the Bio Industry Feasibility Study which may provide a new industry and another market for crop production.

There has been huge interest in the study, not just at home – from, for example, the Department of Employment, Economic Development and Innovation (DEEDI) and the Centre for Social Responsibility in Mining (CSRM) – but also abroad. On 8th December, the CPF hosted a contingent of 35 delegates from African nations through an AusAid Mining and Communities Study Tour. The objective of the tour was to strengthen delegates' understanding of the process of managing social issues associated with mining and enhancing the potential benefits. And this isn't the first of its kind… two international study tours have come before.

Our Governance, Finance and Leadership

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

Organisational & Development

Here is an overview of Learning and Development activity for the period January 2012 to February 2012. Training continues based on last years ETPs.

Courses: 2 Participants
Barista Training – 1 pax
Responsible Service of Alcohol – 1 pax

Workshops: 20 Participants
LGMA Ignite Program – 4 pax
Customer Service Workshop – 13 pax
Intuition Training – 3 pax

Qualifications: 40 Participants
Cert IV OHS: Bridging Course – 1 pax
Cert IV TAE – 1 pax
Cert IV Frontline Management (Ongoing) – 14 pax
Cert IV in Civil Supervision (Ongoing) – 5 pax
Cert IV in Water Operations (Ongoing) – 7 pax
Diploma of Management (Ongoing) – 4 pax
Diploma of Water Operations (Ongoing) – 1 pax
Diploma of System Administration (ongoing) 2 pax
Diploma of Local Government – 5 pax

Total participants involved in training has been 62.

Isaac Regional Council continues with their influx of trainees and apprentices. Council currently employs 24 apprentices and trainees. During this period one apprentice mechanic has resigned.

Apprentices (10 pax)
3 X Mechanics
3 X Plumbers
2 X Civil Construction – Plant Operations
2 X Civil Construction – Roads and Maintenance

Trainees (14 pax)
3 X Water and Sewerage
1 X Horticulture (School Based)
10 X Business Administration
- 1 X Customer Service
- 2 X Learning Development
- 4 X Finance
- 3 X Purchasing

Current Situation
Apprentices 9
Trainees 14
School Based 1

Emergency Management (Disaster Management)

Disaster management involves making arrangements for managing the potential adverse effects of an event, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering a disaster. (*Disaster Management Act 2003*).

This means that Council and the Local Disaster Management Group is responsible for reducing the risks, and ensuring that the Isaac community is prepared for a disaster and capable of recovering from the disaster.

Local Disaster Management

The Local Disaster Management Group meets every three months in various locations around the Isaac Region. LDMG members are representatives from the following: Chair LDMG Mayor Isaac Regional Council, Chief Executive Officer Isaac Regional Council, Disaster Management Coordinator LDMG, Executive Directors or representative of each Directorate Isaac Regional Council, Queensland Police Service, Queensland Ambulance Service, Queensland Fire/Rural Fire Service, Department of Community and Safety, Queensland State Emergency Service, Regional Controller Emergency Management Queensland, Area Director Mackay, Director Nursing Moranbah, Ergon Energy, Telstra.

Special Emergency Services (SMS) Depot Audits

During April 2012, Anthony Lee and Michael Thomson EMQ representatives, Alex McPhee, Local SES Controller, and Toni Christopher, Acting Local Disaster Coordinator, conducted audits on each of the SES groups. The SES day to day management is the responsibility of the local Council as per the *Disaster Management Act 2003,* with the support of Emergency Management Queensland, who supplies the training and some of the equipment, e.g. flood boats, uniforms and chainsaws.

These audits had not been carried out since 2008. With the audits complete the team has found them very interesting, as some of the Depots have equipment that goes back to when the SES units first began in the Region. In future, these audits will be carried out annually.

The audits have identified that most of the units are up- to-date with their equipment. There are a few of the groups that have some old equipment which is not compliant with safety requirements and therefore, new equipment will be ordered. EMQ will supply a copy of each audit, including photographs taken of assets to Council and the local controller, upon completion of these audits.

Planning and advocating to improve key partnerships

The expansion of mining activity may hold many challenges for the Isaac region, but through sensible planning these challenges can be effectively managed.

This was the main conclusion from a report presented by KPMG partner Bernard Salt at the Sofitel Hotel in Brisbane on Monday 7 November 2011.

The report concludes almost twelve months of research by leading advisory firm KPMG examining the impact of mining on the demand for local services and infrastructure. Isaac Regional Council, believed to be the first municipal Council in Australia to commission such a study, now has a model for the number of resident population required to sustain each new infrastructure asset.

The research-based model will prove invaluable to Isaac Regional Council's future planning. An additional 24 mines in various planning stages are likely to impact the Isaac region in some way - a figure which almost doubles the current mines activity in

the Isaac region. Managing associated growth and community sustainability is central to the region's health.

Whilst acknowledging the many challenges ahead, Isaac Regional Council Mayor Cedric Marshall says the data will provide the region with a huge advantage to plan confidently for the future.

"This analytical tool will provide evidence-based advice on the resources, services and infrastructure that are required to support sustainable communities into the future".

Ten mines were planed to open in the Isaac region by 2012 and the majority of these workers will be non-residents.

As KPMG partner Bernard Salt notes: 'Mining is changing the way Australians engage with the interior and especially through the rise of non-resident workforces. The KPMG study will help the mining industry work with local councils to build sustainable local communities.'

Faced with unprecedented mining-related activity Isaac Regional Council in Queensland's Bowen Basin is taking a major step in planning for the services and infrastructure required by residents and local businesses.

Mining is changing the way Australians engage with the interior and especially through the rise of non-resident workforces. The KPMG study will help the mining industry work with local councils to build sustainable local communities.

As Mayor Cedric Marshall explains, this puts Isaac in a unique and advantageous position.

