

# NOTICE OF MEETING

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Dear Committee Members

You are requested to attend the following meeting of Council.

**CORPORATE, GOVERNANCE AND FINANCIAL SERVICES  
STANDING COMMITTEE MEETING OF  
ISAAC REGIONAL COUNCIL**

**TO BE HELD ON  
WEDNESDAY 20 NOVEMBER 2024  
COMMENCING AT 9.00AM  
COUNCIL CHAMBERS, MORANBAH**

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**CALE DENDLE**

Chief Executive Officer

**DARREN FETTEL**

Committee Officer

Director Corporate Governance  
and Financial Services

**Committee Members:**

Cr Melissa Westcott (Chair)

Mayor Kelly Ve a Ve a

Cr Jane Pickels

Cr Vern Russell

Cr Terry O'Neill

## LOCAL GOVERNMENT ACT 2009

### Local Government Regulation 2012

#### Chapter 8, Part 2 Local Government Meetings and Committees

#### Division 1A, Requirements for Local Government Meetings Generally

##### Section 254J Closed meetings

- (1) A local government may resolve that all or part of a meeting of the local government be closed to the public.
- (2) A committee of a local government may resolve that all or part of a meeting of the committee be closed to the public.
- (3) However, a local government or a committee of a local government may make a resolution about a local government meeting under subsection (1) or (2) only if its councillors or members consider it necessary to close the meeting to discuss one or more of the following matters—
  - (a) the appointment, discipline or dismissal of the chief executive officer;
  - (b) industrial matters affecting employees;
  - (c) the local government's budget;
  - (d) rating concessions;
  - (e) legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government;
  - (f) matters that may directly affect the health and safety of an individual or a group of individuals;
  - (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;
  - (h) negotiations relating to the taking of land by the local government under the [Acquisition of Land Act 1967](#);
  - (i) a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.
- (4) However, a local government or a committee of a local government must not resolve that a part of a local government meeting at which a decision mentioned in [section 150ER](#)(2), [150ES](#)(3) or [150EU](#)(2) of the [Act](#) will be considered, discussed, voted on or made be closed.
- (5) A resolution that a local government meeting be closed must—
  - (a) state the matter mentioned in subsection (3) that is to be discussed; and
  - (b) include an overview of what is to be discussed while the meeting is closed.
- (6) A local government or a committee of a local government must not make a resolution (other than a procedural resolution) in a local government meeting, or a part of a local government meeting, that is closed.

##### Conflict of Interest Obligations

Reference is made to Section 150EL of the Local Government Act 2009. Specifically, the obligation of Councillors when they first become aware they have a conflict of interest to make the Chief Executive Officer aware in writing or if in a meeting, ensure they declare immediately.

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**CORPORATE, GOVERNANCE AND FINANCIAL SERVICES**

**STANDING COMMITTEE MEETING**

**OF ISAAC REGIONAL COUNCIL**

**TO BE HELD ON**

**WEDNESDAY 20 NOVEMBER 2024**

**COUNCIL CHAMBERS, MORANBAH**

1. OPENING OF THE MEETING
  - 1.1 WELCOME
  - 1.2 ACKNOWLEDGMENT OF TRADITIONAL OWNERS
2. APOLOGIES AND LEAVE OF ABSENCES
3. DECLARATION OF CONFLICTS OF INTEREST
4. CONFIRMATION OF MINUTES
5. OFFICER REPORTS
6. INFORMATION BULLETIN REPORT
7. GENERAL BUSINESS
8. CONCLUSION

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## 1. OPENING OF MEETING

## 2. APOLOGIES

## 3. DECLARATION OF CONFLICTS OF INTEREST

## 4. CONFIRMATION OF MINUTES

Corporate, Governance and Financial Services Standing Committee Meeting of Isaac Regional Council held in Council Chambers, Moranbah, commencing 9:00am on Wednesday 16 October 2024.

## 5. OFFICER REPORTS

### 5.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT - AS AT 31 OCTOBER 2024

#### EXECUTIVE SUMMARY

In accordance with the *Local Government Regulation 2012* (s204) a monthly financial report is required to be presented to Council stating the progress made in relation to the budget for the period of the financial year as near as practicable to the end of month before the meeting is held.

### 5.2 2023/2024 FINANCIAL YEAR RESERVE UTILISATION

#### EXECUTIVE SUMMARY

In line with Council's Reserves Policy, the report outlines a listing of the reserve transfers required to balance the 2023/2024 financial year.



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5.3

## SAFETY AND RESILIENCE UPDATE

### EXECUTIVE SUMMARY

This report is provided as an update to Council on the current status of the Health, Safety and Wellbeing Management System (HSWMS).

5.4

## ISAAC REGIONAL COUNCIL LOCAL DISASTER MANAGEMENT PLAN

### EXECUTIVE SUMMARY

This report is to present the Local Disaster Management Group (LDMG) meeting minutes from 2024, and to seek Council endorsement of the 2024 annual review of the Local Disaster Management Plan (LDMP). The review resulted in the expanded details of agency roles and responsibilities, revised State Government department names, and refreshed all URL links throughout. The LDMP is required to be endorsed by Council under the Queensland Disaster Management Arrangements (*Disaster Management Act 2003 (Qld)*, Part 5, Section 80, 1(b)).

5.5

## STATE EMERGENCY SERVICE BI-ANNUAL UPDATE

### EXECUTIVE SUMMARY

This report aims to inform the Council about the current State Emergency Service (SES) operations within the Isaac region, highlighting recent activities, community engagement and any challenges faced by the SES. It is essential for Council to be aware of these updates to ensure effective collaboration and support for ongoing and future emergency management strategies in the community.

5.6

## REGISTER OF PRE-QUALIFIED SUPPLIERS PANEL ARRANGEMENT FOR THE PROVISION OF PLANT HIRE (WET AND/OR DRY)

### EXECUTIVE SUMMARY

The purpose of this report is to recommend the appointment of selected tenderers to a Register of Pre-Qualified Suppliers (RPQS) Arrangement for the Provision of Plant Hire (Wet and/or Dry) IRCT-ALL2-1123-349 to Isaac Regional Council.

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## 5.7 REGISTER OF PRE-QUALIFIED SUPPLIERS PANEL ARRANGEMENT FOR THE PROVISION OF IT DATA CABLING SERVICES

### EXECUTIVE SUMMARY

The purpose of this report is to recommend the appointment of selected tenderers to a Register of Pre-Qualified Suppliers (RPQS) Arrangement for the Provision of IT Data Cabling Services IRC-CGFS-0624-T371 to Isaac Regional Council.

## 5.8 EXCEPTION BASED PROCUREMENT ARRANGEMENTS – MORANBAH EARLY LEARNING CENTRE

### EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of an exception under the provisions of Section 235(a) of the *Local Government Regulations 2012* to allow Moranbah Early Learning Centre (MELC) to oversee the completion of the expansion and renovation works, including procurement processes, as part of a larger, ongoing project.

As Council is contributing to a larger renovation and improvement project being undertaken by MELC, it is logical that the projects be combined and delivered by MELC, indicating there is only one supplier reasonably available.

## 5.9 SHAREHOLDER RELATIONSHIP: ISAAC AFFORDABLE HOUSING TRUST

### EXECUTIVE SUMMARY

Chief Executive Officer proposing some shareholder and associated agreements with Isaac Affordable Housing Fund Pty Ltd (IAHF) on behalf of Isaac Affordable Housing Trust (IAHT).

## 5.10 DRAFT 2023-2024 ANNUAL REPORT

### EXECUTIVE SUMMARY

The preparation and adoption of the Annual Report is a legislative requirement pursuant to section 182 of the *Local Government Regulation 2012*.

Isaac Regional Council's 2023-2024 Annual Report has been prepared in accordance with all requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*.

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## 5.11

## MAJOR PROJECTS MEETING MONTHLY REPORT

### EXECUTIVE SUMMARY

This report is provided to update Council on the newly created Major Project's Team and the changing status of major projects across Isaac.

## 5.12

## AMENDED DRAFT ISAAC CORPORATE PLAN 2023 - 2028

### EXECUTIVE SUMMARY

The purpose of this report is to present the amended draft Isaac Corporate Plan 2023 – 2028 for adoption in accordance with the *Local Government Act 2009*.

## 5.13

## LOCAL GOVERNMENT ENERGY PARTNERSHIPS

### EXECUTIVE SUMMARY

The Local Council Energy Partnership (LCEP) program, a \$1.21 million initiative by the Queensland State Government, aims to support local councils in managing the surge in renewable energy projects across the state. Administered by the Local Government Association of Queensland (LGAQ), the program connects councils and Regional Organisations of Councils (ROCs) with planning experts to ensure renewable developments deliver community benefits and align with local priorities. This initiative is part of Queensland's broader renewable energy goals of reaching 80% renewable energy by 2035.

Isaac Regional Council LGA is experiencing rapid growth in renewable energy projects, the LCEP program provides an opportunity for council to develop critical tools to support better outcomes for communities that host renewable projects. Through the LCEP program, council is seeking funding to establish a Renewable Energy Coordinator role, which will enhance its capacity to manage projects, streamline approvals, and strengthen community engagement. This will ensure that local communities benefit from the economic and environmental opportunities brought by renewable energy investments.

## 5.14

## STANDING ORDERS AND MEETING PROCEDURES - UPDATED

### EXECUTIVE SUMMARY

This report seeks Council's consideration to review and adopt the updated Standing Orders and Meeting Procedures.

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<b>5.15</b>	<b>SCHEDULE OF ORDINARY MEETINGS AND STANDING COMMITTEE MEETINGS OF COUNCIL – JANUARY TO DECEMBER 2025</b>
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## **EXECUTIVE SUMMARY**

Council is required under legislation to advertise its meeting dates and times for the coming year in a newspaper that is distributed in the local government area. Council is requested to resolve the meeting schedule for the period January to December 2025.

<b>5.16</b>	<b>CORPORATE, GOVERNANCE AND FINANCIAL SERVICES MONTHLY REPORT – NOVEMBER 2024</b>
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## **EXECUTIVE SUMMARY**

The below information highlights the monthly activities of the departments within the Corporate, Governance and Financial Services directorate.

<b>5.17</b>	<b>PEOPLE AND CAPABILITY MONTHLY REPORT</b>
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## **EXECUTIVE SUMMARY**

The purpose of this report is to provide information and highlights on the monthly activities of the People and Capability Department.

## **6. GENERAL BUSINESS**

## **7. CONCLUSION**

# UNCONFIRMED MINUTES

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CORPORATE, GOVERNANCE AND FINANCIAL SERVICES STANDING  
COMMITTEE MEETING OF  
**ISAAC REGIONAL COUNCIL**

HELD ON  
**WEDNESDAY, 16 OCTOBER 2024**  
**COMMENCING AT 9.00AM**



**ISAAC REGIONAL COUNCIL**  
**UNCONFIRMED MINUTES OF THE**  
**CORPORATE, GOVERNANCE AND FINANCIAL SERVICES**  
**STANDING COMMITTEE MEETING**  
**HELD IN COUNCIL CHAMBERS, MORANBAH**  
**ON WEDNESDAY 16 OCTOBER 2024**

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**ISAAC REGIONAL COUNCIL**  
**UNCONFIRMED MINUTES OF THE**  
**CORPORATE, GOVERNANCE AND FINANCIAL SERVICES**  
**STANDING COMMITTEE MEETING**  
**HELD IN COUNCIL CHAMBERS, MORANBAH**  
**ON WEDNESDAY 16 OCTOBER 2024**

**ATTENDANCE**

Cr Melissa Westcott, Division Three (*Chair*)  
Mayor Kelly Veale  
Cr Terry O'Neill, Division One  
Cr Vern Russell, Division Two

**COMMITTEE  
APOLOGIES**

Cr Jane Pickels, Deputy Mayor, Division Six

**OBSERVERS**

Cr Alaina Earl, Division Five  
Cr Viv Coleman, Division Eight

**OFFICERS PRESENT**

Mr Darren Fettell, Director Corporate Governance and Financial Services  
Mr Susan Martin, Acting Manager Financial Services  
Mr Rod Stewart, Acting Manager Safety and Resilience  
Ms Tamara Bateman, Acting Manager Governance and Financial Services  
Mr John Squire, Manager Contracts and Procurement  
Mr Michael Mann, Acting Manager Strategic Assets (*Video Conference*)  
Mrs Tricia Hughes, Coordinator Executive Support, Office of the Mayor and CEO

**1. OPENING**

The Chair welcomed all in attendance and declared the meeting open at 9.04am and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

## 2. APOLOGIES AND LEAVE OF ABSENCES

A leave of absence has been requested from Deputy Mayor Jane Pickels due to personal leave.

**Resolution No.:** CGFS0907

**Moved:** Cr Vern Russell

**Seconded:** Cr Terry O'Neill

**That the Corporate, Governance and Financial Services Standing Committee grants a leave of absence for Deputy Mayor Jane Pickels.**

**Carried**

## 3. DECLARATION OF CONFLICTS OF INTEREST

No conflict of interests declared for this meeting.

**NOTE:**

*Council acknowledges that Chapter 5B Councillors' Conflicts of Interest of the Local Government Act 2009 does not apply to a Councillor if the matter to be resolved relates to a corporation or association that arises solely because of a nomination or appointment of the councillor by the local government to be a member of the board of the corporation or association.*

## 4. CONFIRMATION OF MINUTES

Corporate, Governance and Financial Services Standing Committee Meeting of Isaac Regional Council held at Council Chambers, Moranbah, commencing at 9.00am on Wednesday 18 September 2024.

**Resolution No.: CGFS0908**

**Moved: Cr Vern Russell**

**Seconded: Cr Terry O'Neill**

**That the minutes from the Corporate, Governance and Financial Services Standing Committee meeting held at Council Chambers, Moranbah, commencing at 9.00am on Wednesday 18 September 2024 are confirmed.**

**Carried**

## 5. OFFICERS REPORTS

### 5.1 Isaac Regional Council Monthly Financial Report as at 30 September 2024

#### EXECUTIVE SUMMARY

In accordance with the Local Government Regulation 2012 (s204) a monthly financial report is required to be presented to Council stating the progress made in relation to the budget for the period of the financial year as near as practicable to the end of the month before the meeting is held.

#### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Receive the financial statements for the period ended 30 September 2024 pursuant to, and in accordance with, the Local Government Regulation 2012 (s204).***

**Resolution No.: CGFS0909**

**Moved: Cr Terry O' Neill**

**Seconded: Cr Vern Russell**

**That the Committee recommends that Council:**

- 1. Receive the financial statements for the period ended 30 September 2024 pursuant to, and in accordance with, the *Local Government Regulation 2012 (s204).***

**Carried**

## 5.2 Safety and Resilience Update

### EXECUTIVE SUMMARY

This report is provided as an update to Council on the current status of the Health, Safety and Wellbeing Management System (HSWMS).

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

1. ***Notes the Safety and Resilience report provided on the current status of the Health, Safety and Wellbeing Management System.***

Resolution No.: CGFS0910

Moved: Cr Vern Russell

Seconded: Cr Terry O'Neill

**That the Committee recommends that Council:**

1. **Notes the Safety and Resilience report provided on the current status of the Health, Safety and Wellbeing Management System.**

**Carried**

### ATTENDANCE

Cr Viv Coleman left the meeting room at 9.35am.

Mr Cale Dendle, Chief Executive Officer entered the meeting room at 9.39am.

Cr Viv Coleman returned to the meeting room at 9.46am.

## 6. INFORMATION BULLETIN REPORTS

### 6.1 Corporate, Governance and Financial Services Information Bulletin – October 2024

### EXECUTIVE SUMMARY

The Corporate, Governance and Financial Services Information Bulletin for October 2024 is provided for Council review.



## OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

1. *Notes the Corporate, Governance and Financial Services Information Bulletin for October 2024.*

**Resolution No.: CGFS0911**

**Moved: Cr Vern Russell**

**Seconded: Cr Terry O'Neill**

**That the Committee recommends that Council:**

1. **Notes the Corporate, Governance and Financial Services Information Bulletin for October 2024.**
2. **Requests that the Director Corporate, Governance and Financial Services consults with relevant stakeholders to schedule Audit and Risk Committee Meetings agenda/reporting due dates and meeting dates for 2025.**

**Carried**

## 7. GENERAL BUSINESS

### **7.1 Corporate Governance and Financial Services (CGFS) Standing Committee Presentation**

The Chair, Cr Melissa Westcott advised the Committee that a list of specific areas for the CGFS Standing Committee to receive presentations/workshops on will be provided in the coming week. This will provide an opportunity for the Committee to gain a better understanding of the CGFS Directorate and responsibilities.

**ACTION: CR MELISSA WESTCOTT**

# MEETING MINUTES

## 8. CONCLUSION

There being no further business, the Chair declared the meeting closed at 9.49am.

These minutes will be confirmed by the Committee at the Corporate, Governance and Financial Services Standing Committee Meeting to be held on Wednesday 20 November 2024 in Moranbah.

.....  
Chair

..... / ..... / .....  
DATE

## MEETING DETAILS

### Corporate, Governance and Financial Services

#### Standing Committee Meeting

Wednesday 20 November 2024

## AUTHOR

Susan Martin

## AUTHOR POSITION

Acting Manager Financial Services

## 5.1

### ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT AS AT 31 OCTOBER 2024

## EXECUTIVE SUMMARY

In accordance with the *Local Government Regulation 2012* (s204) a monthly financial report is required to be presented to Council stating the progress made in relation to the budget for the period of the financial year as near as practicable to the end of the month before the meeting is held.

## OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Receives the financial statements for the period ended 31 October 2024 pursuant to, and in accordance with, the Local Government Regulation 2012 (s204).*

## BACKGROUND

### Statutory Obligation Table – Isaac Regional Council

The table below outlines key statutory obligations relating to the requirement for monthly financial reporting.

Requirement	Date
Budget 2024/2025	Budget adopted 26 June 2024
Financial Statements 2023/2024	

## IMPLICATIONS

At the end of the first quarter of the current financial year, Council continues to operate within budget overall and any budget variances are anticipated to come in line with budget over the remainder of the financial year. Further assessment will be undertaken through the first quarter budget review which is about to commence.

## CONSULTATION

Financial Services.

## BASIS FOR RECOMMENDATION

Requirement of legislation for a financial report to be presented to council at least monthly.

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## ACTION ACCOUNTABILITY

Not Applicable.

## KEY MESSAGES

Council is committed to meeting its legislative requirements, ensuring its financial sustainability and transparent decision making.

<b>Report prepared by:</b>	<b>Report authorised by:</b>
SUSAN MARTIN	DARREN FETTEL
<b>Acting Manager Financial Services</b>	<b>Director Corporate, Governance and Financial Services</b>
Date: 7 November 2024	Date: 8 November 2024

## ATTACHMENTS

- Attachment 1 - Monthly Financial Statements 31 October 2024

## REFERENCE DOCUMENT

- Nil

# FINANCIAL STATEMENTS REPORT TO COUNCIL

Current as at **31 October 2024**

Presented by **Corporate, Governance and Financial Services**





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# FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 OCTOBER 2024

## EXECUTIVE SUMMARY

At the end of October, the operating result is \$1,873,166 ahead of budgeted operating position. The positive result is due to number of revenue line items being above budget partially offset by higher operating expenses.

Capital Revenue for October was \$9,116,512 which combined with the Operating Position leads to a net surplus of \$32,943,430.

PRELIMINARY OCTOBER FINANCIAL STATEMENTS AT A GLANCE					
	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
	\$	\$	\$	\$	%
Total operating revenue	70,597,932	67,791,465	2,806,468	144,057,618	49.0%
Total operating expenses	46,771,015	45,837,713	(933,302)	142,753,275	32.8%
<b>Operating position</b>	<b>23,826,917</b>	<b>21,953,751</b>	<b>1,873,166</b>	<b>1,304,343</b>	<b>1826.7%</b>
Capital revenue	9,116,512	8,563,028	553,484	28,085,905	32.5%
<b>Net result</b>	<b>32,943,430</b>	<b>30,516,779</b>	<b>2,426,650</b>	<b>29,390,248</b>	<b>112.1%</b>

## BACKGROUND

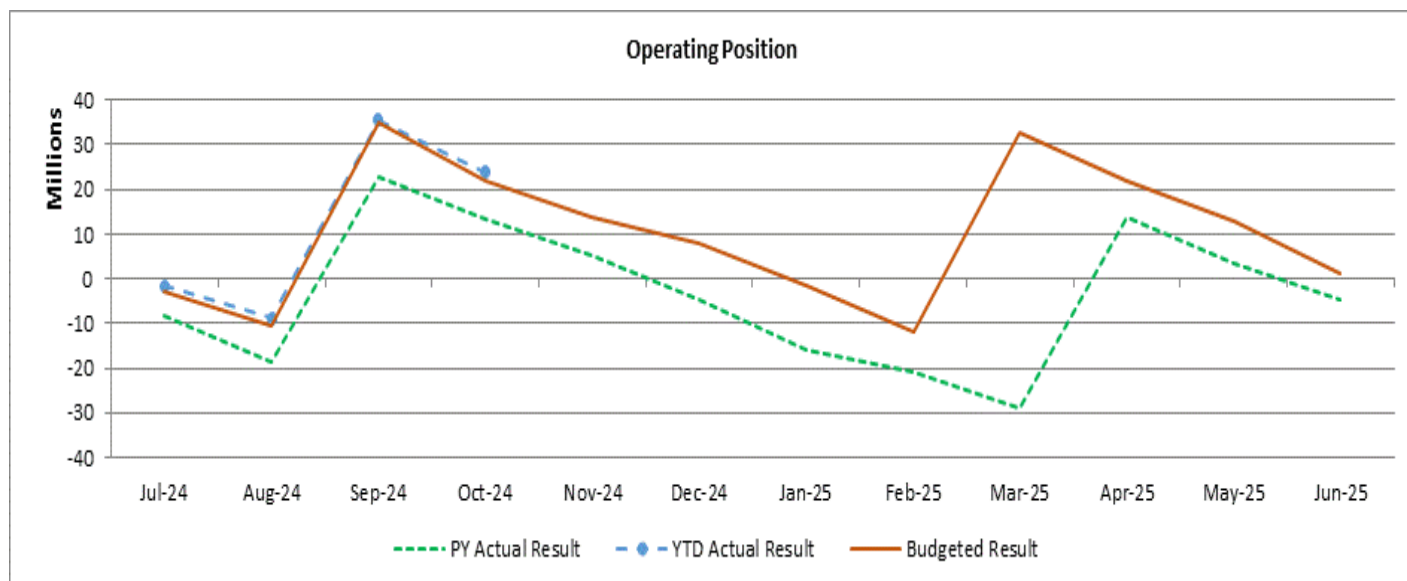
Each month, year to date financial statements are prepared in order to monitor actual performance against the latest adopted budget. Attached are the financial statements for the period ended 31 October 2024. Actual amounts are compared against year to date adopted Budget figures. (See appendix 1 for detailed financial statements).

It is noted that the 1st Quarter Budget Review is currently underway which will be presented to Council in November.

Council is cognisant of the current economic climate and will be paying particular attention to how the various revenue streams are tracking throughout the year. Expenditure items will also be monitored to ensure that Council remains within budget and delivers efficient and effective services to the community.

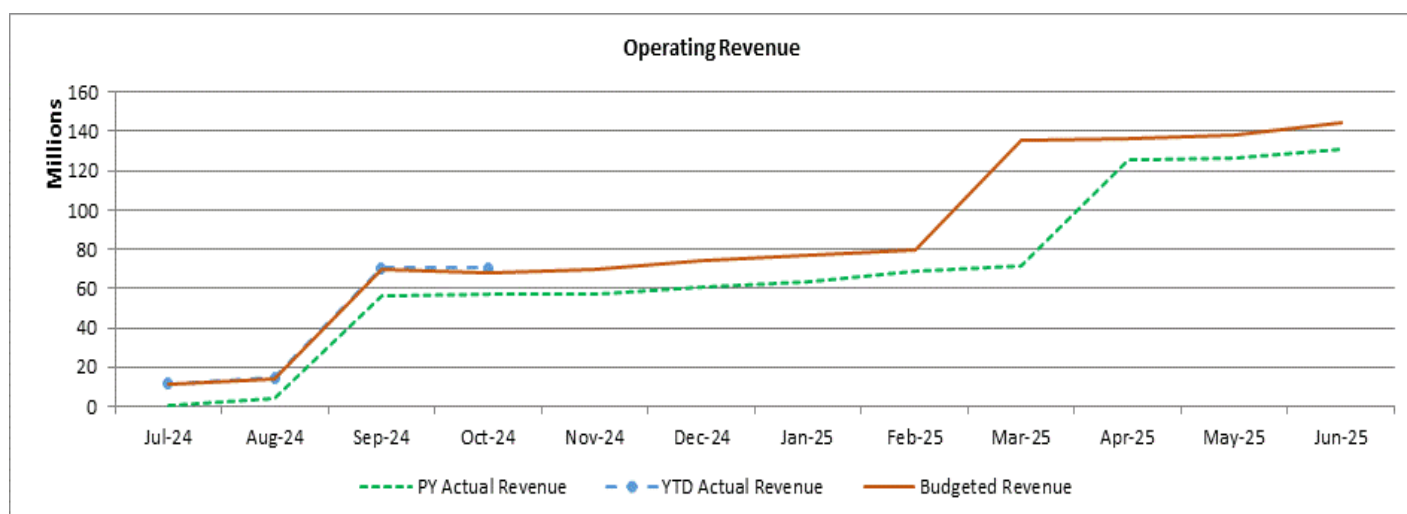
It should be noted that figures provided are accurate as at date of publication. Figures reported are cumulative year to date which may include adjustments for revenue or expenses accrued to prior accounting periods.

## OPERATING POSITION



The current operating position for October has resulted in a surplus of \$23,826,917. This is favourable when compared to the YTD budget by \$1,873,166. Operating Revenue is \$2,806,468 favourable compared to YTD budget offset by Operating Expenses which are \$933,302 unfavourable when compared to YTD budget.

## OPERATING REVENUE

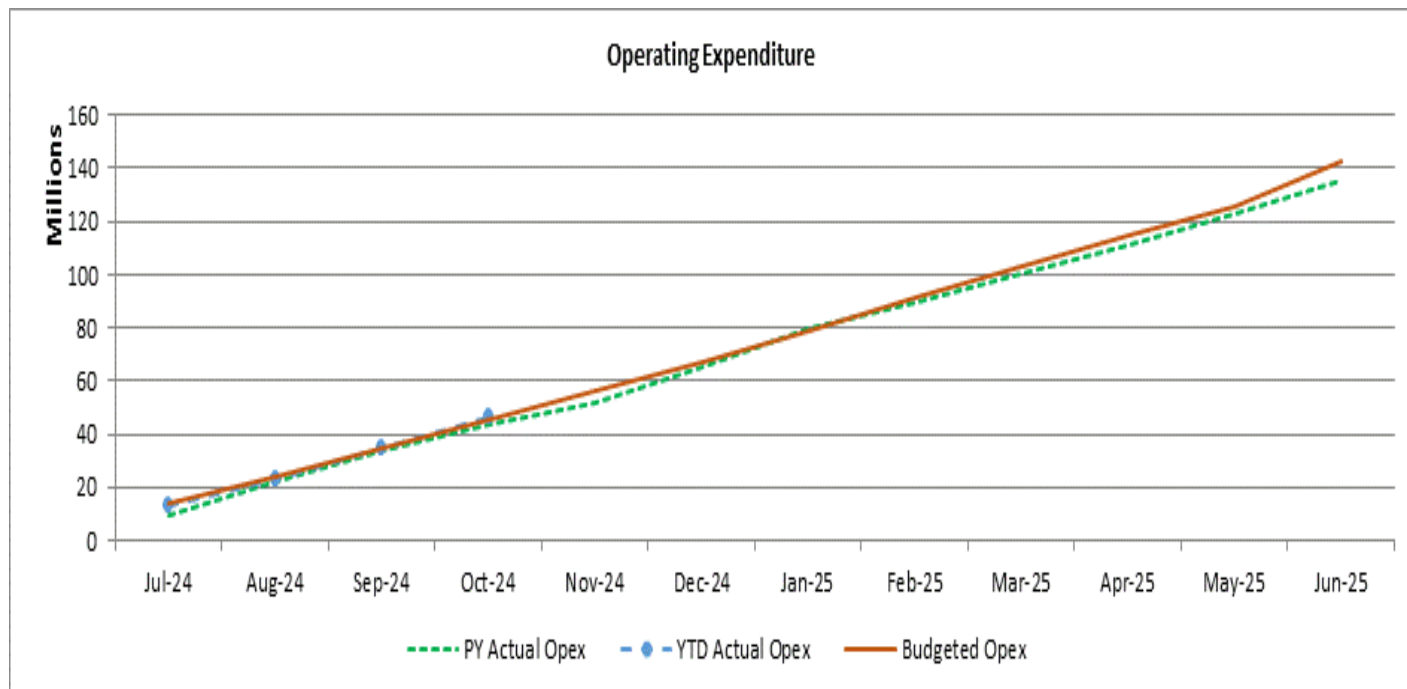


Operating Revenue comprises the following items – Rates and Utility Charges, Fees and Charges, Rental Income, Interest Received, Sale of Contract and Recoverable Works, Operating Grants, Subsidies and Contributions, Other Recurrent Revenue.

The operating revenue for October was \$70,597,932 which is favourable when compared to the budget by \$2,806,468. This favourable position is primarily due to higher than anticipated Federal Assistance Grant (general and road component) for 2024/2025, DRFA November 21 event, potable water sales, road corridor permits, saleyard, building and plumbing revenue.

It is noted that cashflow projections will be reviewed throughout the year. Any adjustments made will be a redistribution of existing budget amounts and have no bottom line impact on the budget.

## OPERATING EXPENDITURE

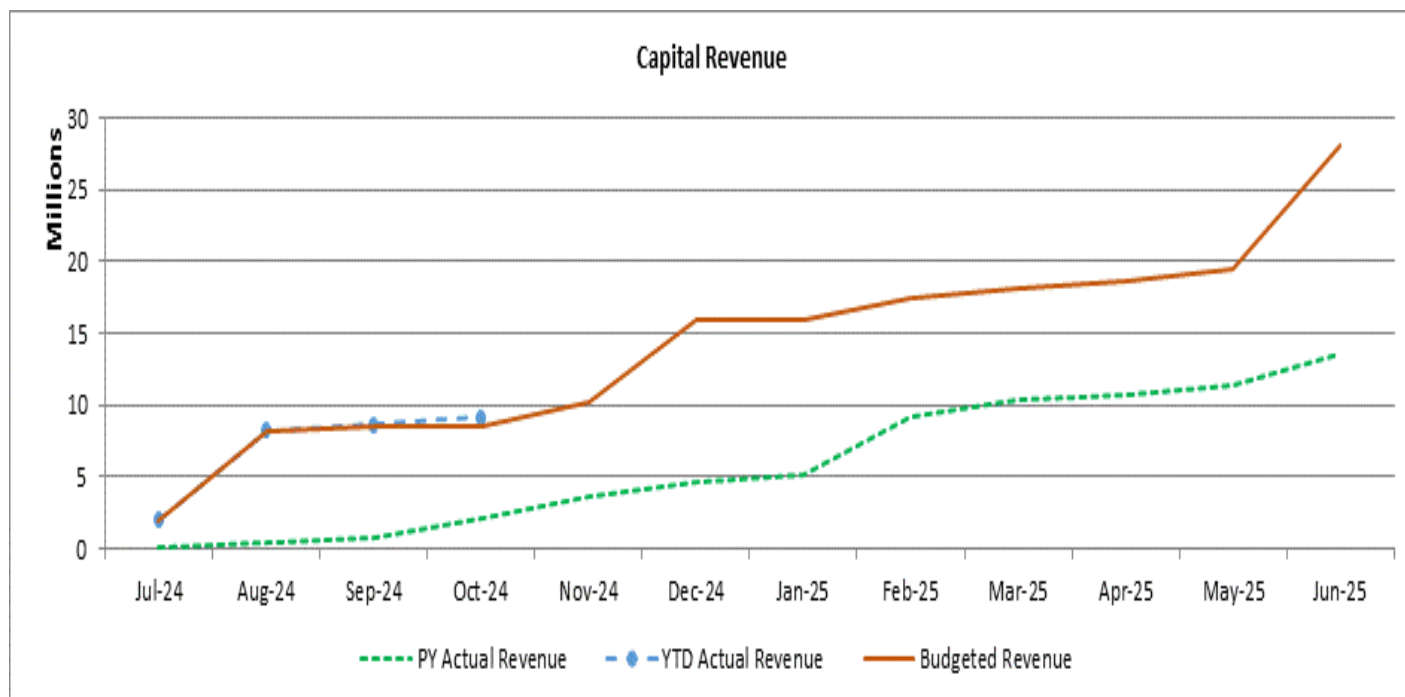


Operating expenditure consists of Employee Expenses, Materials and Services, Finance Costs and Depreciation.

Actual operating expenditure for October was \$46,771,015 which is unfavourable to budget by \$933,302. This unfavourable result is due to the allocation of budgeted cashflow and depreciation expense resulting from revised asset valuations and useful lives post outcomes of the 23/24 Financial Statement audit.

It is noted that cash flowing of projects will be reviewed throughout the year. Any adjustments made will be a redistribution of existing budget amounts and have no bottom-line impact on the budget.

## CAPITAL REVENUE



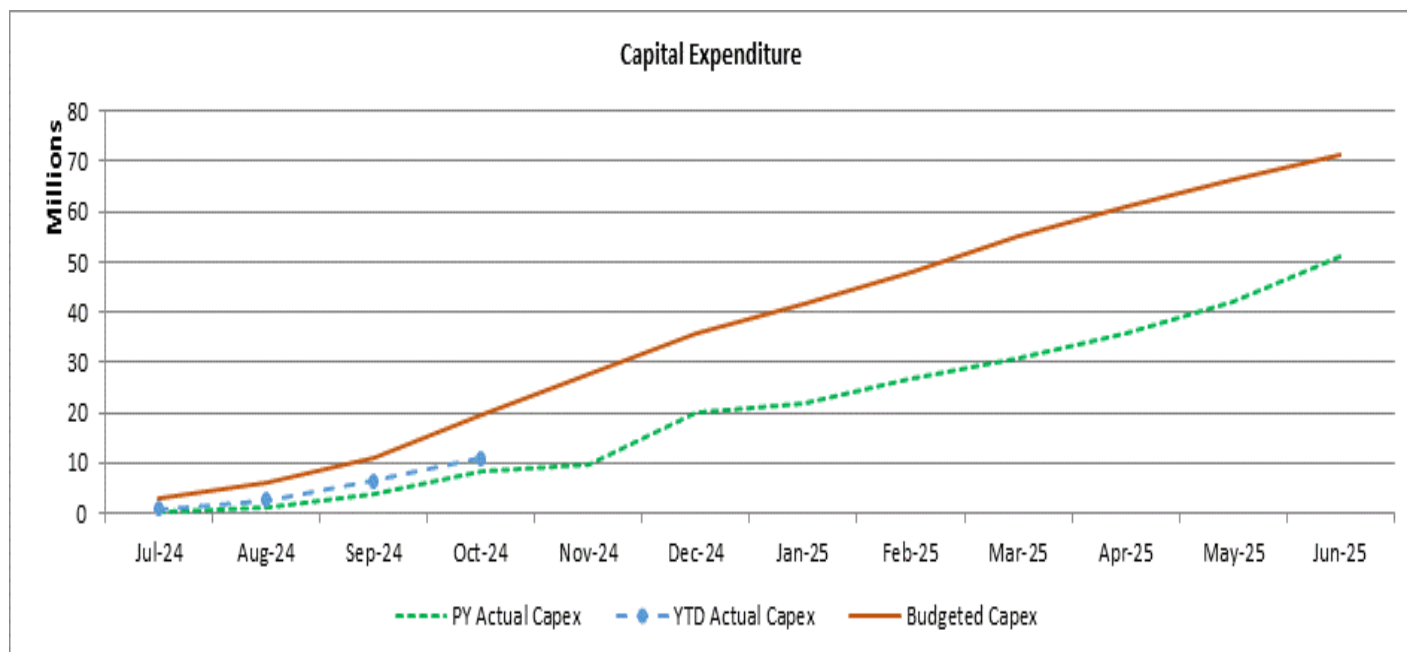
Capital Revenue for October YTD is \$9,116,512 which consists of grants, contributions and proceeds from the disposal of assets. This favourable variance is due to income from sale of plant and the advance payment for the Works for QLD 24-27 program (currently not part of the budget).

Budgeted capital revenue for 2024/2025 is detailed below:

Grants	Revised Budget	YTD Actuals
Philips Creek Bridge	5,550,000	5,400,000
Roads of Significant Infrastructure	2,538,273	-
Resource Community Infrastructure Fund	6,896,356	2,000,000
Bridges Renewal Program	2,009,073	40,398
Roads to Recovery Program	1,890,000	-
Nebo Showgrounds Masterplan Stage 1	1,625,745	-
Transport Infrastructure Development Scheme	1,477,707	-
Sale of Plant and Equipment	1,229,698	540,549
Local Roads & Community Infrastructure Grants	1,455,754	-
REFF	700,000	700,000
Building our Regions	716,211	169,630
W4QLD 24 - 27	-	190,000
Disaster Ready	376,500	-
Solar Grant	344,437	39,525
HVSPP	322,729	-
Local Government Grants and Subsidies Program	823,422	-
STIP	130,000	-
Developer Contributions	-	36,411
Other various Minor Grants	-	0
<b>Total</b>	<b>28,085,905</b>	<b>9,116,512</b>



## CAPITAL EXPENDITURE



Capital expenditure (\$10.8M) is under YTD budget (\$19.5M) excluding commitments, noting that when the \$25.4M of commitments are included, the capital expenditure is higher than YTD budget (50.7% of annual budget spent / committed).

Major budgeted projects for 2024/2025 financial year are:

Project	Revised Budget	YTD Actuals	YTD Commitments
MBH Community Centre - Refurbishment	8,638,539	2,782,707	4,630,934
Phillips Creek Bridge Construction	5,550,000	143,549	1,250,520
MBH Rectification of Landfill Cell	4,161,297	14,493	434,778
Fleet / Plant replacement program	3,685,688	1,936,598	1,634,611
REG Resheeting Program	3,500,000	663,340	1,698,636
REG Surface Renewal Program	3,500,000	20,345	3,440,622
Cooroora Creek Bridge Replacement	2,511,342	29,564	2,668,030
Isaac Resources Excellence Precinct	2,000,000	30,321	96,824
NBO Showgrounds Masterplan Stage 1	1,683,452	69,598	68,880
Dysart-Clermont Road Upgrade- ROSI	1,612,841	1,052,030	221,833
Eaglefield Road- Pave and Seal (ROSI)	1,560,000	12,451	205,014
Peak Downs Mine Road Recon & Widen	1,535,414	71,490	192,269
REG Floodway Construction	1,340,000	20,768	1,617,882
CORP Residential Renewals 2025	1,250,000	95,392	113,502

## CAPITAL FUNDING AND PROJECT COMMITTALS

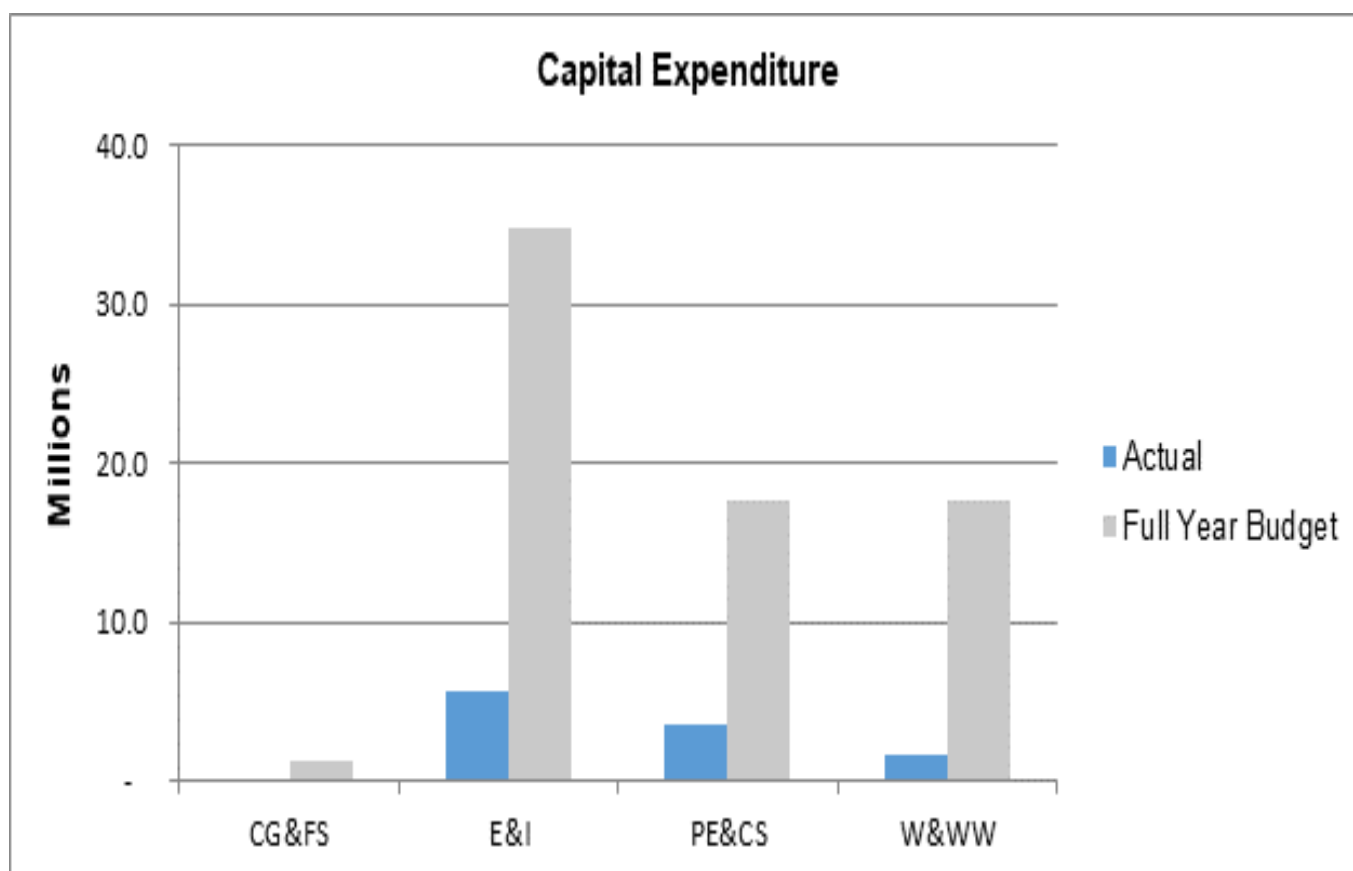
Capital expenditure is financed through loan borrowings, proceeds on disposal of assets, general reserves and the future capital sustainability reserve.

The future capital sustainability reserve represents accumulated funded depreciation monies which are held to maintain capital value under Council's long-term asset management plan.

The following table illustrates the Council's capital project expenditure as at October 2024.

Department	YTD Actual	YTD Commitment	YTD Total Expenditure	Full Year Budget	% Complete	% Complete
					(YTD Actual vs FY Budget)	(YTD Total vs FY Budget)
CG&FS	10,011	90,225	80,214	1,262,008	-0.8%	6.4%
E&I	5,566,197	17,226,649	22,792,846	34,834,717	16.0%	65.4%
PE&CS	3,594,371	5,364,490	8,958,860	17,712,818	20.3%	50.6%
W&WW	1,643,891	2,720,392	4,364,283	17,587,900	9.3%	24.8%
<b>TOTAL</b>	<b>10,794,448</b>	<b>25,401,756</b>	<b>36,196,204</b>	<b>71,397,443</b>	<b>15.1%</b>	<b>50.7%</b>

The following graph illustrates the data above.



# FINANCIAL SUSTAINABILITY RATIOS

In accordance with s169(5) of the Local Government Regulation 2012, the following financial sustainability ratios have been provided.

The ratios are designed to provide an indication of the performance of Council against key financial sustainability criteria which must be met to ensure the prudent management of financial risks.

Ratio	Overview	Target (Tier 4)	YTD Actual Result	5 Year Average Actual Result	FY Budget
<b>Financial Capacity</b>					
<b>Council Controlled Revenue Ratio</b>	Council's financial flexibility, ability to influence its operating income and capacity to respond to unexpected financial shocks.	N/A	79.52%	82.42%	85.03%
<b>Population Growth Ratio</b>	Key driver of a Council's operating income, service needs and infrastructure requirements into the future.	N/A	0.06%	1.25%	0.06%
<b>Operating Performance</b>					
<b>Operating Surplus Ratio</b>	Indicates operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.	> 0%	34.17%	0.30%	0.92%
<b>Operating Cash Ratio</b>	Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs.	> 0%	50.55%	25.77%	24.13%
<b>Liquidity</b>					
<b>Unrestricted Cash Expense Cover Ratio</b>	Indicator of the unconstrained liquidity available to a Council to meet ongoing and emergent financial demands, which is a key component to solvency.	> 4 months	7.54	NA	4.31
<b>Asset Management</b>					
<b>Asset Sustainability Ratio</b>	Indicates the infrastructure assets managed by a Council are being replaced as they reach the end of their useful lives.	> 80%	49.35%	88.71%	91.78%
<b>Asset Consumption Ratio</b>	Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community	> 60%	65.85%	68.23%	66.48%
<b>Debt Servicing Capacity</b>					
<b>Leverage Ratio</b>	Council's ability to repay its existing debt. It measures the relative size of the Council's debt to its operating performance.	0 - 3 times	0.23	0.73	0.74

- 1. Council Controlled Revenue Ratio** - Council controlled revenue is an indicator of a Council's ability to generate operating revenue without relying on external sources. A high ratio generally indicates a healthy rate base where Council is able to better respond to any unexpected financial obligations such as natural disaster recovery.

As Council controlled revenue is a contextual measure, there are no targets specified for this ratio. The ratio is currently positive 79.52%, which is lower than Council's budget (85.03%) and average five year actuals (82.42%). The ratio is expected to return to benchmark range over the remainder of the financial year.

- 2. Population Growth Ratio** - Population growth is a key driver of a Council's operating income, service needs and infrastructure requirements into the future. A growing council population puts additional pressure on council to invest in new community infrastructure to support service needs.

As population growth is a contextual measure, there are no targets specified for this measure. The population estimates are sourced from Queensland Government Statistician's Office based on the official population estimate published by the Australian Bureau of Statistics.

- 3. Operating Surplus Ratio** - This ratio is an indicator of the extent to which revenues raised cover the operational expenses only or are available for capital funding purposes. The target result for this ratio is greater than 0% per annum for a tier 4 local government group. With the net operating profit year to date a surplus of \$23,826,917 the ratio is currently positive 34.17%. The ratio has decreased from the previous month spike (due to the issuing of rates in September) and is expected to return to benchmark range over the remainder of the financial year.


- 4. Operating Cash Ratio** - The operating cash ratio is a measure of a Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs. A positive operating cash ratio indicates that a council has the ability to self-fund its capital expenditure requirements.

The target result for this ratio is greater than 0% per annum for a tier 4 local government group. Currently, this ratio is positive 50.55%, which is higher than Council's budget (24.13%) and benchmark range (>0%). The ratio has decreased from the previous month spike (due to the issuing of rates in September) and is expected to return to benchmark range over the remainder of the financial year.

- 5. Unrestricted Cash Expense Cover Ratio** -The unrestricted cash expense cover ratio indicates whether Council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or disaster recovery. An excessively high ratio may be indicative of cash hoarding, poor cash management, or large upcoming capital investment requirements.

The target result for this ratio is greater than 4 months for a tier 4 local government group. The ratio is currently 7.54 months, which is higher than Council's budget and benchmark range. The ratio has improved significantly from the previous month due to the receipt of the majority of funds from the first issuance of rates for the financial year.

- 6. Asset Sustainability Ratio** - This ratio is a guide as to whether infrastructure assets managed by Council are being replaced as they reach the end of their useful lives. Council's target is to have a result of greater than 80% per annum for a tier 4 local government group. Being relatively early within



the financial year, the ratio is low at 49.35%, which is below the 80% benchmark and the 91.78% budgeted. This ratio is expected to improve throughout the financial year.

- 7. Asset Consumption Ratio** - The asset consumption ratio approximates the extent to which Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community. This ratio indicates whether Council assets are being maintained at a standard that will meet the needs of their communities.

The target result for this ratio is greater than 60% per annum for a tier 4 local government group. The ratio is currently positive 65.85%, which is greater than Council's benchmark, but lower than Council's budget (66.48%) and average five year actuals (68.23%).

- 8. Leverage Ratio** - The leverage ratio is an indicator of a Council's ability to repay its existing debt. It measures the relative size of the Council's debt to its operating performance.

The target result for this ratio is between 0-3 times for a tier 4 local government group. The ratio is currently at positive 0.23 times which is higher than Council's benchmark (0-3 times), but lower than Council's budget (0.74) and average five year actuals (0.73). The ratio has improved from previous month through the issuing of rates.

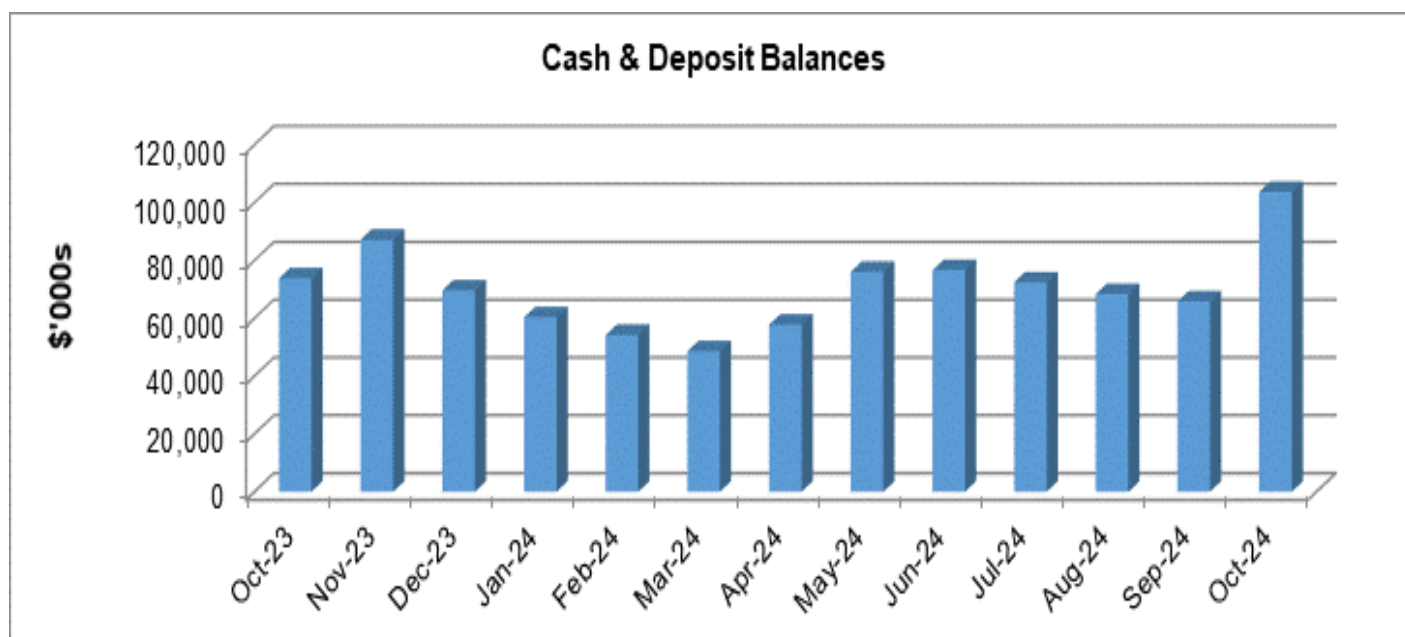
## INVESTMENTS AND CASH BALANCES

The following is a list of all investments held by Council as at the period ending 31 October 2024.

ISAAC REGIONAL COUNCIL Investments For the Period Ended 31 October 2024					
Account	Description	Institution	Amount	Maturity Date	Interest Rate
10-000-1113	Cash at Bank - ANZ	ANZ	246,279		
10-000-1114	Cash at Bank NAB	NAB	2,620,240		3.85%
10-000-1115	NAB Savings account	NAB	186,544		4.50%
10-000-1116	QTC Operating Fund	QTC	95,524,737		4.94%
10-000-1117	ANZ Business Premium Saver	ANZ	70,990		4.30%
10-000-1118	Cash at Bank - NAB	NAB	5,048,678		4.50%
10-000-1131	Petty Cash		2,550		
10-000-1132	Floats		4,280		
Total Investments			103,704,296		

Bank	Credit Rating	% of Funds	Policy Total Profile
Queensland Treasury Corporation	QTC	92.11%	No Limit
National Australia Bank	AA-	7.57%	Maximum 60%
ANZ Banking Group	AA-	0.32%	Maximum 60%

The following chart outlines the Council's cash and deposit balances for the previous twelve months up to the period ending 31 October 2024.





## LOANS

ISAAC REGIONAL COUNCIL							
Loans							
For the Period Ended 31 October 2024							
						Repayment Due 16 Dec 2024	
Loan Name	Balance as at 31 October 2024	Rate as at 31 October 2024	Approved Term	Remaining Term	Principal	Interest	Total
Land Purchase - Moranbah	\$9,137,272	5.1	20	8.13	\$224,455	\$116,477	\$340,932
Land Development Moranbah	\$7,053,063	4.37	20	8.63	\$166,524	\$77,055	\$243,578
Waste Loan	\$2,165,020	2.22	20	16.63	\$26,778	\$11,989	\$38,766
Moranbah Community Centre	\$5,957,525	5.32	20	19.64	\$43,040	\$79,310	\$122,350
<b>Total</b>	<b>\$24,312,880</b>				<b>\$460,796</b>	<b>\$284,830</b>	<b>\$745,627</b>

Debt service repayments are made quarterly. The first repayment for 2024/2025 financial year was made on 16 September 2024. The next repayment for the 2024/2025 financial year is due on 16 December 2024.

## ACCOUNTS RECEIVABLE

The following is a breakdown of the Council's accounts receivable by age for the period ending 31 October 2024.

Accounts Receivable Ageing Analysis at 31 October 2024			
Ageing	Number of Documents	Amount Outstanding	% of Total Outstanding
Current	241	2,381,873.65	40.72%
30 Day	145	140,897.84	2.41%
60 Day	4	104,317.45	1.78%
90 Day	106	3,222,927.39	55.09%
<b>Total</b>	<b>496</b>	<b>5,850,016.33</b>	<b>100.00%</b>

The Accounts Receivable balance at 31 October 2024 is \$5,850,016.33 which has increased from 30 September 2024 balance of \$5,248,264.60.

- 30 day balance has decreased this month due to large Water & Waste invoices being paid & a grant invoice ageing to 60 Days.
- 60 day balance has decreased due to a grant invoice ageing to 90 Days.
- 90 days and over receivables have increased due to a large grant invoice ageing to 90 Days. There are 106 invoices totalling \$3,222,927.39 in 90 Days which are made up of the following charges:
  - 1 Invoice totalling \$2,000,000.00 relates to a large infrastructure grant invoice that is awaiting approval for a variation to the funding agreement from the grant body before it can be approved and paid.
  - 2 Invoices totalling \$591,900.72 relate to infrastructure access agreement invoices that are subject to a dispute resolution process including additional legal advice.
  - 1 Invoice totalling \$519,363.54 relates to a Capital Works Project that is currently subject to legal proceedings.
  - 1 Invoice totalling \$55,324.50 relates to historic planning/infrastructure charges which is currently being assessed by Liveability & Sustainability.
  - 29 Invoices totalling \$24,507.22 relate to Compliance invoices in various stages of recovery.
  - 62 Invoices totalling \$17,203.04 relate to Housing invoices. The management & recovery of Housing invoices is the responsibility of Corporate Properties.
  - 1 Invoice totalling \$8,341.48 relates to Planning charges which is currently being assessed by Liveability & Sustainability.
  - The remaining 9 Invoices totalling \$6,286.89 relate to other charges in various stages of collection.

A review was undertaken at the end of the previous financial year to write off debts deemed as non-recoverable. Therefore, at this point in time the remaining outstanding balance is believed to be recoverable.

## ACCOUNTS PAYABLE

The following is a breakdown of the Council's accounts payable by age for the period ending 31 October 2024.

Accounts Payable Ageing Analysis at 31 October 2024			
Ageing	Number of Documents	Amount Outstanding	% of Total Outstanding
Current	172	712,655.93	63.07%
30 Day	27	191,458.99	16.94%
60 Day	5	185,873.94	16.45%
90 Day	28	39,976.25	3.54%
<b>TOTAL</b>	<b>232</b>	<b>1,129,965.11</b>	<b>100.00%</b>

The outstanding Accounts Payable balance as at 31 October 2024 was \$1,129,965.11 The 30, 60 & 90 day ageing accounts total \$ 417,309.18.

At the date this report was prepared the following invoices remain unpaid:

- 30 day balances – \$191,458.99 (27 invoices) remain unpaid of which \$8,677.26 (3 invoices) are for suppliers who reside in the IRC region. The 30 day balances consists of 10 invoices (\$37,853.88) awaiting approval, 12 invoices (\$101,931.14) waiting approval after being received late from the supplier and 5 invoices (\$51,673.97) under discussion with the supplier.
- 60 day balances – \$185,873.94 (5 invoices) remain unpaid of which \$23,227.91 (3 invoices) relate to suppliers within the IRC region. The 60 day balance consists of 2 invoices (\$22,930.93) awaiting approval, 1 invoice (\$296.98) waiting approval after being received late from the supplier and 2 invoices (\$162,646.03) under discussion with the supplier.
- 90 day balances – \$39,976.25 (28 invoices) remain unpaid of which none relate to suppliers within the IRC region. The 90 day balance consists of 27 invoices (\$32,551.14) (note - previously under discussion with the supplier and now resolved and waiting on approval) and 1 invoice (\$7,425.11) in dispute with discussions being held with the supplier.

## YEAR TO DATE RATES REPORT

The following is a breakdown of the Council's rates transactions the year to date as at 31 October 2024.

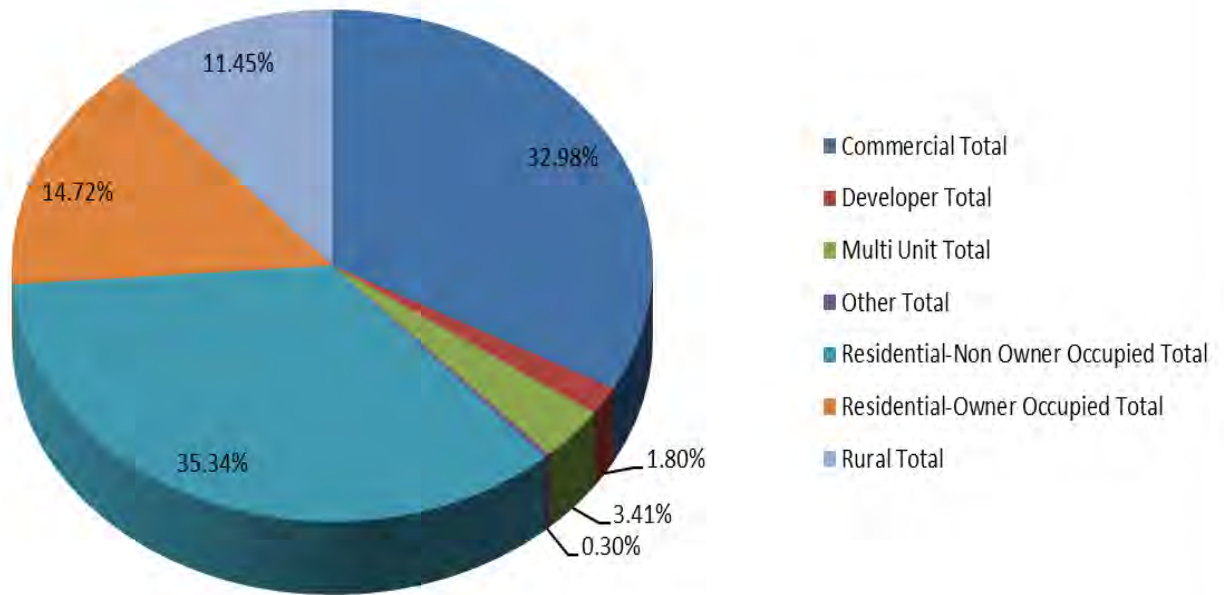
Rates Balancing Report As At 31 October 2024		
	31 Oct 2024	YTD 31 Oct 2023
Opening Balance	3,277,319	2,486,266
<b>Rates Charges</b>		
Rates Levied	57,012,173	54,043,226
Interest	96,018	76,843
Refunds	20,358	24,553
<b>Total Rates</b>	<b>57,128,548</b>	<b>54,144,622</b>
<b>Discounts and Receipts</b>		
Discounts	(3,608,491)	(1,815,992)
Receipts	(48,783,415)	(24,283,737)
Government Subsidy	(38,582)	(37,468)
Council Subsidy	(122,390)	(114,801)
Remissions	(21,812)	(775)
Write Offs	-	-
<b>Total Discounts &amp; Receipts</b>	<b>(52,574,691)</b>	<b>(26,252,772)</b>
Legal	43,131	16,898
<b>Closing Balance</b>	<b>7,874,307</b>	<b>30,395,014</b>

	As At 31 Oct 2024
<b>Rates Breakdown</b>	
Rates in Credit	(631,076)
Rates Not Due Yet	49,501
Rates In Arrears	8,455,882
<b>Total Rates Balance</b>	<b>7,874,307</b>

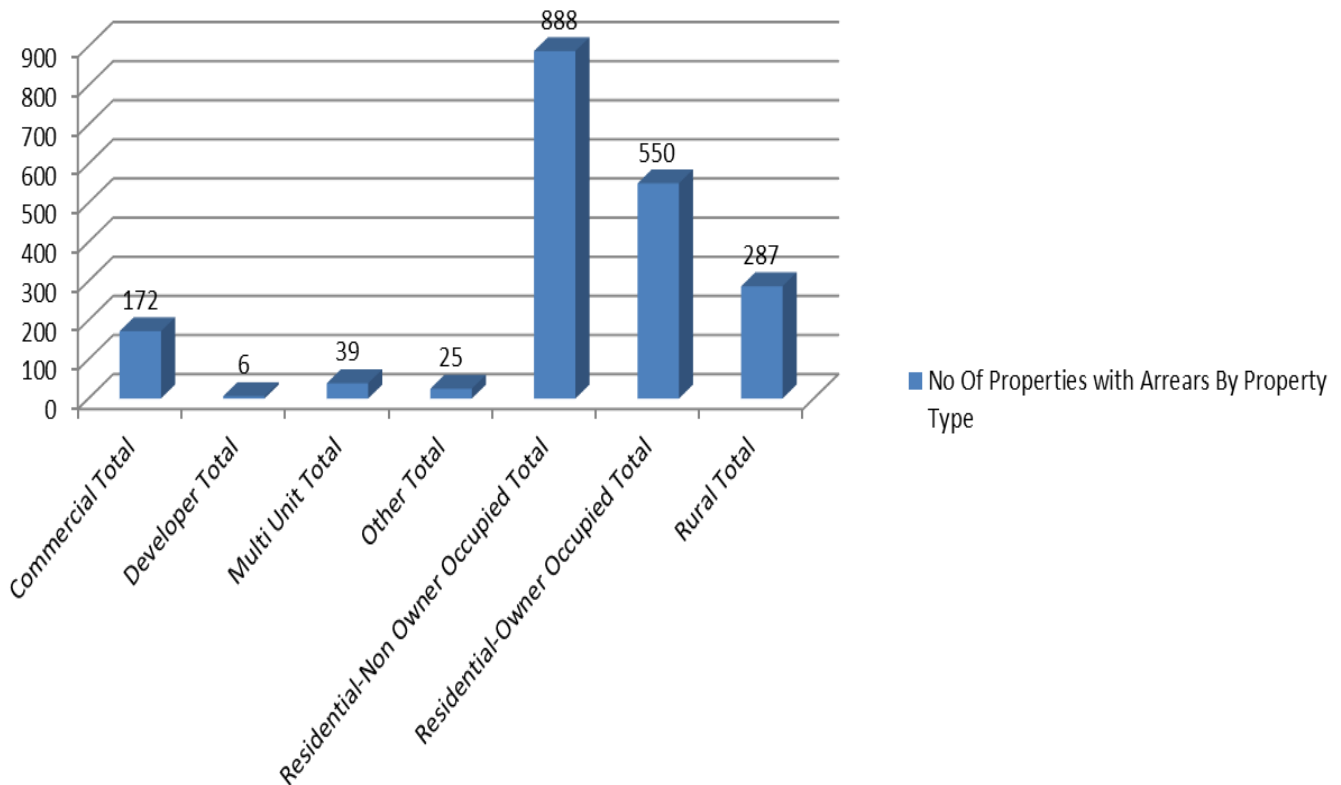
Variances in prior year comparisons can relate to the timing of rates processing and subsequent due dates.

Prior 2021	2021/22	2022/23	2023/24	2024/25	TOTAL
1,674,269	267,535	351,298	604,584	5,558,197	8,455,882
19.80%	3.16%	4.15%	7.15%	65.73%	100.00%

## Percentage of Arrears By Property Type



## No Of Properties with Arrears By Property Type



## APPENDIX 1 – FINANCIAL STATEMENTS

Attached are the financial statements for the period ended 31 October 2024. Actual amounts are compared against the year to date Revised Budget.

Financial statement included:

- **Statement of Comprehensive Income** – Displays Council's year to date profit and loss up to the period end.
- **Statement of Financial Position** – Summarises Council's assets, liabilities and community equity up to the period end.
- **Statement of Cash Flows** – Summarises the changes in the Council's cash and cash equivalents by operating, investing, and financing activities.

**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 October 2024**

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
<b>Income</b>								
<b>Operating Revenue</b>								
Net Rates & Utility Charges	1	50,597,279	-	50,597,279	50,486,158	111,122	105,042,315	48.2%
Fees & Charges	2	1,870,157	-	1,870,157	1,477,392	392,766	3,794,550	49.3%
Rental Income		648,031	-	648,031	569,798	78,233	1,726,801	37.5%
Interest Received	3	1,329,665	-	1,329,665	1,164,822	164,843	2,759,466	48.2%
Sales of Contract & Recoverable Works	4	1,090,014	-	1,090,014	300,000	790,014	6,290,000	17.3%
Operating Grants, Subsidies & Contributions	5	11,066,318	-	11,066,318	10,511,663	554,655	12,075,236	91.6%
Other Recurrent Revenue	6	3,996,468	-	3,996,468	3,281,632	714,836	12,369,250	32.3%
		<b>70,597,932</b>	<b>-</b>	<b>70,597,932</b>	<b>67,791,465</b>	<b>2,806,468</b>	<b>144,057,618</b>	<b>49.0%</b>
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses	7	15,554,249	-	15,554,249	16,108,517	(554,268)	51,965,905	29.9%
Materials & Services	8	19,798,926	21,227,209	41,026,135	18,802,386	22,223,750	57,608,198	71.2%
Finance Costs		378,287	-	378,287	390,002	(11,715)	1,318,744	28.7%
Depreciation and Amortisation	9	11,039,553	-	11,039,553	10,536,809	502,744	31,860,428	34.6%
		<b>46,771,015</b>	<b>21,227,209</b>	<b>67,998,224</b>	<b>45,837,713</b>	<b>22,160,511</b>	<b>142,753,275</b>	<b>47.6%</b>
<b>Operating Position Before Capital Items</b>		<b>23,826,917</b>	<b>(21,227,209)</b>	<b>2,599,708</b>	<b>21,953,751</b>	<b>(19,354,043)</b>	<b>1,304,343</b>	<b>199.3%</b>
<b>Capital Revenue</b>								
Capital Revenue	10	8,575,963	-	8,575,963	8,310,028	265,935	26,856,207	31.9%
Proceeds from Sale of Land & PPE	11	540,549	-	540,549	253,000	287,549	1,229,698	44.0%
		<b>9,116,512</b>	<b>-</b>	<b>9,116,512</b>	<b>8,563,028</b>	<b>553,484</b>	<b>28,085,905</b>	<b>32.5%</b>
<b>Net Result Attributable to Council in Period</b>		<b>32,943,430</b>	<b>(21,227,209)</b>	<b>11,716,221</b>	<b>30,516,779</b>	<b>(18,800,559)</b>	<b>29,390,248</b>	<b>39.9%</b>
<b>Total Comprehensive Income</b>		<b>32,943,430</b>	<b>(21,227,209)</b>	<b>11,716,221</b>	<b>30,516,779</b>	<b>(18,800,559)</b>	<b>29,390,248</b>	<b>39.9%</b>
Council's operating position at month end is a \$23.8M surplus								



- 1. Net Rates & Utility Charges** are \$111,122 favourable when comparing actuals to revised budget. The favourable variance is predominately due to lower utilisation of the early payment discount offered on general rates than budgeted.
- 2. Fees & Charges** are \$392,766 favourable when comparing actuals to YTD budget. The predominant reason for this favourable variance is due to higher potable water sales, road corridor permits, saleyard, building and plumbing revenue.
- 3. Interest Received** is \$164,843 favourable when compared to revised budget. This favourable variance is due to increased interest income from investments.
- 4. Sales of Contract & Recoverable Works** are favourable to the budget by \$790,014. This favourable variance is predominately due to cash flowing of RMPC revenue.
- 5. Operating Grants, Subsidies & Contributions** are \$554,268 favourable compared to the YTD budget. This favourable variance is predominately due to higher than anticipated revenue for Federal Assistance Grant (general and roads component) for 2024/2025, grant funds received for the DRFA November 21 event, and maintenance contributions, partially offset by cash flowing of Reef Guardian Grant funds.
- 6. Other Recurrent Revenue** for the year is \$3,996,468 being \$714,836 favourable to budget. This favourable variance is predominantly due to cash flowing of revenue at Waste Management Facilities.
- 7. Employee Expenses** are favourable to the revised budget by \$554,268. This favourable variance is due to employee vacancies within Departments some of which are currently being backfilled through Agency Temp Staff (current actuals \$678K and commitments of \$713K).
- 8. Materials & Services** actual expenses for the year to date are \$19,798,926 with \$21,227,209 being recorded in commitments, resulting in an unfavourable variance to YTD budget by \$22,223,750. Excluding commitments YTD expenditure would be approximately \$997K above YTD budget. The unfavourable variance is due to the inclusion of commitments, cash flowing of expenditure for RMPC, contractor expenditure for waste collection, legal expenses related to Galilee & Bowen Basin Operations and expenditure on carry forward grant works with budget yet to be allocated. Large commitments of note are \$5.4M Galilee and Bowen Basin recoverable works, \$2.6M RMPC works, \$2.4M Waste Levy and \$1.5M IT expenses associated with the Digital Strategy.
- 9. Depreciation and Amortisation** is unfavourable to the budget by \$502,744. It should be noted that the first few months of the financial year the depreciation expenditure is run as per the budgeted amount while the finalisation of the 23/24 financial year occurs. Post year end audit the depreciation is then calculated by the system which encompasses any changes made to asset values (e.g. capitalisation of new assets, write off/disposal of assets, revaluation and review of useful life). The 24/25 projected Depreciation will be reviewed as part of the Quarter 2 Budget Review.
- 10. Capital Revenue** for the year to date is \$8,575,963 which is unfavourable to revised budget by \$265,935. This favourable variance is predominately due to an advance payment for the Works for QLD 24-27 program.
- 11. Proceeds from Sale of Land & PPE** is currently favourable compared to the revised budget by \$287,549 this favourable variance is due to budgeted cashflow of receipt of funds from the sale of plant.

<b>ISAAC REGIONAL COUNCIL</b> <b>Statement of Financial Position</b> <b>For the Period Ended 31 October 2024</b>				
	Notes	Actual YTD	30 June 2024	Variance
		\$	\$	%
<b>Current Assets</b>				
Cash & Cash Equivalents		103,704,296	76,337,945	35.8%
Receivables		12,231,928	9,434,248	29.7%
Inventories		1,071,745	1,065,249	0.6%
Contract assets		1,596,022	2,784,197	(42.7%)
Other assets		548,090	4,288,431	(87.2%)
Total Current Assets		119,152,082	93,910,070	26.9%
<b>Non-Current Assets</b>				
Receivables		4,053,621	4,000,171	1.3%
Inventories		18,406,298	18,406,298	0.0%
Property, Plant and Equipment		1,218,536,901	1,219,383,744	(0.1%)
Intangible assets		117	501	(76.6%)
Total Non-Current Assets		1,240,996,938	1,241,790,714	(0.1%)
<b>TOTAL ASSETS</b>		<b>1,360,149,020</b>	<b>1,335,700,784</b>	<b>1.8%</b>
<b>Current Liabilities</b>				
Trade and other payables		3,036,830	11,054,970	(72.5%)
Provisions		9,624,857	9,981,009	(3.6%)
Borrowings		1,493,603	1,854,118	(19.4%)
Leases		81,007	81,007	0.0%
Contract liabilities		10,593,485	9,308,818	13.8%
Other liabilities		736,050	1,006,529	(26.9%)
Total Current Liabilities		25,565,831	33,286,451	(23.2%)
<b>Non-Current Liabilities</b>				
Trade and other payables		43,371	43,371	0.0%
Provisions		24,423,119	24,431,968	(0.0%)
Borrowings		22,914,221	22,914,221	0.0%
Leases		2,058,868	2,058,867	0.0%
Contract liabilities		63,250	63,250	0.0%
Other liabilities		1,698,240	1,698,240	0.0%
Total Non-Current Liabilities		51,201,069	51,209,917	(0.0%)
<b>TOTAL LIABILITIES</b>		<b>76,766,900</b>	<b>84,496,368</b>	<b>(9.1%)</b>
<b>NET COMMUNITY ASSETS</b>		<b>1,283,382,120</b>	<b>1,251,204,416</b>	<b>2.6%</b>
<b>Community Equity</b>				
Retained surplus		923,356,176	300,044,713	207.7%
Asset revaluation reserve		300,069,775	900,320,045	(66.7%)
Other reserves		59,956,169	50,839,658	17.9%
<b>TOTAL COMMUNITY EQUITY</b>		<b>1,283,382,120</b>	<b>1,251,204,416</b>	<b>2.6%</b>

ISAAC REGIONAL COUNCIL			
Statement of Cash Flows			
For the Period Ended 31 October 2024			
	Actual YTD	30 June 2024	Variance
	\$	\$	%
<b>Cash Flows from Operating Activities</b>			
Receipts from customers	70,115,590	143,372,416	48.9%
Payments to suppliers and employees	(43,184,264)	(104,097,063)	41.5%
Cash provided by / (used in) net result	26,931,325	39,275,353	68.6%
<b>Cash Flows from Investing Activities</b>			
Profit / (Loss) on sale of capital assets	(250,246)	(4,792,284)	5.2%
Grants, subsidies, contributions and donations	8,582,697	13,626,210	63.0%
Payments for property, plant and equipment	(7,536,911)	(49,623,835)	15.2%
Net movement in loans to Community Organisations			0.0%
Net cash provided by investing activities	795,540	(40,789,909)	(2.0%)
<b>Cash Flow from Financing Activities</b>			
Proceeds from borrowings	-	4,145,882	0.0%
Repayment of borrowings	(360,515)	292,497	(123.3%)
Net cash provided by financing activities	(360,515)	4,438,378	(8.1%)
<b>Net Increase / (Decrease) in Cash Held</b>	27,366,350	2,923,822	936.0%
Cash at the beginning of the period	76,337,945	73,414,123	104.0%
<b>Cash at the end of the Reporting Period</b>	<b>103,704,296</b>	<b>76,337,945</b>	<b>135.8%</b>



## Appendix 2 – Preliminary Executive Level Reports

Executive Level operating statements provide information on the performance of each Directorate for the period ended 31 October.

Actual amounts and commitments are compared against the year to date Revised Budget.

Commitment balances are reported at a point of time and will continue to be reviewed as the year progresses. It should be noted that commitments are not currently able to be cash flowed across the financial year.

ISAAC REGIONAL COUNCIL								
Statement of Comprehensive Income								
For the Period Ended 31 October 2024								
Office of the CEO								
	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
<b>Income</b>								
<b>Operating Revenue</b>								
Operating Grants, Subsidies & Contributions		122,560	-	122,560	26,667	95,893	185,000	66.2%
		<b>122,560</b>	<b>-</b>	<b>122,560</b>	<b>26,667</b>	<b>95,893</b>	<b>185,000</b>	<b>66.2%</b>
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses		1,480,631	-	1,480,631	1,578,584	(97,952)	5,010,838	29.5%
Materials & Services	1	750,667	335,795	1,086,461	773,270	313,191	2,110,822	51.5%
Corporate Overheads & Competitive Neutrality Costs		(1,812,367)	-	(1,812,367)	(1,812,367)	-	(5,437,102)	33.3%
		<b>418,930</b>	<b>335,795</b>	<b>754,725</b>	<b>539,486</b>	<b>215,239</b>	<b>1,684,558</b>	<b>44.8%</b>
<b>Operating Position Before Capital Items</b>		<b>(296,370)</b>	<b>(335,795)</b>	<b>(632,165)</b>	<b>(512,820)</b>	<b>(119,346)</b>	<b>(1,499,558)</b>	<b>42.2%</b>
<b>Capital Revenue</b>								
		-	-	-	-	-	-	0.0%
<b>Net Result Attributable to Council in Period</b>		<b>(296,370)</b>	<b>(335,795)</b>	<b>(632,165)</b>	<b>(512,820)</b>	<b>(119,346)</b>	<b>(1,499,558)</b>	<b>42.2%</b>
<b>Total Comprehensive Income</b>		<b>(296,370)</b>	<b>(335,795)</b>	<b>(632,165)</b>	<b>(512,820)</b>	<b>(119,346)</b>	<b>(1,499,558)</b>	<b>42.2%</b>

**1. Materials & Services** for the financial year to date are \$313,191 unfavourable with \$750,667 of actual expenditure and \$335,795 in commitments against YTD budget of \$773,270. This unfavourable variance is due the inclusion of commitments which relate to future reporting periods.

<p style="text-align: center;"><b>ISAAC REGIONAL COUNCIL</b>  <b>Statement of Comprehensive Income</b>  <b>For the Period Ended 31 October 2024</b></p>								
<b>Corporate, Governance &amp; Financial Service</b>								
	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
<b>Income</b>								
<b>Operating Revenue</b>								
Net Rates & Utility Charges	1	35,917,329	-	35,917,329	35,793,588	123,741	71,587,176	50.2%
Fees & Charges		47,022	-	47,022	30,667	16,355	92,000	51.1%
Rental Income		-	-	-	450	(450)	1,350	0.0%
Interest Received	2	1,278,239	-	1,278,239	1,098,755	179,484	2,561,266	49.9%
Sales of Contract & Recoverable Works		86,316	-	86,316	30,000	56,316	90,000	95.9%
Operating Grants, Subsidies & Contributions	3	6,540,679	-	6,540,679	6,202,000	338,679	6,310,840	103.6%
Other Recurrent Revenue		85,871	-	85,871	30,000	55,871	90,000	95.4%
		<b>43,955,457</b>	<b>-</b>	<b>43,955,457</b>	<b>43,185,460</b>	<b>769,996</b>	<b>80,732,632</b>	<b>54.4%</b>
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses	4	2,768,603	-	2,768,603	2,649,875	118,729	9,628,537	28.8%
Materials & Services	5	7,693,703	2,379,598	10,073,301	7,597,584	2,475,717	13,912,668	72.4%
Finance Costs		132,168	-	132,168	151,230	(19,062)	514,541	25.7%
Depreciation and Amortisation	6	266,215	-	266,215	404,011	(137,796)	1,462,032	18.2%
Corporate Overheads & Competitive Neutrality Costs		(5,609,284)	-	(5,609,284)	(5,609,284)	-	(16,827,852)	33.3%
		<b>5,251,405</b>	<b>2,379,598</b>	<b>7,631,003</b>	<b>5,193,415</b>	<b>2,437,588</b>	<b>8,689,926</b>	<b>87.8%</b>
<b>Operating Position Before Capital Items</b>		<b>38,704,052</b>	<b>(2,379,598)</b>	<b>36,324,454</b>	<b>37,992,045</b>	<b>(1,667,591)</b>	<b>72,042,706</b>	<b>50.4%</b>
<b>Capital Revenue</b>								
Proceeds from Sale of Land & PPE		55	-	55	-	55	-	0.0%
		<b>55</b>	<b>-</b>	<b>55</b>	<b>-</b>	<b>55</b>	<b>-</b>	<b>0.0%</b>
<b>Net Result Attributable to Council in Period</b>		<b>38,704,106</b>	<b>(2,379,598)</b>	<b>36,324,508</b>	<b>37,992,045</b>	<b>(1,667,537)</b>	<b>72,042,706</b>	<b>50.4%</b>
<b>Total Comprehensive Income</b>		<b>38,704,106</b>	<b>(2,379,598)</b>	<b>36,324,508</b>	<b>37,992,045</b>	<b>(1,667,537)</b>	<b>72,042,706</b>	<b>50.4%</b>

1. **Net Rates & Utility Charges** are \$123,741 favourable when comparing actuals to revised budget. The favourable variance is predominately due to lower utilisation of the early payment discount offered on general rates than budgeted.
2. **Interest Received** is \$179,484 favourable when compared to revised budget. This favourable variance is due to increased interest income from investments.
3. **Operating Grants, Subsidies & Contributions** are \$338,679 favourable when compared to YTD budget of \$6,202,000. This favourable variance is due to the Federal Assistance Grant (general component) for 2024/2025. It should be noted that the Federal Assistance Grant received to date is above the annual budgeted amount and is part of the adjustments proposed for the Quarter 1 Budget Review.
4. **Employee Expenses** for the financial year are unfavourable compared to budget by \$118,729. This unfavourable variance is primarily due to the annual insurance payment for Workcare being above annual budget and the under-recovery of budgeted oncosts (both consolidated in this Directorate). The under-recovery of oncosts should be offset by a decrease in individual Directorate wages. Excluding the Corporate Employee expenses, the position would be \$11,996 favourable.
5. **Materials & Services** for the financial year to date are \$2,475,717 unfavourable with \$7,693,703 in actual expenditure and \$2,379,598 in commitments against the YTD budget of \$7,597,584. This unfavourable variance is due to the consolidation of Sundry Creditors for the whole of Council within this Directorate and the inclusion of commitments which relate to future reporting periods. Large commitments of note are \$1.5M of IT expenses associated with the Digital Strategy and \$331K for computer / software licence expenses.
6. **Depreciation and Amortisation** for the financial year to date are \$137,796 favourable when compared to YTD revised budget of \$404,011. It is noted that an additional \$500K of depreciation was added into this Directorate to assist with the increase in depreciation expected within Council after the finalisation of the 23/24 FY audit and the changes it encompassed (e.g. capitalisation of new assets, write off/disposal of assets, revaluation and review of useful life). The 24/25 projected Depreciation will be reviewed as part of the Quarter 2 Budget Review.



**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 October 2024**

**Engineering & Infrastructure Services**

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
<b>Income</b>								
<b>Operating Revenue</b>								
Fees & Charges		226,412	-	226,412	127,000	99,412	263,000	86.1%
Rental Income		542,142	-	542,142	487,015	55,127	1,461,045	37.1%
Sales of Contract & Recoverable Works	1	1,003,697	-	1,003,697	270,000	733,697	6,200,000	16.2%
Operating Grants, Subsidies & Contributions	2	4,262,537	-	4,262,537	3,910,833	351,703	4,170,000	102.2%
Other Recurrent Revenue		48,337	-	48,337	-	48,337	-	0.0%
		<b>6,083,124</b>	<b>-</b>	<b>6,083,124</b>	<b>4,794,848</b>	<b>1,288,276</b>	<b>12,094,045</b>	<b>50.3%</b>
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses	3	5,083,896	-	5,083,896	5,268,482	(184,585)	16,553,465	30.7%
Materials & Services	4	4,495,852	10,132,268	14,628,120	4,057,808	10,570,312	13,335,268	109.7%
Depreciation and Amortisation	5	5,943,759	-	5,943,759	5,692,129	251,630	17,076,387	34.8%
Corporate Overheads & Competitive Neutrality Costs		4,267,913	-	4,267,913	4,267,913	-	12,803,739	33.3%
		<b>19,791,420</b>	<b>10,132,268</b>	<b>29,923,688</b>	<b>19,286,332</b>	<b>10,637,357</b>	<b>59,768,859</b>	<b>50.1%</b>
<b>Operating Position Before Capital Items</b>		<b>(13,708,296)</b>	<b>(10,132,268)</b>	<b>(23,840,564)</b>	<b>(14,491,483)</b>	<b>(9,349,081)</b>	<b>(47,674,814)</b>	<b>50.0%</b>
<b>Capital Revenue</b>								
Capital Revenue	6	5,666,809	-	5,666,809	5,440,398	226,411	15,366,270	36.9%
Proceeds from Sale of Land & PPE	7	540,238	-	540,238	253,000	287,238	1,229,698	43.9%
		<b>6,207,047</b>	<b>-</b>	<b>6,207,047</b>	<b>5,693,398</b>	<b>513,649</b>	<b>16,595,968</b>	<b>37.4%</b>
<b>Net Result Attributable to Council in Period</b>		<b>(7,501,249)</b>	<b>(10,132,268)</b>	<b>(17,633,517)</b>	<b>(8,798,085)</b>	<b>(8,835,432)</b>	<b>(31,078,846)</b>	<b>56.7%</b>
<b>Total Comprehensive Income</b>		<b>(7,501,249)</b>	<b>(10,132,268)</b>	<b>(17,633,517)</b>	<b>(8,798,085)</b>	<b>(8,835,432)</b>	<b>(31,078,846)</b>	<b>56.7%</b>

1. **Sales of Contract & Recoverable Works** are favourable to the budget by \$733,697. This favourable variance is due to cash flowing of for RMPC revenue.
2. **Operating Grants, Subsidies & Contributions** are \$351,703 favourable compared to the YTD budget. This favourable variance is due to higher than anticipated revenue for Federal Assistance Grant (roads component) for 2024/2025, grant funds received for the DRFA November 21 event and maintenance contributions.
3. **Employee Expenses** are favourable compared to the revised budget by \$184,585. This favourable variance is predominantly due to employee vacancies, some of which are currently being backfilled through Agency Temp Staff (current actuals \$90K and commitments of \$208K).
4. **Materials & Services** for the financial year to date are \$10,570,312 unfavourable with \$4,495,852 of actual expenditure and \$10,132,268 in commitments against YTD budget of \$4,057,808. Excluding commitments YTD expenditure would be approximately \$438K above YTD budget. The unfavourable variance is due to the inclusion of commitments which relate to future reporting periods, expenditure on DRFA November 21 event (note budget to be adjusted at the Quarter 1 Budget Review to recognise extension of time granted for works) and cash flowing on the RMPC and legal expenses. Large commitments of note are \$5.4M Galilee and Bowen Basin recoverable works and \$2.6M for RMPC works.
5. **Depreciation and Amortisation** is currently unfavourable to the annual budget by \$251,630. It should be noted that the first few months of the financial year the depreciation expenditure is run as per the budgeted amount while the finalisation of the 23/24 financial year occurs. Post year end audit the depreciation is then calculated by the system which encompasses any changes made to asset values (e.g. capitalisation of new assets, write off/disposal of assets, revaluation and review of useful life). The 24/25 projected depreciation will be reviewed as part of the Quarter 2 Budget Review.
6. **Capital Revenue** for the financial year is \$226,411 favourable when compared to revised budget. This favourable variance is predominately due to an advance payment for the Works for QLD 24-27 program.
7. **Proceeds from Sale of Land & PPE** is currently favourable compared to the revised budget by \$287,238 this favourable variance is due to budgeted cashflow of receipt of funds from the sale of plant.


<b>ISAAC REGIONAL COUNCIL</b> <b>Statement of Comprehensive Income</b> <b>For the Period Ended 31 October 2024</b>								
<b>Planning, Environment &amp; Community Service</b>								
	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
<b>Income</b>								
<b>Operating Revenue</b>								
Fees & Charges	1	1,180,028	-	1,180,028	986,183	193,844	2,353,550	50.1%
Rental Income		93,952	-	93,952	71,333	22,619	214,000	43.9%
Operating Grants, Subsidies & Contributions	2	140,543	-	140,543	314,733	(174,190)	851,966	16.5%
Other Recurrent Revenue		14,182	-	14,182	1,667	12,516	45,000	31.5%
		<b>1,428,705</b>	<b>-</b>	<b>1,428,705</b>	<b>1,373,916</b>	<b>54,789</b>	<b>3,464,516</b>	<b>41.2%</b>
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses	3	3,611,334	-	3,611,334	4,052,959	(441,625)	12,724,635	28.4%
Materials & Services	4	2,820,840	2,570,692	5,391,532	2,628,880	2,762,651	8,242,767	65.4%
Finance Costs		231,965	-	231,965	224,790	7,175	756,546	30.7%
Depreciation and Amortisation	5	1,016,132	-	1,016,132	728,122	288,011	2,184,365	46.5%
Corporate Overheads & Competitive Neutrality Costs		1,112,622	-	1,112,622	1,112,622	-	3,337,865	33.3%
		<b>8,792,893</b>	<b>2,570,692</b>	<b>11,363,585</b>	<b>8,747,373</b>	<b>2,616,212</b>	<b>27,246,178</b>	<b>41.7%</b>
<b>Operating Position Before Capital Items</b>		<b>(7,364,188)</b>	<b>(2,570,692)</b>	<b>(9,934,880)</b>	<b>(7,373,457)</b>	<b>(2,561,423)</b>	<b>(23,781,662)</b>	<b>41.8%</b>
<b>Capital Revenue</b>								
Capital Revenue		2,739,525	-	2,739,525	2,700,000	39,525	9,950,304	27.5%
Proceeds from Sale of Land & PPE		256	-	256	-	256	-	0.0%
		<b>2,739,781</b>	<b>-</b>	<b>2,739,781</b>	<b>2,700,000</b>	<b>39,781</b>	<b>9,950,304</b>	<b>27.5%</b>
<b>Net Result Attributable to Council in Period</b>		<b>(4,624,407)</b>	<b>(2,570,692)</b>	<b>(7,195,099)</b>	<b>(4,673,457)</b>	<b>(2,521,642)</b>	<b>(13,831,358)</b>	<b>52.0%</b>
<b>Total Comprehensive Income</b>		<b>(4,624,407)</b>	<b>(2,570,692)</b>	<b>(7,195,099)</b>	<b>(4,673,457)</b>	<b>(2,521,642)</b>	<b>(13,831,358)</b>	<b>52.0%</b>

1. **Fees & Charges** are \$1,180,028 compared to the YTD budget of \$986,183 resulting in a favourable variance of \$193,844. The predominant reason for this favourable variance is due to higher than anticipated saleyard, building and plumbing revenue.
2. **Operating Grants, Subsidies & Contributions** actuals are \$140,543 YTD against a revised budget of \$314,733 resulting in an unfavourable variance of \$174,190. This unfavourable variance is mainly due to cash flowing of Reef Guardian Grant.
3. **Employee Expenses** are favourable compared to the YTD budget by \$441,625. This favourable variance is predominately due to employee vacancies, some of which are currently being backfilled through Agency Temp Staff (current actuals \$106K and commitments of \$100K).
4. **Materials & Services** for the financial year to date are \$2,762,651 unfavourable with \$2,820,840 of actual expenditure and \$2,570,692 in commitments against YTD budget of \$2,628,880. Excluding commitments YTD expenditure would be approximately \$192K above YTD budget. The unfavourable variance is due to the inclusion of commitments which relate to future reporting periods, expenditure related to grant funded works (Reef Guardian Grants) which will have the budget adjusted at the Quarter 1 Budget Review, IREP expenditure and costs associated with Developer applications (consultancy / legal). Large commitments to note are \$783K for management of facilities, \$593K for legal expenses and \$226K related to consultancy fees.
5. **Depreciation and Amortisation** is currently \$288,011 unfavourable to YTD budget. It should be noted that the first few months of the financial year the depreciation expenditure is run as per the budgeted amount while the finalisation of the 23/24 financial year occurs. Post year end audit the depreciation is then calculated by the system which encompasses any changes made to asset values (e.g. capitalisation of new assets, write off/disposal of assets, revaluation and review of useful life). The 24/25 projected depreciation will be reviewed as part of the Quarter 2 Budget Review.

