



# 2015-16 Annual Report





# Contents

<b>INTRODUCTION</b>	<b>4</b>
<b>WHO WE ARE</b>	<b>6</b>
Vision, Mission and Values	6
Customer Service Charter	7
Message from the Mayor	8
Message from the Chief Executive Officer	9
Elected Representatives	10
Performance Summary	14
<b>ISAAC AT A GLANCE</b>	<b>16</b>
Our Communities	18
Our People	22
Community Events and Highlights	24
<b>ABOUT COUNCIL</b>	<b>26</b>
Strategic and Operational Framework	26
Organisational Structure	27
Executive Leadership Team	28
Our Apprentices and Trainees	30
<b>CEO ASSESSMENT</b>	<b>32</b>
Our Reporting Framework	32
Highlights of 2015-16: Communities	34
Economy	36
Infrastructure	38
Environment	40
Governance	42
Other Key Performance Highlights	44





## **LEGISLATIVE INFORMATION** **50**

Debt Policy	50
Revenue Policy	50
Councillor Remuneration and Expenses	51
Executive Remuneration	51
Council Meetings	52
Overseas Travel	53
Complaints	53
Administrative Action Complaints	53
Internal Audit	55
Expenditure, Rates and Charges	56
Rates, Rebates and Concessions	57
Business Activities	58
Non-Reportable Items	58
Registers	59
Community Grants	60

## **FINANCIAL REPORTING** **66**

Community Financial Report	66
Financial Position	66
Financial Sustainability Ratios	69
Resolutions	69
Financial Statements	70
Management Certificate	71
Independent Auditor's Report	72
Financial Sustainability Statement	74
Certificate of Accuracy	74
CD of Full Financial Report	75

# Introduction

## Welcome

To the 2015-16 Annual Report of Isaac Regional Council (Council). This report details our performance in meeting the strategic priorities outlined in our Corporate Plan Isaac 2020 and provides an analysis of our financial performance.

The theme for 2015-16 was Our Infrastructure Our Future and this document demonstrates our commitment in how we are achieving to support a region with vibrant communities, a strong economy, a healthy environment and effective, sustainable infrastructure.

Council provides many programs and services to the community and this report details our successes and the challenges faced over the past 12 months to ensure we remain open and accountable to our stakeholders.

This information is relevant to Isaac residents and ratepayers, local business owners, potential investors, community groups, government agencies, funding bodies, and current and potential staff.

The objectives of the Annual Report include:

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





## Theme – Our Infrastructure, Our Future

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

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

2015-16 focused on 'Our Infrastructure Our Future' and therefore this Annual Report is illustrative of our commitment to supporting our communities, their future and ensuring sustainable investment into our infrastructure.

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



To provide feedback, for details on any of the content or to obtain a copy of the report, please email [records@isaac.qld.gov.au](mailto:records@isaac.qld.gov.au) or contact Council on 1300 ISAACS (1300 47 22 27).

The report can be viewed online on Council's website:  
[www.isaac.qld.gov.au](http://www.isaac.qld.gov.au)

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

### **Clermont Office**

Cnr Karmoo and Daintree Streets,  
CLERMONT QLD 4721

### **Dysart Office**

Shannon Crescent,  
DYSART QLD 4745

### **Glenden Office**

Ewan Drive  
GLEDEN QLD 4743

### **Middlemount Office**

Shopping Centre  
MIDDLEMOUNT QLD 4746

### **Moranbah Office**

Grosvenor Complex, Batchelor  
Parade, MORANBAH QLD 4744

### **Nebo Office**

10 Reynolds Street,  
NEBO QLD 4742

### **St Lawrence Office**

36 Macartney Street,  
ST LAWRENCE QLD 4707



# Who We Are

## Vision, Mission and Values

### Vision

To energise the world.

### Vision Statement

Helping to energise the world.

A region that feeds, powers and builds communities.

### Mission

To feed, power and build communities.



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

#### Teamwork and Coordination

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



# Customer Service Charter

Council's Customer Service Charter has been developed to build and enhance relationships and partnerships with our communities and customers, whilst we strive to continually improve our services.

## Our service commitment to you, our customer:

Our customers are any person or any organisation that has any form of dealing with Council. This includes residents, ratepayers, businesses, contractors, elected members and Council staff.

## When you contact us, we will:

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

## When receiving your complaint, we will:

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

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

## What we ask from you:

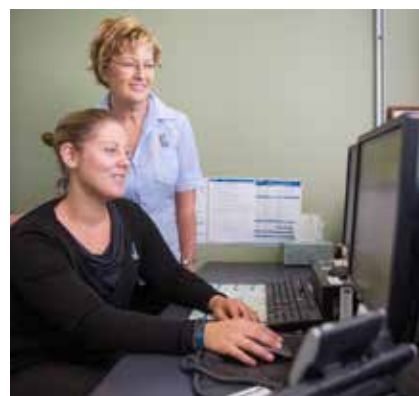
- Provide accurate and complete information in your dealings with us
- Work with us to solve problems
- Treat our staff with mutual respect
- Respect the community we live in

## Your feedback is important to us:

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

Address any correspondence to Program Manager Customer Service, via:

- Mail: Isaac Regional Council, PO Box 97, Moranbah QLD 4744
- Email: [records@isaac.qld.gov.au](mailto:records@isaac.qld.gov.au)
- Website: [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au)



# Message from the Mayor



This is my fifth year serving the diverse communities of Isaac. We have had our fair share of challenging times in recent years. But our resilience and determination is our greatest asset. We are embracing change and charting our course to the future.

During 2015-16, Council advocated for action on issues critical to a secure future:

1. Ending “postcode discrimination”
2. Resolving the community inequity of 100% fly in-fly out (FIFO) mining operations
3. Achieving water security
4. Securing fair funding for the roads which connect its communities and deliver products to Australia
5. Returning planning powers to the Council

While we achieved some significant success, our job is not done. We received unanimous endorsement for our motions on postcode discrimination and water security. We also gained government funding for critical road, water and waste projects. Council will continue to push for progress on these issues.

From a regional perspective, great work is being done as part of the Whitsunday ROC to capture and harness opportunities for innovation and collaboration for the benefit of our wider regions including Isaac, Mackay and Whitsundays.

Isaac does some heavy lifting for Queensland through its cattle, grain and coal industries. Our region’s economic contribution punches well above its weight. But our reliance on coal exposes us to the volatility of global markets.

Council continues to strive for the right conditions to move to a diversified and sustainable economy. We want to harness entrepreneurship and innovation and improve liveability.

Council is moving forward with a clear vision and plan to create an economic future alongside and beyond coal. Our industries export around Australia and across the globe; and potential new industries can do the same. Products grown and produced in Isaac are feeding, powering and building communities on many continents. This is the Isaac economic story.

Isaac’s major industries are coal, beef, grain and cane. Potential new/expanded industries include tourism, solar energy, aquaculture and biofuels processing. All these food and fuel industries have a common theme: energy. This is our new vision for Isaac and Council: *Isaac Regional Council: Helping to energise the world. A region that feeds, powers and builds communities.*

Council’s resources are focused through our 20-year Strategic Plan and five-year rolling Corporate Plan. Both plans were prepared with extensive community engagement, and support the positioning of Isaac as a region that helps to energise the world through feeding, powering and building communities.

While our economic environment has improved in the last quarter, our residents, ratepayers and businesses are still impacted by years of tough conditions. Council’s key focus moving forward is to minimising rate rises. With a passionate, committed workforce behind me, I know that we have an organisation capable to progress Council’s vision and priorities over the next 12 months.

I would like to acknowledge all staff led by CEO Gary Stevenson and formerly Rod Ferguson and Graham Webb, for their dedication to Council and the communities we serve. A sincere thank you for my fellow Councillors for their strength, commitment and passion in representing our people and the communities we all call home.

**Mayor Anne Baker**



# Message from the Chief Executive Officer



Joining Council in July 2016, I look forward to providing robust and supportive leadership to ensure the future of Isaac communities is sound and sustainable.

It's an honour to join such a dedicated and professional team that has achieved so much in the year that has just passed, as is evident in this report.

Council employees are an important part of our communities and it's clear they are committed

to making a difference. I see many strengths in Isaac Regional Council and some areas to improve. Through our collective efforts, we will fulfil the vision adopted by Mayor Anne Baker and Councillors for our communities.

I would like to thank and congratulate former CEOs and local government leaders Graham Webb and Rod Ferguson for their significant contributions to Isaac Regional Council in 2015-16.

**CEO Gary Stevenson PSM**



Gary Stevenson - CEO Regional Roadshow, Clermont



Gary Stevenson - CEO Regional Roadshow, Glenden



Rod Ferguson - International Women's Day, Moranbah



Graham Webb - CEO Staff Meet and Greet

# Elected Representatives



**Mayor**  
**Anne Baker**

Mayor Baker has lived in the Bowen Basin with her family for 30 years; the last 18 years spent in Moranbah. She and husband Frank have two adult children and two grandchildren. Mayor Baker believes that local government is the key to building stronger communities. She also recognises the importance of all three government levels working collaborating and aligning priorities. Mayor Baker's priority for the region is to work towards delivering diversity in order to promote economic growth and ensure a sustainable future. Improved liveability is a high priority, and she strives towards achieving this goal; both as Mayor and a passionate member of her community.

Mayor Baker is Chair of the Local Disaster Management Group (LDMG), Isaac Affordable Housing Trust (IAHT) and the Moranbah Early Learning Centre (MELC) and Whitsunday ROC, and a member of the Advocacy Advisory Committee, Bowen Basin Regional Roads and Transport Committee, Mackay District Disaster Management Group (MDDMG) and the Regional Economic Development Corporation.



**Councillor Dale Appleton**  
**Division 1**  
**Clermont & Glenden**

Councillor Appleton was re-elected to represent Division 1 in 2016, and his first appointment as a Councillor was in 2009. Councillor Appleton also held the position of Isaac Regional Council Deputy Mayor from 2012 to April 2016.

He is a member of the Clermont Saleyards Advisory Committee, the Open Space, Amenity and Natural Environment Advisory Committee, and the Roads, Depot, and Fleet Advisory Committee.

A cattle producer based in Clermont, Cr Appleton 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.



**Councillor Nick Wheeler**  
**Division 2**  
**Dysart Town**

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

Councillor Wheeler is a member of the Isaac Affordable Housing Trust (IAHT), the Roads, Depot, and Fleet Advisory Committee, the Water, Sewerage and Waste Advisory Committee, and the Dysart Bowen Basin Community Committee (BBCC).

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





**Councillor Gina Lacey**  
Division 3  
Moranbah East

Councillor Lacey was re-elected to represent Division 3 in 2016, making it her fourth term on Council. She has lived in Moranbah for 40 years, she is married to Clint and they have two children.

Councillor Lacey is the current co-owner of Moranbah menswear store Zootown. Prior to entering the small business sector 12 years ago Councillor Lacey spent 15 years as CFMEU's office manager; during this time she spent eight years as the event coordinator for May Day, the CFMEU 10km run and the Combined Union Christmas Party.

Councillor Lacey has long been committed to improving the liveability and sustainability of our mining communities. She is Chair of the Community Facilities Advisory Committee, Director of the Moranbah Early Learning Centre (MELC) and a member of the Advocacy Advisory Committee, Roads, Depot, and Fleet Advisory Committee, Moranbah Cumulative Impact Group and the Moranbah Youth & Community Hub Working Committee.