"The end result is an analytical tool that will provide evidence-based advice on the resources, services and infrastructure that are required to support sustainable communities into the future. Having access to the model will provide Council with a multitude of benefits. We will be able to use the information to plan for the future, to manage and allocate resources, and to ensure the viability and sustainability of our region's communities", said Cr Marshall.

Reporting Against Legislative Requirements

A local government must prepare an annual report for each financial year. The annual report must be adopted before 30 November in the year after the end of the financial year or a later day decided by the Minister. Once adopted the report must be published on councils website and copies made available for purchase.

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

The financial management documents include the following documents:
- An annual budget
- A general purpose financial report
- A financial forecast
- An asset register
- Revenue statement

The planning and accountability documents include the following documents:
- An annual report
- A 5 year corporate plan
- An annual operational plan
- A long-term community plan
- A long-term financial plan
- A long term asset management plan a report on the results of an annual review of the implementation of the long term plans mentioned.

Distributor-Retailers (SEQ) (s111A)
Profits of Distributor Retailers distributed to Council and Tax equivalents paid by Distributor Retailers to Council. All other payments made by the distributor-retailer to the local government, or obligations or liabilities owed by the distributor-retailer to the local government, under a financial arrangement entered into between the distributor-retailer and local government. All payments from Council to Distributor Retailers and purposes Obligations / liabilities owed by Council to Distributor Retailers LGA (incl. reasons)
Council has nothing to report for this financial year.

Resolutions
Under section 113 of the FP&R Regulations 2010 Councils annual report must contain—
(a) a copy of the resolutions made during the year under sections 42(5) of the LG Operations Regulation, Remuneration Schedule.
- At an ordinary meeting held 24 January 2012 a resolution was passed authorising Councillor Remuneration.

OFFICER'S RECOMMENDATION
That Council:
Authorise the payment to Councillors from 1 January 2012 based on the flat annual fee of 100% of the top band as determined by the Local Government Remuneration and Discipline Tribunal, and in accordance with any such provisions for such payment, for the Isaac Regional Council for the following Councillors for the 2012 Calendar Year:-

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

Or any other person who, for whatever reason, hold one of the positions mentioned above during the 2012 calendar year.

Resolution No.: 2993
Moved: Cr Crawford   **Seconded**: Cr Williams
That Council adopt the officer's recommendation.
Notation
The banding no longer applies to the remuneration.   **Carried: 8/0**

- At an ordinary meeting on 26 June 2012 a resolution was passed authorising Councillor Superannuation Remuneration.

OFFICER'S RECOMMENDATION
That Council:
A matter for Council

Resolution No.: 3137
Moved: Cr Freeleagus   **Seconded:** Cr Lacey
That Council adopt the officer's recommendation subject to the following amendment.
AMEDNMENT
That Isaac Regional Council becomes a local governing body for taxation purposes effective rom 10 May 2012.   **Carried: 9/0**

(b) Copy of resolutions under s45 (1) LG (Operations) Regulation 2010.Requirement to adopt expenses reimbursement policy or amendment.

At a special meeting on 11 May 2012 a resolution was passed to adopt the Councillor Reimbursement of Expenses and Provision of Facilities Policy.
Resolution No.: **3111**
Moved: Cr Appleton   **Seconded:** Cr Lacey
That Council adopt the officer's recommendation.
Notation:
Councillor Equipment, that Councillors be provided with Ultrabook laptops, wireless modems and iPhones. That the Councillor vehicle currently located in Dysart be relocated to Middlemount.   **Carried: 9/0**

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

ISAAC REGIONAL COUNCIL												
RELEVANT MEASURES OF FINANCIAL SUSTAINABILTY FP&R s.112 LGA s.104	RATIO ANALYSIS											
RATIO	DEPARTMENT OF LOCAL GOVERNMENT TARGET RATIO	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22
Asset Consumption Ratio												
Definition												
This ratio shows the written down current value of the Council's depreciable assets relative to their 'as new' value in up to date prices. The ratio seeks to highlight the aged condition of the Council's stock of physical assets.	40% - 80%	84%	93%	83%	83%	83%	82%	82%	81%	81%	81%	81%
Asset sustainability ratio												
Definition												
Depreciation expense represents an estimate of the extent to which the infrastructure assets have been consumed during the period.	> 90%	125%	105%	123%	104%	110%	112%	98%	127%	122%	123%	125%
Interest coverage ratio												
Definition												
As principal repayments are not operating expenses, this ratio demonstrates the extent to which operating revenues are being used to meet the financing charges associated with debt servicing obligations.	0% - 10%	0.6%	-2.7%	-1.9%	-1.9%	-3.1%	-3.0%	-3.0%	-2.9%	-2.8%	-2.8%	-2.7%
Net Financial Liabilities Ratio												
Definition												

The ratio shows the Council's capacity to increase borrowing. A ratio less than 60% indicates that the Council has the capacity, whilst a ratio greater than 60% indicates that the Council has limited capacity.	< = 60%	-80%	-40%	-48%	-60%	-70%	-69%	-67%	-65%	-64%	-62%	-61%
Operating Surplus Ratio												
Definition												
The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of operating revenue.	0% - 15%	39%	10%	22%	28%	17%	18%	19%	20%	21%	22%	23%
Working Capital Ratio												
Definition												
Measures the extent to which the Council has liquid assets available to meet short term financial obligations.	>1	5.4 : 1	3.1 : 1	3.6 : 1	5.7 : 1	5.7 : 1	5.7 : 1	5.6 : 1	5.6 : 1	5.5 : 1	5.5 : 1	5.4 : 1

This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.

The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of total operating revenue.

A positive ratio indicates that surplus revenue is available. This may be used to support the funding of capital expenditure or used to offset past or future operating deficits. If the surplus is not required for this purpose in a particular year, it can be held to support future capital expenditure funding as a financial asset, used to offset past deficit funding or, where possible, used to reduce current debt levels.