**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 October 2024**

**Water & Waste**

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
<b>Income</b>								
<b>Operating Revenue</b>								
Net Rates & Utility Charges		14,679,950	-	14,679,950	14,692,570	(12,619)	33,455,139	43.9%
Fees & Charges		416,696	-	416,696	333,542	83,154	1,086,000	38.4%
Rental Income		11,938	-	11,938	11,000	938	50,406	23.7%
Interest Received		51,425	-	51,425	66,067	(14,641)	198,200	25.9%
Operating Grants, Subsidies & Contributions		-	-	-	57,430	(57,430)	557,430	0.0%
Other Recurrent Revenue	1	3,848,078	-	3,848,078	3,249,965	598,112	12,234,250	31.5%
		<b>19,008,087</b>	<b>-</b>	<b>19,008,087</b>	<b>18,410,573</b>	<b>597,513</b>	<b>47,581,425</b>	<b>39.9%</b>
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses		2,609,784	-	2,609,784	2,558,618	51,166	8,048,429	32.4%
Materials & Services	2	4,037,865	5,808,856	9,846,721	3,744,843	6,101,878	20,006,673	49.2%
Finance Costs		14,154	-	14,154	13,981	173	47,657	29.7%
Depreciation and Amortisation	3	3,813,447	-	3,813,447	3,712,548	100,899	11,137,644	34.2%
Corporate Overheads & Competitive Neutrality Costs		2,041,117	-	2,041,117	2,041,117	-	6,123,351	33.3%
		<b>12,516,367</b>	<b>5,808,856</b>	<b>18,325,223</b>	<b>12,071,107</b>	<b>6,254,116</b>	<b>45,363,754</b>	<b>40.4%</b>
<b>Operating Position Before Capital Items</b>		<b>6,491,720</b>	<b>(5,808,856)</b>	<b>682,864</b>	<b>6,339,466</b>	<b>(5,656,602)</b>	<b>2,217,671</b>	<b>30.8%</b>
<b>Capital Revenue</b>								
Capital Revenue		169,630	-	169,630	169,630	(1)	1,539,633	11.0%
		<b>169,630</b>	<b>-</b>	<b>169,630</b>	<b>169,630</b>	<b>(1)</b>	<b>1,539,633</b>	<b>11.0%</b>
<b>Net Result Attributable to Council in Period</b>		<b>6,661,349</b>	<b>(5,808,856)</b>	<b>852,493</b>	<b>6,509,096</b>	<b>(5,656,603)</b>	<b>3,757,304</b>	<b>22.7%</b>
<b>Total Comprehensive Income</b>		<b>6,661,349</b>	<b>(5,808,856)</b>	<b>852,493</b>	<b>6,509,096</b>	<b>(5,656,603)</b>	<b>3,757,304</b>	<b>22.7%</b>

- 
1. **Other Recurrent Revenue** for the year to date is \$3,848,078 being \$598,122 favourable to budget. This favourable variance is predominantly due to tip fees and charges being higher than budget.
  2. **Materials & Services** for the financial year to date are \$6,101,878 unfavourable, with \$4,037,865 in actual expenditure and \$5,808,856 in commitments. Excluding commitments YTD expenditure would be approximately \$293K above YTD budget. The unfavourable variance is due to the inclusion of commitments which relate to future reporting periods, expenditure on agency temp staff and cash flowing on the contractor expenditure for waste collection. Large commitments of note are \$2.4M Waste Levy and \$1.5M Contractor costs at Waste Management Facilities.
  3. **Depreciation and Amortisation** is currently \$100,899 unfavourable to the YTD budget. It should be noted that the first few months of the financial year the depreciation expenditure is run as per the budgeted amount while the finalisation of the 23/24 financial year occurs. Post year end audit the depreciation is then calculated by the system which encompasses any changes made to asset values (e.g. capitalisation of new assets, write off/disposal of assets, revaluation and review of useful life). The 24/25 projected depreciation will be reviewed as part of the Quarter 2 Budget Review.

MEETING DETAILS	Corporate, Governance and Financial Services
	Standing Committee Meeting
	Wednesday 20 November 2024
AUTHOR	Susan Martin
AUTHOR POSITION	Acting Manager Financial Services

5.2 2023/2024 FINANCIAL YEAR RESERVE UTILISATION

EXECUTIVE SUMMARY

In line with Council’s Reserves Policy, the report outlines a listing of the reserve transfers required to balance the 2023/2024 financial year.

OFFICER’S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. *Notes the reserve transfers required to balance the 2023/2024 financial year.*

BACKGROUND

The unaudited financial statement for Isaac Regional Council shows an operating deficit at 30 June 2024 of \$10,564,358. The key factor behind this operating deficit are no early release of the Federal Assistance Grant and the forgiveness on interest on the IAHT loan.

Council had previously constrained surplus to the Operational Sustainability Reserve in anticipation that the early release payment of the Federal Assistance Grant may cease. Below are reserve transfers required to maintain a retained surplus balance of \$50,000 as per the Framme model used to create the annual financial statements. It should be noted that the funds required does not match the operating deficit due to the unfunding of depreciation not allocated to capital projects.

Release of constrained funds to surplus

- Carry Forward Reserve - \$ 1,358,361 (money previously constrained for projects that have relinquished funds)
- DRFA Reserve - \$323,576 (trigger point of DRFA program)
- Pandemic Reserve - \$197,905 (return to surplus the remaining funds from this reserve (noting this reserve was created from funds within the operational sustainability reserve)
- Operational Sustainability Reserve - \$8,436,364



It should be noted that the operational sustainability reserve balance at 30 June 2024, after reserve transfers, is \$3,107,074 (\$599,237 maintenance contributions / \$2,507,837 available for the Digital Strategy). Current reserve utilisation planned in the LTFF for the Digital Strategy is \$3,249,133 (24/25 \$1,707,633, 25/26 \$1,230,500, 26/27 \$311,000). The shortfall between funds constrained and funds to be utilised over the Long Term Financial Forecast is approx. \$741K. This shortfall will be funded by the constraining of funds from the difference between the 2024/2025 budgeted allocation of the Federal Assistance Grant General Component and the actual amount allocated (Budgeted \$6,200,000 / Allocation to be received \$7,364,327).

## IMPLICATIONS

As the proposed transfers are funded from existing sources, the forward estimates for the next 9 financial years contained within the Long Term Financial Forecast have not changed materially from the original budget adoption and are therefore retained. The overall position of the Long Term Financial Forecast will be reviewed as part of the 2025/2026 budget process.

## CONSULTATION

- Financial Services
- Director Corporate, Governance and Financial Services

## BASIS FOR RECOMMENDATION

To acknowledge the reserve transfers required to balance the 2023/2024 financial year and maintain a \$50,000 retained surplus.

## ACTION ACCOUNTABILITY

Not Applicable.

## KEY MESSAGES

Council is transparent in the utilisation of previously constrained funds and is committed to maintaining a sustainable financial environment.

### Report prepared by:

SUSAN MARTIN  
**Acting Manager Financial Services**

Date: 6 November 2024

### Report authorised by:

DARREN FETTEL  
**Director Corporate, Governance and Financial Services**

Date: 11 November 2024

## ATTACHMENTS

- Nil

## REFERENCE DOCUMENT

- Nil

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<b>MEETING DETAILS</b>	<b>Corporate, Governance and Financial Services</b>
	<b>Standing Committee Meeting</b>
	Wednesday 20 November 2024
<b>AUTHOR</b>	Warren Clough
<b>AUTHOR POSITION</b>	Senior Safety and Resilience Partner

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## 5.3

## SAFETY AND RESILIENCE UPDATE

### EXECUTIVE SUMMARY

This report is provided as an update to Council on the current status of Health, Safety and Wellbeing Management System (HSWMS).

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Notes the Safety and Resilience report provided on the current status of Health, Safety and Wellbeing Management System.***

### BACKGROUND

Review of safety statistics to monitor the effectiveness of Health, Safety and Wellbeing (HSW) Management System and identify incident trends, discuss relevant Health, Safety and Wellbeing issues, referring to statistics in the attached report.

The main focus for the month has been:

- Handover from outgoing Interim Manager;
- Reviewing and actioning overdue actions with respective management and officers resulting in significant reduction; and
- Project planning for WHS Audit next calendar year.

### IMPLICATIONS

That the system is monitored to ensure compliance and continuous improvement of the Health, Safety and Wellbeing Management System. To ensure that recommendations from the Local Government Workcare (LGW) audit are implemented to support continuous improvement of the HSWMS.

### CONSULTATION

The following consultation as relevant to the attachment reports:

- Executive Leadership Team

- HSW Operational and Strategic Safety Committee (bi-monthly)
- Joint Consultative Committee (as required)
- Safety and Resilience Team

**BASIS FOR RECOMMENDATION**

The updated attachments include the normal monthly update.

**ACTION ACCOUNTABILITY**

- Senior Safety and Resilience Partner
- Senior Wellbeing and Resilience Partner
- Senior Disaster and Emergency and Resilience Partner

**KEY MESSAGES**

Positive progression of the Safety Improvement, strategic objectives and updated KPI’s amendments.

<b>Report prepared by:</b> WARREN CLOUGH <b>Senior Safety and Resilience Partner</b>  Date: 6 November 2024	<b>Report authorised by:</b> DARREN FETTELL <b>Director Corporate, Governance and Financial Services</b>  Date: 11 November 2024
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**ATTACHMENTS**

- Attachment 1 – Safety and Resilience Monthly Report October 2024

**REFERENCE DOCUMENT**

- Nil

# SAFETY AND RESILIENCE MONTHLY REPORT

DATE	October 2024
TO	November 2024, Ordinary Council meeting
FROM	Senior Safety and Resilience Partners

## 1. SUMMARY

The Safety and Resilience team have been reviewing and updating our site-based risk assessments in consultation with the relevant departments.

Senior Safety Resilience Partner assisted with IMS inspections of the Nebo Water and Wastewater Treatments Plants.

Blanket drug and alcohol testing completed for the Clermont Administration and Library staff.

Safety and Resilience team continuing to review system documentation.

Safety and Resilience team meeting in Clermont to review our improvement plan.

Disaster management training continues, with delivery of Queensland Disaster Management Arrangements (QDMA) training and Recovery Modules for Local Disaster Coordination Centre (LDCC) staff, and Local Disaster Management Group (LDMG) members.

Local Disaster Management Group meeting held 31 October 2024, with LDMG endorsement of the Local Disaster Management Plan following the 2024 review.

### Explanatory Note:

The green section lists the objective and the target measure. **OBJECTIVE** – what we plan to achieve.

**The blue aligns with the due diligence index elements (DDI-S) standard.**

**TARGET** – how we are going to measure and track the achievement of the objective, this will not always be strict numbers for data trending and may only captured as an annual achievement

## 2. BEST PRACTICE SYSTEM

*Know about safety matters, monitoring and continuously improving our systems, aiming for best practice documentation.*

**OBJECTIVE:** To review all Policies, Procedures, and work instructions biannually or on a risk basis.

**TARGET:** 100% of documents reviewed within required time limits.

**STATUS:** Ongoing document review continuing, with focus on staff engagement and consultation.

Safety and Resilience are continuously reviewing and updating documents as they become due, in response to changes in legislation, or following recommendations made during employee consultation.

It is noted that documents overdue for review have initial indications that minimal administrative and legislative reference updates required.

- Review all Policies, Procedures and work instructions biennially to maintain compliance against current legislative requirements.
- Policy reviewed as required by CEO. To ensure effective procedures and ensuring they comply with legislation. That there is a master document register to track updating

• 100% documents reviewed within timeframes

**BEST PRACTICE  
SYSTEM**



# SAFETY AND RESILIENCE MONTHLY REPORT

To improve reporting, the normal graph provided is being reassessed to focus on policies and procedures as required under legislation. Lower level work instructions and other documents are generally maintained regularly through repeated use and updating and are thus being considered for longer time frames for review.

## 2.1 LEGISLATIVE OR OTHER CHANGES

Nil.

## 3. OBJECTIVES AND TARGETS

*This is how we ensure due diligence to compliance with obligations.*

**OBJECTIVE:** To establish annual LPIs to support the policy and maintain the HSW improvement plan.

**TARGET:** Complete quarterly review of the HSW improvement plan. Set LPIs and monitor.

**STATUS:** LPIs are being actively monitored. Refer to section 8 of this report for current compliance with LPIs.

- Establish annual KPI's which align to the policy to ensure leaders are meeting the objectives and targets
- Ensure that the objectives are embedded into Corporate documents.
- Updating the improvement plan and reporting
- Ensuring implementation of the improvements
- Completion of Quarterly review and reporting against WHS improvement plan.
- Annual setting and review of KPI's

### ESTABLISHING OBJECTIVES AND TARGETS



## 4. EFFECTIVE RISK MANAGEMENT

*Monitor hazards, risks, and incidents and ensure they are managed promptly.*

### 4.1 HAZARD HUNTER

**OBJECTIVE:** to ensure risk management activities completed by identifying hazards.

**TARGET:** Number of hazards reported and rectified.

**STATUS:** 22 hazards were identified for October, and 1 has been fully managed and closed.

Consistent reporting of hazards for October, whilst this reflects a good result for the reporting of hazards, and it is noted that majority related to one specific site:

3 – Draft

16 – Approved

1 – Closed

2 – Complete

3 remain still at draft stage with no action taken within Lucidity. The Safety and Resilience Partners are continuing to promote the importance of managing hazards at the source and ensuring reports are followed through Lucidity until closure. Hazard Hunter award presented this month went to John Burford. John reported an exposed edge of corrugated iron roofing above the entry to the sheering shed at Clermont Museum. John made this safe by fixing a piece of timber over the edge to cover the sharp edge.

- To ensure that risk management activities are undertaken to support our systems, investigate incident, hazard hunter program, development of Work Instruction, maintenance of risk assessments and registers
- #incident open after 30 days
- record the # hazards per month
- Site based risk assessments to be established and revised biennially."

### EFFECTIVE RISK MANAGEMENT



# SAFETY AND RESILIENCE MONTHLY REPORT

## 4.2 EVENT REVIEW

**OBJECTIVE** Risk management activities to support our systems and investigate accidents promptly.

**TARGET:** **ZERO** events in DRAFT after 7 Days (as EOM).

**STATUS:** **120** events still sitting at draft stage requiring attention. The Safety and Resilience team continuous review of "Draft" items have not revealed any high-risk items.

**NOTE:** 120 includes all nonconformance events, this is 98 without these.

## 4.2 EVENTS RECORDED DURING OCTOBER

There have been **80** events recorded during the month of **October**, of these:

- **26** events still within draft waiting for action from the responsible manager;
- **21** at approved stage with actions assigned;
- **26** closed out with actions assigned, then completed and event finalised; and
- **7** events at complete stage with actions closed out waiting for final review and closeout.

## 4.3 EMERGENCY MANAGEMENT COMMITTEE

Nil.

## 4.4 CONTRACTOR MANAGEMENT

**OBJECTIVE:** Evaluation of contractor and project management documentation and processes.

**TARGET:** Report on # approved contractors, # of not approved contractors.

**STATUS:** # **APPROVED** contractor companies – **185** # **NOT APPROVED** – **233**

The S&R team is continuously working with our contractors to assist them in maintaining compliance.

It is noted that the increase in not approved contractor numbers mainly relates to contractors no longer being engaged by Council. Safety is working with Accounts Payable to cross check aged contractors to remove from reporting and improve clarity of graphs going forward.

Risk around contractor compliance would be considered low, if the below action is undertaken by departments before engaging contractors, ensuring all documentation is up to date within the contractor module of Lucidity.

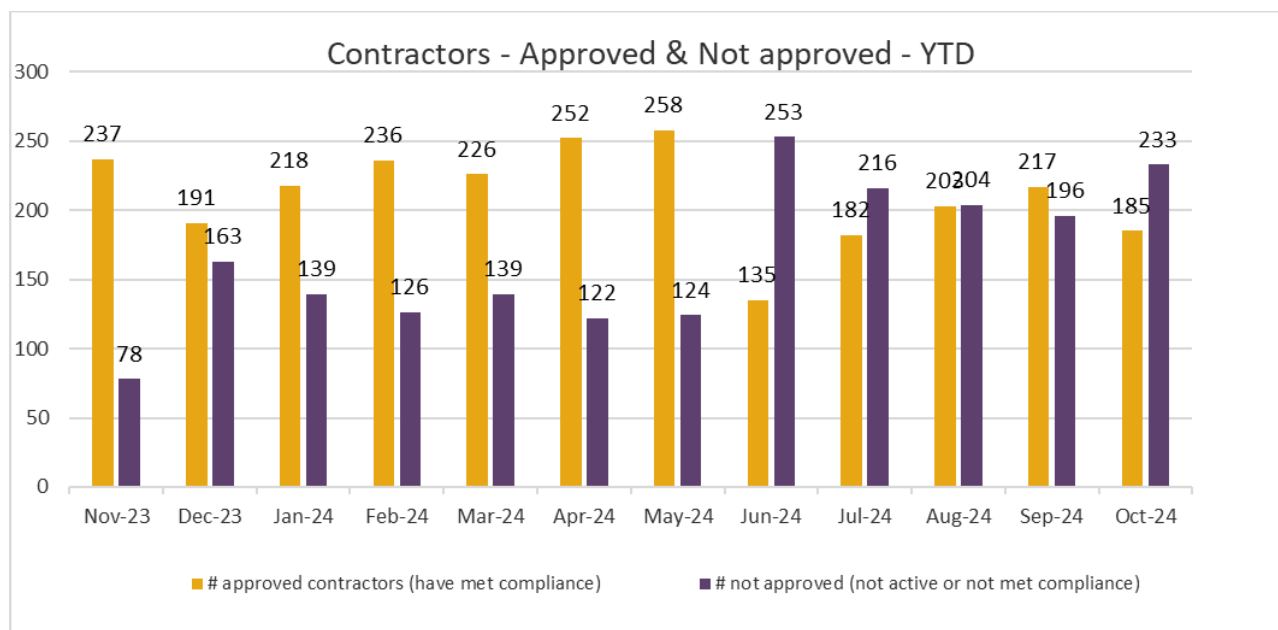
### Actions Required

Project managers must ensure the contractor is compliant and approved in Lucidity before engaging to undertake works. Managers approving purchase orders are also required to confirm the contractor status.

The Safety and Resilience team, with Accounts Payable is reviewing contractors to see if they have worked with Council in the past 12 months. Contractors who have not been engaged during this time will be archived.



# SAFETY AND RESILIENCE MONTHLY REPORT



## 5. IMPROVING WORKER CONSULTATION

*This is how we seek to understand the nature of operations by engaging with the workforce.*

### 5.1 HEALTH, SAFETY, AND WELLBEING COMMITTEES

**OBJECTIVE:** Completed schedules of meetings.

**TARGET:** 100% of meetings completed against a target at end of the year.

**STATUS:** The meeting schedule specifically attendance at the HSW strategic committee is being monitored for Tier 1 compliance for ELT.

There was a HSW committee meeting held in Moranbah during October, with the following shared:

- Appointed First Aid officer vacancies across the region;
- First Aid kit risk assessments undertaken for all Water & Wastewater treatment plants;
- Staff amenities in the Nebo office, with the only indoor air-conditioned space being the Council boardroom for staff breaks; and
- Updates of the Disaster Dashboard.

The next Operational HSW Committee meeting is scheduled for December 2024. No further dates for the Strategic meeting are scheduled.

- Schedule for toolbox and WHS Committees. To ensure effective communication and consultation with worker.
- Continue to develop and evaluate the check in chat as another tool for communicating

• 95% of meetings against schedule completed

**IMPROVING  
WORKER  
CONSULTATION**





# SAFETY AND RESILIENCE MONTHLY REPORT

## 6. WELLBEING & CAPACITY TO WORK

*Ensuring we understand, resource, and monitor employee's health and wellbeing at work.*

### 6.1 VACCINATIONS

We continue to monitor the vaccination register to ensure all workers who are required to have vaccination as part of their employment are reminded and scheduled to receive this.

**8** employees attended medical centers to update their vaccinations.

### 6.2 DRUG & ALCOHOL TESTING

The Safety and Resilience team conducted blanket drug and alcohol testing for the Clermont Administration and Library team during October.

Previously reported non-negative case in Middlemount has been re-tested prior and provided a negative result prior to return to work.

**17** tests were completed with **0** non-negative tests recorded.

### 6.3 WORKERS' COMPENSATION AND REHABILITATION

The Wellbeing and Resilience Partners actively monitor all work and non-work-related injuries and illnesses. Ongoing support is provided to staff rehabilitation cases.

- **6** active (accepted) workers compensation cases.
- **17** non-work-related cases.
- **3** pending workers compensation cases awaiting a response from LGW.

## 7. AUDIT/ INSPECTIONS

*Conducting audits and inspections ensures we comply with our compliance requirements and verify the council's activities.*

**OBJECTIVE:** Develop an audit schedule considering the risks of individual sites.

**TARGET:** 100% of audits completed against the plan.

**STATUS:** **2** WHS &/OR Environmental Audits completed for **October** against the plan.

- Senior Safety Business Partner assisted with Audit of the Nebo Water and Wastewater Treatment Plants.

- To develop a strategy that supports staff in maintain physical and mental health.
- To ensure that we are able to retain staff through appropriate programs that deal with the worker holistically.
- Establish wellbeing programs through committees
- To provide early intervention and numbers of workers support engagement

- # check in chats
- # staff engaged in worker support program

WELLBEING AND  
CAPACITY TO  
WORK



- Develop an audit and inspection schedule which includes sites audits, system audits and procedural audits.
- To ensure our systems are effectively implemented and understood at site levels.

- 100% of audits completed against schedule
- target for audits to be above 85%

MAINTAIN AUDITS  
AND  
INSPECTIONS



# SAFETY AND RESILIENCE MONTHLY REPORT

## 8. CONTINUOUS IMPROVEMENT

*This is the ongoing verification of due diligence activities.*

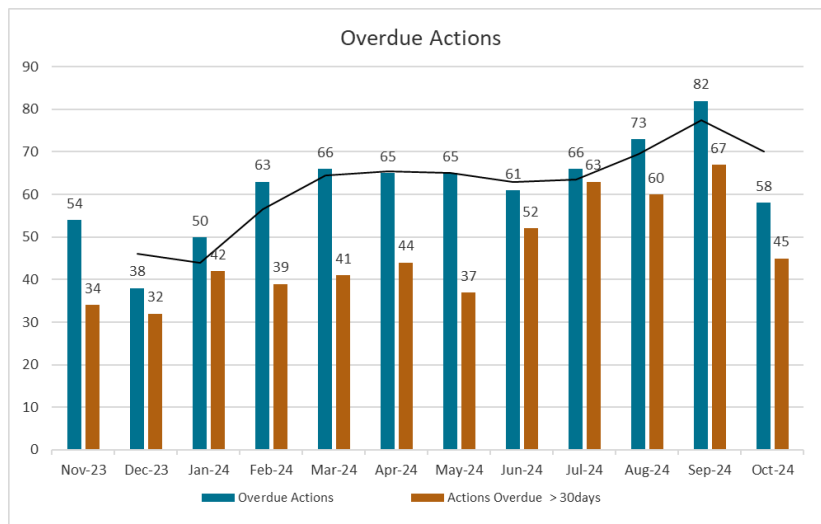
Expired actions from Event Management and Forms modules, as well as the number of actions overdue >30 days. A focus on training and email reminders will continue.

**OBJECTIVE:** Ensure identified corrective actions followed to completion.

**TARGET:** 0 actions greater than >30 days overdue

**STATUS:** Total 58 overdue actions as of October, with 45 of these being overdue >30 days.

- There are currently 58 overdue actions at the end of October looking back over a twelve-month period.
- Of these 58 overdue actions, 45 are overdue by greater than 30 days.
- These actions are aligned to incident, hazard, audit/inspections and improvement opportunity reports only.
- Safety teams continuous review of events have not revealed high risk items.



- Ensure that any identified corrective actions from incidents, hazards, audits have been entered and followed through to completion
- Ensuring that actions raised are followed through to completion.
- Establish Change Management processes
- Ensuring that change is effectively consulted and managed to gain the greatest benefit.
- # corrective actions completed and open at EOM

### CONTINUOUS IMPROVEMENT



## 9. EMPOWERING AND SUPPORTING LEADERSHIP

*This is further verification to ensure that resourcing, monitoring, and compliance activities completed and recorded.*

**OBJECTIVE:** Establish LPIs for individual managers.

The monthly report will capture tier 3 LPIs, with the annual report capturing the Tier 1 and Tier 2 achievements against objective. Monitored monthly by ELT.

### TIER 3 LPIs – ELT, SLT & OLT Members

Each month, every ELT, SLT, and OLT member must complete two of the below LPIs.

- Providing leaders with knowledge and tools to effectively manage the wellbeing and risk resilience of our workers
- Support supervisors in cultural leadership

• # 95% manager attendance at Safety leadership training

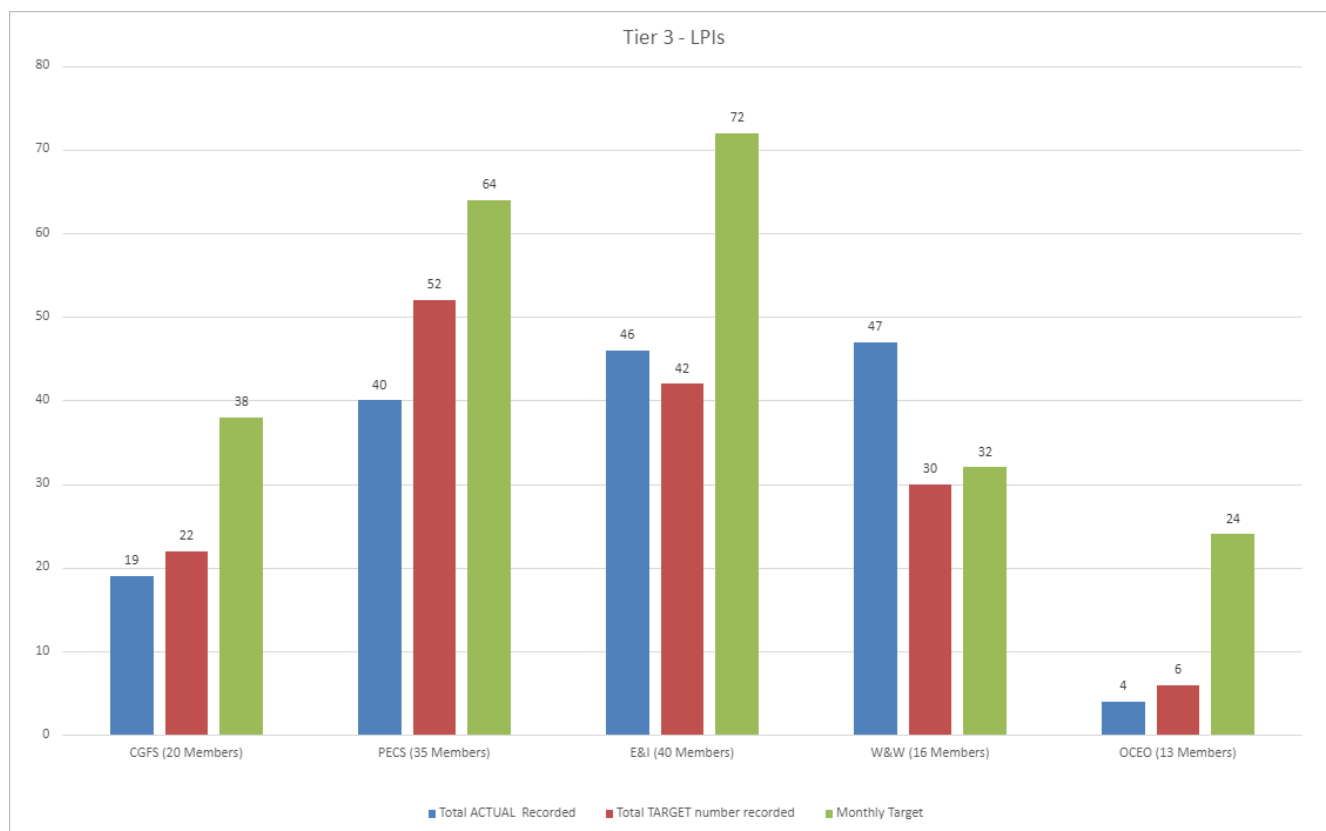
### EMPOWERING AND SUPPORTING LEADERSHIP



# SAFETY AND RESILIENCE MONTHLY REPORT

## TIER 3 LEAD PERFORMANCE INDICATORS ELT, SLT and OLT members - 2 per month - 24 per year

Lead a <b>Team Talk</b> with your team	Lead a <b>Prestart Talk</b> with your team	Conduct and record a <b>Safety Chat</b>	Provide <b>feedback on HSW</b> procedure or policy	Conduct and record a <b>Post Project Supplier Evaluation form</b>	Conduct and record a <b>Project Monitoring Inspection form</b>	Conduct and record a <b>Site Hazard Inspection</b>	Conduct and record a <b>Wellness Chat</b>	Conduct a <b>coaching session</b>	Conduct a <b>Leadership Activities Report</b>
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- The Safety and Resilience team will be collaborating with Directors to review the current way in which we report LPIs and who are required to complete these.

MEETING DETAILS	Corporate, Governance and Financial Services
	Standing Committee Meeting
	Wednesday 20 November 2024
AUTHOR	Maria Borg
AUTHOR POSITION	Senior Disaster and Emergency Resilience Partner

5.4 ISAAC REGIONAL COUNCIL LOCAL DISASTER MANAGEMENT PLAN

EXECUTIVE SUMMARY

This report is to present the Local Disaster Management Group (LDMG) meeting minutes from 2024, and to seek Council endorsement of the 2024 annual review of the Local Disaster Management Plan (LDMP). The review resulted in the expanded details of agency roles and responsibilities, revised State Government department names, and refreshed all URL links throughout. The LDMP is required to be endorsed by Council under the Queensland Disaster Management Arrangements (*Disaster Management Act 2003* (Qld), Part 5, Section 80, 1(b)).

OFFICER’S RECOMMENDATION

*That the Committee recommends that Council:*

- Note and accept the minutes from the Local Disaster Management Group meetings held during 2024:***
  - 2 May 2024***
  - 31 October 2024***
- Endorse the Local Disaster Management Plan 2024.***

BACKGROUND

In accordance with Section 38 of the *Disaster Management Act 2003*, members of the Isaac LDMG are required to meet every six months as a minimum.

As part of the Queensland Disaster Management Arrangements (*Disaster Management Act 2003*). Council is required to review the LDMP annually. The review commenced in September 2024 and was completed in October 2024. The plan was endorsed by the Local Disaster Management Group at the 31 October meeting.

IMPLICATIONS

To meet legislative requirements that the LDMP is reviewed and endorsed appropriately in accordance with the Queensland Disaster Management Arrangements (*Disaster Management Act 2003*).

CONSULTATION

- Local Disaster Management Group
- District Disaster Management Group

- Local Disaster Management Group Chair
- Local Disaster Coordinator
- Senior Disaster and Emergency Resilience Partner
- District Disaster Coordinator
- Executive Officer Mackay District Disaster Management Group

## BASIS FOR RECOMMENDATION

To comply with the Queensland Disaster Management Arrangements (*Disaster Management Act 2003*), and for noting the meeting minutes.

## ACTION ACCOUNTABILITY

Safety and Resilience team in consultation with the Local Disaster Coordinator and the Chair of the Local Disaster Management Group to ensure the plan is reviewed and tested annually, and all confirmed minutes from meetings are sent to all members of the Isaac LDMG.

## KEY MESSAGES

- The Local Disaster Management Plan is up to date and communicated.
- The current plan is available to the public via the Isaac Council website.
- Regular reporting to meet good Governance.

### Report prepared by:

MARIA BORG

**Senior Disaster and Emergency Resilience Partner**

Date: 7 November 2024

### Report authorised by:

DARREN FETTEL

**Director Corporate, Governance and Financial Services**

Date: 8 November 2024

## ATTACHMENTS

- Attachment 1 – LDMG Meeting Minutes – 2 May 2024
- Attachment 2 – LDMG Meeting Minutes – 31 October 2024
- Attachment 3 - Isaac Local Disaster Management Plan 2024 – with mark up
- Attachment 4 – Isaac Local Disaster Management Plan 2024 – clean

## REFERENCE DOCUMENT

- Attachment 5 - Local Disaster Management Plan 2023 (Previous Version)

# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

<b>DATE</b>	Thursday, 2 May 2024	<b>START TIME</b>	11.00 am
<b>LOCATION</b>	Disaster Management Complex		
<b>CHAIR</b>	LDMG Chairperson, Mayor Kelly Vea Vea		
<b>SECRETARY</b>	Maria Borg		

### 1. OPENING OF MEETING

1.1 The Chair will open the meeting and confirm Local Disaster Management Group attendance

1.2 Acknowledgment of Traditional Owners

### 2. MEETING ATTENDANCE

#### 2.1 Apologies

##### AGENCY

##### NAMES

Isaac Regional Council	Alexis Coutts
	Daniel Wagner
	Brandon Goode
Queensland Fire & Emergency Services	Sven Diga
BHP	Jenny Leach
Mackay Hospital and Health Service	Melanie Hornery

#### 2.2 Introduction of all attendees

##### AGENCY

##### NAMES

Isaac Regional Council	Mayor Kelly Vea Vea
	Cr Jane Pickels
	Cr Viv Coleman
	Darren Fettell
	Ken Gouldthorp
	Maria Borg
Queensland Police Service	Glenn Cameron
	Steve Brooks
	Adam Dyer
Queensland Fire & Emergency Services	Michael Young

# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

	Brenden Flynn
Rural Fire Service	Andrew Houley
Mackay Hospital and Health Service	Josh Sondergeld
Anglo American	Kristy Purdon Ashleigh Fitzpatrick Angela van Vuuren
Australian Red Cross	Kay Drabsch
BHP	Ben Randazzo James Martin
Bravus Mining & Resources	Michael Heap
Ergon Energy	Jade Hammer
Peabody Energy	John Anger
QPM Energy	Tim McIntyre
Queensland Reconstruction Authority	Rohun Kumar
<b>Guest Presenters</b>	
Worley Group – NQ Gas Pipeline	Sandra McCormick Anatol Stremouchiw

### 3. CONFIRMATION OF PREVIOUS MINUTES

**3.1 The Local Disaster Management Group will review and confirm the minutes from previous minutes held on Thursday, 23 November 2023.**

### 4. OUTSTANDING ACTIONS FROM PREVIOUS MEETING

Ongoing Action: Local Disaster Coordinator requests information from all members regarding Isaac Council or Local Disaster Management Group being assigned a role within agencies Emergency Response Plans, please communicate with your organisations about the importance of understanding the role that Council or any of the emergency services might play within your emergency plans and are informed.

### 5. NEW AGENDA ITEMS

- 5.1 North Queensland Gas Pipeline presentation - Anatol Stremouchiw & Sandra McCormick**
- Refer to full presentation is attached with minutes



# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

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**Question from Maria Borg:** Who is responsible for bushfire mitigation along the pipeline easement?

**Response:** Landholders are responsible, with Worley responsible to maintain vehicle access points and visible signage.

---

### 5.2 Rural Fire Service presentation – Andrew Houley

- Refer to full presentation is attached with to these minutes.
  - Rural Fire Service are happy to collaborate with local agencies for fire mitigation activities.
- 

## 6. CORRESPONDENCE INCOMING/OUTGOING

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### 6.1 Incoming Correspondence

- QPS – Notification of update to administrative arrangements for Disaster Management functions
  - QFES – Rural Fire Service Queensland – Recommendation from IGEM for all Bushfire Mitigation Plans to be publicly available with risk mapping and methodology.
  - QPS – Announcement of SES Chief Officer, Mr Mark Armstrong
  - QPS – Confirmation of appointment for LDMG Chair and Deputy Chair, Mayor Kelly Veal, and Cr Jane Pickels.
- 

### 6.2 Outgoing Correspondence

- Letter of Appointment – Chair of Isaac LDMG, Mayor Kelly Veal
  - Letter of Appointment – Deputy Chair Isaac LDMG, Cr Jane Pickels
- 

## 7. STANDING AGENDA ITEMS

---

### 7.1 Mackay District Disaster Management Group update – Steve Brooks

- IGEM Disaster Management Plan annual plan assessments to commence for local and district groups, with report to be finalised by 30 August 2024.
  - Positions vacant currently for Emergency management Coordinator and Executive officer for the Mackay Disaster District.
-

# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

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### 7.2 Agency Updates – Core Members

- **Queensland Health – Joshua Sondergeld**

- Recruitment underway for the Emergency Management Coordinator for the MHHS
- Construction of the Moranbah Hospital redevelopment progressing well, with opening expected in November 2024.
- Hospital is of modular construction and will be transported by road from Yatala in SE Queensland.

**Action:** Request for notification of transport dates for public awareness of additional escorted heavy vehicle movements in the region.

**Question from Cr Viv Coleman:** Has there been any feedback in relation to the newly opened Sarina Hospital following its redevelopment?

**Response:** No significant issues have arisen since the re-open, and minor building defects are being addressed.

---

- **Queensland Ambulance Service**

- NIL update provided. Agency representatives were unable to attend.
- 

- **Queensland Fire & Emergency Services – Brenden Flynn & Andrew Houley**

- No major activations recently, with a focus on internal and external training.
- Work continues with the transition and reform implementation.
- Rural Fire Service hosted information days recently at Clairview, Dysart and Middlemount providing a brief on changes with the uplift, and the relevant boundary changes. Maps of the new boundary allocations will be provided once confirmed and final.
- Review of equipment for all Rural Fire brigades.

**Question from Cr Viv Coleman:** When will the RFS truck be returned to St Lawrence?

**Response:** Following mechanical repairs, the truck is now back on site and will remain.

---

- **Queensland Police Service – Adam Dyer, OIC Moranbah Station**

- Report BAU
  - Slight impacts with the Peak Downs Highway closure at the Caval Ridge overpass
-

# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

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- **Isaac Regional Council – Ken Gouldthorp, IRC Chief Executive Officer**
    - Nearing completion of the updated flood studies:
    - The Styx River and Plane Creek Flood Study will be handed over by the consultants in late May. The Clermont, Moranbah and Nebo Flood model and hazard mapping updates completed in 2023 with the Moranbah Study now extending the length of the Moranbah Access Road. Our Liveability & Sustainability team will provide a full overview of this work at the next LDMG meeting.
    - Council is revising their Roadside Burning Policy and implementing a process to support the Permit to Light Fire application to align with the QFES requirements.
    - Council met with the newly appointed SES Chief Officer, Mark Armstrong and the Queensland Police Deputy Commissioner Shane Chelepy, and Chief Superintendent John Bosnjak to chat about the Queensland Police Service Reform Implementation.
  - **State Emergency Service – Michael Young, SES Area Controller**
    - No boundary changes for SES
    - Radio techs to complete work to fit out the Nebo facility
    - Extra peer support for the Nebo SES group with recent fatalities impacting the group
    - New group leader appointments processes to commence
    - SES Act currently in parliament, and will take effect as of 3 June 2024
    - Extra one-off funding provided to Council to support SES operations
    - Equipment audits underway for all groups
    - Currently 2 training officers in the Mackay district to boost training capacity
    - Volunteer recruitment courses scheduled, with more course to be advertised.
    - **Action:** Promote Recruitment Courses via LDMG and at future community engagement events, and via Council social media platforms.
- 

### 7.3 Isaac LDMG Update – Darren Fettell, Local Disaster Coordinator

- Completion of the electronic road closure signage installation along the Sarina-Marlborough Road which will cover Funnel Creek, Denison Creek and Prospect Creek. The camera for Prospect Creek is live on the Disaster Dashboard.
  - Community engagement coming up at the Clermont Show from 28-29 May, and the St Lawrence Wetlands Weekend from 21-23 June.
  - With 5 new Councillors elected, Disaster Management training will be facilitated once a new Emergency Management Coordinator is appointed to the Mackay Disaster District.
- 

### 7.4 Isaac Community Advisory Subgroup – Maria Borg, IRC Senior Disaster & Emergency Resilience Partner

- Community Advisory Subgroup meeting will recommence soon, with newly elected Councillors to be involved in the 6 groups that have been established across the region.
-

# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

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### 7.5 Agency updates, by exception – Advisory Members

#### Anglo American – Angela van Vuuren

- During the month of April, the Minister for Resources and Critical Minerals, Scott Stewart MP, toured our underground operation Aquila Mine and awarded one of our maintenance technician's Christian Burnett, with an award for his contribution to safety which was an outstanding achievement.
- The Aquila mines rescue team had also been awarded the Fire Fighting Trophy at the 19th QMRS Memorial Cup, held at Kestrel on 18th April.

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#### Peabody – John Anger

- Refer to Agency report with attachments
- Noting name change for North Goonyella mine, now changed name of Mine to Centurion Coal Mine
- Long Wall mining still on track to commence 2026

---

#### Ben Randazzo – BHP, Moranbah Airport operations

- All weather access road has now been constructed around the internal perimeter fence line of the airport. The roadway enables another means for emergency response crews to access the airport/runway in the event the main entrance cannot be accessed (for whatever reason).
- Updated maps will be provided to the relevant emergency response teams
- CASA desktop exercise to be scheduled for late 2024 involving relevant stakeholders
- CQ Rescue have new AW139 helicopters that require pavement concessions, and working to accommodate this. They are planned to commence servicing the community in June 2024.

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#### James Martin – BHP

- Caval Ridge overpass, new detour approved to TMR specifications to be opened mid May
- Communications ongoing to keep community updated

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## 8. GENERAL BUSINESS

### 8.1 Attendees invited to raise general business.

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# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

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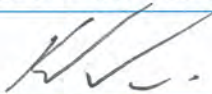
### 9. MEETING CLOSE

The Mayor thanked everyone for their attendance, and called the meeting closed at 12.15pm.

### 10. APPROVAL

These minutes are recorded as true and correct.

SIGNED



DATE

18/06/2024

LDMG CHAIR PERSON, MAYOR KELLY VEA VEA





## QUEENSLAND POLICE SERVICE

COMMISSIONER'S OFFICE  
200 ROMA STREET BRISBANE QLD 4000 AUSTRALIA  
GPO BOX 1440 BRISBANE QLD 4001 AUSTRALIA

Email: [commissioner@police.qld.gov.au](mailto:commissioner@police.qld.gov.au)



Our Ref:

Your Ref:

9 February 2024

Mayor Anne Baker  
Isaac Regional Council  
PO Box 97  
Moranbah Qld 4744

[mayor@isaac.qld.gov.au](mailto:mayor@isaac.qld.gov.au)

Dear Mayor Baker

I refer to recent administrative arrangements, which came into effect on 29 September 2023, published in Queensland Government Gazette No. 28 regarding Disaster Management functions in Queensland.

As you are aware, responsibility for Disaster Management functions transitioned from Queensland Fire and Emergency Services (QFES) to the Queensland Police Service (QPS) as a component of the Disaster and Emergency Services Reform.

Previously, notifications of membership of a Local Group under s.37 of the *Disaster Management Act 2003*, were directed to the Commissioner, QFES, via the Watch Desk.

Please continue to provide this notification to the Watch Desk, who have transitioned to the QPS, at [SDCC@qfes.qld.gov.au](mailto:SDCC@qfes.qld.gov.au) for my notification. Please note that the [@qfes.qld.gov.au](mailto:@qfes.qld.gov.au) component of the Watch Desk e-mail will in time convert and redirect to [@police.qld.gov.au](mailto:@police.qld.gov.au).

Thank you for your ongoing support and extraordinary work you do to keep Queenslanders safe across prevention, preparedness, response and recovery activities.

Yours sincerely

KATARINA CARROLL APM  
COMMISSIONER



Office of the  
**Chief Officer**  
**Rural Fire Service Queensland**

Chair  
Local Disaster Management Group

**Queensland Fire and  
Emergency Services**

Dear Chair

I am writing to thank you for your continued efforts to support communities during our bushfire and severe weather seasons in 2022-23.

As you know, Queensland was impacted by severe flooding in 2022. However, we have already experienced a significant bushfire season in 2023, which has been demonstrated by the fires that have occurred not only in southern parts of the state but also further north in Queensland.

It is acknowledged that you are planning into the future and giving consideration to the Inspector General Emergency Management (IGEM) Recommendation 7 from the K'gari (Fraser Island) Bushfire Review Report 1: 2020-21 which is:

*The Inspector General Emergency Management recommends all Area Fire Management Groups (AFMG) in Queensland make their Bushfire Risk Mitigation Plan, risk mapping and methodology easily understood and available to the community. All public plans should be dated to ensure currency and incorporate mechanisms for community feedback.*

In light of this, I would also like to take the opportunity to reinforce the importance of the annual Bushfire Risk Mitigation Plan (BRMP) process, which continues to provide assurance that Local Government areas have up to date information that will keep communities safe.

Thank you to all areas who currently participate in the Area Fire Management Group (AFMG) process in preparing the BRMPs. When tabled at Local Disaster Management Group meetings, can consideration be made to publishing them as subplans to the Local Disaster Management Plans on your websites.

Should you require any further assistance, please contact Superintendent James Haig, Executive Manager, Bushfire Mitigation Strategy on telephone (07) 3635 3883 or email [james.haig@qfes.qld.gov.au](mailto:james.haig@qfes.qld.gov.au).

Yours sincerely

**Joanne Greenfield**  
**Deputy Chief Officer**

Emergency Services Complex  
125 Kedron Park Road Kedron  
GPO Box 1425 Brisbane  
Queensland 4001 Australia  
**Telephone 13 QGOV 9**  
**Website** [www.qfes.qld.gov.au](http://www.qfes.qld.gov.au)  
ABN 93 035 163 778





## QUEENSLAND POLICE SERVICE

COMMISSIONER'S OFFICE  
200 ROMA STREET BRISBANE QLD 4000 AUSTRALIA  
GPO BOX 1440 BRISBANE QLD 4001 AUSTRALIA

Email: [commissioner@police.qld.gov.au](mailto:commissioner@police.qld.gov.au)



Our Ref:

Your Ref:

14 February 2024

Mayor Anne Baker  
Local Disaster Management Group Chair  
Isaac Regional Council

Via email: [anne.baker@isaac.qld.gov.au](mailto:anne.baker@isaac.qld.gov.au)

Dear Mayor Baker,

I refer to correspondence dated 11 October 2023 in relation to ongoing disaster and emergency management reforms being undertaken by the Reform Implementation Taskforce, under the Police and Emergency Services Reform Program.

Since our last update significant progress has been made towards establishing the State Emergency Services (SES) and new Marine Rescue Queensland (MRQ) entities under the Queensland Police Service (QPS) as part of the major reforms to enhance Queensland's disaster and emergency services.

An exciting milestone in the Government's commitment to these important changes is the recent appointment of the first-ever, dedicated Chief Officers for SES and MRQ.

Mr Mark Armstrong has been appointed as the new SES Chief Officer. In his role, Mr Armstrong will work closely with our local disaster and emergency service partners and volunteers through the next phase of the reform and lead SES into the future. Mr Armstrong brings more than 25 years' experience across the Australian Defence Force (ADF) and major multi-national corporations, and commanded the ADF response to the South-East Queensland floods in 2022.

Mr Tony Wulff has been appointed as the inaugural Chief Officer of MRQ and will play an instrumental role, working with our volunteer and marine partners in establishing the new marine rescue entity. Mr Wulff has over two decades' experience in transformational leadership across the public sector and marine industry.

Both Chief Officers bring a wealth of experience and leadership capability which will help build on the important services that the SES and marine rescue volunteers provide across Queensland.

Mr Armstrong and Mr Wulff will commence in their roles in the coming weeks and report directly to the State Disaster Coordinator, Deputy Commissioner Shane Chelepy of the Disaster and Emergency Management portfolio within the QPS.

To find out more about the Disaster and Emergency Services Reforms please visit the website.

If you have any questions, please do not hesitate to contact the Deputy Commissioner, Disaster and Emergency Management via the below email [deputycommissioner.disasterandemergencymanagement@police.qld.gov.au](mailto:deputycommissioner.disasterandemergencymanagement@police.qld.gov.au).

Yours sincerely



**KATARINA CARROLL APM**  
**COMMISSIONER**



**QUEENSLAND POLICE SERVICE**  
ASSISTANT COMMISSIONER  
**EMERGENCY MANAGEMENT AND COORDINATION COMMAND**  
State Disaster Coordination Centre 125 Kedron Park Road KEDRON 4031 AUSTRALIA  
MC 12.1 GPO BOX 1425 BRISBANE QLD 4001 AUSTRALIA



Our Ref.: DOC24/430147

Your Ref.:

16 April 2024

Darren Fettell  
The Chief Executive Officer  
Isaac Regional Council  
PO Box 97  
MORANBAH QLD 4744

[records@isaac.qld.gov.au](mailto:records@isaac.qld.gov.au)

Dear Mr Fettell

Thank you for your letter dated 8 April 2024 regarding the appointment of members to the Isaac Regional Council Local Disaster Management Group.

In accordance with the Disaster Management Act 2003, The Commissioner, Queensland Police Service has noted the appointments of:

- Mayor Kelly Vea Vea to the position of Local Disaster Management Group (LDMG) Chairperson
- CR Jane Pickles to the position of Local Disaster Management Group (LDMG) Deputy Chairperson

Should you require any further assistance, please contact Superintendent Rob Graham, Commander, Disaster Operations, Emergency Management and Coordination Command on 0429 618 706 or email [Supt.DisasterOperations@police.qld.gov.au](mailto:Supt.DisasterOperations@police.qld.gov.au).

Yours sincerely

**JOHN BOSNJAK**  
ACTING ASSISTANT COMMISSIONER  
**EMERGENCY MANAGEMENT AND COORDINATION COMMAND**



Our ref: 20240408/LDMG/KVV

**SENT BY EMAIL TO:** [commissioner@police.qld.gov.au](mailto:commissioner@police.qld.gov.au); [SDCC@qfes.qld.gov.au](mailto:SDCC@qfes.qld.gov.au)

8 April 2024

Commissioner  
Queensland Police Service  
GPO Box 1440  
BRISBANE QLD 4001

**and** Superintendent Graeme Paine  
Mackay District Disaster Management Group  
PO Box 261  
MACKAY QLD 4740

Dear Commissioner

I wish to notify of a permanent change to the Isaac Regional Council Local Disaster Management Group (LDMG) Chairperson incumbent.

As of the 8 April 2024 the appointed LDMG Chairperson will be Mayor, Cr Kelly Veavea.

Mayor Veavea has the necessary expertise or experience to perform the functions and exercise the powers of the position of LDMG Chairperson in accordance with the *Disaster Management Act 2003*.

Mayor Veavea has been informed that personal contact information has been collected in accordance with the *Information Privacy Act 2009* for the purposes of disaster management.

The contact details for Mayor Kelly Veavea are:

<b>Work Telephone:</b>	0437 018 184	
<b>Email:</b>	kelly.veavea@isaac.qld.gov.au	
<b>Work Address:</b>	Isaac Regional Council PO 97 MORANBAH QLD 4744	Isaac Regional Council Grosvenor Complex Batchelor Parade MORANBAH QLD 4744

Should you require any further information, please contact Tricia Hughes on telephone number 07 4846 3524.

Yours sincerely



**DARREN FETTELL**  
**Acting Chief Executive Officer**  
Isaac Regional Council

Our ref: 20240408/LDMG

**SENT BY EMAIL TO:** [commissioner@police.qld.gov.au](mailto:commissioner@police.qld.gov.au); [SDCC@gfes.qld.gov.au](mailto:SDCC@gfes.qld.gov.au)

8 April 2024

Commissioner  
Queensland Police Service  
GPO Box 1440  
BRISBANE QLD 4001

**and** Superintendent Graeme Paine  
Mackay District Disaster Management Group  
PO Box 261  
MACKAY QLD 4740

Dear Commissioner

I wish to notify of a permanent change to the Isaac Regional Council Local Disaster Management Group (LDMG) Deputy Chairperson incumbent.

As of the 8 April 2024 the appointed Deputy Chairperson will be Cr Jane Pickels.

Cr Pickels has the necessary expertise or experience to perform the functions and exercise the powers of the position of LDMG Chairperson in accordance with the *Disaster Management Act 2003*.

Cr Pickels has been informed that personal contact information has been collected in accordance with the *Information Privacy Act 2009* for the purposes of disaster management.

The contact details for Cr Jane Pickels are:

<b>Work Telephone:</b>	0427 635 124	
<b>Email:</b>	Jane.pickels@isaac.qld.gov.au	
<b>Work Address:</b>	Isaac Regional Council PO 97 MORANBAH QLD 4744	Isaac Regional Council Grosvenor Complex Batchelor Parade MORANBAH QLD 4744

Should you require any further information, please contact Tricia Hughes on telephone number 07 4846 3524.

Yours sincerely



**DARREN FETTEL**  
**Acting Chief Executive Officer**  
Isaac Regional Council

# LOCAL DISASTER MANAGEMENT GROUP

## CORE MEMBER AGENCY REPORT

Isaac Regional Council is collecting personal information you supply on this form and will be used in accordance with the *Information Privacy Act 2009*. The personal information will be accessed by Council Officers who are authorised to do so. The information will not be given to any other person or agency unless required by law or unless your permission is sought. Personal information is handled in accordance with the *Information Privacy Act 2009*.

### AGENCY DETAILS

AGENCY NAME	Peabody
PHONE	0427678054
EMAIL	Janger2@peabodyenergy.com

### WHAT ACTIVITIES HAVE AND/OR ARE BEING UNDERTAKEN

PLANNING	<p>North Goonyella</p> <ul style="list-style-type: none"> <li>Have changed name of Mine to Centurion Coal Mine</li> <li>Re-entry to zone went well, no major issues found</li> <li>Development start up delayed due to new Continuous Miner commissioning delays</li> <li>LW mining still on Track to start FY26</li> <li>Currently recruiting full time employees for Development</li> </ul>
TRAINING (INTERNAL)	Nil
TRAINING (EXTERNAL)	Nil
OPERATIONS	<p>Currently the only active mines we have in the Bowen Basin are Coppabella, Moorvale and Moorvale South - BAU.</p> <ul style="list-style-type: none"> <li>Albert Scheepers EGM CMJV taking sabbatical for 12 months</li> <li>Jacques Du Toit new CMJV EGM, relocated from our Wilpinjong Mine near Mudgee</li> </ul> <p>Centurion – As above Burton South - Rehabilitation works progressing well, main works due for completion end of this year</p>
EXERCISES	Nil planned currently
PROJECTED ACTIVITIES	<p>Focus on Safeguard Reforms – applications for Emissions Intensity Determination lodged for Coppabella and Moorvale, extension received for Centurion</p> <p>Dragline shutdown underway at Coppabella Drift conveyor installation continuing at Centurion</p>
DEVELOPMENT PROJECTS	<p>Section of Wards Well ML acquired from Stanmore Renamed Centurion North</p> <p>Small gas fired power plant for Centurion in planning stage</p> <p>Discussions on potential sale of Centurion gas</p> <p>Emphasis on identifying decarbonisation projects at all Bowne Basin mines</p>
CONTENTIOUS ISSUES OR MATTERS TO BE RAISED	N/A

### AUTHORISATIONS

REPORT SUBMITTED BY

Date:02/05/2024

Signature:



Print Name: John Anger

ISAAC.QLD.GOV.AU

P 1300 472 227 F 07 4941 8666 A PO Box 97 Moranbah QLD 4744

 isaacregionalcouncil  isaacregionalcouncil  isaaccouncil

ISAAC REGIONAL COUNCIL ABN 39 274 142 600



## AGENCY REPORT 2ND MAY 2024

### DUTY OFFICER

When **activating Red Cross to respond to an emergency**, contact should be made by phoning the **Red Cross Duty Officer** on **0403 251 226** (text messages cannot be read). The Duty Officer may then request additional supporting activation information to be sent to:

[qldesdutyofficer@redcross.org.au](mailto:qldesdutyofficer@redcross.org.au)

### SEASONAL UPDATE

Most recently approximately 350 people were evacuated from the town of Borroloola in the Northern Territory due to ongoing flooding. Our volunteers and emergency services personnel have been assisting in the Foskey Pavilion Evacuation Centre in Darwin. The Centre opened on 18 March 2024 and closed on 30 March 2024.



Between October 2023 and 28 February 2024, Australian Red Cross (ARC) Emergency Services (ES) Personnel were in continuous activation, supporting communities in:

- Western Downs, Southern Downs, Toowoomba, Gladstone and Tablelands, in response to the October 2023 Queensland Bushfires;
- Cook, Wujal Wujal, Douglas, Mareeba, Tablelands and Cairns in response to Tropical Cyclone Jasper;
- Gold Coast, Logan, Scenic Rim and Gympie in response to the SEQ Christmas-Boxing Day storms;
- Townsville, Burdekin, Charters Towers, Hinchinbrook and the Cassowary Coast in response to Tropical Cyclone Kirrily;
- Moreton Bay in response to the January 2024 Severe Weather Event;
- Mt Isa in response to Tropical Cyclone Lincoln; and
- Ipswich and Moreton Bay in response to collective trauma events.

Red Cross and QPS activated **Register.Find.Reunite (RFR)** for the 2023 Queensland Bushfires, Tropical Cyclone Jasper, Tropical Cyclone Kirrily, the Christmas-Boxing Day SEQ Storms and the Moreton Bay January 2024 Severe Weather Event.

## PREPAREDNESS AND RESILIENCE

After recent events across Queensland, preparedness remains important for residents and visitors:-

- Queenslanders can create an emergency plan using the [Get Prepared App](#) or other tools, see: <https://www.redcross.org.au/prepare>.
- We advocate for Agencies to utilise our preparedness, response, and recovery resources. [Resources for agencies | Australian Red Cross](#). Stakeholders can share links from our website or contact us for hard copies.
- **Register.Find.Reunite** plays a vital role in response; letting family, loved ones and emergency services know that potentially impacted people are safe during an emergency. If you would like a presentation on Register.Find.Reunite for Group members or for community volunteers and staff who form part of your emergency response capability please let us know. Read more about the service here: [Register.Find.Reunite](#).

**Pillowcase Workshops** have been shown to enhance the preparedness knowledge of students, help to reduce fears around emergencies and has led to positive behaviour change in response to emergency situations. Evaluation results indicate that after attending a session, 90% of students feel empowered to contribute to their household's emergency preparedness, while 79% of parents express intent to enhance their own preparedness efforts.

Aimed at students in Years 3 and 4 and with links to the Australian curriculum, the one-hour **free** workshop involves engaging discussions and interactive activities to help students:

- Understand and discuss the importance of being prepared
- Prepare their mind for the thoughts and feelings that may arise before, during and after an emergency
- Know what to pack in an emergency kit. Each student is then given a pillowcase to decorate and take home, to start their own personal emergency kit.

[The Pillowcase Project \(youtubdcde.com\)](#)

You can register interest for your region through the link provided, or alternatively reach out to our team on [gld\\_preparedness@redcross.org.au](mailto:gld_preparedness@redcross.org.au) to discuss your interest.

[Pillowcase Workshops | Australian Red Cross](#)

As part of activities under the **Queensland Reconstruction Authority funded Culturally and Linguistically Diverse (CALD) Disaster Resilience project work** we are currently delivering across a number of Queensland LGAs; Red Cross has been rolling out:

- a series of EmergencyRedi (targeted towards Individual and household preparedness) sessions with English language learners in Logan, Brisbane and Rockhampton.
- RediCommunities sessions that are targeted towards community level resilience in Townsville (in collaboration with our local agency stakeholders in TAFE and local multicultural/migrant support organisations; with more of these coming up in Townsville and Logan).

A survey is currently underway in Townsville seeking feedback from CALD community members on their experiences during the recent Tropical Cyclone Kirrily event that impacted in January 2024. The results of this survey, which includes feedback on how individuals prepared for and how they accessed information during this event, will feed back into the delivery of our project work not only in this LGA but contribute to a broader understanding of CALD resilience and disasters within Queensland.

## RESPONSE



As noted in the seasonal update section, since October 2023 Red Cross in Queensland has been in continuous activation for over 130 days in response to cyclones, storms, severe weather, bushfire and trauma events. During this period Red Cross personnel have assisted with psychological first aid, recovery hubs and pop-up recovery hub support, evacuation centres, meet and greet support, referrals, dissemination of recovery resources, collective trauma outreach, support for collective trauma community gatherings and memorial management. Activations across Queensland commenced on 21 October 2023 and finished on 28 February 2024. Over this period Red Cross personnel delivered Psychological First Aid to 13,000 individuals and were present across 74 sites.

## RECOVERY

Red Cross personnel provided a range of supports including meet and greet, psychological first aid, and information and referral across over 70 Recovery Hubs as part of Queensland's recovery efforts following recent disaster events. [\(2127\) Australian Red Cross responds to Cyclone Jasper, FN QLD, Jan 2024 - YouTube](#)

**Recovery Uncovered Webinar Series: Understanding Community Dynamics, Grief and Mental Health Impact; 14 May 12:30pm AEST** [Click here to register](#)

Join AIDR and the Australian Red Cross as we listen, learn and engage with disaster recovery mentors and advisors. In the second webinar of the Recovery Uncovered series, disaster recovery mentor, Kris Newton, will navigate the intricate dynamics of communities and provide personal experiences and professional insight into local leadership. Psychologists, Rose Glasscock and Dr David Younger, will then explore the effects of grief and loss, and the impacts of mental health and well-being on children, families and relationships.

*The Recovery Uncovered series explores disaster recovery from a community perspective. Through a fusion of lived experience, expert research and practical advice, each webinar session offers the opportunity to explore disaster recovery through the eyes of those who have lived it and gain valuable insights, evidence and tools to enhance recovery practice.*

## VOLUNTEERS

Since 2016 Red Cross and Redland City Council have built a successful community volunteer program - with a key focus on servicing isolated communities in the Bay Islands. This team of *Community Champions* is now over 60 members strong and will continue their trajectory as council volunteers. This is a great example of generative community development - where an activity established as part of a recovery process goes on to have a long-term impact and established place in the affected community.

A number of *Community Champions* are also Red Cross volunteers, affording them the opportunity to deploy and assist in Queensland and Australia-wide disasters.



***Kay Drabsch***

**Emergency Services Liaison Officer**

qldesliaison@redcross.org.au

North Queensland Gas Pipeline

# Stakeholder Awareness Presentation

PRESENTED BY



**NQGP**

NORTH QUEENSLAND  
GAS PIPELINE



# NQ Gas Pipeline – MBH to TSV



# NQGP - Specifications

North Qld Gas Pipeline	
Start	Moranbah Gas Processing Plant
End	Yabulu Delivery Point, Townsville
Commissioned	Sep-04
Length (km)	393
Diameter (mm)	DN300 (Mail Line)
	DN250 (Stuart Lateral)
Wall Thickness (mm)	8.6, 7.2 (Main Line)
	7.2, 6.0 (Stuart Lateral)
Material	API 5LX700
MAOP (kPa)	15300
Buried Depth	1.2m to 0.9m
Anti-corrosion Coating Systems	Tri-laminate & Dual layer polymer tape system (pipe joint coating)





# Business Structure



NQGP are the owners of the high pressure gas pipeline and they hold the licence to operate.



Worley Power Services are the Operator & Maintainers of the gas pipeline.



# North QLD Gas Pipeline – Org Chart



**Jamila Alarkan**

Superintendent, Site Maintenance

Jamila.Alarkan@worley.com

E145726-2

Δ11 - Melbourne - 385 Bourke St  
5,8



**Sandra McCormick**

Senior Field Office Coordinator

Sandra.McCormick@worley.com

E758155

Δ11 - North Queensland Gas



**Anatol Stremouchiw**

Senior Superintendent, Site Main...

anatol.stremouchiw@worley.com

E757989

Δ11 - North Queensland Gas Pipeline  
3,3

**Melbourne Support**

Peter Mitchell - HSE

Robert McCartan - Finance



**Calvin Oar**

E I and C Technician III

Calvin.Oar@Worley.com

E763657

Δ11 - North Queensland Gas



**David Marks**

Maintenance Technician III

David.Marks@worley.com

E757985

Δ11 - North Queensland Gas



**Ben Harrison**

Maintenance Technician III

Ben.Harrison1@Worley.com

E758157

Δ11 - North Queensland Gas

# Natural Gas

Composition Coal Seam Methane  $\text{CH}_4$

Smell No smell, not odourised

Density Lighter than air  
Dissipates quickly

Flammable LEL 5% to 15%



# Easement – Legal Requirements





# Identifying the Easement

- Our easement runs through mainly rural and some urban areas.
- Identified by the Warning Signs pictured which are a general indication of our pipeline location.
- Signs also provide contact information in the event of an emergency .



# Major cause of Pipeline Emergency

Third Party Interference

Coating defect

Dented pipe

Gouged pipe

Sabotage (gas escape)

Pipeline rupture (gas escape, fire or explosion)





# Threat Reduction

Before You Dig Australia (1100) [www.1100.com.au](http://www.1100.com.au)

Pipeline Warning signs display Emergency Number

Awareness meetings with 3rd parties

Air and ground Right of Way inspections

Landowner contacts





# BYDA Process

## Before You Dig Australia (1100):

Provides registered Utilities; Agencies in the area with knowledge of your excavation, boring, trenching, tunnelling.

### Our Response to you:

Automatic email response. Including the Map of your selected area of proposed works with the vicinity of our pipeline. NQGP guidelines to working with our assets.

### Arrange **on site meeting** with our Field Operators:

- Evaluation of the impact of your works to the pipeline incl. potential damage from works
- Positive Location of the pipeline
- Review of site safety documentation

### **Schedule works** with the NQGP Field Coordinator

- NQGP Induction
- On site supervision by NQGP personnel
- Permit to be opened (ROW / Excavation)
- Restoration guidelines for the easement



# Third Party Responsibilities

RE: DBYD Enquiry Sequence Number:XXXXXXXXX

## North Queensland Gas Pipeline is affected.

**PLEASE NOTE:** This is an automated response. Please **DO NOT REPLY to this email**. If you require further information in relation to this Dial Before You Dig response, please contact [enquiries@northqueenslandgaspipeline.com.au](mailto:enquiries@northqueenslandgaspipeline.com.au)



### PIPELINE AFFECTED

#### DO NOT COMMENCE WORK - PLEASE CONTACT NQGP

You must read, understand and comply with the following **CONDITIONS**. Failure to comply with the **CONDITIONS** may expose you to financial and regulatory penalties and/or legal action.

For Afterhours Emergency Works Contact - 1800 005 445

#### PLEASE NOTE:

- For the safety of your personnel, the public and the security of our assets, no work is to be undertaken until confirmation is received that either your work site is a safe distance from our assets and/or a joint site meeting has been arranged to undertake your work across our assets safely. Do not attempt to physically locate the pipeline.
- The location of the North Queensland Gas Pipeline in the area of your interest must be accurately identified by the local representative (please allow a minimum 2 days' notice after contacting NQGP).
- Should the scope of works vary from the approved scope, please contact NQGP immediately as additional approvals may be required.
- Once you have contacted NQGP we will provide additional guidelines for working in the vicinity of the Pipeline.

This notification is valid for **one month** from the response date unless an agreement is reached by NQGP and the enquiring party. After that time a new DBYD request will need to be submitted prior to work commencing.

#### Next Step:

NQGP will contact you within the next 2 days, if however the works are urgent please contact the North Queensland Gas Pipeline Supervisor on 0418 728 381 or at [enquiries@northqueenslandgaspipeline.com.au](mailto:enquiries@northqueenslandgaspipeline.com.au)

# Emergency Preparedness

Central Control monitors all areas 24 hours per day

On-Call Roster for after-hours response in Townsville and Moranbah

Emergency Management Team (EMT)

Dedicated emergency equipment in Townsville and Moranbah

Standard Repair Procedures

Simulation Exercises

Emergency Services Liaison



# During a Gas Emergency

Fire or injuries – Call 000

Call the pipeline emergency number **1800 005 445**

Evacuate the area

Establish exclusion zone 500m

Do not start vehicles

Do not operate any equipment

Remove ignition sources from immediately area i.e. spark producing equipment: grinders, welders, gas torches and stationary engines, mobile equipment





# Emergency Services Activities

Taking initial emergency calls

Crowd control and exclusion area

Secondary fire control

Coordination of services

Notify landowners and public of emergency

Dealing with the media

Treating injuries



# NQGP & Worley





# Prescribed Burning Activity Seasonal Outlook 2024 Autumn / Early Winter (April to July)

OFFICIAL

Page 100



# Summary

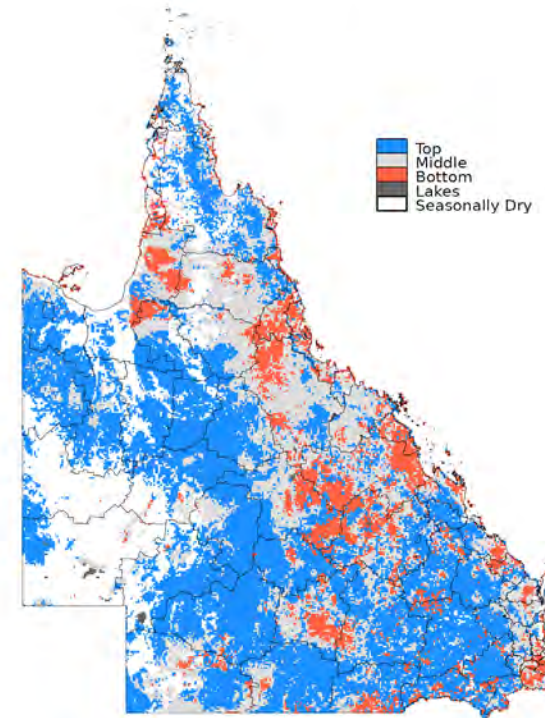
- April to July is forecast to see below medium rainfall activity across much of Queensland. The dryer conditions are likely to be driven by elevated autumn temperatures across much of the state.
- The longer-term weather forecasts are being driven by the record high sea surface temperatures and the decaying El Nino influence in the Central Pacific Ocean.
- The elevated temperatures, accumulated volumes of surface and sub-surface moisture, is forecast to see a continuation of the pasture and other fine fuel growth in the Northern and Southern Interior of the State. With continued growth possible as far east as the adjacent ranges of the Southeast Queensland Coast.
- This growth is forecast to slow moving through the seasonal change period with a forecast spike in growth around June. There is a likelihood that we see the onset of seasonal curing of the grasslands and open woodland surface fuels during the early parts of this period. The rapid curing is likely to be caused by a combination of elevated temperatures and the increase bio-mass of the vegetation leading to increase moisture draw and decomposition.
- Whilst conditions are still wet across much of Northern and Eastern Queensland, areas of the central west and southern interior of the state are showing elevated KDBIs and are starting to fall within prescribed conditions for health burning ahead of a forecast dryer Spring.



# Autumn Fuel Growth Projections

- Currently, there is greater than 50% chance across much of the western parts of Queensland, particularly in the grasslands and open forested country, of seeing fuel growth exceeding median averages across the early Autumn months. This growth is likely to spike again in June ahead of the onset of slightly warmer winter conditions.
- This is likely to see continuation of the fuel re-accumulation across much of the State increase the bushfire potential moving into the late part of this year.
- The favourable growing conditions have brought and are likely to continue bring elevated rates of fuel re-accumulation in areas of recent fire scare.
- Whilst this is positive for ecological recovery of the areas, this also brings an increased risk of fire travelling through the scare more aggressively than anticipated.

**Most Likely Tercile Pasture Growth**  
April to June 2024



[www.LongPaddock.qld.gov.au](http://www.LongPaddock.qld.gov.au)

OFFICIAL

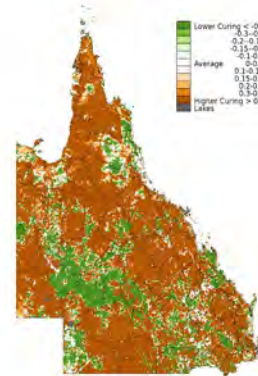




# Forecast Curing Rates

- Queensland is forecast to see increases in curing rates in the mid to later part of Autumn, this is likely to be because of the forecast of above-average temperatures across the state.
- Moving into Winter the long-range forecast shows potential for a winter rain event to re-set the curing rates across much of Queensland.
- Whilst conditions are still wet across much of Northern and Eastern Queensland, areas of the central west and southern interior of the state are showing elevated KDBIs and are starting to fall within prescribed conditions for health mitigation burning ahead of a forecast dryer Spring.
- The combination of both, is likely to bring an ideal conditions for prescribed burning activities across much of Queensland during forecast period.

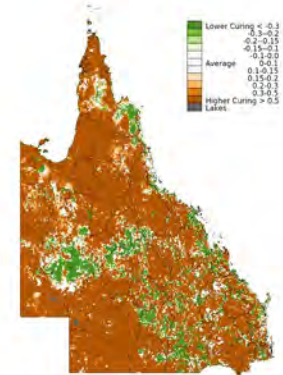
Forecast Curing Anomaly  
30 April 2024



Green fuel is greener and brown fuel is drier  
Map is expected curing relative to history

[www.LongPaddock.qld.gov.au](http://www.LongPaddock.qld.gov.au)

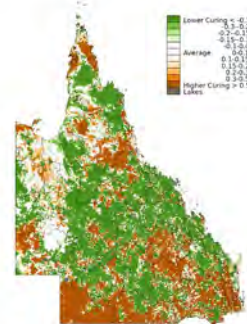
Forecast Curing Anomaly  
31 May 2024



Green fuel is greener and brown fuel is drier  
Map is expected curing relative to history

[www.LongPaddock.qld.gov.au](http://www.LongPaddock.qld.gov.au)

Forecast Curing Anomaly  
30 June 2024



Green fuel is greener and brown fuel is drier  
Map is expected curing relative to history

[www.LongPaddock.qld.gov.au](http://www.LongPaddock.qld.gov.au)

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# Prescription Burning

- Conditions are forecasted to be favourable in the Southwestern parts of Queensland for seasonal burning, with warmer than average daytime temperatures forecast for the areas and favourable soil and fuel moisture levels supportive of effective hazard mitigation and ecological burning during this time.
- The window for effective safe burning is likely to remain open for autumn and through to late-winter, subject to the onset of forecast winter rain.
- Based on current projections of climate behaviour, there is potential for well-resourced mitigation burning to continue into the later Autumn months across much of western parts of Queensland.
- In Northern Queensland (Northern Australian Climate Zone) we are likely to see an opportunity for late Autumn Mitigation activity. This is due to the significant amount of rainfall across the region during Summer and leading to higher-than-average soil moisture levels and prolonged slow curing rates.



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# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

<b>DATE</b>	Thursday, 31 October 2024	<b>START TIME</b>	10.00 am
<b>LOCATION</b>	Disaster Management Complex		
<b>CHAIR</b>	LDMG Deputy Chairperson, Cr Jane Pickels		
<b>SECRETARY</b>	Maria Borg		

### 1. OPENING OF MEETING

- 1.1 The Chair will open the meeting and confirm Local Disaster Management Group attendance
- 1.2 Acknowledgment of Traditional Owners

### 2. ATTENDANCE

#### 2.1 Apologies

AGENCY	NAMES
Isaac Regional Council	Mayor Kelly Ve a Ve a Cale Dendle
Queensland Police Service	Snr. Sgt Adam Dyer
Rural Fire Service Queensland	David Adam
SES	Michael Young
Anglo American	Angela Van Vuuren
BHP	Ben Randazzo
Peabody	John Anger
Mackay Hospital and Health Service	Melanie Hornery
Education Queensland	Shane Anderson

#### 2.2 Introduction of all attendees

AGENCY	NAMES
Isaac Regional Council	Cr Jane Pickels Cr Viv Coleman Darren Fettell Daniel Wagner Maria Borg



# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

	Brandon Goode
Queensland Police Service	Superintendent Shane Holmes Inspector Glenn Cameron Sgt Jaella Christensen Josh McAnulty
Queensland Fire Department	Geoff Dimond Dean Murphy
Mackay Hospital and Health Service	Lee Hazeldene
Anglo American	Kristy Purdon Kiri Blanch
Australian Red Cross	Kay Drabsch
BHP	Andrew White Ruth McIntyre
Bravus Mining & Resources	Michael Heap
Ergon Energy	Jade Hammer
QPM Energy	Tim McIntyre
<b>Guest Presenters</b>	
Isaac Regional Council	Michael St Clair
Bureau of Meteorology	David Grant

### 3. CONFIRMATION OF PREVIOUS MINUTES

- 3.1 The Local Disaster Management Group will review and confirm the minutes from previous minutes held on Thursday, 2 May 2024.

### 4. OUTSTANDING ACTIONS FROM PREVIOUS MEETING

#### Ongoing Action:

Local Disaster Coordinator requests information from all members regarding Isaac Council or Local Disaster Management Group being assigned a role within agencies Emergency Response Plans, please communicate with your organisations about the importance of understanding the role that Council or any of the emergency services might play within your emergency plans and are informed.

# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

### 5. NEW AGENDA ITEMS

#### 5.1 Rural Fire Service Queensland

- Presentation and update to be re-scheduled due to emergent incident.

#### 5.2 Flood Studies – overview of recently completed studies – Micahel St Clair

- Refer to full presentation attached

#### 5.3 Bureau of Meteorology – Seasonal Weather Outlook – David Grant

- Refer to full presentation attached

#### 5.4 Endorsement of Local Disaster Management Plan – Maria Borg

The 2024 review of the Local Disaster Management Plan had the following amendments:

- Updated URL links and Machinery of Government name changes
- Inclusion of roles and responsibilities for members and agencies

**Action:** The Local Disaster Management Group confirms the endorsement of the 2024 annual review of the Local Disaster Management Plan.

### 6. CORRESPONDENCE

#### 6.1 Incoming Correspondence

- QPS - review of the State Disaster Management Plan & Disaster Management Guideline
- QRA – expanded responsibilities following Disaster & Emergency Management Reforms
- Minister for Fire and Disaster Recovery – Person Centred Emergency Preparedness (P-CEP)

#### 6.2 Outgoing Correspondence

- NIL

### 7. STANDING AGENDA ITEMS

#### 7.1 Mackay District Disaster Management Group update – Superintendent Shane Holmes

- Focus on training for staff to support the District Disaster Coordination Centre
- Participated in exercise with Whitsunday Regional Council to test evacuation of island communities during a cyclone.
- Participated in mining exercise hosted by Ironbark #1 (Fitzroy)
- Would like to test response for bushfire activations in the region.

**NOTED:** out of season exercise to be developed for 2025.

# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

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### 7.2 Agency Updates – Core Members

- **Queensland Ambulance Service – Luke Allen, QAS OIC Moranbah**
  - NIL update provided. Agency representatives were unable to attend.
- **Queensland Fire Department – Geoff Dimond**
  - Updated flood mapping will be beneficial for the department
  - Department will be pre-deploying crews as needed across the region ahead of known weather events.
- **Queensland Police Service – Inspector Glenn Cameron**
  - New Officer appointed to St Lawrence
  - Vacancy at Carmila station, pending completion of accommodation upgrades.
- **State Emergency Service – Brandon Goode, SES Local Controller**
  - Isaac SES have completed 98 tasks to date in 2024, with a combination of Road Crash Rescue, QAS Assist and Traffic Control activations.
  - Developing a concept for an Emergency Operations Centre (EOC) for the Isaac group.
  - Swift water rescue training to be undertaken
  - Volunteer recruitment remains
- **Queensland Health (MHHS) – Melanie Hornery**
  - Moranbah Hospital re-development update:
  - Practical Completion for our new Hospital was yesterday 30th October, so now the very big task of transitioning across into our new facility is in front of us.
  - Open day scheduled for Saturday 23 November 2024 (10am to 2pm)
  - New Hospital to go live as of 26 November 2024.
  - BAU original facility for now.

### 7.3 Isaac LDMG Update – Darren Fettell, Local Disaster Coordinator

- Welcome to Josh McAnulty, Emergency Management Coordinator and Jaella Christensen, Executive Officer for the Mackay District.
- Ongoing training delivery across the region of the Queensland Disaster Management Arrangements and Recovery modules for Council LDCC staff, new LDMG members.

# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

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More training sessions are scheduled for November in Middlemount and St Lawrence. will be scheduled in the coming months for anyone that is yet to complete the QDMA – a reminder that this is the mandatory training requirement for all appointed LDMG members.

- Participated in the recent review of State Disaster Management Plan DM Guideline
  - Participation in the Disaster Management Masterclass series
- 

### 7.4 Local Recovery Update – Daniel Wagner, Local Recovery Coordinator

- New officers commenced in the department, and changes to the Communities team
  - Increased recovery function capabilities for Economic recovery.
- 

### 7.5 Disaster Dashboard functions & features – Maria Borg, IRC Senior Disaster & Emergency Resilience Partner

- Review of recent updates to the [Disaster Dashboard](#), including the languages options, Fire Danger Ratings and map features of flood cameras, QFD incidents, fire bans, etc.
  - Encourage members to promote the Disaster Dashboard and the Local Disaster Coordination Centre Facebook page within their networks.
- 

### 7.6 Agency updates, by exception – Advisory Members

#### Community Recovery – Helen Styles

- Department are Advisors to LDMG, and Core Members at the District level.
  - Presentation shared with details of “How to activate Community Recovery assistance”
  - Refer to full presentation attached
- 

#### Anglo American – Kristy Purdon and Kiri Blanch

- Social Way compliance
  - Emergency site preparedness with risk assessments underway
  - High risk tailings dam at wash plant (CHPP), with details to be shared
- 

#### Queensland Police Service – Executive Officer, Sgt. Jaella Christensen

- Increased training capabilities for district staff
  - Exercise with Fitzroy mining with Office in Charge
- 

#### Australian Red Cross

- Recovery Uncovered webinar series being held 12th of November for: Leadership, Mentorship, and Community-led Recovery – registration details to be shared with attendees.
  - Contact us to discuss any Emergency Redi workshops that might be of value, including in the Local LDMG advisory areas – contact [gldeemergencyRedi@redcross.org.au](mailto:gldeemergencyRedi@redcross.org.au)
-

# MEETING MINUTES

## LOCAL DISASTER MANAGEMENT GROUP

### North Queensland Primary Health Network (NQPHN)

- NQPHN, in partnership with MHHS, and Mackay LDMG will be delivering scenario-based emergency planning workshops for both RACHs and General Practices in the MHHS region. This is in early stages of planning, and we will also be reaching out to LDMG's in MHHS region gauging interest to participate

## 8. GENERAL BUSINESS

8.1 Attendees invited to raise general business.

## 9. MEETING CLOSE

All members are reminded to communicate any contact changes for nominated LDMG members via email to [LDCC.Isaac@isaac.qld.gov.au](mailto:LDCC.Isaac@isaac.qld.gov.au)

The Deputy Mayor thanked everyone for their attendance, and called the meeting closed at 12.07 pm.

## 10. APPROVAL

These minutes are recorded as true and correct.

**SIGNED**

**DATE**

**LDMG Deputy Chairperson, Cr Jane Pickels**



## LOCAL DISASTER MANAGEMENT GROUP MEETING

Date: 31/10/2024

Location: Moranbah

Chairperson: LDMG Deputy Chairperson, Cr Jane Pickels

CORE MEMBERS - ISAAC LOCAL DISASTER MANAGEMENT GROUP				
Name	Position Title	Email	Teams	Signature
Mayor Kelly Veavea	LDMG Chairperson	<a href="mailto:kelly.veavea@isaac.qld.gov.au">kelly.veavea@isaac.qld.gov.au</a>		
Cr Jane Pickels	LDMG Deputy Chairperson	<a href="mailto:jane.pickels@isaac.qld.gov.au">jane.pickels@isaac.qld.gov.au</a>		
Cale Dendle	Chief Executive Officer	<a href="mailto:ceo@isaac.qld.gov.au">ceo@isaac.qld.gov.au</a>		
Viv Coleman	Councillor Division 8	<a href="mailto:viv.coleman@isaac.qld.gov.au">viv.coleman@isaac.qld.gov.au</a>	✓	
Darren Fettell	Local Disaster Coordinator	<a href="mailto:darren.fettell@isaac.qld.gov.au">darren.fettell@isaac.qld.gov.au</a>		
Maria Borg	Disaster Management Officer	<a href="mailto:maria.borg@isaac.qld.gov.au">maria.borg@isaac.qld.gov.au</a>		
Dan Wagner	Local Recovery Coordinator	<a href="mailto:Daniel.Wagner@isaac.qld.gov.au">Daniel.Wagner@isaac.qld.gov.au</a>	✓	
Brandon Goode	SES Local Controller	<a href="mailto:brandon.goode@isaac.qld.gov.au">brandon.goode@isaac.qld.gov.au</a>		
Geoff Dimond	A/Inspector – Area Commander Mackay North Command.	<a href="mailto:Geoffrey.Dimond@qfes.qld.gov.au">Geoffrey.Dimond@qfes.qld.gov.au</a>		
Dean Murphy	Captain - Moranbah Fire Station	<a href="mailto:dean.murphy@qfes.qld.gov.au">dean.murphy@qfes.qld.gov.au</a>		





## QUEENSLAND POLICE SERVICE

COMMISSIONER'S OFFICE  
200 ROMA STREET BRISBANE QLD 4000 AUSTRALIA  
GPO BOX 1440 BRISBANE QLD 4001 AUSTRALIA

Email: [commissioner@police.qld.gov.au](mailto:commissioner@police.qld.gov.au)



Our Ref:

Your Ref:

23 July 2024

Councillor Kelly Vea Vea  
Mayor of Isaac Regional Council  
Chair Isaac Local Disaster Management Group  
PO Box 97  
Moranbah QLD 4744

Email: [kelly.VeaVea@isaac.qld.gov.au](mailto:kelly.VeaVea@isaac.qld.gov.au)

### **Review and Renewal of the State Disaster Management Plan and the Prevention, Preparedness, Response and Recovery Disaster Management Guideline (DM Guideline)**

Dear Mayor Vea Vea

As you are aware, responsibility for disaster management functions have transitioned from the former Queensland Fire and Emergency Services (now the Queensland Fire Department) to the Queensland Police Service (QPS).

QPS is implementing a range of programs and activities to continue to support disaster management in Queensland. One of these programs is the review and renewal of the State Disaster Management Plan (SDMP) and the Prevention, Preparedness, Response and Recovery Disaster Management Guideline (DM Guideline).

As a result of the transition of disaster management functions, legislative changes to the *Queensland Disaster Management Act 2003*, *Disaster Management Regulation 2014*, and the substantial stakeholder engagement required to review and renew the SDMP and DM Guideline, the QPS will implement a three-phased approach to this work on behalf of the Queensland Disaster Management Committee (QDMC).

Phases one and two will be completed before the end of 2024 and will focus on changes linked to *Administrative Arrangements Orders (No.1 and No.2) 2023*, the *Emergency Services Reform Amendment Bill 2023*, and the *Disaster Management and Other Legislation Amendment Bill 2024*. Given the legislative and administrative nature of these changes, stakeholder engagement will be limited

to impacted Queensland Government departments during phases one and two of the program.


Phase three will commence in the second half of this year and will culminate in a comprehensively revised SDMP and DM Guideline. Extensive stakeholder consultation will be undertaken for phase three with engagement across Queensland's disaster management sector. Initial engagement rounds are anticipated to commence in July to September 2024. The QPS Doctrine and Guidelines team will be in contact with key stakeholders in the coming months to commence planning stakeholder engagement sessions.

Phase three will be the sector's opportunity to shape the SDMP and DM Guideline moving forward, and your organisation's participation is strongly encouraged. If you have any queries related to the planned approach to the review and renewal of the SDMP and the DM Guideline, please email [D&GFramework@police.qld.gov.au](mailto:D&GFramework@police.qld.gov.au).

In the interim, if you have any queries specifically related to the DM Guideline, please email [DMGuidelines@police.qld.gov.au](mailto:DMGuidelines@police.qld.gov.au).

The QPS will continue to inform the sector as this body of work progresses and I thank you for your continued support during the transition of Queensland's disaster management responsibilities.

Yours sincerely,



**STEVE GOLLSCHESKI APM**  
**COMMISSIONER**

For reply please quote: – QRATF/24/4731

16 July 2024

Mayor Kelly Vea Vea  
Local Disaster Management Chair  
Isaac Regional Council  
Kelly.VeaVea@isaac.qld.gov.au

Dear Mayor

I am writing to you to inform you of the Queensland Reconstruction Authority's (QRA) expanding responsibilities from 1 July 2024 as a result of the Disaster and Emergency Management Reforms.

Through the reforms, disaster management arrangements are being streamlined across the Queensland Fire Department (QFD), Queensland Police Service (QPS) and QRA.

QRA will have expanded responsibilities in the areas of prevention, mitigation and preparedness, aimed to deliver our mission of delivering stronger, safer and more resilient Queensland communities.

From 1 July, QRA will be responsible for:

- State-level Hazard and Risk functions (including the state risk assessment tool) formerly performed by the Hazard and Risk Unit of Queensland Fire and Emergency Services (QFES);
- certain Community Engagement and Education projects and activities; and
- certain Community Awareness Campaigns (including the expansion of QRA's Get Ready Queensland brand which occurred in October 2023, to include the 'If It's Flooded Forget It' campaign).

QRA has commenced the enhancement of our natural hazard and disaster risk management capability, combining QRA's well established Flood Risk Management and Geographic Information System (GIS) Teams, with capacity to be built to ensure QRA is well positioned to mature and deliver the state-level hazard and risk function. QRA will continue to seek feedback from key disaster management stakeholders, in particular councils and disaster management groups on the effectiveness of the current risk management approach and methodology in Queensland, as QRA's delivery of this function evolves.

For any queries relating to QRA's delivery of the state-level Hazard and Risk function, please contact [Hazard.Risk@qra.qld.gov.au](mailto:Hazard.Risk@qra.qld.gov.au).



QRA will continue to promote natural disaster preparedness messaging through QRA's Get Ready Queensland brand. In October 2023, the Get Ready Queensland brand expanded to encompass the 'If It's Flooded Forget It' campaign ahead of the 2023-24 severe weather season. A number of preparedness materials previously delivered by QFES will also transition to QRA on 30 June 2024. These materials will undergo a period of review to ensure they are consistent, relevant and available to Queensland communities. QRA is working with relevant Queensland Government agencies to ensure appropriate resources continue to be available to support community engagement and education.

For severe weather preparedness information please refer to the Get Ready Queensland website <https://www.getready.qld.gov.au/>. In addition, the Get Ready Queensland Council Hub contains a variety of resources that may be of benefit to Councils and Local Disaster Management Groups. Access can be provided by contacting [getready@qra.qld.gov.au](mailto:getready@qra.qld.gov.au).

QRA will continue to focus on collaborative partnerships with all levels of government, private industries and not-for-profit organisations, and remains committed to supporting Queensland communities in their resilience and recovery efforts.

QRA's Regional Liaison Officers and Resilience and Recovery Officers remain our frontline engagement link for local governments and relevant state agencies. More information and contact details can be found at <https://www.qra.qld.gov.au/RLO>.

As a key stakeholder in your local region, I have also provided a copy of this letter to Mr Ken Gouldthorp, Chief Executive Officer, Isaac Regional Council. I look forward to working with you in our expanded prevention, mitigation and preparedness role.