**Councillor Peter Freeleagus**  
Division 4  
Moranbah Central

Councillor Freeleagus was re-elected to Isaac Regional Council in 2016 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 and has represented the region on a number of local, regional and state committees.

Councillor Freeleagus is Chair of the Water, Sewerage and Waste Advisory Committee, Director of the Moranbah Early Learning Centre (MELC) and a committee member of the Audit and Risk Advisory, Open Space, Amenity and Natural Environment Advisory Committees.



**Councillor Kelly Veave**  
Division 5  
Moranbah West

Councillor Veave grew up in Collinsville and moved to Moranbah with her young family over nine years ago.

As former Chairperson of the Moranbah Action Group, and President of Queensland Mining Communities, Councillor Veave is a strong advocate for the Isaac region on the key issues of population balance, affordable housing, liveability and infrastructure investment.

Councillor Veave is passionate about lobbying for policy change, and better funding for our region. In her role, she continues to strongly advocate for Isaac communities on issues that matter, whether that is with mining companies or the state or federal governments. She is Chair of the Advocacy Advisory Committee and a member of the Isaac Affordable Housing Trust (IAHT).

Outside of Council, Councillor Veave is Secretary for the Moranbah Highlanders Swimming Club and the Moranbah & District ALP Branch.



**Councillor Lynette Jones**  
**Division 6**  
**Clermont**  
**(commenced April 2016)**

Councillor Jones was elected in 2016 to represent Division 6.

A long-term Clermont resident, Councillor Jones has played an active role in the community for the past 42 years.

She spent 22 years in the Clermont Department of Primary Industries as an honorary Stock Inspector and is a past member (26 years) of the Clermont Hospital Auxiliary.

Councillor Jones is Chair of the Clermont Historical Centre Advisory Committee and QLD Corrective Services Community Advisory Committee, and a member of the Clermont Saleyards Advisory Committee, Clermont Consultative Committee and Clermont Health Advisory Network Team.

Councillor Jones and her husband have owned a cattle carting business located in Clermont for the past 11 years and have one daughter and two grandchildren.



**Councillor Barbara Stranks**  
**Division 6**  
**Clermont**  
**(2012 - April 2016)**

Councillor Stranks was elected to represent Division 6 in 2012 and continued in this role until April 2016.

She has worked closely with Clermont and Moranbah communities for many years, primarily in the area of community development.

Councillor Stranks has been a long standing volunteer member of the Management Committee for Clermont Community Housing and Other Services and currently serves as President for the organisation.

Councillor Stranks is married to Charlie and they have three children and two grandchildren. She enjoys breeding Australian Stock Horses, experimenting with textile arts, learning embroidery and spending as much time as possible with her children and grandchildren.



**Councillor Jane Pickels**  
**Division 7**  
**Middlemount &**  
**Dysart Region**

Councillor Pickels was re-elected to represent Division 7 in 2016, and has eight years' customer service experience within Broadsound Shire and Isaac Regional Councils.

Moving to Queensland in 1984 she 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, and Rugby League Clubs, as well as Middlemount Youth Support.

Councillor Pickels is Chair of the Open Space, Amenity and Natural Environment Advisory Committee and a member of the Audit and Risk Advisory Committee, Isaac Affordable Housing Trust (IAHT), Community Facilities Advisory Committee, Capricornia Catchments Inc. Three Rivers Catchment Committee, Fitzroy Basin Association (FBA) and Mackay Tourism Limited. She is married to Greg and they have four children. A self-confessed 'sports nut', she loves to play and watch sport and is also involved at an administrative level. To relax she likes to cook and spend time with family and friends.





**Deputy Mayor Geoff Bethel**  
**Division 8**  
**Nebo, Coppabella & Coast**

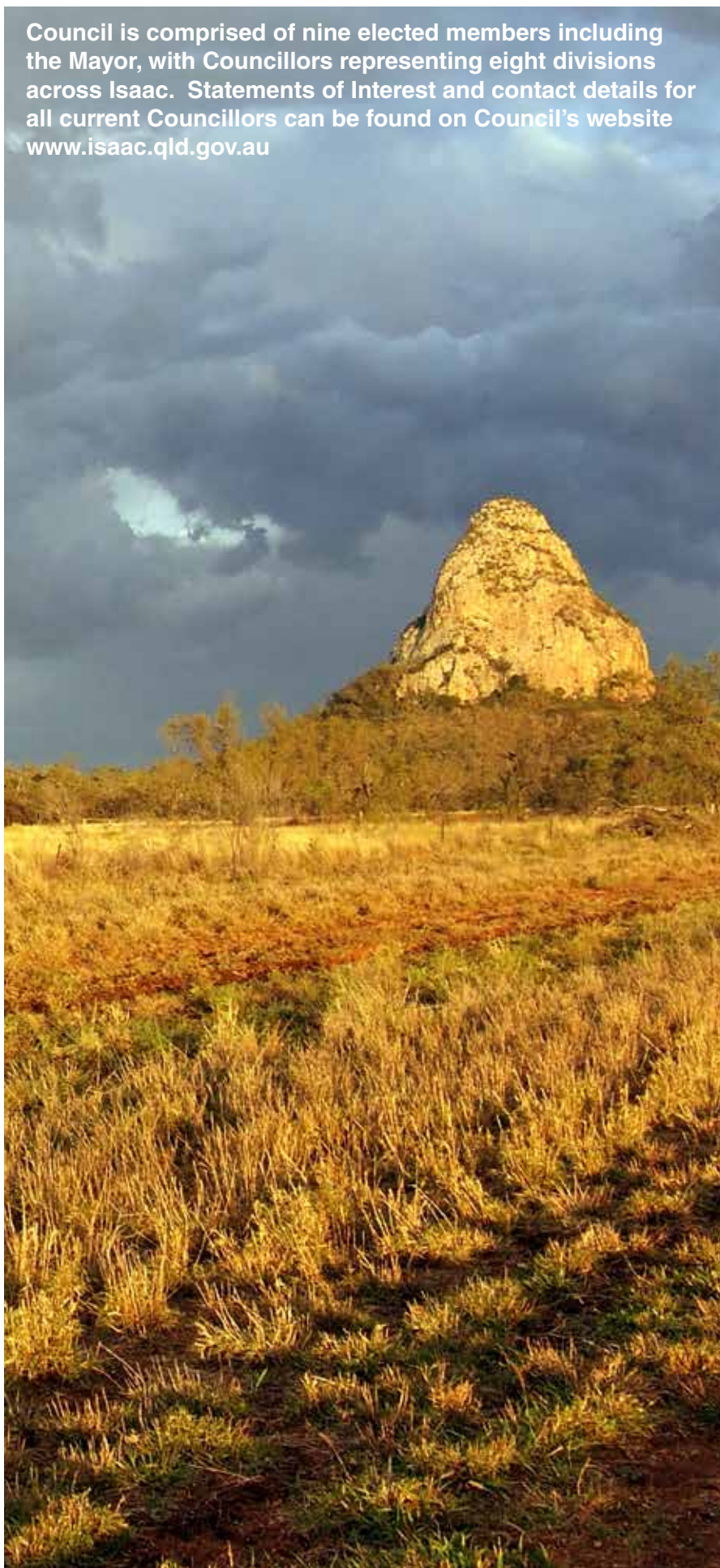
Councillor Bethel was elected as Deputy Mayor and re-elected to represent Division 8 in 2016. He has been involved with local government for many years, previously holding a position on Broadsound Shire Council.

He is a landholder in the Isaac region and has been involved in the cattle and grain industries since the 1973 Brigalow Scheme Ballot.

Councillor Bethel is Chair of the Clermont Saleyards Advisory Committee and the Roads, Depot, and Fleet Advisory Committee, and a member of the Local Disaster Management Group (LDMG), Community Facilities Advisory Committee, Bowen Basin Regional Roads and Transport Committee, Road Accident Action Group (RAAG) and the Nebo Bowen Basin Community Committee (BBCC).

He has a keen interest in land care and related initiatives and is married to Ruth with four children; all who live and work in the Isaac region.

Council is comprised of nine elected members including the Mayor, with Councillors representing eight divisions across Isaac. Statements of Interest and contact details for all current Councillors can be found on Council's website [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au)





# Performance Summary

Council's performance against the Corporate Plan is highlighted in Annual Reports. This Annual Report documents the achievements and outcomes delivered during the past 12 months of the Corporate Plan Isaac 2020.

The Corporate Plan Isaac 2020 was developed through a series of internal workshops, external stakeholder sessions across the region and a community leadership Forum. Feedback from Council's Community Survey in June 2015, also provided key information in the development of the plan. The Corporate Plan outlines a shared vision and covers five priority areas including:

## Communities



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

## Infrastructure



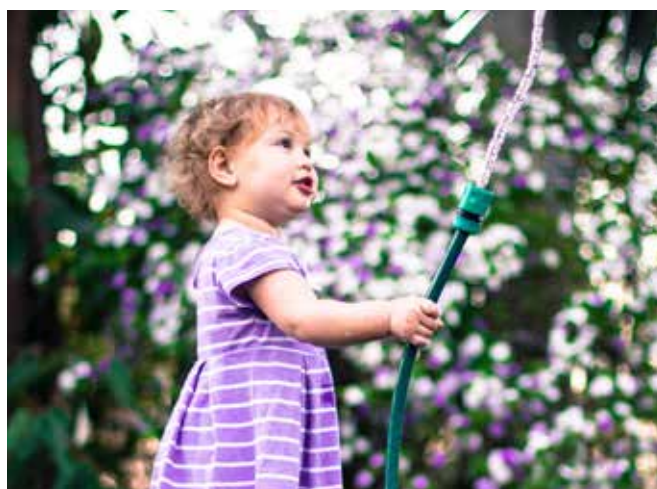
Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.

## Economy



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

## Environment



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



## Governance



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

## Customer Service Snapshot

90% of calls handled in first interaction



Approximately 27,800 inbound calls for 2015-16

### Top 4 Enquiries



1. Rates
2. Water
3. Regulatory Services
4. Tourism

We deliver on our priorities by implementing our Annual Operational Plan, which includes key projects and activities that directly response to the priority areas of the Corporate Plan. During the 2015-16 year Council produced quarterly Operational Plan performance reports (available on our website), which provides a more detailed analysis of our performance and identifies progress on projects and performance against set measures during the financial year.

A majority of the set priorities and activities for the 2015-16 Annual Operational Plan were met, with those that did not reach their performance targets were influenced by outside factors, reprioritisation during the year.

Council is constantly enhancing the manner in which it prepares, monitors and reports on

its Annual Operational Plan, and is committed to presenting improved transparent and accountable progress in achieving its, and the communities, priorities into the future. Another key focus, aligning with our 2015-16 Budget, has been Council's commitment to focusing on our key infrastructure and improving the sustainability and viability of our assets.