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

1 senior contract employee with a total remuneration package in the range of $250,000-$270,000

2 senior contract employees with a total remuneration package in the range of $200,000-$210,000

18 senior contract employees with a total remuneration package in the range of $130,000-$160,000

1 senior contract employee with a total remuneration package in the range of $80,000-$100,000

*A **senior contract employee** is the chief executive officer; or any other local government employee who is employed on a contractual basis; and in a position that reports directly to the chief executive officer.*

Remuneration for the Mayor and Councillors holding office for 2011-12
FP&R Regulation 2010 s.114 (a) (b) requires Councils annual report must contain particulars of the total remuneration paid to each Councillor during the year; and the total superannuation contributions paid during the year for each Councillor. These particulars are contained in the table below:

Division	Councillor	Gross Salary	Allowance	Superannuation	Total
Mayor	Cedric Marshall	103,544	0	12,425	115,969
	Anne Baker	11,394	0	1,367	12,761
1	Dale Appleton	64,197	705	7,704	72,606
2	Ann Crawford	57,076	580	6,849	64,505
	Nick Wheeler	6,053	604	679	7,336
3	Gina Lacey	63,129	705	5,682	69,515
4	Anne Baker	57,076	580	6,849	64,505
	Peter Freeleagus	6,053	125	726	6,904
5	Roger Ferguson	66,450	802	7,974	75,226
	Kelly Vea Vea	6,053	125	545	6,722
6	Rob Williams	57,076	580	6,849	64,505
	Barbara Stranks	6,053	125	545	6,722
7	Donald Black	57,076	12,006	5,137	74,219
	Jane Pickels	6,053	125	545	6,722
8	Geoffrey Bethel	63,129	705	7,793	71,627

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

Division	Councillor	Conferences and Training	Travel and Accommodation	Mobile Phones	Laptop/Wireless Internet	Total
Mayor	Cedric Marshall	5,019	15,978	0	36	21,033
Mayor	Anne Baker	7,995	5,180	580	0	13,755
1	Dale Appleton	1,091	172	751	0	2,014
2	Ann Crawford	0	4,165	580	0	4,745
2	Nick Wheeler	0	0	171	0	171
3	Gina Lacey	0	1,278	751	600	2,628
4	Peter Freeleagus	0	0	171	0	171
5	Roger Ferguson	7,995	3,223	580	0	11,798
5	Kelly Vea Vea	0	0	171	0	171
6	Rob Williams	0	177	580	0	757
6	Barbara Stranks	0	0	171	0	171
7	Donald Black	591	1,107	580	0	2,278
7	Jane Pickels	0	55	171	0	225
8	Geoffrey Bethel	0	177	751	0	928

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

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

POLICY NUMBER: IRC/STAT-007

CATEGORY: COUNCIL POLICY

CLASSIFICATION: STATUTORY

STATUS TABLE:

Approved by Council	Meeting number and date
YES	11 May 2012
	Resolution number
	3111
Approval by CEO	N/A
Effective date	Review date
11 May 2012	11 May 2013

Policy Author
Mark Crawley

Endorsed by
N/A

Responsible Position
CEO

Current incumbent	Contact number	Email address
Mark Crawley	4941 5400	mark.crawley@isaac.qld.gov.au

COUNCILLOR REIMBURSEMENT OF EXPENSES AND PROVISION OF FACILITIES POLICY

1. BACKGROUND AND CONTEXT

Under the *Local Government (Operations) Regulation 2010, section 45(1),* Council must adopt, by resolution, an Expenses Reimbursement policy or an amendment of the 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.

2. PURPOSE AND SCOPE

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

3. DEFINITIONS

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

4. POLICY PROVISIONS

Statement of Principles
The policy is consistent with the local government principles; and the financial sustainability criteria under *section 102 of the Local Government Act 2009.*

Payment of Expenses

Expenses will be paid to a Councillor through administrative processes approved by the Chief Executive Officer (CEO) subject to the limits outlined in this policy. As a rule, Council will raise orders and pay for expenses that can reasonably be determined in advance.

CATEGORY	QUANTUM
REPRESENTING COUNCIL	
WHERE COUNCIL RESOLVES COUNCILLORS ARE REQUIRED TO ATTEND CONFERENCES OR WORKSHOPS TO EITHER DELIVER A PAPER OR AS A DELEGATE OF COUNCIL.	ACTUAL EXPENSES ASSOCIATED WITH ATTENDING INCLUDING REGISTRATION FEES, ACCOMMODATION, TRAVEL AND MEALS SUBJECT TO LIMITS SET OUT HEREAFTER.
PROFESSIONAL DEVELOPMENT NEEDS	
MANDATORY TRAINING:	ACTUAL EXPENSES ASSOCIATED WITH ATTENDING INCLUDING REGISTRATION FEES, ACCOMMODATION, TRAVEL AND MEALS SUBJECT TO LIMITS SET OUT HEREAFTER.
DISCRETIONARY TRAINING:	LIMIT OF $1,250 PER ANNUM.
TRAVEL COSTS	
COUNCILLORS MAY INCUR TRAVEL COSTS (FLIGHTS, MOTOR VEHICLE MILEAGE, ACCOMMODATION, MEALS, REGISTRATION FEES, TAXI FEES ETC) FOR A NUMBER OF REASONS INCLUDING ATTENDANCE AT COUNCIL MEETINGS, TRAVELLING TO CONFERENCES, TRAINING OR WORKSHOPS WHERE: • A COUNCILLOR IS AN OFFICIAL REPRESENTATIVE OF COUNCIL AND • THE ACTIVITY/EVENT AND TRAVEL HAVE BEEN ENDORSED BY RESOLUTION OF COUNCIL (EXCLUDING COSTS ASSOCIATED WITH ATTENDANCE AT ORDINARY OR SPECIAL MEETINGS AND DISCRETIONARY TRAINING) COUNCIL WILL REIMBURSE ALL REASONABLE COSTS ASSOCIATED WITH COUNCILLORS TRANSPORT NEEDS FOR TAXIS, HIRE CARS OR PUBLIC TRANSPORT WHILE ATTENDING CONFERENCES, WORKSHOPS, CONFERENCES OR MEETINGS OUTSIDE THE REGION. COUNCIL WILL PAY FOR REASONABLE EXPENSES INCURRED FOR OVERNIGHT ACCOMMODATION WHEN IT IS IMPRACTICAL OR UNSAFE FOR A COUNCILLOR TO RETURN TO THEIR	ACTUAL TRAVEL COSTS.