Yours sincerely



Jake Ellwood  
**CEO, Queensland Reconstruction Authority**

Copy to: Mr Ken Gouldthorp  
Chief Executive Officer  
Isaac Regional Council  
[ceo@isaac.qld.gov.au](mailto:ceo@isaac.qld.gov.au); [trisha.hughes@isaac.qld.gov.au](mailto:trisha.hughes@isaac.qld.gov.au)

CORE MEMBERS - ISAAC LOCAL DISASTER MANAGEMENT GROUP				
Name	Position Title	Email	Teams	Signature
Adam Dyer	Officer in Charge, Moranbah	<a href="mailto:dyer.adamj@police.qld.gov.au">dyer.adamj@police.qld.gov.au</a> Apology		
Aaron Rankin	Senior Sergeant Moranbah QPS	<a href="mailto:rankin.aarond@police.qld.gov.au">rankin.aarond@police.qld.gov.au</a> Apology		
Melanie Hornery	Advisory - Primary Contact	<a href="mailto:melanie.hornery@health.qld.gov.au">melanie.hornery@health.qld.gov.au</a> Apology		
Lee Hazelwood	Emergency Management Coordinator	<a href="mailto:Lee.Hazlewood@Health.qld.gov.au">Lee.Hazlewood@Health.qld.gov.au</a>	✓	
Shane Holmes	District Disaster Coordinator, Mackay DDMG	<a href="mailto:holmes.shaneM@police.qld.gov.au">holmes.shaneM@police.qld.gov.au</a>		
Jaella Christensen	Executive Officer, Mackay DDMG	<a href="mailto:Christensen.JaellaV@police.qld.gov.au">Christensen.JaellaV@police.qld.gov.au</a>		
Glenn Cameron	Inspector Mackay Country Command	<a href="mailto:Cameron.GlennF@police.qld.gov.au">Cameron.GlennF@police.qld.gov.au</a>		
Luke Allen	Officer in Charge - Moranbah	<a href="mailto:gasmoranbah.oic@ambulance.qld.gov.au">gasmoranbah.oic@ambulance.qld.gov.au</a>		

Shane  
Holmes

District  
officer  
DDC Mackay  
DDMG

Shane Holmes



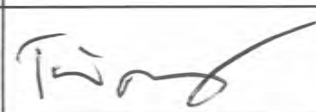
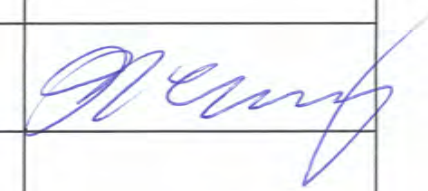
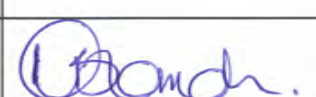
## LOCAL DISASTER MANAGEMENT GROUP MEETING

**Date:** 31/10/2024      **Location:** Moranbah      **Chairperson:** LDMG Deputy Chairperson, Cr Jane Pickels

ADVISORY MEMBERS - ISAAC LOCAL DISASTER MANAGEMENT GROUP				
Name	Organisation	Email	Teams	Signature
Angela Wahl	Anglo American	<a href="mailto:angela.wahl@angloamerican.com">angela.wahl@angloamerican.com</a>		Apologies
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Kim Twining	Aurizon	<a href="mailto:kim.twining@aurizon.com.au">kim.twining@aurizon.com.au</a>		
Kay Drabsch	Australian Red Cross	<a href="mailto:kdrabsch@redcross.org.au">kdrabsch@redcross.org.au</a>	✓	
Heather Reed	Australian Red Cross	<a href="mailto:hreed@redcross.org.au">hreed@redcross.org.au</a>		
Andrew White	BHP Billiton	<a href="mailto:Andrew.White@BHP.com">Andrew.White@BHP.com</a>	✓	
Ben Randazzo	BHP Billiton	<a href="mailto:ben.randazzo@bhpbilliton.com">ben.randazzo@bhpbilliton.com</a>		Apology
Lawrence Aitken	BHP Billiton	<a href="mailto:lawrence.aitken@bhpbilliton.com">lawrence.aitken@bhpbilliton.com</a>		
Ruth McIntyre	BHP Billiton	<a href="mailto:ruth.mcintyre@bhp.com">ruth.mcintyre@bhp.com</a>		

ADVISORY MEMBERS - ISAAC LOCAL DISASTER MANAGEMENT GROUP				
Name	Organisation	Email	Teams	Signature
Darryl Sweet	BHP Billiton	<a href="mailto:darryl.sweet@bhp.com">darryl.sweet@bhp.com</a>		
Michael Heap	Bravus Mining & Resources	<a href="mailto:michael.heap@adani.com.au">michael.heap@adani.com.au</a>	✓	
Shane Anderson	Department of Education	<a href="mailto:shane.anderson@ged.qld.gov.au">shane.anderson@ged.qld.gov.au</a>		A
Michelle Pole	Department of Education	<a href="mailto:principal@moranhshs.eq.edu.au">principal@moranhshs.eq.edu.au</a>		
Helen Styles	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	<a href="mailto:helen.styles@chde.qld.gov.au">helen.styles@chde.qld.gov.au</a>		<i>Helen Styles</i>
Lincoln Eldridge	Dyno Nobel	<a href="mailto:lincoln.eldridge@incitecpivot.com.au">lincoln.eldridge@incitecpivot.com.au</a>		
Daniel Chilcott	Ergon Energy	<a href="mailto:daniel.chilcott@ergon.com.au">daniel.chilcott@ergon.com.au</a>		
Jade Hammer	Ergon Energy	<a href="mailto:jade.hammer@ergon.com.au">jade.hammer@ergon.com.au</a>	✓	
Jan Faulconbridge	Mackay Hospital & Health Service (MHHS)	<a href="mailto:jan.faulconbridge@health.qld.gov.au">jan.faulconbridge@health.qld.gov.au</a>		
David Mazzaferri	National Emergency Management Agency (NEMA)	<a href="mailto:david.mazzaferri@nema.gov.au">david.mazzaferri@nema.gov.au</a>		



ADVISORY MEMBERS - ISAAC LOCAL DISASTER MANAGEMENT GROUP				
Name	Organisation	Email	Teams	Signature
Colleen Watkins	North Queensland Primary Health Network (NQPHN)	<a href="mailto:colleen.watkins@nqphn.com.au">colleen.watkins@nqphn.com.au</a>		
Karin Barron	North Queensland Primary Health Network (NQPHN)	<a href="mailto:karin.barron@nqphn.com.au">karin.barron@nqphn.com.au</a>		
John Anger	Peabody Energy	<a href="mailto:janger2@peabodyenergy.com">janger2@peabodyenergy.com</a>		
Tim McIntyre	QPM Energy	<a href="mailto:tmcintyre@qpmenergy.com.au">tmcintyre@qpmenergy.com.au</a>		
Bernie Simshauser	QPM Energy	<a href="mailto:bhinds@qpmenergy.com.au">bhinds@qpmenergy.com.au</a>		
Simon Davies (OIC Carmila)	Queensland Ambulance Service (QAS)	<a href="mailto:simon.davies@ambulance.qld.gov.au">simon.davies@ambulance.qld.gov.au</a>		
Michael Young	State Emergency Service (SES)	<a href="mailto:michael.young@ses.qld.gov.au">michael.young@ses.qld.gov.au</a>		
Sven Diga	Queensland Fire Department (QFD)	<a href="mailto:sven.diga@qfes.qld.gov.au">sven.diga@qfes.qld.gov.au</a>		
Josh McAnulty	Queensland Police Service	<a href="mailto:McAnulty.Joshua@police.qld.gov.au">McAnulty.Joshua@police.qld.gov.au</a>		
Chris Baker	Queensland Reconstruction Authority (QRA)	<a href="mailto:chris.baker@qra.qld.gov.au">chris.baker@qra.qld.gov.au</a>		
Kiri Blandh	Anglo American	<a href="mailto:kiri.blandh@angloamerican.com">kiri.blandh@angloamerican.com</a>		



The Bureau  
of Meteorology

# Climate Outlook

31 October 2024



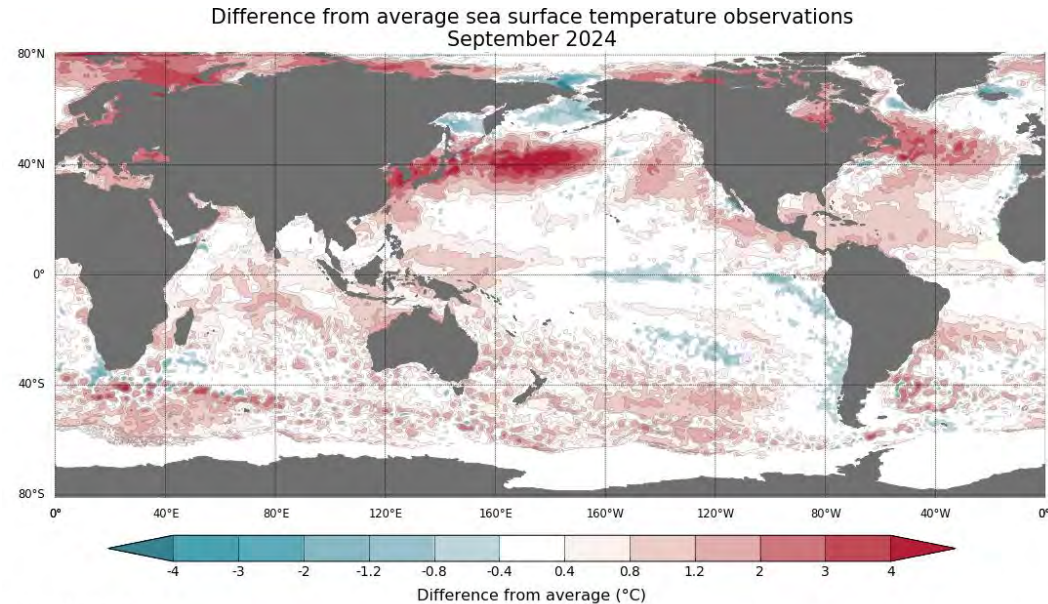
## Key climate outlook messages

- Warmer days and nights are likely across Queensland over the coming months – as the warmer months approach, there is an increased chance of unusually high temperatures and heatwaves for most of the state.
- At this stage, long-range forecasts are favouring average to above average rainfall across much of Queensland over the next few months.
- There are some indications that there could be a more active thunderstorm season across southern Queensland during spring to early summer.
- Tropical cyclone numbers are likely to be closer to average around Australia during the 2024-25 season, though there is a higher-than-average likelihood of severe tropical cyclones in the region.





# Current climate drivers

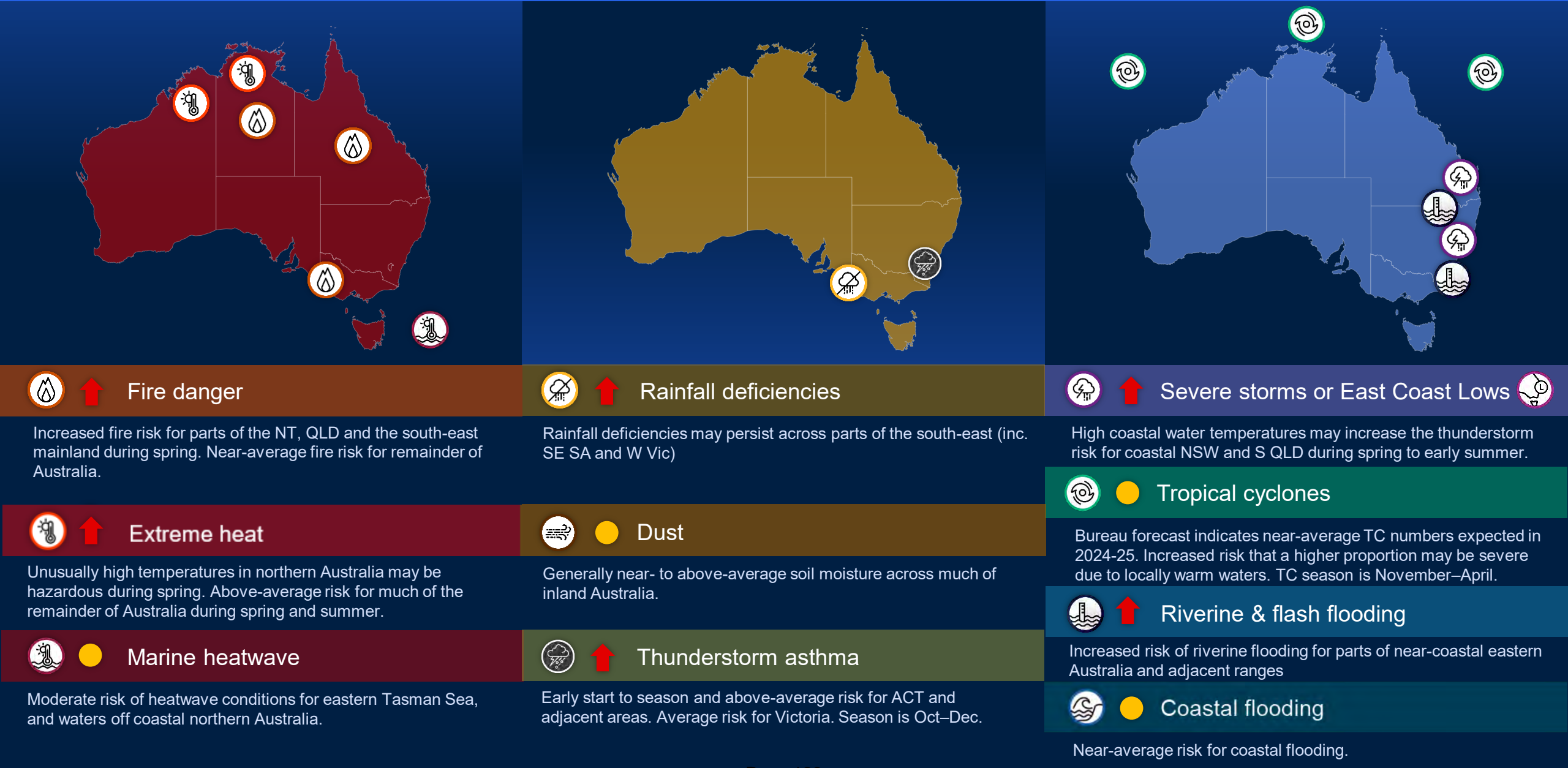


Data: GAMSSA SST  
Climatology baseline: 1991 to 2020  
© Commonwealth of Australia 2024, Australian Bureau of Meteorology

Monthly average: September 2024  
Created: 14/10/2024  
<http://www.bom.gov.au/climate>

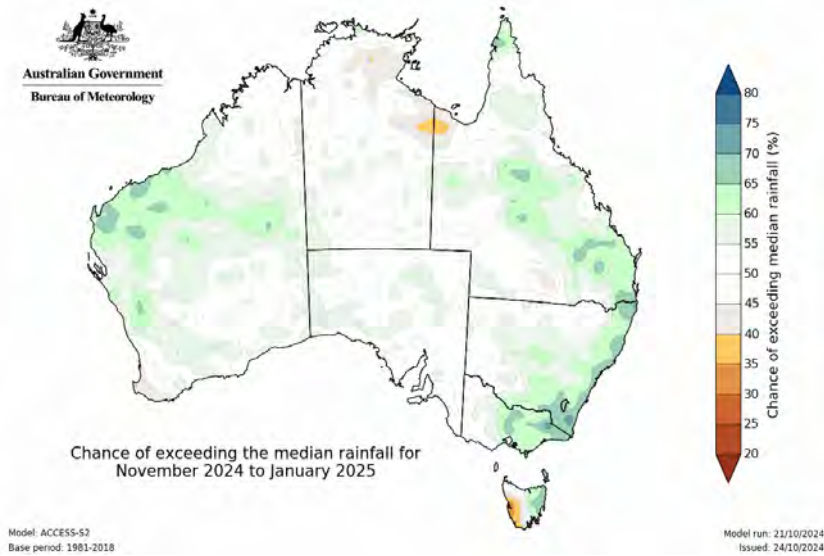
- The Bureau's El Niño Southern Oscillation (ENSO) Outlook remains at La Niña Watch.
- The chance of a La Niña event developing in the coming months has decreased compared to recent outlooks, though should a La Niña develop, it is forecast to be relatively weak and short-lived.
- Global sea surface temperatures remain at near-record levels. The sustained nature of this significant global ocean heat suggests that climate patterns such as ENSO may not necessarily behave or evolve as they have in the past.



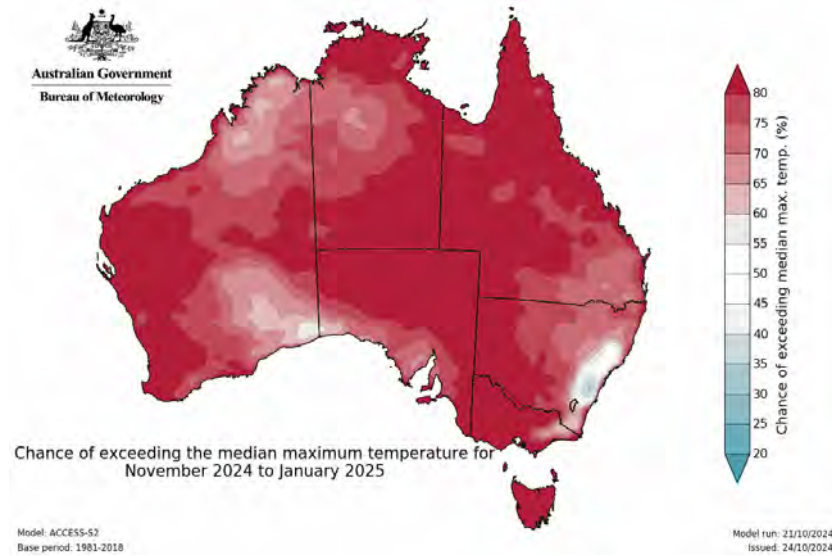


# November to January outlook

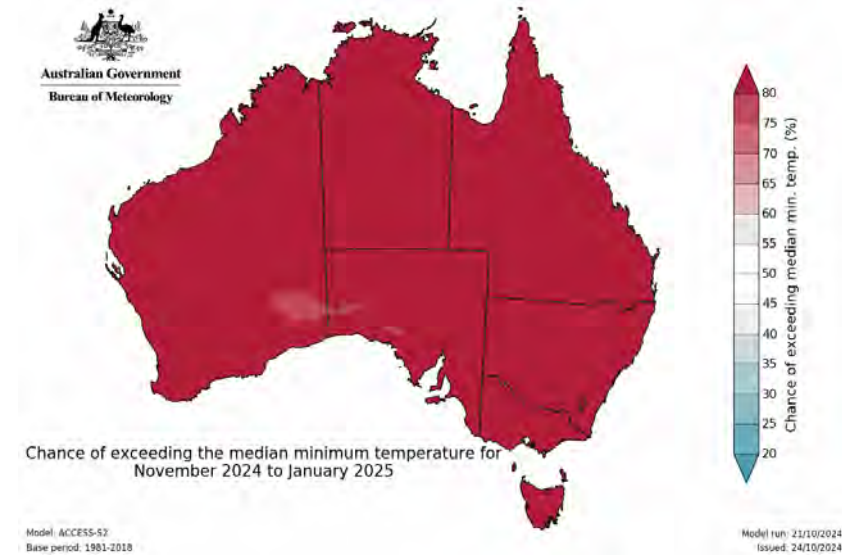
## Rainfall



## Maximum temperature



## Minimum temperature

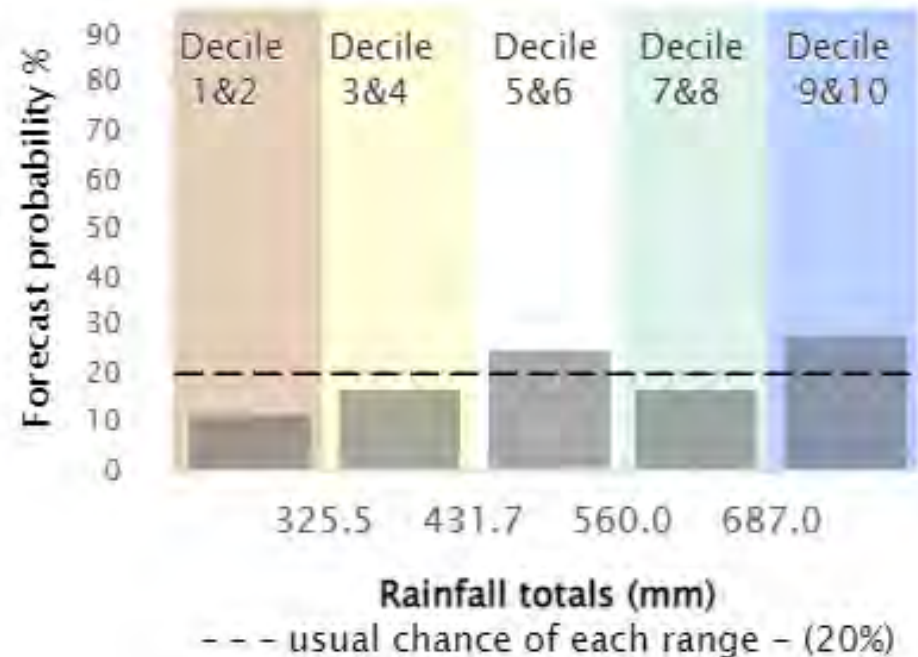




# November to January outlook

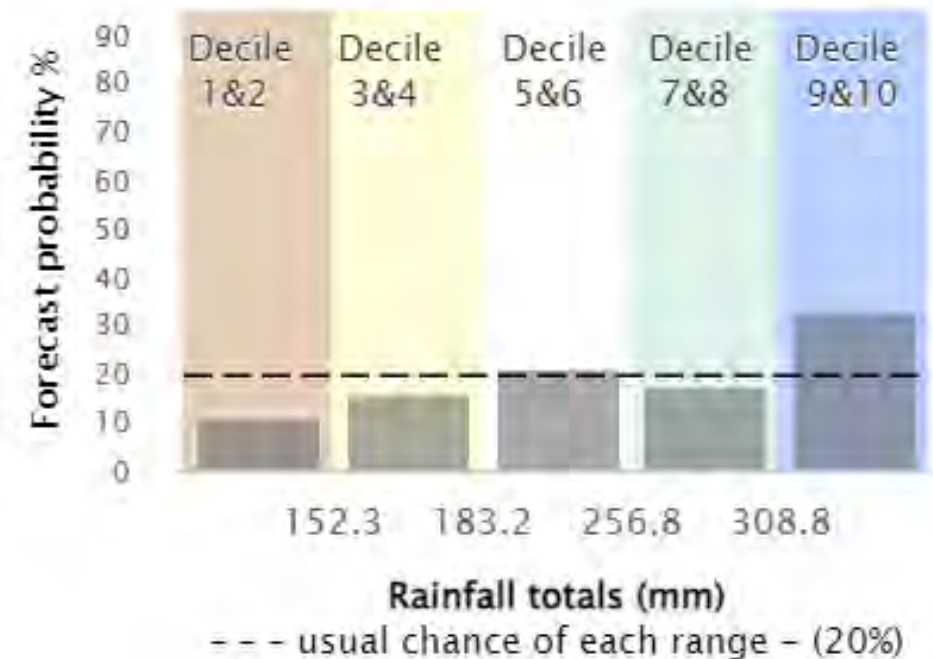
## Outlook for November to January at Carmila

Rainfall			
Historical median	509.7 mm		
Chance of unusually dry (< 325.5 mm)	12 %	☆☆☆	
Chance of above median (> 509.7 mm)	53 %	☆☆☆	
Chance of unusually wet (> 687.0 mm)	28 %	☆☆☆	



## Outlook for November to January at Clermont

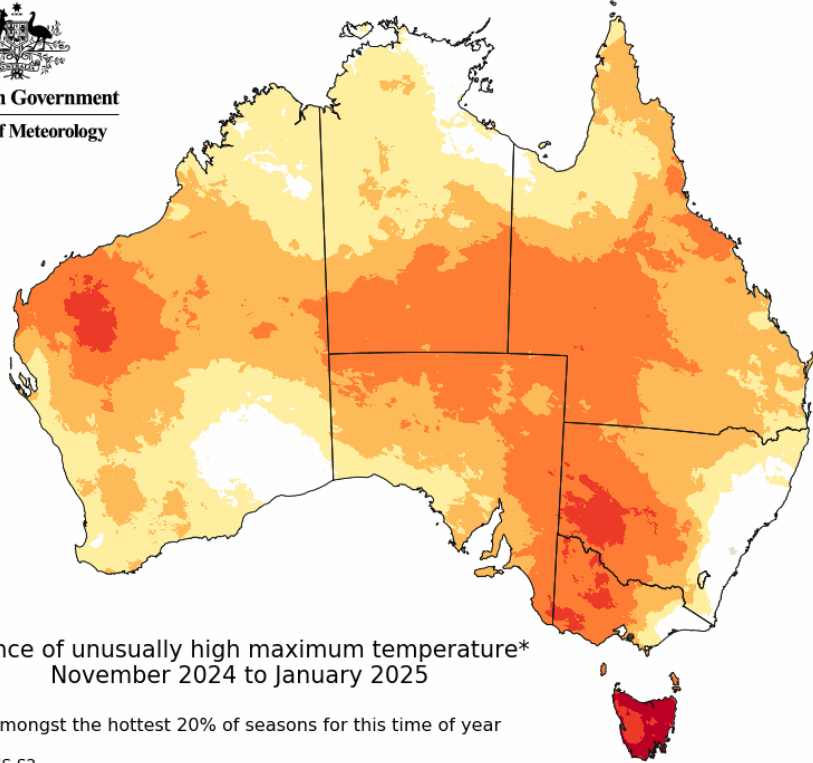
Rainfall			
Historical median	210.6 mm		
Chance of unusually dry (< 152.3 mm)	11 %	☆☆☆	
Chance of above median (> 210.6 mm)	57 %	☆☆☆	
Chance of unusually wet (> 308.8 mm)	33 %	☆☆☆	



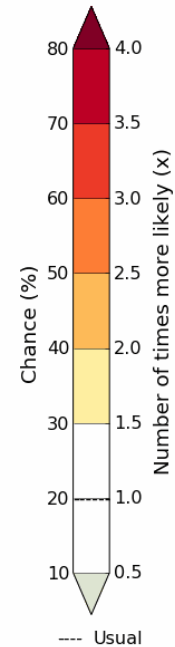
# November to January outlook – unusually warm/cool

## Unusually high maximum temperatures

Australian Government  
Bureau of Meteorology



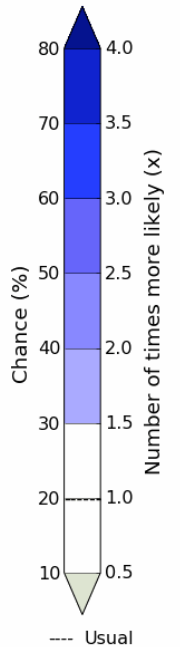
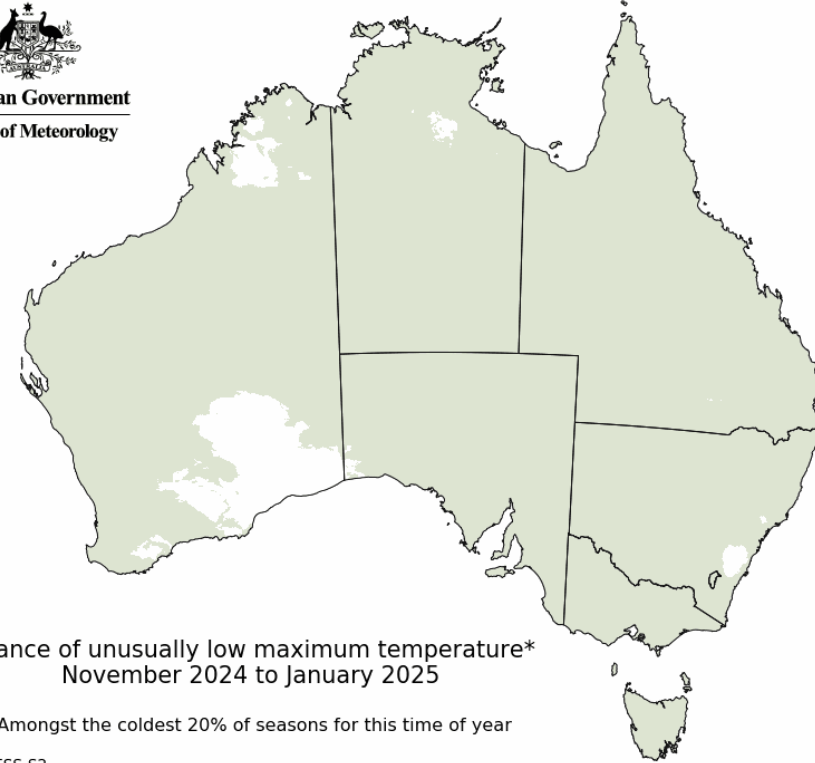
Model: ACCESS-S2  
Base period: 1981-2018



Model run: 28/10/2024  
Issued: 31/10/2024

## Unusually low maximum temperatures

Australian Government  
Bureau of Meteorology



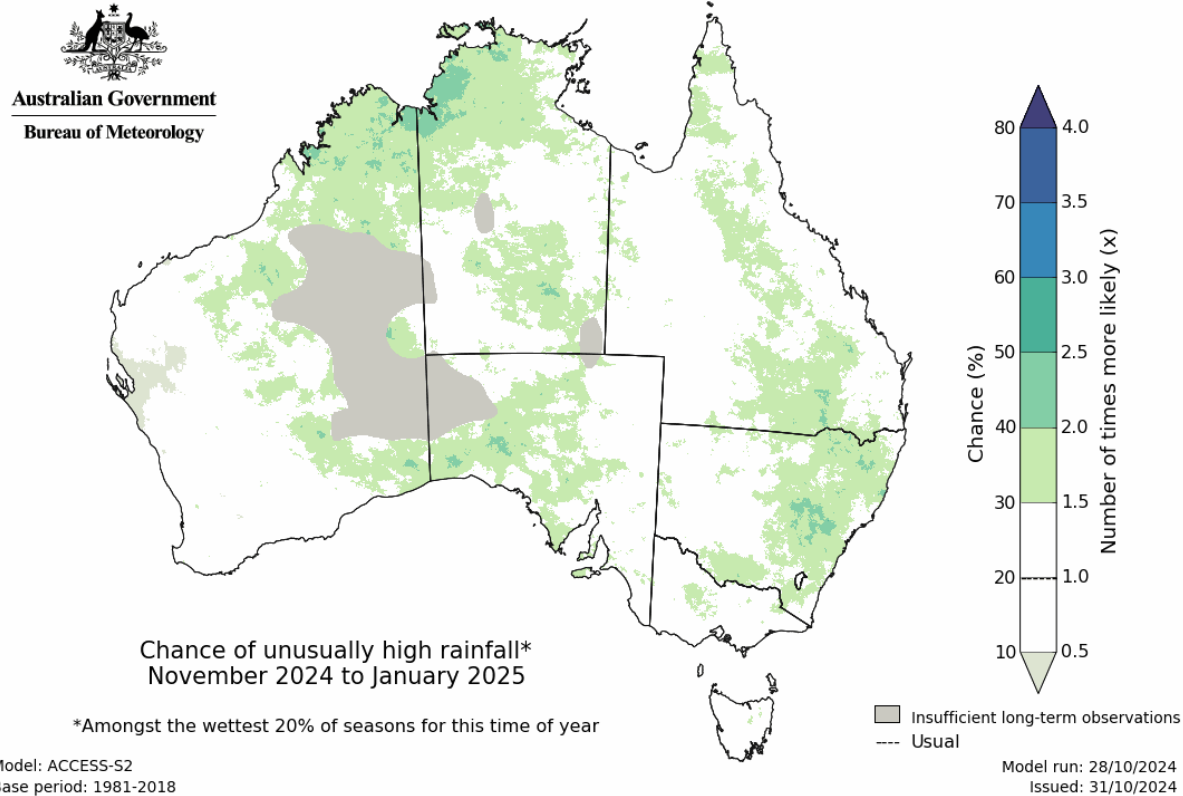
Model run: 28/10/2024  
Issued: 31/10/2024



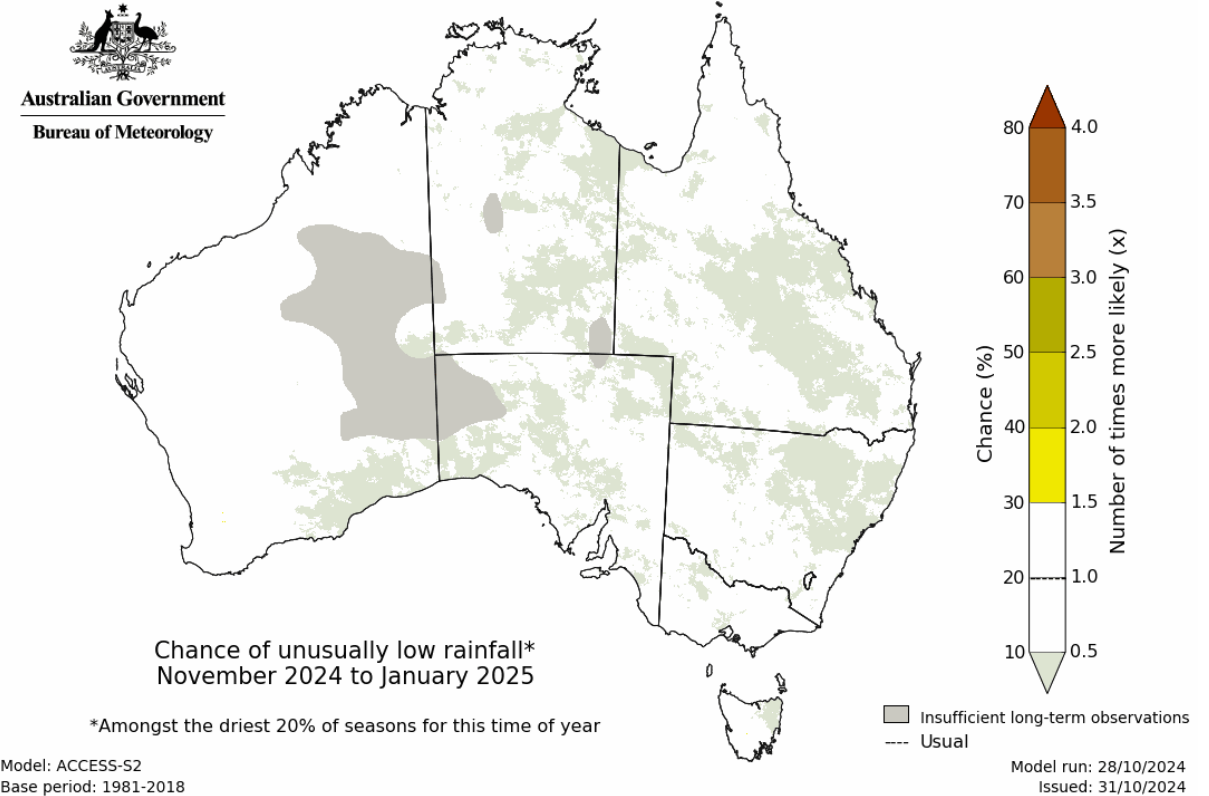


# November to January outlook – unusually wet/dry

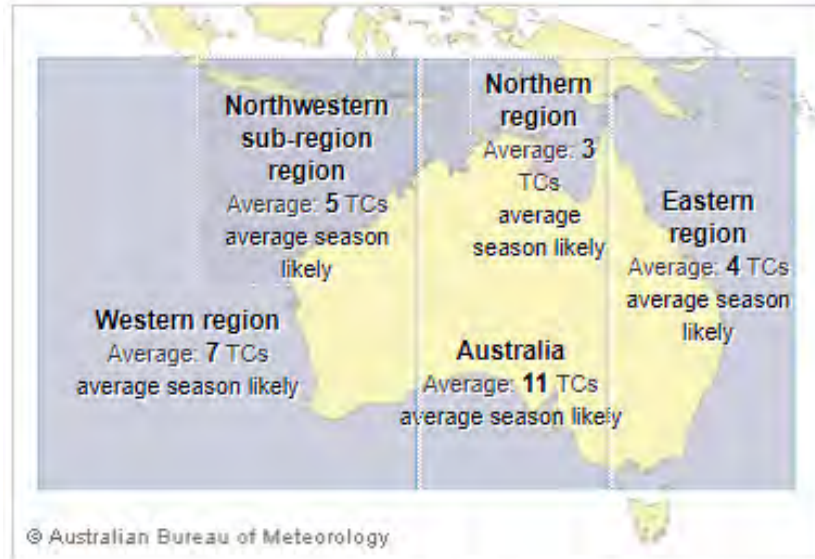
## Unusually high rainfall



## Unusually low rainfall



# Australian tropical cyclone season long-range forecast



Regional tropical cyclone forecast

Region	Long-term average number of tropical cyclones	Chance of less tropical cyclones
Australian	11	average season likely
Western	7	average season likely
Northwestern sub-region	5	average season likely
Eastern	4	average season likely
Northern	3	average season likely

Long-term average number of tropical cyclones, using data from the 1969–70 season to the most recent season.

- The 2024–25 Australian tropical cyclone season is expected to be like the long-term average, in which 11 tropical cyclones form in the Australian region, 4 of which cross the Australian coast.
- The likelihood of severe tropical cyclones is higher than average, because of the warmer than average ocean temperatures forecast for the Australian region in the coming months.
- Under the prevailing neutral climatic conditions, the first tropical cyclone to cross the Australian coast typically occurs in late December.





The Bureau  
of Meteorology

Thank you



# ISAAC REGIONAL COUNCIL

## FLOOD STUDIES UPDATE

Michael St Clair - Manager  
Liveability and Sustainability  
31 October 2024

[ISAAC.QLD.GOV.AU](http://ISAAC.QLD.GOV.AU)

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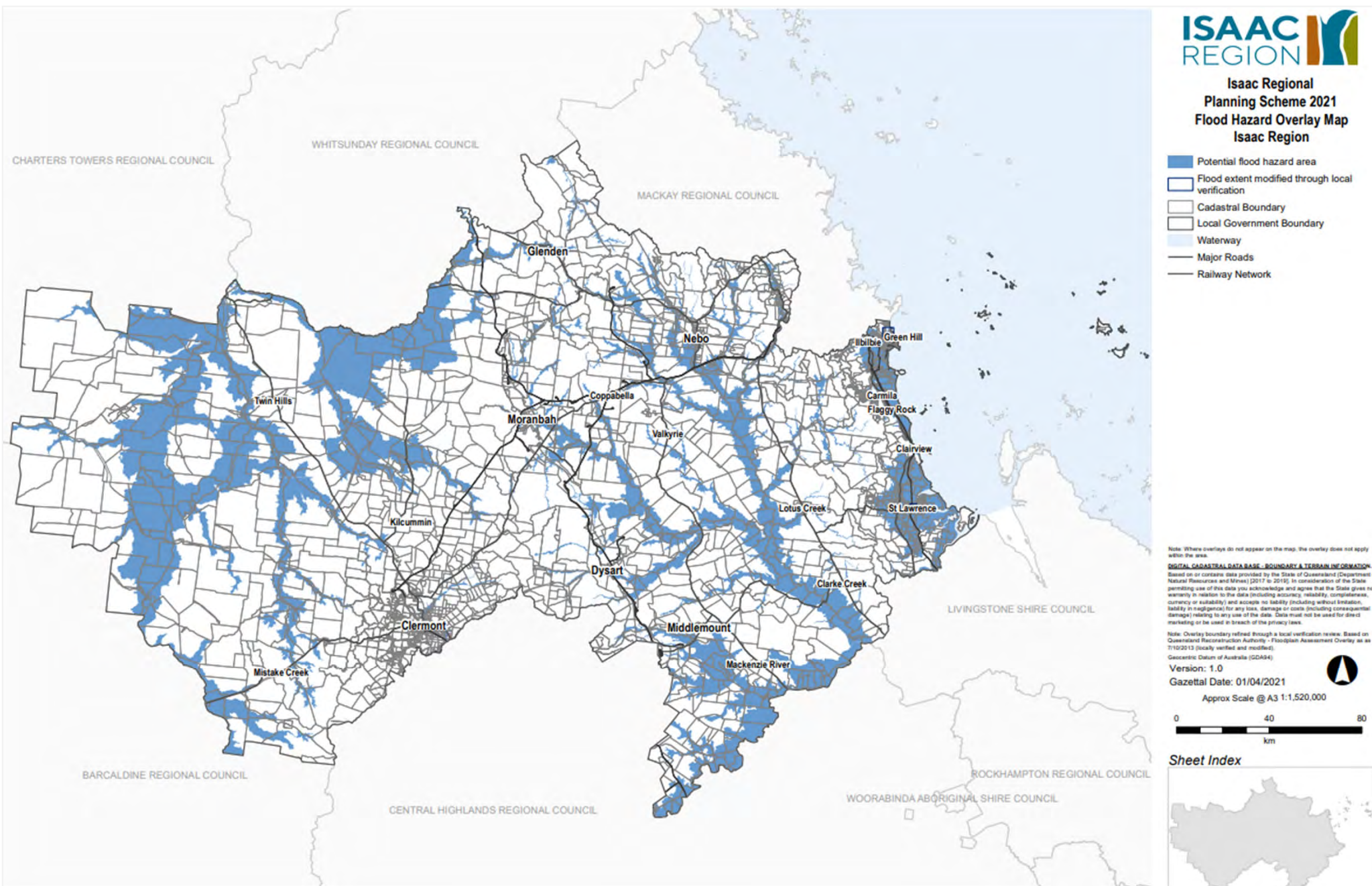


# BACKGROUND

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- Planning Scheme contains the 'Flood Hazard Overlay' which regulates development over sites located in a 'potential flood hazard area'
- Mapping relates to riverine (creek / river) flooding only and not coastal hazards (i.e. storm surge)
- Mapping aligns with State Planning Policy mapping which is based on the Qld Flood Plain Assessment of the 2011 flood event prepared by Qld Reconstruction Authority (QRA) in 2013.





Current flood overlay – whole region





# CURRENT FLOOD OVERLAY

- Mapping identifies land impacted by 1% Annual Expected Probability flood event (1 in 100 chance of flood event happening every year)
- Does not provide analysis of depth and velocity or risk rating
- In the context of development assessment, the mapping is used to identify areas which require further investigation during the development assessment process only.



# FLOOD MAPPING

- There are three levels of flood mapping:
  - Level 1 – State-wide flood mapping (current Planning Scheme)
  - Level 2 – Moderate mid-level study, producing basic hazard mapping
  - Level 3 – Comprehensive flood study, producing detailed hazard mapping (i.e. depth and velocity for multiple scenarios, peak flood levels, risk categorisation)
- The use of different levels of flood mapping should be fit for purpose. For example, Level 1 may be appropriate in rural locations with minimal population and growth, however Level 2 or 3 is preferred in urban area with existing or forecast growth.

Settlement context	Expected level of growth		
	None to very low	Low	Medium-high
Regional landscape low-intensity rural	Level 1	Level 1	N/A
Intensive rural production areas including large-scale irrigation development	Level 1	Level 2	Level 2
Low-density rural towns and settlements	Level 1	Level 2	Level 3
Urban areas (existing or known future)	Level 2	Level 3	Level 3
Industry or infrastructure of regional or state significance (e.g. mines, state development areas)	Level 3	Level 3	Level 3

# FLOOD MAPPING

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- Council has recently finalised the development of multiple Flood Studies
- Level 3 mapping for all flood affected urban areas to provide information such as depth, velocity, multiple flood scenarios and probabilities.
- Rural areas outside of the Flood Studies will remain as Level 1 Mapping.

## Why are we doing this?

- *Understand and manage existing and residual risks* - improved public safety and disaster management outcomes.
- *Avoiding new and future risks* - More efficient development assessment processes and improved strategic planning and infrastructure outcomes
- *Align Council with best practice flood planning standards.*



# CURRENT FLOOD STUDIES



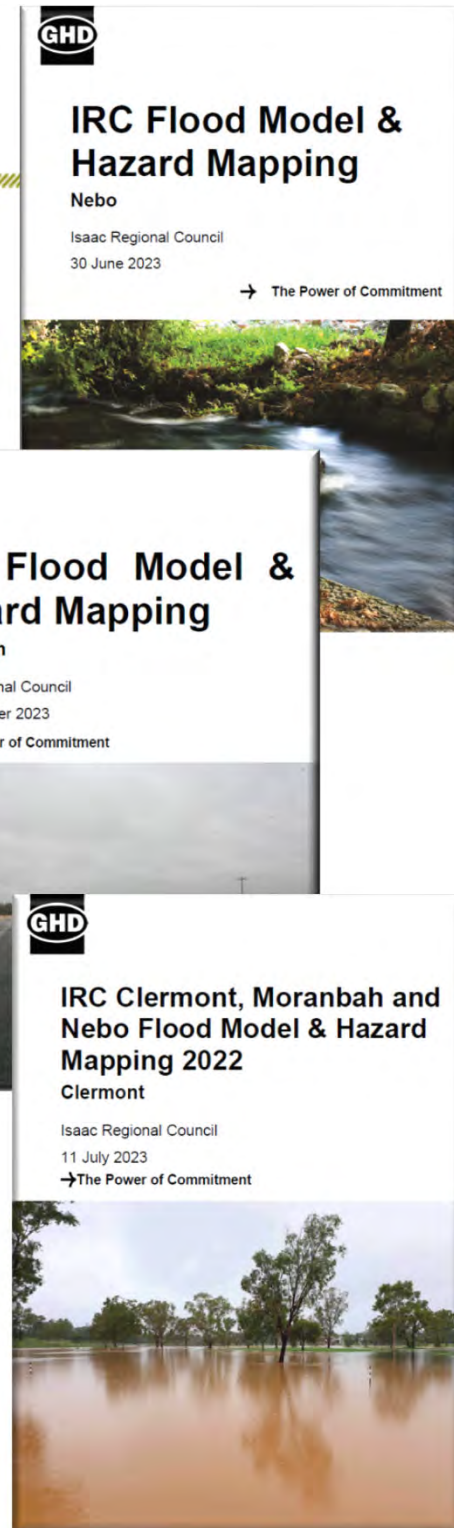


# FLOOD STUDIES

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## Clermont, Moranbah and Nebo Flood Model and Hazard Mapping

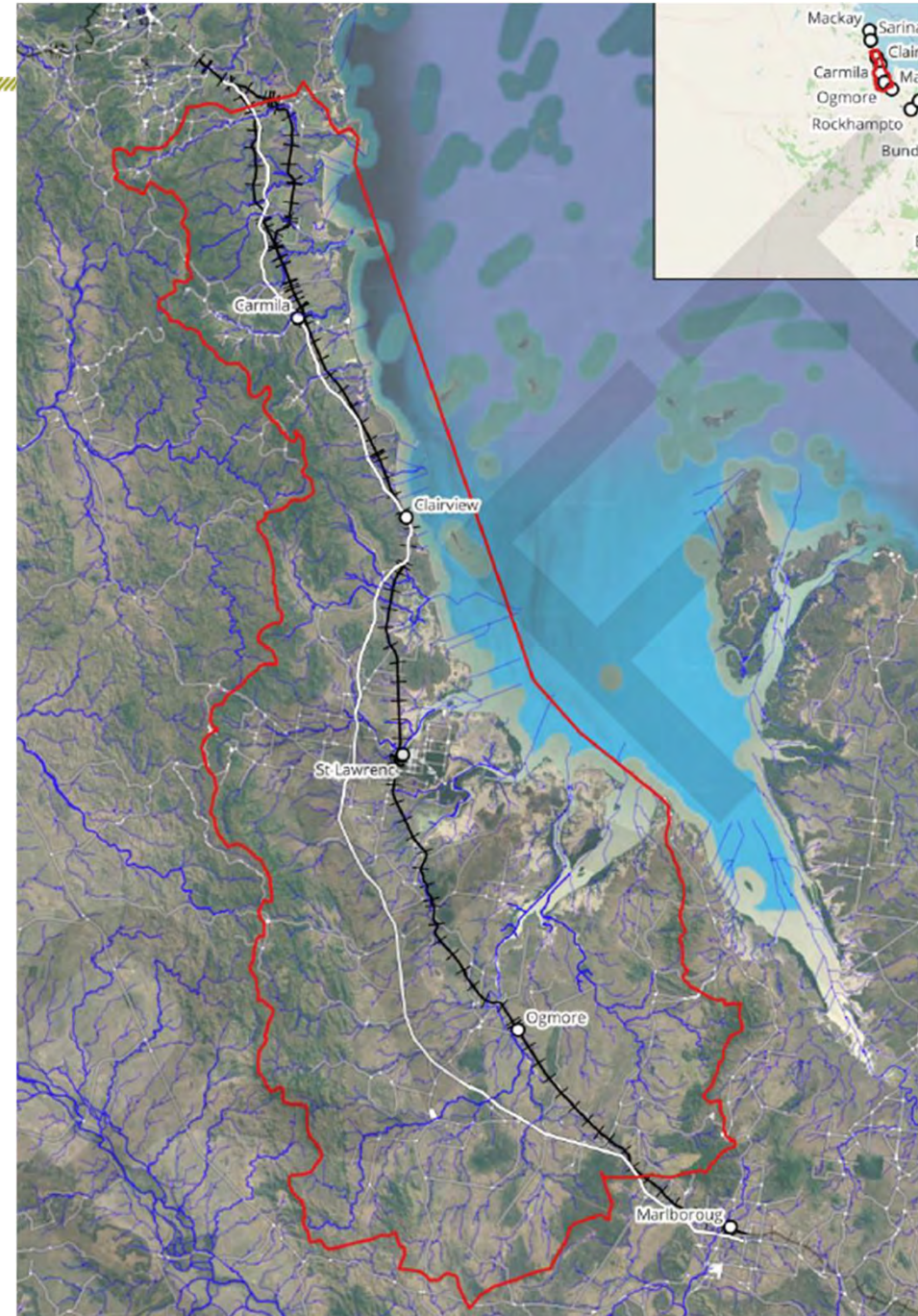
- Updates of existing flood studies to incorporate latest available data and standards
- Undertaken by GHD and partly funded by State Government
- Flood study completed for Clermont, Moranbah, and Nebo at Level 3 mapping standard in late 2023.



# FLOOD STUDIES

## Styx River to Plane Creek (South) Flood Study

- Kellogg Brown and Root Pty Ltd engaged to prepare study to deliver Level 3 mapping
- Includes Clairview case study to provide analysis of drainage paths (Highway, Railway, Local Roads) with a view to improve flood immunity.
- Completed in June 2024

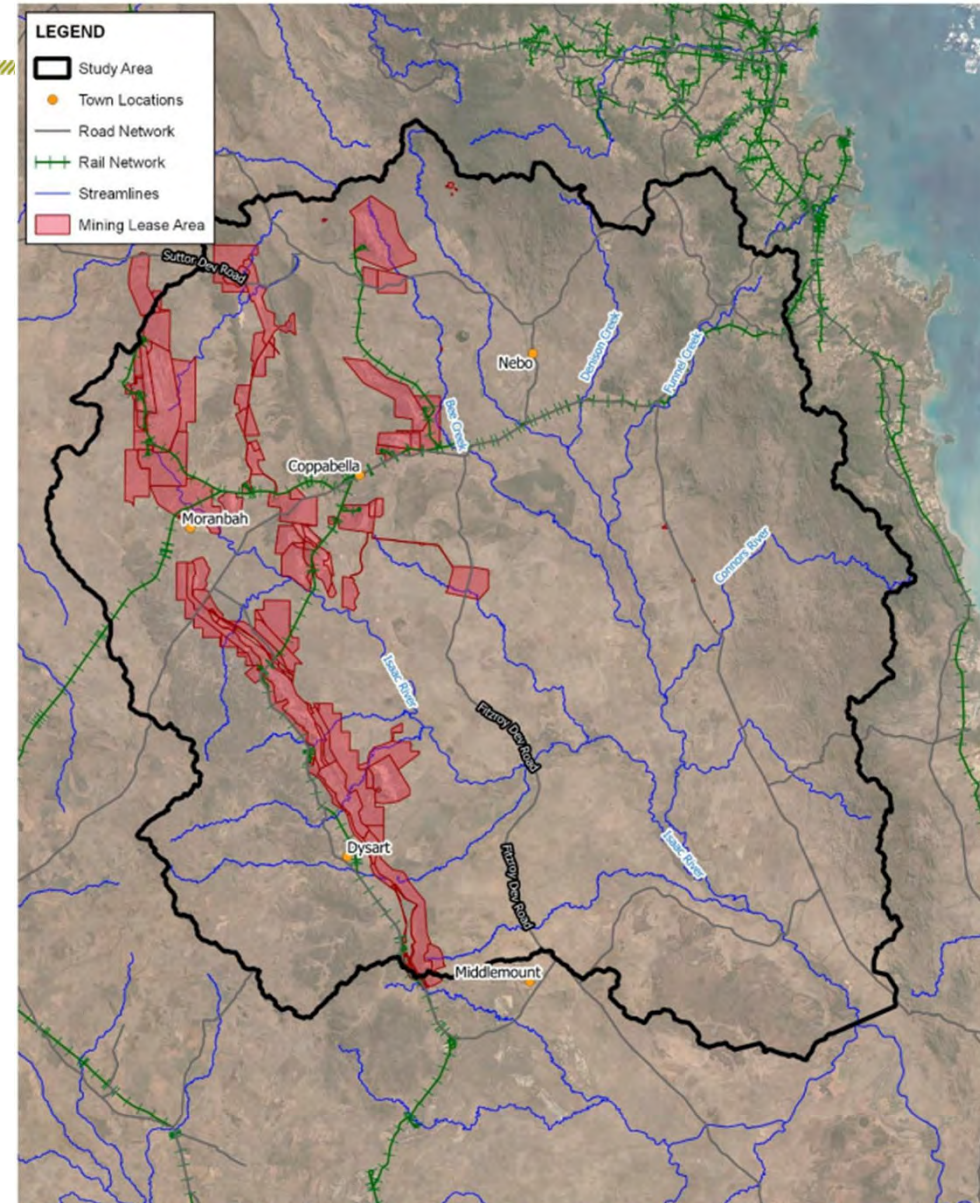




# FLOOD STUDIES

## Isaac River Flood Study

- Kellogg Brown and Root Pty Ltd engaged by CHRC to prepare study to deliver Level 3 mapping.
- Funded by IRC, CHRC and QRA
- Originated post TC Debbie to address flood gaps in Isaac and Central Highlands. Catchment contains significant tributaries including Connors River, Lotus Creek, Bee Creek and Funnel Creek.
- Completed in July 2021

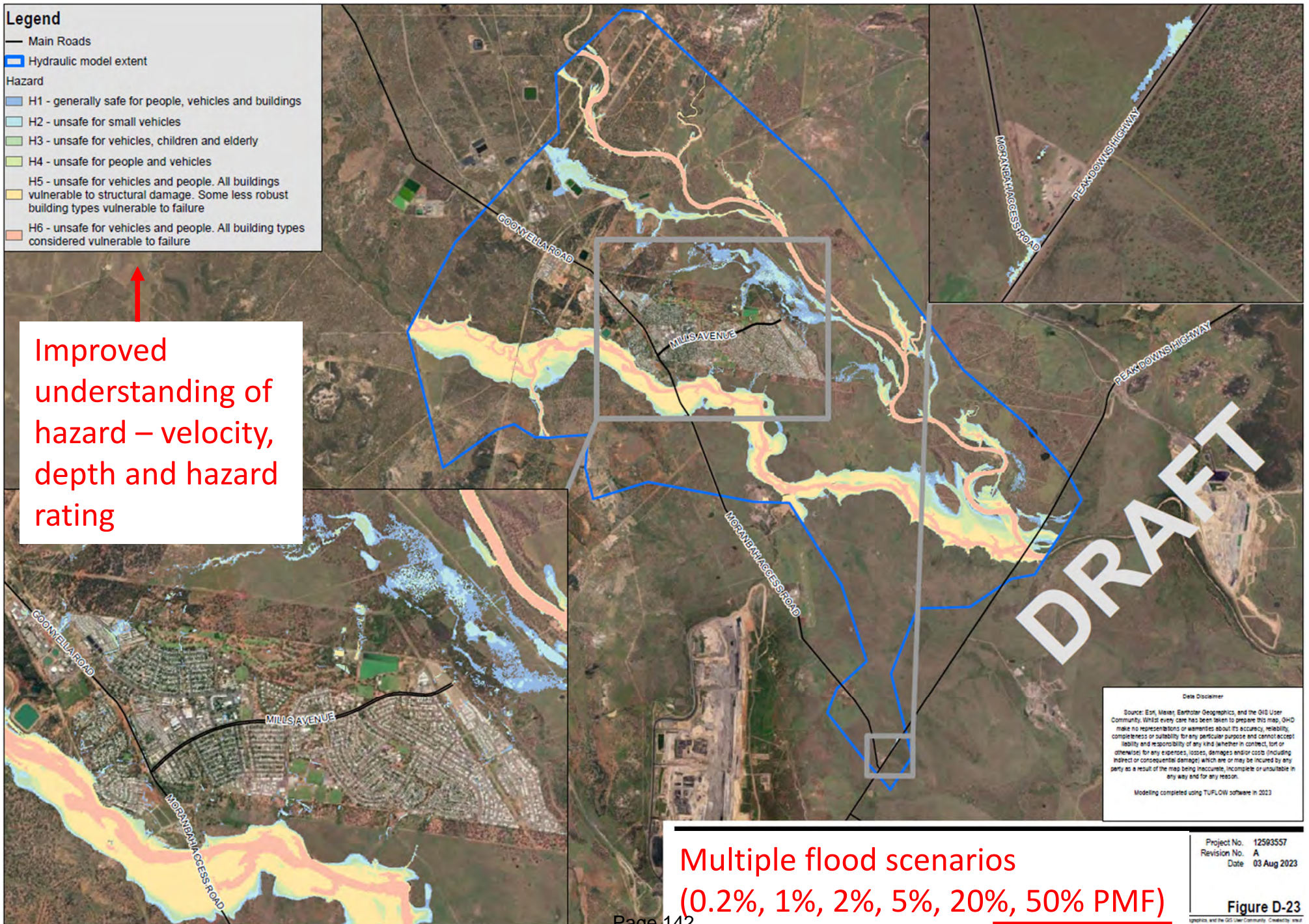


Level 3 mapping allows us to go from this:

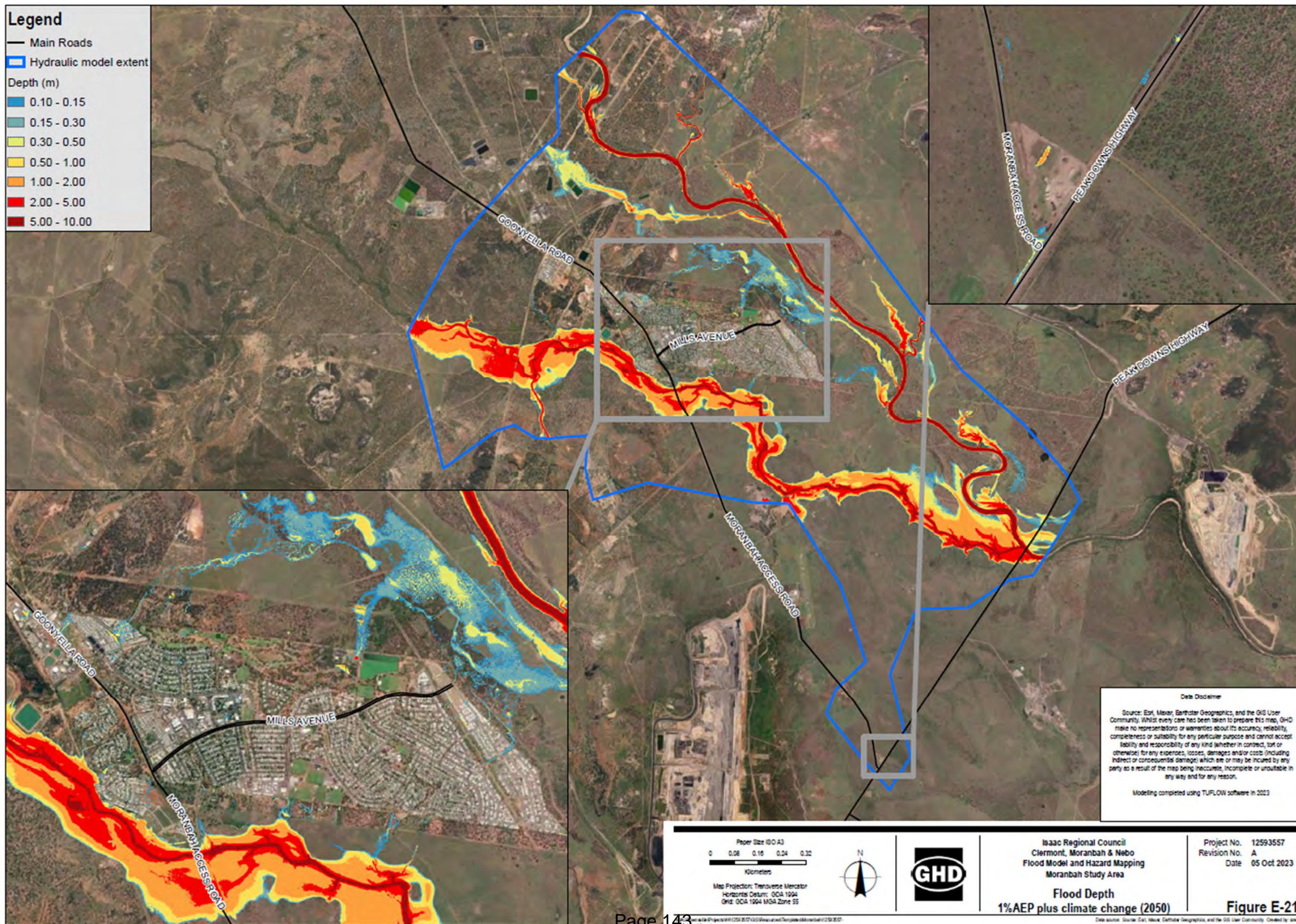




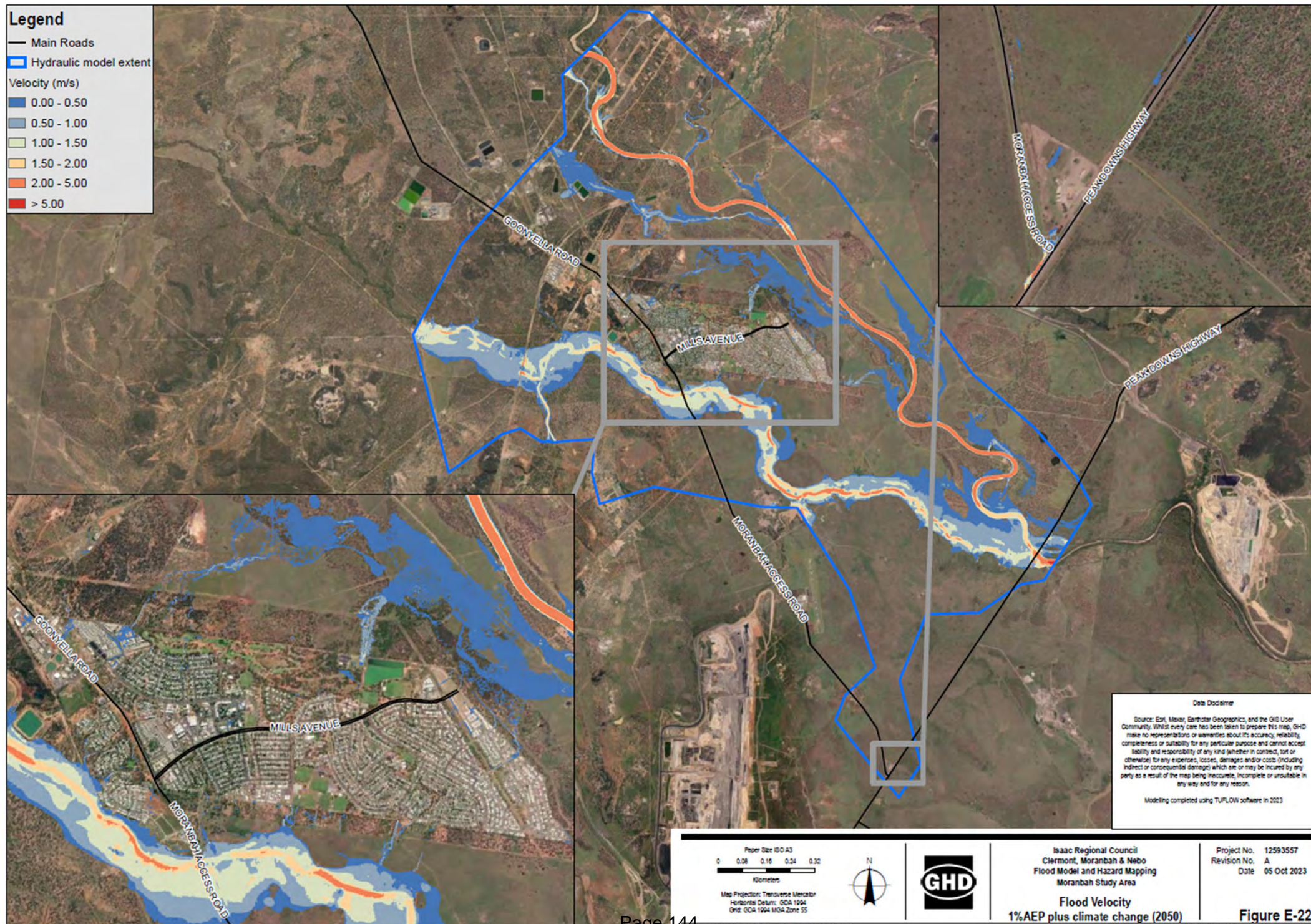
To this:





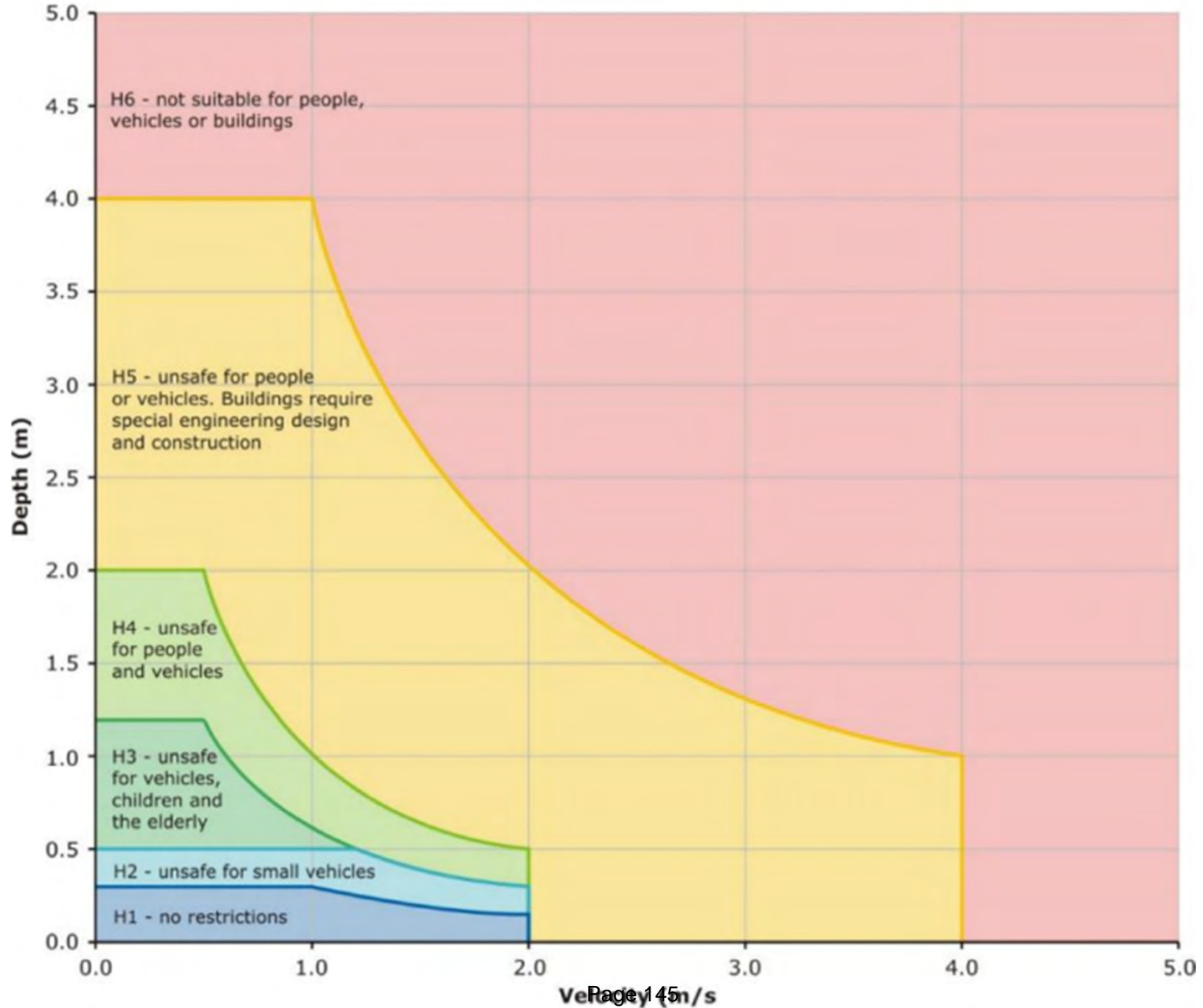








# Industry best practice hazard identification





# NEXT STEPS



# NEXT STEPS

1. Incorporate flood study mapping in Planning Scheme to replace existing flood hazard overlay mapping – in accordance with Planning Act requirements.
2. Prepare processes and systems to make information available for the public and internal uses.
  - Development and building purposes
  - Infrastructure planning
  - Disaster preparedness
3. Additional grant funding (\$250k) received for Upper Nogoia and Mackenzie River Flood Study – to be progressed in 2025.



# THANK YOU AND QUESTIONS





# Disaster season presentation 2024

Department of Treaty, Aboriginal and Torres Strait  
Islander Partnerships, Communities and the Arts



# How is the recovery response decided?

- Every disaster and the impacts of a disaster on a community is different.
- The response phase of disaster operations focuses on saving lives, protecting property, and making an affected area safe.
- Disaster impacts on communities can be long-term and complicated.



Loss of life



Injury



Health



Mental health/wellbeing



Damage to housing



Financial impact



Material losses



Family separation



Disruption to education



Impact to employment prospects



Changes to community dynamics



Changes to environment



## Human and social recovery

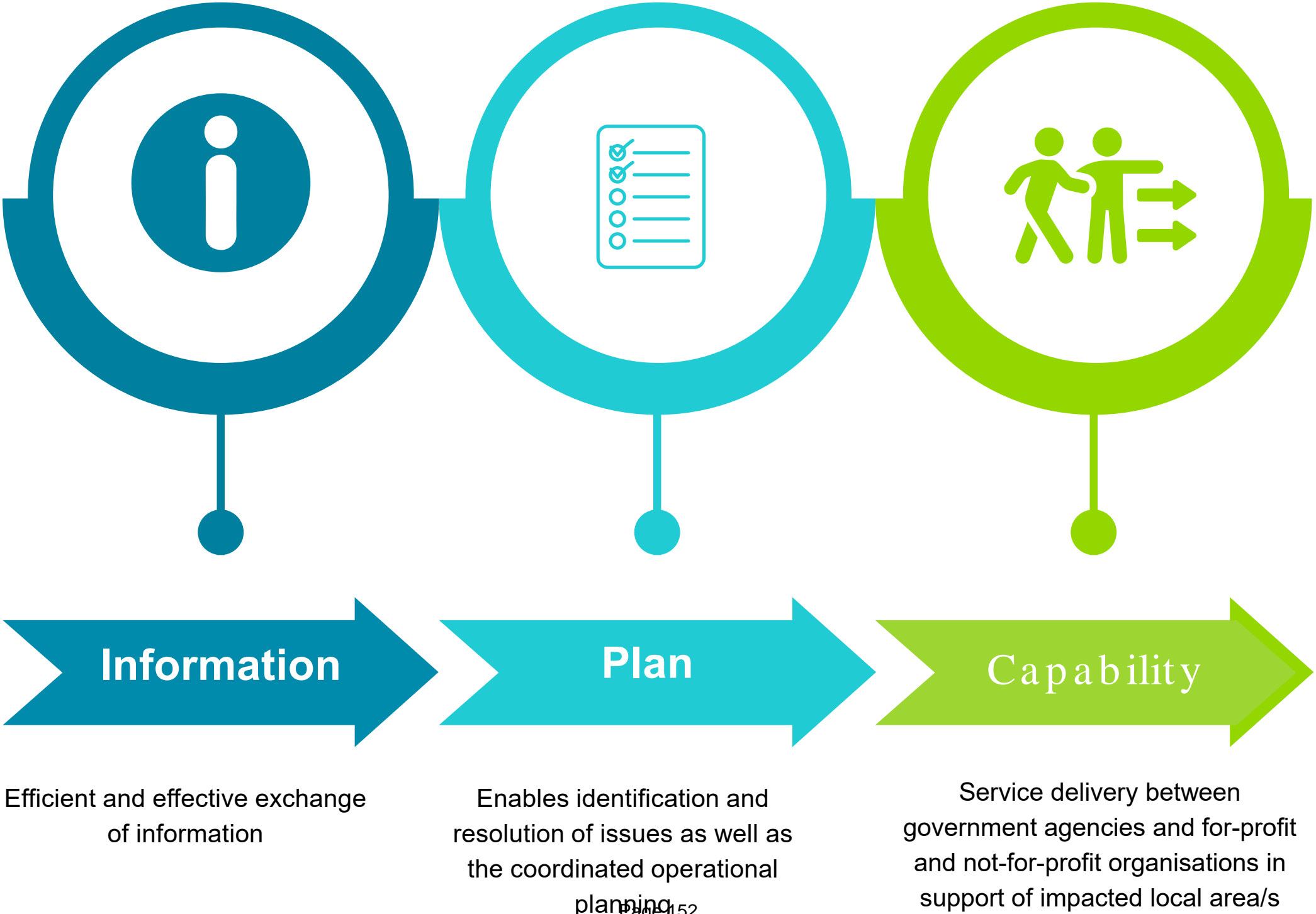
The Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts is the functional lead agency for human and social recovery commonly known as **Community Recovery**.

Our department coordinates Community Recovery services to assist disaster-affected people, including emotional, social, and psychological health and wellbeing of individuals, material aid, financial assistance and referral services to communities following a disaster.



# District Human and Social Recovery and Resilience Group

The District Human and Social Recovery and Resilience Group (DHSRRG) is a subgroup of the District Disaster Management Group, which includes Local Government Agencies and key government agencies. The group is a mechanism for local groups to raise issues in relation to human social recovery for district coordination, or for escalation to the State Human Social Recovery Group.





# A Guide for Local Councils: How to activate Community Recovery assistance

## Prior to a disaster

The council/Local Disaster Management Group (LDMG) are encouraged to have their Local Human and Social Recovery Sub-Group (LHSRG) or Local Recovery Resilience Group (LRG) convene a meeting of local organisations that may contribute to human and social recovery services.

The group should:

- assess its capacity to respond to human and social recovery needs and identify thresholds at which district-level assistance would be required
- identify gaps and any capacity of local service providers to assist.

## After a disaster

Once the LDMG is at “Stand Up”, the Local Recovery Coordinator (LRC) is appointed, the LHSRG or LRG should be convened within 24 hours post event to assess local capacity and supports required to meet the needs of the community.

The assessment by the LHSRG/LRG should be incorporated as a part of the evidence provided by the LDMG when requesting to activate community recovery assistance.





# Community Recovery Grants

Personal Hardship Assistance Scheme grants can be activated through the jointly-funded Commonwealth-State Disaster Recovery Funding Arrangements (DRFA) for people experiencing hardship as a result of a disaster event. Grants include:



## Emergency Hardship Assistance

\$180 per person (up to \$900 for a family of five or more) for people who are unable to meet their immediate essential needs for temporary accommodation, food, essential clothing and medication.



## Essential Services Hardship Assistance

\$150 per person (up to \$750 for a family of five or more) for people who have experienced the loss of one or more essential services for more than five days.



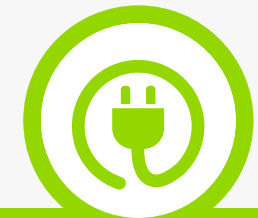
## Essential Household Contents Grant

one-off payment as a contribution towards replacing or repairing essential household contents. Up to \$1,765 for single adults and up to \$5,300 for couples/families.



## Structural Assistance Grant

Up to \$80,000 to support eligible low-income homeowner/occupiers who are uninsured, or unable to claim insurance, and who meet the income threshold. The SAG is a contribution towards repairs to their home to make it secure and safe. A home may include a caravan or vessel.



## Essential Services Safety and Reconnection Scheme

A grant to help owner/occupied households reconnect essential services that were damaged by a disaster. Up to \$200 towards a safety inspection for each essential service needing reconnection (electricity, gas, water and sewerage or septic system) and up to \$4,200 towards repair work to enable essential services to be reconnected (for example, electrical rewiring).

# Accessing assistance



## Online

The Community Recovery Portal will be activated and available to impacted members of the community following a disaster. It allows people to apply online for financial assistance, determine an applicant's eligibility, verify their identity and transfer funds directly to their nominated bank account. Applicants can also request additional support services. [www.qld.gov.au/DisasterHelp](http://www.qld.gov.au/DisasterHelp)



## Over the phone

People can call the Community Recovery Hotline and be assessed for financial assistance and request support services over the phone.

Call the Community Recovery Hotline on **1800 173 349**.



## In person

A hub is a physical location where the community can go to access a range of recovery information and services from the government (e.g., financial assistance) and NGOs (e.g., emotional wellbeing and support services). The sourcing and establishment of recovery hubs is in consultation with local councils, Neighbourhood Centres and members of the District Human Social Recovery Group.





# Recovery hubs

Our department will collaborate with the LDMG about establishing recovery hubs to provide support, relief and early recovery services for disaster affected individuals by:

- providing direct provision of government and non-government information and services in one easy to access location
- accelerating the administration of government processes and services
- engaging recovery workers who understand the context of the disaster and the effects on individuals, households and communities.

Our department will also engage with other government agencies and engage non-government organisations to ensure that relevant information and services are accessible at the recovery hub.



# Stages of recovery

Recovery is a complex developmental process that can take many years.

Recovery operations are undertaken across three stages, as outlined in *Figure 1*, noting there is a transition component to each stage.

It is important to know that not all individuals, communities or recovery groups go through the same stage of recovery at the same time, nor transition at the same rate. Some communities can be recovering from multiple overlapping events at any time.



Figure 1: Stages of recovery.



# Effective recovery

Supporting the National Principles for Disaster Recovery, the Australian Disaster Recovery Framework has identified key characteristics of successful recovery. Queensland has combined some of these characteristics and suggests they be considered when developing, implementing and reviewing recovery sub-plans and recovery programs.

Our role in supporting communities to a successful recovery can include: additional funding to Neighbourhood Community Centres, appointment of Transition Lead roles and funding of Community Recovery Officers.



# Questions?

## Contact details:

-  Chantal Devereaux-Larkin, Regional Delivery and NGO Partnership Manager
-  [chantal.devereaux-larkin@chde.qld.gov.au](mailto:chantal.devereaux-larkin@chde.qld.gov.au)
-  0477 762 624

# ISAAC LOCAL DISASTER MANAGEMENT PLAN

Style Definition: Heading 3

Presented by: Local Disaster Management Group

Adopted: 13 July 2023

Resolution No:

Current as at: 13 July 2023



ISAAC.QLD.GOV.AU ISAAC REGIONAL COUNCIL ABN 39 274 142 600

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2024 review

#### FIRST NATIONS ACKNOWLEDGEMENT

Isaac Regional Council acknowledges the Koinjmal, Widi, Birriah, Barada Kabalbara Yetimarala, Jangga, Barada Barna, Wangan and Jagalingou peoples as the Traditional Owners of the lands and waterways throughout the Isaac region and their enduring cultural connection to country and community. We pay our respects to elders past, present and emerging for they hold the stories, culture and traditions of Aboriginal and Torres Strait Island People.



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## FOREWORD

This Local Disaster Management Plan (LDMP) has been prepared to assist the Isaac Local Disaster Management Group (LDMG). The LDMP is designed to detail the preparation of mitigation measures to protect the community and community assets by the Prevention of, Preparedness for, Response to and Recovery from one or a combination of the potential disasters which may impact and ~~ea~~ffect all or parts of the Isaac Region.

To assist in the above process, the Isaac LDMG has prepared specific Sub Plans to address the many facets of Disaster Management likely to arise as a result of activation of the LDMG prior to any disaster impacting the Isaac Region.

In accordance with the Queensland Disaster Management Guidelines and s59 of the *Disaster Management Act 2003*, the LDC and the Isaac LDMG may review or renew the plan when appropriate however, the effectiveness of the plan must be tested and reviewed annually. This plan will be tested to ensure currency of information and familiarity of members of the LDMG with the plan, to ensure disaster management arrangements within the Isaac Regional are effective.

## PLAN ENDORSEMENT

The preparation of this LDMP has been undertaken in accordance with the *Disaster Management Act 2003* (the Act) and the Queensland State Disaster Management Plan to provide for effective disaster management in the Isaac Region.

**Cr Mayor ~~Anne Baker~~Kelly Ve a Ve a**

**Chair of Local Disaster Management Group**

**Isaac Regional Council**

Sign \_\_\_\_\_

Date \_\_\_\_\_

**Darren Fettell**

**Local Disaster Coordinator**

**Isaac Regional Council**

Sign \_\_\_\_\_

Date \_\_\_\_\_

**Graeme Paine**

**District Disaster Coordinator**

**Queensland Police Service – Mackay Police District**

Sign \_\_\_\_\_

Date \_\_\_\_\_

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## DOCUMENT CONTROL

### AMENDMENT CONTROL

This LDMP is a controlled document. The controller of the document is the Isaac Local Disaster Coordinator. Any proposed amendments to this plan should be forwarded by email to [ldcc.isaac@isaac.qld.gov.au](mailto:ldcc.isaac@isaac.qld.gov.au) or in writing to:

Local Disaster Coordinator  
C/- Isaac Regional Council  
PO BOX 97  
Moranbah QLD 4744

Any changes to the intent or content of the document must be approved and endorsed by the LDMG and as per endorsement above. An amendment register will be maintained below.

### AMENDMENT REGISTER

VERSION	DATE	AMENDMENT	PLAN UPDATED
V 14	November 2021	LDC & team	Review by LDMG, with endorsement from LDMG on 25 November 2021.
V 15	September 2022	LDC & team	Review by LDMG, with endorsement from LDMG on 10 November 2022.
V16	July 2023	LDC & team	Review by the LDMG, with endorsement from LDMG on 13 July 2023,
	<del>October 2023</del> August 2024	<a href="#">LDC &amp; team</a>	<a href="#">Commenced review for 2024</a>

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## DISTRIBUTION

Distribution of the plan complies with Section 60 of the *Disaster Management Act 2003* which requires the LDMP to be available for inspection, free of charge, to members of the public.

Electronic copies of the plan shall also be made available to the public on Isaac Regional Council's website.

A full and complete copy of the plan will be distributed in accordance with this list.

POSITION	AGENCY
Chairperson Isaac LDMG	Isaac Regional Council
Deputy Chairperson Isaac LDMG	Isaac Regional Council
Chief Executive Officer	Isaac Regional Council
Local Disaster Coordinator	Isaac Regional Council
Deputy Local Disaster Coordinator	Isaac Regional Council
Local Recovery Coordinator	Isaac Regional Council
Isaac Public Website (external)	Isaac Regional Council
Isaac Staff Intranet (internal)	Isaac Regional Council
Customer Service Counters (hardcopy)	Isaac Regional Council
Isaac Local Disaster Management Group	Isaac Membership
Isaac Local Disaster Coordination Centre Staff	Isaac Regional Council
Community Advisory Sub Group Members	Various

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POSITION	COPY
<u>LDMG Chair/Deputy</u>	<u>Electronic and Hard Copy</u>
<u>Local Disaster Coordinator</u>	<u>Electronic and Hard Copy</u>
<u>LDMG Executive Group</u>	<u>Electronic copy</u>
<u>LDMG Members</u>	<u>Electronic copy</u>
<u>LDMG Advisory Members</u>	<u>Electronic copy</u>
<u>Isaac Regional Council Website</u>	<u>Uploaded to Website</u>
<u>DDMG DDC/XO</u>	<u>Electronic copy</u>
<u>Community Advisory Sub Group Members</u>	<u>Electronic copy</u>
<u>LDCC staff</u>	<u>Electronic copy</u>

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## PURPOSE

The LDMP details the arrangements within the Isaac Regional Council area to plan and coordinate capability in disaster management and disaster operations. Striving to safeguard people, property and the environment from disaster impacts in line with the objectives set out in the [Queensland Disaster Management 2016 Strategic Policy Statement](#).

The main direct threats to the Isaac Region have been identified as a mixture of ~~naturally occurring~~ weather events (e.g., cyclones, storms) or disasters that occur following a weather event (e.g., fires, storm surges, storm tides and flooding). Due to the nature of the economy and the industries supporting it, there are increased chances of ~~manmade-human-caused~~ disasters, such as hazardous material accidents, animal disease management or major transport accident (road, rail or air) that exceeds the capacity of hazard specific agencies to manage.

Other identified hazards that are less likely to occur, but still require planning, include earthquakes, tsunamis, landslides, epidemics/pandemics, and terrorism. Further, the failure of critical infrastructure, such as electricity, communications or water and sewerage infrastructure are also factored into disaster management planning.

The Isaac LDMG is responsible for developing hazard specific plans that effectively manage disaster across a range of priorities, often with opposing events occurring in various locations of the region.

The Isaac LDMG approach is to use a comprehensive, all agencies, all hazards approach that reflects management of risks, effective planning, a scalable structure, and a continuous improvement philosophy.

## SCOPE

This plan details arrangements necessary to undertake disaster management within the Local Government Area of Isaac Regional Council.

## OBJECTIVES OF THE PLAN

The key objective is to implement effective disaster management strategies and local operational arrangements. Local area capability and leadership is recognised as the frontline for successful disaster management.

## PRIMARY OBJECTIVES INCLUDE

To assess risk to the community:

- To preserve lives and keep residents and visitors to the Isaac region as safe as possible from disasters.
- Ensure there is a clear and consistent approach to disaster management and response across the Isaac region and one which aligns with State requirements.
- Protect essential services and infrastructure during an event.
- Collaboratively work with District and State disaster support groups and State agencies during events.
- During normal times, undertake planning and source effective investment into disaster prevention and mitigation activities and works that will build and improve community resilience.
- The development, review, and assessment of effective disaster management for the Isaac region, including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
- An all-agencies approach which recognises ~~that~~ the development, implementation and monitoring of priorities for disaster management for the local government area.

- Compliance with the Queensland Disaster Management Committee (QDMC) the Strategic Policy Statement; the State Disaster Management Plan; the Local Disaster Management Guidelines, and any other Guidelines relevant to local level disaster management and disaster operations.
- Hasten community and business recovery post an event.
- Incorporate risk-based planning into disaster management decision making.
- Continuously improve disaster management through implementation of innovation, research and lessons learned.

## DISASTER MANAGEMENT ARRANGEMENTS

### STRATEGIC POLICY STATEMENT

The development of a Strategic Policy Framework for Disaster Management is the responsibility of the State Disaster Management Group as per s18 of the *Disaster Management Act 2003*. The local government's responsibility under the Act is outlined in s30 and states that the local government is to ensure that Disaster Management and disaster operations in the area are consistent with the State's Strategic Policy Statement for disaster management. [https://www.disaster.qld.gov.au/\\_data/assets/pdf\\_file/0022/337234/2016-Strategic-Policy-Statement.pdf](https://www.disaster.qld.gov.au/_data/assets/pdf_file/0022/337234/2016-Strategic-Policy-Statement.pdf)

The development of the LDMP and establishment of the LDMG enhances community preparedness and capacity to respond and recover after experiencing a disaster. Local government has a key role in identifying and understanding the hazards and risks that could threaten the safety of their communities. This includes the development and implementation of strategies that prevent, prepare, respond and recover from disasters, within their human, financial and physical resource capacities.

### DISASTER MANAGEMENT IN QUEENSLAND

Queensland Disaster Management Arrangements (QDMA) are characterised by and implemented through strong partnerships between government, government-owned corporations, NGOs, commerce and industry sectors and the local community.

[https://www.disaster.qld.gov.au/\\_data/assets/pdf\\_file/0029/339509/Queensland-Disaster-Management-Arrangements-Participant-Guide.pdf](https://www.disaster.qld.gov.au/_data/assets/pdf_file/0029/339509/Queensland-Disaster-Management-Arrangements-Participant-Guide.pdf)

Queensland's disaster management arrangements are guided by:

- [Disaster Management Act 2003](#)
- [Disaster Management Regulation 2014](#)
- [Queensland Disaster Management 2016 Strategic Policy Statement](#)
- [Standard for Disaster Management in Queensland 2021](#)
- [Queensland State Disaster Management Plan](#)
- [Queensland Strategy for Disaster Resilience 2022 - 2027.](#)

The arrangements recognise and promote collaboration to ensure comprehensive disaster management through the effective coordination of disaster risk planning, services, information and resources.

Queensland's Disaster Management Arrangements comprise of four-tiered system: 3 levels of government – local, state and federal – and an additional state government tier between local and state levels known as disaster districts. These disaster districts enable a more efficient and effective operational service delivery in support of local communities and address the size, complexity and diversity of Queensland.

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## DISASTER MANAGEMENT STRUCTURES

Queensland Disaster Management Arrangements (QDMA) enable a progressive escalation of support and assistance through the four tiers as required. These arrangements comprise several key management and coordination structures for achieving effective disaster management in Queensland.

The Act provides the legislative basis for the Queensland Disaster Management arrangements (QDMA).

The QDMA is based on five main principles:

- The Comprehensive approach
- The all-hazards approach
- All agencies approach
- Local disaster management capability.
- A prepared, resilient community.

It is also based on a tiered system incorporating all three levels of government (Australian, State and Local). The key disaster response focus rests with Local Government, underpinned by support from the District and State Disaster Groups (see Figure 1). The State Government has a primary responsibility to ensure effective disaster management is developed and implemented for the State, and to identify and coordinate additional external assistance and resources relating to disaster management and disaster operations.



The Act provides the following clear guiding principles that disaster management must be planned for:

- To implement preventative measures that reduce the likelihood of an event occurring
- To implement preventative measures that reduce the severity of an event if, and when it occurs
- To prepare the community to cope with the effects of an event – education, resources, services
- To capably respond to an event, and minimise its disruptive and costly effects
- To recover from an event – including social support, reconstruction and restoration of assets and the environment.

## QUALITY ASSURANCE FRAMEWORK

Disaster management and disaster operations within the Isaac Regional Council aim to be consistent with

[IGEM Emergency Management Assurance Framework](https://www.igem.qld.gov.au/assurance-framework).

<https://www.igem.qld.gov.au/assurance-framework>

This is achieved by following the framework objectives to:

- Direct, guide and focus work of all entities, including all tiers of government, to achieve key disaster management outcomes for the community
- Promote cooperation between entities responsible for disaster management in the State
- Support emergency services, other entities and the community to identify and improve disaster management capabilities
- Identify opportunities for cooperative partnerships to improve disaster management outcomes
- Support continuous improvement in disaster management
- Provide consistency and reinforce “cultural interoperability” based on “shared responsibilities”.

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## **INSPECTOR GENERAL EMERGENCY MANAGEMENT**

The role of Inspector-General Emergency Management (IGEM) was first established in 2013 following a review of police and community safety. The IGEM role was formalised as a statutory position in 2014. The functions of the IGEM and the Office of the IGEM are prescribed in part 1A of the Act.

The vision of IGEM is to be a catalyst for excellence in emergency management to enable confidence in Queensland's emergency management arrangements. IGEM is responsible for providing the Premier, Government and people of Queensland an assurance of public safety, through the establishment and implementation of an assurance framework. This framework will direct, guide and focus work of all agencies, across all tiers of Government to the desired outcomes of the disaster and emergency management arrangements for Queensland.

Key accountabilities for the Office of the IGEM include:

1. Reviewing and assessing the effectiveness of disaster management arrangements within Queensland
2. Reviewing and assessing cooperation between entities responsible for disaster management in the State, including whether disaster management systems and procedures employed by those entities are compatible and consistent
3. Establishing standards for disaster management, reviewing and assessing performance against these standards and regularly reviewing the standards
4. Monitoring compliance by Queensland government departments with their disaster management responsibilities
5. Identifying and improving disaster and emergency management capabilities, including volunteer capabilities and opportunities for cooperative partnerships
6. Reporting to and advising the Minister of Police, Fire and Emergency Services about issues relating to these functions.

## **QUEENSLAND RECONSTRUCTION AUTHORITY**

In response to the disaster events, the Queensland Government established the Queensland Reconstruction Authority (QRA) under the Queensland Reconstruction Act 2011. The QRA's role was later expanded to include the administration of prior and subsequent events and it was made a permanent part of the Queensland Government in June 2015. The QRA's vision is to build a more disaster resilient Queensland.

The QRA manages and coordinates the Government's programme of infrastructure renewal and recovery within disaster affected communities. The QRA focuses on working with state and local government partners to deliver best practice administration of public reconstruction and resilience funds. The QRA is the state's lead agency responsible for disaster recovery, resilience and mitigation policy.

## **NATIONAL EMERGENCY MANAGEMENT AGENCY**

The National Emergency Management Agency (NEMA) is Australia's National Disaster Management Organisation. NEMA manages the Australian Government Disaster Response Plan under which states and territories may seek Australian Government assistance when the scale of an emergency or disaster exceeds or exhausts the jurisdiction's response capacity and capabilities, or where resources cannot be mobilised in

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sufficient time. NEMA delivers programs, policies and services that strengthen Australia's national security and emergency management capabilities.

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## FUNCTIONS OF THE LOCAL DISASTER MANAGEMENT GROUP

The functions of the Local Disaster Management Group are outlined in Section 30 of the *Disaster Management Act 2003*.

### MEMBERSHIP

Membership is as in accordance with Section 33 and 34 of the Act. The LDMG will advise **QFESQPS** and the Chair of the Mackay District Disaster Management Group annually of the membership of the LDMG.

In accordance with Section 33 of the Act, the relevant local government should appoint a Chairperson to the LDMG. The Chairperson must be a Councillor of the Local Government.

The following are the **EXECUTIVE MEMBERS** of the Isaac LDMG:

This is the core membership of the executive of the LDMG, from time-to-time additional persons are included such as the CEO and Director of Planning, Environment & Community Services for non-activation meetings.

POSITION WITHIN ISAAC REGIONAL COUNCIL	LDMG ROLE
Mayor	LDMG Chair
Deputy Mayor	LDMG Deputy Chair
Director Corporate Governance & Financial Services	Local Disaster Coordinator
Manager Safety & Resilience	Deputy Local Disaster Coordinator
Senior Disaster & Emergency Resilience Partner	Disaster Management Officer

The following are **MEMBERS** of the Isaac LDMG:

**The following are Core Members of the Isaac LDMG:**

AGENCY	POSITION
Isaac Regional Council	Chief Executive Officer
Isaac Regional Council	Director Planning, Environment & Community Services - Local Recovery Coordinator
Isaac Regional Council	Manager Engaged Communities
Isaac Regional Council	Disaster Resilience Partner
Queensland Police Service	QPS/Mackay DDMG
Queensland State Emergency Service	SES Local Controller
Queensland Fire & Emergency Services Department	Area Representative
Queensland Police Service	Officer in Charge Moranbah
Queensland Ambulance Service	Officer in Charge Moranbah
Queensland Health	Mackay Hospital & Health Service Emergency Management Coordinator
Isaac Regional Council	SES Local Controller

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## THE FOLLOWING ARE EXAMPLE ADVISORY MEMBER AGENCIES:

### The following are Advisory Member Agencies:

#### Government agencies

Australian Red Cross	<del>Department of Communities</del> Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Department of Education
Department of Transport & Main Roads	Ergon Energy	North Queensland Primary Health Network
Mackay Hospital and Health Service	<del>Queensland Fire &amp; Rescue Service</del> DESI	Queensland Reconstruction Authority
Telstra/NBN	QPWS	
<b>Industry &amp; other local agencies</b>	Other industries/organisations may be invited as relevant	
Anglo American	<del>QPM</del> <del>Arrow</del> Energy	Aurizon
BHP	Bravus Mining	Civeo
Dyno Nobel	Glencore	Peabody
Fitzroy	Vitrinite	Terracom
First Nations Representatives		

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## ADMINISTRATION

Local Disaster Management Group meetings are mandated in section 12 of the Disaster Management Regulation 2014. The Local Disaster Management Group must meet at least once every six months. ~~The Isaac LDMG meets aims to meet at least three time in a year at the Isaac Regional Council offices across the region.~~ Attendance at meetings can be either in person, video or teleconference, and minutes are recorded and retained.

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The Local Disaster Coordinator is responsible for the administration of the group. The following administrative tasks are to be undertaken for the group:

- keep minutes of meetings
- maintain contact lists
- maintain membership lists
- update local disaster management plan
- register correspondence
- prepare reports (as listed below)
- coordinate meetings.

The LDMG utilises the Guardian Incident Management System (IMS) to control all records during a disaster, and information is managed in accordance with Isaac Regional Council document management procedures. This ensures that document protection, confidentiality, and waste disposal of information in the LDCC is adequately managed.

GUARDIAN IMS IS WIDELY USED THROUGHOUT QUEENSLAND LOCAL GOVERNMENTS AS THE IR PREFERRED DISASTER MANAGEMENT SOFTWARE AND PROVIDES INTEROPERABILITY BETWEEN LDMGS LDMG'S. IT PROVIDES A FULL STATE-WIDE VIEW IN A SECURE AND SCALABLE, CLOUD-HOSTED ENVIRONMENT ALLOWING COUNCIL TO MANAGE INCIDENTS, INTELLIGENCE, AND REPORTING.