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

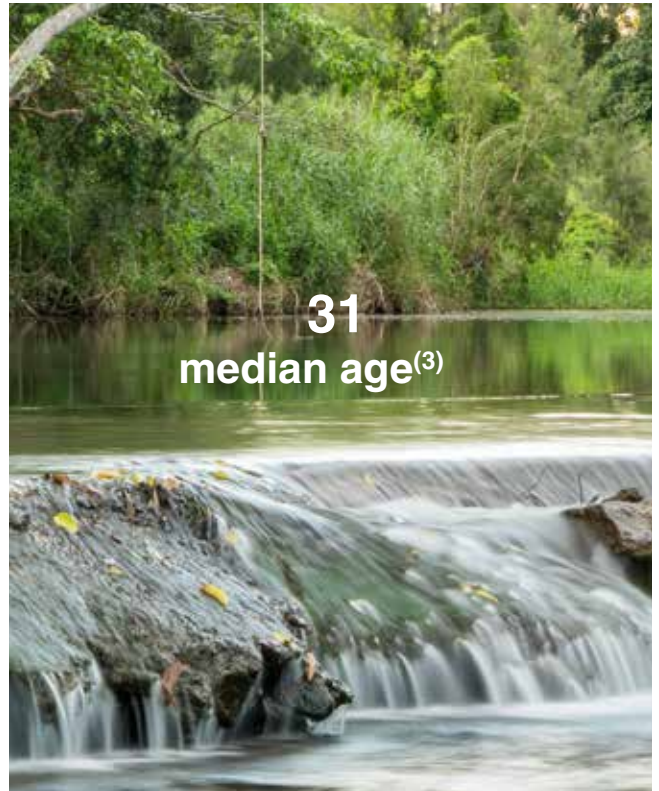
This focus continues our aim to diversify our economy and build a secure, sustainable region for future generations. Please refer to page 32 for a more detailed account of our Performance for 2015-16.

# Isaac At A Glance



**Agriculture**  
makes up 11.32%  
of registered  
businesses in  
the region<sup>(1)</sup>

- **\$212 million**  
beef industry<sup>(2)</sup>
- **\$10.6 million**  
sugar cane industry<sup>(2)</sup>



**31**  
median age<sup>(3)</sup>



**17**  
unique  
communities

- Comprising modern mining towns, historical towns, coastal and rural towns
- **Moranbah** is the main service centre, population approx. **9,620**<sup>(4)</sup>

Contributing **\$5.8 billion** to  
QLD's Gross State Product<sup>(1)</sup>



- Based on a population of only **24,670**





**24,670** permanent population

+



**10,400** temporary population  
(fly in/fly out and  
drive in/drive out)<sup>(3)</sup>

**Mining**  
largest industry  
employer<sup>(1)</sup>



- **24** operating coal mines<sup>(5)</sup>
- Producing **63%** of QLD's saleable coal<sup>(4)</sup>
- Generating **\$1 billion** in royalty payments<sup>(6)</sup>



**Spanning 58,870 km**  
**from the coast to the**  
**coalfields**



#### References:

<sup>(1)</sup> REMPLAN 2016; <sup>(2)</sup> Australian Bureau of Statistics 2012; <sup>(3)</sup> QGSO - Bowen Basin Population Report 2015; <sup>(4)</sup> DNRM Coal Industry Review Tables 2014-15 (Table 4); <sup>(5)</sup> DNRM 2016; <sup>(6)</sup> Queensland Resources Council

# Our Communities



## Carmila

Carmila is located at the foot of the Connors Range on the Bruce Highway. The community's main industry is sugar cane growing.



## Clairview

Clairview is a beachside community located between Rockhampton and Mackay. It is a popular fishing and crabbing village.



## Clarke Creek

The small, rural township of Clarke Creek is located approximately 200 km between Mackay and Rockhampton.



## Clermont

Established in 1862, the town of Clermont was the first inland settlement in the tropics and is one of the most historic towns in Northern Australia.





## Coppabella

Coppabella was designed to service the junction of two railway lines - Goonyella and Saraji Mines. The town is unique to the region in that it was built entirely by a government department.



## Dysart

Dysart is a mining town established in 1973. The family-friendly community has modern facilities, including an olympic-sized swimming pool and nine-hole golf course.



## Flaggy Rock

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



## Glenden

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



## Our Communities



### Greenhill/Ilbilbie

An idyllic location approximately one hour's drive south of Mackay, Greenhill and Ilbilbie have wonderful views of the ocean and surrounding district with plentiful fishing and bushwalking opportunities.



### Kilcummin

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



### Middlemount/Mackenzie River

Middlemount, just over 30 years old, is a purpose-built coal mining town with the focal point being Blue Mountain, where recreational space is highlighted by expansive views of the surrounding rural areas. Mackenzie River, approximately 35 km south of Middlemount, is a small rural community and cattle grazing area.



### Mistake Creek

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





## Moranbah

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



## Nebo

Nebo was officially known as Fort Cooper, however in 1923 the name was changed by popular demand to Nebo; derived from Nebo Creek. Nebo's primary production was originally sheep farming, however the area proved unsuitable for sheep and they were eventually replaced by cattle.



## St Lawrence

St Lawrence was originally built to service the Customs Office for the Port of St Lawrence. Attractions include the St Lawrence Wetlands, freshwater fish habitats and abundant birdlife.



## Valkyrie

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

# Our People

## Australia Day Awards - Major Winners

The Isaac embodies the true spirit of what it means to belong to a regional community. We thrive by supporting each other through the tough times, celebrating the good times and uniting to make our voices heard for the future of our region.

Each year we celebrate our most valued community members and acknowledge their outstanding contribution to our communities with Australia Day Awards. These are the people who give their time and effort for the benefit of others and who nurture community spirit and development across the Isaac.

On January 26 we presented awards across the region in six categories: Group Achievement Medallions, Individual Achievement Medallions, Mayor's Awards, Community Event of the Year, Young Citizen of the Year and Citizen of the Year.



### CITIZEN OF THE YEAR

**John & Jan Burnett, Clermont**



The dynamic husband and wife duo of 36 years are outstanding recipients of Isaac's flagship award. They continue to contribute to the region's vibrant Clermont community through numerous committees and fundraising efforts. They are strong advocates and spokespeople for the cattle and beef industry and philanthropic business owners. Over the years John and Jan have played an enormous part in building Clermont and the region's communities and industry.

### YOUNG CITIZEN OF THE YEAR

**Jack Lonergan, Middelmount**



Jack Lonergan was named Young Citizen of the Year for his exceptional leadership qualities and sportsmanship. Jack is a true sportsman on and off the field, he excels in rugby league and volleyball, but takes time out to help and encourage younger and disabled students at school. As school captain at Middelmount Community School, Jack displays maturity and strength of character, and is an exceptional role model for his community.



## COMMUNITY EVENT OF THE YEAR 2015 Multicultural Food and Arts Festival



The 2015 Multicultural Food and Arts Festival hosted by Moranbah Arts, was a colourful affair and a deserving recipient of the Community Event of the Year Award. The event attracted over 2,000 visitors over three days August 28-30. People tasted the world and experienced culture through art, performance, music, dance, food, and even fire. Moranbah Arts put together an incredible program of activities so people of all ages could be inspired, explore and create.

## Citizenship Ceremonies



During the 2015-16 financial year, we welcomed 101 new Australian citizens into the Isaac region.

Our citizenship ceremonies are a true testament to the diversity of the region; attendees hailing from 16 different countries.

Countries included South Africa, United Kingdom, Sri Lanka, Thailand, New Zealand, India, Zimbabwe, Philippines, China, South Africa, Martinique, Brazil, Trinidad and Tobago, Taiwan, Fiji and Vietnam.



# Community Events and Highlights

AUG

## Glenden Rodeo



SEP

## Police Remembrance Day



JAN

## Australia Day



FEB

## Dysart Skate Park Art



MAR

## St Lawrence Wetlands Weekend



APR

## Middlemount Skate Park Art





OCT

### Mayor's Charity Ball supporting White Ribbon



NOV

### Clermont Beef Expo



FEB

### First 5 Forever Lunch



MAR

### Queensland Women's Week



APR

### ANZAC Day



MAY

### Clermont Show The Isaac Region's Show



# About Council

Local government plays an important role in community governance and is a forum for local decision-making, charged with ensuring good rule and government of its local government area.

As a local government, Council must be accountable, effective, efficient and sustainable and consistent with the local government principles contained in The Act.

These five principles are founded on the following:

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

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

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

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

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

## Strategic and Operational Framework

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

The 5 Year Corporate Plan uses the key themes from Isaac 2035 to identify clear goals, strategies and performance indicators to show how we will achieve our vision for the future.

Our Annual Operational Plan is a short-term strategy outlining how our organisation will work towards achieving the goals set out in our 5 Year Corporate Plan.

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







## Organisational Structure

The current organisational structure aligns Council's three directorates with Corporate Plan goals and objectives, giving a much clearer focus to Council's overall direction.

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

The Executive Leadership Team (ELT) comprises of three directorates in addition to the Office of the Chief Executive Officer:

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

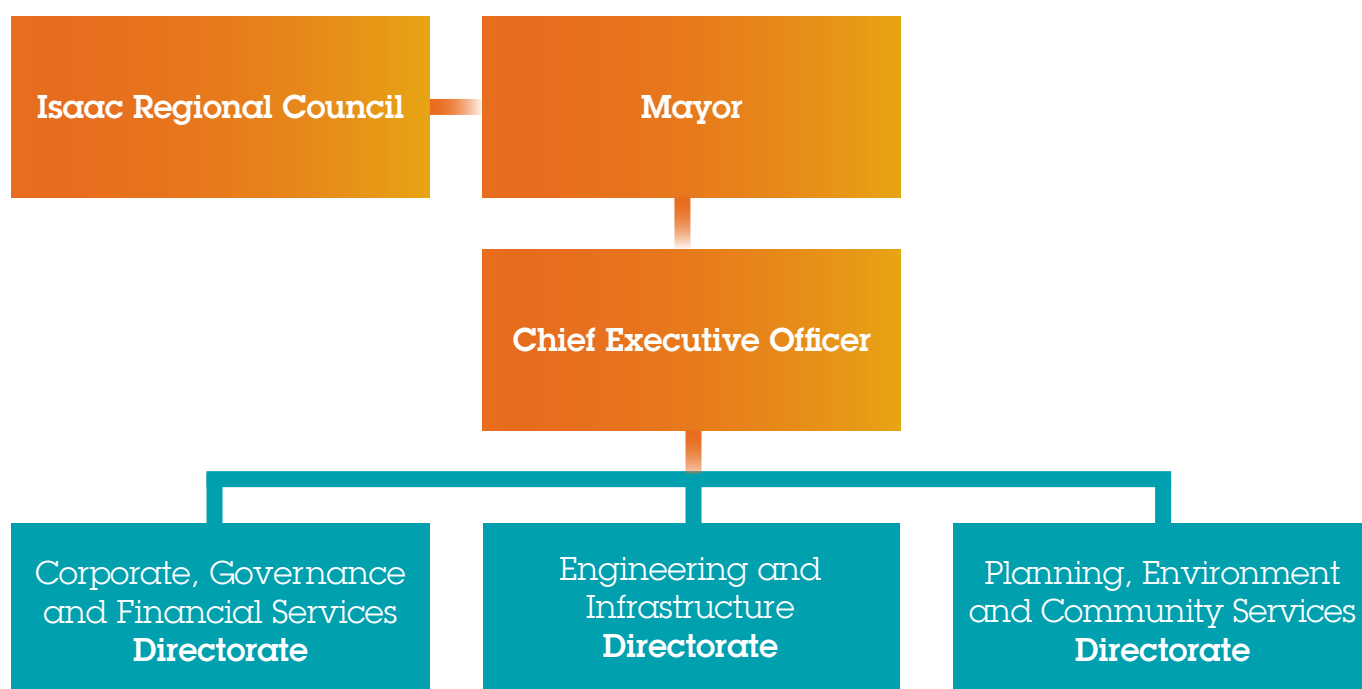
The most valued resource of Council is its staff.