NORMAL PLACE OF ABODE.	
TRAVEL BOOKINGS ALL COUNCILLOR TRAVEL APPROVED BY COUNCIL WILL BE BOOKED AND PAID FOR BY COUNCIL WHERE PRACTICAL. ECONOMY CLASS IS TO BE USED EXCEPT WHERE OTHERWISE AUTHORISED BY COUNCIL RESOLUTION. AIRLINE TICKETS ARE NOT TRANSFERABLE AND CAN ONLY BE PROCURED FOR THE COUNCILLORS' TRAVEL ON COUNCIL BUSINESS. THEY CANNOT BE USED TO OFFSET OTHER UNAPPROVED EXPENSES (E.G. COST OF PARTNER OR SPOUSE ACCOMPANYING THE COUNCILLOR). COUNCIL MAY BOOK AND PAY FOR THE TRAVEL COSTS OF A PARTNER OR SPOUSE ACCOMPANYING THE COUNCILLOR PROVIDED THAT SUCH COSTS ARE REIMBURSED WITHIN 14 DAYS OF THE LATER OF BOOKING OR PAYMENT BY COUNCIL. ANY ADDITIONAL TRAVEL COSTS INCURRED BY COUNCIL DUE TO CHANGES MADE BY COUNCILLORS FOR PERSONAL REASONS MUST BE REIMBURSED WITHIN 14 DAYS OF THE LATER OF BOOKING OR PAYMENT BY COUNCIL.	
TRAVEL TRANSFER COSTS ANY TRAVEL TRANSFER EXPENSES SUCH AS TRAIN/TAXI/BUS/FERRY FARES ASSOCIATED WITH COUNCILLORS TRAVELLING FOR APPROVED BUSINESS WILL BE REIMBURSED.	ACTUAL TRAVEL COSTS.
PRIVATE VEHICLE USAGE COUNCILLOR PRIVATE VEHICLE USAGE MAY BE REIMBURSED BY COUNCIL IF: • THE TRAVEL HAS BEEN ENDORSED BY COUNCIL RESOLUTION (EXCLUDING ATTENDANCE AT ORDINARY OR SPECIAL MEETINGS OF COUNCIL AND DISCRETIONARY TRAINING); • CLAIM FOR MILEAGE IS SUBSTANTIATED WITH LOG BOOK DETAILS; • A COUNCIL VEHICLE IS NOT AVAILABLE OR IT IS IMPRACTICAL TO USE SUCH A VEHICLE; AND	RATE FOR APPLICABLE MOTOR VEHICLE AS DETAILED IN THE CENTS PER KILOMETRE METHOD AS PUBLISHED FROM TIME TO TIME BY THE AUSTRALIAN TAXATION OFFICE (ATO).

• THE TOTAL TRAVEL CLAIM DOES NOT EXCEED THE COST OF THE SAME TRAVEL USING A COMBINATION OF PRIVATE VEHICLE, ECONOMY FLIGHTS AND THE COST OF TAXI TRANSFERS. TO EXPEL ANY DOUBT, COUNCILLORS WHO RESIDE OUTSIDE OF THE TOWN IN WHICH AN ORDINARY OR SPECIAL MEETING OF COUNCIL IS HELD SHALL BE ELIGIBLE FOR REIMBURSEMENT OF PRIVATE VEHICLE USAGE TO TRAVEL FROM THEIR PLACE OF RESIDENCE TO THE MEETING PLACE OR TO THE POINT OF DEPARTURE OF COUNCIL OWNED TRANSPORT. A CLAIM FOR MILEAGE FOR IDENTICAL TRAVEL (E.G. FROM A COUNCILLORS PLACE OF RESIDENCE TO AN AIRPORT) NEED ONLY BE SUBSTANTIATED BY LOG BOOK ONCE.	
ACCOMMODATION ALL COUNCILLOR ACCOMMODATION FOR COUNCIL BUSINESS WILL BE BOOKED FOR AND PAID BY COUNCIL. COUNCIL WILL PAY FOR THE MOST ECONOMICAL DEAL AVAILABLE. WHERE POSSIBLE, THE MINIMUM STANDARD OF ACCOMMODATION SHOULD BE 4 STAR. WHERE PARTICULAR ACCOMMODATION IS RECOMMENDED BY CONFERENCE ORGANISERS, COUNCIL WILL TAKE ADVANTAGE OF THE PACKAGE DEAL THAT IS THE MOST ECONOMICAL AND CONVENIENT TO THE EVENT.	ACTUAL TRAVEL COSTS.
MEALS COUNCIL WILL REIMBURSE THE COST OF MEALS FOR A COUNCILLOR WHEN: • THE COUNCILLOR INCURS THE COST PERSONALLY; • THE MEAL WAS NOT PROVIDED WITHIN THE REGISTRATION COSTS OF THE APPROVED ACTIVITY / EVENT OR DURING AN APPROVED FLIGHT; AND • THE COUNCILLOR PROVIDES A TAX INVOICE.	THE FOLLOWING LIMITS APPLY TO THE AMOUNT COUNCIL WILL REIMBURSE FOR MEALS, ACTUAL REASONABLE COSTS UP TO: BREAKFAST: $23.10 LUNCH $32.10 DINNER $45.95
HOSPITALITY EXPENSES	
COUNCILLORS MAY HAVE THE NEED TO	MAYOR: LIMIT OF $4,000 PER ANNUM.