## MEETINGS

The LDMG must meet at least once in every six months, with Isaac LDMG aiming to meet three times each year. During disaster and emergency situations an LDMG meeting may be called and be held either in person or via teleconference to consider and discuss the situation.

For additional meetings, notice of a meeting may be communicated by SMS, email or a telephone call to members as soon as it is determined that a meeting of the Local Disaster Management Group is required.

The Isaac Local Disaster Management Group will meet:

- under normal circumstances — three times per calendar year
- under emergency/disaster conditions — at the request of the Chairperson or LDC of the Isaac LDMG or their delegate or the request of the DDC.

The quorum for LDMG meetings is half of the core group plus one.

## AGENCY STATUS REPORTS

Written status reports on behalf of member agencies are used to update LDMG members on the status of agency disaster management initiatives, projects, training, community awareness, disaster management plans, operations and contact information.

This information assists the LDMG to evaluate the status of disaster management and disaster operations for the Isaac Region. Member status reports are provided in writing at all regular LDMG meetings.

Advisory member agencies are invited to provide a verbal update at LDMG meetings only, by exception.

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## ANNUAL REPORTS

The LDMG is required to complete a status report as requested and provide the completed report to the District Disaster Coordinator, Mackay Disaster District. This review may be conducted in conjunction with other local government areas with the Mackay district. The Local Disaster Coordinator is responsible for the development of the report if requested.

## COMMUNITY ADVISORY SUB-GROUPS SUBGROUPS

The role of the Community Advisory Sub-Groups Subgroups is to provide information and assistance to the Isaac Local Disaster Management Group (LDMG) and the communities they represent in relation to the potential or actual impact of disasters. These groups will provide great value during normal times, as they bring forward knowledgeable local community representatives that can assist the LDMG in preventative and preparedness activities to build resilience.

A term of reference has been developed for the Community Advisory Groups and which will be reviewed by the group and endorsed by the LDMG.

In addition to the legislated members of the LDMG, the LDMG Chairperson may appoint community advisory group representatives to provide specialist advice relevant to their community.

Appointed committee members may from time to time be invited to attend LDMG meetings and participate in discussion, but do not form part of the Isaac LDMG core membership. They have no decision-making power, nor do they have voting rights. Community Advisory group input is considered valuable to the LDMG decision making however meeting resolutions will only be carried by member consensus and advisors will not be included in the calculation of the quorum.

The Community Advisory ~~Sub-Groups~~Subgroups are chaired by elected representatives of the Isaac Regional Council and have been established at:

- |               |                  |
|---------------|------------------|
| • Isaac Coast | • Glenden & Nebo |
| • Clermont    | • Middlemount    |
| • Dysart      | • Nebo           |

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### **SUB-GROUP MEMBERSHIP**

Membership of the Community Advisory Sub-Group is dependent upon local resources, but should include:

- |                                     |                                  |
|-------------------------------------|----------------------------------|
| • Elected member/s (Chair)          | • LDC/Deputy/DMO                 |
| • Local agencies (QPS/QAS/QFES/SES) | • Local advisory members of LDMG |
| • Local school principals           | • Hospitals                      |
| • IRC Community Relations Officer   | • Other local stakeholders       |

### **SUBGROUP MEMBERSHIP**

Membership of the Community Advisory Subgroup is dependent upon local resources, but should include:

- |                                     |                                  |
|-------------------------------------|----------------------------------|
| • Elected member/s (Chair)          | • LDC/Deputy/DMO                 |
| • Local agencies (QPS/QAS/QFD/QSES) | • Local advisory members of LDMG |
| • Local school principals           | • Hospitals                      |
| • IRC Community Relations Officer   | • Other local stakeholders       |

### **LDMG MEMBER ROLES AND RESPONSIBILITIES**

All members of the LDMG have the following common roles and responsibilities:

- Are available to attend and actively participate in LDMG activities, including meetings, exercises and training opportunities.
- Can capably represent their Agency.
- Have full knowledge of the services and resources their Agency can provide.
- Understand and are appropriately briefed on their Agencies expectations and can therefore actively participate in LDMG activities.
- Will actively contribute Agency input into LDMG plans, projects and activities.
- Of suitable classification level or authority level to be able to commit Agency resources.
- Have nominated an acceptable deputy, also appropriately qualified to take on their responsibilities should they be unavailable, or to provide additional support during extended operations.

### **Responsibilities of the Local Disaster Management Group members**

Members of the Local Disaster Management Group are to be involved in the formulation of disaster management strategies and plans for the Isaac Regional Council local government area.

See the following tables:

- Responsibilities of LDMG members and advisors
- LDMG Lead agency roles and responsibilities

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## RESPONSIBILITIES OF LDMG CORE MEMBERS

### LDMG ROLE

### LDMG RESPONSIBILITY

#### CHAIRPERSON

IN ACCORDANCE WITH SECTION 34 OF THE ACT THE RELEVANT LOCAL GOVERNMENT SHOULD APPOINT A CHAIRPERSON TO THE LDMG.

- Chairing the Isaac Regional Council Local Disaster Management Group meetings.
- Authorising activation of the Local Disaster Coordination Centre.
- Official LDMG spokesperson for all media briefings and interviews.
- Attending local, district and state briefings to maintain situational awareness of disaster operations and community impact.
- Liaising with elected representatives such as the Premier, Prime Minister and Local Councillors.
- Conduct meetings with the Local Disaster Coordinator in peace time and disaster situations to ensure a coordinated response.

#### DEPUTY CHAIRPERSON

IN ACCORDANCE WITH SECTION 34 OF THE ACT THE RELEVANT LOCAL GOVERNMENT SHOULD APPOINT A DEPUTY CHAIRPERSON TO THE LDMG.

- To provide advice and support to the Chair and LDMG.
- To chair LDMG Meetings in the absence of the Chair.

#### LOCAL DISASTER COORDINATOR

IN ACCORDANCE WITH SECTION 35 OF THE ACT, THE CHAIRPERSON OF THE LDMG MUST AFTER CONSULTING WITH THE POLICE COMMISSIONER, APPOINT THE CHIEF EXECUTIVE OFFICER OR AN EMPLOYEE OF THE RELEVANT LOCAL GOVERNMENT AS A LOCAL DISASTER COORDINATOR OF THE GROUP.

- To provide advice and support to the Chair, Deputy Chair and LDMG.
- Coordinate disaster operations for the local group
- Report regularly to the local group about disaster operations
- Ensure that any strategic decisions about disaster operations by the local group are implemented.

#### DEPUTY LOCAL DISASTER COORDINATOR

- To provide advice and support to the LDC
- To undertake the functions of the LDC in the LDC's absence

#### LOCAL RECOVERY COORDINATOR

- To provide advice and support to the Chair, Deputy Chair, LDC and LDMG
- To coordinate the local recovery groups
- To liaise with functional lead agency representatives and work with identified agencies and the community to develop the specific recovery strategy
- To provide advice and support to the Chair and recovery groups

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- To activate the Disaster Recovery Plan when required.

**ISAAC REGIONAL COUNCIL (CHIEF EXECUTIVE OFFICER)**

- To provide a link between the LDMG and council
- To ensure release of appropriately trained staff for rostering into the Local Disaster Coordination Centre
- To provide strategic policy and planning advice and secretariat support to the Local Group, Chair and Local Disaster Coordinator
- To action council's emergency response.

**QUEENSLAND AMBULANCE SERVICE**

- Liaison between the agency and the LDMG
- Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise
- Contribution to development and review of LDMP.

**QUEENSLAND FIRE DEPARTMENT**

- Liaison between the agency and the LDMG
- Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise
- Contribution to development and review of LDMP.

**QUEENSLAND POLICE SERVICE**

- Liaison between the agency and the LDMG
- Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise
- Contribution to development and review of LDMP.

**QUEENSLAND POLICE SERVICE**

**(EMERGENCY MANAGEMENT & COORDINATION COMMAND)**

- To provide advice and support to the Chair and the LDC
- Liaison between the agency and the LDMG
- Link to the Qld Disaster Management System
- Policy advice about Qld Disaster Management system.
- Assessment of the Local Disaster Management Plan.
- Training delivery as per the QDMTF

**QUEENSLAND HEALTH**

- Liaison between the agency and the LDMG.
- Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise.
- Contribution to development and review of LDMP.

**QUEENSLAND STATE EMERGENCY SERVICES**

- Liaison between the QSES and the LDMG.

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## LDMG AGENCY ROLES AND RESPONSIBILITIES

(See Appendix A for Lead Agency Responsibilities by Hazard)

### AGENCY      ROLES AND RESPONSIBILITIES

#### LOCAL DISASTER MANAGEMENT GROUP

- Functions as allocated to the group under s30 of The Act.
- Development of a comprehensive local disaster management plan
- Design and maintenance of a public education/awareness program, which is delivered through Council and member agency resources.
- Support for the coordination of response agencies through the Local Disaster Coordination Centre.
- Provision of public information prior to, during and following disaster events.
- Recommended areas to be considered for directed evacuation.
- Public advice regarding voluntary evacuation.

#### ISAAC REGIONAL COUNCIL

Perform the following roles and responsibilities in support of the Local Group:

- Management, support, policy advice and coordination of the business of the LDMG and its sub- groups, including the development and maintenance of disaster management plans and sub plans.
- Identification, development, maintenance and operation of a LDCC at a primary location and maintenance of alternative locations.
- Identification and delivery of training and staffing required to operate the LDCC.
- Coordination of disaster operations by the LDC through the LDCC for the LDMG ensuring that strategic decisions of the LDMG are implemented.
- Lead and coordinate recovery operations and provide immediate community support and recovery needs in conjunction with the Department of Communities, Disability Services and Seniors and relevant agencies and stakeholders.
- Assist the community to prepare for, respond to and recover from an event or disaster.
- Issue of public information or warnings about disaster situations in accordance with Local Plan.
- Provide advice and support to the DDC.

General Council responsibilities:

- Development and maintenance of prevention and mitigation strategies such as Land Use Planning and Capital Works programs.
- Development and maintenance of a response plans where the Council is identified as the Lead Agency.

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- Identification and delivery of training and staffing required to operate the LDCC.
- Development and maintenance of communications systems between response and recovery agencies and coordination centres.
- Maintenance (including debris clearance) of local roads and bridges.
- Collection and interpretation of information from rainfall and flooding telemetry systems, conjointly with the Bureau of Meteorology.
- Maintenance of Council owned Flood Warning Infrastructure systems.
- Community awareness and education for risks for which Council is lead agency.

#### **QUEENSLAND AMBULANCE SERVICE**

- Provide, operate and maintain ambulance services
- Access, assess, treat and transport sick and injured persons
- Protect persons from injury or death, during rescue and other related activities
- Coordinate all volunteer first aid groups during major emergencies and disasters
- Provide and support temporary health infrastructure where required
- Collaborate with Retrieval Services Queensland in the provision of paramedics for rotary wing operations
- Collaborate with Queensland Health in mass causality management systems
- Provide disaster, urban search and rescue, chemical hazard, biological and radiological operations support with specialist logistic and specialist paramedics.

#### **QUEENSLAND FIRE DEPARTMENT**

##### **1. Fire Suppression and Prevention**

Conduct fire suppression activities for structural, bush, and chemical fires.  
Implement fire prevention strategies, including public awareness campaigns and safety inspections.

##### **2. Rescue and Emergency Response**

Lead urban search and rescue (USAR) operations.  
Provide swift water, road crash rescue, and other technical rescue capabilities.  
Support hazardous materials (HAZMAT) incidents and containment.

##### **3. Disaster Response Support**

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Assist in disaster operations with trained personnel and equipment. (Assist other Lead Agencies in disaster operations)

Provide logistical support and coordination for emergency services during disaster response through the ICC, RFCC (Regional Fire Coordination Centre) and SFCC (State Fire Coordination Centre))

Support community evacuation efforts in coordination with other lead agencies.

#### **4. Fire Risk Management**

Contribute to the development and review of local risk assessments and fire risk management plans In conjunction with Rural Fire Service QLD

RFSQ lead the Area Fire Management Group as conduits for information and actions on bushfire risk through communities to LDMG and the Regional Bushfire Committee.

#### **5. Community Education and Engagement**

Deliver fire safety and disaster preparedness education programs to the public.

Support vulnerable communities by raising awareness about emergency preparedness.

#### **6. Interagency Collaboration**

Liaise with local and state authorities, including Local Disaster Management Groups (LDMG), to ensure coordinated disaster response efforts.

Contribute resources and expertise to the broader emergency management framework during disasters.

#### **7. Post-Incident Recovery**

Participate in damage assessment and recovery operations, in conjunction with other Lead agencies.

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### **QUEENSLAND HEALTH**

- Lead agency for response functions of public health, mental health and medical services, mass causality management, mass fatality management, including victim identification (with QPS) and emergency medical retrieval
- Provide health emergency incident information
- Primary agency for heatwave, pandemic, influenza, biological and radiological incidents
- Provide local context and coordination of health aspects of an incident to the local district with regards to the full spectrum of prevention, preparedness, response and recovery.
- Provide health emergency incident information to the LDCC for dissemination.
- Provide liaison to the wider Health system through the Queensland Health Disaster management framework.

## QUEENSLAND POLICE SERVICE

- Assisting the community to prepare for, respond to and recover from an event or disaster
- Coordination of search and rescue
- Control and coordination of evacuation operations
- Provided liaison officers to the LDCC
- Uphold the law generally
- Preservation of peace and good order
- Prevention of crime
- Investigation of the criminal aspect of any event
- Security of any site as a possible crime scene
- Coronial investigation procedures
- Provide a disaster victim identification capability
- Traffic control, including assistance with road closures and maintenance of road blocks with other agencies
- Crowd management/ public safety

## QUEENSLAND STATE EMERGENCY SERVICE

### 1. Disaster Response and Support

Provide operational support in response to natural disasters, including storms, floods, and cyclones.

Conduct damage assessments, including initial impact assessments for local authorities.

Assist in temporary emergency repairs to homes and infrastructure (e.g., roof tarping, debris removal).

Assist with emergency traffic control.

### 2. Rescue Operations

Conduct land based swift water rescue operations.

Provide vertical rescue, road crash rescue, and other general rescue services as required.

### 3. Evacuation Assistance

Assist with evacuation planning and execution, including helping vulnerable communities evacuate.

Provide support to evacuation centers and relief facilities as needed.

### 4. Flood and Storm Response

Lead floodboat operations to rescue stranded individuals during flood events.

Conduct storm damage operations, including sandbagging, tree clearing, and securing property.

### 5. Incident Management Support

Support the Local Disaster Coordination Centre (LDCC) and Incident Control with trained personnel.

Assist with logistics, communications, and incident reporting during disaster events.

### 6. Community Education and Engagement

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Conduct public education programs on disaster preparedness and mitigation.  
Promote awareness of flood and storm safety measures to local communities.

#### **7. Interagency Collaboration**

Work alongside local councils, emergency services, and other agencies in the planning and coordination of disaster response efforts.

Participate in multi-agency exercises to ensure readiness and cooperation.

#### **8. Post-Disaster Recovery**

Support post-disaster recovery operations, including assisting with the clean-up and restoration of community services.

Help coordinate volunteer efforts and resources for rebuilding and recovery initiatives.

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#### **DEPARTMENT OF TRANSPORT AND MAIN ROADS**

- Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure
- Assist with the safe movement of people resulting from mass evacuation
- Ensure the capability of logistics-related industries is appropriately applied to disaster response and recovery activities.

#### **NORTH QUEENSLAND PRIMARY HEALTH NETWORK**

- assist with health response during emergencies by providing a key liaison and communication role with general practice and pharmacy providers across the district as requested.

#### **ADVISORY MEMBER AGENCIES**

- assist with response during emergencies by providing a key liaison, communication and resources as requested.

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#### **LDMG POSITION**

#### **RESPONSIBILITIES / ACCOUNTABILITIES**

##### **CHAIRPERSON**

In accordance with s. 34 of the Act the relevant local government should appoint a Chairperson to the LDMG.

Manage and coordinate the business of the group.  
Activate the LDMG when conditions warrant.  
Ensure, as far as practicable, that the group performs its functions.  
To report regularly to the relevant district group, and the chief executive of the department, about the performance by the local group of its functions

In accordance with *Disaster Regulations 2014* s16(2), the Chairperson is to preside at LDMG meetings.

#### DEPUTY CHAIRPERSON

In accordance with s. 34 of the Act the relevant local government should appoint a Deputy Chairperson to the LDMG.

Section 16(2) The Deputy Chairperson is to preside at LDMG meetings if the Chairperson is absent from the meeting.

#### LOCAL DISASTER COORDINATOR

In accordance with s. 35 of the Act, the Chair of the LDMG must, after consultation with the QFES Commissioner, QFES, appoint a local disaster coordinator (LDC) for the group.

Advise the Mayor (Chair), the CEO-IRC, and the Isaac LDMG on disaster related matters, during normal times and during disasters.

In doing this, the LDC will also work within the organisational structure using direct access to senior staff, with higher financial delegations and authority to deploy specific resources as required.

Maintain normal position reporting relationships within the organisational structure outside times of disaster.

Report regularly to the LDMG about disaster operations

Undertake public awareness and education activities on disaster preparedness during normal times—schools, business, and residents.

Facilitate the preparation and review of the IRC Local Disaster Management Plan, its sub-plans, and maintain currency of same

Maintain the operational readiness of the local disaster control centre.

Induction, training, and sourcing staff and agency representatives to operate the disaster control centre.

Ensure an appropriate level of staffing and expertise in the LDCC.

Activate the LDCC

Ensure, as far as practicable, that any decisions of the LDMG about disaster operations are implemented.

Determine rosters and manage operations fatigue so that there is continuous leadership, authority and responsibility in key positions in the LDCC.

Manage the governance and reporting requirements of the Counter Disaster Operations Claims component of the Disaster Recovery Funding Arrangements (DRFA) and to the IRC Finance Department

The LDC has authority to incur expenditure during a disaster event for disaster related matters in addition the LDC is authorised under a number of disaster sub-plans to direct staff and coordinate resources necessary for particular functions necessary and appropriate for responding to the event.

The LDC will make effective use of delegation during a disaster event and maintain clear lines of communication with the Chair and GEO.

#### LOCAL RECOVERY COORDINATOR

The LRC and LDC should liaise regularly during disaster operations.

The role of a LRC, where appointed, is to chair the Local Recovery Group (LRG), liaise with functional lead agency representatives, and work with agencies and the community to assist the LDMG to implement their Recovery Sub-Plan and coordinate a recovery strategy during disaster operations

#### SECRETARIAT

The Secretariat is not a legislated position, therefore should be

If the appointed Secretariat is not a member of the LDMG, this position should not be included in the calculation of a quorum.

A Secretariat may provide support to the LDMG including:



appointed by, and report to the Executive Team.

- Managing legislative requirements relating to administration and meetings
- Managing the LDMG meeting cycle and associated responsibilities including monitoring action items and resolutions
- Maintaining member contact details in accordance with information privacy principles
- Managing information, record keeping, decision making and administrative requirements
- Monitoring member induction and training records.

## STATE AGENCY ROLES AND RESPONSIBILITIES

Refer to the State Disaster Management Plan for the roles and responsibilities as per the State Disaster Management Plan:

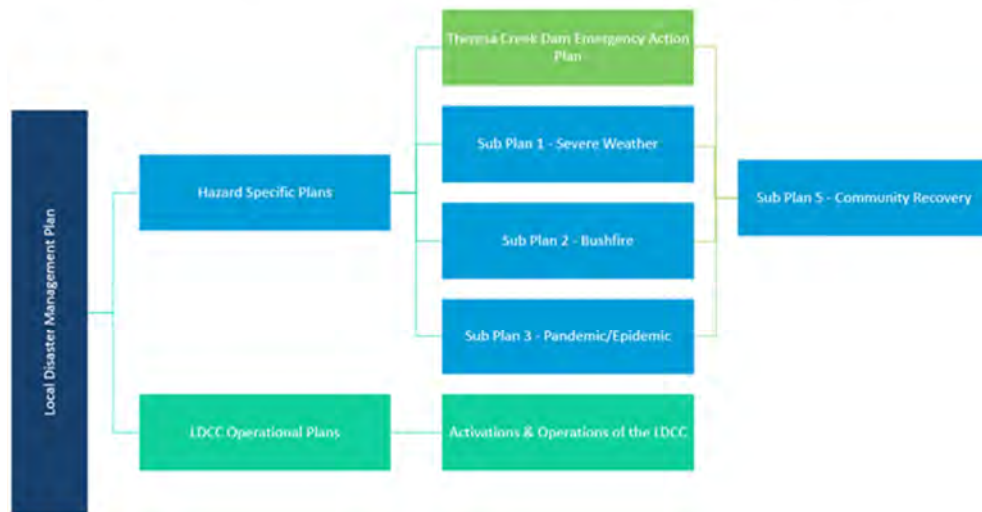
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## LOCAL RECOVERY SUB COMMITTEES

The recovery subcommittee is formed during disaster activities as required by the LDMG to support the transition from disaster response to recovery and ensure that appropriate meeting minutes are documented with respect to all recovery group activities. Members of the established Community Advisory Subgroups will be invited to participate in recovery activities relevant to their local communities. The activities, meetings and reports are to be coordinated by the Local Recovery Coordinator.

## STRUCTURE OF THE LOCAL DISASTER MANAGEMENT PLAN AND SUBPLANS

The following structure demonstrates the Isaac specific plans to support disaster management arrangements at Isaac Regional Council



**Commented [MB5]:** Removing - as per IRC Audit 2023 #4.1 - plan should include specific responsibilities for all agencies and organisations.

**Commented [MB6R5]:** Roles and responsibilities have been broken down by agency

**Commented [MB7]:** Update flow chart for recovery link

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2024 review

## ISAAC COMMUNITY CHARACTERISTICS

The Isaac local government area spans an area of approximately 58,000 km<sup>2</sup>. The Isaac region is bordered by the local government areas of Mackay, Whitsunday, Rockhampton, Livingstone, Barcaldine, Banana, Charters Towers and Central Highlands.

Located in Central Queensland, from the coast to the coalfields, Isaac is 1,000km north-west of Brisbane and 900km south of Cairns, with access to world class export infrastructure.

Isaac Regional Council was formed in March 2008, as part of Queensland's reform process to local government. The process amalgamated three Shires: Belyando, Broadsound and Nebo. The region has an estimated population of 22,046 residents (2021 Census) living in 17 townships and communities. Major towns include Clermont, Dysart and Moranbah with smaller townships located at Coppabella, Glenden, Middlesmount, Nebo and St Lawrence. Our small communities consist of those at Carmila, Clairview, Clarke Creek, Greenhill, Ilbilbie, Kilcummin, Mackenzie River, Mistake Creek and Valkyrie.

The region is characterised by a mix of strong industries, including coal and gas mining, cattle grazing, sugar cane and grain farming (ABS, 2016). The Isaac region has several new renewable energy projects such as solar farms and wind farms under construction or pending approval. Expanding industries include aquaculture, fruit and vegetable growing. Including non-residential workers on shift, the full-time equivalent population is estimated to be 32,990 (Bowen Basin Population Report 2021).

The Isaac region consists of a variety of topographies ranging from those associated with coastal lowlands to hills and mountain ranges. The overall topography is a relatively flat landscape associated with areas of the central highlands. The coastline is made up of sandy beaches, estuaries and rocky outcrops. Moving inland the area remains low lying and tidal. Further west the flat areas give way to gently rolling hills, some areas of flat fertile land and rough hilly country. The land rises dramatically at the foothills of the Connors Range which forms a natural boundary between the coastal landscape and the western highlands.

The major river systems in the region are the Connors and Isaac Rivers which are upstream tributaries of the Fitzroy Basin with flows through the Isaac townships of Nebo, Middlesmount, Moranbah and Clermont. The Belyando River located in the west of the region is an upstream tributary of the Burdekin catchment.



## ESTIMATED RESIDENT POPULATION BY AGE STATISTICS

In the 2021 Census, there were 22,046 people in Isaac (R) (Local Government Areas) of these 56.2% were male and 43.8% were female.

Aboriginal and Torres Strait Islander people made up 5.3% of the population.

The median age of people in Isaac (R) (Local Government Areas) was 34 years. Children aged 0 – 14 years made up 21.3% of the population and people aged 65 years and over made up 6.8% of the population.

Additional information can be found in the [Economic And Population Review 2023](#) report via the Isaac Regional Council website - Strategies and Data - Isaac Regional Council

LGA / STATE	AGE GROUP									
	0-14		15-24		25-44		45-64		65+	
ISAAC (R)	4,691	21.3%	2,580	11.7%	7,759	35.2%	5,514	25%	1,496	6.8%
QLD	964,319	18.7%	637,245	12.4%	1,389,541	26.9%	1,289,431	25%	875,603	17%

## INDIGENOUS STATUS

STATUS	PERSONS	%
Non-Indigenous	16,366	74.24%
Aboriginal	927	4.20%
Torres Strait Islander	136	0.62%
Both Aboriginal and Torres Strait Islander	97	0.44%
Not stated	4520	20.50%
Total	22,044	100.00%

In the 2021 Census, there were 22,046 people in Isaac (R) (Local Government Areas) of these 56.2% were male and 43.8% were female.

Aboriginal and Torres Strait Islander people made up 5.3% of the population.

The median age of people in Isaac (R) (Local Government Areas) was 34 years. Children aged 0 – 14 years made up 21.3% of the population and people aged 65 years and over made up 6.8% of the population.

## EMPLOYMENT BY INDUSTRY

INDUSTRY	NUMBER	%
Mining	14,361	57.70%
Construction	1,907	7.70%
Administrative & Support Services	1,376	5.50%
Agriculture, Forestry & Fishing	1,193	4.80%
Accommodation & Food Services	992	4.00%
Education & Training	709	2.80%
Transport, Postal & Warehousing	682	2.70%

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Health Care & Social Assistance	566	2.30%
Retail Trade	538	2.20%
Public Administration & Safety	533	2.10%
Other Services	496	2.00%
Manufacturing	443	1.80%
Rental, Hiring & Real Estate Service	430	1.70%
Professional, Scientific & Technical Services	218	0.90%
Wholesale Trade	186	0.70%
Electricity, Gas, Water & Waste Services	155	0.60%
Arts & Recreation Services	63	0.30%
Information Media & Telecommunications	23	0.10%
Financial & Insurance Services	17	0.10%
<b>TOTAL</b>	<b>24,888</b>	<b>100%</b>

#### ESTIMATED RESIDENT POPULATION BY LOCALITY

\*Census data unavailable for this locality due to no people or very low population

COMMUNITY	POPULATION	COMMUNITY	POPULATION	COMMUNITY	POPULATION
BELYANDO	307	ELPHINSTONE	9	MISTAKE CREEK	36
BLUE MOUNTAIN	*	FRANKFIELD	100	MORANBAH	9,425
BURTON	83	GEMINI MOUNTAINS	65	MOUNT BRITTON	4
CARMILA	340	GLENDEN	477	NEBO	857
CLAIRVIEW	167	HAIL CREEK	179	OXFORD	43
CLARKE CREEK	32	ILBILBIE	358	PASHA	75
CLERMONT	2,952	KILCUMMIN	228	PEAK VALE	40
COLLARROY	*	LOTUS CREEK	113	ST LAWRENCE	245
COPPABELLA	594	MACKENZIE RIVER	84	VALKYRIE	71
DYSART	2,918	MAY DOWNS	93	WOLFANG	84
ELGIN	52	MIDDLEMOUNT	1,899		

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## EMPLOYMENT BY INDUSTRY

\*source-REMLAN-Isaac Economy Profile-October 2022-

INDUSTRY	NUMBER	%
AGRICULTURE, FORESTRY AND FISHING	1,160	5.4%
MINING	12,080	60.9%
MANUFACTURING	423	2.0%
ELECTRICITY, GAS, WATER AND WASTE SERVICES	158	0.7%
CONSTRUCTION	848	4.0%
WHOLESALE TRADE	197	0.9%
RETAIL TRADE	537	2.5%
ACCOMMODATION AND FOOD SERVICES	947	4.4%
TRANSPORT, POSTAL AND WAREHOUSING	591	2.8%
INFORMATION MEDIA AND TELECOMMUNICATIONS	3	0.2%
FINANCIAL AND INSURANCE SERVICES	39	0.2%
RENTAL, HIRING AND REAL ESTATE SERVICES	146	0.7%
PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES	237	1.1%
ADMINISTRATIVE AND SUPPORT SERVICES	777	3.6%
PUBLIC ADMINISTRATION AND SAFETY	48	2.3%
EDUCATION AND TRAINING	806	3.8%
HEALTH CARE AND SOCIAL ASSISTANCE	492	2.3%
ARTS AND RECREATION SERVICES	62	0.3%
OTHER SERVICES	440	2.1%
Total (a)	21,462	100%

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## INDUSTRY

Much of the region's economic output is attributable to the resource sector. As of June 2023, there were 31 coal mines, four related infrastructure operations and one gas operation in Isaac. The 10 largest coal mines in the LGA all engaged more than 1,000 workers (RSHQ, 2023).

Two projects—Olive Downs Complex and Clarke Creek Wind and Solar Farm—were under construction in June 2023, and rehabilitation work was underway at Newlands and Grasstree mines. As at March 2022, Isaac LGA had 26 of the 43 coal operations in the Bowen Basin, along with four other resource operations and six projects under construction. 72% of Queensland's total metallurgical coal and generates \$4.5 billion in royalty shared across Queensland. (QGSO Bowen and Galilee Basins Non-resident Population Projects, 2022 to 2026)

Agriculture is another key industry for the region. The local value of Isaac Commodities produced is \$656.36 million, with \$572.74 million from livestock, \$81.64 million from crops, \$1.73 million from livestock products, and \$0.26 million from fruit and nuts. The Queensland Agricultural Land Audit identifies two important

agricultural areas within the Isaac LGA, East Coast and The Golden Mile. An important agricultural area is described as an area that has all the requirements for agriculture to be successful and sustainable, is part of a critical mass of land with similar characteristics and is strategically significant to the region or the state.

Tourism also features on the economic landscape with the Isaac coast identified as an emerging tourism precinct for development in the Mackay Destination Tourism Plan. The coast also hosts commercial fishing and aquaculture operations.

## HEALTH AND MEDICAL

The Isaac region's Public Hospital services are provided by the Mackay Hospital and Health Service (MHHS). There are hospital facilities in Moranbah, Clermont and Dysart and a range of specialist and allied health services across the region. The Clermont Multipurpose Health Service also provides residential aged care. Private medical and a range of Home and Community Services organisations also operate across the region.

FACILITY TYPE	LOCATION	FACILITY ADDRESS	DETAILS
Hospitals	Clermont	26 Francis Street	10 acute beds with 24-hour emergency care 22 residential aged care beds
	Moranbah	142 Mills Avenue	12 beds with 24-hour emergency care
	Dysart	30 Queen Elizabeth Drive	9 beds with 24-hour emergency care
Community Health Centres	Glenden	Bell Place	Nurse led clinic facilities from Monday – Friday
	Middlemount	7 Burns Court	Nurse led clinic facilities from Monday – Friday

## CEMETERY SITES

LOCATION	PLOT AVAILABILITY	ADDITIONAL NOTES
Blair Athol Cemetery		Currently closed to new burials – as required, a large capacity exists for new burials
Clermont Cemetery - Old Section	154	Capacity is very limited; the lawn section includes 2 new rows with 154 plots
Copperfield Cemetery	NIL	Closed to burials at this time. There are many unmarked graves that have not been located
Dysart Lawn Cemetery	22-30	
Glenden Cemetery		Large capacity available
Middlemount Lawn Cemetery		Large capacity available
Moranbah Lawn Cemetery	24	
Nebo Cemetery		Large capacity available
St Lawrence Cemetery		Large capacity available

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## MORGUE FACILITIES

### MORGUE FACILITIES LOCATION BODY CAPACITY

Clermont Hospital	2
Central Highlands Funeral Services, Emerald	10
Central Highlands Funeral Services, Sarina	20
Dysart Hospital	2
Moranbah Hospital	2

## TEMPORARY COOL ROOM FACILITIES

### TEMPORARY COOL ROOM FACILITIES LOCATION APPROXIMATE BODY CAPACITY

Glenden Recreation Centre	4
Moranbah Community Centre	8
Dysart Community Centre	4
Clermont Community Centre	4
Middlemount Community Centre	4
Nebo Undercover Arena	20

## EMERGENCY SERVICES

	POLICE	FIRE (URBAN) QFD	FIRE (RURAL)*RFS	AMBULANCE	SES
CARMILA					
CLERMONT					
DYSART					
GLENDEN					
GREENHILL					
ILBILBIE					
MIDDLEMOUNT					
MORANBAH					
NEBO					
ST LAWRENCE					

**\*NOTE:** THERE ARE ADDITIONAL 29 RURAL FIRE SERVICE (RFSQ) PRIMARY PRODUCER BRIGADES LOCATED ACROSS THE ISAAC REGION WHICH ARE EQUIPPED WITH SLIP ON UNITS.

## REFERABLE DAMS

There are three referable dams located within the IRC LGA. Each of the respective referable dam's owners are currently reviewing their dam Emergency Action Plan (EAP) and risk studies. Where an EAP has been completed, a copy of the EAP has been requested by the LDMG for reference.

Information as per <https://data.qld.gov.au/dataset/referable-dams-register>

DAM NAME	DAM OWNER	DETAILS
Burton Gorge Dam Dam ID 557	Peabody	Located 54km south-west of Glenden Full Supply Capacity 14,829 ML
Theresa Creek Dam Dam ID 366	Isaac Regional Council	Located 22km south-west of Clermont Full Supply Capacity 9,200 ML
Environmental Dam Dam ID 222	TerraComm	Located at Blair Athol Mine, Clermont

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## WATER

Isaac Regional Council operates eight (8) water treatment plants and networks across our 58,862 square kilometre region:

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LOCATION	RAW WATER SUPPLY SOURCE
Carmila	Two shallow bores located near the Carmila Creek approx. 1km from the Water Treatment Plan.
Clermont	Theresa Creek Dam.
Dysart	Bingegang Weir in the Mackenzie River which can be re-filled from Fairbairn Dam, through Bedford Weir.
Glenden	Bowen River which can be refilled from Gattenvale off-stream storage and Eungella Dam.
Middlemount	Bingegang Weir on the Mackenzie River approximately 60km away. The weir can be re-filled from Fairbairn Dam through Bedford Weir.
Moranbah	Burdekin Dam through the Burdekin to Moranbah pipeline, and Eungella Dam through either BMA or SunWater's pipelines.
Nebo	Raw water is supplied from six bores.
St Lawrence	Through high lift pumps from the St Lawrence Creek approximately 500m upstream from the creek weir.

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These facilities have been designed and are continually upgraded to effectively treat water supplied from a range of different sources as water quality can be subject to periodic change throughout the year.

## WASTEWATER

Isaac Regional Council operates six (6) wastewater treatment facilities and sewer reticulation systems at Moranbah, Middlesbrough, Dysart, Glenden, Nebo and Clermont. Sewer is transported through the sewer networks by 42 sewer pumping stations across the region to the treatment facilities for treatment and storage in effluent storage dams (ESD) for reuse. Bio-solids from all sites are stockpiled at Moranbah for more than 12 months and then collected by mining entities for environmental rejuvenation projects.

Isaac Regional Council has recycled water treatment facilities that treat stored effluent to Class A standard and pump through pressurised reticulation systems at Moranbah, Dysart, and Middlesbrough. Clermont, Glenden, and Nebo treat recycled water to Class B standard and pump the recycled water direct from the ESD. All recycled water is used for parks, sporting fields, government facilities, local businesses and on-site at the wastewater treatment facility.

## POWER

High voltage (275 000, 132 000, 11 000) and low voltage (66 000, 32 000) power reticulation including SWER lines traverse the area

Substations owned by Powerlink and Ergon at Carmila (fed from Alligator Creek), St Lawrence and Clairview (fed from Rockhampton), Middlesbrough & Dysart (fed from Tieri)

Power outages could be 4-24 hours depending upon location and severity of damage for our western areas, whilst our coastal communities may have power outages for several days.

*Refer to: ECM\_4786229 - DM Plans - Isaac Region - Power Restoration Planning - Critical Services*

## COMMUNICATIONS

National, local and commercial radio and television reception pay TV; Limited mobile phone reception. Isaac coastal communities have intermittent access to local television stations and only receive local ABC Radio.

## ROADS

Major arterial roads passing through the region include:

- Bruce Highway
- Gregory Highway
- Peak Downs Highway
- Fitzroy Developmental Road
- Suttor Developmental Road
- Middlesbrough-Dysart-Moranbah Road
- Clermont-Alpha Road
- Marlborough-Sarina Road

Many of these roads become compromised by flooding during wet seasons and heavy rain periods as do many of the local roads providing access to the towns for residents from outlying areas and on properties.

There are two major vehicle transport corridors through the region:

- Bruce Highway runs north-south through the coastal area of the region, linking Mackay to Rockhampton.
- Peak Downs Highway runs east-west linking Nebo, Moranbah, and Clermont.
- Several other road corridors link the smaller towns to the major centres:
- The Gregory Developmental Road runs north-south linking Charters Towers to Emerald through Clermont.
- The Peak Downs Dysart and Fitzroy Developmental Roads run south from the Peak Downs Highway linking Dysart and Middlesbrough to the major transport corridors.

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- The Suttor Developmental Road runs north-west out of Nebo to Glenden and then onto the northern sector of the region linking the Gregory Development Road and Peak Downs Highway.

## AIRPORTS

Moranbah Airport is a commercial airport owned and operated by BMA. Middlemount airport is privately owned and operated and licensed to operate Dash 8 type aircraft. Clermont airport is also licenced to operate Dash 8 aircraft and is owned and operated by Isaac Regional Council. Dysart has an Aircraft Landing Area (ALA).

Middlemount and Clermont airports all have private charters and private planes using them. Dysart ALA is not available for private use however all airports and the Dysart ALA receive regular medical flights including Royal Flying Doctor Service, CQ Rescue and Capricorn Rescue.

Helipads are in Nebo, Glenden, Dysart and Clermont. All other communities have council managed air strips for private and emergency use, as well as emergency helicopter landing spots. Many rural properties also have private landing strips for business and emergencies.

## RAIL NETWORK

There is an extensive rail network in the Isaac Region including:

- The Tilt train operates between Brisbane and Cairns, as a high-speed passenger and freight network passing through the Isaac Coastal region.
- The Central Qld Coal Network (CQCN) services the Bowen basin primarily to transport coal from mines to ports, this includes the Newlands and Goonyella systems which deliver coal Abbot Point, Dalrymple Bay, and Hay Point. Some grain is transported from Mt McLaren Grain Depot near Clermont when the system allows.
- The Central Western System operates between Emerald and Clermont, primarily carrying cattle trains from the Clermont Saleyards.
- The Galilee Basin proposed railway network is in development, with a State Development Area declared over parts of the Galilee Basin.

## HAZARD SPECIFIC ARRANGEMENTS

A number of natural and non-natural hazards that have potential to impact the Isaac region have been considered, as summarised below:

NATURAL HAZARD	NON-NATURAL HAZARD
Meteorological	Human Caused
Cyclone	Major Transport Infrastructure Outage
Flood	Terrorist Incident
Storm Tide	Marine Oil Spill
Bushfire	Arson
Severe Storm	Sabotage of Essential Services
Heatwave	Severe Civil Unrest
Drought	Bombing
Geological	Supply Chain Failure
Earthquake	Infrastructure
Landslide	Building Collapse
Tsunami	Failure of Essential Infrastructure
Biological	Hazardous Materials Incident
Human Epidemic	Bridge Collapse
Animal and Plant Disease	Dam Failure
Insect or Vermin Plague	Industrial Incident

## HAZARDOUS SITES

Hazardous sites including service stations, swimming pools and pool chemical suppliers, chemical and gas suppliers, coal and coal seam gas mining sites and a range of other locations are included in Council's all hazards risk register via QERMF. Hazardous fuels being transported across and through the region include but are not limited to ammonium nitrate; FX water gel; high energy fuel, fuel; and ULD and diesel.

## HAZARD SPECIFIC PLANNING

In accordance with the State Disaster Management Plan (SDMP), Functional Lead Agencies are allocated for a range of identified hazards and are responsible for the development of a hazard specific plan. These plans are to support the functional agency to manage the hazard specific event.

Conducting assessments under the (QERMF) in conjunction with the district and relevant agencies.

Participating in fire management group specific to our region and working with other government bodies to manage fire risks.

## RISK ASSESSMENT MANAGEMENT

The hazards detailed above are routinely considered as part of ongoing risk assessment activities. Isaac Regional Council and partner agencies will develop a detailed risk assessment of the hazard events considered most likely to impact the Mackay region. The events assessed will be confirmed based on historical events and emerging risks.

In order to ensure a contemporary and consistent methodology, Isaac Regional Council has adopted the process of the [Queensland Emergency Risk Management Framework \(QERMF\)](https://www.disaster.qld.gov.au/qermf/Pages/default.aspx).

<https://www.disaster.qld.gov.au/qermf/Pages/default.aspx>

The outcomes of the risk assessment inform the basis of this plan and associated sub plans. The risk assessment documentation is provided to the LDMG and partner agencies in order to assist them in the formation of their own respective operational and response plans.

In summary, the risk assessment process examines the risk of the hazard seriously disrupting the community and requiring a significant coordinated response by the LDMG.

The process specifically considers the following:

- The hazard
- The exposed elements
- Treatment options
- Capability and capacity of the local government and partner agencies to respond
- Residual risk rating

After identification of any residual risk, it is imperative to communicate with the relevant stakeholders the intended strategies that will be employed to either,

- Accept the risk
- Treat the risk
- Manage the risk.

Communicating gaps in capacity that may lead to residual risk ensures those either accepting the management of the residual risk or looking to share the residual risk can clearly plan to address the identified gaps.

Any plans or strategies developed to manage residual risk will need to be complementary between the relevant agencies at each level within the QDMA.



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# PREVENTION





## PREVENTION ARRANGEMENTS

The Isaac LDMG is committed to reducing disaster risks wherever possible, by reducing the likelihood and/or consequence of disaster events.

The following strategies are promoted by the group to reduce disaster risk to the community:

- Compliance with Legislation, Regulations and Standards
- The LDMG is committed to implementing and promoting knowledge and awareness within the group's members in respect to their applicable legislation/s.
- The various acts, regulations and standards include provisions which work to reduce the risks associated with disasters and have been considered in the preparation of this LDMP.

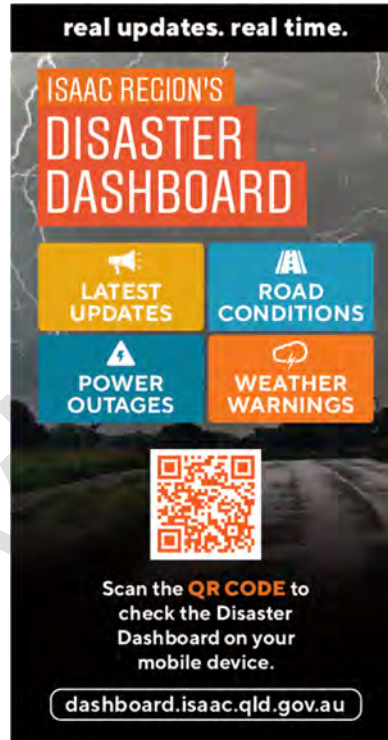
## COMMUNITY ENGAGEMENT

- To ensure that disaster resilience is built within community.
- Through promotion of the Get Ready Queensland activities, radio updates, community group engagement activities.
- Maintain and communicate Council's Disaster Dashboard, which provides real time updates for awareness for disasters with access to current weather warnings, road closures, power outages – <https://dashboard.isaac.qld.gov.au/>
- Isaac Local Disaster Coordination Centre Facebook page is another platform for sharing community messaging using the toolkits provided by Get Ready Queensland which ensures consistent messaging, and other relevant communications sources such as posts from the Bureau of Meteorology, Queensland Health, Queensland Fire and Emergency Services.  
<https://www.facebook.com/IsaacLDCC>

## AGENCY ENGAGEMENT ACTIONS

Throughout the year the LDMG participates in regional activities:

- Fire Management Group meetings facilitated by Rural Fire Service
- Disaster Management Officer Forums – with district and regional LGA's
- Resilient Queensland strategies facilitated by Queensland Reconstruction Authority
- Infrastructure Resilience Working Group facilitated internally by Isaac Regional Council
- Community Advisory Subgroup's which are facilitated regionally by Isaac Regional Council via the LDMG.



## DISASTER MANAGEMENT ACTIVITIES CALENDAR

### PREVENTION

#### Key Activities

Reporting, Assessing,  
Planning, Training &  
Exercising

### PREPAREDNESS

#### Key Activities

Reviewing, Planning,  
Training, Exercising, Cabinet  
Submission & Community  
Awareness

### RESPONSE

#### Key Activities

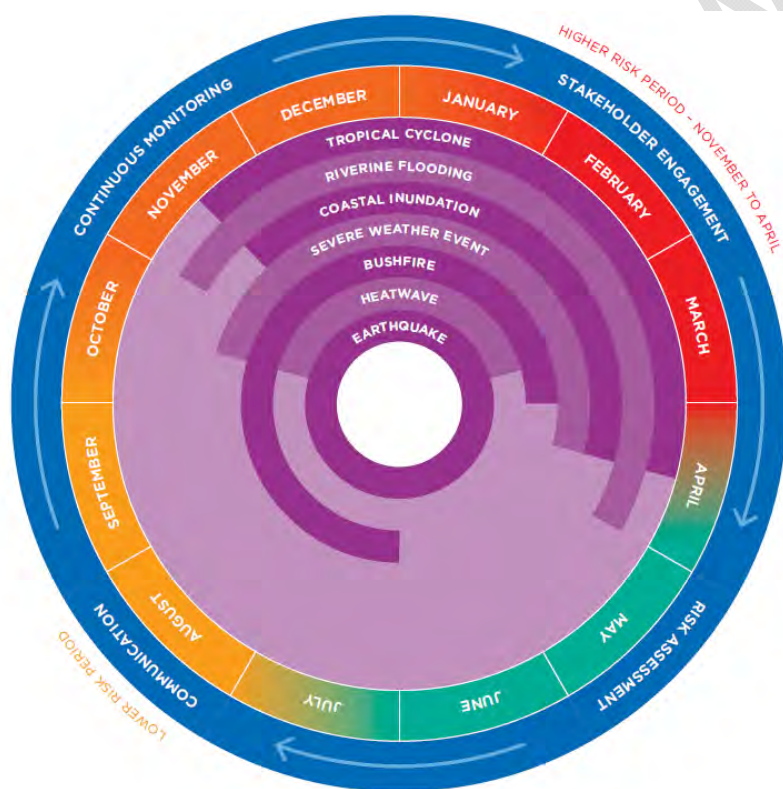
Responding, Recovering,  
Meetings & Reporting

### RECOVERY

#### Key Activities

Post Event Series  
i.e. Meetings  
Assurance Activities  
Review & Assess

Reference: Queensland State Disaster Management Plan





# PREPAREDNESS

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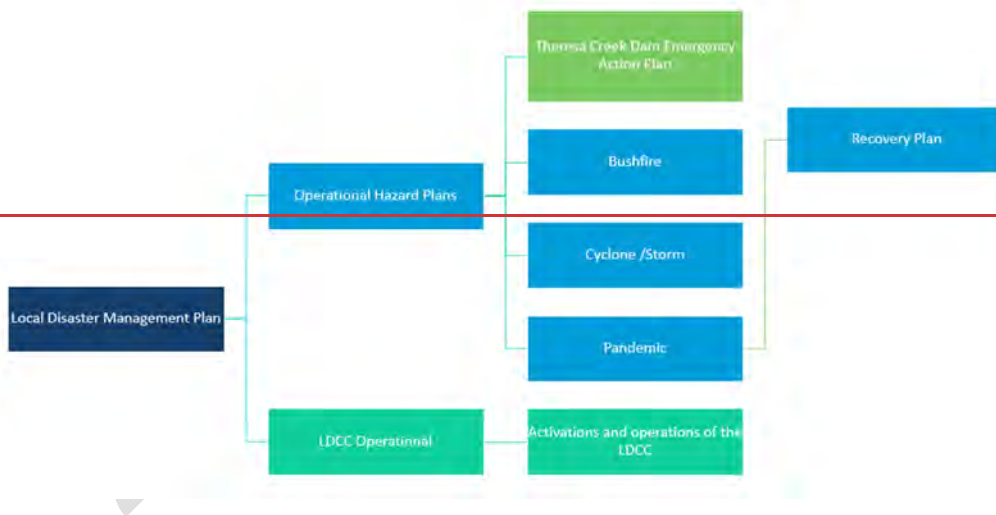
## PREPAREDNESS ARRANGEMENTS

### SUB PLANS

NAME	INTERNAL DOCUMENT NUMBER
Sub Plan 1 – Severe Weather	ECM 4479062
Sub Plan 2 - Bushfire	ECM 3643414
Sub Plan 3 - Pandemic / Epidemic	ECM 711023
Sub Plan 4 – Activation & Operations of the LDCC	ECM <u>4467523</u>
Sub Plan 5 - Community Recovery Plan	ECM 4683695

These plans address specific hazards where State departments or agencies have primary management responsibility to ensure that an effective plan is prepared. Hazard specific plans address the hazard actions across all PPRR phases and include information on how the QDMA links with the hazard specific arrangements and support the primary agency to manage the hazard specific event. Specific planning is required to ensure appropriate coordination and operational procedures are developed for specific hazards; these may be different to those for disaster management.

The following structure demonstrates the Isaac-specific plans to support disaster management arrangement at Isaac Regional Council.



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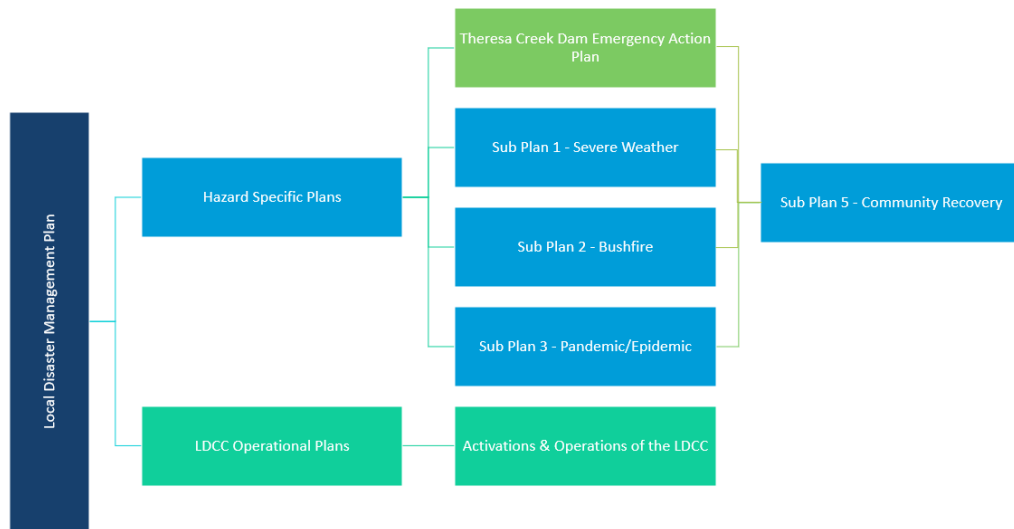
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The following structure demonstrates the Isaac specific plans to support disaster management arrangements at Isaac Regional Council



## COMMUNITY PREPAREDNESS

With 17 unique communities and arrange of differing lifestyles, economic drivers, historical impacts and a vast distance to cover, it is essential that the communities of the Isaac region are resilient and able to cope with a range of potential natural and manmade disasters.

Most of the Isaac communities have thriving local sports groups, volunteer organisations and community groups. The majority have active Rural Fire and SES services with a wealth of local knowledge, as well as teams on all mine sites specifically trained to manage on ~~site~~-mine site -disasters.

With most events, a combined community and industry response, led by the LDMG and appropriate government agencies, would be forthcoming to prevent, prepare for, respond to and recover from an event.

IRC has worked to develop Disaster Management capacity within the region, with 1.5 full time staff employed in Disaster Management, and a full time SES Local Controller. Council's disaster management team is continually gaining capacity through training and exercises. Council employs approximately 450 staff across all major locations in the region.

## COMMUNITY EDUCATION

In accordance with s30 (e) of the Act, the LDMG undertakes several place-based and regional campaigns to promote the key themes in alignment with Get Ready Queensland.

Communications Strategy:

- Annual regional media campaigns.
- Disaster dedicated preparation messages released through social media, during storm, cyclone and fire season, event based.
- Dedicated messaging during events via press releases, public notices and social media via the Isaac Local Disaster Coordination Centre page. <https://www.facebook.com/IsaacLDCC>
- Isaac's Disaster Dashboard. <https://dashboard.isaac.qld.gov.au/>
- Participation in local and regional events promoting Get Ready Queensland, and other disaster management messaging.
- Conducting preparedness educational programs at the local primary schools in the Isaac Region each year.
- Targeted community awareness at a grass roots level for development of contact lists and registers, focussed on most likely event/hazard/risk.

## COMMUNICATION

Communicating with the LDMG about events is via email and SMS (via Guardian IMS).

If the primary means of communications fails, then Telstra and the various Lead and Support Agencies will attempt to restore communications or provide alternative means of communications.

All ~~Lead and Support~~Core and Advisory Member Agencies involved in the disaster response shall provide their own communication links between the LDCC and their agency.

Council will use the most efficient and appropriate means to warn the community before, during and after a disaster event. These means may include:

- Australian Warning System (AWS) – The AWS is a national approach to information and warnings for hazards like bushfire, flood, storm, cyclone, extreme heat and severe weather. The AWS aims to provide consistent warnings to Australian communities so that people know what to do when they see a warning level. There are three warning levels:

- o Advice: An incident has started. There is no immediate danger. Stay up to date in case the situation changes.
- o Watch and Act: There is a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.
- o Emergency Warning: An Emergency Warning is the highest level of warning. You may be in danger and need to take action immediately. Any delay now puts your life at risk.

- Media releases with warnings including the utilisation of radio stations and ABC local radio
- Personal visit to property by Police, Emergency Services members or Council employees
- Emergency Alert - EA provides a platform for local and state agencies to issue warnings. EA is a way to deliver messages directly to a person's mobile or landline phone, it should complement other forms of public information or warning delivery such as traditional media, social media and website updates.
- Disaster Dashboard (via Latest Updates) - <https://dashboard.isaac.qld.gov.au/>
- LDCC Facebook page - <https://www.facebook.com/IsaacLDCC>

Refer to Communication Approvals – LDMG/LDCC – Appendix C

## WEBSITE UPDATES

The Communications Officer in conjunction with the Web Coordinator is responsible for editing, where necessary and lodging the contents of any routine updates or situation reports to the Disaster Dashboard (Latest Updates). The Communications Officer is also responsible for the drafting of any messages to be lodged on the website and advising the community of imminent threats, changes to threat states, recommended actions and precautions.

## MEDIA MANAGEMENT

Information is the basis of timely and appropriate decisions. The best use of information will follow a systematic handling of information.

All information must be evaluated before communications are developed. At all-time consideration will be given to sharing ONLY from the single point of truth (the responsible agency).

The key steps are:

- Collection – from multiple sources (history and real time)
- Collation – the sorting of information by interested parties
- Confirmation – the verification of information collected and collated
- Interpretation – suitably skilled and authorised personnel make sense of the information
- Act – response to the above actions
- Record/store/file

These actions are repeated constantly during disaster operations, and result in substantial quantities of information. The sign of good information management is the capture and recording of all the information, to enable it to be shared with as many interested personnel as possible – both during an event.

When this is done well all personnel involved will have far greater 'situational awareness' and, after the event, will be able to reconstruct what happened, and when.

This facilitates organisational learning, by continuous improvement, through analysis of past operations. It will also ensure information is not lost and is processed in a thorough and systematic manner. Personnel

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needing to make decisions can be assured they have the most up-to-date and complete information with which to work.

### LOCAL DISASTER COORDINATION CENTRE

The primary functions of the Local Disaster Coordination Centres (LDCC) revolve around three key activities:

- Forward planning
- Resource management
- Information management.

Local Disaster Coordination Centres are either permanent or temporary facilities within each local government area, or combined local government area, established to support the LDMG during disasters.

**Primary Location** – Disaster Management Complex, 38 Bacon Street Moranbah QLD

**Secondary Location** – Council Chambers, Batchelor Parade, Moranbah QLD

LDCCs operationalise LDMG decisions, as well as plan and implement strategies and activities on behalf of the LDMG during disaster operations.

Representatives from the media are not permitted in the LDCC.

### TRAINING FOR LDMG

- Training for LDMG, staff and operations personnel is facilitated by QFESQPS-Emergency Management Coordinator. ~~\_to occur a minimum of once per calendar year.~~
- Training for the LDMG, staff and operations personnel shall be in accordance with the Queensland Disaster Management Training Framework.
- Members of the IRC disaster management team, who shall assist in the event of a disaster, shall be trained in the use of Guardian IMS.



## EXERCISES

In accordance with the Act s59 (2) a Local Government must review the effectiveness of their LDMP at least once a year and this is normally achieved through an exercise.

Exercises can enhance capacity and confidence of the people that participate in them. The conduct of an exercise is one way in which the LDMG can undertake a review of the Local Plan. The development and enactment of scenarios to evaluate the effectiveness of plans is key to good governance and assurance.

Analysing plan effectiveness – both in times of exercise and post-incident response – enhances planning outcomes and enables the implementation of lessons identified.

Accordingly, plans must be adjusted where necessary. Flexibility and agility in planning, rather than rigidity, ensures plans remain relevant, realistic and ~~risk-based~~ risk based.

<https://knowledge.aidr.org.au/media/3547/handbook-3-managing-exercises.pdf>

An exercise determined by the LDC which is designed to evaluate the Isaac LDMG response and coordination capability should be facilitated annually.

This exercise can be any of the following types:

- Discussion
- Functional
- Field
- Seminars
- Practice Functions
- Simulated realistic event
- Agency Presentations
- Real Time
- Hypothetical
- Syndicate Progressive
- Workshop based
- Skills based



## LESSONS MANAGEMENT

Lessons management is a key element of continuous improvement and disaster management stakeholders in Queensland are urged to apply this learning practice. It involves the identification of learning of lessons captured through evaluation activities (including debriefing, monitoring and reviews) occurring before, during and after emergencies. It includes the establishment of a learning culture to support the monitoring, debriefing and review activities, which are then analysed for trends, risk, and lessons. Lessons are then assessed for action, which are then in turn implemented and monitored for change and improvement.

<https://www.disaster.qld.gov.au/dmg/Pages/DM-Guideline.aspx>

It is strongly recommended that the strategy applied by disaster management stakeholders be consistent with [The Australian Resilience Handbook for Lessons Management](#).

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<https://knowledge.aidr.org.au/resources/handbook-8-lessons-management/>

## ACTIVATIONS & TRIGGERS

The Chairperson of the LDMG is responsible for the decision to activate the LDMG, in consultation with the Local Disaster Coordinator as required. Should the Chairperson be unavailable, the Deputy Chairperson of the LDMG is responsible for the decision. Should neither of the above members of Council be available, the decision may be taken by the Local Disaster Coordinator, who will advise the Chair, LDMG as soon as is practicable. Should the LDC be unavailable, the decision may be taken by the Deputy LDC.

Timely activation, across all levels of Queensland's Disaster Management Arrangements, is critical to an effective disaster response. This relies on a clear understanding of the indicators used in Queensland's disaster management arrangements to monitor and provide situational awareness of events.

Disaster management arrangements in Queensland are activated using an escalation model based on the following levels:

ACTIVATION LEVEL	DEFINITION
PRE-ACTIVATION	A state of awareness of a potential situation or threat, generally during bush fire and severe weather seasons. Watching and gathering information with the LDMG Chair and LDC consultation to determine activation to the next level
ALERT	A heightened level of vigilance and preparedness due to the possibility of an event in the area of responsibility. Some action may be required, and the situation should be monitored by staff capable of assessing and preparing for the potential hazard.
LEAN FORWARD	An operational state prior to 'Stand Up', characterised by the heightened level of situational awareness of a disaster event (either current or impending) and state of operational readiness. Disaster coordination centres are on standby – prepared by not activated.
STAND UP	The operational state following 'Lean Forward' where resources are mobilised, personnel are activated, and operational activities commenced. Disaster coordination centres are activated.
STAND DOWN	Transition from responding to an event back to normal core business and/or recovery operations. The event no longer requires a coordinated operational response.
DEBRIEF	This stage is the close out of the activation ensuring that lessons identified are captured.

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[https://www.disaster.qld.gov.au/data/assets/pdf\\_file/0029/339428/RG1157-DMG-Activation-Triggers-Reference-Guide.pdf](https://www.disaster.qld.gov.au/data/assets/pdf_file/0029/339428/RG1157-DMG-Activation-Triggers-Reference-Guide.pdf)

## DECLARATION OF A DISASTER SITUATION

Section 64 of the *Disaster Management Act 2003* gives the legislative authority for declaring a disaster situation. The declaration of a disaster situation provides additional powers to nominated officers.

A disaster situation will normally only be declared when it is necessary to exercise those additional powers to prevent or minimise:

- Loss of human life
- Illness or injury to humans
- Property loss or damage
- Damage to the environment

If a District Disaster Coordinator believes the disaster or impending disaster is likely to require specific disaster powers, then the DDC may, after consultation with the DDMG and relevant local governments and with the approval of the Minister declare a disaster situation for all or part of the district in the Isaac Region.

## FINANCIAL MANAGEMENT

All agencies are responsible for meeting and recording their own operational expenses incurred during a disaster event, and for claiming reimbursement of any expenses allowed refer to:

<https://www.gra.qld.gov.au/funding/drfa>

Financial cost codes are activated for cost recovery and staff operations. IRC is required to discharge financial management responsibilities in accordance with the Financial Accountability Act 2009.

## LOGISTICS SUPPORT & RESOURCE ALLOCATION

Isaac Regional Council is required to manage the purchasing of resources and support in accordance with Local Government Regulations 2012.





# RESPONSE

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## RESPONSE ARRANGEMENTS

### RESUPPLY

Reference: [https://www.disaster.qld.gov.au/data/assets/pdf\\_file/0022/339421/M1205-Queensland-Resupply-Manual.pdf](https://www.disaster.qld.gov.au/data/assets/pdf_file/0022/339421/M1205-Queensland-Resupply-Manual.pdf)

The LDMG is responsible for the management of and community education and awareness in relation to the resupply of isolated communities and isolated rural properties.

Resupply operations are not intended to ensure retailers can continue to trade nor are they a substitute for individual and retailer preparation and preparedness. Resupply operations are expensive and logistically challenging and must be considered as a last resort.

When local and district operations require additional resources, **QFESQFD** coordinates the acquisition and management of resupply through the SDCC Logistics (if activated) or the SDCC Watch Desk (if not activated).

There are three types of resupply operations undertaken in Queensland:

#### 1. RESUPPLY OF ISOLATED COMMUNITIES

This operation occurs when people residing in a community have access to retail outlets, but those outlets are unable to maintain the level of essential goods required due to normal transport routes being inoperable as a result of a natural disaster event. In this scenario, the state government contributes to the cost of transporting goods by alternate methods.

This operation ensures essential goods are available to the community through the normal retail facilities within that community. This maintains the safety and wellbeing of humans and domestic animals during the period of isolation.

#### 2. RESUPPLY OF ISOLATED RURAL PROPERTIES

Isolated rural properties are groups of individuals isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event. This may include primary producers, outstations or small communities that have no retail facilities and require resupply. The aim of resupply operations to isolated rural properties is to maintain access to essential goods, including medications.

Isolated rural property owners are responsible for placing and paying for their orders with retailers. The LDCC and DDCC facilitate and meet the cost of transport only. Resupply to isolated rural properties may continue for some time after resupply to isolated communities is no longer required.

LDMG whose area of responsibility contains rural properties that are subject to isolation should ensure that all rural properties are aware of the resupply process, protocols and contacts.

#### 3. RESUPPLY OF STRANDED PERSONS

This operation provides essential goods to individuals who are isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event and are not at their normal place of residence. This is usually stranded travellers and campers.

The resupply or evacuation of stranded persons is coordinated by the QPS. QPS may also use the resources of the LDCC if it is activated in response to a disaster event in the local government area.

QPS determines the most appropriate course of action: whether to resupply stranded individuals or to evacuate them to a safer environment. If the LDCC is not activated, QPS will resupply or evacuate stranded individuals and report through the normal police reporting system.

## EVACUATION

Evacuation is a risk management strategy that may be used to reduce loss of life or lessen the effects of an emergency on a community, prior to the onset of, or during, an emergency. It involves the movement of people threatened by a hazard to a safer location and, typically, their eventual safe and timely return. For an evacuation to be as effective as possible, it must be appropriately planned and implemented.

Reference:

<https://knowledge.aidr.org.au/resources/handbook-evacuation-planning/>

Stages of the evacuation process

The key consideration in evacuation planning is to address the five -stage evacuation process:

1. **Decision to evacuate**
2. **Warning**
3. **Withdrawal**
4. **Shelter**
5. **Return**

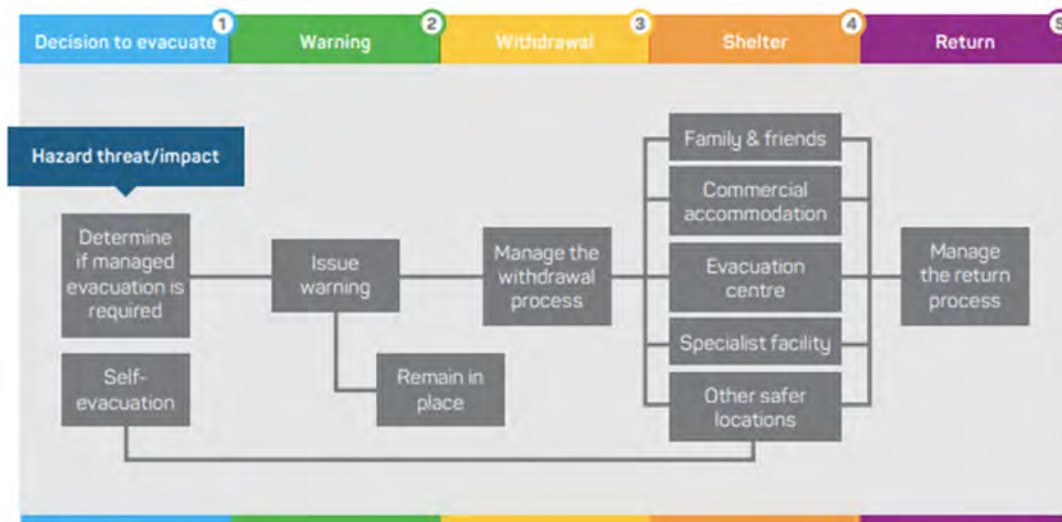


Figure 1 Evacuation process

## 1. DECISION TO EVACUATE

During evacuation planning, decision makers analyse event specific information and intelligence and make an assessment on the necessity to evacuate exposed persons.

### Considerations

- Is evacuation the best option?
- Are there other alternatives?
- Is it possible to evacuate?
- Has a risk assessment been undertaken to inform the decision to evacuate?
- Will it be a staggered evacuation?
- Have any special arrangements for the vulnerable population been considered?

### Authority to evacuate

The decision to authorise an evacuation may occur under the following conditions or authorities:

- QPS under the Public Safety Preservation Act 1986
- QFESQFD under the Fire ~~and Rescue~~ Services Act 1990
- LDMG may recommend a voluntary self-evacuation of a community or portions of a community
- LDMG may recommend that the Mackay DDC declare a Disaster Situation under the *Disaster Management Act 2003* to affect a managed evacuation of a community or portions of a community

*Disaster Management Act 2003* (the Act) requires the declaration of a disaster situation. During a disaster situation, the DDC and Declared Disaster Officers are provided with additional powers under sections 77-78 of the Act. These powers may be required to give effect to a directed evacuation.

## 2. WARNING

All warnings should be timed to allow sufficient time for the community to evacuate the impending danger area. Timing will depend upon information and intelligence received on the impending threat.

*Time of issue of warning = Warning time + evacuees' reaction time + travel time to a shelter.*

### Warning dissemination and methods

The following table (page 41) documents the agencies' responsible for the dissemination of evacuation warnings to exposed populations.

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EXPOSED POPULATION	ACTIVATION RISK LEVEL	WARNING METHOD	WHO
GENERAL POPULATION	Minor	Mass media: Media releases Social Media Disaster Dashboard Interviews with approved officers.	LDMG – Public Information Officers.
	Moderate	Door Knocking.	QPS with assistance from SES
		Information / letter drop.	LDMG - Public Information Officers
	Major	Emergency Alert	LDMG to formally request through DDMG to SDCC.
HOSPITALS NURSING HOMES, AGED CARE	All	Notification of LDMG Activation via QH and Hospital Services and Department of Communities, Child Safety and Disability Services.	LDMG via contact lists
SCHOOLS DAY CARE CENTRES KINDERGARTEN	All	Mass Media.	Public Information Officers
		Notification of LDMG Activation via Department of Education	LDMG via contact lists
		Mass Media.	Public Information Officers
TOURISTS	All	Via Tourism Operators, Accommodation Providers etc.	LDMG via contact lists
		Mass Media.	Public Information Officers
OFFSHORE ISLANDS	Middle Island has two caretakers in residence and there may be campers / recreational vessels in the area.	Warning via Maritime Safety Queensland (MSQ) and mass media.	LDMG contacts MSQ
CARAVAN PARKS, CAMPING GROUNDS	All	Signage at camp grounds.	LDMG contact to IRC
		Information to camping ground / caravan park managers.	
NON-ENGLISH SPEAKING	All	Nominated central point of contact within community for interpretation and distribution to relevant ethnic group.	
PEOPLE WITH A DISABILITY	All	Notification of event to community service providers.	LDMG via contact lists
MARINE USERS	All	Marine Radio and Distress Systems and Networks via Maritime Safety Queensland.	LDMG contacts MSQ
HOMELESS		Mobile Public Address System at known hot spots.	

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## Standard messages to the community

The standard 'wording' content contained in evacuation orders and media release statements should be further populated with the details relevant to the event and then utilised across all warning methods to ensure consistent messages are provided to all sectors of the community. For some events there are Standard Emergency Alert messages that have been preformatted and lodged with the SDCC.

### 3. WITHDRAWAL

#### Transport

Transportation of evacuees will be via their own vehicles or with friends and family. Public transport is limited in the Isaac region however pre-agreements with bus contractors can be investigated. Details of transportation will be included in the localised planning.

SUBURB / LOCATION	PLANNING ARRANGEMENTS	TRANSPORT MODE	TRANSPORT PROVIDER	NUMBER OF SERVICES	PICK UP POINT	DESTINATION
IRC COAST	No shelters or places of refuge.	Own vehicles				Mackay / Rockhampton
	Clients of Broadsound Community Care.	Private Bus	Broadsound Community Care.	1	To be advised	

#### Pets and animals

Pets and animals are the responsibility of the owner. Should the household be required to evacuate they are to take their domestic animals with them or make arrangements with someone in a safe place to care for them.

### 4. SHELTER

#### EVACUATION CENTRES

There are no Evacuation Centres located within the Isaac region. Refer below to places of refuge. Residents should consider Self-Shelter options first where possible.

##### Self-Shelter Options

Residents are encouraged to make their own arrangements away from the hazard impact area. Some options that should be considered are:

- Using a holiday home
- Staying with family and friends
- Using commercial accommodation (hotels, motels)

#### PLACES OF REFUGE

For our residents located in our coastal communities, refer to 'Summary of Safer Locations for Coastal Residents' table below. Noting these centres are considered places of refuge as Council does not have supplies, without the request for assistance.

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## SUMMARY OF SAFER LOCATIONS FOR COASTAL RESIDENTS

LOCATION	NAME	KNOWN COMMUNITY GATHER POINTS	CYCLONE	FLOOD	STORM TIDE	BUSHFIRE	TSUNAMI	PANDEMIC	EARTH- QUAKE	HAZMAT
CARMILA	Carmila Memorial Hall	Broadsound Community Care				✓		✓		
CLAIRVIEW	Clairview Community Centre					✓		✓		
CLARKE CREEK	Clarke Creek Community Hall					✓		✓		
CLERMONT	Clermont Community Centre					✓		✓		
DYSART	Dysart Civic Centre					✓		✓		
FLAGGY ROCK	Flaggy Rock Community & Recreation Centre					✓		✓		
ILBILBIE	Ilbilbie Community Centre					✓		✓		
MIDDLEMOUNT	Middlemount Community Hall					✓		✓		
MORANBAH	Moranbah Community Centre					✓		✓		
NEBO	Nebo Memorial Hall					✓		✓		
ST LAWRENCE	Broadsound Centenary Hall					✓		✓		

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## PLACES OF REFUGE

### Council Owned Community Facilities

Should Council be asked to assist external agencies or local businesses in providing a temporary space for a place of refuge the following Council facilities can be made available.

LOCALITY	ADDRESS	CAPACITY	AMENITIES	
			TOILET	SHOWER
Broadsound Centenary Hall	7 Railway Street, St Lawrence	50	M/F	
Carmila Hall	Music Street, Carmila	50	M/F	
Clarke Creek Hall	44 May Downs Road, Clarke Creek	50	M/F	
Clermont Civic Centre	Daintree Street, Clermont	200	M/F	
Dysart Civic Centre	Queen Elizabeth Drive, Dysart	200	M/F	
Dysart Recreation Centre	Queen Elizabeth Drive, Dysart	200	M/F	Yes
Glenden Recreation Centre	Ewan Drive, Glenden	200	M/F	
Middlemount Community Hall	27 James Randall Drive, Middlemount	200	M/F	
Moranbah Community Centre	Batchelor Parade, Moranbah	Hall 1—600 Hall 2—200 Chapel—100	<p><u>Facility currently under refurbishment.</u></p> <p><u>In the event a Place of Refuge is required in Moranbah, a Request for Assistance (RFA) will be submitted to the Mackay DDMG for response by Education Queensland.</u></p>	
Nebo Memorial Hall	Reynolds Street, Nebo	Capital Works underway on the Hall—Possibility to offer 50-100 capacity	M/F	
Nebo Recreation Centre	Bowen Street, Nebo	100	M/F	
Nebo Medical Centre	Kemmis Street, Nebo	Under lease to a medico. Capacity for 10	M/F	

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### Council Owned Fatigue Accommodation

Council has accommodation options that may be available at the following locations across the region.

LOCALITY	ADDRESS	CAPACITY
Dysart	2 Nolan Street	3 bedrooms
	2 Singleton Street	3 bedrooms
	1 Fisher Street	3 bedrooms
	Bradford St	4 rooms (donga style with private ensuite)
Middlemount	Nolan St	7 rooms (donga style with ensuite)
Clermont	Wattle Hill Road	20 rooms (donga style with ensuite)
St Lawrence	1-3/6 Wilangi Street	2-bedroom units
	7 Arthur Street	3 bedrooms
	14A Arthur Street	2 bedrooms
	31 Macartney Street	3 bedrooms
	36 Macartney Street	3 bedrooms
	Railway Parade	23 Rooms (donga style with shared bathroom facilities)
Nebo	Bowen St	4 Rooms (donga style with ensuite)
	Unit 2/8 Bovey Street	1-bedroom unit
Glenden	3 Dinang Crescent	3-bedroom house
Moranbah	Acacia Street	16 rooms (donga style with private ensuite, and back-up generator power on site)

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### 5. RETURN

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Timely return of evacuees is critical; however, safety should not be compromised, all issues need to be considered and the area deemed safe for return. The decision for the return of evacuees and the development of a return strategy will be undertaken by the LDMG and local emergency service representative on the ground. This decision will be based on the information provided by agencies and organisations, such as:

- Queensland Police Service
- Electricity provider
- Communications provider
- Local government operational business units as relevant (may include environmental health, engineering and infrastructure, water, and sewerage).



# RECOVERY

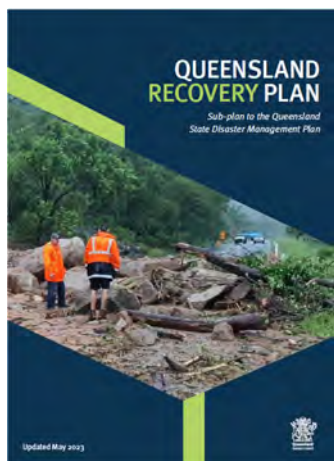
ISAAC  
REGION

## RECOVERY ARRANGEMENTS

### LOCAL RECOVERY STRATEGY

Isaac's LDMG recovery strategy reflects the [Queensland Recovery Plan](https://www.qra.qld.gov.au/recovery/recovery-governance/queensland-recovery-plan) which provides detailed information on the roles, responsibilities and reporting requirements of Queensland's recovery groups, committees and positions. <https://www.qra.qld.gov.au/recovery/recovery-governance/queensland-recovery-plan>

As per the Act, IRC has appointed a Local Recovery Coordinator (LRC) to conduct planning and ensure Council is prepared and equipped to assist the community's recovery needs. IRC have facilitated recovery training and workshops in the area during 2016-2018. The Local Recovery Group was established and have applied learnings from significant local events which impacted communities in the region.



### LOCAL RECOVERY PLAN

The Community Recovery Plan has been adopted by the LDMG.



## FUNCTIONAL RECOVERY GROUPS

FUNCTION	DETAILS	LEAD AGENCY
<b>HUMAN AND SOCIAL RECOVERY</b>	Human and social recovery relates to the emotional, social, physical and psychological health and well-being of individuals, families and communities following a disaster.	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
<b>ECONOMIC RECOVERY</b>	The effects of a disaster on the economic environment can be classified in terms of direct and indirect impacts. The tangible impacts can usually be given a monetary value and may include loss of tourism, employment opportunities and reduction in cash flow for businesses.	Department of State Development, Infrastructure, Local Government and Planning
<b>ENVIRONMENT RECOVERY</b>	The effects of a disaster on the natural environment may be a direct result of the disaster or through a secondary impact or flow on from the disaster response or recovery process. Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, or damage to heritage listed places.	Department of Environment and Science
<b>BUILDING RECOVERY</b>	The effects of a disaster on the built environment often result in damage and disruption which inhibits the capacity of essential services and services such as housing, accommodation, education, and health facilities.	Department of Energy and Public Works
<b>ROADS AND TRANSPORT</b>	The effects of a disaster on transport networks, including road, rail, aviation and maritime normally result in difficulty accessing communities and disruption to critical supply chains (both within and outside of the impacted area). Restoration of these networks, or the identification of alternatives, is a priority in disaster recovery.	Department of Transport and Main Roads

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## APPENDIX A – AGENCY RESPONSIBILITIES BY HAZARD

HAZARD / RESPONSE	DESCRIPTION	LEAD AGENCY
Flood	A flood is an overflow of water that submerges land that is usually dry.	
Storm	A storm is very bad weather, with heavy rain, strong winds, and often thunder and lightning.	
Storm Tide	Storm tide is the total observed seawater level during a storm, which is the combination of storm surge and normal high tide.	Local Disaster Management Group Queensland Fire and Emergency Services Queensland Police Service
Earthquake	An earthquake is the result of a sudden release of stored energy in the Earth's crust that creates seismic waves.	
Tsunami	A tsunami is a series of waves caused by earthquakes or undersea volcanic eruptions.	
Landslip	A landslide is defined as the movement of a mass of rock, debris, or earth down a slope.	
Animal & Plant Disease	A highly infectious disease that can be transmitted animals, plants and humans.	Department of Agriculture and Fisheries (DAF)
Road Traffic Accident	An accident originated on a way or street open to public traffic and at least one moving vehicle involved.	Queensland Police Service
<u>Bushfire</u>	<u>Bushfires occur when both managed and unmanaged areas of vegetation ignite and burn through reserves, national parks, private property and urban corridors and are most likely to occur when the weather is very hot and dry.</u>	<u>Queensland Fire Department</u> <u>Rural Fire Service Queensland</u>
<u>Chemical</u>	<u>Defined as the uncontrolled release of a hazardous chemical, either as a solid, liquid or a gas.</u>	<u>Queensland Fire Department</u>
<u>Aircraft Accident</u>	<u>Associated with the operation of an aircraft that affects or could affect the safety of operation.</u>	<u>Asset owner and Queensland Police Service</u>
<u>Rail Accident</u>	<u>A train wreck, crash or derailment is a type of disaster involving one or more trains.</u>	

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<b><u>Hazardous Material Accident</u></b>	<u>Hazardous materials come in the form of explosives, flammable and combustible substances, poisons and radioactive materials. Hazards can occur during production, storage, transportation, use or disposal.</u>	
<b><u>Epidemic / Pandemic</u></b>	<u>An outbreak of disease that attacks many peoples at the same time and may spread through one or several communities / throughout the world.</u>	
<b><u>Heatwave</u></b>	<u>A period of excessively hot weather, which may be accompanied by high humidity.</u>	<u>Queensland Health</u>
<b><u>Biological (Human)</u></b>	<u>Refers to substances that pose a threat to the health of living organisms, primarily that of humans.</u>	
<b><u>Radiological</u></b>		
<b><u>Animal and Plant Disease</u></b>	<u>Containment and eradication of emergency animal and plant diseased, plant and animal pests, invasive plants and animals, residue and contaminates in agricultural commodities and emergency animal welfare incidents.</u>	<u>Department of Agriculture and Fisheries</u>
<b><u>Terrorist Attack</u></b>	<u>A surprise attack involving the deliberate use of violence against civilians.</u>	<u>Queensland Police Service</u>
<b><u>Ship-Sourced Pollution</u></b>	<u>Refers to substances discharged into the sea that pose a threat to the health of living organisms.</u>	<u>Dept. Transport and Main Roads</u>
<b><u>Mass Casualty Management</u></b>	<u>QH is response for the provision of an integrated response. A mass casualty event is an incident or event where the location, number, severity or type of live casualties requires extraordinary resources.</u>	<u>Queensland Health</u> <u>Queensland Ambulance Service</u> <u>Queensland Police Service</u>
	<u>QH and QPS has joint responsibility for the management of deceased.</u>	<u>Queensland Police Service</u>
	<u>May support recovery hubs to provide initial grant payments for personal hardship assistance, psychological first aid and access to a range of support and information services to enable transition into post-event recovery.</u>	<u>Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts</u>

HAZARD / RESPONSE	DESCRIPTION	LEAD AGENCY
Hazardous Material Accident	Hazardous materials come in the form of explosives, flammable and combustible substances, poisons and radioactive materials. Hazards can occur during production, storage, transportation, use or disposal.	
Epidemic / Pandemic	An outbreak of disease that attacks many peoples at the same time and may spread through one or several communities / throughout the world.	Queensland Health
Heatwave	A period of excessively hot weather, which may be accompanied by high humidity.	
Biological (Human) Radiological	Refers to substances that pose a threat to the health of living organisms, primarily that of humans.	

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HAZARD/ RESPONSE	DESCRIPTION	LEAD AGENCY
<b>Animal and Plant Disease</b>	Containment and eradication of emergency animal and plant diseases, plant and animal pests, invasive plants and animals, residue and contaminants in agricultural commodities and emergency animal welfare incidents.	Department of Agriculture and Fisheries Search
<b>Terrorist Attack</b>	A surprise attack involving the deliberate use of violence against civilians.	Queensland Police Service
<b>Ship-Sourced Pollution</b>	Refers to substances discharged into the sea that pose a threat to the health of living organisms.	Dept. Transport and Main Roads
<b>Mass Casualty Management</b>	QH is response for the provision of an integrated response. A mass casualty event is an incident or event where the location, number, severity or type of live casualties requires extraordinary resources.	Queensland Health Queensland Ambulance Service Queensland Police Service
	QH and QPS has joint responsibility for the management of deceased.	Queensland Police Service
	May Support recovery hubs to provide initial grant payments for personal hardship assistance, psychological first aid and access to a range of support and information services to enable transition into post-event recovery.	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts

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## APPENDIX B – TRIGGERS AND ACTIVATIONS

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
<b>Note:</b> 'Alert' and 'Lean Forward' stages may not be possible if the emergency/disaster strikes without warning.				
<b>PRE-ACTIVATION</b>	<p>Localised agency event – no community impact. Watching and gathering of information.</p> <p>The LDC and the LDMG Chair will consult on whether the LDMG should be activated to the "Alert Stage" regardless of the event or the identification of a lead agency.</p>	LDMG Executive	<p>Maintain a watching brief to monitor the situation.</p> <p>Liaise with required personnel.</p>	<p>Chair and LDC on mobile remotely.</p> <p>Public messaging from Council for awareness.</p>
<b>ALERT</b>	<p>Awareness of a hazard that has the potential to affect the local government area. Organisations will be alerted to ensure readiness to act if required.</p> <p>The LDC and the LDMG Chair will consult on whether the LDMG should be activated to the "Lean Forward Stage" regardless of the event or the identification of a lead agency.</p>	LDMG Executive	<p>Activate Guardian IMS</p> <p>Ensure the LDCC is in a basic state of readiness</p> <p>Determine required LDCC staff and seek permission from OCEO for release</p> <p>Establish contact with the XO</p> <p>Provide initial advice to relevant stakeholders identified in the LDMG contact list</p> <p>Identify potential risks of imminent hazard and outline strategies and planning in anticipation of escalation</p> <p>Establish contact with community relations officers as required</p>	<p>Chair and LDC on mobile remotely.</p> <p>Identified stakeholders will receive an email stating "LDMG/LDCC @ Alert Stage". The email will contain non-sensitive information about the event.</p>



ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
LEAN FORWARD	<p>There is a likelihood that threat may affect the local government area. The threat is quantified but may not yet be imminent. The Lead Agency / LDMG are alerted to "Lean Forward" being placed on standby and ready to deploy resources and respond.</p> <p>The Chairperson of the LDMG will, in consultation with the LDC, make the decision to activate to the "Stand Up Stage."</p>	<p>LDMG Executive</p> <p>LDCC</p> <p>Membership</p> <p>LDMG members as required.</p>	<p>Confirm the level of potential threat</p> <p>Conduct meeting with core and available LDMG members regarding briefing, future planning and response strategies</p> <p>Determine trigger point to stand up</p> <p>maintain contact with XO</p> <p>Inform relevant stakeholders of "Lean Forward" stage</p> <p>Ensure the LDCC is fully established &amp; set up ready for operation</p> <p>Release public advice (via media officer) of any relevant public information and warnings, approved by the LDC</p> <p>Commence financial management processes of internal cost codes</p> <p>Chair and LDC to arrange record decisions in Guardian IMS.</p>	<p>Identified stakeholders in LDMG Contacts List will receive an email stating "LDMG/LDCC – Lean Forward Stage".</p> <p>Chair and LDC face to face or via mobile</p>

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
STAND UP	<p>LDMG Chairperson and LDC decide to activate to the "Stand Up" Stage when a trigger point is reached e.g.:</p> <p>A warning or advice of an impending threat.</p> <p>The community will be or already have been impacted.</p> <p>Multi agency response will be required.</p> <p>Request is made by other agency to provide assistance.</p>	<p>LDMG executive</p> <p>LDMG members as required</p> <p>LDCC membership group</p> <p>Recovery Coordinator.</p>	<p>LDCC is activated in Stand Up:</p> <p>Maintain contact with the Mackay DDC, XO &amp; EMC</p> <p>Commence SITREPs as required by DDMG</p> <p>Scale LDCC staffing levels as required with rosters planned and implemented and core LDMG members located in LDCC</p> <p>Call LDMG meetings with the lead agency and all LDMG Members</p> <p>Continue providing information to the public (via the Media Liaison Officer) including IRC phone contacts</p> <p>LDCC remains operational until all tasks have been completed.</p>	<p>Maintain contact with XO by telephone or otherwise as determined by the LDC</p> <p>Advice of the LDMG and LDCC activating to 'Stand Up' stage will be sent to identified stakeholders LDMG contacts list.</p> <p>All core members to be physically located in the LDMG meeting from this stage.</p> <p>Communications officer will maintain the flow of notifications and warnings to the public as approved by the LDC and Chairperson via social media</p>

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
STAND DOWN	<p>LDMG Chairperson and LDC in consultation with the lead Agency (if applicable) determine at when "Stand Down" is initiated to conclude an operation.</p> <p>The 'Stand Down' stage is the point that the response to the emergency/disaster event is completed and the coordination of operations transitions to Recovery.</p>	<p>LDMG Executive</p> <p>Recovery coordinator</p> <p>LDMG members as required</p> <p>LDCC staff</p>	<p>Upon being advised of the conclusion of an operation the LDC will:</p> <p>Coordinate stand down of participating organisations</p> <p>Notify XO, EMC of stand down</p> <p>Ensure completion and collation of all paperwork and financial management within LDCC and DRFA</p> <p>Conduct hot debrief</p> <p>Close LDCC – transition to Recovery.</p>	<p>Contact with the XO will be by telephone or otherwise as determined by the LDC.</p> <p>LDMG and LDCC staff members will be sent an email stating "LDMG Stand Down" and provide details of final meeting times and LDCC closure process.</p> <p>Advice of response operations ceasing will be forwarded to identified stakeholders with advice pertaining to required debriefs and post operation reporting.</p>
DEBRIEF	To be undertaken on conclusion of the activation.	All personnel involved Internal/ external.	<p>Questions:</p> <p>What went well?</p> <p>What did not go well?</p> <p>Where can we improve for next time?</p> <p>Conduct formal debrief and Collate into lessons identified.</p>	<p>Hot Debrief</p> <p>Formal debrief</p> <p>Confidential feedback.</p>

## APPENDIX C – COMMUNICATION APPROVALS – LDMG/LDCC

### COMMUNICATION APPROVALS – LDMG/LDCC

ACTIVATION LEVEL	TYPE	PLATFORM	EXAMPLE	SOURCE	APPROVAL REQUIREMENTS
Pre-activation	Education and resilience posts	Disaster Dashboard LDCC Facebook	<ul style="list-style-type: none"> <li>Road Conditions</li> <li>Severe weather warnings</li> <li>Weather Updates</li> <li>Get Ready Toolkit resources</li> </ul>	<ul style="list-style-type: none"> <li>IRC</li> <li>Disaster Dashboard</li> <li>BOM</li> <li>Get Ready <a href="#">Queensland</a></li> </ul>	NIL
Pre-activation	Situational awareness posts	Disaster Dashboard LDCC Facebook, with share to IRC Facebook	<ul style="list-style-type: none"> <li>Road Conditions</li> <li>Severe weather warnings</li> <li>Weather Updates</li> <li>Get Ready Toolkit resources</li> </ul>	<ul style="list-style-type: none"> <li>IRC</li> <li>Disaster Dashboard</li> <li>BOM</li> <li><a href="#">QFESQFD</a></li> <li>QPS</li> <li>QAS</li> <li>Get Ready Queensland</li> </ul>	NIL
Alert Lean Forward Stand Up Stand Down	LDMG status updates	Disaster Dashboard (activation status function) LDCC Facebook	LDCC activation – noting simplified messaging for public		Deputy LDC LDC Mayor

Approved by: Darren Fettell – [Local Disaster Coordinator](#)

Date: 14 June 2022

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2024 review



APPENDIX D - THE AUSTRALIAN WARNING SYSTEM

The Australian Warning System

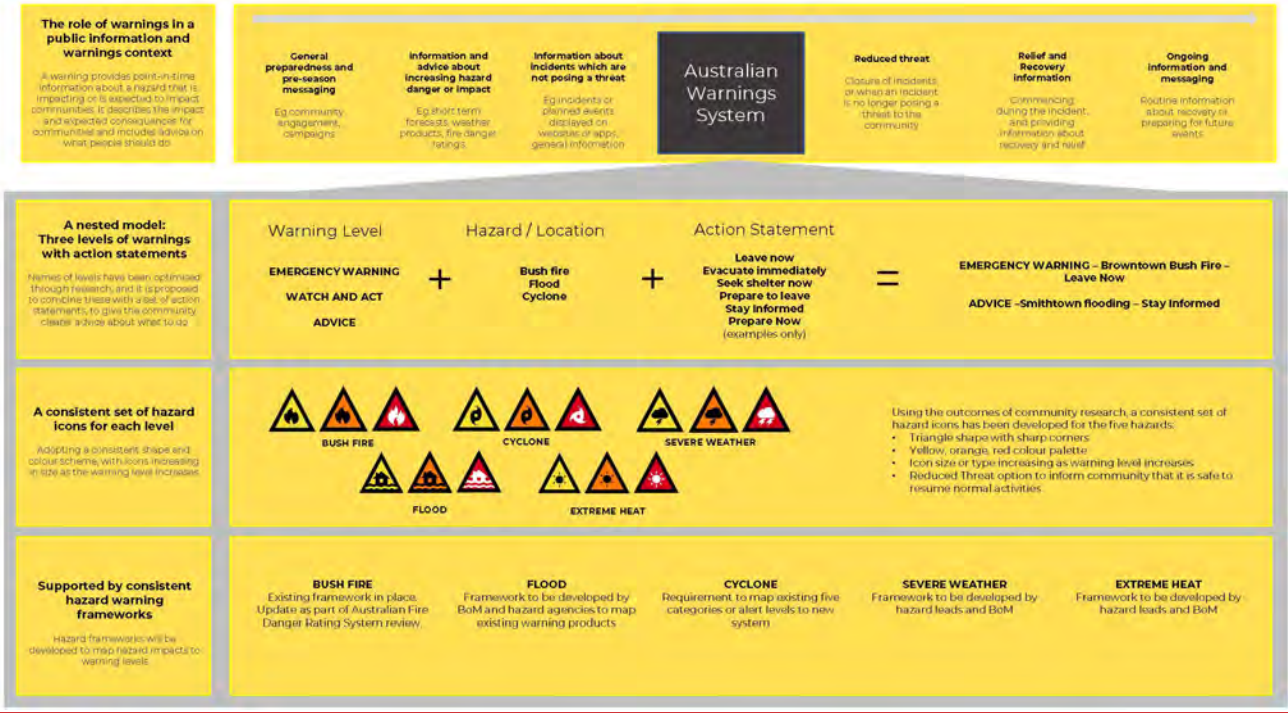
The Australian Warning System has been developed based on community research and input from Australia's emergency services and hazard agencies.