It is an ongoing challenge for Council, to recruit and retain staff in order to provide the best possible service to the community.

Council, as at 30 June 2016, had approximately 400 full time equivalents who are located across the region.

During most of the 2015-16 financial year (a period of ten months), Rod Ferguson led the organisation as the Acting Chief Executive Officer while Council recruited a new Chief Executive Officer.

Council acknowledges Mr Ferguson for his diligence and professionalism during his time at Isaac Regional Council. Mr Ferguson concluded his contract with Council on June 30, with the new Chief Executive Officer (Gary Stevenson) commencing on July 1, 2016.



# Executive Leadership Team (ELT)



**GARY STEVENSON PSM**  
**Chief Executive Officer**  
 Office of the CEO

## Areas of Responsibility

- Organisational leadership, administration and strategic management
- Mayor and CEO support
- Elected member support
- Council meeting management and administration
- People, performance and organisational development
- Advocacy

## Board Management

- Council
- Advisory Committees



**AARON JOHANSSON**  
**Director**  
 Corporate, Governance and  
 Financial Services

## Areas of Responsibility

- Financial services
- Legal and insurance administration
- Brand, media, and communication
- Information technology and GIS
- Asset management
- Records
- Governance
- Internal audit
- Community leasing
- Strategic, corporate and business continuity planning
- Risk management
- Disaster management
- Safety
- Procurement
- Stores
- Moranbah Early Learning Centre (MELC)/ Isaac Affordable Housing Trust (IAHT) Board Liaison

## Committee Management

- Audit and Risk Management Committee
- Community Facilities (Advisory Committee)
- Local Disaster Management Group (LDMG)
- Council Representative of IAHT and MELC



**BRIAN ASHCROFT**  
**Director**  
 Engineering and  
 Infrastructure Services

## Areas of Responsibility

- Water and sewerage
- Land care and open space
- Resource recovery
- Engineering design and projects
- Roads and urban services
- Fleet management
- Depot management

## Committee Management

- Water and Sewage and Waste (Advisory Committee)
- Roads, Fleet and Depot (Advisory Committee)
- Open Space, Amenity, Natural Environment (Advisory Committee)





**SCOTT RILEY**

**Director**

Planning, Environment  
and Community Services



**GRAHAM WEBB**

**Acting CEO**

(Jan 2015 - August 2015)



**ROD FERGUSON**

**Acting CEO**

(Sept 2015 - June 2016)

### Areas of Responsibility

- Economic development
- Customer service
- Place management
- Community relations programs
- Youth programs
- Grants administration and management
- Environmental services
- Local laws
- Stock route management
- Regulatory and building compliance
- Planning and land development
- Native title
- Arts and library services
- MELC childcare oversight
- Corporate properties
- Company housing
- Commercial operations
- Tenancy

### Committee Management

- Community Facilities Advisory Committee
- Clermont Historical Centre Advisory Committee

Council would like to acknowledge Graham Webb and Rod Ferguson who led Isaac Regional Council during 2015-16.

Mr Webb was with us up until the end of August 2015, with Mr Ferguson joining Council September 2015.

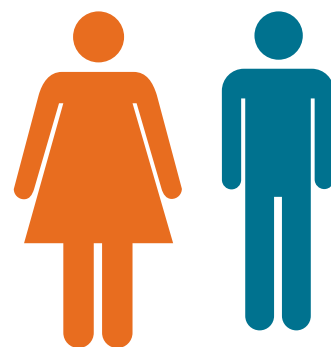
Both Acting CEOs were highly regarded throughout the organisation and provided outstanding leadership through the through the organisation's transition period during 2015-16.



## Organisational Quick Facts



**411 staff**



**205**

**206**

# Our Apprentices and Trainees



Council is committed to nurturing the region's emerging workforce and highlighting the many employment opportunities available throughout Isaac.

Supporting apprentices and trainees to complete their qualifications is a key priority for Council. Helping young people develop industry skills and knowledge contributes not only to the success of their individual futures, but to the long-term future of Isaac.

During the 2015-16 financial year Council helped three apprentices and 10 Trainees to complete the following qualifications:

- Cert III In Plumbing (2 Apprentices)
- Cert III Mechanical (1 Apprentice)
- Cert III RCM Road Construction Maintenance (7 Trainees)
- Cert III Water and Sewerage (3 Trainees)

All apprentices and trainees completed their studies within the time allocated by the Department of Education.

Council thanks the supervisors and support staff who devoted their time and passed on their knowledge to these students; all of whom we are proud to say now hold nationally recognised qualifications.

Congratulations and thank you to our 2015-16 Apprentices and Trainees:

**Road Construction Maintenance:**

Peter Bont, Allan Greenough, Karl Hanley, Heath Head, Owen Ruston, Bryan Wanoa and Anthony Ward.

**Plumbing:**

Josh Ball and Jarrod Thompson.

**Mechanical:**

Ben Steel.

**Water and Sewerage:**

Max Ra'ah, Owen Ruston and Peter Kilpatrick.

## Careers Day

In August 2015, a Careers Day was held at Moranbah State High School.

More than 800 people attended, including students, parents, and teachers from Moranbah State High School, Middlemount Community School, Dysart State High School, Glenden State High School and Clermont State High School.

## Apprentices, Trainees and Work Experience

In May 2016 another five apprentices and nine trainees were employed by Council in a variety of positions, everyone is working diligently in their chosen pathways.

Over the 2015-16 year Council hosted 17 work experience students within the region.



## May 2016 Apprentices and Trainees





# CEO Assessment

## Our Reporting Framework

Isaac Regional Council is committed to performance and accountability. We use governance arrangements to contribute to our overall performance in achieving our strategic priorities.

The strategic planning and performance management framework (below) sets the context for our reporting requirements, highlighting the link with the long term planning documents and the (operational) implementation documents.

The following framework (also referred to on page 26) demonstrates the relationships of our key strategic guiding documents and those that Council draws from in developing its priorities – namely the Community Strategic Plan - Isaac 2035 and 5 Year Corporate Plan. Both of these documents are driven and influenced by the Isaac Community.







The following section provides a summary of Council's progress towards the implementation of our 5 Year Corporate Plan and the 2015-16 Annual Operational Plan.

Council's 5 Year Corporate Plan and Annual Operational Plan report against five key strategic themes:

### Communities

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

### Economy

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

### Infrastructure

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

### Environment

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

### Governance

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



## A Snapshot - How did we go in 2015-16?

The following provides a snapshot of how we went in our projected projects and activities in 2015-16:

Communities			
On target	Close to target	Off target	Total
33	4	3	40

Economy			
On target	Close to target	Off target	Total
16	1	3	20

Infrastructure			
On target	Close to target	Off target	Total
35	4		39

Environment			
On target	Close to target	Off target	Total
18	1	2	21

Governance			
On target	Close to target	Off target	Total
48	7	1	56

Total of Corporate Plan/ Operational Plan Links			
On target	Close to target	Off target	Total
150	17	9	176
85%	10%	5%	100%

# Highlights of 2015-16

The following provides performance updates on our priorities, projects and activities for 2015-16.

The 2015-16 Quarterly Performance Reports, in their entirety, can be accessed via Council's website - [isaac.qld.gov.au](http://isaac.qld.gov.au)

## Communities

### On target

- Read4Life Partnership Program (with State Library and BHP Billiton Mitsui Coal (BMC)).
- Library programs – early literacy, lifelong learning and digital citizenship.
- Housing strategy – Policy adopted.
- Community Grants – refer to page 60 for more information.
- Environmental health and related inspection programs.



### Close to target

- Cultural heritage Asset Register – ongoing two year project.
- Socio-Economic Development Framework.
- Community Strategy – aligned to Socio-Economic Development Framework.
- Swimming pools – operation and maintenance.

### Not on target

- Digitisation of local historical material collections.
- Arts & Cultural Development Policy.
- Isaac Community Library Outreach Delivery Service.





## Medical Centre Opens in Dysart

Council, the Department of State Development and Queensland Health (QLD), supported by Mackay Hospital and Health Service collaborated and built the new Dysart Medical Centre (DMC). Opening on the 19 February 2016, this concludes a three year project with the Queensland Health managing the DMC.

The DMC has three consulting rooms, a nurse's station and two treatment rooms to accommodate two doctors. It also includes an emergency bay allowing direct ambulance access to the centre.



## Dysart Youth Lift

Council in collaboration with BMA, Dysart youth and their families launched a new roof over the skate park and a bus dedicated to the local youth group.



## Community Grants

Effectively administered the community grants and donations fund with over \$400,000 investment into local communities and including community support funding from State Government.

Council also reviewed and implemented a revised and improved Isaac Community Grants guideline – for roll out in 2016-17.



# Economy

## On target

- Digital Economy Strategy.
- Participation in Regional Economic Forums: Regional Food Council, Mackay Isaac Whitsunday (MIW) Investment Attraction Group, Bowen Basin Business Development Strategy.
- Investment Attraction Strategy.



## Close to target

- Tourism Development Strategy.

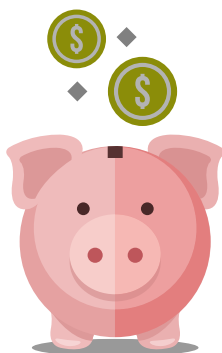
## Not on target

- Aquaculture Development Strategy – pending endorsement of Socio-Economic Development Framework.
- Regional Signage.

**\$709,719**

Operational grants

Traineeships, coastal development, stock routes and state library support



**\$4,540,854**

Capital grants

Roads2Recovery and Transport Infrastructure Development Scheme (TIDS)



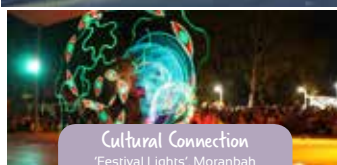
## Iconic Isaac Experiences

Step back in time and discover Isaac's unspoilt natural attractions, vast open landscapes, rich colours and vibrant communities. We invite you to become part of the Isaac story, re-energise your spirit and soothe your soul in nature reserved just for you...

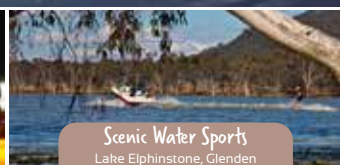
**The Isaac Region**  
The Mackay Region, Natural Resources

**ISAAC**  
REGIONAL COUNCIL

Undisturbed Fishing  
Clairview Beach



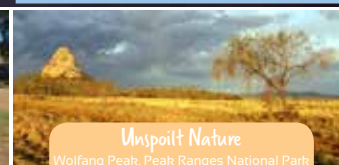
Cultural Connection  
'Festival Lights', Moranbah



Scenic Water Sports  
Lake Elphinstone, Glenden



Chilled Camping  
Theresa Creek Dam, Clermont



Unspoilt Nature  
Wolfgang Peak, Peak Ranges National Park



## Small Business Week

In May 2016 (14-21), Council participated in Small Business Week by hosting a number of workshops across the region for small businesses. Council and Local Buying Foundation joined forces to provide these workshops which ranged from 8 Ways to Build Your Brand Using Social Media sessions, to MYOB workshops and mentoring sessions to Event Planning Basics.