INCUR HOSPITALITY EXPENSES WHILE CONDUCTING COUNCIL BUSINESS APART FROM OFFICIAL CIVIC RECEPTIONS ORGANISED BY COUNCIL. A TAX INVOICE SHALL BE PROVIDED PRIOR TO REIMBURSEMENT OF ANY HOSPITALITY CLAIM.	COUNCILLORS: LIMIT OF $500 PER ANNUM.

Provision of Facilities

Ownership

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

Private use of Council owned facilities

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

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

Facilities to be provided

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

SERVICE STAFF OF THE RELEVANT REGIONAL OFFICE.	
STATIONERY REQUIREMENTS – ALL STATIONERY NECESSARY FOR COUNCILLORS TO UNDERTAKE THEIR ROLE SHALL BE PROVIDED BY CONTACTING THE CUSTOMER SERVICE STAFF OF THE RELEVANT REGIONAL OFFICE.	
HOME OFFICE	
COMPUTERS - COUNCIL WILL PROVIDE TO EACH COUNCILLOR A LAPTOP COMPUTER, CARRY BAG, DOCKING STATION, FLAT SCREEN MONITOR OR IPAD AND A PRINTER / SCANNER / FAX MACHINE TOGETHER WITH ALL NECESSARY SOFTWARE.	ACTUAL COST WITH THE SYSTEM BEING DETERMINED BY THE MANAGER OF INFORMATION TECHNOLOGY.
INTERNET ACCESS – COUNCIL WILL INSTALL BUSINESS STANDARD INTERNET ACCESS AT THE RESIDENCE OF EACH COUNCILLOR. WIRELESS INTERNET ACCESS WILL BE PROVIDED TO ALL LAPTOPS SUPPLIED TO COUNCILLORS.	
TELECOMMUNICATION NEEDS	
MAYOR – SHALL BE PROVIDED WITH A MOBILE TELEPHONE OR IPHONE FOR OFFICIAL BUSINESS. ALL OTHER COUNCILLORS SHALL BE PAID AN ANNUAL TELECOMMUNICATIONS ALLOWANCE EQUAL TO $1200.00 ANNUALLY AND PAID FORTNIGHTLY TOWARDS THEIR TELECOMMUNICATIONS NEEDS. ALL COUNCILLORS MAY BE PROVIDED A COUNCIL IPHONE OR MOBILE TELEPHONE IF REQUIRED.	ACTUAL COST. COUNCILLOR LIMIT OF $1200.00 PER ANNUM.
MAINTENANCE COSTS	
COUNCIL SHALL FULLY MAINTAIN ALL COUNCIL OWNED EQUIPMENT PROVIDED TO THE MAYOR AND COUNCILLORS TO ENSURE IT IS OPERATING FOR OPTIMAL PROFESSIONAL USE.	ACTUAL COST.
MOTOR VEHICLE	
MAYOR - COUNCIL SHALL PROVIDE AN EXECUTIVE LEVEL MOTOR VEHICLE FOR	ACTUAL COST.

THE EXCLUSIVE BUSINESS USE OF THE MAYOR. COUNCILLORS – TWO COUNCIL MAINTAINED VEHICLES WILL BE DEDICATED FOR COUNCILLOR USE. ONE VEHICLE WILL BE LOCATED IN MORANBAH, THE OTHER IN DYSART. IN ADDITION TO THESE TWO DEDICATED COUNCILLOR VEHICLES, COUNCILLORS WILL ALSO HAVE ACCESS WHERE AVAILABLE TO COUNCIL POOL VEHICLES FOR OFFICIAL BUSINESS. SUCH VEHICLES SHALL BE BOOKED THROUGH THE CUSTOMER SERVICE STAFF OF THE RELEVANT REGIONAL OFFICE. COUNCILLORS SHALL HAVE EQUAL PRIORITY WITH STAFF FOR BOOKING OF COUNCIL POOLED VEHICLES.	
LEGAL AND INSURANCE COSTS	
LEGAL – COUNCIL WILL COVER THE LEGAL COSTS OF ANY INQUIRY, INVESTIGATION, HEARING OR LEGAL PROCEEDING INTO THE CONDUCT OF A COUNCILLOR ARISING OUT OF OR IN CONNECTION WITH THE COUNCILLOR'S PERFORMANCE OF HIS/HER CIVIC DUTIES.	ACTUAL COST.
INSURANCE – COUNCIL SHALL COVER ALL COUNCILLORS FOR WORKERS COMPENSATION INSURANCE TO THE SAME EXTENT AFFORDED TO EMPLOYEES OF COUNCIL.	ACTUAL COST.

Claims for Reimbursement

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

Responsibilities and Reporting

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

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

REFERENCES AND RELATED DOCUMENTS

- Local Government (Operations) Regulation 2010

- Local Government Act 2009

Councillors

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

Councillor	Statutory	Special
Cedric Marshall	10	3
Dale Appleton	12	3
Ann Crawford	9	2
Gina Lacey	9	4
Anne Baker	12	4
Roger Ferguson	9	3
Rob Williams	9	3
Donald Black	10	2
Geoffrey Bethel	12	2
Nick Wheeler	2	1
Peter Freeleagus	2	1
Kelly Vea Vea	2	1
Barbara Stranks	2	1
Jane Pickels	2	1

Sections 114 (f) (g) & (h) of the FP&R Regulation's 2010 require a local government to report the total number of the following during the year—
(i) orders and recommendations made under section 180(2) or (4) of the Act;
(ii) orders made under section 181 of the Act; and
(g) each of the following during the year—
(i) the name of each councillor in relation for whom an order or recommendation was made under section 180 of the Act or an order was made under 181 of the Act.
(ii) a description of the misconduct or inappropriate conduct engaged in by each of the councillors;
(iii) a summary of the order or recommendation made for each councillor; and
(h) the number of each of the following during the year—
(i) complaints about the conduct or performance of councillors assessed as frivolous or vexatious
under section 177(4) of the Act;
(ii) complaints referred to the department's chief executive under section 177(5)(a) of the Act;
(iii) complaints referred to the mayor under section 177(5)(b) of the Act;
(iv) complaints referred to the department's chief executive under section 177(6) of the Act;
(v) complaints assessed by the chief executive officer as being about official misconduct;
(vi) complaints heard by a conduct review panel;
(vii) complaints heard by the tribunal;
(viii) complaints dealt with by the chief executive officer under section 177(8) of the Act.
Council has nothing to report for this financial year.