As part of a major national research project, more than 14,000 people were surveyed or interviewed, to assess community perceptions of existing warning systems and improvements which could make warnings clearer and lead people to take action during hazard events.

The system builds on existing warning frameworks and would apply to bushfire, flood, severe storm, cyclone and extreme heat – but is designed to be adaptable and scalable to other hazards.

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## APPENDIX ED - ACRONYMS & ABBREVIATIONS

<b>ABS</b>	Australian Bureau of Statistics
<b>AHD</b>	Australian Height Datum
<b>ALA</b>	<u>Aircraft Landing Area</u>
<b>AWS</b>	<u>Australian Warning System</u>
<b>BOM</b>	Bureau of Meteorology
<b>CEO</b>	Chief Executive Officer
<b>DACC</b>	Defence Aid to Civil Community
<b>DDC</b>	District Disaster Coordinator
<b>DDMG</b>	District Disaster Management Group
<b>DDMP</b>	District Disaster Management Plan
<b>DRFA</b>	Disaster Recovery Funding Arrangements
<b>DTMR</b>	Department of Transport & Main Roads
<b>EA</b>	Emergency Alert
<b>EMAF</b>	Emergency Management Assurance Framework
<b>GIS</b>	Geographic Information System
<b>HAT</b>	Highest Astronomical Tide
<b>IGEM</b>	Inspector General of Emergency Management
<b>IRC</b>	Isaac Regional Council
<b>LDC</b>	Local Disaster Coordinator
<b>LDCC</b>	Local Disaster Coordination Centre
<b>LDMG</b>	Local Disaster Management Group
<b>LDMP</b>	Local Disaster Management Plan
<b>LGAQ</b>	Local Government Association of Queensland
<b>LRC</b>	Local Recovery Coordinator
<b>LRG</b>	Local Recovery Group
<b>MHHS</b>	Mackay Hospital Health Service
<b>MSQ</b>	Maritime Safety Queensland
<b>NEMA</b>	National Emergency Management Agency
<b>NGO</b>	Non-Government Organisation
<b>NQPHN</b>	North Queensland Primary Health Network
<b>PPRR</b>	Prevention, Preparedness, Response and Recovery
<b>PSBA</b>	Public Safety Business Agency
<b>QAS</b>	Queensland Ambulance Service

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<b>QCS</b>	Queensland Corrective Services
<b>QDMA</b>	Queensland Disaster Management Arrangements
<b><u>QDMC</u></b>	<u>Queensland Disaster Management Committee</u>
<b><u>QDRA</u></b>	<u>Queensland Disaster Recovery Arrangements</u>
<b><u>QDMTF</u></b>	<u>Queensland Disaster Management Training Framework</u>
<b>QERMF</b>	Queensland Emergency Management Risk Framework
<b><u>QFDES</u></b>	Queensland Fire <del>and Emergency Services</del> <u>Department</u>
<b><u>QGSO</u></b>	<u>Queensland Government Statisticians Office</u>
<b><u>QHEALTH</u></b>	Queensland Health
<b>QLDMG</b>	Queensland Local Disaster Management Guidelines
<b>QPS</b>	Queensland Police Service
<b>QRA</b>	Queensland Reconstruction Authority
<b><u>QSES</u></b>	<u>Queensland State Emergency Service</u>
<b>RFA</b>	Request for Assistance
<b>RFDS</b>	Royal Flying Doctor Service
<b><u>RFSQ</u></b>	Rural Fire Service <u>Queensland</u>
<b><u>RSHQ</u></b>	<u>Resources Safety &amp; Health Queensland</u>
<b>SDCC</b>	State Disaster Coordination Centre
<b>SDMG</b>	State Disaster Management Group
<b>SDMG</b>	State Disaster Management Group
<b>SDR</b>	State Recovery Coordinator
<b>SDRA</b>	State Disaster Relief Arrangements
<b><u>SES</u></b>	<u>State Emergency Service</u>
<b>SEWS</b>	Standard Emergency Warning System
<b>SHECC</b>	State Health Emergency Coordination Centre
<b>SITREP</b>	Situation Report
<b>SOP</b>	Standard Operating Procedures
<b>XO</b>	District Executive Officer

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## APPENDIX EE – COMMUNITY SIGNAGE LOCATIONS

TOWN	SIGN LOCATION	ADDRESS
CARMILA	Carmila SES	6 Music Street
	Carmila Ambulance Station	18 Music Street
	Carmila Police Station	7 Music Street
	Carmila Hall	16 Music Street
CLAIRVIEW	BarraCrab Caravan Park	21 Colonial Drive
CLARKE CREEK	Clarke Creek Community Hall	May Downs Road
	Clarke Creek Campdraft Grounds	May Downs Road
	The Homestead @ Lotus Creek	Marlborough - Sarina Road
CLERMONT	Council Office & Library	24-26 Herschel Street
	Clermont Hospital	26 Francis Street
	Clermont Ambulance Station	40 Sirius Street
	Clermont Police Station	6 Capella Street
	Theresa Creek Dam Kiosk	Theresa Creek Dam
COPPABELLA	Civeo Camp	Peak Downs Highway
	Coppabella Store	76 Lee Street
DYSART	Council Office & Library	Shannon Crescent
	Dysart Civic Centre	Queen Elizabeth Drive
	Dysart Police Station	43 Queen Elizabeth Drive
	Dysart Ambulance Station	47 Queen Elizabeth Drive
GLEDEN	Council Office & Library	Dalton Place
	Glenden Police Station	8 Bell Place
	Glenden Ambulance Station	4 Bell Place
GREENHILL	Greenhill Rural Fire Shed	Greenhill Road
	Greenhill bus shelter	Pacific Avenue
KOUMALA	Koumala Post Office	Bruce Highway
MIDDLEMOUNT	Council Office	11 Carter Place
	Middlemount Shopping Centre	Leichhardt Drive
	Middlemount Library	Leichhardt Drive
MORANBAH	Council Office & Library	Grosvenor Complex, Batchelor Parade
	Town Square Noticeboards	
	Moranbah Youth Centre	Appleton Street
	Moranbah Fair	St Francis Drive
	Moranbah Community Workers Club	49-55 Mills Avenue
NEBO	Moranbah Miners Leagues Club	185 Mills Avenue
	Council Office & Library	Reynolds Street
	Nebo Hotel	Reynolds Street
	Service Station	Cnr Bowen Street & Peak Downs Highway
ST LAWRENCE	Council Office	36 Macartney Street
	St Lawrence Hotel	19 Railway Parade
	Broadsound Memorial Hall	7 Railway Parade
	St Lawrence Recreation Grounds	St Lawrence Connection Road







# ISAAC LOCAL DISASTER MANAGEMENT PLAN

**Presented by:** Local Disaster Management Group  
**Adopted:** 31 October 2024  
**Resolution No:** TBA  
**Current as at:** November 2024



**ISAAC.QLD.GOV.AU** ISAAC REGIONAL COUNCIL ABN 39 274 142 600

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 isaacregionalcouncil  isaacregionalcouncil  Isaaccouncil



## FIRST NATIONS ACKNOWLEDGEMENT

Isaac Regional Council acknowledges the Koinjmal, Widi, Birriah, Barada Kabalbara Yetimarala, Jangga, Barada Barna, Wangan and Jagalingou peoples as the Traditional Owners of the lands and waterways throughout the Isaac region and their enduring cultural connection to country and community. We pay our respects to elders past, present and emerging for they hold the stories, culture and traditions of Aboriginal and Torres Strait Island People.

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## FOREWORD

This Local Disaster Management Plan (LDMP) has been prepared to assist the Isaac Local Disaster Management Group (LDMG). The LDMP is designed to detail the preparation of mitigation measures to protect the community and community assets by the Prevention of, Preparedness for, Response to and Recovery from one or a combination of the potential disasters which may impact and affect all or parts of the Isaac Region.

To assist in the above process, the Isaac LDMG has prepared specific Sub Plans to address the many facets of Disaster Management likely to arise as a result of activation of the LDMG prior to any disaster impacting the Isaac Region.

In accordance with the Queensland Disaster Management Guidelines and s59 of the *Disaster Management Act 2003*, the LDC and the Isaac LDMG may review or renew the plan when appropriate however, the effectiveness of the plan must be tested and reviewed annually. This plan will be tested to ensure currency of information and familiarity of members of the LDMG with the plan, to ensure disaster management arrangements within the Isaac Regional are effective.

## PLAN ENDORSEMENT

The preparation of this LDMP has been undertaken in accordance with the *Disaster Management Act 2003* (the Act) and the Queensland State Disaster Management Plan to provide for effective disaster management in the Isaac Region.

**Cr Mayor Kelly Vea Vea**

**Chair of Local Disaster Management Group**

**Isaac Regional Council**

Sign \_\_\_\_\_

Date \_\_\_\_\_

**Darren Fettell**

**Local Disaster Coordinator**

**Isaac Regional Council**

Sign \_\_\_\_\_

Date \_\_\_\_\_



## DOCUMENT CONTROL

### AMENDMENT CONTROL

This LDMP is a controlled document. The controller of the document is the Isaac Local Disaster Coordinator. Any proposed amendments to this plan should be forwarded by email to [ldcc.isaac@isaac.qld.gov.au](mailto:ldcc.isaac@isaac.qld.gov.au) or in writing to:

Local Disaster Coordinator  
C/- Isaac Regional Council  
PO BOX 97  
Moranbah QLD 4744

Any changes to the intent or content of the document must be approved and endorsed by the LDMG and as per endorsement above. An amendment register will be maintained below.

### AMENDMENT REGISTER

DATE	AMENDMENT	PLAN UPDATED
<b>NOVEMBER 2021</b>	LDC & team	Review by LDMG, with endorsement from LDMG on 25 November 2021.
<b>SEPTEMBER 2022</b>	LDC & team	Review by LDMG, with endorsement from LDMG on 10 November 2022.
<b>JULY 2023</b>	LDC & team	Review by the LDMG, with endorsement from LDMG on 13 July 2023,
<b>OCTOBER 2024</b>	LDC & team	Full review with updated links, inclusion of member roles and responsibilities for agencies, review and update to state government names changes. Endorsed by LDMG 31 October 2024.

## DISTRIBUTION

Distribution of the plan complies with Section 60 of the *Disaster Management Act 2003* which requires the LDMP to be available for inspection, free of charge, to members of the public.

Electronic copies of the plan shall also be made available to the public on Isaac Regional Council's website.

A full and complete copy of the plan will be distributed in accordance with this list.

POSITION	COPY
<b>LDMG Chair/Deputy</b>	Electronic and Hard Copy
<b>Local Disaster Coordinator</b>	Electronic and Hard Copy
<b>LDMG Executive Group</b>	Electronic copy
<b>LDMG Members</b>	Electronic copy
<b>LDMG Advisory Members</b>	Electronic copy
<b>Isaac Regional Council Website</b>	Uploaded to Website
<b>DDMG DDC/XO</b>	Electronic copy
<b>Community Advisory Sub Group Members</b>	Electronic copy
<b>LDCC staff</b>	Electronic copy

## PURPOSE

The LDMP details the arrangements within the Isaac Regional Council area to plan and coordinate capability in disaster management and disaster operations. Striving to safeguard people, property and the environment from disaster impacts in line with the objectives set out in the [Queensland Disaster Management 2016 Strategic Policy Statement](#).

The main direct threats to the Isaac Region have been identified as a mixture of weather events (e.g., cyclones, storms) or disasters that occur following a weather event (e.g., fires, storm surges, storm tides and flooding). Due to the nature of the economy and the industries supporting it, there are increased chances of human-caused disasters, such as hazardous material accidents, animal disease management or major transport accident (road, rail or air) that exceeds the capacity of hazard specific agencies to manage.

Other identified hazards that are less likely to occur, but still require planning, include earthquakes, tsunamis, landslides, epidemics/pandemics, and terrorism. Further, the failure of critical infrastructure, such as electricity, communications or water and sewerage infrastructure are also factored into disaster management planning.

The Isaac LDMG is responsible for developing hazard specific plans that effectively manage disaster across a range of priorities, often with opposing events occurring in various locations of the region.

The Isaac LDMG approach is to use a comprehensive, all agencies, all hazards approach that reflects management of risks, effective planning, a scalable structure, and a continuous improvement philosophy.

## SCOPE

This plan details arrangements necessary to undertake disaster management within the Local Government Area of Isaac Regional Council.

## OBJECTIVES OF THE PLAN

The key objective is to implement effective disaster management strategies and local operational arrangements. Local area capability and leadership is recognised as the frontline for successful disaster management.

## PRIMARY OBJECTIVES INCLUDE

To assess risk to the community:

- To preserve lives and keep residents and visitors to the Isaac region as safe as possible from disasters.
- Ensure there is a clear and consistent approach to disaster management and response across the Isaac region and one which aligns with State requirements.
- Protect essential services and infrastructure during an event.
- Collaboratively work with District and State disaster support groups and State agencies during events.
- During normal times, undertake planning and source effective investment into disaster prevention and mitigation activities and works that will build and improve community resilience.
- The development, review, and assessment of effective disaster management for the Isaac region, including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
- An all-agencies approach which recognises the development, implementation and monitoring of priorities for disaster management for the local government area.
- Compliance with the Queensland Disaster Management Committee (QDMC) the Strategic Policy Statement; the State Disaster Management Plan; the Disaster Management Guidelines, and any other Guidelines relevant to local level disaster management and disaster operations.
- Hasten community and business recovery post an event.
- Incorporate risk-based planning into disaster management decision making.
- Continuously improve disaster management through implementation of innovation, research and lessons learned.

## DISASTER MANAGEMENT ARRANGEMENTS

### STRATEGIC POLICY STATEMENT

The development of a Strategic Policy Framework for Disaster Management is the responsibility of the State Disaster Management Group as per s18 of the *Disaster Management Act 2003*. The local government's responsibility under the Act is outlined in s30 and states that the local government is to ensure that Disaster Management and disaster operations in the area are consistent with the State's Strategic Policy Statement for disaster management. [https://www.disaster.qld.gov.au/\\_data/assets/pdf\\_file/0022/337234/2016-Strategic-Policy-Statement.pdf](https://www.disaster.qld.gov.au/_data/assets/pdf_file/0022/337234/2016-Strategic-Policy-Statement.pdf)

The development of the LDMP and establishment of the LDMG enhances community preparedness and capacity to respond and recover after experiencing a disaster. Local government has a key role in identifying and understanding the hazards and risks that could threaten the safety of their communities. This includes

the development and implementation of strategies that prevent, prepare, respond and recover from disasters, within their human, financial and physical resource capacities.

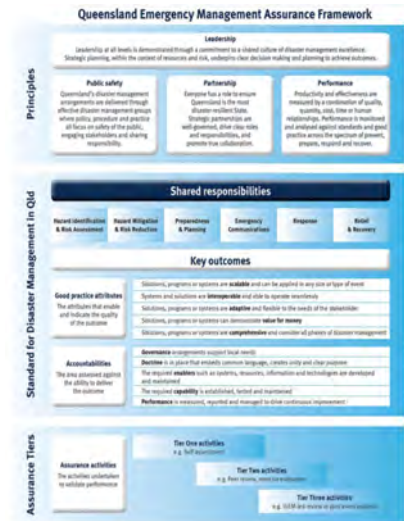
## DISASTER MANAGEMENT IN QUEENSLAND

Queensland Disaster Management Arrangements (QDMA) are characterised by and implemented through strong partnerships between government, government-owned corporations, NGOs, commerce and industry sectors and the local community.

Queensland's disaster management arrangements are guided by:

- Disaster Management Act 2003
- Disaster Management Regulation 2014
- Queensland Disaster Management 2016 Strategic Policy Statement
- Standard for Disaster Management in Queensland 2021
- Queensland State Disaster Management Plan
- Queensland Strategy for Disaster Resilience 2022 - 2027.

The arrangements recognise and promote collaboration to ensure comprehensive disaster management through the effective coordination of disaster risk planning, services, information and resources.



Queensland's Disaster Management Arrangements comprise of four-tiered system: 3 levels of government – local, state and federal – and an additional state government tier between local and state levels known as disaster districts. These disaster districts enable a more efficient and effective operational service delivery in support of local communities and address the size, complexity and diversity of Queensland.

## DISASTER MANAGEMENT STRUCTURES

Queensland Disaster Management Arrangements (QDMA) enable a progressive escalation of support and assistance through the four tiers as required. These arrangements comprise several key management and coordination structures for achieving effective disaster management in Queensland.

The Act provides the legislative basis for the Queensland Disaster Management arrangements (QDMA).

The QDMA is based on five main principles:

- The Comprehensive approach
- The all-hazards approach
- All agencies approach
- Local disaster management capability.
- A prepared, resilient community.

It is also based on a tiered system incorporating all three levels of government (Federal, State and Local). The key disaster response focus rests with Local Government, underpinned by support from the District and State Disaster Groups . The State Government has a primary responsibility to ensure effective disaster management is developed and implemented for the State, and to identify and coordinate additional external assistance and resources relating to disaster management and disaster operations.

The Act provides the following clear guiding principles that disaster management must be planned for:

- To implement preventative measures that reduce the likelihood of an event occurring
- To implement preventative measures that reduce the severity of an event if, and when it occurs

- To prepare the community to cope with the effects of an event – education, resources, services
- To capably respond to an event, and minimise its disruptive and costly effects
- To recover from an event – including social support, reconstruction and restoration of assets and the environment.

## QUALITY ASSURANCE FRAMEWORK

Disaster management and disaster operations within the Isaac Regional Council aim to be consistent with [IGEM Emergency Management Assurance Framework](#).

This is achieved by following the framework objectives to:

- Direct, guide and focus work of all entities, including all tiers of government, to achieve key disaster management outcomes for the community
- Promote cooperation between entities responsible for disaster management in the State
- Support emergency services, other entities and the community to identify and improve disaster management capabilities
- Identify opportunities for cooperative partnerships to improve disaster management outcomes
- Support continuous improvement in disaster management
- Provide consistency and reinforce “cultural interoperability” based on “shared responsibilities”.

## INSPECTOR GENERAL EMERGENCY MANAGEMENT

The role of Inspector-General Emergency Management (IGEM) was first established in 2013 following a review of police and community safety. The IGEM role was formalised as a statutory position in 2014. The functions of the IGEM and the Office of the IGEM are prescribed in part 1A of the Act.

The vision of IGEM is to be a catalyst for excellence in emergency management to enable confidence in Queensland’s emergency management arrangements. IGEM is responsible for providing the Premier, Government and people of Queensland an assurance of public safety, through the establishment and implementation of an assurance framework. This framework will direct, guide and focus work of all agencies, across all tiers of Government to the desired outcomes of the disaster and emergency management arrangements for Queensland.

Key accountabilities for the Office of the IGEM include:

1. Reviewing and assessing the effectiveness of disaster management arrangements within Queensland
2. Reviewing and assessing cooperation between entities responsible for disaster management in the State, including whether disaster management systems and procedures employed by those entities are compatible and consistent
3. Establishing standards for disaster management, reviewing and assessing performance against these standards and regularly reviewing the standards
4. Monitoring compliance by Queensland government departments with their disaster management responsibilities
5. Identifying and improving disaster and emergency management capabilities, including volunteer capabilities and opportunities for cooperative partnerships
6. Reporting to and advising the Minister of Police, Fire and Emergency Services about issues relating to these functions.



## QUEENSLAND RECONSTRUCTION AUTHORITY

In response to the disaster events, the Queensland Government established the [Queensland Reconstruction Authority](#) (QRA) under the Queensland Reconstruction Act 2011. The QRA's role was later expanded to include the administration of prior and subsequent events and it was made a permanent part of the Queensland Government in June 2015. The QRA's vision is to build a more disaster resilient Queensland.

The QRA manages and coordinates the Government's programme of infrastructure renewal and recovery within disaster affected communities. The QRA focuses on working with state and local government partners to deliver best practice administration of public reconstruction and resilience funds. The QRA is the state's lead agency responsible for disaster recovery, resilience and mitigation policy.

## NATIONAL EMERGENCY MANAGEMENT AGENCY

The [National Emergency Management Agency](#) (NEMA) is Australia's National Disaster Management Organisation. NEMA manages the Australian Government Disaster Response Plan under which states and territories may seek Australian Government assistance when the scale of an emergency or disaster exceeds or exhausts the jurisdiction's response capacity and capabilities, or where resources cannot be mobilised in sufficient time. NEMA delivers programs, policies and services that strengthen Australia's national security and emergency management capabilities.

## FUNCTIONS OF THE LOCAL DISASTER MANAGEMENT GROUP

The functions of the Local Disaster Management Group are outlined in Section 30 of the *Disaster Management Act 2003*.

### MEMBERSHIP

Membership is as in accordance with Section 33 and 34 of the Act. The LDMG will advise QPS and the Chair of the Mackay District Disaster Management Group annually of the membership of the LDMG.

In accordance with Section 33 of the Act, the relevant local government should appoint a Chairperson to the LDMG. The Chairperson must be a Councillor of the Local Government.

The following are the **EXECUTIVE MEMBERS** of the Isaac LDMG:

This is the core membership of the executive of the LDMG, from time-to-time additional persons are included such as the CEO and Director of Planning, Environment & Community Services for non-activation meetings.

POSITION WITHIN ISAAC REGIONAL COUNCIL	LDMG ROLE
Mayor	LDMG Chair
Deputy Mayor	LDMG Deputy Chair
Director Corporate Governance & Financial Services	Local Disaster Coordinator
Manager Safety & Resilience	Deputy Local Disaster Coordinator
Senior Disaster & Emergency Resilience Partner	Disaster Management Officer

### THE FOLLOWING ARE CORE MEMBERS:

AGENCY	POSITION
Isaac Regional Council	Chief Executive Officer
Isaac Regional Council	Director Planning, Environment & Community Services - Local Recovery Coordinator
Isaac Regional Council	Manager Engaged Communities
Queensland Police Service	Mackay DDMG
Queensland State Emergency Service	SES Local Controller
Queensland Fire Department	Area Representative
Queensland Police Service	Officer in Charge Moranbah
Queensland Ambulance Service	Officer in Charge Moranbah
Queensland Health	Mackay Hospital & Health Service Emergency Management Coordinator
Isaac Regional Council	Safety & Resilience Support (Secretariat)

## THE FOLLOWING ARE ADVISORY MEMBER AGENCIES:

Australian Red Cross	Department of Local Government, Water and Volunteers	Department of Education
Department of Transport & Main Roads	Ergon Energy	North Queensland Primary Health Network
Mackay Hospital and Health Service	DESI	Queensland Reconstruction Authority
Telstra/NBN	Queensland Parks and Wildlife Service	
<b>Industry &amp; other local agencies</b>	Other industries/organisations may be invited as relevant	
Anglo American	QPM Energy	Aurizon
BHP	Bravus Mining	Civeo
Dyno Nobel	Glencore	Peabody
Fitzroy	Vitrinite	Terracom
First Nations Representatives		

## ADMINISTRATION

Local Disaster Management Group meetings are mandated in section 12 of the Disaster Management Regulation 2014. The Local Disaster Management Group must meet at least once every six months. aims to meet. Attendance at meetings can be either in person, video or teleconference, and minutes are recorded and retained.

The Local Disaster Coordinator is responsible for the administration of the group. The following administrative tasks are to be undertaken for the group:

- keep minutes of meetings
- maintain contact lists
- maintain membership lists
- update local disaster management plan
- register correspondence
- prepare reports (as listed below)
- coordinate meetings.

The LDMG utilises the Guardian Incident Management System (IMS) to control all records during a disaster, and information is managed in accordance with Isaac Regional Council document management procedures. This ensures that document protection, confidentiality, and waste disposal of information in the LDCC is adequately managed.

Guardian IMS is widely used throughout Queensland local governments as the preferred disaster management software and provides interoperability between LDMG's. It provides a full state-wide view in a secure and scalable, cloud-hosted environment allowing Council to manage incidents, intelligence, and reporting.

## MEETINGS

The LDMG must meet at least once in every six months, with Isaac LDMG aiming to meet three times each year. During disaster and emergency situations an LDMG meeting may be called and be held either in person or via teleconference to consider and discuss the situation.

For additional meetings, notice of a meeting may be communicated by SMS, email or a telephone call to members as soon as it is determined that a meeting of the Local Disaster Management Group is required.

The quorum for LDMG meetings is half of the core group plus one.

## AGENCY STATUS REPORTS

Written status reports on behalf of member agencies are used to update LDMG members on the status of agency disaster management initiatives, projects, training, community awareness, disaster management plans, operations and contact information. This information assists the LDMG to evaluate the status of disaster management and disaster operations for the Isaac Region. Member status reports are provided in writing at all regular LDMG meetings.

Advisory member agencies are invited to provide a verbal update at LDMG meetings, by exception.

## ANNUAL REPORTS

The LDMG is required to complete a status report as requested and provide the completed report to the District Disaster Coordinator, Mackay Disaster District. This review may be conducted in conjunction with other local government areas with the Mackay district. The Local Disaster Coordinator is responsible for the development of the report if requested.

## COMMUNITY ADVISORY SUBGROUPS

The role of the Community Advisory Subgroups is to provide information and assistance to the Isaac Local Disaster Management Group (LDMG) and the communities they represent in relation to the potential or actual impact of disasters. These groups will provide great value during normal times, as they bring forward knowledgeable local community representatives that can assist the LDMG in preventative and preparedness activities to build resilience.

A term of reference has been developed for the Community Advisory Groups and which will be reviewed by the group and endorsed by the LDMG.

In addition to the legislated members of the LDMG, the LDMG Chairperson may appoint community advisory group representatives to provide specialist advice relevant to their community.

Appointed committee members may from time to time be invited to attend LDMG meetings and participate in discussion, but do not form part of the Isaac LDMG core membership. They have no decision-making power, nor do they have voting rights. Community Advisory group input is considered valuable to the LDMG decision making however meeting resolutions will only be carried by member consensus and advisors will not be included in the calculation of the quorum.

The Community Advisory Subgroups are chaired by elected representatives of the Isaac Regional Council and have been established at:

- Isaac Coast
- Glenden & Nebo
- Clermont
- Middlemount
- Dysart
- Nebo

Membership of the Community Advisory Subgroup is dependent upon local resources, but should include:

• Elected member/s (Chair)	• LDC/Deputy/DMO
• Local agencies (QPS/QAS/QFD/QSES)	• Local advisory members of LDMG
• Local school principals	• Hospitals
• IRC Community Relations Officer	• Other local stakeholders

## LDMG MEMBER ROLES AND RESPONSIBILITIES

All members of the LDMG have the following common roles and responsibilities:

- Are available to attend and actively participate in LDMG activities, including meetings, exercises and training opportunities
- Can capably represent their Agency, and have full knowledge of the services and resources their Agency can provide
- Understand and are appropriately briefed on their Agencies expectations and can therefore actively participate in LDMG activities
- Will actively contribute Agency input into LDMG plans, projects and activities
- Are of suitable classification level or authority level to be able to commit Agency resources
- Have nominated an acceptable deputy, also appropriately qualified to take on their responsibilities should they be unavailable, or to provide additional support during extended operations.

## RESPONSIBILITIES OF LDMG MEMBERS

LDMG ROLE	LDMG RESPONSIBILITY
<b>CHAIRPERSON</b> IN ACCORDANCE WITH S34 OF THE ACT THE RELEVANT LOCAL GOVERNMENT SHOULD APPOINT A CHAIRPERSON TO THE LDMG.	Chairing the Isaac Regional Council Local Disaster Management Group meetings. Authorising activation of the Local Disaster Coordination Centre. Official LDMG spokesperson for all media briefings and interviews. Attending local, district and state briefings to maintain situational awareness of disaster operations and community impact. Liaising with elected representatives such as the Premier, Prime Minister and Local Councillors. Conduct meetings with the Local Disaster Coordinator in peace time and disaster situations to ensure a coordinated response.
<b>DEPUTY CHAIRPERSON</b> IN ACCORDANCE WITH S.34 OF THE ACT THE RELEVANT LOCAL GOVERNMENT SHOULD APPOINT A DEPUTY CHAIRPERSON TO THE LDMG.	To provide advice and support to the Chair and LDMG. To chair LDMG Meetings in the absence of the Chair.
<b>LOCAL DISASTER COORDINATOR</b> IN ACCORDANCE WITH S.35 OF THE ACT, THE CHAIRPERSON OF THE LDMG MUST AFTER CONSULTING WITH THE POLICE COMMISSIONER, APPOINT THE CEO OR AN EMPLOYEE OF THE RELEVANT LOCAL GOVERNMENT AS A LOCAL	To provide advice and support to the Chair, Deputy Chair and LDMG. Coordinate disaster operations for the local group Report regularly to the local group about disaster operations Ensure that any strategic decisions about disaster operations by the local group are implemented.



**DEPUTY LOCAL DISASTER  
COORDINATOR**

To provide advice and support to the LDC  
To undertake the functions of the LDC in their absence

**LOCAL RECOVERY  
COORDINATOR**

To provide advice and support to the Chair, Deputy Chair, LDC and LDMG  
To coordinate the local recovery groups  
To liaise with functional lead agency representatives and work with identified agencies and the community to develop the specific recovery strategy  
To provide advice and support to the Chair and recovery groups  
To activate the Disaster Recovery Plan when required.

**ISAAC REGIONAL  
COUNCIL**  
CHIEF EXECUTIVE OFFICER

To provide a link between the LDMG and council  
To ensure release of appropriately trained staff for rostering into the Local Disaster Coordination Centre  
To provide strategic policy and planning advice and secretariat support to the Local Group, Chair and Local Disaster Coordinator  
To action council's emergency response.

**QUEENSLAND  
AMBULANCE SERVICE**

Liaison between the agency and the LDMG  
Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise  
Contribution to development and review of LDMP.

**QUEENSLAND FIRE  
DEPARTMENT**

Liaison between the agency and the LDMG  
Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise  
Contribution to development and review of LDMP.

**QUEENSLAND POLICE  
SERVICE**

Liaison between the agency and the LDMG  
Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise  
Contribution to development and review of LDMP.

**QUEENSLAND POLICE  
SERVICE**  
(EMERGENCY MANAGEMENT &  
COORDINATION COMMAND)

To provide advice and support to the Chair and the LDC  
Liaison between the agency and the LDMG  
Link to the Qld Disaster Management System  
Policy advice about Qld Disaster Management system.  
Assessment of the Local Disaster Management Plan.  
Training delivery as per the QDMTF

**QUEENSLAND HEALTH**

Liaison between the agency and the LDMG.  
Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise.  
Contribution to development and review of LDMP.

**QUEENSLAND STATE  
EMERGENCY SERVICES**

Liaison between the QSES and the LDMG.

## LDMG AGENCY ROLES AND RESPONSIBILITIES

AGENCY	ROLES AND RESPONSIBILITIES
LOCAL DISASTER MANAGEMENT GROUP	<p>Functions as allocated to the group under s30 of The Act.</p> <p>Development of a comprehensive local disaster management plan</p> <p>Design and maintenance of a public education/awareness program, which is delivered through Council and member agency resources.</p> <p>Support for the coordination of response agencies through the Local Disaster Coordination Centre.</p> <p>Provision of public information prior to, during and following disaster events.</p> <p>Recommended areas to be considered for directed evacuation.</p> <p>Public advice regarding voluntary evacuation.</p>
ISAAC REGIONAL COUNCIL	<p>Perform the following roles and responsibilities in support of the Local Group:</p> <p>Management, support, policy advice and coordination of the business of the LDMG and its sub-groups, including the development and maintenance of disaster management plans and sub plans.</p> <p>Identification, development, maintenance and operation of a LDCC at a primary location and maintenance of alternative locations.</p> <p>Identification and delivery of training and staffing required to operate the LDCC.</p> <p>Coordination of disaster operations by the LDC through the LDCC for the LDMG ensuring that strategic decisions of the LDMG are implemented.</p> <p>Lead and coordinate recovery operations and provide immediate community support and recovery needs in conjunction with the Department of Communities, Disability Services and Seniors and relevant agencies and stakeholders.</p> <p>Assist the community to prepare for, respond to and recover from an event or disaster.</p> <p>Issue of public information or warnings about disaster situations in accordance with Local Plan.</p> <p>Provide advice and support to the DDC.</p> <p>General Council responsibilities:</p> <p>Development and maintenance of prevention and mitigation strategies such as Land Use Planning and Capital Works programs.</p> <p>Development and maintenance of a response plans where the Council is identified as the Lead Agency.</p> <p>Identification and delivery of training and staffing required to operate the LDCC.</p> <p>Development and maintenance of communications systems between response and recovery agencies and coordination centres.</p> <p>Maintenance (including debris clearance) of local roads and bridges.</p> <p>Collection and interpretation of information from rainfall and flooding telemetry systems, conjointly with the Bureau of Meteorology.</p> <p>Maintenance of Council owned Flood Warning Infrastructure systems.</p> <p>Community awareness and education for risks for which Council is lead agency.</p>

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## QUEENSLAND AMBULANCE SERVICE

Provide, operate and maintain ambulance services

Access, assess, treat and transport sick and injured persons

Protect persons from injury or death, during rescue and other related activities

Coordinate all volunteer first aid groups during major emergencies and disasters

Provide and support temporary health infrastructure where required

Collaborate with Retrieval Services Queensland in the provision of paramedics for rotary wing operations

Collaborate with Queensland Health in mass causality management systems

Provide disaster, urban search and rescue, chemical hazard, biological and radiological operations support with specialist logistic and specialist paramedics.

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## QUEENSLAND FIRE DEPARTMENT

### **1. Fire Suppression and Prevention**

Conduct fire suppression activities for structural, bush, and chemical fires.

Implement fire prevention strategies, including public awareness campaigns and safety inspections.

### **2. Rescue and Emergency Response**

Lead urban search and rescue (USAR) operations.

Provide swift water, road crash rescue, and other technical rescue capabilities.

Support hazardous materials (HAZMAT) incidents and containment.

### **3. Disaster Response Support**

Assist in disaster operations with trained personnel and equipment. (Assist other Lead Agencies in disaster operations)

Provide logistical support and coordination for emergency services during disaster response through the ICC, RFCC (Regional Fire Coordination Centre) and SFCC (State Fire Coordination Centre))

Support community evacuation efforts in coordination with other lead agencies.

### **4. Fire Risk Management**

Contribute to the development and review of local risk assessments and fire risk management plans In conjunction with Rural Fire Service QLD

RFSQ lead the Area Fire Management Group as conduits for information and actions on bushfire risk through communities to LDMG and the Regional Bushfire Committee.

### **5. Community Education and Engagement**

Deliver fire safety and disaster preparedness education programs to the public.

Support vulnerable communities by raising awareness about emergency preparedness.

### **6. Interagency Collaboration**

Liaise with local and state authorities, including Local Disaster Management Groups (LDMG), to ensure coordinated disaster response efforts.

Contribute resources and expertise to the broader emergency management framework during disasters.

### **7. Post-Incident Recovery**

Participate in damage assessment and recovery operations, in conjunction with other Lead agencies.

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## QUEENSLAND HEALTH

Lead agency for response functions of public health, mental health and medical services, mass causality management, mass fatality management, including victim identification (with QPS) and emergency medical retrieval

Provide health emergency incident information

Primary agency for heatwave, pandemic, influenza, biological and radiological incidents

Provide local context and coordination of health aspects of an incident to the local district with regards to the full spectrum of prevention, preparedness, response and recovery.

Provide health emergency incident information to the LDCC for dissemination.

Provide liaison to the wider Health system through the Queensland Health Disaster management framework.

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## QUEENSLAND POLICE SERVICE

Assisting the community to prepare for, respond to and recover from an event or disaster

Coordination of search and rescue

Control and coordination of evacuation operations

Provided liaison officers to the LDCC

Uphold the law generally

Preservation of peace and good order

Prevention of crime

Investigation of the criminal aspect of any event

Security of any site as a possible crime scene

Coronial investigation procedures

Provide a disaster victim identification capability

Traffic control, including assistance with road closures and maintenance of roadblocks with other agencies

Crowd management/ public safety

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## QUEENSLAND STATE EMERGENCY SERVICE

### **1. Disaster Response and Support**

Provide operational support in response to natural disasters, including storms, floods, and cyclones.

Conduct damage assessments, including initial impact assessments for local authorities.

Assist in temporary emergency repairs to homes and infrastructure (e.g., roof tarping, debris removal).

Assist with emergency traffic control.

### **2. Rescue Operations**

Conduct land based swift water rescue operations.

Provide vertical rescue, road crash rescue, and other general rescue services as required.

### **3. Evacuation Assistance**

Assist with evacuation planning and execution, including helping vulnerable communities evacuate.

Provide support to evacuation centers and relief facilities as needed.

### **4. Flood and Storm Response**

Lead flood boat operations to rescue stranded individuals during flood events.

Conduct storm damage operations, including sandbagging, tree clearing, and securing property.

### **5. Incident Management Support**

Support the Local Disaster Coordination Centre (LDCC) and Incident Control with trained personnel.

Assist with logistics, communications, and incident reporting during disaster events.

### **6. Community Education and Engagement**

Conduct public education programs on disaster preparedness and mitigation.  
Promote awareness of flood and storm safety measures to local communities.

#### 7. Interagency Collaboration

Work alongside local councils, emergency services, and other agencies in the planning and coordination of disaster response efforts.

Participate in multi-agency exercises to ensure readiness and cooperation.

#### 8. Post-Disaster Recovery

Support post-disaster recovery operations, including assisting with the clean-up and restoration of community services.

Help coordinate volunteer efforts and resources for rebuilding and recovery initiatives.

### DEPARTMENT OF TRANSPORT AND MAIN ROADS

Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure

Assist with the safe movement of people resulting from mass evacuation

Ensure the capability of logistics-related industries is appropriately applied to disaster response and recovery activities.

### ADVISORY MEMBER AGENCIES

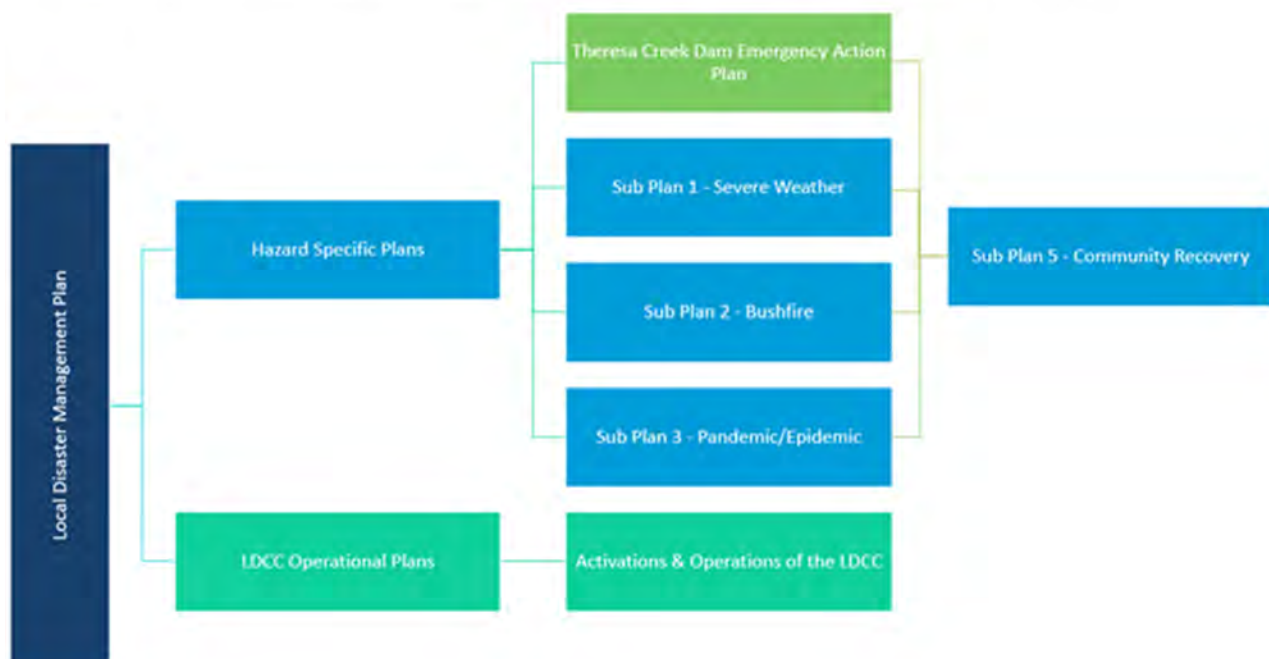
Assist with response during emergencies by providing a key liaison, communication and resources as requested.

## LOCAL RECOVERY SUB COMMITTEES

The recovery subcommittee is formed during disaster activities as required by the LDMG to support the transition from disaster response to recovery and ensure that appropriate meeting minutes are documented with respect to all recovery group activities. Members of the established Community Advisory Subgroups will be invited to participate in recovery activities relevant to their local communities. The activities, meetings and reports are to be coordinated by the Local Recovery Coordinator.

## STRUCTURE OF THE LOCAL DISASTER MANAGEMENT PLAN AND SUBPLANS

The following structure demonstrates the Isaac specific plans to support disaster management arrangements at Isaac Regional Council





## ISAAC COMMUNITY CHARACTERISTICS

The Isaac local government area spans an area of approximately 58,000 km<sup>2</sup>. The Isaac region is bordered by the local government areas of Mackay, Whitsunday, Rockhampton, Livingstone, Barcaldine, Banana, Charters Towers and Central Highlands.

Located in Central Queensland, from the coast to the coalfields, Isaac is 1,000km north-west of Brisbane and 900km south of Cairns, with access to world class export infrastructure.

Isaac Regional Council was formed in March 2008, as part of Queensland's reform process to local government. The process amalgamated three Shires: Belyando, Broadsound and Nebo. The region has an estimated population of 22,046 residents (2021 Census) living in 17 townships and communities. Major towns include Clermont, Dysart and Moranbah with smaller townships located at Coppabella, Glenden, Middlemount, Nebo and St Lawrence. Our small communities consist of those at Carmila, Clairview, Clarke Creek, Greenhill, Ilbilbie, Kilcummin, Mackenzie River, Mistake Creek and Valkyrie.

The region is characterised by a mix of strong industries, including coal and gas mining, cattle grazing, sugar cane and grain farming (ABS, 2016). The Isaac region has several new renewable energy projects such as solar farms and wind farms under construction or pending approval. Expanding industries include aquaculture, fruit and vegetable growing. Including non-residential workers on shift, the full-time equivalent population is estimated to be 32,990 (Bowen Basin Population Report 2021).

The Isaac region consists of a variety of topographies ranging from those associated with coastal lowlands to hills and mountain ranges. The overall topography is a relatively flat landscape associated with areas of the central highlands. The coastline is made up of sandy beaches, estuaries and rocky outcrops. Moving inland the area remains low lying and tidal. Further west the flat areas give way to gently rolling hills, some areas of flat fertile land and rough hilly country. The land rises dramatically at the foothills of the Connors Range which forms a natural boundary between the coastal landscape and the western highlands.

The major river systems in the region are the Connors and Isaac Rivers which are upstream tributaries of the Fitzroy Basin with flows through the Isaac townships of Nebo, Middlemount, Moranbah and Clermont. The Belyando River located in the west of the region is an upstream tributary of the Burdekin catchment.

### POPULATION STATISTICS

In the 2021 Census, there were 22,046 people in Isaac (R) (Local Government Areas) of these 56.2% were male and 43.8% were female.

Aboriginal and Torres Strait Islander people made up 5.3% of the population.

The median age of people in Isaac (R) (Local Government Areas) was 34 years. Children aged 0 – 14 years made up 21.3% of the population and people aged 65 years and over made up 6.8% of the population.

Additional information can be found in the *Economic And Population Review 2023* report via the Isaac Regional Council website - [Strategies and Data - Isaac Regional Council](#)

LGA / STATE	AGE GROUP									
	0-14		15-24		25-44		45-64		65+	
<b>ISAAC (R)</b>	4,691	21.3%	2,580	11.7%	7,759	35.2%	5,514	25%	1,496	6.8%
<b>QLD</b>	964,319	18.7%	637,245	12.4%	1,389,541	26.9%	1,289,431	25%	875,603	17%

## INDIGENOUS STATUS

STATUS	PERSONS	%
Non-Indigenous	16,366	74.24%
Aboriginal	927	4.20%
Torres Strait Islander	136	0.62%
Both Aboriginal and Torres Strait Islander	97	0.44%
Not stated	4520	20.50%
<b>Total</b>	<b>22,044</b>	<b>100.00%</b>

## ESTIMATED RESIDENT POPULATION BY LOCALITY

*\*Census data unavailable for this locality due to no people or very low population*

COMMUNITY	POPULATION	COMMUNITY	POPULATION	COMMUNITY	POPULATION
BELYANDO	307	ELPHINSTONE	9	MISTAKE CREEK	36
BLUE MOUNTAIN	*	FRANKFIELD	100	MORANBAH	9,425
BURTON	83	GEMINI MOUNTAINS	65	MOUNT BRITTON	4
CARMILA	340	GLENDEN	477	NEBO	857
CLAIRVIEW	167	HAIL CREEK	179	OXFORD	43
CLARKE CREEK	32	ILBILBIE	358	PASHA	75
CLERMONT	2,952	KILCUMMIN	228	PEAK VALE	40
COLLARROY	*	LOTUS CREEK	113	ST LAWRENCE	245
COPPABELLA	594	MACKENZIE RIVER	84	VALKYRIE	71
DYSART	2,918	MAY DOWNS	93	WOLFANG	84
ELGIN	52	MIDDLEMOUNT	1,899		

## EMPLOYMENT BY INDUSTRY

INDUSTRY	NUMBER	%
Mining	14,361	57.70%
Construction	1,907	7.70%
Administrative & Support Services	1,376	5.50%
Agriculture, Forestry & Fishing	1,193	4.80%
Accommodation & Food Services	992	4.00%
Education & Training	709	2.80%
Transport, Postal & Warehousing	682	2.70%
Health Care & Social Assistance	566	2.30%

Retail Trade	538	2.20%
Public Administration & Safety	533	2.10%
Other Services	496	2.00%
Manufacturing	443	1.80%
Rental, Hiring & Real Estate Service	430	1.70%
Professional, Scientific & Technical Services	218	0.90%
Wholesale Trade	186	0.70%
Electricity, Gas, Water & Waste Services	155	0.60%
Arts & Recreation Services	63	0.30%
Information Media & Telecommunications	23	0.10%
Financial & Insurance Services	17	0.10%
<b>TOTAL</b>	<b>24,888</b>	<b>100%</b>

## INDUSTRY

Much of the region's economic output is attributable to the resource sector. As of June 2023, there were 31 coal mines, four related infrastructure operations and one gas operation in Isaac. The 10 largest coal mines in the LGA all engaged more than 1,000 workers (RSHQ, 2023).

Two projects—Olive Downs Complex and Clarke Creek Wind and Solar Farm—were under construction in June 2023, and rehabilitation work was underway at Newlands and Grasstree mines.

Agriculture is another key industry for the region. The Queensland Agricultural Land Audit identifies two important agricultural areas within the Isaac LGA, East Coast and The Golden Mile. An important agricultural area is described as an area that has all the requirements for agriculture to be successful and sustainable, is part of a critical mass of land with similar characteristics and is strategically significant to the region or the state.

Tourism also features on the economic landscape with the Isaac coast identified as an emerging tourism precinct for development in the Mackay Destination Tourism Plan. The coast also hosts commercial fishing and aquaculture operations.

## HEALTH AND MEDICAL

The Isaac region's Public Hospital services are provided by the Mackay Hospital and Health Service (MHHS). There are hospital facilities in Moranbah, Clermont and Dysart and a range of specialist and allied health services across the region. The Clermont Multipurpose Health Service also provides residential aged care. Private medical and a range of Home and Community Services organisations also operate across the region.

FACILITY TYPE	LOCATION	ADDRESS	DETAILS
Hospitals	Clermont	26 Francis Street	10 acute beds with 24-hour emergency care 22 residential aged care beds
	Moranbah	142 Mills Avenue	12 beds with 24-hour emergency care
	Dysart	30 Queen Elizabeth Drive	9 beds with 24-hour emergency care
Community Health Centres	Glenden	Bell Place	Nurse led clinic facilities from Monday – Friday
	Middlemount	7 Burns Court	Nurse led clinic facilities from Monday – Friday

## CEMETERIES

LOCATION	PLOTS AVAILABLE	ADDITIONAL NOTES
Blair Athol Cemetery		Currently closed to new burials – as required, a large capacity exists for new burials
Clermont Cemetery	154	Capacity is very limited; the lawn section includes 2 new rows with 154 plots
Copperfield Cemetery	NIL	Closed to burials at this time. There are many unmarked graves that have not been located
Dysart Lawn Cemetery	22-30	
Glenden Cemetery		Large capacity available
Middlemount Lawn Cemetery		Large capacity available
Moranbah Lawn Cemetery	24	
Nebo Cemetery		Large capacity available
St Lawrence Cemetery		Large capacity available

## MORGUE FACILITIES

LOCATION	BODY CAPACITY
Clermont Hospital	2
Central Highlands Funeral Services, Emerald	10
Central Highlands Funeral Services, Sarina	20
Dysart Hospital	2
Moranbah Hospital	2

## TEMPORARY COOL ROOM FACILITIES

LOCATION	APPROXIMATE CAPACITY
Glenden Recreation Centre	4
Moranbah Community Centre	8
Dysart Community Centre	4
Clermont Community Centre	4
Middlemount Community Centre	4
Nebo Undercover Arena	20

## EMERGENCY SERVICES

	POLICE	QFD	RFSQ	AMBULANCE	SES
CARMILA					
CLERMONT					
DYSART					
GLENDEN					
GREENHILL					
ILBILBIE					
MIDDLEMOUNT					
MORANBAH					
NEBO					
ST LAWRENCE					

NOTE: There are additional 29 Rural Fire Service (RFSQ) primary producer brigades located across the Isaac region which are equipped with slip on units.

## REFERABLE DAMS

There are three referable dams located within the IRC LGA. Each of the respective referable dam's owners are currently reviewing their dam Emergency Action Plan (EAP) and risk studies. Where an EAP has been completed, a copy of the EAP has been requested by the LDMG for reference.

Information as per <https://data.qld.gov.au/dataset/referable-dams-register>

DAM NAME	DAM OWNER	DETAILS
Burton Gorge Dam Dam ID 557	Peabody	Located 54km south-west of Glenden Full Supply Capacity 14,829 ML
Theresa Creek Dam Dam ID 366	Isaac Regional Council	Located 22km south-west of Clermont Full Supply Capacity 9,200 ML
Environmental Dam Dam ID 222	TerraComm	Located at Blair Athol Mine, Clermont

## WATER

Isaac Regional Council operates eight (8) water treatment plants and networks across our 58,862 square kilometre region:

LOCATION	RAW WATER SUPPLY SOURCE
Carmila	Two shallow bores located near the Carmila Creek approx. 1km from the Water Treatment Plan.
Clermont	Theresa Creek Dam.
Dysart	Bingegang Weir in the Mackenzie River which can be re-filled from Fairbairn Dam, through Bedford Weir.
Glenden	Bowen River which can be refilled from Gattonvale off-stream storage and Eungella Dam.



Middlemount	Bingegang Weir on the Mackenzie River approximately 60km away. The weir can be re-filled from Fairbairn Dam through Bedford Weir.
Moranbah	Burdekin Dam through the Burdekin to Moranbah pipeline, and Eungella Dam through either BMA or SunWater's pipelines.
Nebo	Raw water is supplied from six bores.
St Lawrence	Through high lift pumps from the St Lawrence Creek approximately 500m upstream from the creek weir.

These facilities have been designed and are continually upgraded to effectively treat water supplied from a range of different sources as water quality can be subject to periodic change throughout the year.

## WASTEWATER

Isaac Regional Council operates six (6) wastewater treatment facilities and sewer reticulation systems at Moranbah, Middlemount, Dysart, Glenden, Nebo and Clermont. Sewer is transported through the sewer networks by 42 sewer pumping stations across the region to the treatment facilities for treatment and storage in effluent storage dams (ESD) for reuse. Bio-solids from all sites are stockpiled at Moranbah for more than 12 months and then collected by mining entities for environmental rejuvenation projects.

Isaac Regional Council has recycled water treatment facilities that treat stored effluent to Class A standard and pump through pressurised reticulation systems at Moranbah, Dysart, and Middlemount. Clermont, Glenden, and Nebo treat recycled water to Class B standard and pump the recycled water direct from the ESD. All recycled water is used for parks, sporting fields, government facilities, local businesses and on-site at the wastewater treatment facility.

## POWER

High voltage (275 000, 132 000, 11 000) and low voltage (66 000, 32 000) power reticulation including SWER lines traverse the area.

Substations owned by Powerlink and Ergon at Carmila (fed from Alligator Creek), St Lawrence and Clairview (fed from Rockhampton), Middlemount & Dysart (fed from Tieri).

Power outages could be 4-24 hours depending upon location and severity of damage for our western areas, whilst our coastal communities may have power outages for several days.

*Refer to: ECM\_4786229 - DM Plans - Isaac Region - Power Restoration Planning - Critical Services*

## COMMUNICATIONS

National, local and commercial radio and television reception pay TV; Limited mobile phone reception. Isaac coastal communities have intermittent access to local television stations and only receive local ABC Radio.

## ROADS

Major arterial roads passing through the region include:

- Bruce Highway
- Gregory Highway
- Peak Downs Highway
- Fitzroy Developmental Road
- Suttor Developmental Road
- Middlemount-Dysart-Moranbah Road
- Clermont-Alpha Road
- Marlborough-Sarina Road

Many of these roads become compromised by flooding during wet seasons and heavy rain periods as do many of the local roads providing access to the towns for residents from outlying areas and on properties. There are two major vehicle transport corridors through the region:

- Bruce Highway runs north-south through the coastal area of the region, linking Mackay to Rockhampton.
- Peak Downs Highway runs east-west linking Nebo, Moranbah, and Clermont.
- Several other road corridors link the smaller towns to the major centres:
- The Gregory Developmental Road runs north-south linking Charters Towers to Emerald through Clermont.
- The Peak Downs Dysart and Fitzroy Developmental Roads run south from the Peak Downs Highway linking Dysart and Middlemount to the major transport corridors.
- The Suttor Developmental Road runs north-west out of Nebo to Glenden and then onto the northern sector of the region linking the Gregory Development Road and Peak Downs Highway.

## AIRPORTS

Moranbah Airport is a commercial airport owned and operated by BMA. Middlemount airport is privately owned and operated and licensed to operate Dash 8 type aircraft. Clermont airport is also licenced to operate Dash 8 aircraft and is owned and operated by Isaac Regional Council. Dysart has an Aircraft Landing Area (ALA).

Middlemount and Clermont airports all have private charters and private planes using them. Dysart ALA is not available for private use however all airports and the Dysart ALA receive regular medical flights including Royal Flying Doctor Service, CQ Rescue and Capricorn Rescue.

Helipads are in Nebo, Glenden, Dysart and Clermont. All other communities have council managed air strips for private and emergency use, as well as emergency helicopter landing spots. Many rural properties also have private landing strips for business and emergencies.

## RAIL NETWORK

There is an extensive rail network in the Isaac Region including:

- The Tilt train operates between Brisbane and Cairns, as a high-speed passenger and freight network passing through the Isaac Coastal region.
- The Central Qld Coal Network (CQCN) services the Bowen basin primarily to transport coal from mines to ports, this includes the Newlands and Goonyella systems which deliver coal Abbot Point, Dalrymple Bay, and Hay Point. Some grain is transported from Mt McLaren Grain Depot near Clermont when the system allows.
- The Central Western System operates between Emerald and Clermont, primarily carrying cattle trains from the Clermont Saleyards.
- The Galilee Basin proposed railway network is in development, with a State Development Area declared over parts of the Galilee Basin.

## HAZARD SPECIFIC ARRANGEMENTS

A number of natural and non-natural hazards that have potential to impact the Isaac region have been considered, as summarised below:

NATURAL HAZARD	NON-NATURAL HAZARD
Meteorological	Human Caused
Cyclone	Major Transport Infrastructure Outage
Flood	Terrorist Incident
Storm Tide	Marine Oil Spill
Bushfire	Arson
Severe Storm	Sabotage of Essential Services
Heatwave	Severe Civil Unrest
Drought	Bombing
Geological	Supply Chain Failure
Earthquake	Infrastructure
Landslide	Building Collapse
Tsunami	Failure of Essential Infrastructure
Biological	Hazardous Materials Incident
Human Epidemic	Bridge Collapse
Animal and Plant Disease	Dam Failure
Insect or Vermin Plague	Industrial Incident

## HAZARDOUS SITES

Hazardous sites including service stations, swimming pools and pool chemical suppliers, chemical and gas suppliers, coal and coal seam gas mining sites and a range of other locations are included in Council's all hazards risk register via QERMF. Hazardous fuels being transported across and through the region include but are not limited to ammonium nitrate; FX water gel; high energy fuel, fuel; and ULD and diesel.

## HAZARD SPECIFIC PLANNING

In accordance with the State Disaster Management Plan (SDMP), Functional Lead Agencies are allocated for a range of identified hazards and are responsible for the development of a hazard specific plan. These plans are to support the functional agency to manage the hazard specific event.

Conducting assessments under the (QERMF) in conjunction with the district and relevant agencies.

Participating in fire management group specific to our region and working with other government bodies to manage fire risks.

## RISK ASSESSMENT MANAGEMENT

The hazards detailed above are routinely considered as part of ongoing risk assessment activities. Isaac Regional Council and partner agencies will develop a detailed risk assessment of the hazard events considered most likely to impact the Mackay region. The events assessed will be confirmed based on historical events and emerging risks.

In order to ensure a contemporary and consistent methodology, Isaac Regional Council has adopted the process of the [Queensland Emergency Risk Management Framework \(QERMF\)](#).

The outcomes of the risk assessment inform the basis of this plan and associated sub plans. The risk assessment documentation is provided to the LDMG and partner agencies in order to assist them in the formation of their own respective operational and response plans.

In summary, the risk assessment process examines the risk of the hazard seriously disrupting the community and requiring a significant coordinated response by the LDMG.

The process specifically considers the following:

- The hazard
- The exposed elements
- Treatment options
- Capability and capacity of the local government and partner agencies to respond
- Residual risk rating

After identification of any residual risk, it is imperative to communicate with the relevant stakeholders the intended strategies that will be employed to either,

- Accept the risk
- Treat the risk
- Manage the risk.

Communicating gaps in capacity that may lead to residual risk ensures those either accepting the management of the residual risk or looking to share the residual risk can clearly plan to address the identified gaps.

Any plans or strategies developed to manage residual risk will need to be complementary between the relevant agencies at each level within the QDMA.





# PREVENTION



## PREVENTION ARRANGEMENTS

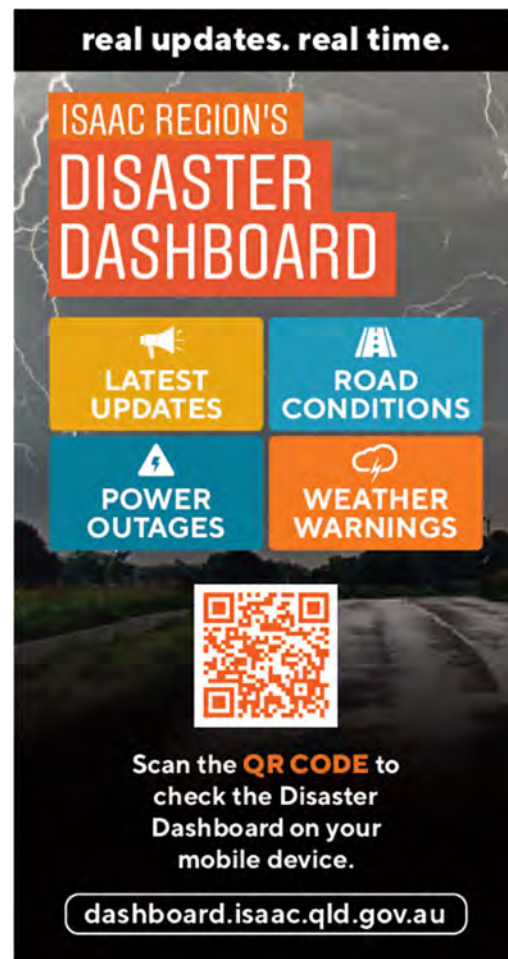
The Isaac LDMG is committed to reducing disaster risks wherever possible, by reducing the likelihood and/or consequence of disaster events.

The following strategies are promoted by the group to reduce disaster risk to the community:

- Compliance with Legislation, Regulations and Standards
- The LDMG is committed to implementing and promoting knowledge and awareness within the group's members in respect to their applicable legislation/s.
- The various acts, regulations and standards include provisions which work to reduce the risks associated with disasters and have been considered in the preparation of this LDMP.

## COMMUNITY ENGAGEMENT

- To ensure that disaster resilience is built within community.
- Through promotion of the Get Ready Queensland activities, radio updates, community group engagement activities.
- Maintain and communicate Council's Disaster Dashboard, which provides real time updates for awareness for disasters with access to current weather warnings, road closures, power outages – <https://dashboard.isaac.qld.gov.au/>
- Isaac Local Disaster Coordination Centre Facebook page is another platform for sharing community messaging using the toolkits provided by Get Ready Queensland which ensures consistent messaging, and other relevant communications sources such as posts from the Bureau of Meteorology, Queensland Health, Queensland Fire and Emergency Services.  
<https://www.facebook.com/IsaacLDCC>



## AGENCY ENGAGEMENT ACTIONS

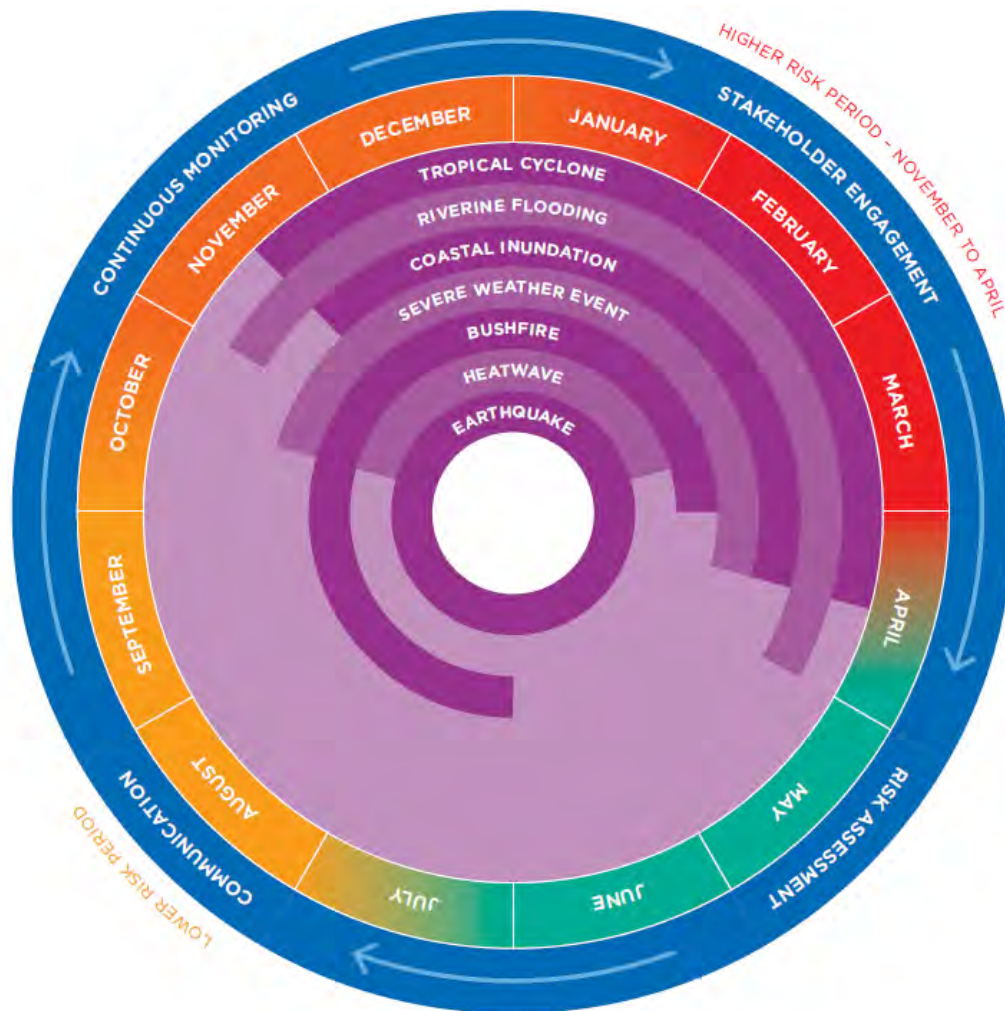
Throughout the year the LDMG participates in regional activities:

- Fire Management Group meetings facilitated by Rural Fire Service
- Disaster Management Officer Forums – with district and regional LGA's
- Resilient Queensland strategies facilitated by Queensland Reconstruction Authority
- Infrastructure Resilience Working Group facilitated internally by Isaac Regional Council
- Community Advisory Subgroup's which are facilitated regionally by Isaac Regional Council via the LDMG.

## DISASTER MANAGEMENT ACTIVITIES CALENDAR



Reference: Queensland State Disaster Management Plan







# PREPAREDNESS

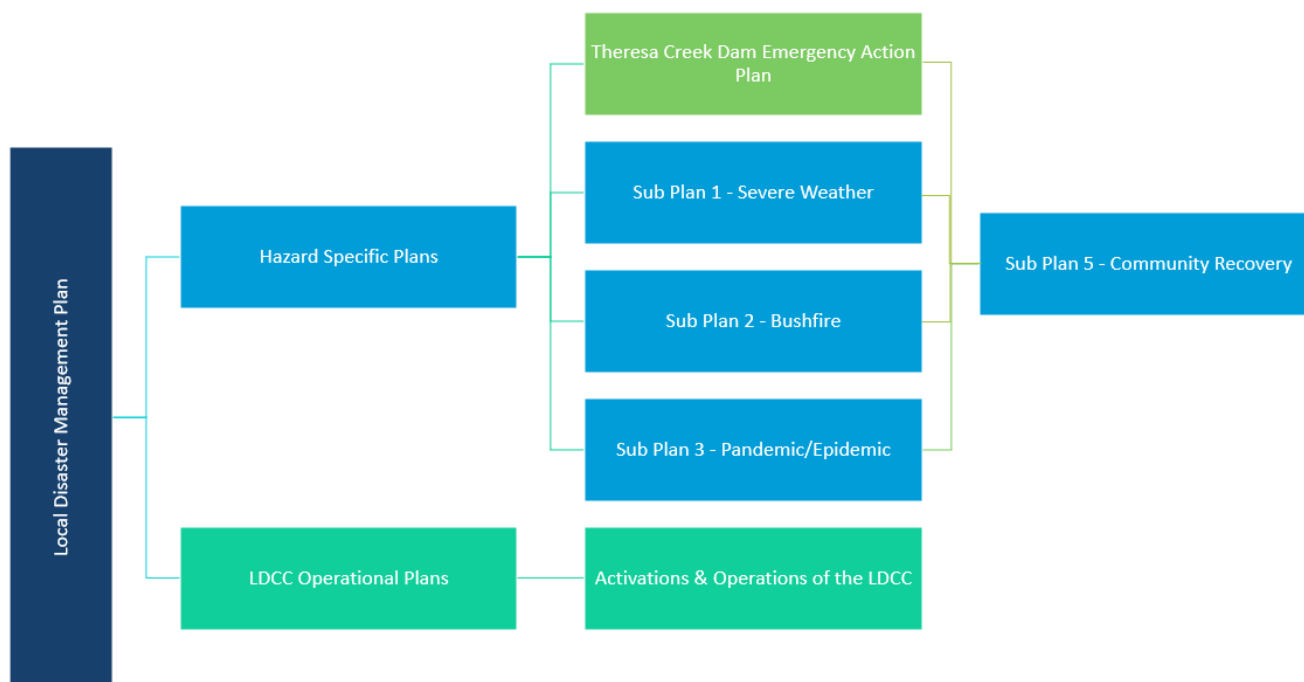
## PREPAREDNESS ARRANGEMENTS

### SUB PLANS

NAME	INTERNAL DOCUMENT NUMBER
Sub Plan 1 – Severe Weather	ECM 4479062
Sub Plan 2 - Bushfire	ECM 3643414
Sub Plan 3 - Pandemic / Epidemic	ECM 711023
Sub Plan 4 – Activation & Operations of the LDCC	ECM 4467523
Sub Plan 5 - Community Recovery Plan	ECM 4683695

These plans address specific hazards where State departments or agencies have primary management responsibility to ensure that an effective plan is prepared. Hazard specific plans address the hazard actions across all PPRR phases and include information on how the QDMA links with the hazard specific arrangements and support the primary agency to manage the hazard specific event. Specific planning is required to ensure appropriate coordination and operational procedures are developed for specific hazards; these may be different to those for disaster management.

The following structure demonstrates the Isaac specific plans to support disaster management arrangements at Isaac Regional Council



## COMMUNITY PREPAREDNESS

With 17 unique communities and arrange of differing lifestyles, economic drivers, historical impacts and a vast distance to cover, it is essential that the communities of the Isaac region are resilient and able to cope with a range of potential natural and manmade disasters.

Most of the Isaac communities have thriving local sports groups, volunteer organisations and community groups. The majority have active Rural Fire and SES services with a wealth of local knowledge, as well as teams on all mine sites specifically trained to manage on mine site disasters.

With most events, a combined community and industry response, led by the LDMG and appropriate government agencies, would be forthcoming to prevent, prepare for, respond to and recover from an event.

IRC has worked to develop Disaster Management capacity within the region, with 1.5 full time staff employed in Disaster Management, and a full time SES Local Controller. Council's disaster management team is continually gaining capacity through training and exercises. Council employs approximately 450 staff across all major locations in the region.

## COMMUNITY EDUCATION

In accordance with s30 (e) of the Act, the LDMG undertakes several place-based and regional campaigns to promote the key themes in alignment with Get Ready Queensland.

Communications Strategy:

- Annual regional media campaigns.
- Disaster dedicated preparation messages released through social media, during storm, cyclone and fire season, event based.
- Dedicated messaging during events via press releases, public notices and social media via the Isaac Local Disaster Coordination Centre page. <https://www.facebook.com/IsaacLDCC>
- Isaac's Disaster Dashboard. <https://dashboard.isaac.qld.gov.au/>
- Participation in local and regional events promoting Get Ready Queensland, and other disaster management messaging.
- Conducting preparedness educational programs at the local primary schools in the Isaac Region each year.
- Targeted community awareness at a grass roots level for development of contact lists and registers, focussed on most likely event/hazard/risk.

## COMMUNICATION

Communicating with the LDMG about events is via email and SMS (via Guardian IMS).

If the primary means of communications fails, then Telstra and the various Lead and Support Agencies will attempt to restore communications or provide alternative means of communications.

All Core and Advisory Member Agencies involved in the disaster response shall provide their own communication links between the LDCC and their agency.

- Council will use the most efficient and appropriate means to warn the community before, during and after a disaster event. These means may include: Media releases with warnings including the utilisation of radio stations and ABC local radio
- Personal visit to property by Police, Emergency Services members or Council employees
- Emergency Alert - EA provides a platform for local and state agencies to issue warnings. EA is a way to deliver messages directly to a person's mobile or landline phone, it should complement other



forms of public information or warning delivery such as traditional media, social media and website updates.

- Disaster Dashboard (via Latest Updates) - <https://dashboard.isaac.qld.gov.au/>
- LDCC Facebook page - <https://www.facebook.com/IsaacLDCC>

## AUSTRALIAN WARNING SYSTEM

The [Australian Warning System](#) (AWS) is a national approach to information and warnings for hazards like bushfire, flood, storm, cyclone, extreme heat and severe weather. The AWS aims to provide consistent warnings to Australian communities so that people know what to do when they see a warning level. There are three warning levels:

- **Advice:** An incident has started. There is no immediate danger. Stay up to date in case the situation changes.
- **Watch and Act:** There is a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.
- **Emergency Warning:** An Emergency Warning is the highest level of warning. You may be in danger and need to take action immediately. Any delay now puts your life at risk.

## MEDIA MANAGEMENT

Information is the basis of timely and appropriate decisions. The best use of information will follow a systematic handling of information. All information must be evaluated before communications are developed. At all-time consideration will be given to sharing ONLY from the single point of truth (the responsible agency).

The key steps are:

- Collection – from multiple sources (history and real time)
- Collation – the sorting of information by interested parties
- Confirmation – the verification of information collected and collated
- Interpretation – suitably skilled and authorised personnel make sense of the information
- Act – response to the above actions
- Record/store/file

These actions are repeated constantly during disaster operations, and result in substantial quantities of information. The sign of good information management is the capture and recording of all the information, to enable it to be shared with as many interested personnel as possible – both during an event.

When this is done well all personnel involved will have far greater 'situational awareness' and, after the event, will be able to reconstruct what happened, and when.

This facilitates organisational learning, by continuous improvement, through analysis of past operations. It will also ensure information is not lost and is processed in a thorough and systematic manner. Personnel needing to make decisions can be assured they have the most up-to-date and complete information with which to work.

## LOCAL DISASTER COORDINATION CENTRE

The primary functions of the Local Disaster Coordination Centres (LDCC) revolve around three key activities:

- Forward planning
- Resource management

- Information management.

Local Disaster Coordination Centres are either permanent or temporary facilities within each local government area, or combined local government area, established to support the LDMG during disasters.

**Primary Location** – Disaster Management Complex, 38 Bacon Street Moranbah QLD

**Secondary Location** – Council Chambers, Batchelor Parade, Moranbah QLD

LDCCs operationalise LDMG decisions, as well as plan and implement strategies and activities on behalf of the LDMG during disaster operations.

Representatives from the media are not permitted in the LDCC.

## TRAINING FOR LDMG

- Training for LDMG, staff and operations personnel is facilitated by QPS Emergency Management Coordinator.
- Training for the LDMG, staff and operations personnel shall be in accordance with the Queensland Disaster Management Training Framework.
- Members of the IRC disaster management team, who shall assist in the event of a disaster, shall be trained in the use of Guardian IMS.

## EXERCISES

In accordance with the Act s59 (2) a Local Government must review the effectiveness of their LDMP at least once a year and this is normally achieved through an exercise.

Exercises can enhance capacity and confidence of the people that participate in them. The conduct of an exercise is one way in which the LDMG can undertake a review of the Local Plan. The development and enactment of scenarios to evaluate the effectiveness of plans is key to good governance and assurance.

Analysing plan effectiveness – both in times of exercise and post-incident response – enhances planning outcomes and enables the implementation of lessons identified.

Accordingly, plans must be adjusted where necessary. Flexibility and agility in planning, rather than rigidity, ensures plans remain relevant, realistic and risk based.

<https://knowledge.aidr.org.au/media/3547/handbook-3-managing-exercises.pdf>

An exercise determined by the LDC which is designed to evaluate the Isaac LDMG response and coordination capability should be facilitated annually.



## LESSONS MANAGEMENT

Lessons management is a key element of continuous improvement and disaster management stakeholders in Queensland are urged to apply this learning practice. It involves the identification of learning of lessons captured through evaluation activities (including debriefing, monitoring and reviews) occurring before, during and after emergencies. It includes the establishment of a learning culture to support the monitoring, debriefing and review activities, which are then analysed for trends, risk, and lessons. Lessons are then assessed for action, which are then in turn implemented and monitored for change and improvement.

It is strongly recommended that the strategy applied by disaster management stakeholders be consistent with [The Australian Resilience Handbook for Lessons Management](#).

## ACTIVATIONS & TRIGGERS

The Chairperson of the LDMG is responsible for the decision to activate the LDMG, in consultation with the Local Disaster Coordinator as required. Should the Chairperson be unavailable, the Deputy Chairperson of the LDMG is responsible for the decision. Should neither of the above members of Council be available, the decision may be taken by the Local Disaster Coordinator, who will advise the Chair, LDMG as soon as is practicable. Should the LDC be unavailable, the decision may be taken by the Deputy LDC.

Timely activation, across all levels of Queensland's Disaster Management Arrangements, is critical to an effective disaster response. This relies on a clear understanding of the indicators used in Queensland's disaster management arrangements to monitor and provide situational awareness of events.

Disaster management arrangements in Queensland are activated using an escalation model based on the following levels:

ACTIVATION LEVEL	DEFINITION
<b>PRE-ACTIVATION</b>	A state of awareness of a potential situation or threat, generally during bush fire and severe weather seasons. Watching and gathering information with the LDMG Chair and LDC consultation to determine activation to the next level
<b>ALERT</b>	A heightened level of vigilance and preparedness due to the possibility of an event in the area of responsibility. Some action may be required, and the situation should be monitored by staff capable of assessing and preparing for the potential hazard.
<b>LEAN FORWARD</b>	An operational state prior to 'Stand Up', characterised by the heightened level of situational awareness of a disaster event (either current or impending) and state of operational readiness. Disaster coordination centres are on standby – prepared by not activated.
<b>STAND UP</b>	The operational state following 'Lean Forward' where resources are mobilised, personnel are activated, and operational activities commenced. Disaster coordination centres are activated.
<b>STAND DOWN</b>	Transition from responding to an event back to normal core business and/or recovery operations. The event no longer requires a coordinated operational response.
<b>DEBRIEF</b>	This stage is the close out of the activation ensuring that lessons identified are captured.

[https://www.disaster.qld.gov.au/\\_data/assets/pdf\\_file/0029/339428/RG1157-DMG-Activation-Triggers-Reference-Guide.pdf](https://www.disaster.qld.gov.au/_data/assets/pdf_file/0029/339428/RG1157-DMG-Activation-Triggers-Reference-Guide.pdf)

## DECLARATION OF A DISASTER SITUATION

Section 64 of the *Disaster Management Act 2003* gives the legislative authority for declaring a disaster situation. The declaration of a disaster situation provides additional powers to nominated officers.

A disaster situation will normally only be declared when it is necessary to exercise those additional powers to prevent or minimise:

- Loss of human life
- Illness or injury to humans
- Property loss or damage
- Damage to the environment

If a District Disaster Coordinator believes the disaster or impending disaster is likely to require specific disaster powers, then the DDC may, after consultation with the DDMG and relevant local governments and with the approval of the Minister declare a disaster situation for all or part of the district in the Isaac Region.

## FINANCIAL MANAGEMENT

All agencies are responsible for meeting and recording their own operational expenses incurred during a disaster event, and for claiming reimbursement of any expenses allowed refer to:

<https://www.gra.qld.gov.au/funding/drfa>

Financial cost codes are activated for cost recovery and staff operations. IRC is required to discharge financial management responsibilities in accordance with the Financial Accountability Act 2009.

## LOGISTICS SUPPORT & RESOURCE ALLOCATION

Isaac Regional Council is required to manage the purchasing of resources and support in accordance with Local Government Regulations 2012.





# RESPONSE

## RESPONSE ARRANGEMENTS

### RESUPPLY

Reference: [https://www.disaster.qld.gov.au/\\_data/assets/pdf\\_file/0022/339421/M1205-Queensland-Resupply-Manual.pdf](https://www.disaster.qld.gov.au/_data/assets/pdf_file/0022/339421/M1205-Queensland-Resupply-Manual.pdf)

The LDMG is responsible for the management of and community education and awareness in relation to the resupply of isolated communities and isolated rural properties.

Resupply operations are not intended to ensure retailers can continue to trade nor are they a substitute for individual and retailer preparation and preparedness. Resupply operations are expensive and logistically challenging and must be considered as a last resort.

When local and district operations require additional resources, QFD coordinates the acquisition and management of resupply through the SDCC Logistics (if activated) or the SDCC Watch Desk (if not activated).

There are three types of resupply operations undertaken in Queensland:

#### 1. RESUPPLY OF ISOLATED COMMUNITIES

This operation occurs when people residing in a community have access to retail outlets, but those outlets are unable to maintain the level of essential goods required due to normal transport routes being inoperable as a result of a natural disaster event. In this scenario, the state government contributes to the cost of transporting goods by alternate methods.

This operation ensures essential goods are available to the community through the normal retail facilities within that community. This maintains the safety and wellbeing of humans and domestic animals during the period of isolation.

#### 2. RESUPPLY OF ISOLATED RURAL PROPERTIES

Isolated rural properties are groups of individuals isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event. This may include primary producers, outstations or small communities that have no retail facilities and require resupply. The aim of resupply operations to isolated rural properties is to maintain access to essential goods, including medications.

Isolated rural property owners are responsible for placing and paying for their orders with retailers. The LDCC and DDCC facilitate and meet the cost of transport only. Resupply to isolated rural properties may continue for some time after resupply to isolated communities is no longer required.

LDMG whose area of responsibility contains rural properties that are subject to isolation should ensure that all rural properties are aware of the resupply process, protocols and contacts.

#### 3. RESUPPLY OF STRANDED PERSONS

This operation provides essential goods to individuals who are isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event and are not at their normal place of residence. This is usually stranded travellers and campers.

The resupply or evacuation of stranded persons is coordinated by the QPS. QPS may also use the resources of the LDCC if it is activated in response to a disaster event in the local government area.

QPS determines the most appropriate course of action: whether to resupply stranded individuals or to evacuate them to a safer environment. If the LDCC is not activated, QPS will resupply or evacuate stranded individuals and report through the normal police reporting system.



## EVACUATION

Evacuation is a risk management strategy that may be used to reduce loss of life or lessen the effects of an emergency on a community, prior to the onset of, or during, an emergency. It involves the movement of people threatened by a hazard to a safer location and, typically, their eventual safe and timely return. For an evacuation to be as effective as possible, it must be appropriately planned and implemented.

Reference:

<https://knowledge.aidr.org.au/resources/handbook-evacuation-planning/>

Stages of the evacuation process

The key consideration in evacuation planning is to address the five -stage evacuation process:

1. **Decision to evacuate**
2. **Warning**
3. **Withdrawal**
4. **Shelter**
5. **Return**

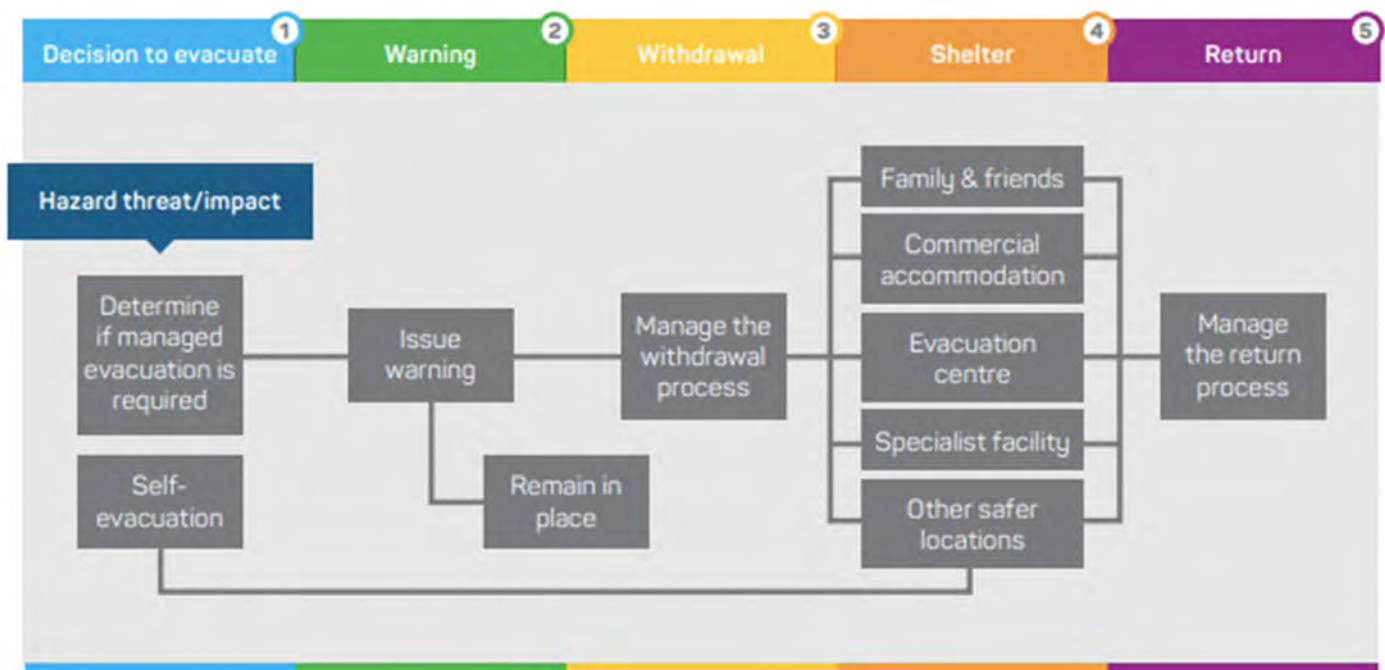


Figure 1 Evacuation process

## 1. DECISION TO EVACUATE

During evacuation planning, decision makers analyse event specific information and intelligence and make an assessment on the necessity to evacuate exposed persons.

### Considerations

- Is evacuation the best option?
- Are there other alternatives?
- Is it possible to evacuate?
- Has a risk assessment been undertaken to inform the decision to evacuate?
- Will it be a staggered evacuation?
- Have any special arrangements for the vulnerable population been considered?

### Authority to evacuate

The decision to authorise an evacuation may occur under the following conditions or authorities:

- QPS under the Public Safety Preservation Act 1986
- QFD under the Fire Services Act 1990
- LDMG may recommend a voluntary self-evacuation of a community or portions of a community
- LDMG may recommend that the Mackay DDC declare a Disaster Situation under the *Disaster Management Act 2003* to affect a managed evacuation of a community or portions of a community

*Disaster Management Act 2003* (the Act) requires the declaration of a disaster situation. During a disaster situation, the DDC and Declared Disaster Officers are provided with additional powers under sections 77-78 of the Act. These powers may be required to give effect to a directed evacuation.

## 2. WARNING

All warnings should be timed to allow sufficient time for the community to evacuate the impending danger area. Timing will depend upon information and intelligence received on the impending threat.

*Time of issue of warning = Warning time + evacuees' reaction time + travel time to a shelter.*

### Warning dissemination and methods

The following table (page 41) documents the agencies' responsible for the dissemination of evacuation warnings to exposed populations.

EXPOSED POPULATION	ACTIVATION RISK LEVEL	WARNING METHOD	WHO
GENERAL POPULATION	Minor	Mass media: Media releases Social Media Disaster Dashboard Interviews with approved officers.	LDMG – Public Information Officers.
	Moderate	Door Knocking.	QPS with assistance from SES
		Information / letter drop.	LDMG - Public Information Officers
	Major	Emergency Alert	LDMG to formally request through DDMG to SDCC.
HOSPITALS NURSING HOMES, AGED CARE	All	Notification of LDMG Activation via QH and Hospital Services and Department of Communities, Child Safety and Disability Services.	LDMG via contact lists
		Mass Media.	Public Information Officers
SCHOOLS DAY CARE CENTRES KINDERGARTEN	All	Notification of LDMG Activation via Department of Education	LDMG via contact lists
		Mass Media.	Public Information Officers
TOURISTS	All	Via Tourism Operators, Accommodation Providers etc.	LDMG via contact lists
		Mass Media.	Public Information Officers
OFFSHORE ISLANDS	Middle Island has two caretakers in residence and there may be campers / recreational vessels in the area.	Warning via Maritime Safety Queensland (MSQ) and mass media.	LDMG contacts MSQ
CARAVAN PARKS, CAMPING GROUNDS	All	Signage at camp grounds. Information to camping ground / caravan park managers.	LDMG contact to IRC
NON-ENGLISH SPEAKING	All	Nominated central point of contact within community for interpretation and distribution to relevant ethnic group.	
PEOPLE WITH A DISABILITY	All	Notification of event to community service providers.	LDMG via contact lists
MARINE USERS	All	Marine Radio and Distress Systems and Networks via Maritime Safety Queensland.	LDMG contacts MSQ
HOMELESS		Mobile Public Address System at known hot spots.	



## Standard messages to the community

The standard 'wording' content contained in evacuation orders and media release statements should be further populated with the details relevant to the event and then utilised across all warning methods to ensure consistent messages are provided to all sectors of the community. For some events there are Standard Emergency Alert messages that have been preformatted and lodged with the SDCC.

## 3. WITHDRAWAL

### Transport

Transportation of evacuees will be via their own vehicles or with friends and family. Public transport is limited in the Isaac region however pre-agreements with bus contractors can be investigated. Details of transportation will be included in the localised planning.

SUBURB / LOCATION	PLANNING ARRANGEMENTS	TRANSPORT MODE	TRANSPORT PROVIDER	NUMBER OF SERVICES	PICK UP POINT	DESTINATION
IRC COAST	No shelters or places of refuge.	Own vehicles				Mackay / Rockhampton
	Clients of Broadsound Community Care.	Private Bus	Broadsound Community Care.	1	To be advised	

### Pets and animals

Pets and animals are the responsibility of the owner. Should the household be required to evacuate they are to take their domestic animals with them or make arrangements with someone in a safe place to care for them.

## 4. SHELTER

### EVACUATION CENTRES

There are no Evacuation Centres located within the Isaac region. Refer below to places of refuge. Residents should consider Self-Shelter options first where possible.

#### Self-Shelter Options

Residents are encouraged to make their own arrangements away from the hazard impact area. Some options that should be considered are:

- Using a holiday home
- Staying with family and friends
- Using commercial accommodation (hotels, motels)

### PLACES OF REFUGE

For our residents located in our coastal communities, refer to 'Summary of Safer Locations for Coastal Residents' table below. Noting these centres are considered places of refuge as Council does not have supplies, without the request for assistance.

## SUMMARY OF SAFER LOCATIONS FOR COASTAL RESIDENTS

LOCATION	NAME	KNOWN COMMUNITY GATHER POINTS	CYCLONE	FLOOD	STORM TIDE	BUSHFIRE	TSUNAMI	PANDEMIC	EARTH- QUAKE	HAZMAT
<b>CARMILA</b>	Carmila Memorial Hall	Broadsound Community Care				✓		✓		
<b>CLAIRVIEW</b>	Clairview Community Centre					✓		✓		
<b>CLARKE CREEK</b>	Clarke Creek Community Hall					✓		✓		
<b>CLERMONT</b>	Clermont Community Centre					✓		✓		
<b>DYSART</b>	Dysart Civic Centre					✓		✓		
<b>FLAGGY ROCK</b>	Flaggy Rock Community & Recreation Centre					✓		✓		
<b>ILBILBIE</b>	Ilbilbie Community Centre					✓		✓		
<b>MIDDLEMOUNT</b>	Middlemount Community Hall					✓		✓		
<b>MORANBAH</b>	Moranbah Community Centre					✓		✓		
<b>NEBO</b>	Nebo Memorial Hall					✓		✓		
<b>ST LAWRENCE</b>	Broadsound Centenary Hall					✓		✓		

## PLACES OF REFUGE

### Council Owned Community Facilities

Should Council be asked to assist external agencies or local businesses in providing a temporary space for a place of refuge the following Council facilities can be made available.

LOCALITY	ADDRESS	CAPACITY	AMENITIES	
			TOILET	SHOWER
<b>Broadsound Centenary Hall</b>	7 Railway Street, St Lawrence	50	M/F	
<b>Carmila Hall</b>	Music Street, Carmila	50	M/F	
<b>Clarke Creek Hall</b>	44 May Downs Road, Clarke Creek	50	M/F	
<b>Clermont Civic Centre</b>	Daintree Street, Clermont	200	M/F	
<b>Dysart Civic Centre</b>	Queen Elizabeth Drive, Dysart	200	M/F	
<b>Dysart Recreation Centre</b>	Queen Elizabeth Drive, Dysart	200	M/F	Yes
<b>Glenden Recreation Centre</b>	Ewan Drive, Glenden	200	M/F	
<b>Middlemount Community Hall</b>	27 James Randall Drive, Middlemount	200	M/F	
<b>Moranbah Community Centre</b>			<b>Facility currently under refurbishment.</b> In the event a Place of Refuge is required in Moranbah, a Request for Assistance (RFA) will be submitted to the Mackay DDMG for response by Education Queensland.	
<b>Nebo Memorial Hall</b>	Reynolds Street, Nebo	Possibility to offer 50-100 capacity	M/F	
<b>Nebo Recreation Centre</b>	Bowen Street, Nebo	100	M/F	
<b>Nebo Medical Centre</b>	Kemmis Street, Nebo	Under lease to a medico. Capacity for 10	M/F	

## Council Owned Fatigue Accommodation

Council has accommodation options that may be available at the following locations across the region.

LOCALITY	ADDRESS	CAPACITY
<b>Dysart</b>	2 Nolan Street	3 bedrooms
	2 Singleton Street	3 bedrooms
	1 Fisher Street	3 bedrooms
	Bradford St	4 rooms (donga style with private ensuite)
<b>Middlemount</b>	Nolan St	7 rooms (donga style with ensuite)
<b>Clermont</b>	Wattle Hill Road	20 rooms (donga style with ensuite)
<b>St Lawrence</b>	1-3/6 Wilangi Street	2-bedroom units
	7 Arthur Street	3 bedrooms
	14A Arthur Street	2 bedrooms
	31 Macartney Street	3 bedrooms
	36 Macartney Street	3 bedrooms
	Railway Parade	23 Rooms (donga style with shared bathroom facilities)
<b>Nebo</b>	Bowen St	4 Rooms (donga style with ensuite)
	Unit 2/8 Bovey Street	1-bedroom unit
<b>Glenden</b>	3 Dinang Crescent	3-bedroom house
<b>Moranbah</b>	Acacia Street	16 rooms (donga style with private ensuite, and back-up generator power on site)

## 5. RETURN

Timely return of evacuees is critical; however, safety should not be compromised, all issues need to be considered and the area deemed safe for return. The decision for the return of evacuees and the development of a return strategy will be undertaken by the LDMG and local emergency service representative on the ground. This decision will be based on the information provided by agencies and organisations, such as:

- Queensland Police Service
- Electricity provider
- Communications provider
- Local government operational business units as relevant (may include environmental health, engineering and infrastructure, water, and sewerage).