## Digital Economy Strategy

Council is a key member of the Whitsunday Regional Organisation of Councils (ROC) where one of their projects is to implement the Digital Economy Strategy (Strategy).

The Strategy and associated Action Plan aims to enhance ability of government, industry, business and communities to engage in the digital marketplace; act as a catalyst for change, strengthening the existing economic base and facilitating diversification; influence the use of high speed broadband rollout throughout the region by increasing understanding of the benefits and inform regional economic development strategies.

During 2015-16 Council, with the Whitsunday ROC progressed the actions within the Strategy and action plan through areas of influence including demand, supply and local leadership. Actions included mobile phone testing (looking for blackspots), which is also known as a digital Infrastructure Audit and held building a business by code workshop for prospective and existing small business owners in the region.

Regions succeed and perform best when all tiers of government, the private sector and the community work together to deliver a shared vision for their region. The aim of this Strategy to ensure all areas of the community work together with shared way forward for the future.



# Infrastructure

## On target

- Road infrastructure maintained across the region, including compliance with state government agreements and traffic management.
- Coastal TV and Radio services.
- Disaster Management – preparedness activities, and update of Local Disaster Management Plan and sub plans.
- Recreational Grounds and Camping Areas – implementation of online application for purchase of camping permits.
- Council Fleet Workshop – rationalisation of plant and fleet, maintained fleet and reduced downtime to maximise utilisation. The auction generated approximately \$1.2 million which has been constrained to plant reserve for future capital purposes.
- Infrastructure Planning and Technical Services activities met service standards.
- Recreational, parks, sports facilities and open spaces activities met standards and delivery of the Strengthening Healthy and Attractive Regional Places (SHARP) program.

## Close to target

- Private works – minimal activity due to current industry climate.
- Building conditioning reporting.
- Development of an Asset Management Plan – full implementation of a framework will continue in 2016-17.
- Water and Sewerage Services activities met service and compliance standards, excepting compliance notice issues from DEHP on an incident in February.

## Not on target

- Nil



**8350.58 Tonne**

Collected from domestic bins



**52**  
Building applications





## Moranbah Resource Recovery Centre - \$3.58m Successful Grant Application

Council was successful in the grant application under the Building our Regions – Royalties for Resources Communities Fund.

Council will receive \$3.58 million from the State Government for the development and expansion of the Moranbah Resource Recovery Centre. Work is to commence in October 2016 with an expected completion by October 2017.



## Road Infrastructure Upgrades

Many road infrastructure projects took place throughout the Isaac region during 2015-16 for each major community across the region. Council appointed Town Coordinators throughout the region providing full time direction and oversight to outdoor crews as well as responsibility for operational planning.

Infrastructure projects include:

- Braeside Rd R2R Project: Externally funded stabilisation and sealing project completed.
- Mt Stuart Bedford Weir and Grasstree Roads Stabilisation and Seal: Externally funded R2R project delivered an increased amount of scope due to competitive tendering delivering very low unit rates.
- Gravel resheet of Notch Point Road using a new material has delivered a significantly higher quality pavement in terms of life and performance.
- Peak Downs Highway pavement rectification works.

To assist Council in managing its network of 3183 km, an extensive survey to detect pavement defects to line marking and road surface roughness was undertaken. This will guide Council in allocating funds and project plans more effectively and sustainably.



Braeside Road - Before



Braeside Road - After

# Environment

## On target

- Development of a new Isaac Regional Planning Scheme; consolidated the current three Planning Schemes as a result of amalgamation in 2008.
- Development assessment and compliance activities met service standards.
- Native title compliance, 15 months work plan on target to develop strategic management plans.
- Regional intelligence spatial and land use register development.
- Sewerage Design, Trade Waste, Asbestos Register met regulatory requirements and customer standards; service is utilised by the public.
- Stock routes, pest control and wildlife management met targets and service charters.
- Waste facility management on target, including development of a service level information in line with DEHP requirements.



## Close to target

- Land development and native title needs analysis for industrial, commercial, rural and residential land – no need at present as residential plans cater for immediate future demand.
- Recycling education programs.

## Not on target

- Coastal and natural resource protection, maintenance and repairs at 70% of planned activity. Six out of seven projects completed, reactive work took precedence.

## Recycled Water Keeps Turf Green

Council is using efficient irrigation to keep turf green with recycled water in Moranbah. This project saw the replacement of the irrigation network in the majority of Mills Avenue medians, and an upgrade to irrigation infrastructure in a number of Moranbah Parks.

This initiative has made use of a readily available resource.





## Environmental Services

The Environmental team were kept busy during 2015-16. An overview of activities include:

- Clairview Coastal Connectivity restoration project is strengthening important regional ecosystem areas within the Clairview foreshore reserve. Community members assisted in planting some of the 1500 native species that will grow to improve coastal vine thicket, develop habitat, and mitigate sediment runoff and dune erosion.
- Reef out the Rubbish is part of the Education and Engagement strategy under Council's 'Littering and Illegal Dumping Management Plan'. Currently in its second year, Council and natural resource management groups collaborated to target waterway health and marine debris awareness across coastal townships. Community members and students engaged in clean-up days and discussed local wildlife, vegetation, and marine debris with guests speakers. A large quantity and diversity of rubbish was collected and prevented from entering the Great Barrier Reef Marine Park.
- Co-ordinated pest management continues to benefit the region by minimising the impact of feral animals on native fauna and commercial agriculture.
- The 1080 Sodium fluoroacetate baiting program has again in 2015-16 provided support to landholders in controlling wild dog and pig populations on their properties.
- Community awareness on pest management, at community events.



# Governance

## On target

- Advocacy plan and activities met targets.
- Local Government Election activities post election met all legislative compliance requirements.
- Financial reporting met targets and compliance requirements.  
Customer service standards met – answered within four rings, 90% of calls resolved at first point of interaction.
- People and Performance activities met targets, including traineeship programs, learning and development activities, management reporting enhanced.
- Review of annual insurance cover.
- Marketing, media and communication activities met targets and service standards.
- Governance related activities met targets and service standards – Right to Information requests, management of administrative actions complaints.
- Internal audit work plan.
- Community engagement (economic development) continued; Glenden DIG Forum, Nebo Community Business Group meetings, BMA Bowen Basin BCN's, etc.

## Close to target

- Develop an annual budget strategy; strategy was developed and implemented with a two week delay.
- Policy Management, commenced developing a new Policy Framework and comprehensive review plan on all Council policies to be rolled out in 2016-17.
- Leasing Policy and Strategy review.

## Not on target

- Leasing Policy and Strategy review.
- Community round tables, pending new community stakeholder engagement framework.



3,379

likes



134

media releases



3

Right to Information Requests





## Quadrennial Local Government Elections - March 2016

Queensland residents went to the polls on 19 March for the Quadrennial Local Government Elections.

Declaration of the Poll for the Mayor and Councillors was made on the 24 March and 30 March respectively.

Declaration of Office and the first meeting for the new Council was held on 4 April 2016, where the Deputy Mayor was appointed.

In the following two months, Councillors participated in an Induction Program including information sessions with the Department of Local Government and the Local Government Association of Queensland.



## Advocacy

As Queensland's largest mining region, Council continually advocates at state and national level for solutions to issues impacting Isaac communities. This past financial year we have successfully championed a number of motions and continued to be vocal in seeking positive change for the long-term benefit of the region.

Council regularly attends industry forums to advocate for the region, attending the Local Government Association Conference Queensland (LGAQ), National General Assembly (NGA) and being an active participant in the Whitsundays Regional Organisational of Council's.

Key advocacy issues that Council has campaigned for during the past 12 months have included:

- Opposing 100% Fly-In/Fly-Out (FIFO) work place arrangements.
- Securing a strong, resilient regional water supply.
- Targeted investment and real value in grants for priority area roads.
- Prohibition of the use of postcodes to deny employment opportunities to Australian workers.
- The creation of a National Freight and Supply Chain Strategy.
- A return of planning powers to local governments rather than state government.

Visit [www.isaac.qld.gov.au/advocacy](http://www.isaac.qld.gov.au/advocacy) for more information on Council's comment and efforts in advocating for the Isaac region.

## Other Key Performance Highlights

### Disaster Management

Council continued to work closely with relevant external stakeholders in preparing and updating Local Disaster Management Plans (LDMP) and sub plans. Emergency preparedness and response planning continued.

Initiatives across the region included the installation of an additional five flood warning stations, installation of two monitors at Theresa Creek Dam.

The LDMP was tested in February 2016 with a significant rain event that caused much damage to infrastructure within Isaac. All activities operated well and cohesively – throughout and following the disaster event.

The SES and disaster management team attended many community events during the year to promote, educate and raise awareness, particularly of Isaac's new 'Get Ready Guide'.



### White Ribbon - 2015-16 Charity

In October 2015, the Mayor supported White Ribbon at her annual Charity Ball. The ball raised \$39,946, of which fifty per cent (\$19,973) was donated to White Ribbon.

The remaining fifty percent of funds was held in the Isaac Regional Charity Trust to support local domestic violence services.

Council also organised a March Against Domestic Violence – a walk to raise awareness for the charity and the cause it working hard to bring to our attention and drive to change the attitudes and behaviours that lead to and perpetuate men's violence against women, by engaging boys and men to lead social change.





## Playground and Park Upgrades

Council has given considerable focus over the 2015-16 period to ensuring our recreational spaces are well maintained for the Isaac community. Notable activities include:

- Carmila Sportsground lighting system was replaced with a new system.
- Clermont – a new practice cricket pitch area was developed at the Clermont sportsgrounds which replaced the nets and the synthetic turf pitch.
- Announcers Box at Oval 2 at the Clermont Sportsgrounds was completed.
- Dysart Soccer amenities – refurbishment of the Soccer Club Kiosk area completed.
- Middlemount – Cam Park and Blue Mountain Park received significant upgrades. Both locations had new post and rail fencing installed. At Blue Mountain Park three new electric bbqs were installed, along with a shade cover over the double electric bbq and over the playground area.
- Middlemount Shared Paths – several footpaths and shared paths around Middlemount were replaced or extended. A new shared path was installed along Centenary Drive connecting Cam Park to the rest of the network.
- Moranbah Irrigation System upgrades – significant upgrades to recycled water irrigation systems in Moranbah occurred at Mills Ave and at the Eastern Sports Fields.



## Library and Cultural Services

The libraries throughout the region provided many services and programs to our community. Here is a snapshot of what happened during 2015-16:

- Library Strategy developed for Council review and endorsement.
- Digital Doorways partnership with Arrow Energy. Funding from Arrow allowed the employ of a part time Library Informatics Officer to deliver Information Communication Technology education programs in Dysart, Middlemount and Moranbah Libraries.
- Launch of First 5 Forever Read4Life Program Partnerships (State Library of QLD and BHP Billiton Mitsui Coal (BMC)): new First Five Forever State Wide program was developed on the Moranbah Read4Life.



## New Planning Scheme

Isaac Regional Council resolved to commence the preparation of a new planning scheme for the region on the 24 May 2016.