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

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

The complaints process is for resolving complaints by affected persons about administrative action of the Council or an alleged minor breach by a Councillor of the Councillor's Code of Conduct. However, the complaints process does not apply to a complaint –
- that can be made under s.48 of the Act about competitive neutrality issues;
- about official misconduct that should be directed to the Crime and Misconduct Commission;
- made under the Public Interest Disclosure (PID) Act 2010; or
- about a breach, a repeat breach or a statutory breach under the Councillors code of Conduct.

The complaints process has been instituted to ensure that, to the greatest practical extent, any complaint is dealt with fairly, promptly, professionally, in confidence (subject to any legal requirements) and in a manner respectful to the complainant.

Complaints can be made in a number of ways;
- orally, either by telephone or in person to a Council Officer
- by email to records@isaac.qld.gov.au (subject-Complaint) or online via Council's website; or
- in writing (by letter, fax, or by completing the Council's complaints form, whether signed or unsigned).

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

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

Copies of the General Complaints Process are available on Councils intranet and internet website. Every two years Council will conduct a review audit of the complaints process. The review audit will evaluate the performance of the complaints process and will consider accessibility, timeliness, satisfaction and compliance. The complaints process will be amended in terms of any adopted recommendation arising from the review.

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

Council received 85 administrative complaints during the financial year and resolved all those complaints. However, Council acknowledges that not all complaints were recorded in Councils records management system therefore this figures reflects only the number of recorded complaints. The reason for complaints not being recorded is due to human error, where staff forget to lodge the complaint electronically especially when complaints are made and/or resolved over the telephone.

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

Council has nothing to report for this financial year.

Overseas travel expenditure
FP&R Regulations 2010, s.116 requires the disclosure of overseas travel details for Councillors and Council staff undertaken between 1 July 2011 and 30 June 2012.

Name	Amount	Location									
Mr Chiz Ruxton (Council Officer)	$0.00	Thailand									
Mr Chiz Ruxton (Council Officer)	$0.00	Shanghai									
Council provided, on a fee for service basis, the certification of module accommodation units prior to their importation to Australia.											
These trips were cost neutral to Council.											

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

A total of $376,413.99 was granted to community organisations during the 2011/2012 financial year.

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

Council has nothing to report for this financial year

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

Council has control of 21,181.28 hectares of land that is a reserve under the Land Act 1994. Council owns and has control of 3056 kilometres of road

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

Council has nothing to report for the 2011-12 financial year.

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

Service	Special Rate Levied	Special Charge Levied	2011/12 Expenditure
Lot 1 on MLG1782:ML1782, Parishes of Dunsmure, Dysart and others and Lot 1 on MLG70331:ML70331, Parish of Vermont	4,260,628.00		6,625,147.29
Lot 1 on MLG1831:ML1831, Parish of Bul Bul and Lot 1 on MLG70171:ML70171, Parish of Foxleigh	3,460,245.00		6,239,727.77
Pt Lot 1 on ML1804, Parish of Blair Athol and ML1904 and ML1995, Parish of Blair Athol	571,162.00		7,492,248.73
ML1764 (SCML152), Parish of Goonyella, Lot 1 on MLG70108:ML1763, Parish of Platypus, Lot 1 on MLG1763:ML1763, Parish of Platypus and Lot 1 on MLG1775:ML1775, Parish of Moranbah	3,651,404.00		16,871,778.91
Lot 1 MP41085:ML4761 Suttor Creek	4,347,463.00		4,056,868.28
Road Rehabilitation works on the Moranbah Access Road, Moranbah for the year ended 30/06/2012. ML 1764 (SCML152), Parish of Goonyella, Lot 1 on MLG70108:ML70171, Parish of Platypus, Lot 1 on MLG1763 :ML1763, Parish of Platypus and Lot 1 on MLG1775:ML1775, Parish of Moranbah		1,984,500.00	315,469.70

Road rehabilitation works, on the Peak Downs Mine Road for the year ended 30/06/2012. ML 1764 (SCML152), Parish of Goonyella, Lot 1 on MLG70108 :ML70171, Parish of Platypus, Lot 1 on MLG1763 :ML1763, Parish of Platypus and Lot 1 on MLG1775:ML1775, Parish of Moranbah		550,000.00	259,551.18
Road upgrading works, namely the construction of a slip lane on the intersection of the Saraji Road and Garnham Drive, Dysart for the year ended 30/06/2012. Lot 1 on MLG1782:ML1782, Parishes of Wyndam, Vermont, Kirkaldy and Dysart,		700,000.00	854,309.01
Road upgrading works, namely rehabilitation works on the Golden Mile Road and widening of the Stephens Creek Bridge for the year ended 30/06/2012. Lot 1 on MLG1782:ML1782, Parishes of Wyndam, Vermont, Kirkaldy and Dysart		2,000,000.00	143,423.49
Road upgrading works, namely widening and rehabilitation works on the Dysart Bypass Road, Dysart for the year ended 30/06/2012. Lot 1 on MLG1782:ML1782, Parishes of Wyndam, Vermont, Kirkaldy and Dysart		1,000,000.00	212,835.07
Upgrade and renewal works on the sewerage and Effluent Reuse network of Dysart for the year ended 30/06/2012. Lot 1 on MLG1782:ML1782, Parishes of Wyndam, Vermont, Kirkaldy and Dysart		1,994,000.00	18,750.00

Road upgrading works, namely the road rehabilitation, widening and seal in Dawson Street, Middlemount for the year ended 30/06/2012.Lot 1 on MLG1831:ML1831, Parish of Bul Bul		400,000.00	-
New footpaths namely the construction of a new footpath linking Ricketts Street and the Dysart-Middlemount Road, Middlemount for the year ended 30/06/2012. Lot 1 on MLG1831:ML1831, Parish of Bul Bul.		148,500.00	122,546.60
Rural Fire Brigade Districts		4,000.00	4,000.00

Invitations to Change Tenders
Under section 119 (d) of the FP&R Regulations 2010 Council must provide the number of invitations to change tenders under section 177(7) during the year.
Council has nothing to report for this financial year.