# RECOVERY

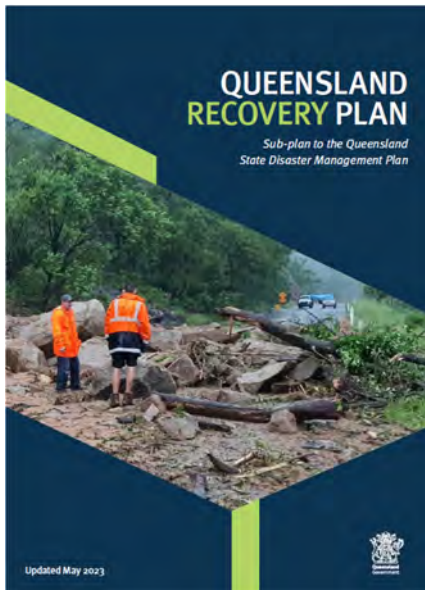


## RECOVERY ARRANGEMENTS

### LOCAL RECOVERY STRATEGY

Isaac's LDMG recovery strategy reflects the [Queensland Recovery Plan](#) which provides detailed information on the roles, responsibilities and reporting requirements of Queensland's recovery groups, committees and positions.

As per the Act, IRC has appointed a Local Recovery Coordinator (LRC) to conduct planning and ensure Council is prepared and equipped to assist the community's recovery needs. IRC have facilitated recovery training and workshops in the area during 2016-2018. The Local Recovery Group was established and have applied learnings from significant local events which impacted communities in the region.



### LOCAL RECOVERY PLAN

The Community Recovery Plan has been adopted by the LDMG.



## FUNCTIONAL RECOVERY GROUPS

FUNCTION	DETAILS	LEAD AGENCY
<b>HUMAN AND SOCIAL RECOVERY</b>	Human and social recovery relates to the emotional, social, physical and psychological health and well-being of individuals, families and communities following a disaster.	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
<b>ECONOMIC RECOVERY</b>	The effects of a disaster on the economic environment can be classified in terms of direct and indirect impacts. The tangible impacts can usually be given a monetary value and may include loss of tourism, employment opportunities and reduction in cash flow for businesses.	Department of State Development, Infrastructure, Local Government and Planning
<b>ENVIRONMENT RECOVERY</b>	The effects of a disaster on the natural environment may be a direct result of the disaster or through a secondary impact or flow on from the disaster response or recovery process. Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, or damage to heritage listed places.	Department of Environment and Science
<b>BUILDING RECOVERY</b>	The effects of a disaster on the built environment often result in damage and disruption which inhibits the capacity of essential services and services such as housing, accommodation, education, and health facilities.	Department of Energy and Public Works
<b>ROADS AND TRANSPORT</b>	The effects of a disaster on transport networks, including road, rail, aviation and maritime normally result in difficulty accessing communities and disruption to critical supply chains (both within and outside of the impacted area). Restoration of these networks, or the identification of alternatives, is a priority in disaster recovery.	Department of Transport and Main Roads

## APPENDIX A – AGENCY RESPONSIBILITIES BY HAZARD

HAZARD / RESPONSE	DESCRIPTION	LEAD AGENCY
<b>Flood</b>	A flood is an overflow of water that submerges land that is usually dry.	
<b>Storm</b>	A storm is very bad weather, with heavy rain, strong winds, and often thunder and lightning.	
<b>Storm Tide</b>	Storm tide is the total observed seawater level during a storm, which is the combination of storm surge and normal high tide.	Local Disaster Management Group Queensland Fire and Emergency Services
<b>Earthquake</b>	An earthquake is the result of a sudden release of stored energy in the Earth's crust that creates seismic waves.	Queensland Police Service
<b>Tsunami</b>	A tsunami is a series of waves caused by earthquakes or undersea volcanic eruptions.	
<b>Landslip</b>	A landslide is defined as the movement of a mass of rock, debris, or earth down a slope.	
<b>Animal &amp; Plant Disease</b>	A highly infectious disease that can be transmitted animals, plants and humans.	Department of Agriculture and Fisheries (DAF)
<b>Road Traffic Accident</b>	An accident originated on a way or street open to public traffic and at least one moving vehicle involved.	Queensland Police Service
<b>Bushfire</b>	Bushfires occur when both managed and unmanaged areas of vegetation ignite and burn through reserves, national parks, private property and urban corridors and are most likely to occur when the weather is very hot and dry.	Queensland Fire Department Rural Fire Service Queensland
<b>Chemical</b>	Defined as the uncontrolled release of a hazardous chemical, either as a solid, liquid or a gas.	Queensland Fire Department
<b>Aircraft Accident</b>	Associated with the operation of an aircraft that affects or could affect the safety of operation.	Asset owner and Queensland Police Service
<b>Rail Accident</b>	A train wreck, crash or derailment is a type of disaster involving one or more trains.	

<b>Hazardous Material Accident</b>	Hazardous materials come in the form of explosives, flammable and combustible substances, poisons and radioactive materials. Hazards can occur during production, storage, transportation, use or disposal.	
<b>Epidemic / Pandemic</b>	An outbreak of disease that attacks many peoples at the same time and may spread through one or several communities / throughout the world.	
<b>Heatwave</b>	A period of excessively hot weather, which may be accompanied by high humidity.	Queensland Health
<b>Biological (Human)</b>	Refers to substances that pose a threat to the health of living organisms, primarily that of humans.	
<b>Radiological</b>		
<b>Animal and Plant Disease</b>	Containment and eradication of emergency animal and plant diseased, plant and animal pests, invasive plants and animals, residue and contaminates in agricultural commodities and emergency animal welfare incidents.	Department of Agriculture and Fisheries
<b>Terrorist Attack</b>	A surprise attack involving the deliberate use of violence against civilians.	Queensland Police Service
<b>Ship-Sourced Pollution</b>	Refers to substances discharged into the sea that pose a threat to the health of living organisms.	Dept. Transport and Main Roads
<b>Mass Casualty Management</b>	QH is response for the provision of an integrated response. A mass casualty event is an incident or event where the location, number, severity or type of live casualties requires extraordinary resources.	Queensland Health Queensland Ambulance Service Queensland Police Service
	QH and QPS has joint responsibility for the management of deceased.	Queensland Police Service
	May support recovery hubs to provide initial grant payments for personal hardship assistance, psychological first aid and access to a range of support and information services to enable transition into post-event recovery.	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts

## APPENDIX B – TRIGGERS AND ACTIVATIONS

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
<b>Note:</b> 'Alert' and 'Lean Forward' stages may not be possible if the emergency/disaster strikes without warning.				
<b>PRE-ACTIVATION</b>	<p>Localised agency event – no community impact. Watching and gathering of information.</p> <p>The LDC and the LDMG Chair will consult on whether the LDMG should be activated to the "Alert Stage" regardless of the event or the identification of a lead agency.</p>	LDMG Executive	<p>Maintain a watching brief to monitor the situation.</p> <p>Liaise with required personnel.</p>	<p>Chair and LDC on mobile remotely.</p> <p>Public messaging from Council for awareness.</p>
<b>ALERT</b>	<p>Awareness of a hazard that has the potential to affect the local government area. Organisations will be alerted to ensure readiness to act if required.</p> <p>The LDC and the LDMG Chair will consult on whether the LDMG should be activated to the "Lean Forward Stage" regardless of the event or the identification of a lead agency.</p>	LDMG Executive	<p>Activate Guardian IMS</p> <p>Ensure the LDCC is in a basic state of readiness</p> <p>Determine required LDCC staff and seek permission from OCEO for release</p> <p>Establish contact with the XO</p> <p>Provide initial advice to relevant stakeholders identified in the LDMG contact list</p> <p>Identify potential risks of imminent hazard and outline strategies and planning in anticipation of escalation</p> <p>Establish contact with community relations officers as required</p>	<p>Chair and LDC on mobile remotely.</p> <p>Identified stakeholders will receive an email stating "LDMG/LDCC @ Alert Stage". The email will contain non-sensitive information about the event.</p>



ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
LEAN FORWARD	<p>There is a likelihood that threat may affect the local government area. The threat is quantified but may not yet be imminent. The Lead Agency / LDMG are alerted to "Lean Forward" being placed on standby and ready to deploy resources and respond.</p> <p>The Chairperson of the LDMG will, in consultation with the LDC, make the decision to activate to the "Stand Up Stage."</p>	<p>LDMG Executive</p> <p>LDCC Membership</p> <p>LDMG members as required.</p>	<p>Confirm the level of potential threat</p> <p>Conduct meeting with core and available LDMG members regarding briefing, future planning and response strategies</p> <p>Determine trigger point to stand up</p> <p>maintain contact with XO</p> <p>Inform relevant stakeholders of "Lean Forward" stage</p> <p>Ensure the LDCC is fully established &amp; set up ready for operation</p> <p>Release public advice (via media officer) of any relevant public information and warnings, approved by the LDC</p> <p>Commence financial management processes of internal cost codes</p> <p>Chair and LDC to arrange record decisions in Guardian IMS.</p>	<p>Identified stakeholders in LDMG Contacts List will receive an email stating "LDMG/LDCC – Lean Forward Stage".</p> <p>Chair and LDC face to face or via mobile</p>

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
STAND UP	<p>LDMG Chairperson and LDC decide to activate to the "Stand Up" Stage when a trigger point is reached e.g.:</p> <p>A warning or advice of an impending threat.</p> <p>The community will be or already have been impacted.</p> <p>Multi agency response will be required.</p> <p>Request is made by other agency to provide assistance.</p>	<p>LDMG executive</p> <p>LDMG members as required</p> <p>LDCC membership group</p> <p>Recovery Coordinator.</p>	<p>LDCC is activated in Stand Up:</p> <p>Maintain contact with the Mackay DDC, XO &amp; EMC</p> <p>Commence SITREPs as required by DDMG</p> <p>Scale LDCC staffing levels as required with rosters planned and implemented and core LDMG members located in LDCC</p> <p>Call LDMG meetings with the lead agency and all LDMG Members</p> <p>Continue providing information to the public (via the Media Liaison Officer) including IRC phone contacts</p> <p>LDCC remains operational until all tasks have been completed.</p>	<p>Maintain contact with XO by telephone or otherwise as determined by the LDC</p> <p>Advice of the LDMG and LDCC activating to 'Stand Up' stage will be sent to identified stakeholders LDMG contacts list.</p> <p>All core members to be physically located in the LDMG meeting from this stage.</p> <p>Communications officer will maintain the flow of notifications and warnings to the public as approved by the LDC and Chairperson via social media</p>

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
STAND DOWN	<p>LDMG Chairperson and LDC in consultation with the lead Agency (if applicable) determine at when “Stand Down” is initiated to conclude an operation.</p> <p>The ‘Stand Down’ stage is the point that the response to the emergency/disaster event is completed and the coordination of operations transitions to Recovery.</p>	<p>LDMG Executive</p> <p>Recovery coordinator</p> <p>LDMG members as required</p> <p>LDCC staff</p>	<p>Upon being advised of the conclusion of an operation the LDC will:</p> <p>Coordinate stand down of participating organisations</p> <p>Notify XO, EMC of stand down</p> <p>Ensure completion and collation of all paperwork and financial management within LDCC and DRFA</p> <p>Conduct hot debrief</p> <p>Close LDCC – transition to Recovery.</p>	<p>Contact with the XO will be by telephone or otherwise as determined by the LDC.</p> <p>LDMG and LDCC staff members will be sent an email stating “LDMG Stand Down” and provide details of final meeting times and LDCC closure process.</p> <p>Advice of response operations ceasing will be forwarded to identified stakeholders with advice pertaining to required debriefs and post operation reporting.</p>
DEBRIEF	To be undertaken on conclusion of the activation.	All personnel involved Internal/ external.	<p>Questions:</p> <p>What went well?</p> <p>What did not go well?</p> <p>Where can we improve for next time?</p> <p>Conduct formal debrief and Collate into lessons identified.</p>	<p>Hot Debrief</p> <p>Formal debrief</p> <p>Confidential feedback.</p>

## APPENDIX C – COMMUNICATION APPROVALS – LDMG/LDCC

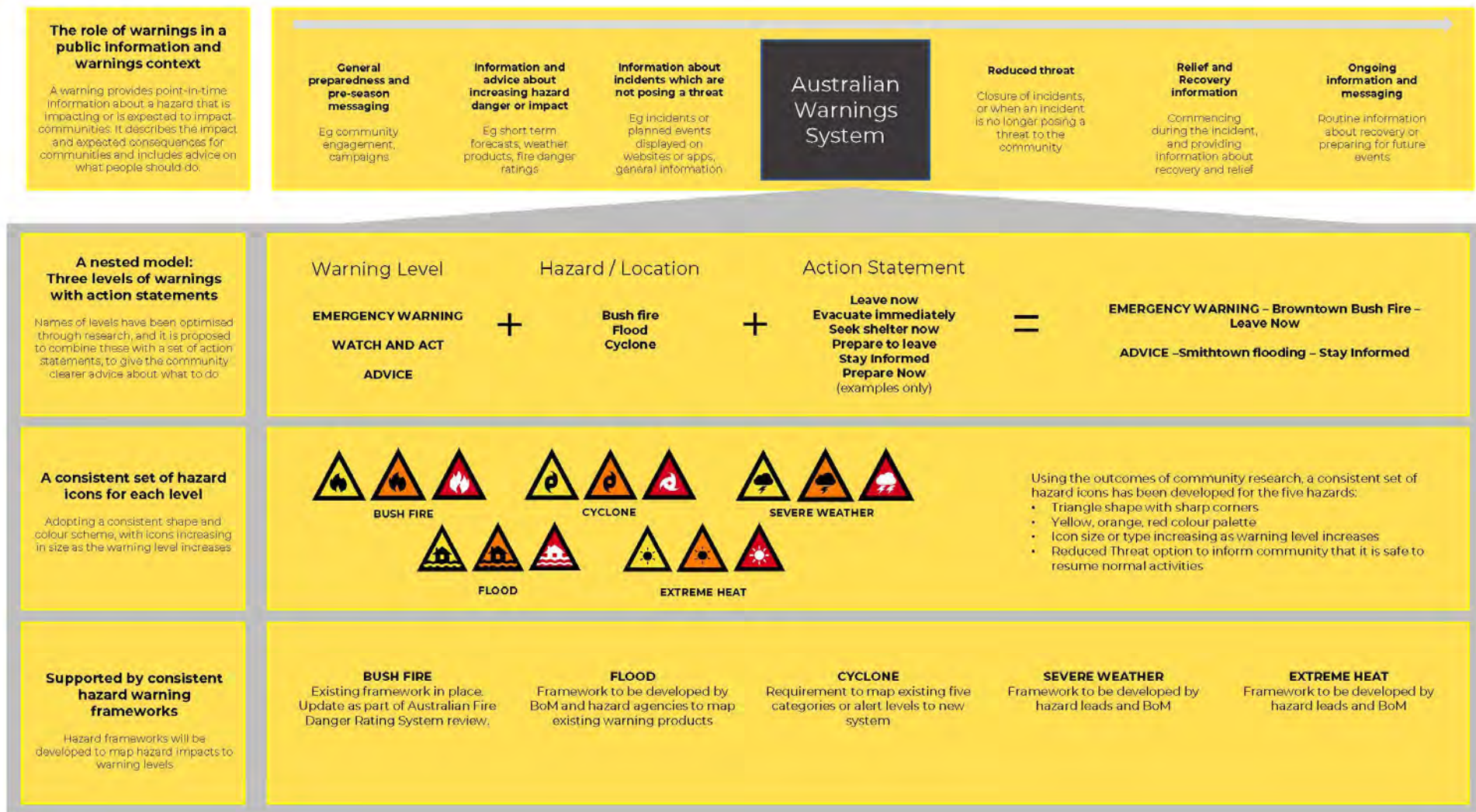
### COMMUNICATION APPROVALS – LDMG/LDCC

ACTIVATION LEVEL	TYPE	PLATFORM	EXAMPLE	SOURCE	APPROVAL REQUIREMENTS
Pre-activation	Education and resilience posts	Disaster Dashboard LDCC Facebook	<ul style="list-style-type: none"> <li>• Road Conditions</li> <li>• Severe weather warnings</li> <li>• Weather Updates</li> <li>• Get Ready Toolkit resources</li> </ul>	<ul style="list-style-type: none"> <li>• IRC</li> <li>• Disaster Dashboard</li> <li>• BOM</li> <li>• Get Ready Queensland</li> </ul>	NIL
Pre-activation	Situational awareness posts	Disaster Dashboard LDCC Facebook, with share to IRC Facebook	<ul style="list-style-type: none"> <li>• Road Conditions</li> <li>• Severe weather warnings</li> <li>• Weather Updates</li> <li>• Get Ready Toolkit resources</li> </ul>	<ul style="list-style-type: none"> <li>• IRC</li> <li>• Disaster Dashboard</li> <li>• BOM</li> <li>• QFD</li> <li>• QPS</li> <li>• QAS</li> <li>• Get Ready Queensland</li> </ul>	NIL
Alert Lean Forward Stand Up Stand Down	LDMG status updates	Disaster Dashboard (activation status function) LDCC Facebook	LDCC activation – noting simplified messaging for public		Deputy LDC LDC Mayor

**Approved by:** Darren Fettell – Local Disaster Coordinator

**Date:** 14 June 2022

## APPENDIX D - THE AUSTRALIAN WARNING SYSTEM



**A nested model: Three levels of warnings with action statements**

Names of levels have been optimised through research, and it is proposed to combine these with a set of action statements, to give the community clearer advice about what to do

Warning Level	+	Hazard / Location	+	Action Statement	=	
<b>EMERGENCY WARNING</b>  <b>WATCH AND ACT</b>  <b>ADVICE</b>	+	<b>Bush fire</b> <b>Flood</b> <b>Cyclone</b>	+	<b>Leave now</b> <b>Evacuate immediately</b> <b>Seek shelter now</b> <b>Prepare to leave</b> <b>Stay Informed</b> <b>Prepare Now</b> <small>(examples only)</small>	=	<b>EMERGENCY WARNING – Browntown Bush Fire – Leave Now</b>  <b>ADVICE – Smithtown flooding – Stay Informed</b>

**A consistent set of hazard icons for each level**

Adopting a consistent shape and colour scheme, with icons increasing in size as the warning level increases

**BUSH FIRE**

**CYCLONE**

**SEVERE WEATHER**

**FLOOD**

**EXTREME HEAT**

Using the outcomes of community research, a consistent set of hazard icons has been developed for the five hazards:

- Triangle shape with sharp corners
- Yellow, orange, red colour palette
- Icon size or type increasing as warning level increases
- Reduced Threat option to inform community that it is safe to resume normal activities

**Supported by consistent hazard warning frameworks**

Hazard frameworks will be developed to map hazard impacts to warning levels

<b>BUSH FIRE</b>	<b>FLOOD</b>	<b>CYCLONE</b>	<b>SEVERE WEATHER</b>	<b>EXTREME HEAT</b>
Existing framework in place. Update as part of Australian Fire Danger Rating System review;	Framework to be developed by BoM and hazard agencies to map existing warning products	Requirement to map existing five categories or alert levels to new system	Framework to be developed by hazard leads and BoM	Framework to be developed by hazard leads and BoM



## APPENDIX E - ACRONYMS & ABBREVIATIONS

<b>ABS</b>	Australian Bureau of Statistics
<b>AHD</b>	Australian Height Datum
<b>ALA</b>	Aircraft Landing Area
<b>AWS</b>	Australian Warning System
<b>BOM</b>	Bureau of Meteorology
<b>CEO</b>	Chief Executive Officer
<b>DACC</b>	Defence Aid to Civil Community
<b>DDC</b>	District Disaster Coordinator
<b>DDMG</b>	District Disaster Management Group
<b>DDMP</b>	District Disaster Management Plan
<b>DRFA</b>	Disaster Recovery Funding Arrangements
<b>DTMR</b>	Department of Transport & Main Roads
<b>EA</b>	Emergency Alert
<b>EMAF</b>	Emergency Management Assurance Framework
<b>GIS</b>	Geographic Information System
<b>HAT</b>	Highest Astronomical Tide
<b>IGEM</b>	Inspector General of Emergency Management
<b>IRC</b>	Isaac Regional Council
<b>LDC</b>	Local Disaster Coordinator
<b>LDCC</b>	Local Disaster Coordination Centre
<b>LDMG</b>	Local Disaster Management Group
<b>LDMP</b>	Local Disaster Management Plan
<b>LGAQ</b>	Local Government Association of Queensland
<b>LRC</b>	Local Recovery Coordinator
<b>LRG</b>	Local Recovery Group
<b>MHHS</b>	Mackay Hospital Health Service
<b>MSQ</b>	Maritime Safety Queensland
<b>NEMA</b>	National Emergency Management Agency
<b>NGO</b>	Non-Government Organisation
<b>NQPHN</b>	North Queensland Primary Health Network
<b>PPRR</b>	Prevention, Preparedness, Response and Recovery
<b>PSBA</b>	Public Safety Business Agency
<b>QAS</b>	Queensland Ambulance Service

<b>QCS</b>	Queensland Corrective Services
<b>QDMA</b>	Queensland Disaster Management Arrangements
<b>QDMC</b>	Queensland Disaster Management Committee
<b>QDMTF</b>	Queensland Disaster Management Training Framework
<b>QERMF</b>	Queensland Emergency Management Risk Framework
<b>QFD</b>	Queensland Fire Department
<b>QGSO</b>	Queensland Government Statisticians Office
<b>QH</b>	Queensland Health
<b>QLDMG</b>	Queensland Local Disaster Management Guidelines
<b>QPS</b>	Queensland Police Service
<b>QRA</b>	Queensland Reconstruction Authority
<b>QSES</b>	Queensland State Emergency Service
<b>RFA</b>	Request for Assistance
<b>RFDS</b>	Royal Flying Doctor Service
<b>RFSQ</b>	Rural Fire Service Queensland
<b>RSHQ</b>	Resources Safety & Health Queensland
<b>SDCC</b>	State Disaster Coordination Centre
<b>SDMG</b>	State Disaster Management Group
<b>SDMG</b>	State Disaster Management Group
<b>SDR</b>	State Recovery Coordinator
<b>SDRA</b>	State Disaster Relief Arrangements
<b>SEWS</b>	Standard Emergency Warning System
<b>SHECC</b>	State Health Emergency Coordination Centre
<b>SITREP</b>	Situation Report
<b>SOP</b>	Standard Operating Procedures
<b>XO</b>	District Executive Officer

## APPENDIX F – COMMUNITY SIGNAGE LOCATIONS

TOWN	SIGN LOCATION	ADDRESS
<b>CARMILA</b>	Carmila SES	6 Music Street
	Carmila Ambulance Station	18 Music Street
	Carmila Police Station	7 Music Street
	Carmila Hall	16 Music Street
<b>CLAIRVIEW</b>	BarraCrab Caravan Park	21 Colonial Drive
<b>CLARKE CREEK</b>	Clarke Creek Community Hall	May Downs Road
	Clarke Creek Campdraft Grounds	May Downs Road
	The Homestead @ Lotus Creek	Marlborough - Sarina Road
<b>CLERMONT</b>	Council Office & Library	24-26 Herschel Street
	Clermont Hospital	26 Francis Street
	Clermont Ambulance Station	40 Sirius Street
	Clermont Police Station	6 Capella Street
	Theresa Creek Dam Kiosk	Theresa Creek Dam
<b>COPPABELLA</b>	Civeo Camp	Peak Downs Highway
	Coppabella Store	76 Lee Street
<b>DYSART</b>	Council Office & Library	Shannon Crescent
	Dysart Civic Centre	Queen Elizabeth Drive
	Dysart Police Station	43 Queen Elizabeth Drive
	Dysart Ambulance Station	47 Queen Elizabeth Drive
<b>GLENDEN</b>	Council Office & Library	Dalton Place
	Glenden Police Station	8 Bell Place
	Glenden Ambulance Station	4 Bell Place
<b>GREENHILL</b>	Greenhill Rural Fire Shed	Greenhill Road
	Greenhill bus shelter	Pacific Avenue
<b>KOUMALA</b>	Koumala Post Office	Bruce Highway
<b>MIDDLEMOUNT</b>	Council Office	11 Carter Place
	Middlemount Shopping Centre	Leichhardt Drive
	Middlemount Library	Leichhardt Drive
<b>MORANBAH</b>	Council Office & Library	Grosvenor Complex, Batchelor Parade
	Town Square Noticeboards	
	Moranbah Youth Centre	Appleton Street
	Moranbah Fair	St Francis Drive
	Moranbah Community Workers Club	49-55 Mills Avenue
	Moranbah Miners Leagues Club	185 Mills Avenue
<b>NEBO</b>	Council Office & Library	Reynolds Street
	Nebo Hotel	Reynolds Street
	Service Station	Cnr Bowen Street & Peak Downs Highway
<b>ST LAWRENCE</b>	Council Office	36 Macartney Street
	St Lawrence Hotel	19 Railway Parade
	Broadsound Memorial Hall	7 Railway Parade
	St Lawrence Recreation Grounds	St Lawrence Connection Road





MEETING DETAILS	Corporate, Governance and Financial Services
	Standing Committee Meeting
	Wednesday 20 November 2024
AUTHOR	Maria Borg
AUTHOR POSITION	Senior Disaster and Emergency Resilience Partner

5.5 STATE EMERGENCY SERVICE BI-ANNUAL UPDATE

EXECUTIVE SUMMARY

This report aims to inform the Council about the current State Emergency Service (SES) operations within the Isaac region, highlighting recent activities, community engagement and any challenges faced by the SES. It is essential for Council to be aware of these updates to ensure effective collaboration and support for ongoing and future emergency management strategies in the community.

OFFICER’S RECOMMENDATION

*That the Committee recommends to Council:*

- 1. *Receive and note the State Emergency Service Bi-Annual Update report.*

BACKGROUND

The Queensland Government has delivered significant bodies of change to Queensland's disaster and emergency management system. As part of the reforms, the Queensland Police Service (QPS) has been expanded to include the State Emergency Service (SES), disaster management functions, and Marine Rescue Queensland (MRQ).

The existing Memorandum of Understanding for SES operations between Queensland Fire and Emergency Services (QFES) and Isaac Regional Council remains current, however, will be reviewed and updated in the coming months following the reform implementation.

The Isaac SES unit is operational and maintaining readiness for emergencies. Recent training sessions have been conducted to enhance skills and preparedness, and the unit has been actively participating in community engagement activities. Equipment is regularly inspected and maintained to ensure effectiveness during incidents. Overall, the SES unit is well-equipped and prepared to respond to any emergencies in the Isaac region.

This table provides a summary of the SES groups with current membership and capabilities. There has been a reduction in numbers of SES members, for a variety of reasons, but active recruitment campaigns continue.



## ISAAC SES UNIT SUMMARY

LOCATION	CURRENT MEMBERSHIP	GROUP CAPABILITY
Carmila	5	Traffic control, storm damage, communications, lighting, land search, flood boat rescue, Road Crash Rescue
Clermont	11	Traffic control, storm damage, communications, lighting, land search, flood boat rescue
Dysart	5	Traffic control, storm damage, communications, lighting, land search
Middlemount	2	Traffic control, storm damage, communications, lighting, land search, flood boat rescue
Moranbah	17	Traffic control, storm damage, communications, lighting, land search, flood boat rescue
Nebo	16	Traffic control, storm damage, communications, lighting, land search, flood boat rescue, Road Crash Rescue
St Lawrence	5	Traffic control, storm damage, communications, lighting, land search, Road Crash Rescue

### Activations and Training

The Nebo SES group has demonstrated remarkable activity with 78 tasks completed from January 1 to October 16 2024, including 24 road crash rescues, 44 ambulance assists, 1 land searches, and 4 traffic control operations. The organization has also received 10 new volunteer applications across Moranbah, St Lawrence and Nebo groups. To further enhance response capabilities, multiple training courses are planned within the Isaac region this year, aimed at strengthening operations for all SES groups involved.

### Community Engagement

SES groups have actively engaged in community events, including the Under 8's day at Nebo, Moranbah, and Middlemount, and the St Lawrence Wetlands weekend highlighting their commitment to local involvement. Additionally, Moranbah Group is planning to attend the Moranbah Night Markets in November, showcasing their dedication to promoting disaster preparation awareness in the community.

### Equipment upgrades

The Isaac Fleet Renewal Program saw the delivery of four new Isuzu D-Max Dual Cab vehicles, replacing the four Toyota Hilux dual cabs. Additionally, new trailers were provided to update the aging fleet for both the Dysart and Clermont groups, enhancing operational efficiency and reliability for these teams.

### Facilities

A contractor has successfully completed building defect reports for six facilities, identifying any necessary repairs. An action plan for rectification works to ensure that all structures meet safety and quality standards is being developed.

### IMPLICATIONS

Due to the declining volunteer membership at the Carmila SES group, the Road Crash Rescue function for the coastal area between St Lawrence and Ilbilbie is currently non-functional.

The SES Local Controller is working with QFES and the SES Area Controller to transfer the RCR function and equipment to the St Lawrence SES group to enable the RCR response capacity for this vulnerable section of the region.

## CONSULTATION

- SES Area Controller
- SES Local Controller
- Director Corporate Governance and Financial Services
- Senior Disaster and Emergency Resilience Partner
- SES Group Leaders

## BASIS FOR RECOMMENDATION

Not applicable.

## ACTION ACCOUNTABILITY

Manager Safety and Resilience to ensure an annual report of the Isaac SES group activities is provided to Council.

SES Local Controller to continue to work with Isaac SES groups and the SES Area Controller to improve capability and operations of the SES units.

## KEY MESSAGES

Not applicable.

### Report Prepared By:

MARIA BORG

Senior Disaster and Emergency Resilience Partner

Date: 8 October 2024

### Report Authorised By:

DARREN FETTELL

Director Corporate, Governance and Financial Services

Date: 11 October 2024

## ATTACHMENTS

- Nil

## REFERENCE DOCUMENT

- Nil

MEETING DETAILS	Corporate Governance and Financial Services
	Standing Committee Meeting
	Wednesday 20 November 2024
AUTHOR	John Squire
AUTHOR POSITION	Manager Contracts and Procurement

## 5.6 REGISTER OF PRE-QUALIFIED SUPPLIERS PANEL ARRANGEMENT FOR THE PROVISION OF PLANT HIRE (WET AND/OR DRY)

### EXECUTIVE SUMMARY

The purpose of this report is to recommend the appointment of selected tenderers to a Register of Pre-Qualified Suppliers (RPQS) Arrangement for the Provision of Plant Hire (Wet and/or Dry) IRCT-ALL2-1123-349 to Isaac Regional Council.

### OFFICER'S RECOMMENDATION

*That Council:*

- 1. Endorse the award of tender IRCT-ALL2-1123-349, for the creation of a panel of Register of Pre-Qualified Suppliers for Provision of Plant Hire (Wet and/or Dry), for an initial term of two years from 1 December 2024 with 2 (two) additional twelve months extension options.*
- 2. Endorse the list of Pre-Qualified suppliers detailed in the report.*
- 3. Authorise the Chief Executive Officer to negotiate, execute and vary the Pre-Qualified Suppliers Agreements as required.*

### BACKGROUND

The RPQS Provision of Plant Hire (Wet and/or Dry) IRCT-ALL2-1123-349 panel was initiated to replace the previous panel arrangement IRCT2084-0220-156 RFT for Hire of Plant (Wet and/or Dry), which has now concluded. The purpose of this new arrangement is to provide continued access to Council of an accessible directory of approved Contractors / Suppliers, complete with their corresponding hire rates for the hire of plant and equipment.

### IMPLICATIONS

In accordance with the requirements of the *Local Government Regulation 2012*, Default Contracting Procedure, a tender exercise was performed for the purpose of establishing the RPQS panel arrangement.

A total of 46 submissions were made in response to the Request for Tender, across the two categories of Wet and Dry Plant Hire.

# CORPORATE GOVERNANCE AND FINANCIAL SERVICES

This panel arrangement ensures a comprehensive and flexible provision of resources, complementing Isaac Regional Council staff and facilitating the delivery of both operational and capital projects within the Isaac Region. It has been determined that the optimal approach for Council is to award the contract to multiple Contractors and Suppliers.

The list of suppliers to be appointed is as follows:

RESPONDENTS
Am Earthmoving (QLD) Pty Ltd
Anthony Phillip Graham
Bennett Contracting and Plant Hire Pty Ltd
Brooks Hire Services Pty Ltd
G & R Brown & Sons Pty Ltd T/A Brown Contractors
BRW Transport & Quarries Pty Ltd
Clermont Hydraulics & Produce FT T/A Belyando Produce
Cooper McCullough Group Pty Ltd
CQ Mining Hire Pty Ltd
Lou's Contracting Services Pty Ltd
DG Services Pty Ltd
Duffy Earthmoving & Plant Hire Pty Ltd
Durack Civil Pty Ltd
Elite Bitumen & Asphalt No 1 Pty Ltd
Ellis Stabilising Pty Ltd
Fairbrother Vegetation
Flexihire Pty Ltd
G. & G. Markwell Pty Ltd
Gudjala Pty Ltd
Hawk Plant Hire Pty Ltd
HSM Contracting Pty Ltd
Jeff Read Earthmoving Pty Ltd
K2 Plant Hire Pty Ltd
Koumala Excavation Pty Ltd
LD & LJ Hillery Pty Ltd
Luke Morrison Plumbing Pty Ltd T/A LMP Project Services
Nixon Plumbing Pty Ltd
Onsite Rental Group Operations Pty Ltd
Premiair Services Pty Ltd
Queensland Central Bitumen Pty Ltd
Rollers Queensland
Sarina Crane Hire Pty Ltd
Seaforth Civil Pty Ltd
Sherrin Rentals Pty Ltd
Specialised Pavement Services Pty Ltd
Terri-Jo Newman

The Robertson Family Trust T/A Mark Robertson Earthmoving
AM Properties Pty Ltd ATF Andrew Moore Trust T/A Site Vehicle Rentals
The Trustee for the BD & SM Lawrence Trusty T/A BSL Earthmoving
Trafquip Pty Ltd
Transformation Earthmoving
Tutt Bryant Hire
Verax (Clermont Plant Hire Pty)
WC Wall Transport Pty Ltd

As this is an RPQS panel arrangement, appointment to the panel does not provide any guarantee to the Respondents of any quantum of work.

## CONSULTATION

An evaluation of the submitted tender responses was performed by a panel of qualified IRC personnel consisting of the Manager Operations and Maintenance, Coordinator Infrastructure East, Overseer Parks and Recreation and the Strategic Procurement Officer, as the key users of this panel arrangement.

## BASIS FOR RECOMMENDATION

The evaluation was performed on a range of mandatory requirements and a balanced scorecard according to the following weighted criteria;

Criteria	Weighting	Reasoning
Local Preference	10%	As per Local Preference Policy STAT-POL-086 (Resolution 8736)
Price	30%	Value for Money
Relevant Experience	30%	Business' experience in the required fields
Resources	30%	Provision of plant and equipment and/or appropriately licensed operators.

Due to the differences in requirements for Wet and Dry Hire, and the span of the Isaac Region, the evaluation was segregated accordingly. The Respondents which best met these criteria have been recommended for appointment to the RPQS panel.

## ACTION ACCOUNTABILITY

Manager Contracts and Procurement is responsible for ensuring that the tender process has been performed in compliance with the requirements of the *Local Government Regulation 2012*.

## KEY MESSAGES

This RPQS panel arrangement shall provide support to IRC through the provision of plant hire and equipment, underscoring Council's commitment to leveraging a diverse range of expertise and resources to achieve the best possible outcomes.



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**Report prepared by:**

JOHN SQUIRE  
**Manager Contracts and Procurement**

Date: 1 November 2024

**Report authorised by:**

Darren Fettell  
**Director Corporate Governance & Financial  
Services**

Date: 11 November 2024

**ATTACHMENTS**

- Nil

**REFERENCE DOCUMENT**

- IRCT-ALL2-1123-349 Provision of Plant Hire (Wet and/or Dry) Tender Documentation
- IRCT-ALL2-1123-349 Provision of Plant Hire (Wet and/or Dry) Evaluation Scorecard
- IRCT-ALL2-1123-349 Provision of Plant Hire (Wet and/or Dry) Recommendation Report

## MEETING DETAILS

### Corporate, Governance and Financial Services

#### Standing Committee Meeting

Wednesday 20 November 2024

#### AUTHOR

Renae Nelson

#### AUTHOR POSITION

Contracting Facilitator

## 5.7 REGISTER OF PRE-QUALIFIED SUPPLIERS PANEL ARRANGEMENT FOR THE PROVISION OF IT DATA CABLING SERVICES

## EXECUTIVE SUMMARY

The purpose of this report is to recommend the appointment of selected tenderers to a Register of Pre-Qualified Suppliers (RPQS) Arrangement for the Provision of IT Data Cabling Services IRC-CGFS-0624-T371 to Isaac Regional Council.

## OFFICER'S RECOMMENDATION

### *That Council:*

- 1. Endorse the award of tender IRC-CGFS-0624-T371, for the creation of a panel of Register of Pre-Qualified Suppliers for IT Data Cabling Services, for an initial term of two years from 1 December 2024 with 2 (two) additional twelve months extension options.***
- 2. Endorse the list of Pre-Qualified suppliers detailed in the report.***
- 3. Authorise the Chief Executive Officer to negotiate, execute and vary the Pre-Qualified Suppliers Agreements as required.***

## BACKGROUND

The RPQS Provision of IT Data Cabling Services IRC-CGFS-0624-T371 panel was initiated to establish a panel of specialized consultants for ongoing maintenance, repairs and upgrades to data cabling to Council facilities and buildings.

For clarity, this arrangement is a completely separate agreement to other arrangements that are in support of the Digital Strategy.

## IMPLICATIONS

In accordance with the requirements of the *Local Government Regulation 2012*, Default Contracting Procedure, a tender exercise was performed for the purpose of establishing the RPQS panel arrangement.

A total of 6 submissions were made in response to the Request for Tender. It is recommended to appoint the top 3 Respondents to the RPQS panel arrangement.

The list of suppliers to be appointed is as follows:

Vendor
Ribshire Pty Ltd T/A Goodline
Webb Bros Pty Ltd T/As NQBE Integrated IT
J-Nine Pty Ltd T/A Roy Powell Security

As this is an RPQS panel arrangement, appointment to the panel does not provide any guarantee to the Respondents of any quantum of work.

## CONSULTATION

An evaluation of the submitted tender responses was performed by a panel of qualified IRC personnel consisting of the ICT Coordinator, Senior ICT Infrastructure Engineer, Senior ICT Officer and ICT Officer, as the key users of this panel arrangement.

## BASIS FOR RECOMMENDATION

The evaluation was performed on a range of mandatory requirements and a balanced scorecard according to the following weighted criteria;

Criteria	Weighting	Reasoning
Local Preference	10%	As per Local Preference Policy STAT-POL-086 (Resolution 8736)
Price	50%	Value for Money
Relevant Experience	20%	Business experience in the required fields of data cabling
Tenderers Capacity	20%	Tenderers capacity in staffing while also working with other third parties and / or to have the capacity to support multiple IRC initiatives simultaneously.

## ACTION ACCOUNTABILITY

Manager Contracts and Procurement is responsible for ensuring that the tender process has been performed in compliance with the requirements of the *Local Government Regulation 2012*.

## KEY MESSAGES

This RPQS panel arrangement shall provide support to IRC through specialised consultants skilled in data cabling services.

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**Report prepared by:**

RENAE NELSON  
**Contracting Facilitator**

Date: 7 November 2024

**Report authorised by:**

DARREN FETTELL  
**Director Corporate Governance and Financial  
Services**

Date: 8 November 2024

## ATTACHMENTS

- Nil

## REFERENCE DOCUMENT

- IRC-CGFS-0624-T371 RPQS Provision of IT Data Cabling Services Tender Documentation
- IRC-CGFS-0624-T371 RPQS Provision of IT Data Cabling Services Recommendation Report with Moderated Evaluation Scorecard (In Confidence)

MEETING DETAILS	Corporate, Governance and Financial Services
	Standing Committee Meeting
	Wednesday 20 November 2024
AUTHOR	Darren Fettell
AUTHOR POSITION	Director Corporate, Governance and Financial Services

5.8

EXCEPTION BASED PROCUREMENT ARRANGEMENTS –  
MORANBAH EARLY LEARNING CENTRE

EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of an exception under the provisions of Section 235(a) of the *Local Government Regulations 2012* to allow Moranbah Early Learning Centre (MELC) to oversee the completion of the expansion and renovation works, including procurement processes, as part of a larger, ongoing project.

As Council is contributing to a larger renovation and improvement project being undertaken by MELC, it is logical that the projects be combined and delivered by MELC, indicating there is only one supplier reasonably available.

OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- Notes that as Council is contributing to a larger project already planned and being undertaken by Moranbah Early Learning Centre, it is advantageous for them to oversee procurement for the project;***
- Resolve to approve the enclosed exception to enter medium-or large-sized contractual arrangements as per s235 of the Local Government Regulations 2012 (Qld) for the expansion and renovation works required, being that there is only one supplier reasonably available.***

BACKGROUND

Council has previously approved the proposed expansion and renovation works for the Moranbah Early Learning Centre to enhance community infrastructure. The project has been successful in receiving \$1.6 million in funding from the Queensland Government to support MELC's facility improvements.

Given that the grant is a contribution to a larger initiative, it is logical for MELC to take the lead in overseeing the procurement process, ensuring expansion and renovation works align with the overall goals of the project. Isaac Regional Council (IRC) will continue to provide necessary oversight to ensure the project management and reporting requirements adhere to regulatory standards (i.e. 2024-27 Works for Queensland Guidelines) and aligns with community objectives.



## IMPLICATIONS

Combining Council's contribution to the renovation and upgrade of the Council owned MELC building with the larger MELC funded project will ensure value for money and aligned project management for the project.

## CONSULTATION

Manager Contracts and Procurement.

## BASIS FOR RECOMMENDATION

The recommendation will enable compliance with procurement requirements under s235 of the *Local Government Regulations 2012*.

## ACTION ACCOUNTABILITY

Director Corporate, Governance and Financial Services to inform Moranbah Early Learning Centre of Council's Decision.

## KEY MESSAGES

Council has considered the most advantageous approach to the MELC Project whilst having regard to the sound contracting principles.

<b>Report prepared by:</b> DARREN FETTELL <b>Director Corporate, Governance and Financial Services</b> Date: 11 November 2024	<b>Report authorised by:</b> CALE DENDLE <b>Chief Executive Officer</b> Date: 11 November 2024
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## ATTACHMENTS

- Nil

## REFERENCE DOCUMENT

- *Local Government Regulation 2012* (Qld)
- IRC Procurement Policy
- IRC Local Preference Policy
- IRC W4Q 2024-27 001175-001936 Contract

## MEETING DETAILS

Corporate, Governance and Financial Services

Standing Committee Meeting

Wednesday 20 November 2024

## AUTHOR

Cale Dendle

## AUTHOR POSITION

Chief Executive Officer

## 5.9 SHAREHOLDER RELATIONSHIP: ISAAC AFFORDABLE HOUSING TRUST

## EXECUTIVE SUMMARY

Chief Executive Officer proposing some shareholder and associated agreements with Isaac Affordable Housing Fund Pty Ltd (IAHF) on behalf of Isaac Affordable Housing Trust (IAHT).

## OFFICER'S RECOMMENDATION

That the Committee recommends that Council authorises the Chief Executive Officer to:

1. ***Negotiate and finalise a simple Shareholder Agreement (or equivalent) with Isaac Affordable Housing Fund Pty Ltd that nominates financial and non-financial expectations that are to be reported to Council at intervals of no more than six months commencing March 2025.***
2. ***Finalise a replacement Loan Agreement with Isaac Affordable Housing Fund Pty Ltd to replace the existing agreement which expired on 30 June 2024.***
3. ***Restore property management fees for relevant Isaac Affordable Housing Trust properties.***
4. ***Request Isaac Affordable Housing Fund Pty Ltd to:***
  - a. ***Appoint suitably-qualified and independent directors (using modest remuneration if necessary) to the two vacancies on the board.***
  - b. ***Consider whether the current operating model of Isaac Affordable Housing Fund Pty Ltd is suitable for planned expansions of the housing portfolio?***
  - c. ***Prepare a Capability Statement (or equivalent to complement IAHT Prospectus) for use by Council (as community advocate) referring corporate investment prospects.***

## BACKGROUND

Isaac Affordable Housing Fund Pty Ltd was established in 2009/10 and is the Trustee of the Isaac Affordable Housing Trust. Isaac Regional Council is the sole shareholder and appoints majority directors (four councillors) to the company's board.

Following a Strategy Day on 29 October 2024, the author is proposing some actions to clarify the relationship between IAHT and Council (variously as: shareholder, banker, property manager and advocate).

## COMMENTARY

### Proposed Shareholder Agreement

Firstly, it is proposed to negotiate a simple Shareholder Agreement (or equivalent) that articulates financial and non-financial performance expectations of IAHT. The measures (and preamble) contemplated at Strategy Day is shown below:

#### *PREAMBLE*

*"Isaac Affordable Housing Trust (IAHT) is a non-profit entity whose mission is to provide affordable housing<sup>1</sup> in the Isaac Region."<sup>2</sup>*

*The Trust is established and must be maintained exclusively for public charitable purposes in Australia, being the purposes of providing money, property or benefits<sup>3</sup>;*

- 1. To establish and maintain the Isaac Affordable Housing Fund;*
- 2. To manage the Trust for the purpose of providing affordable housing for the low to middle income people living in the Isaac Regional Council area.*

*IAHT may also solicit donations, gifts, bequests and other forms of financial assistance (including fund-raising initiatives), providing they are beneficial and do not diminish the overall objects of the Trust<sup>4</sup>.*

*Moreover, IAHT is<sup>5</sup>:*

- 1. A developer and manager of "protected/reserved" housing that insulates those residents (sometimes represented by their employers) who might qualify as "working poor<sup>6</sup>" who struggle to compete in the Isaac Region real estate market. IAHT does not cater for residents who are otherwise eligible for subsidized housing from their employer.*
- 2. An enterprise and therefore must generate sufficient surplus to reinvest in itself and its assets by using its asset base. This means that it can charge market or other rentals in order to achieve its overall published purpose. To avoid confusion, this does not preclude IAHT from exploring build-to-rent or like initiatives to bring stock to market.*
- 3. Not a social or community housing provider.*

#### *PERFORMANCE MEASURES*

##### *a. Non-Financial*

- i. Rental rates as % of market*
- ii. Occupancy Rate*

<sup>1</sup> [What is Affordable Housing? - BHCL](#), retrieved 29 October 2024

<sup>2</sup> Isaac Affordable Housing Fund Pty Ltd, Board Terms of Reference, pg. 2

<sup>3</sup> Isaac Affordable Housing Fund Pty Ltd, Company Constitution Objects

<sup>4</sup> Isaac Affordable Housing Fund Pty Ltd, Board Terms of Reference, pg. 2

<sup>5</sup> Workshopped with IAHT board directors and Council management, 29 October 2024

<sup>6</sup> [Chapter 4 - Unemployment and the changing labour market – Parliament of Australia](#), retrieved 29 October 2024

- iii. *Length of application wait time*
- iv. *Number of people denied admission*
- v. *Conversion of IAHT clients to market properties*
- vi. *Tenant profile*
- vii. *Development outlook and pipeline (designs, DA's etc.)*
- viii. *Value of corporate and other partnerships*

*b. Financial*

- i. *Surplus as % of revenue*
- ii. *% growth in equity*
- iii. *Borrowings as % of cash reserves*
- iv. *Asset consumption ratio*

It is recommended that the CEO is authorised to negotiate such agreement to conclusion with IAHT.

## **Loan Agreement**

Council has supported IAHT through providing historical loans with \$3.8 million payable as at 30 June 2024 under a loan agreement (refer Note 29 to Council's 2023/24 Financial Statements), with some \$1.2 million in interest being written-off to 31 December 2023 (Council resolution 8505). The existing loan agreement expired on 30 June 2024 and Council, through discussions with IAHT, has commenced preparations for a new loan agreement to enable current grant funded expansion projects.

## **Property Management Fees**

Council provides IAHT a full-service property management function but ceased charging property management fees in 2019. It is proposed that such fees be restored and IAHT has budgeted accordingly.

## **Governance**

IAHT's constitution prescribes that Council appoints four councillors as directors of the company. Those directors and the long-standing Company Secretary (Chris Wright from Brown & Bird) are to appoint to other directors to vacant positions on the board.

Similar companies at Central Highlands, Western Downs, Maranoa, Mackay and Bundaberg have recently either aligned with larger Community Housing Providers, or have collapsed operations back into the Council organisation. Council should encourage IAHT to at least contemplate the benefits of operating at scale with an alignment with a larger community housing provider.

Preparation of a IAHT Capability Statement (or equivalent) will better enable Council officials to outline the offerings of IAHT to corporate prospects with a need (or desire) to invest in community housing.

## **IMPLICATIONS**

IAHT has recently delivered housing product in Moranbah (Mills Avenue) and has commenced work Bushlark Grove. The company also has a DA under consideration for seniors' living in Clermont.

=====

The company is functioning (mostly) as intended but continues to receive considerable support from its sole shareholder.

Both company and shareholder need to consider the long-term sustainability of community housing delivery in Isaac Region, but some shorter-term recommendations (as outlined above) are made in the interim.

## CONSULTATION

Strategy Day held between IAHT directors and Council officers on 29 October 2024.

## ACTION ACCOUNTABILITY

Three agreements to be executed and board appointments to be made.

## KEY MESSAGES

IAHT is functioning as intended and delivering housing product across Isaac Region.

### Report prepared by:

CALE DENDLE  
**Chief Executive Officer**

Date: 12 November 2024

## ATTACHMENTS

- Nil

## REFERENCE DOCUMENT

- Nil



MEETING DETAILS	Corporate, Governance and Financial Services
	Standing Committee Meeting
	Wednesday, 20 November 2024
AUTHOR	Tamara Bateman
AUTHOR POSITION	Acting Manager Governance and Corporate Services

5.10 DRAFT 2023-2024 ANNUAL REPORT

EXECUTIVE SUMMARY

The preparation and adoption of the Annual Report is a legislative requirement pursuant to section 182 of the *Local Government Regulation 2012*.

Isaac Regional Council’s 2023-2024 Annual Report has been prepared in accordance with all requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*.

OFFICER’S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Adopts Isaac Regional Council’s 2023-2024 Annual Report and delegate authority to the Mayor and Chief Executive Officer to approve minor editorial and administrative changes and to finalise the annual report, no later than 6 December 2024.***

BACKGROUND

Section 182(1) of the *Local Government Regulation 2012* states that a local government must prepare an annual report for each financial year.

Sections 183 to 190 of the *Local Government Regulation 2012* prescribe the required information that the annual report must contain.

Isaac Regional Council’s Annual Report for the 2023-2024 financial year complies with the above provisions of the *Local Government Regulation 2012*.

In accordance with section 182(2) of the *Local Government Regulation 2012*, the local government must adopt its annual report within 1 month after the day the auditor-general gives the auditor-general’s audit report about the local government’s financial statements for the financial year to the local government.

On Wednesday 16 October 2024, the Queensland Audit Office forwarded the certified General Purpose Financial Statements to Isaac Regional Council with an unmodified audit opinion issued for the 2023-2024 Financial Statements. The Queensland Audit Office Final Management Report was received on Friday 18 October 2024.

As the Annual Report was not able to be finalised and presented to the October 2024 Ordinary Meeting of Council, and the planned adoption of the Annual Report through the November meeting cycle will be one week outside the regulatory timeline, in line with section 182 of the *Local Government Regulations 2012* an

extension of time was sought from the Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers.

The local government must publish its annual report on its website within 2 weeks of adopting the annual report (section 182(4) of the *Local Government Regulation 2012*).

## IMPLICATIONS

Engagement from ratepayers, residents, general public, government agencies or media on performance and highlights in the Annual Report and Financial Statements.

## CONSULTATION

- Chief Executive Officer
- Mayor and Councillors
- Directors and Managers (including key content owners)
- Brand Media and Communications

## BASIS FOR RECOMMENDATION

Legislative requirement and means to communicate to stakeholders Council's achievements/performance for the 2023-2024 financial year.

## ACTION ACCOUNTABILITY

Governance and Corporate Services to finalise Annual Report with CEO and Mayor and publish on Council's website within legislative timeframes.

## KEY MESSAGES

Council is committed to transparent decision making.

<b>Report prepared by:</b> TAMARA BATEMAN <b>Acting Manager Governance and Corporate Services</b> Date: 11 November 2024	<b>Report authorised by:</b> DARREN FETTEL <b>Director Corporate, Governance and Financial Services</b> Date: 13 November 2024
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## ATTACHMENTS

- Attachment 1 – Draft 2023-2024 Annual Report (Full Document)
- Attachment 2 – 2023-2024 Audited Financial Statements
- Attachment 3 – Draft 2023-2024 Annual Report (Highlights Document)

## REFERENCE DOCUMENT

- Nil

# ANNUAL REPORT

## **ACKNOWLEDGEMENT OF COUNTRY**

Isaac Regional Council acknowledges the Koinjmal, Widi, Birriah, Barada Kabalbara, Yetimarala, Jangga, Barada Barna, Western Kangoulou, and Wirdi Peoples as the Traditional Custodians of the lands and waters throughout the Isaac region. We pay respect to their Elders past, present, and emerging. We honour the unbroken spiritual, cultural, and political connection they have maintained to this unique place since the beginning of the Dreaming.

## **INTRODUCTION**

Isaac Regional Council is pleased to present the Annual Report for 2023-2024. This report describes Council's progress and performance over the 2023-2024 financial year against the objectives of the Annual Operational Plan, Budget and the priorities of the 5 Year Corporate Plan. This is our report card to the community, our achievements, setbacks, opportunities, future direction and highlights.

This report is designed to meet our obligations under section 182 of the *Local Government Regulation 2012* and inform our stakeholders including residents, ratepayers, businesses, industry, employees, community groups and partnering government agencies. All care has been taken to ensure content is complete and accurate. However, Council does not guarantee it is without error.

## **ENDORSEMENT**

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Adopted by Council on **DAY, DATE, MONTH 2024**

Resolution **#XXXX**

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# OUR COUNCIL

## MAYOR'S MESSAGE

Our 17 unique communities, each contribute to the vibrant and diverse character of the Isaac region.

From modern mining towns to historical, coastal, and rural areas, we are united in our commitment to a prosperous, inclusive, and sustainable future.

Reflecting on the past year, the resilience and determination have been truly inspiring in our communities.

Cost-of-living and housing challenges are front of mind, but it has also reinstated our commitment to sustainable communities and their futures.

Our advocacy efforts bore fruit with the passage of the *Mineral Resources (Glenden) Act*, securing Glenden's future and ensuring sustainable community integration.

We completed 20-year plans to shape the future for Nebo Showgrounds and Theresa Creek Dam to boost agricultural and tourism industries.

More than \$60 million from state and federal funding will help build major infrastructure projects like the Philips Creek Bridge replacement, Isaac Resources Excellence Precinct and Isaac Country Universities Centre.

These are all vital for our mining, freight and agricultural industries that not only power our region but the rest of Queensland.

Through our partnerships in Queensland Beef Corridors, an incredible highlight is a bi-partisan commitment from all levels of government, securing \$500 million.

Together, we continue to forge a sustainable and prosperous future for all.

The extraordinary progress outlined in this report is a testament to the coordinated leadership of my fellow Councillors - past and present, our executive, and everyone within the Isaac Regional Council team.

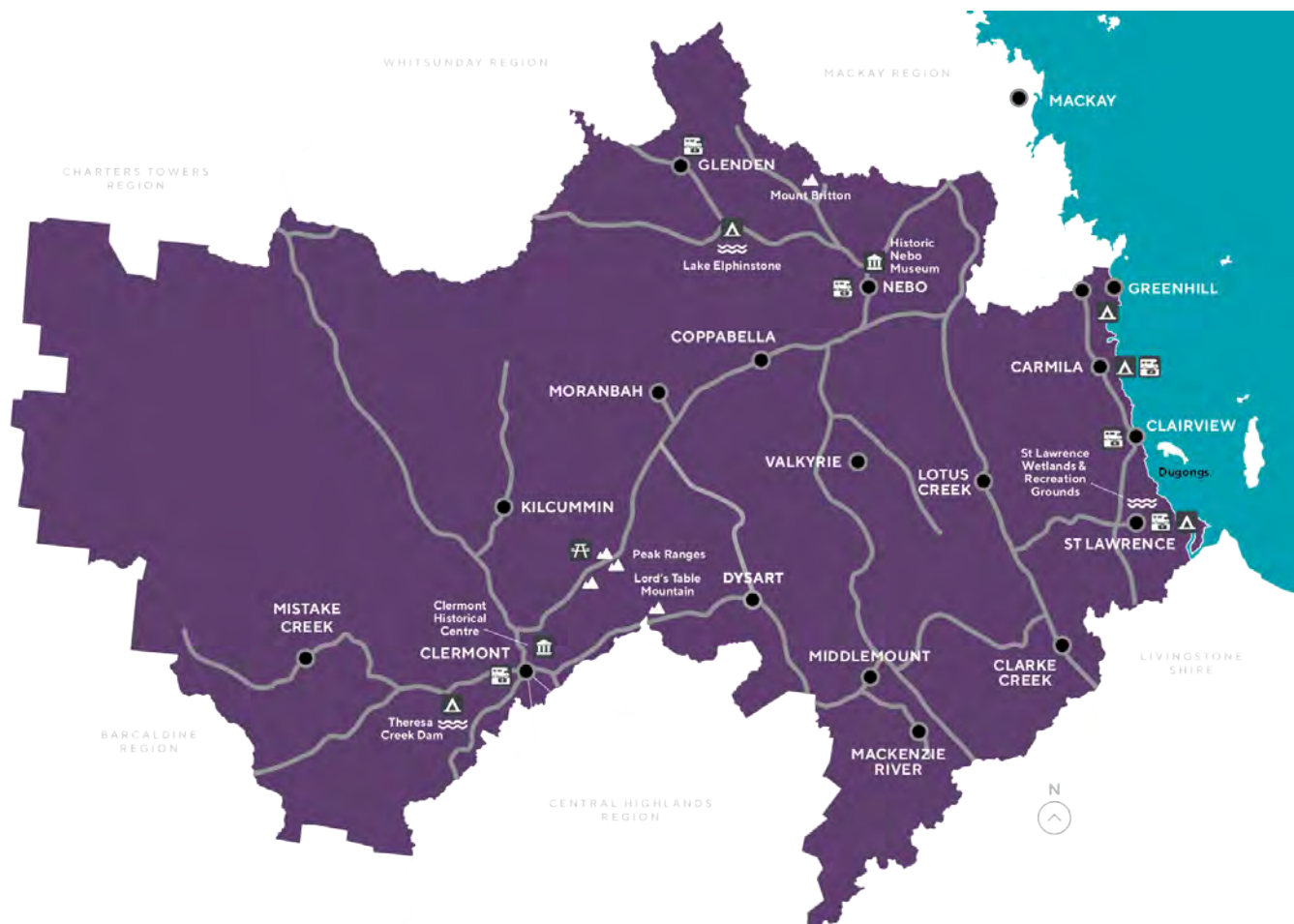
We look forward to another year of working alongside our community to shape a thriving and resilient region.

**INSERT SIGNATURE ONCE ENDORSED**

MAYOR KELLY VEA VEA  
ISAAC REGIONAL COUNCIL



## OUR REGION



Our region is a vast and diverse area in Queensland, covering 58,709 square kilometers — making it 25 times the size of the Australian Capital Territory.

It stretches from the coast to the coalfields, encompassing 17 unique communities such as Carmila, Clairview, Clarke Creek, Clermont, Dysart, Flaggy Rock, Glenden, Greenhill, Ilbilbie, Kilcummin, Mackenzie River, Middlemount, Mistake Creek, Moranbah, Nebo, St Lawrence, and Valkyrie.

Our region is a significant contributor to Queensland's economy, with a population of 33,566 people, most of whom live and work within the area.

The mining industry, particularly coal mining, is the backbone of the local economy, generating an estimated \$13.1 billion in value and providing 13,071 jobs, making it the largest industry employer in the region.

We proudly house the coal-abundant Bowen Basin, known for its rich mining history and top-tier mining production efficiencies. We are also home to a substantial beef industry, including a cattle property that operates entirely off-the-grid, transforming waste materials into valuable soil composts and using recycled waste heat to warm its water supply.

The Isaac region is making strides in the renewable sector too. Wind and solar projects are increasingly becoming a part of the landscape and are set to play a crucial role in Queensland's future energy mix.

Our gas reserves hold the key to unlocking vast potential in new and decarbonisation-driven industries.

The Isaac region's blend of economic vitality, community spirit, and natural beauty makes it a unique and important part of Queensland.

## OUR COMMUNITIES

**CARMILA** is at the foot of the Connors Range on the Bruce Highway. The community's main industry is sugar cane. Carmila Beach, with its pristine beachfront, is popular with fishing enthusiasts who trawl through the creeks of this camping oasis.

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

**CLARKE CREEK** is a small rural township about halfway between Mackay and Rockhampton on the Old Bruce Highway. Clarke Creek is home to a popular annual campdraft and the region's largest wind farm.

**CLERMONT** was established in 1862 and was the first inland settlement in the tropics. Clermont is recognised as one of the most historic towns in northern Australia. The town today is rich with agriculture, mining, gold prospecting and is the third largest community in the Isaac region.

**COPPABELLA** was designed to service the junction of two railway lines - Goonyella and Saraji. The unique town built entirely by a government department was named by Queensland Rail.

**DYSART** is a friendly community established in 1973 that caters to nearby coal mines plus many surrounding cattle and grain properties. Dysart is a vibrant community and is the second largest community in Isaac.

**FLAGGY ROCK** is primarily a sugar cane growing district situated between Rockhampton and Mackay. Flaggy Rock Bluff has a 360-degree view over the valley ranges and Coral Sea, accessible only by four-wheel drive or on foot.

**GLENDEN** was first introduced by Mount Isa Mines Limited which built the town for its 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.

**GREENHILL and ILBILBIE** are idyllic locations about an hour drive south of Mackay. Visitors enjoy shore, estuary and offshore fishing near local reefs and islands, or enjoy the magnificent views and bushland of Cape Palmerston National Park.

**KILCUMMIN** is about 60km north of Clermont. Surrounded by cattle and cropping properties, the town is underpinned by a supportive, tightknit community.

**MIDDLEMOUNT** was established in the early 1980s, is a purpose-built coal mining town with breathtaking panoramic views from the iconic Blue Mountain and **MACKENZIE RIVER** is a small nearby rural community.

**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** 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. It is the largest community in the Isaac region.

**NEBO** was originally known as Fort Cooper, however in 1923 the name was changed by popular demand to Nebo, derived from Nebo Creek. It is home to the renowned Nebo Rodeo.

**ST LAWRENCE**, which celebrated its centenary in 1979, was originally built to service the Customs Office for the Port of St Lawrence. It is also home to the wetlands, freshwater fish habitats and abundant birdlife.

**VALKYRIE** is prominent cattle grazing area, that the Isaac River passes through. The local school is the hub of the community and hosts most community meetings, social gatherings and playgroups.

## OUR VISION, VALUES AND GOAL

### VISION

Helping to energise the world. A region that feeds, powers and builds communities, now and for the future.

### VALUES

*Community focus:* We engage and communicate authentically with all Isaac communities to understand both their common and specific needs. We will continuously improve how we address those needs to help future-proof our region.

*Caring:* We are committed to working safely and caring for the safety and wellbeing of our people and communities. We believe that people matter.

*Teamwork:* We expect respectful relationships in our work together, to achieve. We cultivate commitment through shared purpose, to create value.

*Positive work ethic:* We do our best every day to have pride and enjoyment in our work. We display accountability, transparency, procedural consistency and integrity. We seek the highest possible practical outcomes in everything we do. We practice the knowledge that how we do things is just as important as what we do.

### GOAL

To pursue long-term sustainable futures for Isaac's communities.

## OUR COUNCIL

- Employs 400 full-time equivalent staff across the region
- Mows over 260 hectares across 85 open spaces and maintains 36 playgrounds
- Runs 19 community facilities across our 17 unique communities.
- Manages and maintains more than 7,800 sewage connections and six wastewater treatment plants that services nearly 19,000 consumers.
- Delivers more than 4,800 megalitres of fresh water to over 18,600 consumers from eight water treatment plants.
- Manage nearly 35,000 tonnes to landfill at nine waste management facilities
- Empties more than 780,000 bins a year
- Maintains a 4,500km road network and 217km footpaths
- Maintains 8 pools with 71,965 visits
- Runs eight community hubs, answering more than 87,000 requests
- Loans over 70,000 print, audio and eBooks with more than 46,200 visitors to Isaac Libraries
- Manages J.R. Turner Saleyards at Clermont where 66,200 head of cattle processed
- Supports community groups through the \$440,000 Isaac Community Grants Program
- Booked 19,645 people that stayed 8,770 nights at Theresa Creek Dam
- Manages Clermont aerodrome where 456 planes land
- Registers 2,002 dogs



## OUR 2023-2024 HIGHLIGHTS



**NEBO SHOWGROUNDS MASTER PLAN ENDORSED:** Council endorsed the Nebo Showgrounds Master Plan after extensive public consultation. This milestone, enabling Council to seek Federal Government funding for the project's initial stage. The plan, reflecting community consensus, aims to develop a comprehensive range of amenities and opportunities at the showgrounds over the next 20 years.

**GLENDEEN ENSHRINED INTO LAW:** Glenden's future was secured following Council's historic six-week advocacy campaign to see new legislation passed in Queensland Parliament. *The Mineral Resources (Glenden) Act* mandates QCoal's workforce integration within town boundaries by March 2029, ensuring community sustainability and collaboration among key stakeholders.

**ALL STARS SHINE BRIGHT IN LEAGUE CLASH:** Anglo American All Stars won against the Vitrinite Brighter Coal Moranbah Miners in the second Ethan Stevens' Memorial Trophy clash on Saturday, 14 October 2023. Council presented the International Legends of League match at Darryl Bourke Oval in Moranbah which attracted thousands of footy fans across the Isaac region.

**FEDERAL GOVERNMENT CONFIRMS BRIDGE FUNDING:** A key bridge that is heavily relied on by major mining and freight industries in the heart of Bowen Basin will be replaced as part of a \$18 million upgrade. The Australian Government confirmed would retain the funding of \$14.4 million towards the Philips Creek Bridge replacement on Saraji Road between Dysart and Moranbah.

**THREE COUNCIL MOTIONS PASSED AT 2023 LGAQ CONFERENCE:** Council secured support from Queensland's 76 local government areas to safeguard community futures. At the LGAQ annual conference in Gladstone, key motions included social infrastructure frameworks, legislative reform for major project

approvals, and critical regional health services. These motions shaped LGAQ's policy positions for lobbying the State Government.

**SUN SETS ON LOCAL GOVERNMENT CAREER:** Anne Baker, a respected leader in Queensland's largest resource region, announced her retirement from local government. Known for her community-focused approach and significant lobbying efforts, she led Isaac Regional Council as Mayor for nearly 12 years, leaving a legacy of achievements and strong foundations for the future.

**ISAAC RESOURCES CENTRE OF EXCELLENCE PRECINCT:** More than \$40 million from the Queensland Government announced to support the future of resource communities by establishing the precinct at Moranbah to help advance new technologies in the resources sector.

**ISAAC CELEBRATES AUSTRALIA DAY COMMUNITY HEROES:** A community nurse with theatrical flair, a decorated teen boxer, and a creative festival highlighting an endangered species are among the 2024 Isaac Region Australia Day Award winners. Amanda Raymond of Moranbah received Citizen of the Year, Ciara Storch of Dysart was named Young Citizen of the Year, and Clermont Wombat Festival won Event of the Year.

**PLAN ENDORSED FOR OUTBACK TOURISM GEM:** From a revamped beach cove, a new pontoon to boat ramp upgrades and a replacement playground are among the ambitious plans for Theresa Creek Dam. A Concept Development Plan was endorsed by Isaac Regional Council following two public survey consultations and 610 written responses from visitors and residents on their hopes and dreams for their beloved outback oasis.

**INVESTMENT AGREEMENT DELIVERS NEW HOUSING:** Vitrinite and Council signed a housing agreement to mitigate rental and housing market impacts. The agreement forms a committee to ensure Vitrinite's commitment to increasing housing stock in the Bowen Basin. Council hopes this initiative will inspire other companies to make similar commitments to Isaac communities.

**NEW ERA FOR ISAAC:** The Isaac region's newly elected Council took their oath following the March 2024 election. Mayor Kelly Vea Vea, Deputy Mayor Jane Pickels and six Councillors Terry O'Neill, Vern Russell, Melissa Westcott, Simon West, Alaina Earl, Rachel Anderson and Viv Coleman will serve for the next four years until the March 2028 elections.

**ISAAC COUNTRY UNIVERSITIES CENTRE:** The Queensland Government granted \$2 million to enhance educational access for Isaac residents. Isaac Regional Council will establish two Isaac Country University Centres in Clermont and Moranbah. These centres will help resource workers gain necessary skills, supporting regional Queenslanders in vocational and tertiary training, and demonstrating the success of similar centres in other towns.

**MAJOR MILESTONE FOR BEEF CORRIDORS:** Council is one of seven local government areas to secure \$400 million for Queensland Beef Corridors through bi-partisan support, enhancing road efficiency and safety. This investment supports primary producers in Central Queensland. The collaborative efforts aim to bring forward federal funding.

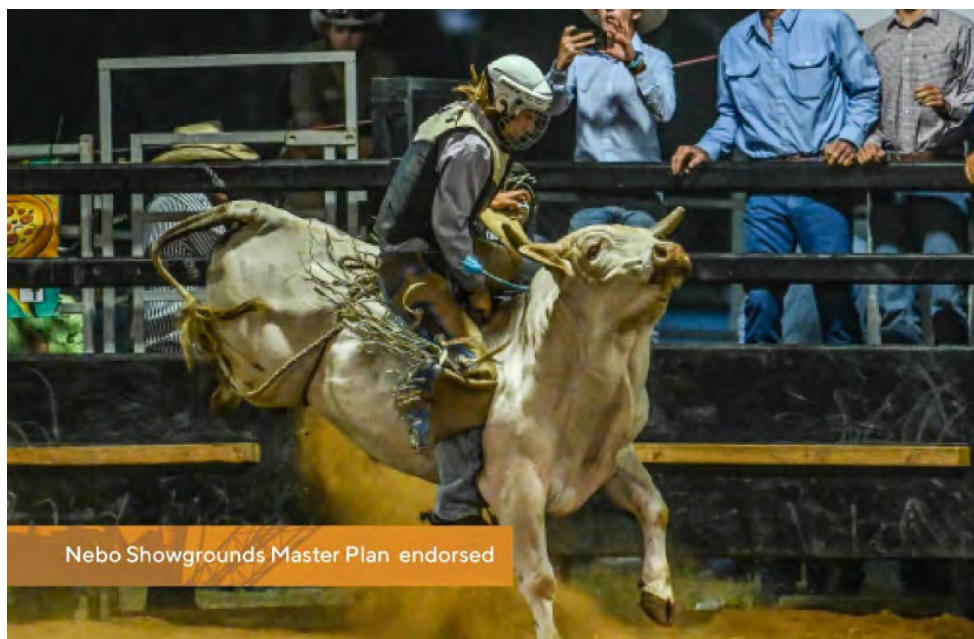
**\$55.5 MILLION CAPITAL WORKS BUDGET ADOPTED:** The region's road network will receive a \$25.5 million boost, as part of a \$55.5 million capital expenditure on 110 projects. Forty-five percent of this budget is allocated to roads, focusing on replacing bridges and repairing deteriorating sections of the 4,500 km network over the next 12 months.

**COMMUNITY-FOCUSED EXECUTIVE APPOINTED:** Council appointed Cale Dendle as the new CEO. Dendle brings extensive local government experience, including roles in state and local government. With over 33 years of service in Central Queensland, he is eager to lead and embrace the challenges and opportunities in the Isaac region.

**WETLANDS WEEKEND A SUCCESS:** Around 3,000 tickets were sold at the award-winning three-day St Lawrence Wetlands Weekend. Popular television personality Costa Georgiadis, Queensland's food



ambassador and professional chef Matt Golinski, Australia's most loved First Nations dancer Patrick Thaiday, chart topper Jeremy Marou, Golden Guitar winner Brad Butcher and rising country star Loren Ryan were some of the biggest drawcards.



## OUR COUNCILLORS



**MAYOR KELLY VEA VEA** is a passionate advocate for regional and resource regions on key issues such as population balance, equitable funding strategies and the enhancement of liveability and infrastructure. Her journey in public service began with her election to the Council in 2012, followed by re-elections in 2016 and 2020. In 2018, she was appointed Deputy Mayor, a position she retained unopposed after the 2020 elections. In 2024, she ascended to the role of Mayor, elected unopposed. Mayor Vea Vea's connection to the region is deep-rooted. Her family is a fourth-generation coal mining family and has spent most of her life in Central Queensland's mining towns.

**DIVISION ONE CR TERRY O'NEILL** is proudly born and bred in Clermont who began his professional journey in 1985 with the Belyando Shire Council, and later worked for Queensland Health and Isaac Regional Council. His expertise spans payroll, accounts payable, fleet management, and bookkeeping for a local grazing company. Cr O'Neill is a first time Councillor, being elected in Division 1, representing Glenden and rural communities. He is a passionate advocate for rural infrastructure with his primary goal is to improve roads in the Isaac region.

**DIVISION TWO CR VERNIECE RUSSELL**, a dedicated community member and is a newly elected Councillor who brings a wealth of experience and a deep-rooted connection to the region of Isaac. Having called Dysart home for the past 35 years, Cr Russell has witnessed the ebb and flow of the local economy and the impact it has had on the community. In September of this year, Vern celebrates 17 years of owning and operating her own catering business, a testament to her entrepreneurial spirit and dedication to serving the needs of the community.

**DIVISION THREE CR MELISSA WESTCOTT**'s narrative embodies the ethos of industriousness and community involvement before being elected in 2024. Venturing into Moranbah over two decades ago as a fledgling educator fresh from university, Cr Westcott found not just a new abode but a canvas for her enterprising spirit. Moranbah became the nurturing ground for businesses. For the past 15 years, she has spearheaded ventures and diversified to encompass training and floristry businesses and the burgeoning tech startup, Florist IQ.

**DIVISION FOUR CR SIMON WEST** is a well-recognised community representative with years of experience in hospitality management, the mining sector and union roles. Cr West was first appointed as Division 4 Councillor in 2019 and was re-elected unopposed in 2020 and 2024. Elected as an executive member of the Mining and Energy Union (MEU) in 2008, Cr West is currently the President of the Goonyella Riverside MEU. He has represented MEU members around Moranbah as a former elected member of the Queensland Board of Management of the Union's Mining and Energy Division.

**DIVISION FIVE CR ALAINA EARL** is a first-time Councillor and has been a significant contributor to the Isaac region for more than 20 years. In her role as a radio presenter and programmer, Alaina establishes a connection with the community via the airwaves. Her youth programs and her position as the Moranbah and Highlands correspondent for ABC Tropical North underscore her varied expertise. Her dedication to promoting positive change renders her a priceless resource to the local government and the constituents she represents.

**DIVISION SIX DEPUTY MAYOR JANE PICKELS** first represented Division 7 in 2012 and was re-elected unopposed in both 2016 and 2020. In the 2024 Local Government Elections, she was elected to represent Division 6 after making the move from Middlemount to Clermont and was appointed as Deputy Mayor. Before her political career, Cr Pickels accumulated eight years of customer service experience with Isaac Regional Council and the former Broadsound Shire.

**DIVISION SEVEN CR RACHEL ANDERSON** was elected unopposed in 2024 as Division 7 Councillor, Cr Anderson has a rich background intertwined with her upbringing, professional endeavors, and commitment to public service. Born and raised in Moranbah, Cr Anderson cultivated her roots and educational journey before venturing into air. Inspired by her family's legacy in the aviation industry, Cr Anderson led her to establish MAS Aviation, an aviation ground handling business.

**DIVISION EIGHT CR VIV COLEMAN**, with more than two decades of residency in the Isaac area and an active presence in St Lawrence, boasts a profound personal attachment to the locality. Drawing from a diverse professional background spanning construction, waste management, agriculture, tourism, and real estate, Cr Coleman brings a wealth of local business expertise to the table. Additionally, she maintains a steadfast commitment to charitable endeavours, notably supporting organisations like Variety Queensland and the Queensland Cancer Council.

Visit <https://www.isaac.qld.gov.au/Your-Council/About-your-Council/Meet-your-Councillors> for more information on our Councillors.



## OUR PLANS AND STRUCTURE

### COMMUNITY STRATEGIC 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. This 20-Year Community Strategic Plan was adopted in April 2015.

### CORPORATE PLAN

Council's 2023-2028 Community-Corporate Plan sets the long-term vision, medium-term goal and short-term priorities for our region, helping Council decide on operations and budgets. The plan has been structured around six strategic themes:



leading and  
enabling a  
changing world



liveability through  
design and  
infrastructure



engaged  
communities



inclusive growth  
for a progressive  
economy



vibrant natural assets



governance for  
accountability

## STRATEGIC AND OPERATIONAL FRAMEWORK

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



## QUARTERLY PERFORMANCE

Quarterly reports are delivered throughout the year to measure Council's progress towards implementing the Annual Operational Plan. Each year we also adopt a budget which outlines allocation of resources in order to deliver specific projects, activities and events in pursuit of the Corporate Plan and Annual Operational Plan. Council's Strategic Asset Management Plan articulates the Asset Management System model, Asset Management Framework and asset management.

## ORGANISATIONAL STRUCTURE

The organisational structure aligns council's four directorates with our corporate plan goals and objectives. The executive leadership team (ELT) is led by the Chief Executive Officer (CEO). ELT is charged with the responsibility of ensuring the delivery of the strategic intent of Council and to provide leadership to all employees. The most valued resource of Council is its people. Council, as of 30 June 2024, had 400 full-time equivalent staff who are located across the region.



**OFFICE OF THE CEO:** Organisational leadership, administration and strategic management | Mayor and CEO support | Elected member support | Council meeting management and administration | People, capability and organisational development | Advocacy and external affairs | First Nations | Brand, media and communications | Corporate sustainability and regional resilience | Business improvement and change management | Cultural leadership | Sustainable community futures

**BOARD MANAGEMENT:** Council | Standing Committees | Advisory Committees



**CORPORATE GOVERNANCE AND FINANCIAL SERVICES (CG&FS):** Financial services | Legal and insurance administration | Information technology and GIS | Asset management | Records | Governance | Internal audit | Strategic, corporate and business continuity planning | Risk management | Disaster management | Safety and resilience | Procurement | Stores management | Emergency committee management | Audit and Risk Committee | Local Disaster Coordination | Advisory Committees (Asset Management, ICT)

**PLANNING, ENVIRONMENT AND COMMUNITY SERVICES (PECS):** Economic, small business and tourism development | Community facilities | Customer service | Place management | Community relations and development | Youth programs | Community grants administration | Environmental, biosecurity and natural resource management | Sustainability and climate change planning | Social planning and strategy | Health and food safety compliance | Local law regulation and education | Stock route network management | Regulatory and building compliance | Planning and land use and development | Native title | Community Hub operations - integrated customer, museum, arts and library services | Community leasing | Commercial operations | Committee management | Community-orientated Advisory Committees

**ENGINEERING AND INFRASTRUCTURE (E&I):** Parks and gardens | Engineering design and projects | Roads and drainage service | Plant and fleet management | Depot management | Infrastructure planning | Road construction and maintenance | Corporate properties and tenancy | Company housing

**WATER AND WASTE (W&W):** Water and wastewater network | Water supply operations | Wastewater collection, transport, storage and treatment operations | Treatment and supply of recycled water | Water and wastewater infrastructure planning, design, construction, maintenance and investigations | Water product quality management | Waste management | Water treatment and network distribution | Asset renewals, operations and maintenance | Dam safety inspections | Kerbside waste and recycling collection | Operation and maintenance of Waste Management Facilities | Reuse and recycling of selected materials





## OUR PEOPLE



Jane Shelvey



Gary Jenkinson



Rosario Scharf



Darryl Shield



Michelle Ross

We are committed to recognising the long and valued service of its people. Council celebrated with employees who reached milestones of 5, 10, 15, 20, 25, 35 and 45 years of service.

Council's longest serving employees between them shared 120 years of dedicated service. In 2023-2024, we recognised:

- 30 years of service: (Rosario Scharf – Water and Wastewater Operator)
- 25 years of service: (Jane Shelvey - Team Leader - Saleyard and Showgrounds)
- 25 years of service: (Gary Jenkinson - LR Truck Driver)
- 20 years of service: (Darryl Shield - Overseer - Infrastructure)
- 20 years of service: (Michelle Ross - Land Protection Officer)

# OUR PERFORMANCE



## ASSESSMENT 2023-2024 SNAPSHOT

The following provides a snapshot of how we performed in our projects and activities in 2023-2024:

For more information, please visit <https://www.isaac.qld.gov.au> to view Council's quarterly performance reports.

THEME	COMPLETED	ON TARGET	BELOW TARGET	TOTAL
COMMUNITIES	7	1	3	11
ECONOMY	2		3	5
INFRASTRUCTURE	8	1	1	10
ENVIRONMENT		1	1	2
GOVERNANCE	5		5	10
CORPORATE AND OPERATIONAL PLANS LINK	22	3	13	38

## COMMUNITIES

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

### ON TARGET OR COMPLETED

- ✓ Review, update and implement Disaster Management Plans and sub-plans
- ✓ Undertake regular audits of Isaac Regional Council Aquatic Centres to ensure efficiently run and customer service-focused environment
- ✓ Provide a range of community arts and cultural support initiatives which empower our communities to celebrate their stories, cultures and identities
- ✓ Deliver Stage 1 projects of the Nebo Showgrounds Master Plan in accordance with the Australian Government funding agreement
- ✓ Develop the concept development plan for Theresa Creek Dam

### BELOW TARGET

- ✗ Completion of detailed site designs for new Community Hubs in Dysart and St Lawrence to support integrated service delivery of library and customer service functions\*
- ✗ Identify, understand and respond to the Youth Unmet Needs Snapshot\*

\* refers to activities carried over to 2024-2025

## SOCIAL SUSTAINABILITY POLICY

To keep pace with the changing world around us, our communities need to adapt and grow in a manner that harnesses their full potential to thrive on the back of major project and infrastructure investment.

Further to this, Council is beholden to itself to ensure the broadest view is taken on community interests and wellbeing for now and into the future in decision-making on infrastructure and service delivery. In light of this, Council's adopted Social Sustainability Policy outlines its aspirations for an Isaac region which:

- Recognises community needs for infrastructure and services through normative, felt, expressed and comparative lenses;
- Encourages strategic thinking and advocacy to recognise the eight dimensions of social sustainability as an integrated whole, and ensures social sustainability is not isolated from conversations about economic growth; and
- Sees net benefits returned to communities during major project investment, development, delivery and end-of-life processes.

## ECONOMY

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

### ON TARGET OR COMPLETED

- ✓ Implement Climate Change Response Policy Framework
- ✓ Engage a consultant to facilitate an emergency exercise to address internal and disaster management arrangements

### BELOW TARGET

- ✗ Adopt a Social Infrastructure Strategy guideline, procedure and processes\*
- ✗ Develop and implement key organisational policies to support our people\*

\* refers to activities carried over to 2024-2025, deferred to enable additional consultation with internal stakeholders

## INFRASTRUCTURE

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

### ON TARGET OR COMPLETED

- ✓ Develop and implement an audit process for the assessment of mature trees in urban centres
- ✓ Development and delivery of the unsealed roads gravel re-sheeting program
- ✓ Development and delivery of the sealed roads reseal program
- ✓ Enter into and successfully complete the Road Maintenance Program Contracts for Transport and Main Roads
- ✓ Development of a prioritised works program and upgrade of lighting infrastructure in regional parks, sporting fields and precincts
- ✓ Improve the regions roads by constructing floodways through the Queensland Government's Transport Infrastructure Development Scheme
- ✓ Finalise the 3-year Meter Reading Strategic Plan

### BELOW TARGET

- ✗ Undertake a Water and Wastewater Treatment Optimisation Study for Glenden\*

\*note – optimisation study effectively complete, awaiting analytics on the NATA Lab results to finalise

## ENVIRONMENT

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

### ON TARGET OR COMPLETED

- ✓ Develop the Isaac Tourism Trail's Strategic Plan

### BELOW TARGET

- ✗ Finalise the Biosecurity Strategy 2024-2027\*

\* Note – Biosecurity Plan 2024-2027 adopted, Strategy is carried over to 2024-2025



## 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*

### ON TARGET OR COMPLETED

- ✓ Maintain long-term capital replacement program for facilities, fleet and plant
- ✓ Enhance Council's Corporate website
- ✓ Review and update the master corporate-wide Business Continuity Plan including the ICT Business Continuity Plan
- ✓ Transition and rebuild of existing TechOne platform – Phase 1 of the TechOne platform uplift of data to the cloud

### BELOW TARGET

- ✗ Implement the Strategic Asset Management Plan and supporting Asset Class Asset Management Plans\*
- ✗ Execute Water and Waste Telecommunications leases\*

- ✗ Review and update Risk Management Framework and Processes\*
- ✗ Transition and rebuild of existing TechOne platform – commencement of module implementation\*\*

\*refers to activities carried over to 2024-2025, projects have commenced

\*\* Phase 1 uplift of platform to cloud completed, remaining implementation of upgraded modules planned for following 2-3 years



## REGIONAL ARTS DEVELOPMENT FUND

The Regional Arts Development Fund (RADF) is a partnership between the Queensland Government and Isaac Regional Council to support local arts and culture in regional Queensland. This program had two rounds of funding with a total of \$45,000 granted. It supported 30 projects, events and activities which supported 55 events.

## 2023-2024 ISAAC COMMUNITY GRANTS

Council delivered and provided support to 76 events and programs in the Isaac region in 2023-2024. Council provided \$334,973 through the Isaac Community Grants Program, with an additional \$105,000 in budgeted funding for major community organisations that deliver vital services and events, creating connected, liveable, and creative communities in our region.

## BUDGETED FUNDING

GRANT RECIPIENT	DESCRIPTION	AMOUNT
Clermont Rodeo and Show Society	The Clermont Show - The Isaac Region's Show	\$20,000
Capricorn Rescue Helicopter	Contribution to operations	\$15,000

Heart Of Australia	Contribution To Offset Monthly Travel Expenses	\$15,000
CQ Rescue	Contribution to operations	\$55,000

## DIVISION ONE

A total of \$57,716 was awarded in Major Grants, Minor Grants, Individual or Team Development Grants, and School Bursaries to Division One community groups

GRANT RECIPIENT	DESCRIPTION	AMOUNT
Moranbah State High School	The Education and Career Pathway Expo	\$1,143
Twin Hills Race Club	Twin Hills Race Weekend	\$8,000
Clermont Artslink	Wombat Festival	\$2,500
Life Church Clermont	Christmas In the Park	\$2,500
St Mary's Parish, Clermont	Christmas Fair	\$2,000
Belyando Isolated Children's Parents' Association (auspicing for Twin Hills)	Gymkhana Weekend	\$5,000
Clermont Community Business Group	Purchase New Equipment	\$2,500
Twin Hills Rodeo and Show	Twin Hills Rodeo	\$7,000
Kilcummin State School P&C	Purchase equipment	\$3,256
Clermont Isolated Children's Parents' Association	Sports Camp	\$2,500
Belyando Performance Horse Inc	Campdraft	\$500
Glenden State School	School Bursary	\$250
Twin Hills Campdraft	Campdraft	\$1,000
Clermont Senior Bulls Cricket Club (auspicing for Kennedy Livestock and Property)	Gala Ball	\$1,667
Clermont Golf Club	Clermont Golf Day	\$2,500
Clermont Rodeo and Show (auspicing for Gold Cup Campdraft)	Clermont Gold Cup Campdraft	\$2,500
Life Church Clermont	Kids Club Xtreme	\$2,500
Clermont Rodeo and Show Society (auspicing for Hoch and Wilkinson)	Clermont Beef Expo	\$2,500
Glenden Rural Interest Group	Easter Event	\$400
Clermont Race Club	Clermont Race Day	\$2,500



Clermont Artslink	Clermont Gold And Coal Festival	\$2,500
Clermont Community Business Group	Purchase Of Equipment	\$2,500

## DIVISION TWO

A total of \$17,080 was awarded in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division Two community groups.

GRANT RECIPIENT	DESCRIPTION	AMOUNT
Dysart Pony Club	Gymkhana	\$1,000
Moranbah State High School	The Education and Career Pathway Expo	\$1,143
Dysart Golf Club	Dysart Open	\$5,000
Dysart Golf Club	Dysart Family Fun Day	\$2,020
Middlemount Boxing and Fitness	Middlemount Fight Night	\$1,000
Ciara Storch	Individual grant	\$250
Clermont Senior Bulls Cricket Club (auspicing for Kennedy Livestock and Transport)	Queensland Bulls Masters Weekend	\$1,667
Dysart Golf Club	Dysart Open	\$5,000

## DIVISION THREE, FOUR AND FIVE

A total of \$115,800 was awarded in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 3, 4 and 5 community groups.

GRANT RECIPIENT	DESCRIPTION	AMOUNT
Chris Daley (Parent of Cordell)	Individual Grant for Scotland Trip	\$750
Chris Daley (Parent of Hudson)	Individual Grant for Scotland Trip	\$750
Chris Daley (Parent of Hudson)	Individual Grant for Sydney Trip	\$750
Moranbah Arts Council	Purchase of equipment	\$1,000
Moranbah State High School	The Education and Career Pathway Expo	\$3,429
Moranbah Race Club	November Races	\$11,000
Mining And Energy Union Moranbah Community Scholarship	Scholarship Program	\$ 7,000
Moranbah State School P&C	Reader's Cup Brisbane	\$1,000
Bianca Martin (Parent of Asha Martin)	Individual grant	\$ 250

Oasis Life Church	Moranbah Carols by Candlelight	\$7,500
Moranbah District Support Service (auspicing for NAIDOC Committee)	NAIDOC Event	\$5,000
Moranbah Arts	Purchase of equipment	\$5,000
Elam Moranbah	School Holiday Activities	\$1,000
Hinterland Community Care	Groovy Booby Bus	\$1,000
Rock FM (4RFM)	Paper for Community Magazine	\$1,000
Moranbah Miners' Memorial Committee	Moranbah Miners' Memorial Service	\$7,500
Hinterland Community Care	Client Christmas Party	\$4,200
Moranbah State High School	School Bursary	\$1,000
Rock FM (4RFM)	Purchase Equipment	\$3,337
Moranbah Arts Council	Grease The Musical	\$5,000
Moranbah Bowls Club	Bowls Carnival	\$5,000
Moranbah Rodeo Association	Moranbah Rodeo	\$1,000
Moranbah Highlanders Swim Club	Pool Hire	\$5,000
Middlemount Boxing and Fitness	Middlemount Fight Night	\$3,000
Moranbah Hawks Soccer Club	Soccer Event	\$1,000
Moranbah Junior Netball	Open Day and Celebrations	\$1,000
Rock Fm (4RFM) in collaboration with Moranbah Miners' Memorial Committee	Moranbah Miners' Memorial Exhibition at Coalface Art Gallery	\$1,000
Rock FM (4RFM)	Community Broadcasting Association of Australia Conference	\$1,000
Trial To Triumph	Donation towards raising awareness and funds for dust-related lung diseases	\$1,000
St Joseph The Worker Catholic Church	Christmas Fair	\$1,000
Moranbah East State School	School bursary	\$250
Moranbah Miners' Memorial Committee	Moranbah Miners' Memorial	\$734
Moranbah Community Workers Club	John Allen Golf Day	\$1,000
Moranbah BMX Club	Purchase irrigation system	\$5,000
ELAM Moranbah	Debutante Ball	\$5,000

Moranbah Gymnastics	Easter Fete	\$5,000
Rock Fm (4RFM) (auspicing for May Day Committee)	Moranbah May Day Festival	\$10,000
Piper and Billy Earl	Individual grant	\$500
Rock FM (4RFM)	Local and Independent News Association Summit	\$850

## DIVISION SIX

A total of \$64,388 was awarded in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division Six community groups.