Isaac Regional Council was formed from the Belyando, Nebo and Broadsound Shire Council's in 2008. This means there are three different planning schemes across Isaac's local government area:

- the Belyando Planning Scheme 2009,
- the Nebo Planning Scheme 2008; and
- the Broadsound Planning Scheme 2005.

Additionally, the Moranbah Development Scheme was approved by the State Government in 2011.

The new Planning Scheme will provide one local planning framework for the Isaac region. Non-statutory consultation is planned to occur late 2016. There are several stages to preparing and having a planning scheme adopted, which includes preparation, internal reviews and community consultation and several ministerial reviews. The new Planning scheme is expected to be finalised mid-2018.



## Water and Sewerage Maintenance/Upgrades

Our water and sewerage network is critical infrastructure for Isaac and one that Council considers of high importance. This service is provided 24/7, 365 days of the year and is a key utility for all of our communities.

The Water and Sewerage Department has undertaken many projects over the 2015-16 period, the following are some highlights:

- Commissioning of Sewage Pump Station (SPS) 23, Moranbah – fully functioning and resulted in cost savings.
- Network improvements across the region.
- Dysart Water Treatment Plant Phase 1 completed.
- Water Treatment Plants (WTP) process improvement: ensure best practice products are used in treating water, continual staff training and awareness, improved risk identification reducing the change of issues at WTP's.
- Sewerage Treatment Plan (STP) process improvement: ensure best practice products which has enhanced pH levels, improved plant processes, introduction of earth digesters to assist in the breakdown of waste, Sewerage Pump stations are now fully controlled by telemetry and have alarming systems in place. All of these initiatives have resulted in cost savings and improved productivity.



## Safety

During 2015-16 Council made significant improvements ensuring safety is a key priority and in the front of minds of all staff. Many initiatives were implemented, including monthly safety toolbox talks held in all staff locations.

An aim during 2015-16 was to instil the mantra within all staff that "Safety, everyone's responsibility."

Council adopted an approach of zero tolerance and implemented regular random drug and alcohol testing across the region, revised of risk management processes, purchased satellite phones and duress alarms, improving safety of workers working in isolation.

The Safety Team rolled out LOGOSS, Council's electronic incident reporting system, resulting in timely reporting of incidents around the region.



	14-15	15-16
LTI	13	11
LTI days lost	203	180.5

*Lost Time Injuries  
(resulting in absence for next working shift)*



## Resource Recovery (Waste Disposal/Refuse Tip)

Council has nine resource recovery centres across the region. Council's aim of the review is to provide a cost effective, user-friendly and sustainable waste disposal service to meet the community's needs.

2015-16 projects included:

- The installation of a new weighbridge and office at the Dysart Resource Recovery Centre.
- Stage 1 Post closure works at the Middlemount Landfill area.
- Site Based Management Plans were developed for all Resource Recovery and Transfer Station sites which addressed a DEHP compliance requirement.
- Ground water monitoring bores were installed at numerous sites which addressed a DEHP compliance requirement.
- New Chemical Storage Facility Units were installed at numerous sites which addressed a major DEHP compliance requirement.

## Clermont Historical Centre

Anzac Heroes and Heroines Exhibition commenced on 4 March 2015 (concludes 30 August 2016) for the 100 year Anzac commemoration.



## Community Events

Delivered key community events across the region such as Australia Day and hosted the Australia Day ambassador in Clermont, and Anzac Day events.

Facilitated a skateboarding tour for youth in our region as part of youth week, and several other community events including Clean Up Australia Day, Seniors Week events and Christmas activities.





## Asset Management

Council commenced a significant asset management project which aims to identify and consolidate all of Council's assets into one register. The aim is to also ensure up to date valuations on these assets to assist in future budget preparations, depreciation and replacement schedules, etc.

Assets range from small to large infrastructure and facilities, plant and equipment, community facilities. Asset management will allow Council to also manage the performance of an asset and renewal program.

Several initiatives were implemented during 2015-16 in relation to fleet management. An extensive review was undertaken and as a result fleet resources significantly reduced. These uses of these assets were reviewed and as a result utilisation has improved. In addition, vehicle monitoring was installed in 170 vehicles.

This initiative has many advantages, not discounting the safety aspect for our staff who are out on the road consistently in this vast area of Isaac.

## Other Activities

- Clermont Saleyards: Initiated an advisory committee to assist in steering progress at the Saleyards.
- Clermont Showgrounds: Pavilion kitchen upgrade project successfully completed.
- Socio-Economic Development Framework progressed and drafted for further consultation.
- Council continued to maintain and make available to the community the airfields, halls and centres, showgrounds, recreation facilities.
- Housing Policy: new policy adopted by Council with further reviews and updates to occur in consultation with the Rental Tenancy Authority during 2016-17.

## Middlemount Urban Design - Community Engagement

In July 2015 residents, businesses, community groups and workers of Middlemount were invited to share their ideas on the future urban design of their town. The town's feedback was collated and is assisting in the drafting of the final Framework. The aim of the Framework which will help direct future works within Middlemount.

Feedback was positive and constructive, highlighting that our most valued destinations were also the most in need of attention. Council is excited about the prospect of a community driven framework and its implementation over the years to come. It is expected that the Framework will be finalised during 2016-17.



# Legislative Information

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

## Debt Policy

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

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

## Revenue Policy

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

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

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





## Councillor Remuneration and Expenses

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

	Councillor	Total remuneration	Total expenses
Mayor	Cr Anne Baker	136,688.31	21,247.97
Division 1	Cr Dale Appleton	81,946.99	2,904.96
Division 2	Cr Nick Wheeler	72,615.42	3,693.88
Division 3	Cr Gina Lacey	70,994.61	7,980.07
Division 4	Cr Peter Freeleagus	72,615.42	2,032.47
Division 5	Cr Kelly Vea Vea	70,994.61	7,991.29
Division 6	Cr Barbara Stranks*	56,478.66	6,061.81
	Cr Lynette Jones*	15,776.58	308.72
Division 7	Cr Jane Pickels	70,994.61	4,845.67
Division 8	Cr Geoff Bethel	75,463.19	39,443.63**

\*Cr Stranks 1/7/2015-4/4/2016; Cr Jones 4/4/2016-30/6/2016.

\*\*Cr Bethel received reimbursement of motor vehicle mileage allowance for the 2013-14 (\$5,944.42), 2014-15 (\$20,648.22) and 2015-16 (\$12,850.99) this was paid in 2015-16 financial year in accordance with accounting standards.

## Executive Remuneration

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

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

Total of all remuneration packages payable	\$ 1,243,897
Band \$100,000 - \$200,000	0
Band \$200,000 - \$300,000	4^
Band \$300,000 - \$400,000	1

^Refer page 29, during the period 2015-16 Council had two CEOs. At no time was there concurrent tenure of CEOs.

# Council Meetings

The Regulation (s257) requires Council to meet once a month to make decisions on governing the local government area of Isaac.

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

Ordinary meetings are open to the public and are attended by members of the media, interested ratepayers/electors and community members.

Generally, Council's meetings are held on the fourth Tuesday of the month, commencing at 9am and held at the Council Chambers at Moranbah, Bachelor Parade. In May each year, the monthly Ordinary Meeting for May is held at the Clermont Boardroom.

Council meetings between July 1, 2015 and June 30, 2016:

	Councillor	Ordinary meetings	Special meetings**
Mayor	Cr Anne Baker	11	6
Division 1	Cr Dale Appleton	12	6
Division 2	Cr Nick Wheeler	11	3
Division 3	Cr Gina Lacey	10	6
Division 4	Cr Peter Freeleagus	11	5
Division 5	Cr Kelly Veale	11	6
Division 6	Cr Barbara Stranks*	8	3
	Cr Lynette Jones*	3	3
Division 7	Cr Jane Pickels	12	6
Division 8	Cr Geoff Bethel	12	6

\*Cr Stranks 1/7/2015-4/4/2016; Cr Jones 4/4/2016-30/6/2016.

\*\*Special Meetings: on occasion, Council needs to meet in between its Ordinary meetings to discuss emerging or significant matters.

During 2015-16, Council held six Special Meetings:

Date	Purpose for Special Meeting
18 August 2015	Plant & Fleet Auction & Management of Greg Cruickshank Aquatic Centre Moranbah - IRCT1415-0615-021
9 September 2015	Isaac Regional Council Resource Recovery Strategy & Moranbah Resource Recovery Centre - 2015 Building Our Regions Grant Application
7 October 2015	Clermont Aquatic Centre Condition Report & Update for Advocating for Isaac Communities Report
4 April 2016	Statutory Post Election Meeting
18 May 2016	Recruitment of Chief Executive Officer
14 June 2016	Water & Sewerage – Public Benefit Assessment & Two-Part Charge Assessment



## Overseas Travel

During the 2015-16 period there was no overseas travel undertaken, in an official capacity, by a Councillor or Council employee or representative.

## Complaints

During the 2015-16 period no incidents of Councillors being involved or alleged to be involved in the following:

- Misconduct, complaints or inappropriate conduct;
- Incidents for which an order or recommendation was made under The Act.

## Administrative Action Complaints

Council is required to have an administrative actions complaints process to deal with complaints received.

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

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

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

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



# Administrative Action Complaints Cont.

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

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

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

Complaints can be made in a number of ways:

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

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

## Administrative Action Complaints Summary

Following is a summary of administrative action complaints made to Council for the reportable financial period.



Administrative Action Complaint Type	Number
Complaints made to the local government	4
Complaints resolved by the local government under the complaints management process	3
Complaints not resolved by the local government under the complaints management process	0
Complaints under not resolved by the local government under the complaints management process that were made in the previous financial year	1



# Internal Audit

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

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

The members\* of the Audit and Risk Committee as at 26 April 2016 are:

- Ms Carolyn Eagle (Independent Chair),
- Cr Peter Freeleagus, and
- Cr Jane Pickels.

\*at Council's Meeting held 26 April 2016, the new Committee was endorsed by Council following the Quadrennial Local Government elections. Council acknowledges Cr Kelly Vea Vea who was a member of the Audit and Risk Committee from 2012.

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 bi-monthly, or as required for urgent matters.

The Audit & Risk 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 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-off 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 2016 financial year four reviews were undertaken across Council.

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

- Grant management
- Fraud Management
- Plant Management
- Asset and Property Management



# Expenditure, Rates and Charges

## Service facility or activity expenditure

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

## For which local government levied special rates or charges

Service	Special Rate Levied	2015-16 Expenditure
Lot 1 on MLG1782:ML1782, Parishes of Dunsmure, Dysart and others and Lot 1 on MLG70331:ML70331, Parish of Vermont.	1,035,000	8,710
Lot 1 on MLG1831:ML1831, Parish of Bul Bul and Lot 1 on MLG70171:ML70171, Parish of Foxleigh	1,534,833	855,435

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

## Amendment of overall plans, and annual implementation plans for certain special charges

Service	Special Rate Levied	2015-16 Expenditure
Road rehabilitation works on the Peak Downs Mine Road, Moranbah for the year ended 30/06/2013. Lot 1 on MLG1764:ML1764 (SCML152), Parish of Goonyella, Lot 1 on MLG70108:ML70108, Parish of Platypus, Lot 1 on MLG1763:ML1763, Parish of Platypus and Lot 1 on MLG1775:ML1775, Parish of Moranbah	No special charge - levied in 2015-16	133,580

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

## Summary of concessions for rates and charges

Concession Total*	Financial Cost
Discount	\$5,270,877.35
Pensioner concession	\$225,349.37
Economic or social incentives	\$201,910.91
*no concessions were granted under the natural hardship clause	



# Rates Rebates and Concessions

## Discount

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

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

## Pensioner concessions

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

## Natural hardship

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

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

## Economic or social incentives

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

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



## Business Activities

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

- Saleyards
- Airport Services
- Private and Recoverable Works
- Fleet Operations
- Water and Sewerage

Council did not conduct any significant business activities during 2015-16.