Council Registers
Under section 119 (e) of the FP&R Regulations 2010 Council must provide a list of registers kept by Council. The following registers are held by Council:
- Local Laws
- Beneficial Enterprises
- Roads
- Cost Recovery fees
- Delegations
- Electoral Gifts
- Code of Conduct
- Competitive Neutrality
- Asset
- Pre-qualified
- Register of Interest

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

Section 53 of the FP&R Regulation 2010 provides that Council may grant concessions for rates and charges. The Local Government may grant a concession only if it is satisfied one of the criteria in Section 54 of the regulation is satisfied. Council applied the following concessions for the reporting period:

Discount
In accordance with the provisions of Section 64 of the FP&R Regulation 2010, discount at the rate of 10% shall be allowed on General Rates net of any subsidies, excluding all special rates and charges, provided payment of the full amount of outstanding and overdue rates and interest is paid by the due date.

If Council is satisfied that a person liable to pay rates has been prevented, by circumstances beyond the person's control, from paying the rates in time to benefit from a discount under section 64 of the Local Government (Finance, Plans and Reporting) Regulation 2010, then Council under Section 64 (8) of the Regulation, may still allow the discount following written application by the ratepayer.

Pensioner Concessions

To alleviate the impact of rates and charges on approved pensioners, Council shall provide concessions of 30% on general rates, water, sewerage and cleansing charges (but not state fire levy and excess water charges) in addition to the State Pensioner Subsidy.

Natural Hardship

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

Economic or Social Incentives

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

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

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

AUDIT & RISK MANAGEMENT

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

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

The members of the Audit & Risk Committee as at 30 June 2012 were;

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

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

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

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

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

During the 2012 financial year 7 reviews were undertaken across all areas of Council. Of these reviews matters arising have been actioned for the majority of suggested improvements to Council's internal control environment. The independent internal audit firm partner in charge of the engagement has advised that "Internal Control improvements have been ongoing. There are still areas of required improvements, which form part of an agreed work program for the 2012/2013 year, which we will then undertake further reviews as these improvements are implemented to ensure there success. Council should be satisfied with the improvements that it has made and continue this improvement process into the future."

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

An EEO Policy and associated EEO Management Plan were developed and adopted in this current financial year, on 28 August 2012 and 25 September 2012 respectively.

Under section 119 (i) of the FP&R Regulations 2010 Council must provide the names of its shareholder delegates for its corporate entities.
Council has nothing to report for this period.

Under section 119 (j) of the FP&R Regulations 2010 Council must provide a summary of investigation notices given in the year under section 137 of the Business Activities Regulation for competitive neutrality complaints.
Council has nothing to report for this financial year.

Under section 119 (k) of the FP&R Regulations 2010 a local government must report on its decisions on the referee's recommendations on any complaints under section 145(3) of the Business Activities Regulation and the Queensland Competition Authority's recommendations under section 158(5) of the Business Activities Regulation.
Council has nothing to report for this financial year.

COMMUNITY FINANCIAL REPORT

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

The financial information in this report covers a 12 month period from 1 July 2011 to 30 June 2012.

REVENUE

Total revenue of $147,597,463 was recognised for the period 1 July 2011 to 30 June 2012. This includes Operating Revenue (including rates and charges) of $123,141,660 and Capital Revenue (including grants and contributions) of $24,455,803.
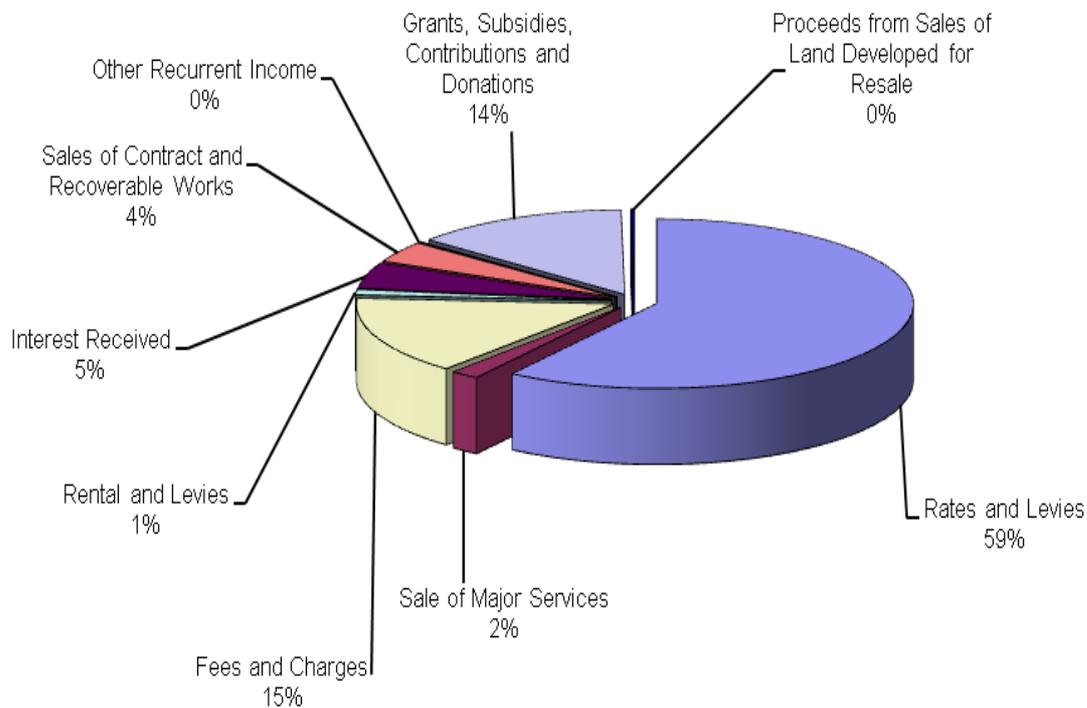
EXPENDITURE