GRANT RECIPIENT	DESCRIPTION	AMOUNT
Moranbah State High School	The Education and Career Pathway Expo	\$1,143
Clermont Artslink	Wombat Festival	\$2,500
Life Church Clermont	Christmas in the Park	\$2,500
Blair Athol - Clermont Bowls Club	Bowls Day	\$1,000
Clermont Clay Target Club	Shoot Out Competition	\$1,000
St Mary's Parish Church, Clermont	Christmas Fair	\$2,000
Clermont Men's Shed (auspicing for Clermont Connect)	Purchase of equipment	\$8,400
Clermont Community Business Group	Purchase of equipment	\$2,500
Clermont State High School	Twisted Trivia Night	\$5,000
Clermont Isolated Children's Parents' Association	Sports Camp	\$2,500
Belyando Performance Horse Inc	Campdraft	\$500
Clermont Bulls Senior Cricket Club	Queensland Bulls Masters Weekend	\$1,000
Clermont Bulls Junior Cricket Club	Queensland Bulls Masters Weekend	\$5,000
Clermont State High School	School Bursary	\$1,000
Queensland Country Women's Association (auspicing for Queensland Police Service)	Clermont emergency response exercise	\$968
Clermont State High School	Senior Formal	\$741
Clermont State School	School Bursary	\$250
Clermont Senior Bulls Cricket Club (auspicing for Kennedy Livestock and Property)	Gala Ball	\$1,667
Clermont State High School P&C	Trivia Night	\$5,000

Clermont Golf Club	Clermont Golf Day	\$1,000
Clermont Golf Club	Clermont Golf Day	\$2,500
Clermont Rodeo and Show Society (auspicing for Gold Cup Campdraft)	Gold Cup Campdraft	\$2,500
Life Church Clermont	Kids Club Xtreme	\$2,500
Clermont Rodeo and Show (auspicing for Hoch and Wilkinson)	Clermont Beef Expo	\$2,500
Clermont Race Club	Clermont Race Day	\$2,500
Queensland Blue Light Clermont Branch	Licence	\$219
Clermont Artslink	Clermont Gold And Coal Festival	\$2,500
Clermont Community Business Group	Purchase Of Equipment	\$2,500
Clermont Community Business Group	Community Builders Program	\$1,000

## DIVISION SEVEN

A total of \$43,893 was awarded in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division Seven community groups.

GRANT RECIPIENT	DESCRIPTION	AMOUNT
Middlemount Community Gardeners	Pavilion Show	\$1,000
Middlemount Community School	School bursary	\$1,250
Moranbah State High School	The Education and Career Pathway Expo	\$1,143
Mining and Energy Union Moranbah Community Scholarship	Scholarship program	\$1,500
Middlemount Race Club	Middlemount Races	\$12,000
Middlemount Community Sports Association	Netball Carnival	\$1,000
Oasis Life Church	Moranbah Carols by Candlelight	\$2,500
Moranbah Miners' Memorial committee	Moranbah Miners' Memorial	\$2,500
Middlemount Rodeo and Campdraft	Middlemount Rodeo and Campdraft	\$5,000
CTM Links (auspicing for Christmas Committee)	Middlemount Christmas Event	\$5,000
Middlemount Boxing and Fitness	Middlemount Fight Night	\$5,000
Middlemount Rugby League	Backyard Coalfield Ashes	\$1,000
CTM Links	Men's Health Week	\$5,000

## DIVISION EIGHT

A total of \$36,098 was awarded in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 8 community groups.

GRANT RECIPIENT	DESCRIPTION	AMOUNT
Clarke Creek Campdraft	Clarke Creek Campdraft	\$1,000
Ilbilbie Hall Management	Christmas In July	\$1,000
Nebo Pony Club (auspicing for Blue Mountain)	Blue Mountain Campdraft	\$1,400
Central Rodeo Cowboys Association	Nebo Finals Rodeo	\$1,000
Clarke Creek Isolated Children's Parents' Association	Colour Run	\$1,000
Nebo Community Sport and Rec	Out of the Shadows Walk	\$1,000
Valkyrie State School P&C	Mini Olympics	\$1,000
Clarke Creek State School P&C	Wellness Workshop	\$1,000
Middlemount Boxing and Fitness	Middlemount Fight Night	\$1,000
Carmila State School	School Bursary	\$250
Ilbilbie Hall Management	Melbourne Cup Luncheon	\$1,000
St Lawrence State School	School bursary	\$250
Carmila Christmas Tree Committee	Carmila Christmas Tree Event	\$1,000
St Lawrence Public Sports Ground Committee	Purchase equipment	\$1,000
St Lawrence Bowls Club	Purchase equipment	\$698
Valkyrie State School P&C	50 <sup>th</sup> Year Celebrations	\$5,000
Nebo Bushman's Carnival Inc	Nebo Rodeo, Campdraft and Cutting Show	\$15,000
St Lawrence Recreation Group	Campdraft	\$1,000
Nebo Pony Club (auspicing for Blue Mountain Campdraft)	Campdraft	\$1,500



# OUR FINANCIAL PLAN

## FINANCIAL REPORTING AND POSITION

This section outlines our financial performance and position during 2023-2024, including a summary in plain language and financial statements that have been prepared in accordance with relevant legislation and accounting standards.

## INCOME

The total income for the financial year was approximately \$143.6 million.

This included operating revenue of \$130.4 million and capital revenue of \$13.2 million.

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

Council received \$356,224 in federal funding through the Financial Assistance Grants program during the 2023- 2024 financial year. It should be noted that the remaining of the 2023-2024 funding was received as an early release payment in the 2022-23 financial year. This funding makes a valuable contribution towards Council's continued delivery of important community services and infrastructure.

INCOME STREAM	PERCENTAGE	AMOUNT
Rates and levies	74.6%	\$97,299,008
Sale of goods and major services	7.6%	\$9,952,812
Fees and charges	5.5%	\$7,139,343
Sale of contract and recoverable works	4.8%	\$6,274,405
Interest received	2.8%	\$3,714,363
Operating grants, subsidies and contributions	2.7%	\$3,525,414
Rental and levies	1.5%	\$1,892,370
Other recurrent revenue	0.5%	\$587,588

## EXPENSES

The total expenditure incurred for the year in providing services to the community was approximately \$146.8 million. Council undertook regular reviews of expenditure levels to ensure that funds were expended in the most efficient and effective way possible. Council's operating expenses as shown below totalled \$140.9 million. Capital expenses, typically the costs of replaced assets that were written off and re-valuation adjustments totalled \$5.9 million. Council also expended over \$50.9 million on capital projects over the year.

EXPENSE STREAM	PERCENTAGE	AMOUNT
Materials and services	40.2%	\$56,655,009
Employee costs	34.0%	\$47,975,969

Depreciation and amortisation	23.1%	\$32,501,978
Finance costs	2.7%	\$3,816,705

## ASSETS

Council owns a variety of assets which are a significant investment for the community. The majority of these assets are infrastructure assets such as roads, water and wastewater, which need to be maintained in a sustainable fashion to ensure the continued provision of services to the community. As at 30 June 2024 the total value of assets held by Council was around \$1.3 billion, which has been broken up into the respective components below.

WHAT WE OWN	PERCENTAGE	VALUE
Property, plant and equipment	91.3%	\$1,219,384,245
Cash assets and cash equivalents	5.7%	\$76,337,945
Inventories	1.5%	\$19,471,547
Trade, other receivables and other assets	1.5%	\$20,507,047

## LIABILITIES

Our liabilities are reviewed regularly as part of our long-term financial strategy. As at 30 June 2024 the value of total liabilities of Council was approximately \$84.5 million. The significant 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.

WHAT WE OWE	PERCENTAGE	VALUE
Borrowings	29.3%	\$24,768,339
Property restoration provision	28.0%	\$23,625,811
Contract and lease liabilities and other obligations and retentions	16.8%	\$14,216,711
Trade and other payables	13.1%	\$11,098,341
Employee entitlement provisions	12.8%	\$10,787,166

## OUR NET WORTH

Our community's net worth (what we own less what we owe) at the end of the financial year was approximately \$1.25 billion. In the Statement of Financial Position, this represents the Total Community Equity.

## RESOLUTIONS

Council did not make any resolutions relating to section 206 of the Local Government Regulation 2012 during the reportable financial period. On 28 October 2020, under resolution number 6916, Council resolved to adopt the amended Councillor Support (Expenses Reimbursement) Policy (STAT- POL-057) under section 250(1) of the Local Government Regulation 2012. This policy provides for the payment of reasonable expenses incurred, or to be incurred, by Councillors for discharging their duties and responsibilities as Councillors, and provision of facilities to the Councillors for that purpose. Visit <https://www.isaac.qld.gov.au/Your-Council/Council-Meetings> to view a copy of the agenda and minutes.



Plan endorsed for outback tourism gem

## FINANCIAL HEALTH

### SUSTAINABILITY RATIOS

A new Sustainability Framework has been developed by the Department of Housing, Local Government, Planning and Public Works. The new measures acknowledge that sustainability is influenced by various financial and non-financial factors. The ratios are designed to provide an indication of the performance of Council against key financial sustainability criteria which must be met to ensure prudent management of financial risks. The financial sustainability measures included in these statements are specified in the Financial Management (Sustainability) Guideline 2024 Version1. As a Tier 4 Council the relevant measures of sustainability are as follows:

- Unaudited ratios (contextual)
- Council-controlled revenue
- Population growth
- Audited Ratios
- Unrestricted cash expense cover ratio
- Operating surplus ratio
- Operating cash ratio
- Asset sustainability ratio
- Asset consumption ratio
- Leverage ratio

The below table presents the target range and Council's position for the current year and the 5-Year average. Whilst the current year Operating Surplus ratio is under the benchmark, due to timing of grant funding, the 5-year average is within the targeted range.

TYPE	MEASURE	TARGET (TIER 4)	2023-2024	5-YEAR AVERAGE
Financial Capacity	Council-Controlled Revenue	N/A	87.73%	82.42%
	Population Growth	N/A	0.35%	1.25%
Operating Performance	Operating Surplus Ratio	Greater than 0%	-8.10%	0.30%
	Operating Cash Ratio	Greater than 0%	19.75%	25.77%
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	4.4 months	N/A
Asset Management	Asset Sustainability Ratio	Greater than 80%	84.04%	88.71%
	Asset Consumption Ratio	Greater than 60%	66.33%	68.23%
Debt Servicing Capacity	Leverage Ratio	0 - 3 times	0.96 times	0.73 times

## BUSINESS ACTIVITIES

### SERVICE FACILITY OR ACTIVITY EXPENDITURE

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



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

- Halls
- Pools
- Nebo Showgrounds
- Sporting Grounds
- Theresa Creek Dam Campgrounds
- Caravan Parks
- Aerodromes
- J.R. Turner Saleyards, Clermont
- Clermont Showgrounds
- Waste management
- Water and Sewerage Services

**HALLS, POOLS, SHOWGROUNDS AND SALEYARDS, SPORTING AND CAMPING GROUNDS AND AERODROMES:** These activities are primarily performed to provide the various communities with facilities and services, as well as providing a platform for economic development for the region, and therefore it is assessed that their main objective is not to make a profit thus the code should not be applied.

**WASTE MANAGEMENT:** A public benefit assessment was undertaken during the 2022-2023 financial year which determined not to apply the competitive neutrality principle in relation to the significant business activity, and Council determined not to apply the code for the 2023-2024 financial year as it is not believed to be conducted in competition, nor realistically is it conducted in potential competition with the private sector.

**WATER AND SEWERAGE:** Water and Sewerage is not identified as a significant business activity as the number of premises connected to a water service is below the prescribed threshold. However, as the expenditure exceeds \$340,000, it is deemed a prescribed business activity. Council determined not to apply the code at this time as it is not believed to be conducted in competition, nor realistically is it conducted in potential competition with the private sector.

## **CONTROLLED ENTITIES**

Isaac Regional Council has two controlled entities, the Moranbah Early Learning Centre Pty Ltd (MELC) and the Isaac Affordable Housing Fund Pty Ltd (IAHF). The IAHF is the Trustee for the Isaac Affordable Housing Trust (IAHT).

Council acquired Moranbah Early Learning Centre Pty Ltd (MELC) following the collapse of the original developer/operator, to ensure there was continuity of quality childcare services within Moranbah. MELC is an entity constituted independently of Council. Council is the sole shareholder in MELC, however the board operates autonomously to Council. The MELC board consists of five directors, which is composed of a Company Secretary, three Council representatives and a community representative (vacant).

Council formed the Isaac Affordable Housing Fund Pty Ltd, which is a company limited by shares. Council is the sole shareholder however the board operates autonomously to Council. The IAHF board consists of seven directors, four positions are allocated to Council representatives, with remaining members being the Company Secretary, 1 x external Corporate (Vacant) and 1 x Community (Vacant).

The company was formed to fund affordable housing within the Isaac region. The Isaac Affordable Housing Fund Pty Ltd (Company) acts as trustee for the Isaac Affordable Housing Trust (IAHT) established under the Trust Deed dated 25 November 2010.

As a controlled entity of a local government, IAHT and MELC are classified as a public-sector entity under the *Auditor-General Act 2009*. As such IAHT and MELC will be audited annually by the Auditor-General of Queensland. For a summary of these entities, their net assets and results ending 30 June 2024, refer to note 29 in Council's financial statements.

## **FINANCIAL STATEMENTS**

This section contains a copy of the following financial documents:

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

Our independent Auditor's Report can be found in full on the next page.



## INDEPENDENT AUDITORS REPORT

ISAAC REGIONAL COUNCIL

**FINANCIAL STATEMENTS**

For the year ended 30 June 2024

**MANAGEMENT CERTIFICATE**

For the year ended 30 June 2024

These general purpose financial statements have been prepared pursuant to sections 175 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with section 2(2)(b) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the preparation 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 23, present a true and fair view of, and comply with, Australian Accounting Standards of the Council's responsibilities for the financial year and financial position at the end of the year.

Mayor

Name: Cr Kelly Vee-Yea

Date: 12 Feb 2024

Chief Executive Officer

Name: Mr Kate Dondio

Date: 11 Feb 2024



## INDEPENDENT AUDITOR'S REPORT

To the councillors of Isaac Regional Council

### Report on the audit of the financial report

#### Opinion

I have audited the financial report of Isaac Regional Council.

The financial report comprises the statement of financial position as at 30 June 2024, 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 material accounting policy information and the certificate given by the Mayor and Chief Executive Officer.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2024, and of its financial performance for the year then ended; and
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

#### Basis for opinion

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

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

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

#### Other information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2024, but does not include the financial report and our auditor's report thereon.

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2024 was the current year financial sustainability statement, current year financial sustainability statement - contextual ratios and long-term financial sustainability statement.





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

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

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

#### **Responsibilities of the councillors for the financial report**

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

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

#### **Auditor's responsibilities for the audit of the financial report**

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

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

[https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of my auditor's report.

#### **Report on other legal and regulatory requirements**

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2024:

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

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● ● Audit Office

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## Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, and the *Local Government Regulation 2012*. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



Lisa Fraser  
as delegate of the Auditor-General

16 October 2024

Queensland Audit Office  
Brisbane

ISAAC REGIONAL COUNCIL

Current Year Financial Sustainability Statement  
For the year ended 30 June 2024

Audited ratios

Type	Measure	Target (Plan 4)	Actual Current Year	5-Year Average
Liquidity	Unrestricted cash expense cover ratio	Greater than 9 months	4.2 months	N/A
Operating Performance	Operating surplus ratio	Greater than 0%	8.10%	9.34%
	Operating cash ratio	Greater than 0%	19.75%	25.77%
Asset Management	Asset sustainability ratio	Greater than 90%	84.04%	88.73%
	Asset consumption ratio	Greater than 80%	66.55%	58.23%
Debt Servicing Capacity	Leverage ratio	0 - 3.00x	3.56 times	0.73 times

Note 1 - basis of presentation

The current year financial sustainability statement is prepared in accordance with the requirements of the Local Government Regulations 2012 and the Financial Management (Sustainability) Guideline 2014. The measures used to calculate the 6 reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2024.

Certificate of Accuracy  
Current Year Financial Sustainability Statement (audited ratios)  
For the year ended 30 June 2024

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

In accordance with Section 212(3) of the Regulations we certify that this current year financial sustainability statement has been accurately stated.

Máxio

Name: Cr Kelly Yea Yea

Date 12.10.24

Chief Executive Officer

Name: Mr Gale Dendle

Date 11.10.2024



## INDEPENDENT AUDITOR'S REPORT

To the Councillors of Isaac Regional Council

### Report on the Current Year Financial Sustainability Statement

#### Opinion

I have audited the accompanying current year financial sustainability statement of Isaac Regional Council for the year ended 30 June 2024, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Isaac Regional Council for the year ended 30 June 2024 has been accurately calculated.

#### Basis of opinion

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

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

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

#### Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 to the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

#### Other Information

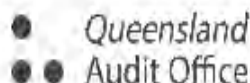
The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2024, but does not include the financial sustainability statement and our auditor's report thereon.

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2024 was the general-purpose financial statements, current year financial sustainability statement - contextual ratios, and the long-term financial sustainability statement.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.





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However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general-purpose financial report.

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

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

**Responsibilities of the councillors for the current year financial sustainability statement**

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

**Auditor's responsibilities for the audit of the current year financial sustainability statement**

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

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

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

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



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● ● **Audit Office**

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



Lisa Fraser  
as delegate of the Auditor-General

16 October 2024

Queensland Audit Office  
Brisbane

ISAAC REGIONAL COUNCIL

Current Year Financial Sustainability Statement  
For the year ended 30 June 2024

Unaudited contextual ratios

Type	Metric	Target (Tier 4)	Actual Current Year	5-Year Average
Financial Capacity	Council-controlled resources*	N/A	82.74%	82.42%
	Population growth*	N/A	-0.35%	1.00%

Note 1 - basis of preparation

The current year financial sustainability statement - Contextual Ratios is prepared in accordance with the requirements of the Local Government Regulation 2012 and the Financial Management (Sustainability) Guidelines 2023. The amounts used to calculate the 2 reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2024.

Certificate of Accuracy

Current Year Financial Sustainability Statement (contextual ratios - unaudited)  
For the year ended 30 June 2024

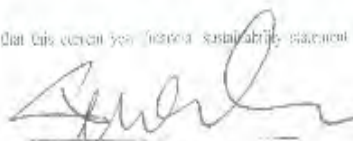
This current year financial sustainability statement has been prepared pursuant to Section 278 of the Local Government Regulation 2012 (the LGR 2012).

In accordance with section 278(2) of the Regulation we certify that this current year financial sustainability statement has been accurately prepared.

  
Mayor

Name: Cr Kelly Ves Ves

Date: 12.10.24

  
Chief Executive Officer

Name: Mr Cate Denile

Date: 11.10.2024

ISAAC REGIONAL COUNCIL
Unaudited Long-Term Financial Sustainability Statement
Prepared as at 30 June 2024

Table with 13 columns: Type, Measure, Target (Tier 1), Actual (current year), 30 June 2025, 30 June 2026, 30 June 2027, 30 June 2028, 30 June 2029, 30 June 2030, 30 June 2031, 30 June 2032, 30 June 2033. Rows include Financial Capacity, Operating Performance, Asset Management, and Debt Servicing Capacity.

Financial Management Strategy
Council measures revenue and expenditure trends over time to ensure funds are available to deliver its strategic vision and to ensure the financial sustainability of the Council's operations.

Certificate of Accuracy
For the long-term financial sustainability statement prepared as at 30 June 2024

This long-term financial sustainability statement has been prepared pursuant to Section 175 of the Local Government Act 2002.

In accordance with Section 21(2)(a) of the Local Government Act 2002, the financial statement has been audited by an auditor.

Signature of Mayor: [Signature]
Name: Cr Kelly Van Vae
Date: 12.10.24
Signature of Chief Executive Officer: [Signature]
Name: Mr Chris Dumble
Date: 11.10.24

# OUR ADDITIONAL STATUTORY INFORMATION

## COUNCIL MEETINGS

Section 257(1) of the *Local Government Regulation 2012* 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 CEO, Directors, administration staff and other staff as required for assisting decision-making by Council. Ordinary meetings are open to the public and are attended by members of the media, interested ratepayers, electors and community members. Generally, Council's meetings are held in the fourth week of the month. Council resolved in July 2018 to rotate the location of Council's ordinary monthly meeting around the communities of the region every second month. The rotational schedule of meetings has been an opportunity for residents across the Isaac region to see the process of local government. Visit <https://www.isaac.qld.gov.au/Your-Council/Council-Meetings> to view scheduled Ordinary Council Meetings. During 2023-2024 Council held 12 Council Meetings and two Special Meetings as follows:

### JULY 2023 – MARCH 2024 COUNCIL MEETING ATTENDANCE

DIVISION	COUNCILLOR	ORDINARY	SPECIAL	STANDING COMMITTEES			
				CG&FS	E&I	PECS	W&W
Mayor	Cr Anne Baker	8	-	4	1	2	1
1	Cr Greg Austen	8	-	-	4	-	4
2	Cr Sandy Moffat	9	-	6	6	-	-
3	Cr Gina Lacey	3	-	3	2	3	-
4	Cr Simon West	8	-	-	6	-	5
Deputy Mayor	Cr Kelly Vea Vea	9	-	-	-	5	3
6	Cr Carolyn Franzmann	9	-	4	-	-	5
7	Cr Jane Pickels	9	-	2	2	6	-
8	Cr Viv Coleman	8	-	-	-	6	-

### APRIL 2024 – JUNE 2024 COUNCIL MEETING ATTENDANCE

DIVISION	COUNCILLOR	ORDINARY	SPECIAL	STANDING COMMITTEES			
				CG&FS	E&I	PECS	W&W
Mayor	Cr Kelly Vea Vea	3	2	0	0	0	0
1	Cr Terry O'Neill	2	2	2	2	2	-
2	Cr Verniece Russell	3	2	2	-	-	2
3	Cr Melissa Westcott	3	2	2	-	2	-
4	Cr Simon West	3	2	-	1	-	1
5	Cr Alaina Earl	3	2	-	2	1	-



Deputy Mayor	Cr Jane Pickels	3	2	6	2	-	-
7	Cr Rachel Anderson	2	1	-	2	-	2
8	Cr Viv Coleman	3	2	6	1	1	1

The following are the Special Meetings that were held on:

5 April 2024

- Unconfirmed Minutes - Ordinary Meeting - Wednesday 13 March 2024
- Appointment of Deputy Mayor - 2024 Local Government Elections
- Isaac Regional Council Standing Committees (Statutory) Membership
- Isaac Regional Council Audit and Risk Committee Councillor Membership
- Isaac Regional Council Local Disaster Management Group (LDMG) Councillor Membership
- Schedule of Ordinary Meetings and Standing Committee Meetings of Council for April to December 2024

7 June 2024

- Isaac Country University Centre
- Appointment of Chief Executive Officer

## STANDING COMMITTEES

Section 257(1) of the *Local Government Regulation 2012* 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 CEO, 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. Council has four standing committees: Corporate, Governance and Financial Services Standing Committee (CG&FS), Engineering and Infrastructure Standing Committee (E&I), Planning, Environment and Community Services Standing Committee (PECS) and Water and Waste Standing Committee (W&W).

### JULY 2023 – MARCH 2024 MEMBERSHIP

**CG&FS:** Cr Jane Pickels (Chair), Mayor Anne Baker, Cr Sandy Moffat, Cr Viv Coleman and Cr Carolyn Franzmann.

**E&I:** Cr Jane Pickels (Chair), Mayor Anne Baker, Cr Greg Austen, Cr Sandy Moffat, Cr Gina Lacey and Cr Simon West.

**PECS:** Deputy Mayor Kelly Vea Vea (Chair), Mayor Anne Baker, Cr Gina Lacey, Cr Jane Pickels and Cr Viv Coleman.

**W&W:** Cr Simon West Pickels (Chair), Mayor Anne Baker, Cr Greg Austen, Deputy Mayor Kelly Vea Vea and Cr Carolyn Franzmann

### APRIL 2024 – JUNE 2024 MEMBERSHIP

**CG&FS:** Cr Melissa Westcott (Chair), Mayor Kelly Vea Vea, Deputy Mayor Jane Pickels, Cr Vern Russell, and Cr Terry O'Neill.

**E&I:** Deputy Mayor Jane Pickels (Chair), Mayor Kelly Veve, Cr Viv Coleman, Cr Alaina Earl, Cr Rachel Anderson and Cr Terry O'Neill.

**PECS:** Cr Viv Coleman (Chair), Mayor Kelly Veve, Cr Melissa Westcott, Cr Alaina Earl and Cr Terry O'Neill.

**W&W:** Cr Simon West Pickels (Chair), Mayor Kelly Veve, Cr Vern Russell, Cr Rachel Anderson and Cr Viv Coleman.

## COUNCILLOR CONDUCT

Council is committed to the ethical principles and obligations contained in the *Local Government Act 2009* and *Public Sector Ethics Act 1994*. Updates to the legislation over the years introduced a mandatory Code of Conduct for Councillors and new processes for complaint handling, including the introduction of the Office of the Independent Assessor to investigate complaints against Councillors. The subsequent amendments to the *Local Government Act 2009* and *Local Government Regulation 2012* have resulted in a change to reporting requirements for Councillor Conduct matters. Under section 186(1)(d), (e) and (f) of the *Local Government Regulation 2012* (LGR), Council's annual report must contain details of any orders and complaints about Councillors during the financial year. Details for 2022-23 are as follows:

LOCAL GOVERNMENT ACT SECTION	LGR	NO.
Orders made under section 150I(2) of the LGA (misconduct)	LGRs186	0
Orders made under section 150AH(1) of the LGA (disciplinary action)		0
Decisions, orders and recommendations made under section 150AR(1) of the LGA		0
The name of each Councillor for whom a decision, order or recommendation under section 150I(2), 150AH(1) or 150 AR(1) of the LGA was made		0
A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the Councillors;		0
A summary of the decision, order or recommendation made for each Councillor;		0
Complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a Councillor of the local government or the Chief Executive Officer of the local government.	LGR s186 (1)(f)(i) – (iv)	0
Matters, mentioned in section 150P(3) of the LGA, notified to the to the Crime and Corruption Commission		0
Notices given under section 150R(2) of the LGA		0

Notices given under section 150S(2)(a) of the LGA		0
Decisions made under section 150W(1)(a), (b) and (e) of the LGA	LGRs 186(1)(f) (v) and s353	0

## EXECUTIVE REMUNERATION

Pursuant to the provisions of section 201(1)(a) of the *Local Government Act 2009*, the following summary shows the range of total remuneration packages payable for the 12-month period to 30 June 2024, for Council's senior executive employees. Senior executive employees (the CEO, and senior employees reporting directly to the CEO) are engaged under fixed-term, performance-based contracts. The remuneration packages include base salary, superannuation, allowances, and non-monetary benefits, for example housing, vehicle and professional memberships.

Total of all Remuneration Packages Payable*	\$2,630,903
Band \$200,000 - \$300,000	6
Band \$300,000 - \$400,000	0
Band \$400,000 - \$500,000	1

## COUNCILLOR REMUNERATION AND EXPENSES

In accordance with section 186(1)(a) of the *Local Government Act 2012*, the below table reflects total Councillor remuneration including superannuation, and total expenses including mobile phone and vehicle allowances for the financial year.

DIVISION	COUNCILLORS	REMUNERATION	EXPENSES**
Mayor	Cr Anne Baker	\$151,975	\$38,627
Division 1	Cr Greg Austen	\$79,650	\$222
Division 2	Cr Sandy Moffat	\$79,650	\$3,448
Division 3	Cr Gina Lacey	\$79,987	\$11,168
Division 4	Cr Simon West	\$79,650	\$2,231
Division 5	Cr Kelly Vea Vea^	\$93,708	\$10,004
Division 6	Cr Carolyn Franzmann	\$80,735	\$8,297
Division 7	Cr Jane Pickels	\$79,650	\$17,510
Division 8	Cr Viv Coleman***	\$79,655	\$8,673
TOTAL		\$804,660	\$100,180

\* Includes superannuation.

\*\* Expenses cover mileage, mobile phone and representation at Council meetings, regional meetings, conferences and forums on behalf of Council, e.g. Greater Whitsunday Council of Mayor's, LGAQ memberships, LGAQ Annual Conference, Mackay Tourism meetings, National General Assembly Function, LGAQ training, LGAQ Civic Leaders Summit, Bush Councils Convention, Developing Northern Australia Conference and Australia Local Government Association Forum.

\*\*\*Expenses includes reimbursement of private vehicle usage (large rural division) for Council business.

^ Deputy Mayor

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

## POLICY AND AUDITS

This section contains a range of information important to Council as an organisation, including statutory information and public interest disclosures required under the *Local Government Act 2009* such as key governance activities, rates, Council meetings and Councillor related information.

**REVENUE POLICY:** The revenue policy (adopted annually at the budget meeting) governs our revenue raising activities. The policy provides details on how rates are levied and explains the differential rating system. All utility charges are based on this policy, as well as special levies, rate remissions, recovery of overdue rates and charges, payments and discounts, cost recovery methods and the extent to which physical and social infrastructure costs for a new development.

**INVESTMENT POLICY:** The investment policy governs how Council will invest funds at the most advantageous rate of interest available at that time, for that investment type and in a way that it considers the most appropriate given the circumstances. The order of investment activities shall be preservation of capital, liquidity and return. The policy advises maximum amounts allowable to be invested within a particular institution and is adopted annually as part of the budget process.

**DEBT POLICY:** The debt policy is reviewed and endorsed each year with the adoption of the Budget. Council utilises loans to fund major capital and infrastructure works so that repayments are spread over a number of years, to which the Capital Works will be utilised by ratepayers. Our debt policy details new borrowings, the purpose of the borrowings and repayment terms.

## AUDIT AND RISK COMMITTEE

Council manages its risk via its Audit and Risk Committee. The Committee assists Council in fulfilling its oversight responsibilities relating to accounting and reporting requirements imposed under the Act and other relevant legislation. The main responsibility of the Audit and Risk Committee is to:

- Enhance the ability of members to fulfill their legal and governance responsibilities
- Add to the credibility and objectivity of financial reports
- Enhance the independence and effectiveness of the Council's Internal Audit function
- Oversee the application of appropriate accounting and disclosure policies and procedures
- Monitor existing corporate policies and recommend new corporate policies that aim to prohibit unethical, questionable or illegal activities
- Provide a communication link between management, internal auditors/external auditors and Council

- Promote the need for public accountability of managers to Council, the ratepayers and other interested parties
- Support measures to improve governance, risk and internal controls

As per the Audit and Risk Committee Policy and Audit and Risk Committee Charter, the Audit and Risk Committee consists of three independent external members and two Councillors.

The Committee members as of 30 June 2024 are:

- Mr Stephen Coates (Independent Chair)
- Mr Peter Sheville (Independent External Member)
- Ms Kerry Phillips (Independent External Member)
- Cr Jane Pickels
- Cr Melissa Westcott

Alternate Members:

- Mayor Kelly Vea Vea
- Cr Viv Coleman

## INTERNAL AUDIT

During the 2023-2024 financial year, final reports were issued for the following internal audits undertaken across Council:

- Financial Sustainability
- Procurement – Data Analytics and Computer Assisted Audit Techniques
- Legislative Compliance
- Fraud Control and Management
- Grant Management (Received)

From these internal audit reports, findings and recommendations arising are being actioned to facilitate business improvement and enhance Council's internal control environment. To facilitate the internal audit function, the Audit and Risk Committee endorsed a single service provider at its June 2022 meeting. Council's Internal Audit Services were offered to the market as an open tender from 20 October 2023 to 17 November 2023. Following the tender process, O'Connor Marsden and Associates were awarded the Contract for an initial 12-month period commencing on 8 March 2024 and including 2 option periods of 12 months which may be exercised at Council's sole discretion.

**COMPETITIVE NEUTRALITY COMPLAINTS:** During 2023-2024 no competitive neutrality complaints were received under section 45(8) or notices given under section 49 of the Local Government Regulation 2012.

**CHANGES TO TENDERS:** During 2023-2024 no request to change tenders under section 228(8) of the Local Government Regulation 2012 were received or issued.

## REGISTERS

Council maintains the following list of legislatively required registers:



- Asset Registers
- Councillor Conduct Register
- Delegations Registers (Administrative, Financial, Council to CEO, Mayoral)
- Local Laws Registers
- Registers of Interests (Councillors and related persons, Senior Executive Employees and related persons, CEO and related persons)
- Pre-Qualified Suppliers Registers
- Right to Information Disclosure Log
- Road Register
- Schedule of Fees and Charges

Other internal registers Council maintain include:

- Asbestos, Hazardous Chemicals and Hazardous Substances Registers
- Building and Plumbing Register
- Cemeteries Register
- Conflict of Interest Register
- Contact with Lobbyists Register
- Contracts Register
- Development Applications Register
- Document Control Register
- Gift Register
- Instruments of Appointment / Local Government Worker Register
- Internal Audit Register
- Mine Agreement Register
- Penalty Infringement Notice Register
- Regulated Dog Register
- Surveillance Camera Register
- Trade Waste Application Register
- Water Supply Agreements Register
- Legal Matters Register
- Right to Information Register
- Administrative Action/ Queensland Ombudsman Register
- Contract Securities Register

## RATES, CHARGES AND CONCESSIONS

Section 119 of the Local Government Regulation 2012 provides that Council may grant concessions for rates and charges. The local government may grant a concession only if it is satisfied one of the criteria in section 120 of the Local Government Regulation 2012 is fulfilled. Council applied the following concessions for the reporting period:

Concession Total*	Financial Cost
Discount	\$7,163,673
Pensioner concession	\$230,074
Economic or social incentives	\$420,563

\*no concessions were granted under the natural hardship clause

**DISCOUNT:** In accordance with the provisions of section 130 of the Local Government Regulation 2012, a discount at the rate of 10 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, then Council under section 130(10) of the Local Government Regulation 2012, may still allow the discount following written application by the ratepayer.

**PENSIONER CONCESSIONS:** Council is empowered to grant a concession where Council is satisfied that the land is owned or occupied by a pensioner (section 120(1)(a) of the Local Government Regulation 2012). 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:** In accordance with section 120(1)(c) of the Local Government Regulation 2012, 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 (section 120(1)(d) of the Local Government Regulation 2012). At Council's discretion, it may remit some or all the rates and charges that would otherwise be payable by certain clubs or organisations that, in the opinion of the CEO, fulfil useful social and/or charitable community needs, as identified in Council's 5-Year Corporate Plan.

## **CORPORATE CHANNELS AND CUSTOMER SERVICE**

### **PUBLIC COMMUNICATION DELIVERY**

Isaac Regional Council manages four social media channels:

- Facebook | 12,389 followers | @isaacregionalcouncil | 1175 posts in 2023-2024
- LinkedIn | 5,620 followers | Search isaac-regional-council | 65 posts in 2023-2024
- Instagram | 1,191 followers | @isaacregionalcouncil | 58 from October 2023 to June 2024 (access limited to October last year)
- X | 616 followers | @isaaccouncil | 7 posts in 2023-2024

We delivered messages through ...

- isaac.qld.gov.au website page views increased to 1,047,415 in 2023-2024 compared to 634,138 in 2022-23
- Public notices with average minimum of 7 per week
- Local, state and national media
  - 268 media inquiries
  - 18 media releases
  - 84 community newsletter advertisements
  - 5 Isaac News editions
  - 22 radio talkback interviews

### **HOW TO CONTACT US**

Hard copies of the Annual Report are available if requested for viewing at all Council administration centres and libraries.

### **VISIT US IN PERSON**

- Clermont Office 21 Daintree Street CLERMONT QLD 4721
- Dysart Office 18 Shannon Crescent DYSART QLD 4745
- Glenden Office Town Shopping Centre 17-27 Perry Drive GLENDEN QLD 4743
- Middlemount Office 11 Carter Place MIDDLEMOUNT QLD 4746
- Moranbah Office Grosvenor Complex 1 Batchelor Parade MORANBAH QLD 4744
- Nebo Office 14 Reynolds Street NEBO QLD 4742
- St Lawrence Office 36 Macartney Street ST LAWRENCE QLD 4707

### **OTHER WAYS TO CONTACT US**

Phone: 1300 ISAACS (1300 47 22 27) | Website: [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au) | Mail: PO Box 97 MORANBAH Q 4744 | Email: [records@isaac.qld.gov.au](mailto:records@isaac.qld.gov.au)

### **FOLLOW US ON SOCIAL MEDIA**

Facebook - isaacregionalcouncil | Instagram - isaacregionalcouncil | X - isaaccouncil | LinkedIn - Search Isaac-Regional-Council

## COMPLAINT HANDLING

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.

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 several 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 FOR 2023-2024

Complaints	Number
Administrative action complaints made to the local government	4
Administrative action complaints resolved under the complaints management process	2
Administrative action complaints not resolved under the complaints management process	2
Administrative action complaints not resolved that were made in a previous financial year	0

## ISAAC REGIONAL COUNCIL

### Financial Statements

For the year ended 30 June 2024

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# ISAAC REGIONAL COUNCIL

## Statement of Comprehensive Income

For the year ended 30 June 2024

		2024	2023
	Note	\$	\$
<b>Income</b>			
<b>Recurrent revenue</b>			
Rates and levies	3 (a)	97,299,008	90,765,656
Sale of goods and major services		9,952,812	7,609,929
Fees and charges		7,139,343	5,889,711
Sales of contract and recoverable works		6,274,405	14,621,671
Grants, subsidies, contributions and donations	3 (b) (i)	3,525,414	16,441,796
<b>Total recurrent revenue</b>		<b>124,190,982</b>	<b>135,328,763</b>
<b>Recurrent other revenue</b>			
Rental and levies		1,892,370	1,667,601
Interest received		3,714,363	2,360,445
Other recurrent income		587,588	594,577
<b>Total recurrent other income</b>		<b>6,194,321</b>	<b>4,622,623</b>
<b>Total operating revenue</b>		<b>130,385,303</b>	<b>139,951,386</b>
<b>Capital revenue</b>			
Grants, subsidies, contributions and donations	3 (b) (ii)	12,369,876	10,109,640
Capital income	4	830,529	1,621,643
<b>Total capital revenue</b>		<b>13,200,405</b>	<b>11,731,283</b>
<b>Total income</b>	2 (b)	<b>143,585,708</b>	<b>151,682,669</b>
<b>Expenses</b>			
<b>Recurrent expenses</b>			
Employee benefits	5	(47,975,969)	(44,885,100)
Materials and services	6	(56,655,009)	(56,880,422)
Finance costs	7	(3,816,705)	(2,090,786)
Depreciation and amortisation	8	(32,501,978)	(29,850,764)
<b>Total operating expenses</b>		<b>(140,949,661)</b>	<b>(133,707,072)</b>
<b>Capital expenses</b>			
Other capital expenses	9	(5,884,793)	(12,180,776)
<b>Total expenses</b>	2 (b)	<b>(146,834,454)</b>	<b>(145,887,848)</b>
<b>Net result</b>		<b>(3,248,746)</b>	<b>5,794,821</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to net result</b>			
Increase / (decrease) in asset revaluation surplus	23	(6,843,641)	122,558,058
<b>Total other comprehensive income for the year</b>		<b>(6,843,641)</b>	<b>122,558,058</b>
<b>Total comprehensive income for the year</b>		<b>(10,092,387)</b>	<b>128,352,879</b>

The above statement should be read in conjunction with the accompanying notes and information about these financial statements.

The above statement excludes transactions and balances of controlled entities. Refer to note 29 for controlled entities that have not been consolidated.

ISAAC REGIONAL COUNCIL

Statement of Financial Position  
As at 30 June 2024

	Note	2024 \$	2023 \$
<b>Current assets</b>			
Cash and cash equivalents	11	76,337,945	73,414,123
Receivables	12 (a)	9,434,248	15,249,240
Inventories	13 (a)	1,065,249	1,315,591
Contract assets	21 (a)	2,784,197	3,403,805
Other assets	15	4,288,431	4,174,416
<b>Total current assets</b>		<b>93,910,070</b>	<b>97,557,175</b>
<b>Non-current assets</b>			
Receivables	12 (b)	4,000,171	5,286,713
Inventories	13 (b)	18,406,298	18,437,891
Property, plant and equipment	16	1,219,383,744	1,212,097,666
Intangible assets		501	1,641
<b>Total non-current assets</b>		<b>1,241,790,714</b>	<b>1,235,823,911</b>
<b>TOTAL ASSETS</b>		<b>1,335,700,784</b>	<b>1,333,381,086</b>
<b>Current liabilities</b>			
Trade and other payables	17 (a)	11,054,970	11,831,347
Provisions	18 (a)	9,981,009	9,374,593
Borrowings	19	1,854,118	1,605,320
Leases	20	81,007	84,390
Contract liabilities	21 (b)	9,308,818	2,774,645
Other liabilities	22 (a)	1,006,529	922,126
<b>Total current liabilities</b>		<b>33,286,451</b>	<b>26,592,421</b>
<b>Non-current liabilities</b>			
Trade and other payables	17 (b)	43,371	44,730
Provisions	18 (b)	24,431,968	22,365,985
Borrowings	19	22,914,221	18,768,338
Leases	20	2,058,867	1,707,876
Contract liabilities	21 (b)	63,250	180,041
Other liabilities	22 (b)	1,698,240	2,424,892
<b>Total non-current liabilities</b>		<b>51,209,917</b>	<b>45,491,862</b>
<b>TOTAL LIABILITIES</b>		<b>84,496,368</b>	<b>72,084,283</b>
<b>NET COMMUNITY ASSETS</b>		<b>1,251,204,416</b>	<b>1,261,296,803</b>
<b>Community equity</b>			
Asset revaluation surplus	23	300,044,713	306,888,354
Retained surplus		900,320,045	892,229,267
Reserves		50,839,658	62,179,182
<b>TOTAL COMMUNITY EQUITY</b>		<b>1,251,204,416</b>	<b>1,261,296,803</b>

The above statement should be read in conjunction with the accompanying notes and information about these financial statements.

The above statement excludes balances of controlled entities. Refer to note 29 for controlled entities that have not been consolidated.

ISAAC REGIONAL COUNCIL

Statement of Changes in Equity  
For the year ended 30 June 2024

	Total		Retained surplus		Reserves		Asset revaluation surplus		Note 23
	2024	2023	2024	2023	2024	2023	2024	2023	
	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Balance at beginning of the year</b>	1,261,296,803	1,132,943,924	892,229,267	893,878,560	62,179,182	54,735,068	306,888,354	184,330,296	
Net result	(3,248,746)	5,794,821	(3,248,746)	5,794,821	-	-	-	-	
Other comprehensive income for the year									
Revaluations increase / (decrease):									
Property, plant & equipment	(6,843,641)	122,558,058	-	-	-	-	(6,843,641)	122,558,058	
<b>Total comprehensive income for the year</b>	(10,092,387)	128,352,879	(3,248,746)	5,794,821	-	-	(6,843,641)	122,558,058	
Transfers (to) from retained earnings and recurrent reserves	-	-	8,989,043	(6,106,031)	(8,989,043)	6,106,031	-	-	
Transfers (to) from retained earnings and capital reserves	-	-	2,350,481	(1,338,083)	(2,350,481)	1,338,083	-	-	
<b>Balance at end of the year</b>	1,251,204,416	1,261,296,803	900,320,045	892,229,267	50,839,658	62,179,182	300,044,713	306,888,354	

The above statement should be read in conjunction with the accompanying notes and information about these financial statements.

The above statement excludes balances of controlled entities. Refer to note 29 for controlled entities that have not been consolidated.

ISAAC REGIONAL COUNCIL

Statement of Cash Flows

For the year ended 30 June 2024

		2024	2023
	Note	\$	\$
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Receipts from customers		128,349,008	115,118,493
Operating grants, subsidies and contributions		3,474,170	16,863,342
Interest received		3,601,450	2,215,124
State Government waste levy reimbursement received in advance		-	37,273
<b>Payments</b>			
Payments to suppliers and employees		(105,263,161)	(100,446,554)
Interest expense		(2,167,946)	(1,035,696)
<b>Net cash inflow (outflow) from operating activities</b>	28	<u>27,993,521</u>	<u>32,751,982</u>
<b>Cash flows from investing activities</b>			
Grants, subsidies, contributions and donations		19,409,020	10,944,033
Payments for property, plant and equipment		(50,802,841)	(38,210,018)
Payments for site rehabilitation		(259,716)	(44,870)
Proceeds from sale of property, plant and equipment		1,232,239	1,300,472
Net movement in loans to controlled entities & associates		1,151,594	89,880
<b>Net cash inflow (outflow) from investing activities</b>		<u>(29,269,704)</u>	<u>(25,920,503)</u>
<b>Cash flows from financing activities</b>			
Proceeds from borrowings	19	6,000,000	-
Repayment of borrowings	19	(1,605,319)	(1,533,311)
Repayments made on leases	20	(194,676)	(151,758)
<b>Net cash inflow (outflow) from financing activities</b>		<u>4,200,005</u>	<u>(1,685,069)</u>
<b>Net increase (decrease) in cash and cash equivalents held</b>		2,923,822	5,146,410
Cash and cash equivalents at beginning of the financial year		73,414,123	68,267,713
<b>Cash and cash equivalents at end of the financial year</b>	11	<u><b>76,337,945</b></u>	<u><b>73,414,123</b></u>

The above statement should be read in conjunction with the accompanying notes and information about these financial statements.

The above statement excludes balances of controlled entities. Refer to note 29 for controlled entities that have not been consolidated.



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

---

#### 1 Information about these financial statements

##### 1.1 Basis of preparation

These general purpose financial statements are for the period 1 July 2023 to 30 June 2024 and have been prepared in compliance with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. Council is a not-for-profit entity for financial reporting purposes and these financial statements comply with the Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention, except for the following:

- financial assets and liabilities, certain classes of property, plant and equipment which are measured at fair value.
- land held for sale is held in accordance with AASB 102 Inventories. Inventory is required to be held at lower of cost or net realisable value.

##### Recurrent/capital classification

Revenue and expenditure are presented as "recurrent" or "capital" in the Statement of Comprehensive Income.

Capital revenue includes grants, subsidies and contributions received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers.

The following transactions, when reported in the Statement of Comprehensive Income, are classified as either "Capital Income" or "Capital Expenses" depending on whether they result in accounting gains or losses:

- disposal and write-off of non-current assets
- discount rate and valuation adjustments to restoration provisions
- revaluations and impairments of property, plant and equipment
- expenses of capital nature that do not meet the asset recognition criteria

All other revenue and expenses have been classified as "recurrent".

##### 1.2 Statement of compliance

These general purpose financial statements comply with all accounting standards and interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to Council's operations and effective for the current reporting period.

Because the Council is a not-for-profit entity and the Australian Accounting Standards include requirements for not-for-profit entities which are inconsistent with International Financial Reporting Standards (IFRS), to the extent these inconsistencies are applied, these financial statements do not comply with IFRS.

The main impacts are the offsetting of revaluation and impairment gains and losses within a class of assets, and the timing of the recognition of non-reciprocal grant revenue.

Information about controlled entities that have not been consolidated, because they are not considered material, is included in note 29.

##### 1.3 Constitution

The Isaac Regional Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

---

#### **1 Information about these financial statements**

##### **1.4 New and revised Accounting Standards adopted during the year**

Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2023, none of the standards had a material impact on reported position, performance and cash flows. The adoption of the revisions to AASB 101 *Presentation of Financial Statements* resulted in disclosure of material accounting policy information only rather than significant accounting policies. This means that accounting policy information is disclosed only if it relates to material transactions, other events or conditions and:

a) Council has changed accounting policy during the reporting period and this change resulted in a material change to the information in the financial statements.

b) Council chose (or was mandated to use) the accounting policy from one or more options permitted by Australian Accounting Standards.

c) The accounting policy was developed in accordance with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors in the absence of an Australian Accounting Standard that specifically applies.

d) The accounting policy relate to an area for which a Council is required to make significant judgements or assumptions in applying an accounting policy, and the Council discloses those judgements or assumptions in the financial statements.

e) The accounting required for them is complex and users of the entity's financial statements would otherwise not understand those material transactions, other events or conditions.

##### **1.5 Currency**

The Council uses the Australian dollar as its functional currency and its presentation currency.

##### **1.6 Standards issued by the AASB not yet effective**

The AASB has issued a number of Australian Accounting Standards and Interpretations which are not yet effective at 30 June 2024. Council has not elected to early adopt any of these standards and accordingly they will be applied from their future effective date. There are no such standards or interpretations expected to have a significant impact on Council's financial statements in the period of initial application.

##### **1.7 Estimates and judgements**

Council make a number of judgements, estimates and assumptions in preparing these financial statements. These are based on the best information available to Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The significant judgements, estimates and assumptions relate to the following items and specific information is provided in the relevant note:

Valuation and depreciation of property, plant and equipment - note 8 and 16

Impairment of receivables - note 12 and 30

Provisions - note 18

Contingent liabilities - note 26

Revenue recognition - note 3

##### **1.8 Rounding and comparatives**

The financial statements are in Australian dollars and have been rounded to the nearest \$1.

Comparative information is generally restated for reclassifications, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standard. Comparative information is prepared on the same basis as prior year.

##### **1.9 Taxation**

Council is exempt from income tax, however Council is subject to Fringe Benefits Tax, Goods and Services Tax ('GST') and payroll tax on certain activities. The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

## ISAAC REGIONAL COUNCIL

Notes to the Financial Statements  
For the year ended 30 June 2024

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### 2 Analysis of results by function

The activities relating to the Council's components reported on in Note 2 (b).

#### (a) Components of Council functions

##### Office of the CEO

The Office of the Chief Executive Officer is responsible for the organisational leadership, administration, advocacy, strategic management of the organisation and brand, media & communication. This is undertaken in conjunction with the Isaac Regional Councillors, with the objective of providing open and transparent governance. This includes organisational development and training, human resources, advocacy, day to day management of all functions of Council and to ensure that decisions and policy of Council is carried out. The Chief Executive Officer also provides advice to the Councillors and is the custodian of records and documents of Council.

##### Corporate, Governance & Financial Services

Corporate, Governance and Financial Services provide the following functions: strategic and business continuity planning, legal and insurance administration, governance, risk management, disaster management, asset management, financial services, internal audits, information technology, geographical information services, records management, organisational safety, procurement, stores, tenders and contracts. The objective of Corporate and Governance is to be open, accountable, transparent and deliver value for money outcomes. Financial Services objective is to provide accurate, timely and appropriate information to support sound decision making and meet statutory requirements.

##### Engineering & Infrastructure

Engineering and Infrastructure provide the following functions: parks and recreation, corporate property management, engineering design and projects, roads and urban services. The objective of Engineering and Infrastructure is to provide essential transport, drainage, parks infrastructure, maintenance, construction, Council housing and operational services to the community.

##### Planning, Environment & Community Services

Planning, Environment and Community Services provide the following functions: economic development and tourism, customer service, community relations programs including youth programs, grants administration and management, stock route management, arts and library services, community development, planning, regulatory and building compliance, native title, commercial operations, community leasing, tenancy, local laws and environmental services. The objective of Planning, Environment and Community Services is to facilitate the sustainable planning and development of the region through the above functions and provide safe and cost effective community facilities and venues while catering for the diverse needs of our communities.

##### Land Development

The land development area within Planning, Environment and Community Services manages Council's land held for development and sale with the objective of facilitating the optimal utilisation of these resources.

##### Plant, Fleet, Workshops & Depot

The fleet department within Engineering and Infrastructure manages Council's large plant and vehicles and the workshop operations within Council. This activity has the objective of providing support to Council to perform functions and provide services to the community.

##### Water

The water area within the Water and Waste Directorate manages Council's water treatment plants, pump stations, water pipeline network and water metering with the objective of supplying safe and reliable water to the community.

##### Wastewater

The wastewater area within the Water and Waste Directorate manages Council's sewerage treatment plants, pump stations, sewerage pipeline network, effluent treatment plants and effluent water pipeline network with the objective being the sustainable management of wastewater infrastructure.

##### Waste Management

The waste management department within Water and Waste Directorate manages Council's refuse collection facilities, including recycling activities and kerbside collection of waste with the objective of protecting and supporting the community and natural environment by sustainably managing refuse.



ISAAC REGIONAL COUNCIL

Notes to the Financial Statements  
For the year ended 30 June 2024

2 Analysis of results by program

(b) Income and expenses defined between recurring and capital, and assets are attributed to the following programs:

Programs	Gross program income				Total income	Gross program expenses		Total expenses	Operating surplus/(deficit) from recurrent operations	Net result for year	Assets
	Recurrent revenue		Capital revenue			Recurrent	Capital				
	Grants	Other	Grants	Other							
	2024	2024	2024	2024							
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Office of the CEO Corporate, Governance & Financial Services	360,773	-	-	-	360,773	1,837,437	-	1,837,437	2,198,210	2,198,210	-
	335,251	70,586,133	86,794	-	71,008,178	2,770,519	(180,710)	2,589,809	73,691,903	73,597,987	103,793,169
	591,590	7,504,424	6,505,271	623,290	15,224,575	(62,982,151)	(4,400,044)	(67,382,195)	(54,886,137)	(52,157,620)	744,942,552
	961,033	2,532,149	3,339,244	-	6,832,426	(25,669,522)	(692,264)	(26,361,786)	(22,176,340)	(19,529,360)	77,131,958
	-	(65,783)	-	-	(65,783)	(2,655,058)	-	(2,655,058)	(2,720,841)	(2,720,841)	18,406,298
Plant, Fleet, Workshops & Depot	205,403	(129,744)	-	644,811	720,470	(3,892,887)	(22,373)	(3,915,260)	(3,817,228)	(3,194,790)	24,049,367
Water	-	22,704,878	1,195,530	14,950	23,915,358	(24,503,159)	(19,999)	(24,523,158)	(1,798,281)	(607,800)	184,628,369
Wastewater	-	10,737,692	170,000	15,515	10,923,207	(11,180,866)	(344,216)	(11,525,082)	(443,174)	(601,875)	135,004,975
Waste Management	-	14,061,504	605,000	-	14,666,504	(14,673,974)	(225,187)	(14,899,161)	(612,470)	(232,657)	47,744,096
Total	2,454,050	127,931,253	11,901,839	1,298,566	143,585,708	(140,949,661)	(5,884,793)	(146,834,454)	(10,564,358)	(3,248,746)	1,335,700,784

For the year ended 30 June 2023

Programs	Gross program income				Total income	Gross program expenses		Total expenses	Operating surplus/(deficit) from recurrent operations	Net result for year	Assets
	Recurrent revenue		Capital revenue			Recurrent	Capital				
	Grants	Other	Grants	Other							
	2023 \$	2023 \$	2023 \$	2023 \$							
	148,000	-	-	-	148,000	4,612,269	-	4,612,269	4,760,269	4,760,269	-
Office of the CEO											
Corporate, Governance & Financial Services	8,168,252	65,213,940	140,586	8,811	73,531,589	10,880,010	-	10,880,010	84,262,202	84,411,599	108,536,990
Engineering & Infrastructure	5,944,009	15,893,261	4,427,005	381,411	26,645,686	(68,111,349)	(5,381,159)	(73,492,508)	(46,274,079)	(46,846,822)	747,209,766
Planning, Environment & Community Services	569,158	2,326,124	4,907,336	693,718	8,496,336	(27,294,972)	(2,936,190)	(30,231,162)	(24,399,690)	(21,734,826)	78,567,725
Land Development	160,479	(2,016)	-	-	158,463	(927,343)	-	(927,343)	(768,880)	(768,880)	18,437,891
Plant, Fleet, Workshops & Depot	-	(25,579)	-	1,074,979	1,049,400	(2,600,524)	(424,329)	(3,024,853)	(2,626,103)	(1,975,453)	21,703,602
Water	66,539	16,001,343	97,437	-	16,165,319	(20,209,310)	(37,500)	(20,246,810)	(4,141,428)	(4,081,491)	190,050,190
Wastewater	146,280	12,727,409	-	-	12,873,689	(16,028,262)	(404,871)	(16,433,133)	(3,154,573)	(3,559,444)	139,265,843
Waste Management	-	12,614,187	-	-	12,614,187	(14,027,591)	(2,996,727)	(17,024,318)	(1,413,404)	(4,410,131)	29,609,079
Total Council	15,202,717	124,748,669	9,572,364	2,158,919	151,682,669	(133,707,072)	(12,180,776)	(145,887,848)	6,244,314	5,794,821	1,333,381,086

## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

	2024 \$	2023 \$
<b>3 Revenue</b>		
<b>(a) Rates and levies</b>		
Rates, levies and charges are recognised as revenue when Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.		
General rates	72,299,575	67,721,041
Disaster management levy	304,750	293,258
Water	10,967,041	10,450,179
Water consumption, rental and sundries	5,058,578	3,627,064
Wastewater	11,319,533	10,843,566
Wastewater trade waste	1,609	1,555
Garbage charges	5,162,232	4,961,374
Rates and utility charge revenue	105,113,318	97,898,037
Less: Discounts	(7,584,236)	(6,907,905)
Less: Pensioner remissions	(230,074)	(224,476)
Net rates and utility charges	97,299,008	90,765,656

#### (b) Grants, subsidies, contributions and donations

##### *Grant income under AASB 15*

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligations is satisfied.

The performance obligations are varied based on the agreement but include service delivery and community engagement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations for grants are assessed to ensure that the revenue recognition reflects the transfer of control. Within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally an input method based on either costs or time incurred as a percentage of total expected cost/time is deemed to be the most appropriate method to reflect the transfer of benefit.

##### *Grant income under AASB 1058 other than capital grants*

Assets arising from grants in the scope of AASB 1058 are recognised at the assets fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

##### *Capital grants*

Where Council receive funding under an enforceable contract to acquire or construct a specified item of property, plant and equipment which will be under Council's control on completion, revenue is recognised as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with total project costs incurred as a percentage of total budgeted project cost.

##### *Donations and contributions*

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by the Council.

Donations and contributions are generally recognised on receipt of the asset since there are no enforceable performance obligations.



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

	2024 \$	2023 \$
Physical assets contributed to Council by developers in the form of road works, stormwater, water and wastewater infrastructure and park equipment are recognised as revenue when the development becomes "on maintenance" (i.e. the Council obtains control of the assets and becomes liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. Non-cash contributions with a value in excess of the recognition thresholds are recognised as non-current assets. Those below the thresholds are recorded as expenses.		
Developers also pay infrastructure charges for trunk infrastructure, such as pumping stations, treatment works, mains, sewers and water pollution control works. These infrastructure charges are generally within the scope of AASB 1058 since there is no enforceable performance obligation associated with them and therefore the infrastructure charges are recognised as revenue when received.		
<b>(i) Recurrent</b>		
General purpose grants	356,224	12,873,065
Commonwealth subsidies and grants	331,712	436,356
State government subsidies and grants	1,387,229	961,618
DRFA flood damage grants for operational repairs	378,885	931,678
Donations	1,500	10,409
Cash contributions	1,069,864	1,228,670
Total recurrent revenue	3,525,414	16,441,796
In June 2023, Council received an early release of the 2023-24 Commonwealth Financial Assistance Grants (General and Road component) in the amount of \$9,866,995. As these grants are considered unrestricted grants, the receipted amounts were recognised in the 2022-23 financial year. In the 2023-24 financial year, there was no early release of the 2024-25 Commonwealth Financial Assistance Grant resulting in a decrease in Council's revenue.		
<b>(ii) Capital</b>		
Capital revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes cash contributions and non-cash contributions usually in the form of infrastructure assets received from developers.		
(a) Monetary revenue designated for capital funding purposes:		
Commonwealth government grants	4,300,535	6,693,124
State government subsidies and grants	6,619,730	2,756,950
DRFA flood damage grants for capitalised repairs	981,574	122,290
Cash contributions	468,037	516,999
	12,369,876	10,089,363
(b) Non-monetary revenue received:		
Developer and other contributions of physical assets at fair value	-	20,277
	-	20,277
Total capital revenue	12,369,876	10,109,640
<b>(iii) Timing of revenue recognition for grants, subsidies, contributions and donations</b>		
<b>Revenue recognised at a point in time</b>		
Grants and subsidies	1,022,916	13,605,464
Contributions	1,405,328	1,324,220
Donations	1,500	-
	2,429,744	14,929,684
<b>Revenue recognised over time</b>		
Grants and subsidies	13,332,973	11,169,617
Contributions	132,573	421,449
Donations	-	10,409
	13,465,546	11,601,475



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

		2024 \$	2023 \$
<b>4 Capital income</b>	<b>Note</b>		
Gain on disposal of non-current assets		644,811	1,054,702
Revaluation adjustments	16	185,718	566,941
		<u>830,529</u>	<u>1,621,643</u>
<b>5 Employee benefits</b>			
Total staff wages and salaries		35,410,455	33,203,850
Employee termination benefit		265,301	214,123
Councillors' remuneration		785,905	766,014
Annual, sick and long service leave entitlements		6,794,326	7,122,857
Superannuation	27	5,086,434	4,668,522
		<u>48,342,421</u>	<u>45,975,366</u>
Other employee related expenses		1,063,247	997,873
		<u>49,405,668</u>	<u>46,973,239</u>
Less capitalised employee expenses		(1,429,699)	(2,088,139)
		<u>47,975,969</u>	<u>44,885,100</u>
Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.			
Total Council employees at 30 June		Number	Number
Elected members		9	9
Administration staff		233	235
Depot and outdoors staff		168	163
Total full time equivalent employees		<u>410</u>	<u>407</u>
<b>6 Materials and services</b>			
Expenses are recorded on an accruals basis as Council receives the goods or services.			
Audit fees - Queensland Audit Office*		168,900	165,900
Professional fees		6,868,634	4,833,275
Raw water purchases		2,869,269	2,313,529
Donations paid		535,466	473,454
Electricity		3,004,893	2,912,004
Refuse collection		2,528,362	2,489,241
Plant and vehicle		1,427,333	1,622,456
Information, communications and technology		5,690,786	3,604,062
Contractors		4,755,485	5,324,860
Insurance		2,398,589	2,278,308
Employee related expenses		905,726	1,080,190
Equipment and tools		3,418,289	2,890,200
Repairs and maintenance		11,011,743	16,326,222
Waste levy		2,330,952	2,078,716
Membership and subscriptions		717,732	692,821
Health, safety, screening and sample testing		735,936	745,162
Pool management services		922,299	800,697
Valuation services		76,409	172,028
Fees, charges and permits		554,604	418,650
Inventory / Stock issues		2,411,217	2,173,227
Rentals and leases		509,423	508,492
(Reversal of impairment)/impairment of inventory land value		31,593	544,114
Other material and services		2,781,369	2,432,814
		<u>56,655,009</u>	<u>56,880,422</u>

\*Total audit fees quoted by the Queensland Audit Office relating to the 2023-24 financial statements are \$168,900 (2023: \$165,900 paid).

# ISAAC REGIONAL COUNCIL

## Notes to the Financial Statements For the year ended 30 June 2024

		2024 \$	2023 \$
<b>7 Finance costs</b>	<b>Note</b>		
Finance costs charged by the Queensland Treasury Corporation		895,185	956,914
Interest on leases		95,041	75,621
Waived interest charges		1,184,977	-
Other interest costs		139	277
Bank charges		178,111	179,552
Impairment of receivables and bad debts written-off		585,770	433,470
Refuse sites - unwinding of discount rate on provision		877,482	444,952
		<u>3,816,705</u>	<u>2,090,786</u>
Through Council resolution (8505) interest on IAHT loan was waived up to and including December 2023. Interest waived for the financial year between July 2014 to June 2023 was \$1,126,944, with \$58,033 waived for the current period ending 31 December 2023.			
<b>8 Depreciation and amortisation</b>			
<b>(a) Depreciation of non-current assets</b>			
Land and improvements*		3,162,214	1,854,801
Buildings		2,676,992	2,313,760
Plant and equipment		3,938,020	3,584,647
Road, bridge and drainage		10,907,632	10,794,822
Water		6,077,924	6,065,744
Wastewater		3,928,413	3,900,036
Waste management		1,103,004	920,753
Aerodrome		459,731	217,105
		<u>32,253,930</u>	<u>29,651,668</u>
<b>(b) Amortisation of right of use assets</b>			
Land		246,908	197,956
		<u>246,908</u>	<u>197,956</u>
<b>(c) Amortisation of intangible assets</b>			
Computer software		1,140	1,140
		<u>1,140</u>	<u>1,140</u>
Total depreciation and amortisation		<u>32,501,978</u>	<u>29,850,764</u>
*Depreciation on assets within the land and improvement asset class is only applied to improvements on the land.			
<b>9 Capital expenses</b>			
Loss on write-off of capital assets	10	5,622,815	9,862,962
Revaluation adjustment of waste management asset	16	(1,254,830)	(6,311,051)
Increase / (decrease) in refuse site provision		1,467,718	8,628,865
Other (income) / expenses adjustments		49,090	-
Total capital expenses		<u>5,884,793</u>	<u>12,180,776</u>
<b>10 Loss on write-off of capital assets</b>			
Land and improvements	16	854,251	2,880,613
Buildings	16	488,649	2,407,153
Plant and equipment	16	130,620	28,663
Road, bridge and drainage	16	3,772,781	3,540,403
Water	16	19,999	37,500
Wastewater	16	344,216	404,871
Waste management	16	12,299	99,449
Write-off of other capitalised items	16	-	464,310
		<u>5,622,815</u>	<u>9,862,962</u>



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

	2024 \$	2023 \$
<b>11 Cash and cash equivalents</b>		
Cash and deposits at call are held in the following banks: ANZ Bank, National Australia Bank and Queensland Treasury Corporation.		
Cash at bank and on hand	408,154	710,732
Deposits at call	75,929,791	72,703,391
Balance per Statement of Financial Position	76,337,945	73,414,123

Council has resolved to set aside revenue to provide funding for specific future projects that will be required to meet delivery of essential services and meet day to day operational requirements.

Cash and cash equivalents	76,337,945	73,414,123
Less: Externally imposed restrictions on cash	37,645,401	28,376,378
Unrestricted cash	38,692,544	45,037,745

Council's cash and cash equivalents are subject to a number of external restrictions that limit amounts available for discretionary or future use. These include:

(i) Externally imposed expenditure restrictions at the reporting date relates to the following cash assets:

Waste levy refund received in advance	2,496,412	3,193,788
Contract liabilities - revenue received in advance	9,372,068	2,954,686
Other restricted cash held in reserves	21,349,510	21,542,676
Unspent loan monies	4,427,411	685,228
Total externally imposed restrictions on cash assets	37,645,401	28,376,378

(ii) Internal allocations of cash at the reporting date:

Internal allocations of cash may be lifted by Council with a resolution.

Rehabilitation Provision	4,578,845	3,555,423
Capital Reserves	21,955,663	27,855,162
Recurrent Expenditure	-	197,905
Operational Sustainability Reserve	3,107,074	11,898,212
Total internally allocated cash	29,641,582	43,506,702

#### Trust funds

In accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account include those funds from the sale of land for arrears in rates, deposits for the contracted sale of land, security deposits lodged to guarantee performance, corporate funds for community donations and unclaimed monies (e.g. wages). The Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements since Council has no control over the assets.

#### Trust funds held for outside parties

Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities  
Security deposits

1,972,114	4,847,841
15,844,210	12,311,015
17,816,324	17,158,856

## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

		2024 \$	2023 \$
<b>12 Receivables</b>	<b>Note</b>		
Settlement of receivables is required within 30 days after the invoice is issued.			
Debts are regularly assessed for collectability and all known bad debts were written off at 30 June 2024. If an amount is recovered in a subsequent period it is recognised as revenue.			
Council is empowered under the provisions of the <i>Local Government Act 2009</i> to sell an owner's property to recover outstanding rate debts.			
Loans and advances are recognised in the same way as other receivables. Terms are as per written agreement with interest charged at negotiated rates. Security is held over assets if applicable.			
Council has identified 4 distinctive groupings of its receivables: Rateable revenue and utility charges, Accrued interest, Other debtors, Loans and advances to controlled entities. Relevant judgments in relation to expected credit loss has been made for each group.			
Receivables are measured at amortised cost which approximates fair value at reporting date.			
<b>(a) Current</b>			
Rateable revenue and utility charges		4,168,715	3,527,266
Accrued interest		285,258	172,345
Other debtors		5,980,187	12,137,815
Less allowance for expected credit losses	30	(1,221,085)	(674,411)
Loans and advances to controlled entities	29	221,173	86,225
		<u>9,434,248</u>	<u>15,249,240</u>
<b>(b) Non-current</b>			
Loans and advances to controlled entities	29	4,000,171	5,286,713
		<u>4,000,171</u>	<u>5,286,713</u>

For the financial year ended 30 June 2024 interest was charged on outstanding rates at a rate of 11.64% per annum (2023: 8.17%). No interest was charged on other debtors. There is a geographical concentration of risk in the Council's jurisdiction, and since the area is largely agricultural and mining, Council is exposed to risks associated with these sectors.

The current loan agreement between Isaac Regional Council and Isaac Affordable Housing Trust (IAHT) expired on 30 June 2024. Negotiations are currently underway to progress a new loan agreement. The above figures are based on the current terms that are being negotiated however are yet to be finalised.

Movement in allowance for expected credit losses (trade and other receivables)

Balance at beginning of the year	674,411	2,431,547
Impairment provision for rateable revenue and utility charges	-	(1,899,411)
Expected credit losses for other debtors	546,674	142,275
Balance at end of the year	<u>1,221,085</u>	<u>674,411</u>

An impairment provision was made for a stalled residential subdivision of \$1,899,411. Council assessed that the amounts were unrecoverable and wrote-off the rates in arrears in the 2023 financial year.

# ISAAC REGIONAL COUNCIL

Notes to the Financial Statements  
For the year ended 30 June 2024

		2024 \$	2023 \$
<b>13 Inventories</b>			
Costs are assigned on the basis of weighted average cost except for land where the costs are allocated to the relevant parcel.			
Land acquired by Council with the intention of reselling it (with or without further development) is classified as inventory.			
<b>(a) Current</b>			
<b>Inventories for internal use</b>			
Raw water on hand		213,334	368,165
Stores and materials		851,915	947,426
		<u>1,065,249</u>	<u>1,315,591</u>
Valued at cost, adjusted when applicable for any loss of service potential.			
<b>(b) Non-current</b>			
Land purchased for development and sale		24,530,490	24,530,490
Less: Provision for obsolescence		(6,124,192)	(6,092,599)
	14	<u>18,406,298</u>	<u>18,437,891</u>
<b>14 Land purchased for development and sale</b>			
Balance at beginning of the year		18,437,891	18,982,005
Reversal of impairment/(impairment of inventory land value)		(31,593)	(544,114)
Balance at end of the year		<u>18,406,298</u>	<u>18,437,891</u>
Classified as :			
Non-current		18,406,298	18,437,891
		<u>18,406,298</u>	<u>18,437,891</u>
Land purchased for development and sale is valued at the lower of cost and net realisable value.			
<b>15 Other assets</b>			
GST recoverable		1,231,541	1,095,296
Water charges yet to be levied		1,559,001	1,577,250
Prepayments		1,497,889	1,501,870
		<u>4,288,431</u>	<u>4,174,416</u>



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

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#### 16 Property, plant and equipment

##### 16 (a) Recognition

Each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss. Items of plant and equipment with a total value of less than \$10,000, and infrastructure assets and buildings with a total value of less than \$10,000 are treated as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised.

Network assets are an aggregate of interrelated assets that perform a specific service which, individually are likely to be below the capitalisation threshold levels, but collectively are above the capitalisation threshold for their class. Networked assets include monitoring equipment and water meters.

##### 16 (b) Measurement

Property, plant and equipment assets are initially recorded at cost. Subsequently, each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss.

Cost is determined as the fair value of consideration plus costs incidental to the acquisition. Direct labour, materials and an appropriate portion of overheads incurred in the acquisition or construction of assets are also included as capital costs.

Property, plant and equipment received in the form of contributions, for significantly less than fair value or as offsets to infrastructure charges, are recognised as assets and revenue at fair value.

When Council raises a provision for the restoration of a Council-controlled site, such as a landfill site, the provision is initially recognised against property, plant and equipment. Subsequent changes in the provision relating to the discount rate or the estimated amount or timing of restoration costs are recognised against asset revaluation surplus. If no surplus exists, the costs are recognised against capital expense.

Expenditure incurred in accordance with Disaster Recovery Funding Arrangements on road assets are analysed to determine whether the expenditure is capital in nature. The analysis of the expenditure requires Council engineers to review the nature and extent of expenditure on a given asset. For example, expenditure that patches a road is generally maintenance in nature, whereas a kerb to kerb rebuild is treated as capital. Material expenditure that extends the useful life or renews the service potential of the asset, is capitalised.

##### 16 (c) Depreciation

Land, work in progress, road formations and formation work associated with the construction of dams, levee banks and reservoirs are not depreciated.

Depreciation, where applicable, is calculated on a straight-line basis such that the cost of the asset less its residual value is recognised progressively over its estimated useful life to Council. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

##### 16 (d) Impairment

Property, plant and equipment held at cost is assessed for indicators of impairment annually. If an indicator of possible impairment exists, Council determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

##### 16 (e) Right-of-use assets

Council recognises right-of-use assets in respect of its leasing arrangements described in note 20.

Right-of-use asset are measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. Right-of-use assets are depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

#### 16 (i) Valuation

##### Fair value measurements

Council considers the carrying amount of its property, plant and equipment on an annual basis compared to fair value and makes adjustment where these are materially different. Every 3-5 years, Council performs a full comprehensive revaluation by engaging an external professionally qualified valuer.

In the intervening years, Council undertakes:

- A management valuation using internal engineers and asset managers to assess the condition and cost assumptions associated with all infrastructure assets and an appropriate cost index for the region.
- A "desktop" valuation for land and improvements and buildings asset classes which involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Fair values are classified into three levels as follows:

- Level 1 - Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 - Fair value based on inputs that are directly or indirectly observable, such as prices for similar assets, for the asset or liability
- Level 3 - Fair value based on unobservable inputs for the asset and liability

There were minor transfers between levels during the year.

The following table categorises fair value measurements as either level 2 or level 3 in accordance with AASB 13. Council does not have any assets or liabilities measured at fair value which meet level 1 criteria for categorisation. The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If all significant inputs required to fair value an asset are observable, the asset is included in level 2. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for Council infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

	Level 2 (Significant other observable inputs)		Level 3 (Significant unobservable inputs)		Total	
	2024	2023	2024	2023	2024	2023
<b>Recurring fair value measurements</b>						
Property, plant and equipment						
- Land and improvements	22,173,000	24,405,319	67,356,172	65,305,339	89,529,172	89,710,658
- Buildings	35,114,939	43,022,854	74,151,717	67,073,266	109,266,656	110,096,120
- Road, bridge and drainage	-	-	597,556,579	606,911,084	597,556,579	606,911,084
- Water	-	-	182,018,605	187,862,881	182,018,605	187,862,881
- Wastewater	-	-	134,434,608	137,077,446	134,434,608	137,077,446
- Waste management	-	-	40,390,514	29,737,685	40,390,514	29,737,685
- Aerodrome	-	-	11,342,903	9,798,848	11,342,903	9,798,848
	57,287,939	67,428,173	1,107,251,098	1,103,766,549	1,164,539,037	1,171,194,722



## (ii) Valuation techniques used to derive fair values for level 2 and level 3 valuations

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Indexation considerations and details of indices applied in current year	Other interim revaluation adjustment
Land and improvements (level 2)	Market Value	30-Jun-24	Liquid Pacific	Gross market values were derived from sale prices of comparable properties and adjusted for differences in key attributes such as property size along with the Valuer General's property information records.	N/A	Nil
	Current replacement cost	30-Jun-24	Liquid Pacific	Gross replacement cost unit rates (local projects/data if available, local knowledge and available data sources (Rawlinson's Construction Handbook 2024, Australian Bureau of Statistics indices, Australian Construction Industry Forum, zoning data, etc)). Accumulated depreciation determined by asset consumption rating scale, asset condition if known along with a risk adjustment of 15% to the portfolio value that has been valued using the cost approach.		
Buildings (level 2)	Market Value	30-Jun-21	AssetVal	Gross market values (sale prices of similar properties in the locality, standard valuation principles and opinions and sentiment from local property agents).	RP Data Ltd - Property sales data reseller, with Market indexation being provided by the valuers per location or on a regional weighted average which was 2.3%. The change in value since the comprehensive valuation was not considered material and therefore indexation wasn't applied.	Nil
	Current replacement cost	30-Jun-21	AssetVal	Gross replacement cost (valuer's choice of a dollar per square metre approach using Rawlinson's cost data and cost indices for different regions, recent construction data, consideration on building size, material, type and structure and professional judgement). Accumulated depreciation was based on physical deterioration, functional and economic obsolescence and physical inspection. Useful lives (IPWEA's Asset Management & Financial Management Guidelines - Practise Note 12, 2017 and Isaac Regional Council's Strategic Asset Management Plan).		
Roads, bridges & drainage (level 3)	Current replacement cost	30-Jun-22	Shepherd Services Pty Ltd	Gross replacement cost unit rates (Recent contract data where available. If not available Unit rates from valuers database of first principles, industry standards, surrounding regional Councils). The unit costs include direct and indirect costs and allowances were made for difference in construction standards. Useful lives were determined using various factors - expected usage, physical wear and tear, technical or commercial obsolescence, inspection of the oldest assets within each category to estimate remaining life, Council's knowledge of the performance of the assets, Australian Standards and product guidelines and current engineering industry practice. Remaining life was determined by reference to the asset's age base approach (assets in average to excellent condition) or a Condition based approach (asset inspected and condition assessed visually)	Australian Bureau of Statistics, 6247.0 Producer Price Indexes, Australia - Time Series Workbook, March 2024 - 3.86%. The change in value since the comprehensive valuation was not considered material and therefore indexation wasn't applied.	Nil
	Current replacement cost	30-Jun-22	Shepherd Services Pty Ltd			

## (ii) Valuation techniques used to derive fair values for level 2 and level 3 valuations

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Indexation considerations and details of indices applied in current year	Other interim revaluation adjustment
Water (level 3)	Current replacement cost	30-Jun-23	Stantec Pty Ltd	Gross replacement cost unit rates (recent contract data, valuer's database, scheduled rates for construction, cost curves derived by the valuer, building price index tables, supplier's quotations, Rawlinson's Australian Construction Handbook). Useful lives for each asset in scope were agreed upon with Council.	Australian Bureau of Statistics, 6247.0 Producer Price Indexes, Australia - Time Series Workbook, March 2024 - 3.43%. The change in value since the comprehensive valuation was not considered material and therefore indexation wasn't applied.	Nil
Wastewater (level 3)	Current replacement cost	30-Jun-23	Stantec Pty Ltd	Remaining useful lives were condition based for inspected assets and age based for non-inspected assets.	Australian Bureau of Statistics, 6247.0 Producer Price Indexes, Australia - Time Series Workbook, March 2024 - 3.43%. The change in value since the comprehensive valuation was not considered material and therefore indexation wasn't applied.	Nil
Waste management (level 3)	Current replacement cost	30-Jun-23	Stantec Pty Ltd	Gross replacement cost unit rates (recent contract data, valuer's database, scheduled rates for construction, cost curves derived by the valuer, building price index tables, supplier's quotations, Rawlinson's Australian Construction Handbook). Asset measurement and age (Council's Geographic Information System (GIS) and periodic physical inspections). Remaining service potential, physical obsolescence and overall condition score (physical inspection).	Australian Bureau of Statistics, 6247.0 Producer Price Indexes, Australia - Time Series Workbook, March 2024 - 3.43%. The change in value since the comprehensive valuation was not considered material and therefore indexation wasn't applied.	Nil
Aerodrome (level 3)	Current replacement cost	30-Jun-24	Liquid Pacific	Gross replacement cost unit rates (local projects/data if available, local knowledge and available data sources (Rawlinson's Construction Handbook 2024, Australian Bureau of Statistics indices, Australian Construction Industry Forum, zoning data, etc)). Accumulated depreciation determined by asset consumption rating scale, asset condition if known along with a risk adjustment of 15% to the portfolio value that has been valued using the cost approach.	NA	Nil



ISAAC REGIONAL COUNCIL

Notes to the Financial Statements  
For the year ended 30 June 2024

16. Property, plant and equipment

Note	Land and improvements	Buildings	Plant and equipment	Road, bridge and drainage	Water	Wastewater	Waste management	Aerodrome	Works in progress	Right of use	Total plant and equipment
	Valuation Level 2 & 3	Valuation Level 2 & 3	Cost	Valuation Level 3	Valuation Level 3	Valuation Level 3	Valuation Level 3	Valuation Level 3	Cost	Cost	
	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Basis of measurement	106,786,196	187,266,611	42,748,744	794,795,381	331,943,603	228,110,309	45,304,002	12,365,209	18,906,864	2,351,271	1,770,578,190
Fair value category	-	-	-	-	-	-	-	-	-	(224,960)	(224,960)
Asset values	-	-	-	-	-	-	-	-	-	-	-
Opening gross value as at 1 July 2023	-	-	-	-	-	-	-	-	-	-	-
Minor correction to opening balance	-	-	-	-	-	-	-	-	-	-	-
Addition of renewal assets	-	-	-	-	-	-	-	-	-	-	-
Addition of other assets	-	-	-	-	-	-	-	-	-	-	-
Internal transfers from work in progress	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-
Write-offs	(1,267,243)	(985,013)	(943,717)	(6,399,207)	(40,339)	(793,991)	(21,236)	-	(39,584,286)	-	(3,666,710)
Revaluation adjustment to other comprehensive income	13,681,331	-	-	(7,249,147)	10,200	-	-	6,661,564	-	-	13,103,948
Revaluation adjustment to capital income	-	-	-	-	-	-	-	185,718	-	-	185,718
Revaluation adjustment to capital expense	-	-	-	-	-	-	-	2,085,478	-	-	2,085,478
Internal transfers between asset classes	(500,377)	(321,054)	211,563	599,212	10,656	-	-	-	-	-	-
Adjustment to right of use assets due to re-measurement of lease liability	-	-	-	-	-	-	-	-	-	91,581	91,581
Closing gross value as at 30 June 2024	124,078,355	188,608,280	45,336,866	793,933,858	332,164,524	228,946,109	57,881,546	19,212,491	30,180,546	2,668,595	1,823,011,170

Accumulated depreciation and impairment

Opening balance as at 1 July 2023	17,075,538	77,170,491	22,506,142	187,884,297	144,080,722	91,032,863	15,566,317	2,566,361	-	597,793	558,480,524
Minor correction to opening balance	-	-	-	-	-	-	-	-	-	(224,960)	(224,960)
Depreciation expense	3,162,214	2,676,992	3,938,020	10,907,632	6,077,924	3,928,413	1,103,004	459,731	-	246,908	32,500,838
Depreciation on disposals	-	-	(3,079,282)	-	-	-	-	-	-	-	(3,079,282)
Depreciation on write-offs	(412,992)	(496,364)	(813,097)	(2,626,426)	(20,340)	(449,775)	(8,937)	-	-	-	(4,827,931)
Revaluation adjustment to other comprehensive income	14,887,191	-	-	211,776	5,126	-	-	4,843,496	-	-	19,947,589
Revaluation adjustment to capital expense	-	-	-	-	-	-	-	-	-	-	-
Internal transfers between asset classes	(162,768)	(9,495)	169,776	-	2,487	-	-	-	-	-	830,648
Accumulated depreciation as at 30 June 2024	34,549,183	79,341,624	22,721,559	196,377,279	150,145,919	94,511,501	17,491,032	7,869,588	-	619,741	603,627,426
Total written down value as at 30 June 2024	89,529,172	109,266,656	22,615,307	597,556,579	182,018,605	134,434,608	40,390,514	11,342,903	30,180,546	2,048,854	1,219,383,744
Range of estimated useful life in years	3 - 80	5 - 120	5 - 20	10 - 120	15 - 200	15 - 200	5 - 100	20 - 100	-	3 - 60	-
Addition of renewal assets	1,649,162	1,164,430	5,610,803	14,405,971	3,670,064	1,531,547	367,118	-	-	-	28,399,095
Addition of other assets	1,395,589	6,524,186	627,300	2,498,793	1,810,697	442,289	9,160,019	-	-	450,703	22,909,576
Total additions in this year	3,044,751	7,688,616	6,238,103	16,904,764	5,480,761	1,973,836	9,527,137	-	-	450,703	51,308,671



ISAAC REGIONAL COUNCIL

Notes to the Financial Statements  
For the year ended 30 June 2024

16 Property, plant and equipment - prior year

Note

	Land and improvements	Buildings	Plant and equipment	Road, bridge and drainage	Water	Wastewater	Waste management	Aerodrome	Works in progress	Right of use - Land	Total plant and equipment
	Valuation	Valuation	Cost	Valuation	Valuation	Valuation	Valuation	Valuation	Cost	Cost	
	Level 2 & 3	Level 2 & 3	2023	Level 3	Level 3	Level 3	Level 3	Level 3	2023	2023	2023
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Basis of measurement											
Fair value category											
<b>Asset Values</b>											
Opening gross value as at 1 July 2022	93,148,234	164,165,840	39,961,397	736,539,347	286,896,789	187,257,247	33,217,193	11,665,291	11,640,476	2,155,298	1,566,647,112
Addition of renewal assets	-	-	-	-	-	-	-	-	24,305,415	-	24,305,415
Addition of other assets	-	-	-	-	-	-	-	-	13,802,986	-	13,802,986
Contributed assets at valuation	-	-	20,277	-	-	-	-	-	-	-	20,277
Internal transfers from work in progress	6,176,662	1,478,508	6,201,976	12,906,129	607,442	2,229,861	777,125	-	(30,377,703)	-	-
Disposals	-	-	(3,268,777)	-	-	-	-	-	-	-	(3,268,777)
Write-offs	(3,729,463)	(4,990,305)	(113,067)	(5,568,000)	(89,653)	(1,231,907)	(143,830)	-	(464,310)	-	(16,330,535)
Revaluation adjustment to other comprehensive income	10,628,108	26,612,568	-	51,302,039	44,994,680	39,514,912	-	-	-	-	173,052,307
Revaluation adjustment to capital income	-	-	-	-	-	-	-	699,918	-	-	699,918
Revaluation adjustment to capital expense	-	-	-	-	-	-	11,453,514	-	-	-	11,453,514
Internal transfers between asset classes	562,655	-	(53,062)	(384,134)	(465,655)	340,196	-	-	-	-	-
Adjustment to right of use assets due to re-measurement of lease liability	-	-	-	-	-	-	-	-	-	195,973	195,973
Closing gross value as at 30 June 2023	106,786,196	187,266,611	42,748,744	794,795,381	331,943,603	228,110,309	45,304,002	12,365,209	18,906,864	2,351,271	1,770,578,190

Accumulated depreciation and impairment

8	Opening balance as at 1 July 2022		22,067,348	169,545,286	118,321,664	79,250,409	9,547,482	2,216,279	-	399,837	482,351,791
	Depreciation expense		3,584,647	10,794,822	6,065,744	3,900,036	920,753	217,105	-	197,956	29,849,624
	Depreciation on disposals		(3,023,007)	-	-	-	-	-	-	-	(3,023,007)
10	Depreciation on write-offs		(84,404)	(2,027,597)	(52,153)	(827,036)	(44,381)	-	-	-	(6,467,573)
23	Revaluation adjustment to other comprehensive income		-	9,861,659	19,745,467	8,381,141	-	-	-	-	50,494,249
4	Revaluation adjustment to capital income		-	-	-	-	-	132,977	-	-	132,977
9	Revaluation adjustment to capital expense		-	-	-	-	5,142,463	-	-	-	5,142,463
	Internal transfers between asset classes		(38,442)	(289,873)	-	328,313	-	-	-	-	-
	Accumulated depreciation as at 30 June 2023		17,075,538	77,170,491	22,506,142	91,032,863	15,566,317	2,566,361	-	597,793	558,480,524
	Total written down value as at 30 June 2023		89,710,658	110,096,120	20,242,602	137,077,446	29,737,685	9,798,848	18,906,864	1,753,478	1,212,097,666
	Range of estimated useful life in years		5 - 200	5 - 120	5 - 20	15 - 200	5 - 100	5 - 200		3 - 60	

## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

	2024	2023
	\$	\$
<b>17 Trade and other payables</b>		
Creditors and accruals are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms.		
<b>(a) Current</b>		
Accrued Expenses	243,057	265,375
Creditors	7,986,843	8,799,779
Rates received in advance	891,396	1,047,001
QTC interest accrued	44,705	37,309
Accrued wages and salaries	1,675,793	1,464,043
Other creditors	213,176	217,840
	<u>11,054,970</u>	<u>11,831,347</u>
<b>(b) Non-current</b>		
Creditors	43,371	44,730
	<u>43,371</u>	<u>44,730</u>

### 18 Provisions

#### Annual leave

As Council does not have an unconditional right to defer settlement of the annual leave beyond twelve months after the reporting date, annual leave is classified as a current provision.

#### Long service leave

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in the Council's employment or other associated employment which would result in the Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The provision is discounted using the Commonwealth Bond yield rates.

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer this liability beyond 12 months long service leave is classified as a current liability. Otherwise it is classified as non-current.

#### Personal leave

The provision of personal leave is recognised in accordance with Council's endorsed Certified Agreement. The liability is measured at the present value of the current obligations in respect of leave accrued by employees who meet the prerequisite length of service, up to the reporting date.

Personal leave will only be payable on termination of an employees' employment or death, at the rate specified within the Certified Agreement where the prerequisite length of service has been met.

The value of the liability is calculated using current personal leave balances in accordance with the rate specified within the Certified Agreement.

Where employees have met the prerequisite length of service, personal leave will be classified as a current liability.



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

	2024	2023
	\$	\$
<b>Property restoration</b>		
A provision is made for the cost of restoring property where it is probable the Council will be liable, or required, to do this when the use of the facilities is complete.		
The provision for refuse restoration is calculated as the present value of anticipated future costs associated with the closure of the dump sites, decontamination and monitoring of historical residues and leaching on these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Due to the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for dump sites is reviewed at least annually and updated based on the facts and circumstances available at the time. The 2024 annual review identified that additional components should be included for design costs. The interest yields attaching to Commonwealth Government guaranteed securities at the reporting date are used to discount the estimated future cash outflows to their present value. Management estimates that the sites will close progressively from 2026 to 2047 and that the restoration will occur progressively over the subsequent four years, with ongoing aftercare costs to 2067.		
<b>(a) Current</b>		
Annual leave	4,908,466	4,617,687
Personal leave	349,576	346,624
Long service leave	4,685,219	4,367,108
Property restoration -		
Refuse sites	37,748	43,174
	<u>9,981,009</u>	<u>9,374,593</u>
<b>(b) Non-Current</b>		
Long service leave	843,905	868,832
Property restoration		
Refuse sites	23,588,063	21,497,153
	<u>24,431,968</u>	<u>22,365,985</u>

#### Details of movements in provisions

<b>Refuse sites</b>		
Balance at beginning of the year	21,540,327	12,511,380
Unwinding of discount due to passage of time	877,482	444,952
Increase (decrease) due to change in discount rate	(538,109)	(517,809)
Increase (decrease) as a result of revision to expected restoration date	-	(909,040)
Amount expended in year	(259,716)	(44,870)
Increase (decrease) in estimate of future cost	2,005,827	10,055,714
Balance at end of the year	<u>23,625,811</u>	<u>21,540,327</u>

This is the present value of the estimated future cost of restoring the refuse sites under the State Government environmental regulations at the end of its useful life.

The projected cost of remediation is \$38,510,866 (2023: \$35,356,006) and this is expected to be incurred from 2025 to 2067.

Cash funds committed to meet this liability at the reporting date are	<u>4,578,845</u>	<u>3,555,423</u>
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## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

	2024	2023
	\$	\$

#### 19 Borrowings

##### Queensland Treasury Corporation

Unsecured borrowings are provided by the Queensland Treasury Corporation (QTC). Borrowings are initially recognised at fair value plus any directly attributable transaction costs. Thereafter, they are measured at amortised cost. Principal and interest repayments are made quarterly in arrears.

Interest is currently expensed through the Statement of Comprehensive Income.

Expected final repayment dates vary from December 2032 to June 2044.

Council adopts an annual debt policy that sets out Council's planned borrowings for the next nine years. Council's current policy is to only borrow for capital projects and for a term no longer than the expected life of the asset. Council also aims to comply with the Queensland Treasury Corporation's borrowing guidelines and ensure that sustainability indicators remain within acceptable levels at all times.

Principal and interest repayments are made quarterly in arrears.

##### Movements in borrowings

Balance at beginning of the year	20,373,658	21,906,969
Loans raised	6,000,000	-
Principal repayments - cash movement	(1,605,319)	(1,533,311)
Balance at end of the year	24,768,339	20,373,658

##### Classified as:

Current	1,854,118	1,605,320
Non-current	22,914,221	18,768,338
	24,768,339	20,373,658

The QTC loan market value at the reporting date was \$24,247,875 (2023: \$20,056,745).

This represents the value of the debt if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts.

No assets have been pledged as security by the Council for any liabilities, however all loans are guaranteed by the Queensland Government.

The following sets out the liquidity risk in relation to the above borrowings and represents the remaining contractual cash flows (principal and interest) at the end of the reporting period.

0 to 1 year	2,979,903	2,493,108
1 to 5 years	11,930,030	9,972,434
Over 5 years	17,872,078	13,024,199
Total contractual outflows	32,782,011	25,489,741
Carrying amount	24,768,339	20,373,658

The contractual outflows are not expected to occur significantly earlier and are not expected to be for significantly different amounts than indicated.