Council's Water and Sewerage business will become a Significant Business Activity from 1 July 2016 and the code of competitive conduct will be applied to the business activity from that date.

## Non-Reportable Items

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

- Invitations to change tenders
- Competitive neutrality complaints

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





# Registers

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

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



# Community Grants

## Regionally funded major grants

During the 2015-16 financial year, Council approved grants totalling \$110,870, which were regionally funded by Divisions 1 to 8.

Grant Recipient	Description	Amount
Capricorn Helicopter	Annual corporate sponsorship	\$10,000
Clermont Show Committee	Annual sponsorship of the Clermont Show	\$17,500
RACQ CQ Rescue	Annual corporate sponsorship	\$50,000
RAAG (Road Accident Action Group)	Contribution for the installation of Regional Roadside Shade Shelters (Nebo, Mackenzie River, Golden Mile Junction and Bundarra)	\$10,000
Fitzroy River Catchments	Parkinsonia Weed Management Program	\$5,000
Murri Kids	NAIDOC Week 2015	\$450
Heart of Australia	Contribution to offset monthly travel expenses for the Heart of Australia service	\$7,920
Griffith University - Institute for Glycomics	Donation to the Griffith University - Institute for Glycomics Melanoma research program	\$10,000

## Place based and major divisional grants

Council provides Place Based Grants of up to \$1,000 (from Councillor discretionary fund) and Major Grants of up to \$10,000.

NB: Figures reported are those approved by Council Resolution. For a full list of approved Isaac Community Grants visit [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au)





## DIVISION 1 (Rural Clermont and Glenden)

A total of \$58,467.20 was given to Division 1 community groups during the financial year, including \$2,100 in Place Based Grants.

Grant Recipient	Description	Amount
QCWA Clermont	90 year Anniversary celebrations (Equal funding by Division 6)	\$1,500
Clermont Artslink	"Heart on my Sleeve" Art Exhibition (Equal funding by Division 6)	\$750
Glenden State School P&C Association	Annual 200 Club fundraising event	\$3,000
Clermont Race Club	Race day Sponsorship for 2 annual race events (equal funding by Division 6)	\$5,000
Clermont Country Music Festival	Small Town Culture Project (equal funding by Division 6)	\$2,139.50
Clermont Rodeo & Show Society	Clermont Beef Expo 2015 (equal funding by Division 6)	\$2,750
Clermont Community Business Group	Implementation of QR coding as a tourism initiative (equal funding by Division 6)	\$5,000
Clermont Rodeo Association	2016 Clermont Rodeo (equal funding by Division 6)	\$1,500
Clermont Campdraft Committee	2016 Gold Cup Campdraft (equal funding by Division 6)	\$4,000
Clermont Pony Club	Clermont Pony Club Campdraft (equal funding by Division 6)	\$2,500
Glenden Golf Club	Irrigation equipment	\$4,056.45
Glenden Rodeo Association	2016 Glenden Rodeo	\$10,000

## DIVISION 2 (Dysart)

A total of \$31,532.05 was given to Division 2 community groups during the financial year, including \$10,360.80 in Place Based Grants.

Grant Recipient	Description	Amount
Dysart Golf Club	Sponsorship of Dysart Pro Am	\$5,000
Dysart Junior Golf Club	Sponsorship of Dysart Junior Golf Open	\$2,000

# Community Grants

## DIVISION 3, 4 & 5 (Moranbah)

A total of \$203,726.50 was given to Division 3, 4 and 5 community groups during the financial year, including \$58,268.75 in Place Based Grants.

Grant Recipient	Description	Amount
Rotary Club of Moranbah	Moranbah Rotary Home Show 2016	\$6,000
Moranbah State High School	Annual Careers Expo	\$8,800
Moranbah Community Scholarship Trust	Annual sponsorship	\$7,000
QCWA Moranbah	Kitchen upgrades	\$5,000
Oasis Life Church	Carols in the Square 2015	\$5,000
Moranbah CrossFit	Run for MI Life – coordination of traffic management	\$5,000
Moranbah Race Club	Annual Sponsorship for Spring Racing Carnival	\$10,000
The Crèche & Kindergarten Association QLD	Repainting of the C&K Moranbah Community Kindergarten	\$3,000
Moranbah & District Support Service	Community Development phone line	\$960
Rock FM Association Inc	Re-launch of Moranbah Messenger	\$4,500
Simply Sunshine Childcare Centre	Installation of shade sails at centre	\$2,000
Moranbah Golf Club	Moranbah Pro Am	\$5,000
Hornery Trading Group	Family 4U2 Concert 2016	\$10,000
Quota International Moranbah	Annual Debutante Ball	\$2,000
CFMEU - Peak Downs & Goonyella Riverside Lodge	Sponsorship of the Moranbah Labour Day Festival	\$7,500
Rotary Club of Moranbah	Moranbah Home & Leisure Expo	\$6,500
Moranbah Junior Dirt Drags Club	Installation of Hydro-mulch at facility	\$9,684
Run For MI Life	Traffic management for RFML 2016	\$5,000



## DIVISION 6 (Clermont)

A total of \$52,830.75 was given to Division 6 community groups during the financial year, including \$6,020.00 Place Based Grants.

Grant Recipient	Description	Amount
QCWA Clermont	90 year Anniversary celebrations (equal funding by Division 1)	\$1,500
Clermont Artslink	"Heart on my Sleeve" Art Exhibition (equal funding by Division 1)	\$750
Clermont Race Club	Race day Sponsorship for two annual race events (equal funding by Division 1)	\$5,000
Clermont Country Music Festival	Small Town Culture Project (equal funding by Division 1)	\$2,139.50
Clermont Rodeo & Show Society	Clermont Beef Expo 2015 (equal funding by Division 1)	\$2,750
Clermont Community Kindergarten & Day Care Centre	Internal painting at facility	\$7,500
Clermont Community Business Group	Implementation of QR coding as a tourism initiative (equal funding by Division 1)	\$5,000
Clermont Rodeo Association	2016 Clermont Rodeo (equal funding by Division 1)	\$1,500
Clermont Campdraft Committee	2016 Gold Cup Campdraft (equal funding by Division 1)	\$4,000
Clermont Pony Club	Clermont Pony Club Campdraft (equal funding by Division 1)	\$2,500



# Community Grants

## DIVISION 7 (Middlemount and rural Dysart)

A total of \$46,182.75 was given to Division 7 community groups during the financial year, including \$5,020.00 in Place Based Grants.

Grant Recipient	Description	Amount
Middlemount Rodeo Association	"The Heart of the Coalfields Campdraft"	\$2,000
Middlemount Junior Golf Club	Central Highlands Junior Golf Championships	\$2,000
CTM Links	Community Phone Directory re-print	\$2,241.50
Middlemount Horse & Pony Club	Small compact tractor	\$5,000
The Crèche & Kindergarten Association QLD	Educational resources for the C&K Middlemount Community Kindergarten	\$2,000
Clarke Creek Campdraft Committee	Sponsorship of the Clarke Creek Campdraft	\$1,250
Middlemount Community Sports Association	Middlemount Tennis Open	\$2,500
Middlemount Race Day	Middlemount Race Day 2016	\$10,000





## DIVISION 8 (Coppabella, Nebo and Coastal communities)

A total of \$44,356.25 was given to Division 8 community groups during the financial year, including \$12,935.00 in Place Based Grants.

Grant Recipient	Description	Amount
Nebo Bowls Club	Nebo Community Christmas Fair	\$2,500
Clarke Creek Campdraft Association	New oven for canteen	\$5,000
St Lawrence Sportsground Committee	Hosts for the Cattleman's Dinner at the St Lawrence Wetlands weekend	\$9,000
Clarke Creek Campdraft Committee	Sponsorship of the Clarke Creek Campdraft	\$1,250
Blue Mountain Campdraft Association	Annual Blue Mountain Campdraft	\$2,000



# Financial Reporting

This section outlines our financial performance and position during 2015-16, including a summary in plain language and financial statements that have been prepared in accordance with relevant legislation and accounting standards.

## Community Financial Report

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

Financial statements are often difficult to understand when prepared in accordance with accounting standards. The following provides a summary and an analysis of Isaac Regional Council's financial performance and position for the 2015-16 financial year.

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

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

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

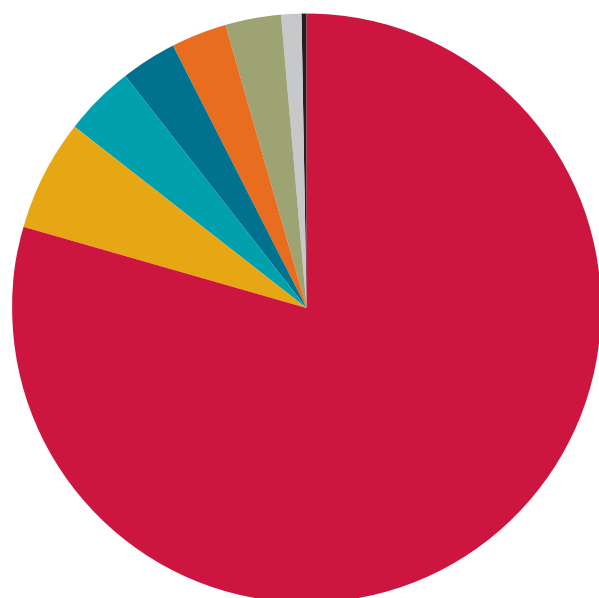
The Community Financial Report is a simplified version of the information contained in Council's Financial Statements (page 70 and on disk).

## Financial Position

### Income

The total income for the financial year was approximately \$113 million. This included operating revenue of \$96 million and capital revenue of \$17 million.

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



79%	Rates and levies (\$75.8 million)
6%	Operating grants, subsidies and contributions (\$6 million)
4%	Sale of goods and major services (\$3.9 million)
3%	Sales of contract and recoverable works (\$3.2 million)
3%	Interest received (\$3 million)
3%	Fees and charges (\$3.1 million)
1%	Rental and levies (\$880 thousand)
0.2%	Other recurrent revenue (\$172 thousand)

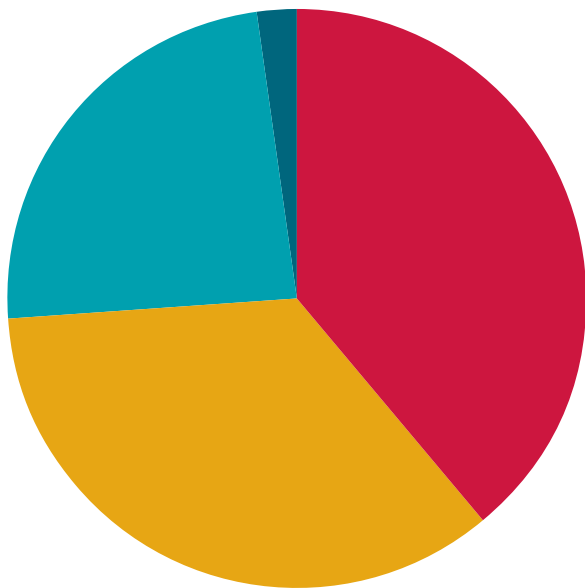




## Expenses

The total expenditure incurred for the year in providing services to the community was approximately \$104 million. Council undertook regular reviews of expenditure levels to ensure that funds were expended in the most efficient and effective way possible.