Council expenses totalled $99,049,758 which includes the following highlights: Depreciation of $16,563,759, Materials and Services of $41,077,403, Employee Benefits of $27,674,871 and Finance Costs of $963,347.
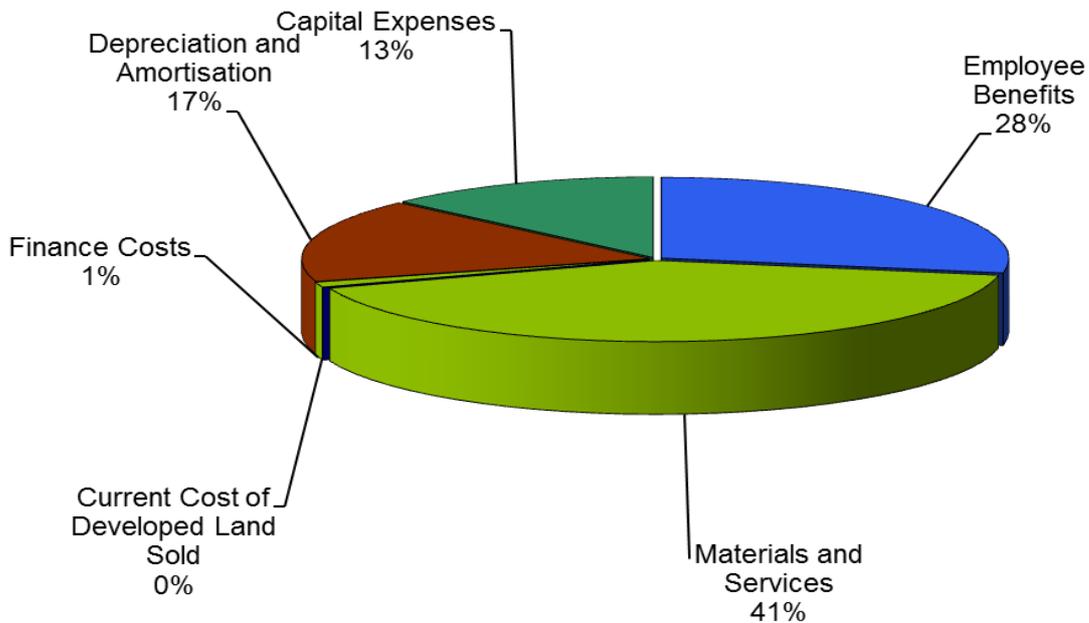
As at 30 June 2012 the value of Total Assets held by Council was $1,034,825,132. After deducting liabilities of $29,961,673 Council's Net Worth was $1,004,863,459. This represents the total Community Equity.
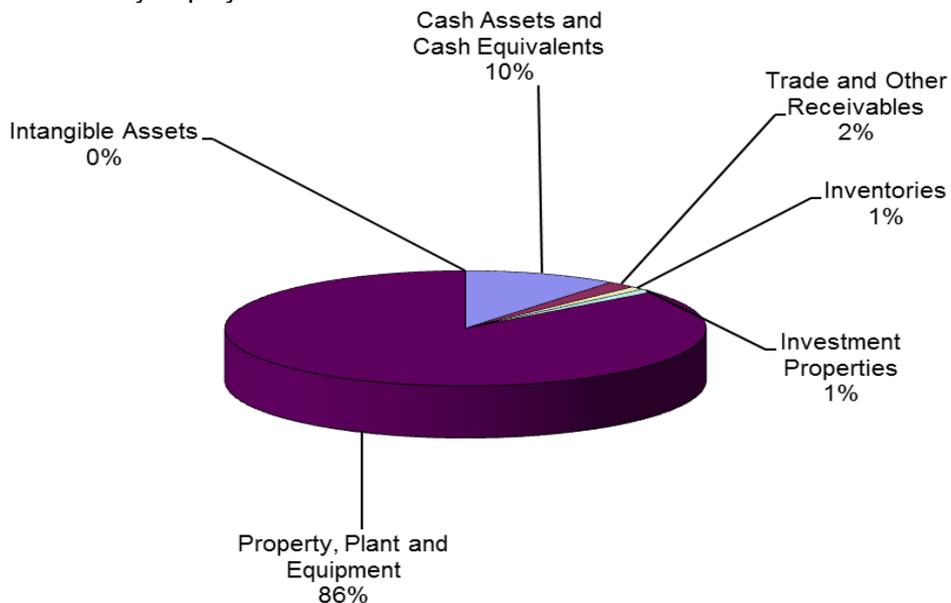
FINANCIAL RATIOS

Isaac Regional Council as at 30 June 2012   %

Change in community equity ratio:

The percentage change in the net wealth of the Council   9.3%

Interest cover:

The percentage of interest costs to total recurrent revenue   0.6%

Debt servicing ratio:

The percentage that the Council's total recurrent revenue that is

used to service loan interest and principal repayments   0.9%

General rate revenue ratio:

The Council's dependence on general rate revenue as a

percentage of total recurrent revenue   27.4%

Revenue ratio:

The Council's dependence on net rates and utility charges as a

percentage of total recurrent revenue   59.5%

Debt exposure ratio:

The percentage of Council's capital debt to total community equity   1.2%

Working capital ratio:

The ratio of unrestricted current assets available to meet current liabilities   5.4 : 1

Unfunded depreciation ratio:

The percentage of unfunded depreciation to the total depreciation expense   25.3%

Rate arrears ratio

The percentage of rates and charges receivable to

net rate and charges revenue   1.7%