Council operating expenses, as shown in the graph below totalled \$89 million. Capital expenses, typically costs in recognising the replacement of old assets, totalled \$15 million. Council also invested over \$47 million on capital projects over the year.



39%	Materials and services (\$34.7 million)
35%	Employee costs (\$31.6 million)
24%	Depreciation and amortisation (\$21.8 million)
2%	Finance costs (\$1.3 million)

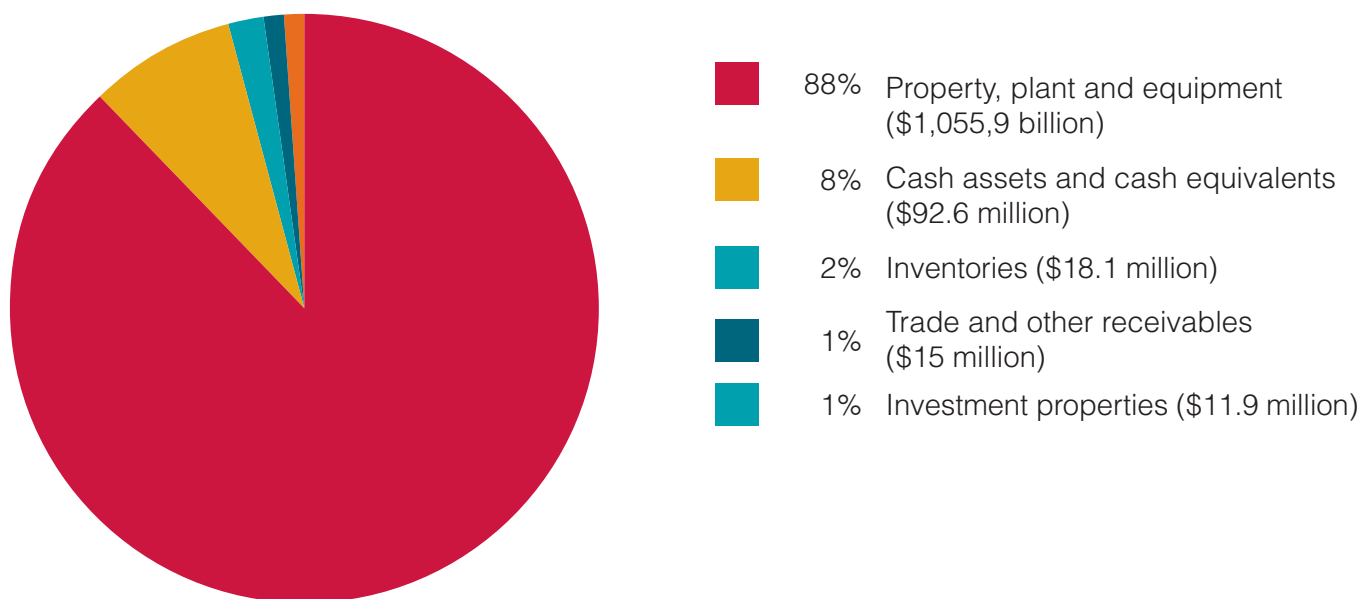


The following financial information is on our assets and liabilities, providing an overall understanding of Isaac Regional Council's net worth.

## Assets – what we own

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

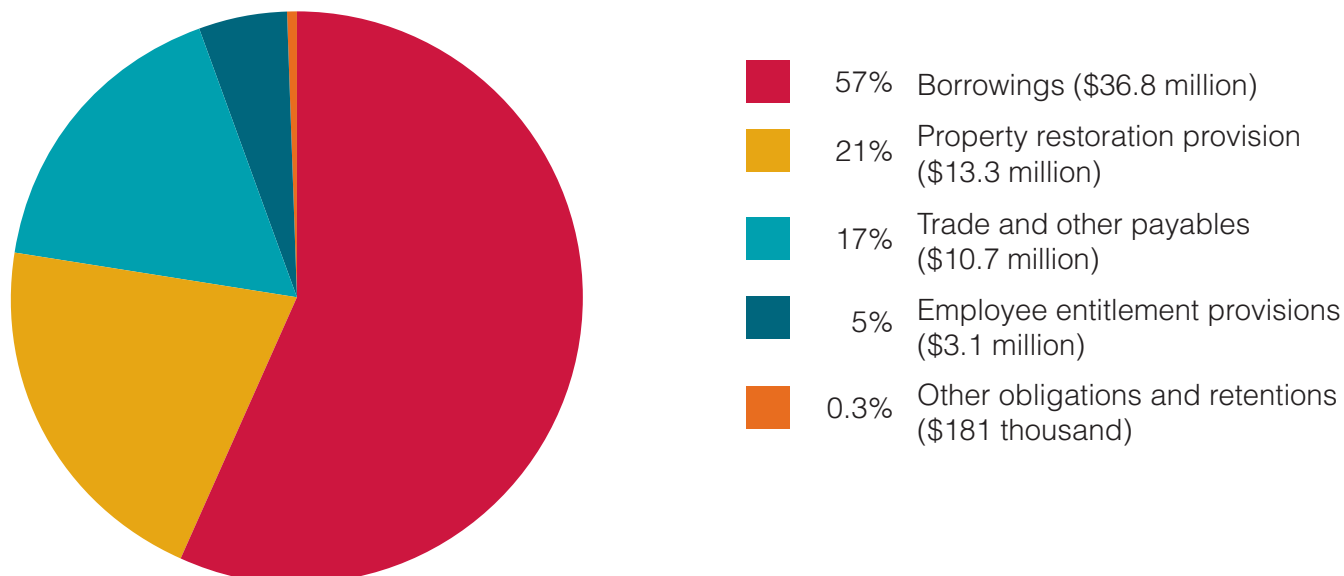
As at 30 June 2016 the total value of assets held by Council was around \$1.2 billion, which has been broken up into the respective components in the graph below.



## Liabilities – what we owe

Our liabilities are reviewed regularly as part of our long term financial strategy. As at 30 June 2016 the value of total liabilities of Council was approximately \$64 million. The largest part of liabilities is borrowings, which have been used to fund investment in long life infrastructure.

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





## Our net worth

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

## Financial Sustainability Ratios

Financial Ratios assist in determining the current and future financial health of Isaac Regional Council. These ratios provide a snap shot of the financial performance without having to read the complete Financial Statements (as at 30 June 2016).

Ratio Type	Description	Performance
Asset Sustainability ratio	Capital expenditure on the replacement of assets divided by depreciation expense	204.6%
Operating surplus ratio	Operating surplus divided by total operating revenue	7.2%
Net financial liability	Total liabilities less current assets divided by total operating revenue	-58.4%
Change in community equity ratio	The percentage change in the net wealth of Council	2%
Interest cover ration	Net interest expense divided by total operating revenue	-1.2%
Debt servicing ratio	The percentage that Council's total recurrent revenue that is used to service loan interest and principal repayments	3.5%
General rate revenue ratio	Council's dependence on general rate revenue as a percentage of total recurrent revenue	58.8%
Revenue ratio	Council's dependence on net rates and utility charges as a percentage of total recurrent revenue	78.8%
Debt exposure ratio	The percentage of Council's capital debt to total community equity	3.3%
Working capital ratio	Unrestricted current assets available to meet current liabilities	5.5 : 1
Unfunded depreciation ratio	The percentage of unfunded depreciation to the total depreciation expense	0%
Rate arrears ratio	The percentage of rates and charges receivable to net rate and charges revenue	4.8%

## Resolutions

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

In accordance with this resolution, Council received \$5,001,640 in federal funding through the Financial Assistance Grants program for 2015-16.

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

Council did not make any resolutions relating to sections 250(1) and 206(2) of The Regulation during the reportable financial period.

# Financial Statements

This section contains a copy of the following financial documents

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

Our Independent Auditor's Report can be found in full on the disk included at the back of this Annual Report.





## ISAAC REGIONAL COUNCIL

### FINANCIAL STATEMENTS

For the year ended 30 June 2016

### MANAGEMENT CERTIFICATE

For the year ended 30 June 2016

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

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

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 1 to 38, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Mayor

Name: Cr Anne Baker

Date: 25 / 10 / 16



Chief Executive Officer

Name: Mr Gary Stevenson PSM

Date: 25 / 10 / 16

## INDEPENDENT AUDITOR'S REPORT

To the Mayor of Isaac Regional Council

### Report on the Financial Report

I have audited the accompanying financial report of Isaac Regional Council, which comprises the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and certificates given by the Mayor and the Chief Executive Officer.

#### *The Council's Responsibility for the Financial Report*

The Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Local Government Act 2009* and *Local Government Regulation 2012*, including compliance with Australian Accounting Standards. The Council's responsibility also includes such internal control as the Council determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report.

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

#### *Independence*

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised.



The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

#### *Opinion*

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the financial performance and cash flows of Isaac Regional Council for the financial year 1 July 2015 to 30 June 2016 and of the financial position as at the end of that year.

#### **Other Matters - Electronic Presentation of the Audited Financial Report**

Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an opinion on any information which may be hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.

  
D A STOLZF CPA  
(as delegate of the Auditor-General of Queensland)



Queensland Audit Office  
Brisbane

## ISAAC REGIONAL COUNCIL

### Long-Term Financial Sustainability Statement Prepared as at 30 June 2016

#### Measures of Financial Sustainability

(i) **Operating surplus ratio**

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

(ii) **Asset sustainability ratio**

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

(iii) **Net financial liabilities ratio**

Total liabilities less current assets divided by total operating revenue.

Council's performance at 30 June 2016 against key financial ratios

#### Target

Actuals at 30 June 2016

Projected for the years ended

30 June 2017

30 June 2018

30 June 2019

30 June 2020

30 June 2021

30 June 2022

30 June 2023

30 June 2024

30 June 2025

Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
between 0% and 10%	greater than 90%	not greater than 60%
7.23%	204.62%	-58.36%
1.17%	183.46%	-42.01%
1.93%	119.37%	-42.28%
2.40%	97.13%	-46.39%
2.68%	78.77%	-43.99%
8.25%	105.67%	-44.36%
10.70%	105.29%	-45.00%
7.39%	98.61%	-51.53%
5.99%	110.18%	-59.74%
4.36%	110.45%	-66.78%

#### Certificate of Accuracy

For the long-term financial sustainability statement prepared as at 30 June 2016

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

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



Mayor

Name: Cr Anne Baker

Date: 25 / 10 / 16




Chief Executive Officer

Name: Mr Gary Stevenson PSM

Date: 25 / 10 / 16





If this disk is missing, you can view the  
independent Auditor's Financial Report by  
visiting [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au)

Adopted by Council on November 22, 2016

Resolution number 4721

Electronic copies of Council's Annual Report can be downloaded from [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au)

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