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

	2024 \$	2023 \$
<b>20 Leases</b>		
Council does not separate lease and non-lease components for any class of assets and has accounted for lease payments as a single component.		
The right-of-use asset is measured using the cost model and is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.		
<i>Exceptions to lease accounting</i>		
Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.		
<i>Terms and conditions of leases</i>		
Council's has 58 leases in place over buildings and land (2023: 55 leases). 56 land leases are used for Council purpose built infrastructure and the remaining 2 leases are associated with leased commercial premises. The length of the leases vary between 3 and 60 years.		
The above leases contain renewal options which are reasonably certain to be exercised at Council's discretion. Two of the leases include a fixed annual increase and the others are subject to annual CPI increases.		
<b>Movements in lease liabilities</b>		
Balance at beginning of the year	1,792,266	1,748,051
Additions to right-of-use assets	450,703	-
Lease payments made during the year	(289,717)	(227,379)
Interest on lease liabilities	95,041	75,621
Adjustment to right of use assets due to re-measurement of lease liability	91,581	195,973
Balance at end of the year	2,139,874	1,792,266
<b>Classified as:</b>		
Current	81,007	84,390
Non-current	2,058,867	1,707,876
	2,139,874	1,792,266
<i>Maturity analysis</i>		
The table below shows the maturity analysis of the lease liabilities based on contractual cashflows and therefore the amounts will not be the same as the recognised lease liability in the statement of financial position.		
Between 0 to 1 year	363,340	247,236
Between 1 to 2 years	366,974	231,538
Between 2 to 3 years	370,565	234,889
Between 3 to 4 years	351,168	238,143
Between 4 to 5 years	251,488	210,996
Over 5 years	1,860,212	2,042,802
Total contractual outflows	3,563,747	3,205,604
Lease liability recognised in the financial statements	2,139,874	1,792,266

## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

	2024	2023
	\$	\$
<b>21 Contract balances</b>		
Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.		
When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.		
When an amount of consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability. The contract liabilities in relation to capital grants relate to funding received prior to the work being performed since revenue is recognised as Council constructs the assets. Council expects to recognise the contract liability as income in the next financial year.		
<b>(a) Contract assets</b>		
Contracts for capital assets	2,720,818	3,300,120
Contracts for operating activities	63,379	103,685
Current	<u>2,784,197</u>	<u>3,403,805</u>
<b>(b) Contract liabilities</b>		
Funds received upfront to construct Council controlled assets	8,467,879	1,958,947
Deposits received in advance of services to be provided (obligation not yet satisfied)	<u>904,189</u>	<u>995,739</u>
	<u>9,372,068</u>	<u>2,954,686</u>
Current	9,308,818	2,774,645
Non-current	<u>63,250</u>	<u>180,041</u>
	<u>9,372,068</u>	<u>2,954,686</u>
Revenue recognised that was included in the contract liability balance at the beginning of the year		
Funds to construct Council controlled assets	1,236,111	176,182
Non-capital performance obligations (including deposits received in advance)	<u>785,433</u>	<u>258,684</u>
	<u>2,021,544</u>	<u>434,866</u>
<b>22 Other liabilities</b>		
<b>(a) Current</b>		
Waste levy refund received in advance	798,172	768,896
Construction retentions	<u>208,357</u>	<u>153,230</u>
	<u>1,006,529</u>	<u>922,126</u>
<b>(b) Non-current</b>		
Waste levy refund received in advance	<u>1,698,240</u>	<u>2,424,892</u>
	<u>1,698,240</u>	<u>2,424,892</u>

# ISAAC REGIONAL COUNCIL

## Notes to the Financial Statements For the year ended 30 June 2024

		2024 \$	2023 \$
<b>23 Asset revaluation surplus</b>			
The asset revaluation surplus comprises revaluation movements on property, plant and equipment.			
<b>(i) Movements in the asset revaluation surplus</b>			
Balance at beginning of the year		306,888,354	184,330,296
Adjustments to the property, plant and equipment through revaluations	16	(6,843,641)	122,558,058
Balance at end of the year		300,044,713	306,888,354
<b>(ii) Asset revaluation surplus analysis</b>			
The closing balance of the asset revaluation surplus is comprised of the following asset categories			
Land and improvements		14,241,671	15,447,531
Buildings		30,045,519	30,045,519
Road, bridge and drainage		90,273,021	97,733,944
Water		101,985,358	101,980,284
Wastewater		61,681,076	61,681,076
Aerodrome		1,818,068	-
		300,044,713	306,888,354
<b>24 Commitments for expenditure</b>			
<b>Contractual commitments</b>			
<b>Capital</b>			
Capital commitment for the construction of the following assets contracted for at end of the financial year but not recognised as liabilities.			
Infrastructure		17,195,936	1,565,316
Other Assets		4,052,708	6,332,128
		21,248,644	7,897,444
These expenditures are payable			
Within one year		21,248,644	7,897,444
<b>25 Events after balance date</b>			
There were no material adjusting events after the balance date.			



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

	2024	2023
	\$	\$
<b>26 Contingent liabilities</b>		
Details and estimates of maximum amounts of contingent liabilities.		
<b>Local Government Mutual</b>		
The Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.		
As at 30 June 2024 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.		
<b>Local Government Workcare</b>		
The Isaac Regional Council is a member of the Queensland Local Government workers compensation self-insurance scheme, Local Government Workcare.		
Under this scheme the Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities.		
Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise.		
The Council's maximum exposure to the bank guarantee is	942,780	812,240
<b>Bank guarantee</b>		
Under the terms of agreement for the supply of water to the Isaac Regional Council the Council has provided a bank guarantee to the provider. The guarantee expires on 30 June 2025.		
The Council's maximum exposure under the bank guarantee is	1,500,000	1,500,000
<b>Legal Matters</b>		
Council is subject to claims that arise as a result of the operations of Council. Council has not provided for any amounts to date in relation to these claims on the basis that it has been assessed as immaterial or that it cannot be reliably estimated at reporting date. Information in respect of individual claims has not been disclosed in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets on the basis that Council considers such disclosures would seriously prejudice the outcome of the claims.		



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

	2024	2023
	\$	\$
<b>27 Superannuation</b>		
Council contributes to LGIASuper Regional Defined Benefits Fund (the scheme) presently known as Brighter Super, at the rate of 13.5% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIASuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the <i>Local Government Act 2009</i> . The scheme is managed by the LGIASuper trustee as trustee for LGIASuper trading as Brighter Super.		
The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the Council level.		
Any amount by which the scheme is over or under funded may affect future benefits and result in a change to the contribution rate, but has not been recognised as an asset or liability of the Council.		
Isaac Regional Council may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIASuper trust deed changes to Council's obligations will only be made on the advice of an actuary.		
The last completed actuarial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2021. The actuary indicated that "At the valuation date of 1 July 2021, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefit entitlements represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.		
Prescribed employer contributions has been revised to 13.5% of employee assets from 1 July 2023 and this will continue to increase to remain 2.5% above the superannuation guarantee increases in accordance with the current certified agreement.		
The next triennial actuarial review is not due until 1 July 2024.		
The most significant risks that may result in LGIASuper increasing the contribution rate, on the advice of the actuary, are:		
Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.		
Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.		
Superannuation contributions made to the Regional Defined Benefits Fund	37,067	83,354
Other superannuation contributions for employees	5,049,367	4,585,168
	<u>5,086,434</u>	<u>4,668,522</u>

# ISAAC REGIONAL COUNCIL

## Notes to the Financial Statements For the year ended 30 June 2024

		2024 \$	2023 \$
<b>28 Reconciliation of net result for the year to net cash inflow (outflow) from operating activities</b>	<b>Note</b>		
Net result		(3,248,746)	5,794,821
Non-cash operating items			
Impairment of receivables and bad debts written-off	7	585,770	433,470
Depreciation and amortisation	8	32,501,978	29,850,764
Change in restoration provisions expensed to finance costs		877,482	444,952
Interest accrued on loan to controlled entities		-	(13,917)
Revaluation of inventory land expensed to materials and services		31,593	544,114
		<u>33,996,823</u>	<u>31,259,383</u>
Investing and development activities			
Capital grants, subsidies and contributions	3	(12,369,876)	(10,109,640)
Capital income	4	(830,529)	(1,621,643)
Capital expenses	9	5,884,793	12,180,776
		<u>(7,315,612)</u>	<u>449,493</u>
Changes in operating assets and liabilities			
(Increase) decrease in receivables		5,364,170	(6,039,201)
(Increase) decrease in inventories (excluding land)		250,342	(80,905)
(Increase) decrease in other operating assets		(114,015)	(99,633)
(Increase) decrease in operating contract assets		40,306	(35,976)
Increase (decrease) in payables		(777,736)	(126,212)
Increase (decrease) in provisions		586,915	1,135,417
Increase (decrease) in operating contract liabilities		(788,926)	494,795
		<u>4,561,056</u>	<u>(4,751,715)</u>
<b>Net cash inflow from operating activities</b>		<u>27,993,521</u>	<u>32,751,982</u>

## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

		2024	2023
		\$	\$
	Note		
<b>29 Controlled entities that have not been consolidated</b>			
Isaac Regional Council has a number of controlled entities that are not consolidated because their size and nature means that they are not material to Council's operations. The audited special purpose financial statements for these controlled entities are published on Council's website and are prepared to meet requirements of the <i>Australian Charities and Not-for-profits Commission Act 2012</i> . The controlled entities are registered not-for-profit entities, meaning Council currently cannot receive any dividends or proceeds from sale on wind up of these entities.			

A summary of those entities, their net assets and results for the year ended 30 June 2024 (unaudited) follows:

Controlled Entity	Ownership Interest		
Moranbah Early Learning Centre (MELC):	100%		
Revenue		4,199,635	3,440,244
Expenses		(3,774,845)	(3,185,059)
Profit / (loss)		424,790	255,185
Assets		1,803,207	1,369,708
Liabilities		791,624	782,917
The centre provides childcare facilities to the community.			

MELC liabilities include loans payable of \$387,232 to Isaac Regional Council which are recognised as receivables in these financial statements (refer to Note 12).

Isaac Affordable Housing Trust (IAHT):	100%		
Revenue		6,844,738	2,393,191
Expenses		(440,111)	(388,362)
Profit / (loss)		6,404,627	2,004,829
Assets		17,624,529	11,037,266
Liabilities		6,478,211	6,295,414
The housing trust provides affordable housing to the community.			

Through Council resolution (8505) interest on IAHT loan was waived up to and including December 2023. Interest waived for the financial year between July 2014 to June 2023 was \$1,126,944, with \$58,033 waived for the current period ending 31 December 2023 (refer to Note 7).

IAHT liabilities include loans payable of \$3,834,112 to Isaac Regional Council which are recognised as receivables in these financial statements (refer to Note 12).

The current loan agreement between Isaac Regional Council and IAHT expired on 30 June 2024. Negotiations are currently underway to progress a new loan agreement. The above figures are based on the current terms that are being negotiated however are yet to be finalised.



**30 Financial instruments and financial risk management**

The Council has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk
- interest rate risk.

**Financial risk management**

The Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

Council's management approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

The Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council.

The Council's audit committee oversees how management monitors compliance with the Council's risk management policies and procedures, and reviews the adequacy of the risk managements framework in relation to the risks faced by the Council. The Council audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

The Council does not enter into derivatives.

**Credit risk**

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the Council's investments and receivables from customers.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations. The carrying amount of financial assets represents the maximum credit exposure.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar state/commonwealth bodies or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*.

The following table represents the maximum exposure to credit risk based on the carrying amounts of financial assets at the end of the reporting period

	Note	2024 \$	2023 \$
Financial assets	11	76,337,945	73,414,123
Financial receivables	12	14,655,504	21,210,364
Other credit exposure	26	2,442,780	2,312,240
		<u>93,436,229</u>	<u>96,936,727</u>

**Cash and cash equivalents**

Deposits with the QTC Cash Fund are capital guaranteed. Working Capital Facility deposits have a duration of one day and all investments are required to have a minimum credit rating of "A-", therefore the likelihood of the counterparty having capacity to meet its financial commitments is strong.

**Other financial assets**

Other investments are held with financial institutions and whilst not capital guaranteed, the likelihood of a credit failure is assessed as remote.

**Trade and other receivables**

In the case of rate receivables, the Council has the power to sell the property to recover any defaulted amounts. In effect this power protects the Council against credit risk in the case of defaults.

In other cases, the Council assesses the credit risk before providing goods or services and applies normal business credit protection procedures to minimise the risk.

By the nature of the Council's operations, there is a geographical concentration of risk in the Council's area. The local economy depends largely on agriculture and mining and due to this Council is exposed to risk associated with the often cyclical nature of these sectors.

The Council does not require collateral in respect of trade and other receivables. The Council does not have trade receivables for which no loss allowance is recognised because of collateral.

At 30 June 2024 the exposure to credit risk (prior to any allowance for expected credit losses) for trade receivables by type of counterparty was as follows:

	2024 \$	2023 \$
Rates & utility debtors	4,168,715	3,527,266
Other Debtors	4,053,064	3,361,888
Government debtors	2,212,381	8,948,272
Controlled entities	4,221,344	5,372,938
	<u>14,655,504</u>	<u>21,210,364</u>



## ISAAC REGIONAL COUNCIL

### Notes to the Financial Statements For the year ended 30 June 2024

#### Expected credit loss assessment as at 30 June 2024

As the historical loss rate observed in respect of rate and utility debtors (due to Council empowerment to sell property to recover debt as described above) is not significant, no allowance in the 2024 financial year is made for expected credit losses against these classes of receivable.

The loss allowance for expected credit losses on loans receivable from controlled entities is determined in accordance with the general approach under AASB 9, which requires the loss allowance to be measured at an amount equal to 12-month expected credit losses, unless the credit risk on these loans has increased significantly since initial recognition. No credit losses are expected on these loans receivable within the next twelve months, based on the maturity dates of the loans. Management has determined that the credit risk on these loans has not increased significantly since initial recognition.

Council uses an allowance matrix to measure the expected credit losses on other receivables from individual customers, which comprise a very large number of small balances. Council considers that the risk profile of all subcategories or "other debtors" above is similar, and accordingly assesses the allowance for expected credit losses for these receivables on a collective basis.

As the historical loss rate observed in respect of Government debtors is nil, they have been removed from the other receivables balance when applying the allowance matrix, no allowance is made for expected credit losses against this class of receivable.

Loss rates are calculated based on Council's actual credit loss experience over the past sixteen years and reflect the probability of a receivable progressing through successive stages of delinquency to write-off. Council considers debtors with an outstanding balance greater than 90 days to be in default. Loss rates are adjusted to reflect Council's expectation of future economic conditions, relative to those which prevailed over the period for which historical loss rates were determined. In determining the adjustment required to historical loss rates, Council considers macroeconomic indicators including: unemployment rate, interest rate, coal price volatility and global coal demand, population and household income statistics, and general indicators of mining activity (e.g. predicted mining projects).

2024						
Details	Not past due date	Past due 1-30 days	Past due 31-60 days	Past due 61-90 days	Past 90 days	Lifetime expected credit loss
Balance outstanding	2,772,339	54,255	3,704	8,709	1,214,057	
Expected credit loss	0.15%	0.35%	1.80%	30.00%	100.00%	
Expected credit loss allowance	4,159	190	66	2,613	1,214,057	1,221,085

2023						
Details	Not past due date	Past due 1-30 days	Past due 31-60 days	Past due 61-90 days	Past 90 days	Lifetime expected credit loss
Balance outstanding	2,083,113	570,873	645	54,333	652,924	
Expected credit loss	0.15%	0.36%	2.31%	30.00%	100.00%	
Expected credit loss allowance	3,091	2,081	15	16,300	652,924	674,411

#### Liquidity risk

Liquidity risk is the risk that the Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Council's reputation.

The Council manages its exposure to liquidity risk by maintaining sufficient cash deposits and undrawn facilities, both short and long term, to cater for unexpected volatility in cash flows.

The Council does not have any overdraft facilities at the reporting date.

#### Exposure to liquidity risk

Council is exposed to liquidity risk through its normal course of business and through its borrowings with QTC (see note 19 for contractual maturity disclosures).

#### Market risk

Market risk is the risk that changes in market indices, such as interest rates, will affect the Council's income or the value of its holdings of financial instruments.

#### Interest rate risk

The Isaac Regional Council is exposed to interest rate risk through investments with QTC and other financial institutions.

The Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

There is no reasonable possible change in interest rate that would cause a material impact to profit or equity.

## ISAAC REGIONAL COUNCIL

### Financial Statements For the year ended 30 June 2024

	2024	2023
	\$	\$

#### 31 Transactions with related parties (a) Controlled entities

Isaac Regional Council has two controlled entities. These controlled entities are not consolidated as their size and nature means that they are not material to Council's operations. All details of these entities are disclosed in note 29.

The following transactions occurred with the controlled entities:

Controlled entity	Expenses paid	
Isaac Affordable Housing Trust (IAHT)	40,266	31,784
Moranbah Early Learning Centre (MELC)	-	-
	40,266	31,784

Isaac Regional Council paid for expenses on behalf of IAHT and MELC. There are existing loans from Isaac Regional Council to both of these controlled entities (note 29) with interest being accrued on a monthly basis on both loans. The IAHT loan interest is charged at the Mortgagee's (Isaac Regional Council) banker to its customers. The MELC loan interest is charged at the lowest Queensland Treasury Corporation Borrowing Rate as at 31 March each year.

Through Council resolution (8505) interest on IAHT loan was waived up to and including December 2023. Interest waived for the financial year between July 2014 to June 2023 was \$1,126,944, with \$58,033 waived for the current period ending 31 December 2023.

For the period 27 August 2020 to 26 August 2023, a \$1 peppercorn lease exists between Isaac Regional Council and MELC for the property that the MELC is conducted from. The terms of the prior peppercorn lease will continue while negotiations for a commercial agreement are finalised.

#### (b) Key Management Personnel (KMP)

KMP include the Mayor, Councillors, Council's Chief Executive Officer and all of Council's executive leadership team.

Transactions with KMP, in the form of compensation paid, comprises:

Nature of Compensation		
Short-term employee benefits	3,287,073	3,015,545
Long-term benefits	131,301	42,739
Post-employment benefits	283,099	279,903
Termination benefits	239,645	115,000
	3,941,118	3,453,187

Detailed remuneration disclosures for KMP are provided in Council's annual report.

#### (c) Other related parties

Other related parties include the close family members of KMP and any entities controlled, or jointly controlled, by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse.

Details of transactions between Council and other related parties are disclosed below:

Employee expenses for close family members of key management personnel (wages and superannuation)	119,887	110,447
Purchase of materials and services from entities controlled by key management personnel	9,908	11,872
Grants & sponsorships paid to community organisations where key management personnel have representation	20,858	21,587
	150,653	143,906

(i) All close family members of key management personnel were employed through an arm's length process. They are paid in accordance with the Award for the job they perform.

(ii) Materials and Services purchased from entities controlled by key management personnel were at arms length and in the normal course of Council's operations.

#### (d) Outstanding balances

There were no material outstanding balances at the end of the reporting period in relation to receivables and payables transactions with related parties.

#### (e) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of Council live and operate within the Isaac Regional Council. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates
- Using the Council's public swimming pool after paying the normal fee
- Dog registration
- Borrowing books from a Council library

Council has not included these types of transaction in its disclosure, where they are made on the same terms and conditions available to the general public.



ISAAC REGIONAL COUNCIL

FINANCIAL STATEMENTS

For the year ended 30 June 2024

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MANAGEMENT CERTIFICATE

For the year ended 30 June 2024

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 35, 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 Kelly Vea Vea

Date: 12 / 10 / 24 .

  
\_\_\_\_\_  
Chief Executive Officer

Name: Mr Cale Dendle

Date: 11 / 10 / 2024 .

## INDEPENDENT AUDITOR'S REPORT

To the councillors of Isaac Regional Council

### Report on the audit of the financial report

#### Opinion

I have audited the financial report of Isaac Regional Council.

The financial report comprises the statement of financial position as at 30 June 2024, 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 material accounting policy information and the certificate given by the Mayor and Chief Executive Officer.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2024, and of its financial performance for the year then ended; and
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

#### Basis for opinion

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

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

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

#### Other information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2024, but does not include the financial report and our auditor's report thereon.

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2024 was the current year financial sustainability statement, current year financial sustainability statement - contextual ratios and long-term financial sustainability statement.



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

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

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

#### **Responsibilities of the councillors for the financial report**

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

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

#### **Auditor's responsibilities for the audit of the financial report**

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

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

[https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of my auditor's report.

#### **Report on other legal and regulatory requirements**

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2024:

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

### **Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, and the *Local Government Regulation 2012*. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



Lisa Fraser  
as delegate of the Auditor-General

16 October 2024

Queensland Audit Office  
Brisbane

ISAAC REGIONAL COUNCIL

Current Year Financial Sustainability Statement  
For the year ended 30 June 2024

Audited ratios

Type	Measure	Target (Tier 4)	Actual Current Year	5-Year Average
Liquidity	Unrestricted cash expense cover ratio	Greater than 4 months	4.4 months	N/A
Operating Performance	Operating surplus ratio	Greater than 0%	-8.10%	0.30%
	Operating cash ratio	Greater than 0%	19.75%	25.77%
Asset Management	Asset sustainability ratio	Greater than 80%	84.04%	88.71%
	Asset consumption ratio	Greater than 60%	66.33%	68.23%
Debt Servicing Capacity	Leverage ratio	0 - 3 times	0.96 times	0.73 times

Note 1 - basis of preparation

The current year financial sustainability statement is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the 6 reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2024.

Certificate of Accuracy  
Current Year Financial Sustainability Statement (audited ratios)  
For the year ended 30 June 2024

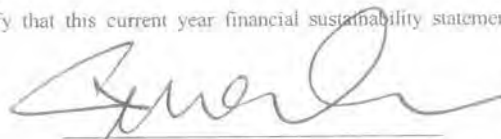
This current year financial sustainability statement has been prepared pursuant to Section 178 of the Local Government Regulation 2012 (the regulation).

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

  
Mayor

Name: Cr Kelly Vea Vea

Date: 12 / 10 / 24.

  
Chief Executive Officer

Name: Mr Cale Dendle

Date: 11 / 10 / 2024



## INDEPENDENT AUDITOR'S REPORT

To the Councillors of Isaac Regional Council

### Report on the Current Year Financial Sustainability Statement

#### Opinion

I have audited the accompanying current year financial sustainability statement of Isaac Regional Council for the year ended 30 June 2024, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Isaac Regional Council for the year ended 30 June 2024 has been accurately calculated.

#### Basis of opinion

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

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

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

#### Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

#### Other Information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2024, but does not include the financial sustainability statement and our auditor's report thereon.

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2024 was the general-purpose financial statements, current year financial sustainability statement - contextual ratios, and the long-term financial sustainability statement.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.



However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general-purpose financial report.

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

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

**Responsibilities of the councillors for the current year financial sustainability statement**

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

**Auditor's responsibilities for the audit of the current year financial sustainability statement**

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

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

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

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

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



Lisa Fraser  
as delegate of the Auditor-General

16 October 2024

Queensland Audit Office  
Brisbane

ISAAC REGIONAL COUNCIL

Current Year Financial Sustainability Statement  
For the year ended 30 June 2024

Unaudited contextual ratios

Type	Measure	Target (Tier 4)	Actual Current Year	5-Year Average
Financial Capacity	Council-controlled revenue*	N/A	87.73%	82.42%
	Population growth*	N/A	0.35%	1.25%

Note 1 - basis of preparation

The current year financial sustainability statement - Contextual Ratios is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the 2 reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2024.

Certificate of Accuracy  
Current Year Financial Sustainability Statement (contextual ratios - unaudited)  
For the year ended 30 June 2024

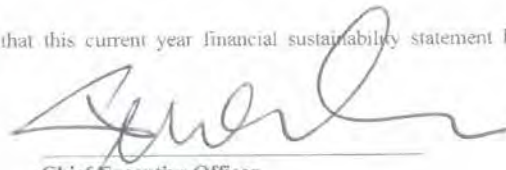
This current year financial sustainability statement has been prepared pursuant to Section 178 of the Local Government Regulation 2012 (the regulation).

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

  
Mayor

Name: Cr Kelly Vea Vea

Date: 12 / 10 / 24

  
Chief Executive Officer

Name: Mr Cale Dendle

Date: 11 / 10 / 2024



ISAAC REGIONAL COUNCIL

Unaudited Long-Term Financial Sustainability Statement  
Prepared as at 30 June 2024

Council's performance at 30 June 2024 against key financial ratios:

Type	Measure	Target (Tier 4)	Actual current year	30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029	30 June 2030	30 June 2031	30 June 2032	30 June 2033
Financial Capacity	Council-Controlled Revenue	N/A	87.73%	85.03%	85.71%	86.14%	86.45%	86.53%	86.65%	86.76%	86.88%	87.00%
	Population Growth	N/A	0.35%	0.06%	0.06%	0.05%	0.58%	0.58%	0.58%	0.58%	0.54%	0.64%
Operating Performance	Operating Surplus Ratio	Greater than 0%	-8.10%	0.92%	1.33%	1.57%	2.72%	2.49%	2.35%	2.27%	2.18%	1.71%
	Operating Cash Ratio	Greater than 0%	19.75%	24.13%	24.09%	23.92%	24.92%	24.48%	24.09%	23.77%	23.44%	22.72%
Asset Management	Asset Sustainability Ratio	Greater than 80%	84.04%	91.78%	72.20%	98.65%	104.47%	103.70%	103.58%	103.46%	103.35%	103.23%
	Asset Consumption Ratio	Greater than 60%	66.33%	66.48%	65.81%	64.86%	63.92%	62.97%	62.04%	61.12%	60.21%	59.30%
Debt Servicing Capacity	Leverage Ratio	0 – 3 times	0.96 times	0.74 times	0.66 times	0.58 times	0.48 times	0.42 times	0.35 times	0.28 times	0.22 times	0.17 times

Financial Management Strategy

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Certificate of Accuracy

For the long-term financial sustainability statement prepared as at 30 June 2024

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 Kelly Vea Vea

Date: 12/10/24

  
Chief Executive Officer

Name: Mr Cale Dendle

Date: 11/10/2024





# ANNUAL REPORT

*the highlights*

2023-2024  
ISAAC REGIONAL COUNCIL

# OUR 2023-2024 ISAAC CHAPTER CELEBRATED

Our 17 unique communities, each contribute to the vibrant and diverse character of the Isaac region.

From modern mining towns to historical, coastal, and rural areas, we are united in our commitment to a prosperous, inclusive, and sustainable future.

Reflecting on the past year, the resilience and determination have been truly inspiring in our communities.

Cost-of-living and housing challenges are front of mind but it has also reinstated our commitment to sustainable communities and their futures.

Our advocacy efforts bore fruit with the passage of the Mineral Resources (Glenden) Act, securing Glenden's future and ensuring sustainable community integration.

We completed 20-year plans to shape the future for Nebo Showgrounds and Theresa Creek Dam to boost agricultural and tourism industries.

More than \$60 million from state and federal funding will help build major infrastructure projects like the Philips Creek Bridge replacement, Isaac Resources Excellence Precinct and Isaac Country Universities Centre.

These are all vital for our mining, freight and agricultural industries that not only power our region but the rest of Queensland.

Through our partnerships in Queensland Beef Corridors, an incredible highlight is a bi-partisan commitment from all levels of government, securing \$500 million.

Together, we continue to forge a sustainable and prosperous future for all.

The extraordinary progress outlined in this report is a testament to the coordinated leadership of my fellow councillors – past and present, our executive, and everyone within the Isaac Regional Council team.

We look forward to another year of working alongside our community to shape a thriving and resilient region.



**MAYOR KELLY VEA VEA**  
ISAAC REGIONAL COUNCIL



The Isaac region is huge!

**58,709 sq km**

Spanning from the coast to the coalfields  
That is 25 times the size of the ACT!

CARMILA  
CLAIRVIEW  
CLARKE CREEK  
**CLERMONT**  
**DYSART**  
FLAGGY ROCK  
**GLENDEN**  
GREENHILL  
ILBILBIE  
KILCUMMIN  
MACKENZIE RIVER  
**MIDDLEMOUNT**  
MISTAKE CREEK  
**MORANBAH**  
**NEBO**  
**ST LAWRENCE**  
VALKYRIE



**OUR ISAAC REGION IS  
DELIVERING MORE FOR  
QUEENSLAND'S ECONOMY**

**Our 400 employees service 17 unique communities**  
Modern mining, historical, coastal and rural towns


Council supports a **population of 33,566**, the majority of whom work and choose to live within the region, enjoying its benefits with **nearly 2,000 small to medium businesses** registered.


The mining industry, specifically coal mining, is a key driver of the Isaac region's economy.


Our region generated an estimated **\$13.1 billion value added**. Mining is the largest industry employer generating 13,071 jobs in the mining sector.


# WHAT WE'VE DELIVERED





 Maintaining 19 community facilities


 Registering 2,002 dogs


 Managing Clermont aerodrome where 456 planes land


 Managing six wastewater treatment plants

 Maintaining more than 7,800 sewage connections to service nearly 19,000 consumers


 Delivering more than 4,800 megalitres of fresh water to over 18,600 consumers


 Managing eight water treatment plants


 Managing nearly 35,000 tonnes to landfill


 Managing nine waste management facilities


 101 contracts awarded


 Emptying more than 780,000 bins a year


 Maintains a 4,500km road network and 217km footpaths


 Nearly 72,000 visits to 8 pools


 Running eight community hubs, answering more than 87,000 requests

 Over 70,000 print, audio and eBooks loaned


 More than 46,200 visitors to Isaac Libraries


 Over 66,200 head of cattle processed at J.R.Turner Saleyards, Clermont


 Booked 19,645 people that stayed 8,770 nights at Theresa Creek Dam


 More than 260 hectares mowed across 85 open spaces


 36 playgrounds maintained


 Nearly \$440,000 awarded through Isaac Community Grants

 76 community events delivered and supported


 \$45,000 awarded to deliver 55 arts and cultural workshops

 Nearly \$876,400 loaded onto Shop Isaac cards and 111 businesses signed up since 2020

 Collected nearly 28 tonnes from the Domestic Waste Amnesty Days

 141 food business inspections

 78 development applications received

 192 plumbing inspections, 241 backflow tests and 138 trade waste audits



# OUR PEOPLE

We are committed to recognising the long and valued service of its people. Council celebrated with employees who reached milestones of 5, 10, 15, 20, 25, 35 and 45 years of service.

Council's longest serving employees between them shared 120 years of dedicated service. In 2023-24, we recognised:



Truck driver  
Gary Jenkinson



Saleyard and Showgrounds  
Team Leader Jane Shelvey



Land Protection Officer  
Michelle Ross



Overseer Darryl Shield  
Page 429



Water and Wastewater  
Operator Rosario Scharf



# OUR REPORT CARD

The following provides a snapshot of how we performed in our projects and activities in 2023-24:



## communities

- ✓ Disaster Management Plans: Review, update, and implement plans and sub-plans.
- ✓ Aquatic Centres: Regular audits to ensure efficient operations and customer service focus.
- ✓ Community Arts and Culture: Support initiatives that empower communities to celebrate their stories, cultures, and identities.
- ✓ Nebo Showgrounds: Deliver Stage 1 projects per Australian Government funding agreement.
- ✓ Theresa Creek Dam: Develop the concept plan.
- ✗ Community Hubs: Complete detailed site designs for Dysart and St Lawrence to integrate library and customer services.
- ✗ Youth Needs: Identify and respond to youth unmet needs based on snapshot findings.



## economy

- ✓ Climate Change Response Policy Framework: Implementation.
- ✓ Emergency exercise: Engaged consultant to address internal and disaster management arrangements.
- ✗ Social Infrastructure Strategy: Adopt guideline, procedure and processes.
- ✗ Organisational policies: Develop and implement to support our people.



## environment

- ✓ Isaac Tourism Trail: Develop the Strategic Plan.
- ✗ Biosecurity Strategy: Finalise for 2024-2027.



## infrastructure

- ✓ Mature Trees Audit: Develop and implement audit process.
- ✓ Unsealed Roads Program: Develop and deliver gravel re-sheeting program.
- ✓ Sealed Roads Program: Develop and deliver.
- ✓ Road Maintenance Contracts: Enter into and successfully complete Department of Transport and Main Roads program.
- ✓ Lighting Infrastructure: Develop a prioritised works program and upgrade lighting infrastructure in regional parks, sporting fields, and precincts.
- ✓ Floodways Construction: Through the Queensland Government's Transport Infrastructure Development Scheme.
- ✓ Meter Reading Plan: Finalise the 3-year Strategic Plan.
- ✗ Water and Wastewater Study: Undertake a Optimisation Study for Glenden.



## governance

- ✓ Capital Replacement Program: For facilities, fleet, and plant.
- ✓ Corporate Website: Enhance Council's Corporate platform.
- ✓ Business Continuity Planning: Review and update
- ✓ TechOne Platform Uplift: Transition and rebuild the existing platform with phase one by uploading data to the cloud.
- ✗ Asset Management Plans: Implement the strategic plan and supporting management plans.
- ✗ Telecommunications Leases: Execute Water and Waste Telecommunications leases.
- ✗ Risk Management: Review and update framework and processes.
- ✗ TechOne Module Implementation: Transition and rebuild the existing platform with commencement of module implementation.



# OUR FINANCIAL SNAPSHOT



\$143.6 million  
total revenue



\$1.3 billion  
total assets



\$146.8 million  
total expenses



\$84.5 million  
total liabilities



\$7.8 million  
total rates discounts



\$1.6 billion  
total community wealth



scan QR code for comprehensive financial reporting

# OUR HIGHLIGHTS

JULY 2023

INTERIM CEO  
APPOINTED  
Ken Gouldthorp  
appointed for  
12 months

AUGUST 2023

GLENDEN  
ENSHRINED INTO  
LAW  
Workforce integration  
within Glenden by  
March 2029

AUGUST 2023

NEBO  
SHOWGROUNDS  
MASTER PLAN  
ENDORSED  
enabling Federal  
Government funding  
for initial stage



SEPTEMBER 2023

ALL STARS  
SHINE BRIGHT  
League match  
attracts thousands in  
Moranbah

OCTOBER 2023

**PHILLIPS  
CREEK BRIDGE  
FUNDING  
CONFIRMED**

Australian  
Government  
confirms  
\$14.4 million



OCTOBER 2023

**COUNCIL  
MOTIONS  
PASSED AT LGAQ**

Support for social  
infrastructure,  
legislative reform,  
and regional health  
services

DECEMBER 2023

**SUN SETS  
ON COUNCIL  
CAREER**

Mayor Anne Baker  
announces retirement  
from local government  
as Mayor



JANUARY 2024

**ISAAC RESOURCES  
CENTRE OF  
EXCELLENCE  
PRECINCT**

\$40 million confirmed  
from Queensland  
Government

JANUARY 2024

**ISAAC  
CELEBRATES  
AUSTRALIA DAY  
COMMUNITY  
HEROES**

Amanda Raymond,  
Ciara Storch, and  
Clermont Wombat  
Festival win awards



JANUARY 2024

**OUTBACK TOURISM  
GEM PLAN**

Council endorsed Concept  
Development Plan for  
Theresa Creek Dam

FEBRUARY 2024

**NEW HOUSING DEAL**

Vitrinite agrees to  
increase housing stock

APRIL 2024

**NEW ERA FOR ISAAC**

Newly elected Council, led by Mayor Kelly Vea Vea.



APRIL 2024

**ISAAC COUNTRY  
UNIVERSITIES  
CENTRE**

\$2 million from  
Queensland  
Government for  
Clermont and  
Moranbah.

MAY 2024

**MAJOR  
MILESTONE  
FOR BEEF  
CORRIDORS**

\$400 million secured  
from Australian  
Government

JUNE 2024

**NEW  
PERMANENT  
CEO APPOINTED**

Cale Dendle  
brings 33+ years of  
local government  
experience

JUNE 2024

**\$55.5 MILLION  
CAPITAL  
WORKS BUDGET  
ADOPTED**  
\$25.5 million  
allocated to road  
network

JUNE 2024

**WETLANDS  
WEEKEND A  
SUCCESS**  
3,000 tickets  
sold for St Lawrence  
tourism event



scan QR code  
to find out more  
on our new  
Councillors.



## VISIT US IN PERSON

### Clermont Office

21 Daintree Street CLERMONT QLD 4721

### Dysart Office

18 Shannon Crescent DYSART QLD 4745

### Glenden Office

Town Shopping Centre

17-27 Perry Drive GLENDEN QLD 4743

### Middlemount Office

11 Carter Place MIDDLEMOUNT QLD 4746

### Moranbah Office

Grosvenor Complex

1 Batchelor Parade MORANBAH QLD 4744

### Nebo Office

14 Reynolds Street NEBO QLD 4742

### St Lawrence Office


36 Macartney Street ST LAWRENCE QLD 4707

## OTHER WAYS TO CONTACT US

 **1300 ISAACS (1300 47 22 27)**

 [isaac.qld.gov.au](https://isaac.qld.gov.au)

 PO Box 97 MORANBAH Q 4744

 [records@isaac.qld.gov.au](mailto:records@isaac.qld.gov.au)

## FOLLOW US



scan the QR code for the full 2023-2024 Annual Report

## MEETING DETAILS

**Corporate, Governance and Financial Services**

**Standing Committee Meeting**

Wednesday 20 November 2024

## AUTHOR

Jessica Bugeja

## AUTHOR POSITION

Research and Policy Advisor

5.11

## MAJOR PROJECTS MEETING MONTHLY REPORT

## EXECUTIVE SUMMARY

This report is provided to update Council on the newly created Major Project's Team and the changing status of major projects across Isaac.

## OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Notes the updates on Major Projects across Isaac**
- 2. Receives the in-progress Major Projects Spreadsheet on the status of all known projects in the region.**

## BACKGROUND

An inter-departmental Major Projects Team has recently been created to consolidate knowledge of major resource and renewable projects occurring in Isaac. The team aims to corral project information from Council's multiple entry points to ensure everyone in the team is aware of quickly changing status of projects throughout the region.

To assist with the tracking of projects and information, a major projects spreadsheet has been developed. The spreadsheet is still in its infancy, and collecting master data on known existing and emerging projects is the priority. Master data includes project location, type, capacity, value, workforce (construction and operation), commissioning and decommissioning dates, proponent/owner, approval pathways, project status, link to approval documentation and proponent contacts.

Once fully established, the spreadsheet will provide a monthly snapshot on each project's status, project changes, notes on recent and upcoming engagement/consultations as well as documenting emerging issues. The spreadsheet will also help Council filter projects by similar size and values to help advocate for consistent conditioning and legacy investment.

Since the Major Project Team's inception, two project meetings have occurred. The first, held on 1 October, was an opportunity for the Major Project's Team to set the structure, process and standing agenda of meetings. The second was held on 5 November and meeting focussed on project updates.

The following is a summary of project updates for Council's consideration:

## Project Updates

Project Name	Proponent	Status Change	Description/Notes
<b>Croydon Solar Farm</b>	ACE Energy	New project >Pre-lodgement	The proposal includes a 750 MW solar farm, a 500 MW BESS facility and a substation, connecting to the existing 275 KV transmission line between Broadsound and Nebo
<b>Nebo Battery Energy Storage System</b>	ACE Energy	Pre-lodgement > <b>Under Assessment</b>	the Battery Energy Storage System proposed by ACE Energy in Nebo is now <i>Under Assessment</i>
<b>Pioneer-Burdeking Pumped Hydro Project</b>	Queensland Hydro	<b>Cancelled</b>	Although this project is located in the Mackay region, it has been cancelled by the newly elected Queensland Liberal National Party.  This may place further emphasis on the <i>in-region Capricorn Pumped Hydroelectric Energy Storage and Transmission Project</i> .
<b>Stanmore Gas Fired Power Station</b>	Stanmore	Pre-lodgement > <b>Under Assessment</b>	The proposal including a 20MW gas-fired power station in Coppabella is now <i>Under Assessment</i> .

## Recent proponent engagement

Date	Project	Proponent	Notes
6.11.24	Croydon Solar Farm	Spiire (Planners representing ACE)	Council's planning team had a pre-lodgement meeting with Spiire – property and infrastructure consultants – representing ACE Energy's Croydon Solar Farm Project

## Upcoming proponent engagement

Date	Time & Location	Name	Details
26.11.24	3-4pm Moranbah Council Chambers	ACEN – Moranbah Hybrid Energy Project Met Mast	ACEN will be presenting to Council on 26 November regarding their Met Mast Application, located near the Peak Ranges.  This is one of two met masts proposed in the same area and if successful, will likely develop into a wind-farm. It is anticipated that a wind farm in this location will likely result in community opposition due to impacts to visual amenity and potential agricultural disruption. Early engagement with Council has been encouraged to build rapport, as once it progresses past

			met-mast stage, approvals are deferred to State and Federal Governments.
28.11.24	8:30am-5pm Nebo Memorial Hall.	Queensland Community Renewables Forum	<p>Queensland Community Renewables Forums provide an early opportunity for locals to hear about upcoming developments and build a shared understanding of the benefits from these projects as well as the ways in which impacts will be managed.</p> <p>The Forum serves as a vital platform for connecting the renewable energy industry with regional communities, focusing on the “Why,” “What,” and “How” of renewable energy development. Supported by State and Local Governments, as well as the agriculture, resources, and conservation sectors, the Forum aims to:</p> <ul style="list-style-type: none"> <li>• Enhance support and coordination within the renewable energy industry through clear information sharing.</li> <li>• Supporting shared understanding and collaborative problem-solving among all stakeholders in the energy transition.</li> <li>• Build lasting, trust-based relationships between the industry and local communities.</li> </ul>

## Other Actions

Other actions of note from the Major Project meetings include:

- The Major Project Teams will be working collaboratively to develop a range of support resources and tools to better assist IRC in consistent engagement with major project proponents.
- Liveability and Sustainability team will now extend invitations to Economy and Prosperity and Advocacy and External Affairs to attend pre-lodgement meetings with proponents.
- Council has been successful in its funding to the Queensland Council Energy Partnerships Program for a new position – Renewable Energy Coordinator – to help oversee the coordination of engagement with renewable proponents.

## IMPLICATIONS

There are no implications directly associated with this report. There are minor ongoing financial implications for staff's time when participating in monthly Major Projects Team meetings.

## CONSULTATION

Consultation with the Major Projects Team including:

- Cr Division 7
- Chief Executive Officer



- 
- Director Engineering and Infrastructure
  - Director Water and Waste
  - Director Corporate Governance and Financial Services
  - Executive Manager Advocacy and External Affairs
  - Manager Liveability and Sustainability
  - Manager Economy and Prosperity
  - Manager of Galilee and Bowen Basin Operations
  - Manager of Strategic Policy and Projects
  - Economic and Business Resilience Coordinator

## BASIS FOR RECOMMENDATION

The basis for recommendation is to better inform the Council of Major Project development across the region.

## ACTION ACCOUNTABILITY

- Research and Policy Advisor as Major Project Team Secretariat and Major Project Spreadsheet maintenance.
- Major Projects Team as ongoing participants and contributors.

## KEY MESSAGES

Nil

<b>Report prepared by:</b>	<b>Report authorised by:</b>
JESSICA BUGEJA	CALE DENDLE
<b>Research and Policy Advisor</b>	<b>Chief Executive Officer</b>
Date: 11 November 2024	Date: 12 November 2024

## ATTACHMENTS

- CONFIDENTIAL Attachment 1 - Major Resource Projects Spreadsheet – ***Attachment sent by separate email***

## REFERENCE DOCUMENT

- Nil

MEETING DETAILS	Corporate, Governance and Financial Services
	Standing Committee Meeting
	Wednesday 20 November 2024
AUTHOR	Jessica Bugeja
AUTHOR POSITION	Research and Policy Advisor

5.12

AMENDED DRAFT ISAAC CORPORATE PLAN 2023 - 2028

EXECUTIVE SUMMARY

The purpose of this report is to present the amended draft Isaac Corporate Plan 2023 – 2028 for adoption in accordance with the *Local Government Act 2009*.

OFFICER’S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Rescind the Isaac Community-Corporate Plan 2023-2028.***
- 2. In accordance with sections 165 and 166 of the Local Government Regulation 2012, adopts the amended Isaac Corporate Plan 2023-2028 to supersede the Community-Corporate Plan 2023-2028.***

BACKGROUND

All local governments in Queensland are required to develop a Corporate Plan under the *Local Government Act 2009* and the *Local Government Regulation 2012*.

In August 2023, Isaac Regional Council endorsed the Isaac Community-Corporate Plan 2023-2028 after extensive consultations. Following the Local Government Elections in March 2024, the new Council reviewed the plan. The Community-Corporate Plan, which was only approved for a 5-year period, was designed a medium-to-long-term (5-20 years) document. Council wanted to simplify the Plan to enhance its functionality for staff.

The amended Corporate Plan 2023-2028 honours feedback from the original community consultation conducted in 2023, but includes the following changes:

- a) A return to a 5-year outlook
- b) Moving each theme’s commentary to a separate Thematic Summary Report
- c) Simplification and consolidation on some of the priorities
- d) Improved key performance indicators.

The revision process included two (2) workshops with Councillors and the Elected Leadership Team with two (2) follow up opportunities for all staff to provide feedback on the amended Corporate Plan. The final amended Isaac Corporate Plan 2023-2028 is the culmination of all the engagement to-date.

## IMPLICATIONS

The Isaac Community-Corporate Plan is a statutory requirement under the Local Government Act 2009 and the Local Government Regulation 2012. As per section 165 of the Local Government Regulation 2012, a local government may, by resolution, amend its 5-year corporate plan at any time.

Adopting the amended Corporate Plan ensures Council continues to meet its statutory obligations under the Act and Regulation.

Once adopted the Isaac Corporate Plan will supersede *Isaac Community-Corporate Plan*. The new Isaac Corporate Plan will become the leading strategic document for Council for the next four years directly informing future budgets, resources, and service levels. Ultimately the degree by which this plan implicates these areas of the business are determined by Council.

## CONSULTATION

Consultation for the amended Corporate Plan were split across two main engagement periods.

An initial Councillor workshop was held on 11 September 2024. Early feedback from Councillors were made to the plan and this was sent out to Councillors and all staff for feedback for 16 days.

Feedback received during this period was incorporated into the plan and presented back to Council at a second workshop on 9 October 2024. Further guidance was received at this workshop and the amended Corporate Plan was again sent out for final feedback. This second consultation period was sent out to Councillors and all staff with 21 days to respond.

Feedback from staff was overall positive, and mostly highlighted inconsistency in language/terminology, recommendations for small amendments in priorities, and the fact-checking of supporting services and strategies.

However, feedback was raised by one concerned staff member regarding Council's asset management (shared with approval):

*"Asset management requires stewardship, which needs to be cultivated as a core organizational value. By nature, our work often goes unnoticed until something fails. While it's worthwhile to prioritize scheduling in cases of conflicting priorities within Operational Works, Capital Works, and external demands, such cases should remain limited. Elevating schedule adherence as a top priority risks compromising essential aspects such as safety, compliance, and quality—areas where our council's work standards are already under strain. Publicly declaring this priority shift could signal a lowered commitment to these standards, particularly in areas like building works, roadwork, landfill works, and plant works, where shortcuts would yield quicker results but compromise quality and compliance, setting a concerning precedent for the region."*

Again, these suggestions have been incorporated where possible and reasonable to do so to form the final amended Corporate Plan for consideration, however this feedback may require further consideration from Council.

## BASIS FOR RECOMMENDATION

The Plan is a statutory requirement under the *Local Government Act (2009)* and the *Local Government Regulation (2012)*. As per section 165 of the Local Government Regulation 2012, a local government may, by resolution, amend its 5-year corporate plan at any time.

## ACTION ACCOUNTABILITY

The Chief Executive Officer will be responsible for:

- Progressing the implementation of the 5-year corporate plan;
- Ensuring the local government discharges its responsibilities in a way that is consistent with its 5-year corporate plan;
- Assessment of the local government's progress towards implementing its 5-year corporate plan.

## KEY MESSAGES

Five-year Corporate Plans are a statutory requirement under the *Local Government Act 2009* and the *Local Government Regulation 2012*.

Council undertook a review of the Isaac Community-Corporate Plans 2023-2028.

Council has amended the Community-Corporate Plan to enhance its functionality for staff.

The amended plan honours feedback from the extensive community consultation undertaken in 2023.

The amended Corporate Plan sets the organisation's strategic direction and informs budgetary and other resourcing decisions for the next four years.

### Report prepared by:

JESSICA BUGEJA  
**Research and Policy Advisor**

Date: 11 November 2024

### Report authorised by:

CALE DENDLE  
**Chief Executive Officer**

Date: 12 November 2024

## ATTACHMENTS

- Attachment 1 – Final amended Isaac Corporate Plan 2023-2028
- Attachment 2 – Thematic Summary Report – Isaac Corporate Plan 2023-2028

## REFERENCE DOCUMENT

- Nil





### Acknowledgement to Traditional Custodians

We acknowledge the Koinjmal, Widi, Birriah, Barada Kabalbara Yetimarala, Jangga, Barada Barna, Western Kangoululu and Wirdi Peoples as the Traditional Custodians of the lands and waters throughout the Isaac region and their enduring cultural connection to country and community. We pay our respect to the Elders past, present and emerging for they hold the stories, culture and traditions of Aboriginal and Torres Strait Islander Peoples. Our relationship with Traditional Custodians and First Peoples will shape a shared future that celebrates the history and culture of our First Peoples as the foundation of our region's collective identity.

### Reconciliation Statement

We are committed to reconciliation and working in partnership with Traditional Custodians and First Peoples to shape a shared future for the benefit of all communities within our region and beyond.

Council's First Nations Engagement Framework and the development of our first 'Innovate' Reconciliation Action Plan is underway. These plans, in collaboration with our First Peoples communities, will foster a better understanding of their priorities for our shared future. It will also aim to improve Council's capacity to deliver positive outcomes for the communities of our First Peoples by acting as a foundation for respectful relationships, stronger partnerships, and meaningful opportunities.

We recognise that reconciliation is a journey and will require leadership to ensure our relationships and planning are culturally informed. These documents demonstrate our commitment to reconciliation as well as our intent to integrate this ethos across our strategic planning documents and the delivery of our programs, projects, and services

We plan for a better tomorrow, together

Your elected Representatives

Message from the Mayor – to be written by BMC with Mayor Veale.

Terry O'Neill, Division 1

- Mayor

Verniece Russell, Division 2

Melissa Westcott, Division 3

Simon West, Division 4

Alaina Earl, Division 5

Jane Pickels, Deputy Mayor,

Rachel Anderson, Division 7

Viv Coleman, Division 8

Contents

TBD



## Council's Vision, Goal and Values

More than ever, local governments across Queensland are being stretched to operate outside of the traditional “roads, rates, and rubbish”. Our role as community leaders has permanently shifted. It requires us to dig beneath the surface and understand complex issues and develop innovative answers to not just local problems, but regional, national and global trends and emerging pressures.

We're constantly pursuing long-term sustainable futures for Isaac's communities. To secure a prosperous future for all, we vow to help each of our communities navigate their own unique set of needs, challenges and opportunities. At Isaac, the how matters and this is reflected in our organisation's values. We aim to epitomise these values and ensure they're reflected in everything we do.

This document, Isaac's Corporate Plan informs how we intend to lead, plan, and deliver community and Council priorities over the next five years and beyond.

## Our Vision

A region that feeds, powers and builds communities, now and for the future.

## Our Goal

To pursue long-term sustainable futures for Isaac's communities

## Our Values

**COMMUNITY FOCUS** – We engage and communicate authentically with all Isaac communities to understand both their common and specific needs. We will continuously improve how we address those needs to help future-proof our region.

**CARING** - We are committed to working safely and caring for the safety and wellbeing of our people and communities. We believe that people matter.

**TEAMWORK** - We expect respectful relationship in our work together, to achieve. We cultivate commitment through shared purpose, to create value.

**POSITIVE WORK ETHIC** – We do our best every day to have pride and enjoyment in our work. We display accountability, transparency, procedural consistency and integrity. We seek the highest practical outcomes in everything we do. We practice the knowledge that how we do things is just as important as what we do.

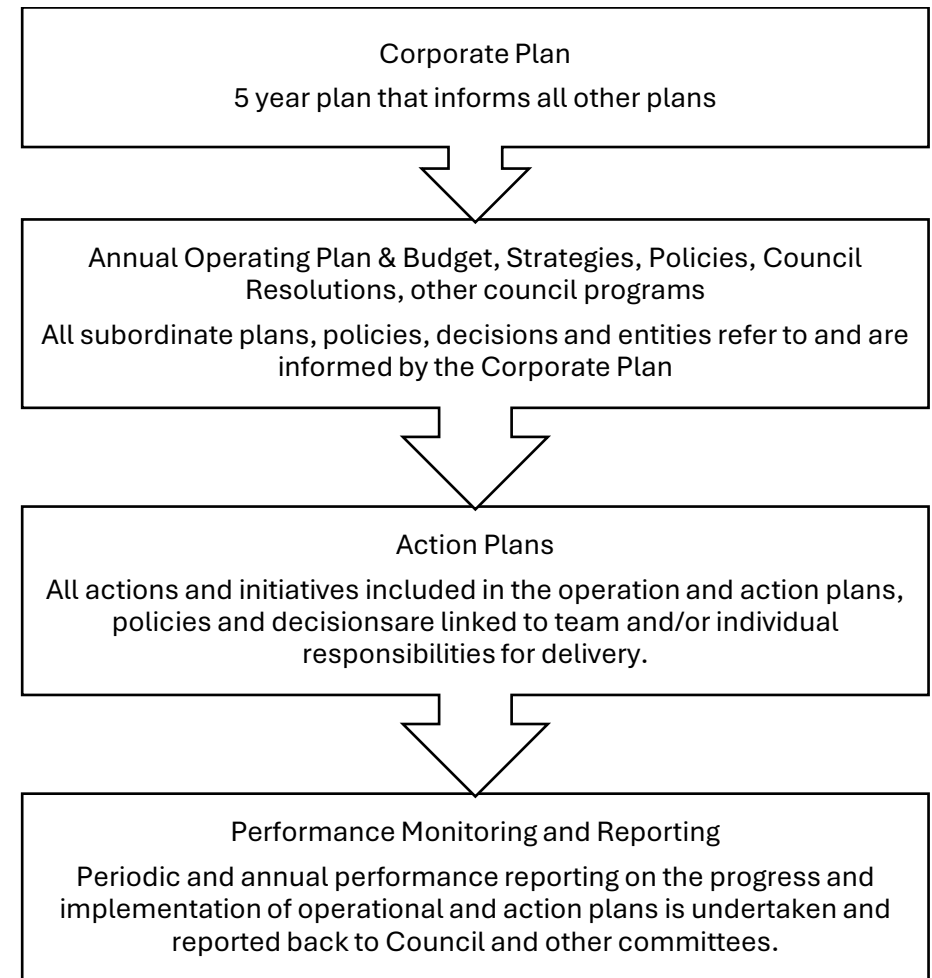
At Isaac, the how matters... but we start with why.

## Corporate Plan

The Corporate Plan sets the 5-year priorities for our region, helping Council decide on operations and budgets. The plan has been structured around six strategic themes:



## Our Strategic Planning Framework



An in-depth summary of each of these themes can be found in the Thematic Summary Report – Isaac Corporate Plan 2023-2028.

## Achieving our Plan

We undertake a range of roles and functions to support the needs and aspirations of our communities and achieve our Corporate Plan.

Deliver	Plan, deliver and fund services and projects.
Facilitate	Assist others to undertake activities by bringing interested parties together
Partner	Work with other stakeholders to achieve shared goals
Educate	Share learning to support broader understanding and action
Advocate	Promote the interest of the community to influence decision makers
Regulate	Regulate activities through law and legislation

Our communities and other stakeholders such as government agencies, business partners and community groups also play a significant role in supporting, influencing, and achieving our Plan.

We encourage all members of the community to consider how they can have an impact and help influence a progressive future for Isaac. Ways you can help are identified in each theme of this plan.

## How will we measure our success?

**Annual Operating Plan:** Each year, Council adopts an operational plan. It captures key deliverables in that year based on the Corporate Plan's goals and short-term priorities. The annual report supports our annual budget process.

**Annual Report:** At the conclusion of each financial year, we produce a detailed annual report that reviews our performance and achievements. The annual report provides our community with concise operational and financial information about our performance against the priorities and service delivery commitments set out in the corporate and operational plans.

**Quarterly Performance Report:** Every three months, a quarterly performance report is prepared and presented to Council by the Chief Executive Officer. This report outlines performance and progress on priorities identified in the corporate plan as well as organisational performance.

**Council reports:** Over the life of the plan, additional progress reports may be submitted to Council detailing specific achievements against the Corporate Plan.

**Biennial Surveys:** Council conducts both a Community Satisfaction and Isaac Quality of Life Survey which are alternated every two years. The information gathered from these surveys help us track progress and align our service delivery with the needs and aspirations of our communities.

**Other:** There will be instances where Council will not have primary responsibility or control over delivery and outcomes. Instead, Council may have shared responsibility or may influence outcomes. These may be reflected against other reporting mechanisms.

## LEADING AND ENABLING

### OUR 1-5-YEAR PRIORITIES

1. We will continue to create and build-upon strong and respectful relationships with our First Peoples, communities, all levels of government and industry.
2. We will actively monitor, plan and advocate for the progressive futures of our communities.
3. We will focus on presenting compelling propositions to all tiers of government and the services sector, to prioritise investment in our region that fulfills the needs of our communities.
4. We will embed climate-related risks, uncertainties and adaptation requirements into our strategies, policies, procedures, and decision-making.
5. We will continue to develop the capability of Council, its people and technology, so it is responsive to the changing nature of work and ongoing needs of the community.
6. We will continue to support responsive, agile, and flexible work practices that meet our productivity requirements.

Our measures of success will be:

1. The majority of residents agree Council is managing the region well.
2. The majority of staff feel valued, appreciated and report good levels of job satisfaction.
3. Improved effectiveness of advocacy activities and attracting investment into key infrastructure and services.

### Supporting strategies

- First Nations Engagement Framework
- Reconciliation Action Plan
- Social Sustainability Policy Framework
- Climate Change Policy Framework

### Supporting Council Services

- Office of the Mayor and CEO
- Advocacy & external affairs
- People capability and organisational development
- Media and communication



## ENGAGED COMMUNITIES

### 1-5-YEAR PRIORITIES

1. We will advocate for the provision of essential services including housing, childcare and aged care, disability and youth services, and healthcare including mental health and allied health within the region.
2. We will support our communities to help themselves so that people and places are responsive, connected, cared for and safe.
3. We will continue to improve our neighbourhoods and community assets, so they are inclusive, fit-for- purpose, accessible, and adaptable.
4. We will embed effective and genuine community consultation processes across the organisation to enable participation, engagement, and collaboration.
5. We will support residents and visitors to activate assets which enable participation in an array of recreation and social pursuits across the region.
6. We will encourage young people to have a say about the issues that affect them, and they are empowered to make a meaningful contribution to decision-making and future-planning in their community.

Our measures of success will be:

1. Improved community satisfaction with their ability to access opportunities to have a say and engage with Council matters.
2. Improved usage and accessibility of Council's services and facilities.
3. The majority of residents agree that Council's infrastructure and services meet the needs of their community.
4. Increased sense of community safety and wellbeing

### Supporting strategies

- Recreation & Open Space Strategy
- Community Engagement Framework and toolkit
- Arts & Cultural Action Plan
- Community Recovery Plans
- Community Grants Program including RADF

### Supporting Council Services

- Arts and Cultural Development
- Libraries & Digital Programs
- Community facilities, leasing & activation
- Community development, engagement, programs, & events
- Sports & recreation development
- Disaster resilience & management
- Youth services

## PROGRESSIVE ECONOMY

### 1-5-YEAR PRIORITIES

1. We will continue to advocate, promote, and harness opportunities for existing, new, and emerging industries to drive jobs, innovation and participation in the circular economy.
2. We will enhance the profile of small business and local industry ideas, solutions, and achievements.
3. We will work with business and industry to build the capability, reach and performance of our small to medium-sized enterprises (SMEs) and to retain and grow local talent.
4. We will encourage the adoption of innovative business practices across the region.
5. We will encourage and promote increased consumer and business expenditure within the economy by locals, visitors, and businesses.
6. We will facilitate the growth of in-region educational and vocational training opportunities to support current and emerging industries.
7. We will encourage, attract and nurture a diverse mix of new businesses in the region.

Our measures of success will be:

1. The diversity of regional business activity
2. Increased attraction and retention of local businesses.
3. Performance against the Queensland Small Business Friendly Program Charter (QSBC).

### Supporting Strategies

- Economic Development Framework
- Business Support Strategy
- Tourism Development Strategy
- Investment Attraction Framework
- Isaac Tourism Trails Strategy
- Isaac Region RV and Camping Strategy
- Recreational Prospecting and Fossicking Strategy
- Shop Isaac program

### Supporting Council Services

- Economic & Tourism Development
- Economic and Business Resilience
- Clermont Saleyards and Aerodrome

## URBAN DESIGN AND INFRASTRUCTURE

### OUR 1-5-YEAR PRIORITIES

1. We will undertake strategic land use, infrastructure planning and urban design activities in a financially sustainable manner that responds to growth and enhances liveability.
2. We will optimise the inter and intra-connectivity of our region through a well-planned, efficient, safe and sustainable transport network.
3. We will promote the development of a diversity of affordable and sustainable living options for our communities.
4. We will create a diverse network of reserves, parks, sportsgrounds and trails that provide green spaces to recreate and reflect, contribute to character and promote healthy lifestyles.
5. We will incorporate climate and natural disaster mitigation in the design and operation of Council's facilities and assets.
6. We will provide reliable, sustainable water services, ensuring high-quality water supply and effective wastewater treatment.
7. We will increase shade in our urban areas to enhance pedestrian comfort.

### Our measures of success will be:

1. Delivery of the capital works program in line with key milestones and budget.
2. Development assessments undertaken within statutory timeframes.

### Supporting strategies

- Isaac Regional Council Planning Scheme
- Coastal Hazard Adaptation Strategy
- Resilience – A Transport Network Strategy
- Drinking Water Quality Management Plan
- Recycled Water Management Plan
- Integrated Management System Framework
- Recreation and open space strategy

### Supporting Council services

- Parks & gardens
- Engineering design and projects
- Infrastructure Planning
- Road construction and maintenance
- Planning and land development
- Regulatory and building compliance
- Water and wastewater

## NATURAL ASSETS

### 1-5-YEAR PRIORITIES

1. We will promote and encourage the protection, restoration, and improvement of our ecosystems through environmental stewardship, community incentives and education programs.
2. We will responsibly manage our invasive plants and animals, human and wildlife conflicts and improve our environmental compliance.
3. We will aim to improve resource recovery, recycling, and landfill diversion through improvements to our collection service and waste infrastructure and through regional partnerships.
4. We will proactively respond to biodiversity loss, climate change and natural hazard risks.
5. We will provide leadership, education programs and support for our community to transition to a low carbon, circular and sustainable economy.
6. We will understand the economic value of our environment and biodiversity as we advocate for and improve the quality of our vibrant natural assets.
7. We will ensure healthy coastal ecosystems through coastal planning, management, monitoring and delivery.
8. We will support suitable physical infrastructure, such as walking tracks and interpretive education signage to promote and educate the community and visitors about our natural assets.

Our measures of success will be:

1. Reduced waste generation and increased resource recovery.
2. Council's performance against environmental compliance outcomes.

### Supporting strategies

- Isaac Waste Management Strategy
- Integrated Management System Framework
- Flying Fox Management Strategy
- Biosecurity Plan

### Supporting Council services

- Community education
- Biosecurity Pest management
- Waste management
- Environmental services and compliance
- Environmental health
- Local Laws, animal management and Stock Routes



## GOVERNANCE & ACCOUNTABILITY

### 1-5-YEAR PRIORITIES

1. We lead by example and epitomise our organisational values.
2. Our governance framework will be responsive enough to support the changing needs of Council and our community.
3. We responsibly manage our finances and assets in line with Council's agreed service levels and its long-term sustainability.
4. We adopt best-practice decision-making that is transparent, accountable and represents the current and future interest of the region and its communities.
5. Our planned capital and operational projects will be efficient and in line with business and community needs.
6. Our staff and community will continue to be well-informed and consulted about our activities and performance through relevant and consistent communication.
7. We will integrate and streamline strategic planning approaches across Council.
8. We will continually review our processes and procedures to assess evolving risks and mitigate exposure to our organisation.
9. We provide for the safety, security, health and wellbeing for our employees and contractors.

Our measures of success will be:

1. The majority of customers report positive experiences in dealing with Council.
2. Council's preparedness and responsiveness to natural disasters and hazards.
3. Council's performance in relation to governance, risk management and compliance metrics.
4. Sound financial capacity to meet our long-term commitments

### Supporting strategies

- Strategic Asset Management Plan
- Long-term Financial Forecast
- Annual Council Budget
- Fraud & Corruption Control Framework
- Enterprise Risk Management Framework
- People and Performance 3-year Strategy

### Supporting Council services

- Governance, Corporate & Financial services
- Contracts, procurement & legal services
- People, Capability and organisational development
- Risk management, internal audit, safety and resilience
- ICT, information management & systems
- Strategic, corporate and business continuity planning



How was this plan informed?

#### INFORMATION GATHERING AND INTERNAL WORKSHOPPING

Council conducts many forms of community engagement, as well as other projects and initiatives which create important opportunities for dialogue.

Council staff and elected representatives also sit on numerous committees, boards, and representative groups. This allows Council to share in meaningful conversations and understand community and industry issues and trends.

Rather than starting with a large blank canvas or survey to start the draft Corporate Plan, Councillors and staff consolidated their knowledge of both Council and community strengths, weaknesses, opportunities, and threats and categorised these into six broad themes.

These themes were then extensively reviewed and tested at a range of internal workshops between staff and elected representatives. Priorities were roughly identified and tested.

#### DESKTOP REVIEW

A desktop review was then conducted which saw the collation and analysis of the following against the pre-determined themes:

- Existing Council internal strategies, frameworks, policies and programs.
- Internal statistical collation of Council's services.
- External statistical collation on the region including demographics, economic and environmental figures.
- State and federal governments and their agencies' strategic documents which directly impact local government.

- Local Government Act 2009.
- Community and corporate plans of other local governments across
- Queensland.
- CSIRO's leading document Our Future World on global megatrends
- Isaac Youth Unmet Needs Snapshot.

This desktop review enabled the vision, goals, and priorities of each theme to be better defined and more relevant to the working environment.

#### FACE-TO-FACE COMMUNITY ENGAGEMENT AND DRAFT CORPORATE PLAN SURVEY

These were conducted concurrently with one another. While the information gathering, internal workshops and desktop reviews focussed on collecting and defining what we as an organisation knew, the face-to-face community engagement and draft Corporate Plan Survey were designed to ground-truth the vision, goals and priorities and provide both qualitative and quantitative data behind this.

#### FIRST PEOPLES YARNS

Informal yarns were held with the communities of the region's eight First Peoples regarding the plan. The intention of the yarns was to ensure we continued to build and grow meaningful relationships and contact with our First Peoples. The plan was culturally informed and reflected our First People's priorities for the future of the region, their communities, country, land, and waterways.

## 2024 POST-ELECTION REVIEW

After the 2024 Local Government Elections, the Corporate Plan was reviewed by the new Council. This was an opportunity to ensure their priorities (and those of their respective divisions) were captured appropriately in the Plan. The original plan was a medium-to-long-term document and included a long-term vision, medium-term goals and short-term priorities. This process returned the Corporate Plan to a 5-year document. Main changes to the Plan included moving the in-document research to an appendix and simplifying the priorities. These were done carefully to ensure the original intent of the organisation's and community's priorities did not change.





Leading and Enabling

What we know

We are living in times of increasingly complex and rapid change driven by technological advances, geo-political and demographic shifts, and a changing climate.

Our leadership here and now matters - it will directly influence how well we, as a region, harness opportunity; proactively respond to change and adversity; and foster social adaptive capacity. Responding to change can be complex and demands considered and responsive research, policy, planning, engagement, and decision-making.

We have listened to our communities and key stakeholders to understand the impact these trends will have and the changes they want to see locally.

While we’re acting in the here and now, we can’t lose sight of the big picture or of the many external factors having a direct impact on our region. Our global physical footprint is small, but our region’s global impact is big, as we continue to feed, power, and build communities.

We know we need to be well- informed and progressive in our thinking so we can respond swiftly and effectively. And, when the going gets tough, we fight hard to make sure we are in the right place, speaking to the right people, at the right time.

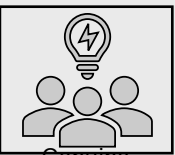
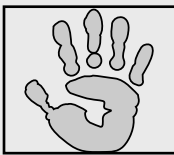
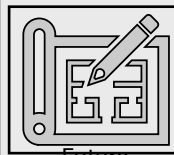
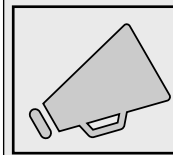
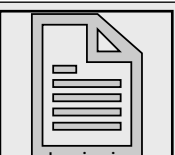
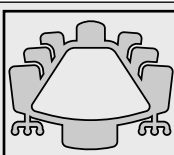
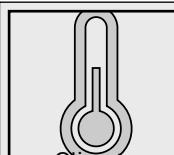

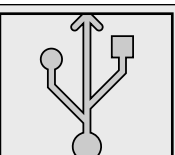
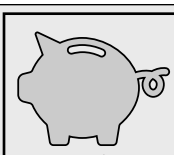
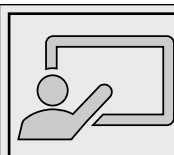

We need to ensure we facilitate the organisation’s adaptive capacity across all aspects of its business, maximise the resilience of our services and functions, so we can continue to deliver for and on behalf of our communities.

Our people are our power. Our connections to our First Peoples, our communities, our employees, industry, and all levels of government are our foundation for strategic, strong, and respectful relationships capable

of generating meaningful change.

We know that we’re only as good as the people we employ. We will continue to prioritise the capability of Council, its people and technology, to simultaneously support healthy, agile, and flexible workplaces, improved efficiency, and productivity requirements.

Leading & Enabling Snapshot:

 <p>Genuine community engagement</p>	 <p>First Nation Relationships</p>	 <p>Future proofing strategies</p>	 <p>Advocacy</p>
 <p>submissions to government &amp; industry</p>	 <p>representative s on committees</p>	 <p>Climate change mitigation</p>	 <p>Social infrastructure policy</p>
 <p>technological advancement</p>	 <p>funding submissions &amp; \$ received</p>	 <p>professional development</p>	 <p>workplace flexibility &amp; responsiveness</p>

Social adaptive capacity refers to the conditions which enable people to anticipate and respond to change.

## Emerging Trends, Challenges and Opportunities

Our region is not like any other, and with this comes challenges that need to be considered and worked through for the betterment of our people and communities.

External challenges such as climate change, decarbonisation, economic transformation, technological advancements, and workplace trends, are likely to affect our region differently to others.

One size does not fit all, and we need to use our knowledge of our communities and these emerging trends to inform how we lead our communities amongst change.

A changing climate means greater climate variability and potentially dire consequences for our region, our communities, and our people.

Our coastal strip is vulnerable to rising sea levels, more acidic oceans, and intense tropical cyclones. The devastation of cyclone Debbie in 2017 is still fresh in many residents' minds and it's important to continue to build our communities' resilience. Similarly, higher temperatures, hotter and more frequent hot days, more intense downpours, and severe flooding like that experienced in 2010 and 2011, are likely to impact our communities again and cause significant economic disruption.

Mounting costs from disaster clean ups, greater demand for services and prematurely deteriorating assets will become growing liabilities for Council.

The cost of natural disasters to Australia in 2017 was \$13.2 billion and this is projected to reach \$39.3 billion per year by 2050. Climate-related risks and adaptation requirements need to be embedded into our strategies, policies, procedures and decision-making where necessary, to minimise impacts to our people, ratepayers, and budget.

Many of our inland communities have built up dependencies around

(mostly) metallurgical and thermal coal mining operations. While the resource industry aims to directly reduce its operational emissions and improve its global competitiveness, it will also be critical in supplying the minerals, metals and equipment needed to decarbonise the global economy and meet emissions targets.

Many mines in the region are coming to their natural (resource exhaustion) and/or economic ends of life and this means impacts to local jobs, populations, and businesses. As a region with 75% of current jobs in Isaac highly exposed to decarbonisation, planning for the decline of fossil fuels and pursuing economic opportunities associated with decarbonisation will be vital.

Change will be forced upon local governments. We cannot solve this alone and will need community, industry, and all levels of government to help with the heavy lifting to ensure a prosperous future for all.

## The Competition for Talent

Competition for talent is real across all sectors, and only more challenging in these disruptive times. For Isaac, this is exacerbated by the already low unemployment rates and competitive and highly remunerative resources industries on our doorstep. Council needs to find a balance between the benefits of remote flexible, mobile-enabled working arrangements with delivering face-to-face services at a bricks and mortar level.

## Engaged Communities

Our relationships and the connections we make with one another, form the social fabric of our communities; making us all a part of the common thread that is Isaac. We know we can't deliver on our vision for the region without a genuine relationship with the communities we serve. We want our communities to feel heard and respected; their needs and desires well understood and reflected in Council's activities. We know we have to work hard to achieve this and we will continue to drive improvements to our community engagement practices.

Regardless of your age, gender, culture; whether you live here full-time or part-time for work; we want you to feel welcome, safe, included and connected to each other, our communities and the broader region.

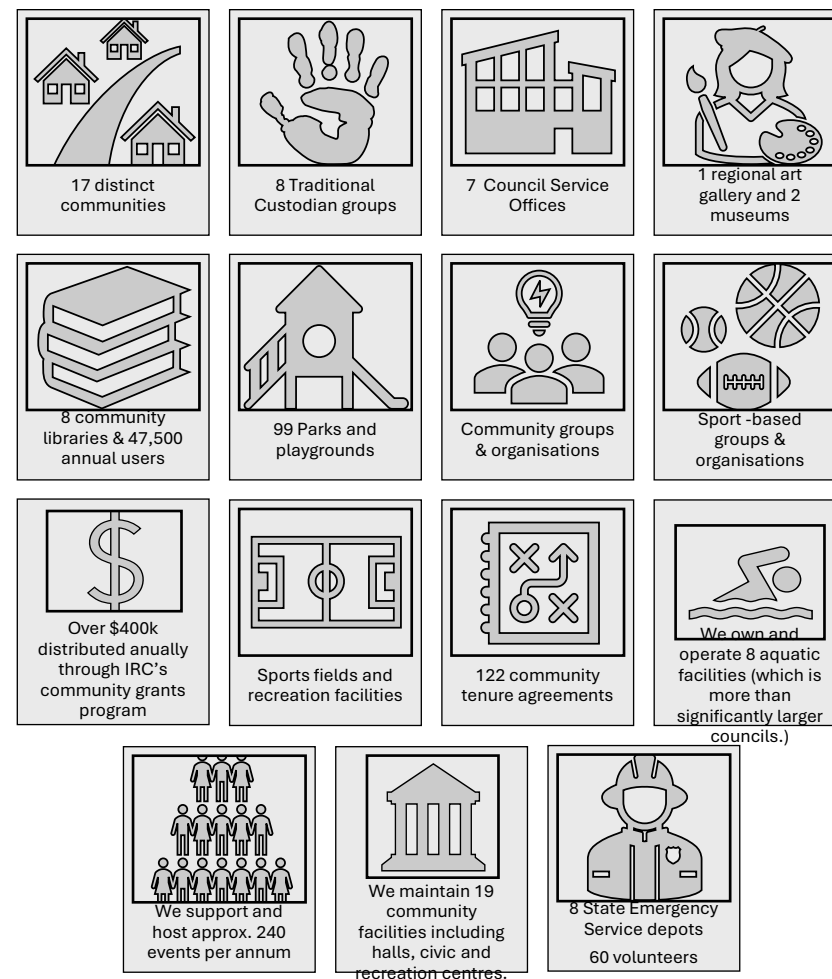
Our neighbourhood and Council assets are foundations for connection and inclusion. We want to encourage greater activation of our public places and spaces through innovation, events and other participatory activities. We are committed to maintaining what has been built and to improving our spaces so they are inclusive, fit for purpose, accessible and adaptable.

We know your liveability and community bonds rest on your access to well-resourced social systems, services and infrastructure. They bring our people and communities together to interact, play, learn and celebrate. We will continue to advocate for the affordable provision of these systems and services including housing, childcare, allied health and healthcare within the region so we can ensure you are living well and are cared for.

We will work to engage to empower young people to advocate on youth-related matters and implement youth-led initiatives that support and celebrate young people in our region.

We will continue to encourage health and active lifestyles in our region, including the delivery of mental health and wellbeing initiatives.

## Engaged Communities Snapshot





## Emerging Trends, Challenges and Opportunities.

Despite our region being young by national standards, our population is aging. The proportion of Australians aged 65 years or over is expected to increase from 16% to 23% by 2060-61. The number of working-age people to non-working-age people is predicted to decline over the next 40 years and represents a shift in how we plan for our communities' futures.

Similarly, the burden of physical and mental health is rising across the globe. Most Australian adults do not meet the recommended guidelines for exercise or healthy eating and are overweight or obese has grown. Social connection is a key protective factor that can promote more positive wellbeing outcomes during periods of uncertainty and distress.

In recent years, the share of Australians who hold private health insurance for hospital treatment dropped in 2020. This trend could pose future risks to the viability of the private health system and place additional strain on the public healthcare resources which pose an additional risk to our region's already stressed health services.

COVID-19 has fast-tracked digital health initiatives into routine healthcare management and delivery. Telehealth services can reduce travel time and productivity losses and improve the timeliness of care however telehealth can also lead to overutilisation of services and, widen healthcare disparities in populations with limited digital access. It may also not reduce healthcare costs under current activity-based funding models.

The benefits of telehealth and other digital health initiatives need to be managed with the potential challenges to support a sustainable future healthcare system. While we support and welcome an array of telehealth options for our region, a nuanced solution needs to be sought for the benefit of all our residents. Telehealth is not a substitute for bricks and mortar health infrastructure and services.

## The Great Australian Dream

Housing affordability continues to be a regional issue. The median cost of housing is also growing faster than household incomes.

It is becoming increasingly challenging for younger Australians to break into the property market.

By 2041, the Australian Housing and Urban Research Institute estimates that 52.5% of Australians aged 25–54 years old will own a home, compared with 60% in 2016.

We want people to make Isaac their home and maintaining a diverse range of affordable housing options will continue to be crucial determining factor for this.

Progressive Economy

Our region has long-been a powerhouse regional Queensland economy, batting well above its weight with regards to its Gross Regional Product (GRP), and outputs. Our per-capita GRP is four times the Queensland average, while our per worker GRP is 1.8 times the Queensland average. Our communities were built on the back of the mining industry, the extraction of fossil fuels, and exceptional agricultural and grazing capabilities. In fact, our region simultaneously hosts the second-largest beef population and the largest metallurgical reserves in Queensland. Our region is also witnessing a burgeoning tourism sector and significant investment in large- scale renewable projects.

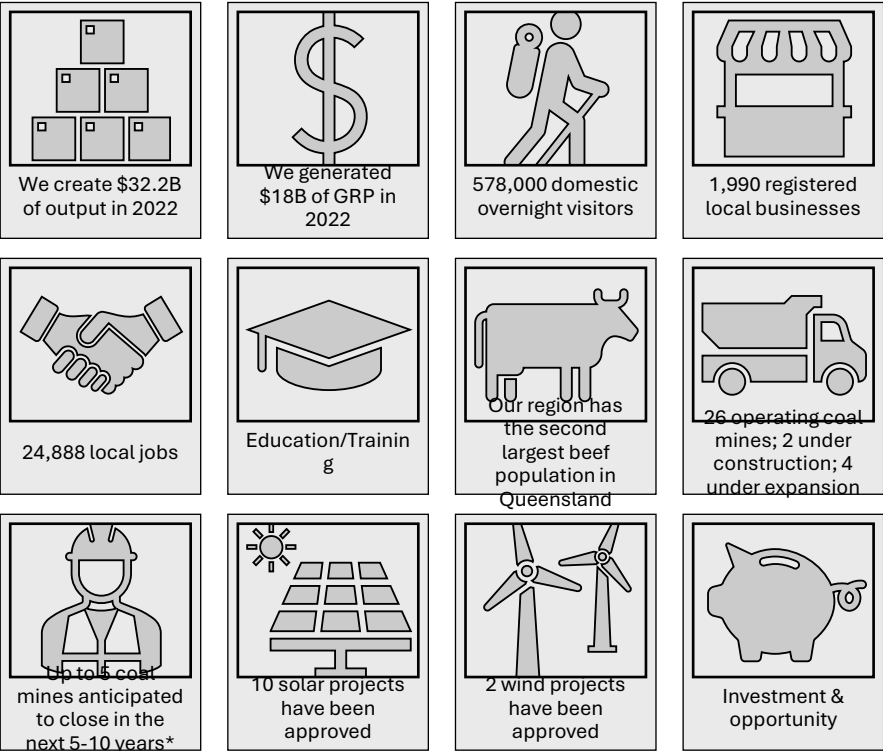
Each of these has helped define our local and regional economic identity and will continue to do so into the future. Our metallurgical coal is world class and is being used to produce steel internationally. We know steel is essential in the decarbonisation of the global economy and the rise of renewable technologies; particularly through the production of wind turbines and utility-sized solar panels.

But this does not make our region and our communities’ economic futures immune. We live in an increasingly complex and rapidly changing world. Many of our communities have significant dependencies on mining operations who are reaching resource exhaustion or economic end-of-life. We’ve witnessed the rapid prosperity and decline of regional Queensland before, and the impacts of both are devastating. Growth in the Isaac context is not always good. This is why we’re focusing on inclusive growth – economic development underpinned by best-practice Economic, Social, Governance (ESG) principles to build long-term social sustainability. We have a lot of work to do to ensure our region maximises the opportunities presented throughout this transformative process and ensure that while we’re feeding, powering, and building others’ communities, we’re nurturing ourstoo.

We know that local business remains the backbone of the region’s

economy and its ability to expand and adapt will be a driver of success. In-region education, training and skills development will also be critical to facilitate vocational opportunity for our community to thrive in current and future employment.

Snapshot



\*pending economic climate and end-of-life resources

## Emerging trends, challenges and opportunities

The 2022 Queensland Energy and Jobs Plan confirms the State's intent to move away from fossil-fuel power generation. Renewable energy sources are expected to account for 80% of the growth in global electricity demand by 2030, surpassing coal as the primary source by 2025. The Australian Energy Market Operator is preparing Australia's grids to manage 100% renewable energy by 2025, however Queensland is aiming towards a 50% renewable target by 2030.

With the highest wind and solar capacity per capita across developed nations, Australia, and the Isaac region, has a natural advantage in renewable energy generation, and the development and deployment of low-emission technologies.

This transition opens new industry and job creation opportunities. Australia's abundant access to raw commodities and renewable energy, advanced manufacturing capabilities and concentration of relevant skilled workers, yield a strong competitive advantage in emerging clean energy industries. This is particularly so for the Isaac region. Trends suggest the demand for steel, zinc, copper, aluminium, rare earth elements, lithium, uranium and nickel will continue to grow. Future innovations will likely focus on improving the precision of exploration and extractive technologies, and the sustainability of mining operations.

The recent COVID-19 pandemic revealed Australia's vulnerability to global supply chain disruptions. In February 2022, 37% of Australian businesses experienced supply chain disruptions, half of which were unable to find alternative suppliers. Supplier diversification, onshoring and contingent contracting have been proposed as potential risk mitigation strategies for firms and governments.

### The future of coal

As the Queensland Government moves away from its reliance on coal-fired energy generation, the future of metallurgical (steel-making) coal

remains bright. There will be continued demand for steel to keep up with the construction required to support population growth. There are over 8 billion people in the world, 50% of which live in urban areas. By 2050, it is anticipated the world's population will grow to 10 billion people with approximately 70% of people residing in urban areas many of whom will have emerged into the middleclasses.

To effectively house this population boom, a new New York City will need to be built every month for the next 40 years. While "green" steel is proving promising, the commerciality of production and associated economics are not yet competitive with traditional steel making. Even though this means our region is still well-placed to feed demand for steel, it needs to be ready for when green steel reaches maturity.

Urban design and infrastructure

The quality, design and landscape of our neighbourhoods and communities has a significant impact on our daily lives. Council intends to ensure the region’s built-environment and landscape, in conjunction with its natural-environment, delivers residents and visitors a healthy and liveable place, now and into the future.

Our settlement pattern is a complicated mix of coastal living, productive and rural lifestyles, low-medium density housing and high-density accommodation for working, part-time residents. Continuing pressure of mining and extractive industry expansion and contraction on our towns is an ongoing concern for the consistent provision of local and regional infrastructure and services. Affordable housing continues to be a priority to Council as a risk precaution strategy to prevent the return of housing extremes experienced between 2008-2012.

We can expect our natural and built environments and communities to be exposed to a range of impacts from increased climate variability. These impacts have the potential to affect the way in which we live, how we recreate and experience our natural environment and ultimately liveability of our region. Adaptation will focus on minimising the impacts of climate change and natural disasters within the built and natural environment.

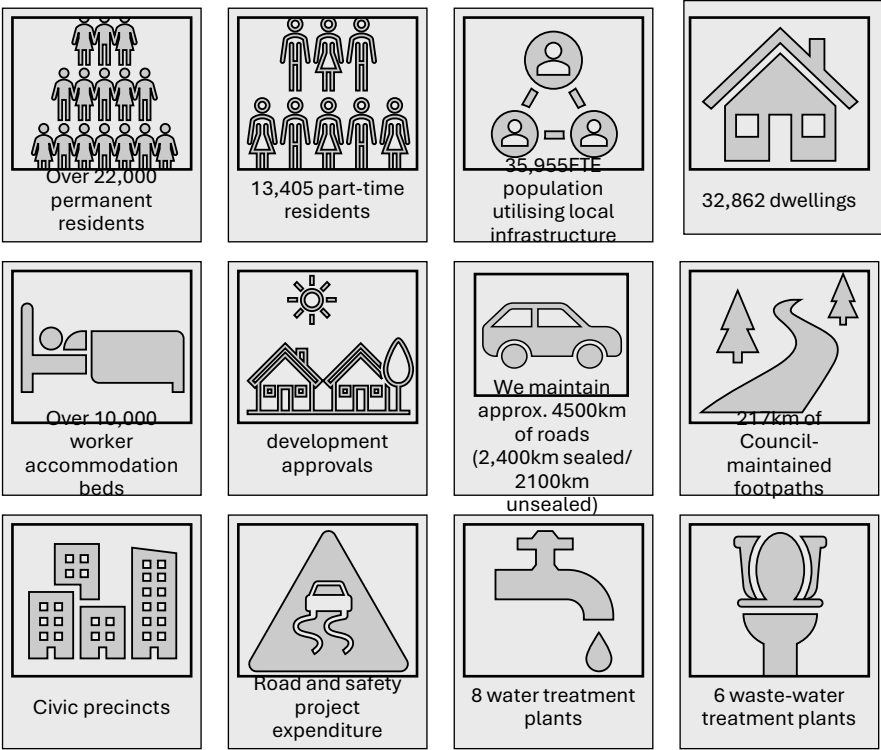
We know our open and green space network is highly valued and contributes to character, as well as relaxed and active healthy lifestyles. It provides the ‘green frame’ of our urban areas, edging our waterways, beaches and foreshores, lining our streets, and identifying our communities.

Our region is heavily reliant on private vehicle usage for access services and employment. A continued focus on well-planned, efficient and safe road, pedestrian and cycle transport networks will

remain significant to our communities.

Social infrastructure is essential for creating communities that are connected, empowered and able to adapt and respond to change. It brings people together creating a sense of place and supports individuals, families, and communities to grow and thrive. Council will remain staunch advocates for the provision for community-building infrastructure in accordance with the changing needs of our residents.

Snapshot





## Emerging Trends, Challenges and Opportunities

Global extreme temperature events are reaching unprecedented levels. Heat-related deaths are predicted to grow by 60.5% or more across major Australian capital cities from 2020–50, but this is likely to be a conservative estimate. Recent research suggests that official records of deaths attributed to excessive heat in Australia are underestimated by at least 50-fold.

Infrastructure, such as road pavements or railways, was built using materials and methods that are designed for stable climatic conditions. Extreme high temperatures can increase the risk that road pavements will rut, or railways will expand and buckle. Pre-emptively adapting existing and forthcoming infrastructure for a changing climate will be critical in reducing future infrastructure risks and costs.

In 2020, less than 1% of the global land surface was classified as an extremely hot zone, but by 2070, this is predicted to increase to 19%, impacting 3.5 billion people who live in these regions. The extreme heat is expected to encompass much of Australia. Moreover, the share of humanity living in areas that exceed a deadly temperature–humidity combination for at least 20 days per year is predicted to rise from 30% today to 74% by 2100.

Assuming a mostly stable Antarctic, 150 million people worldwide live on land that could be vulnerable to future sea-level rises by 2050 and this could increase to 300 million if the Antarctic becomes unstable. Climate pressures could give rise to a significant wave of climate-driven global migration in the decades leading up to the mid-century and beyond. For Isaac, depending on the broader social, cultural and political context at the time, this migration could swing either way. Regardless, it would significantly impact our region.

Global water demand was estimated at 4,600 cubic kilometres per year in 2018 and this is projected to grow to up to 5,500–6,000 cubic kilometres by 2050. The United Nations predicts that up to 5.7 billion people will experience water scarcity at least one month per year by 2050. Although

water demand is increasing, reductions in the availability of water resources and pollution are reducing the amount and quality of future water resources. Annual rainfall in Australia varies due to natural conditions, but there has been a long-term shift towards lower rainfall in the southwest and above-average rainfall in the north. These rainfall patterns are expected to lead to an increase in flash flooding in northern Australia and drought conditions in southern and eastern Australia. Scientific advances in the treatment, management and conservation of water supplies could help to alleviate future water scarcity challenges, in conjunction with sustainable development regulation.

Natural Assets

A vibrant healthy environment is vital to our everyday lives and contributes to our quality of life. Our region is a living network of landforms, catchments, wetlands, waterways, terrestrial ecosystems, coastal foreshore, and marine waters. Preserving, improving, and appreciating our vibrant natural assets is a strong priority of Council and the broader region and is essential to our Isaac way of life.

We know our diverse ecosystems attract visitors and enhance the lifestyles and liveability of our communities. In the east, we boast 120km of Great Barrier Reef coastline, marine park, and seagrass beds. From mountains to mangroves, our coastline is a diverse array of life, from turtles and dugongs, to koalas and coral trout. We are proud to be a Reef Guardian Council, supporting a hands-on, community-based approach to caring for the Great Barrier Reef.

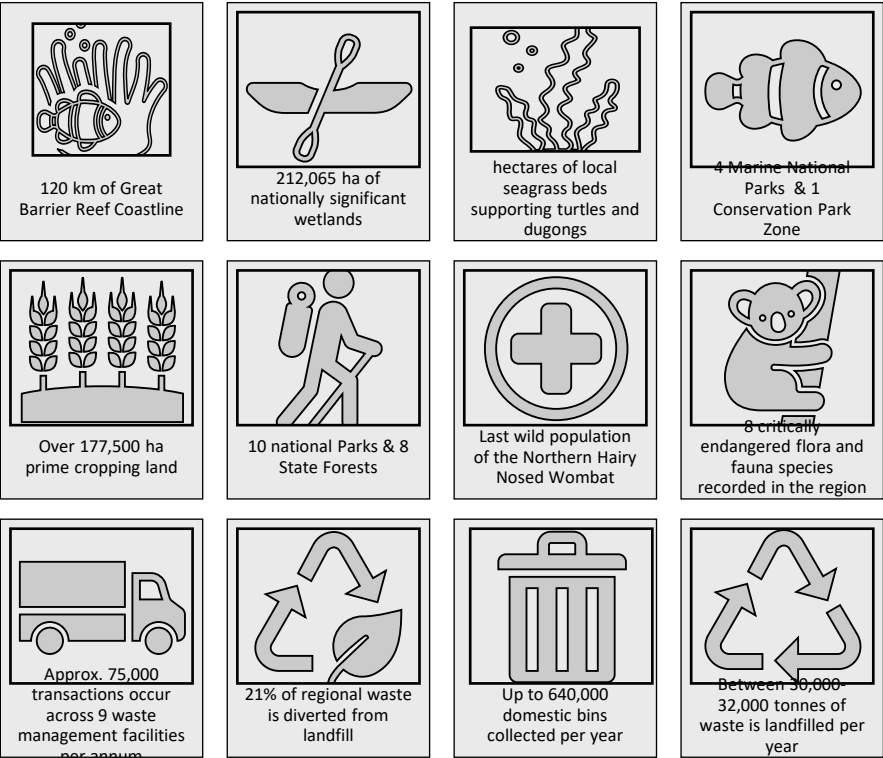
Off the coast, you'll find the bush, a complex mix of remnant eucalypt woodland, acacia and gidgee scrub fed by the headwaters of the Burdekin and Fitzroy rivers. We are part of the Northern Brigalow Belt (part of the largest bioregion in Queensland), one of 15 national biodiversity hotspots in Australia supporting endangered species including the Northern Hairy-Nosed Wombat and Bridled Nail-Tail Wallaby.

Our natural environment is also our bountiful heritage to pass on. We know our land is resource-rich - it supports exceptional quality broadacre cropping, grazing and agricultural industries while simultaneously hosting significant Bowen and Galilee Basin coal reserves. There are significant challenges ahead of us, while we find the balance between protection and prosperity.

We are responsible and active custodians of our natural environment, with future targets and commitments aimed at driving us towards a cleaner, greener, and more sustainable region. Climate change will

continue to be a consideration in forward planning, and we will continue to implement sustainability initiatives and promote environmental stewardship.

Snapshot



## Emerging Trends, Challenges and Opportunities

The 2023 World Economic Forum Global Risk Report continues to identify climate impacts and biodiversity loss among the top 5 global risks to the world's economy in the next 10 years. Biodiversity is what supports all life on Earth, yet the world's ecosystems have declined by 47% relative to their natural baselines and 25% of living species are at risk of extinction.

Coral reefs are under greatest pressure with the worldwide area of live coral halving since 1950. Coral reefs are the most biologically diverse of marine ecosystems and arguably the most threatened. They are incredibly important, sustaining a wide variety of marine life and producing between 50-80% of the earth's oxygen by plankton and photosynthesising bacteria. They also protect our coastlines from waves and storms, sink carbon and nitrogen and help recycle nutrients and create our commercial and recreational fishing industries. Their loss would have devastating consequences not only for marine life but for everyone.

Also at risk, is our region's brigalow woodlands. Changing land uses has led to impacts such as soil loss and degradation, invasive species and native species extinction and decline. There are currently eight critically endangered flora and fauna species recorded in our backyard with significantly more listed as vulnerable and threatened. Continued biodiversity decline and reduced biodiversity-based ecological services (such as pollination, water filtration, bank stabilisation and soil moisture retention) will lead to undesirable impacts on our settlements, infrastructure, tourism, business and industry.

We recognise that our landscapes are not only diverse in ecological features, but also in condition and land use. Different landscapes hold different values and, as such, require different management approaches. It has traditionally been difficult to quantify the return on investment in conservation, but a recent analysis found conservation

spending across countries from 1996 to 2008 reduced the rate of biodiversity loss by 29%.

Landscape rehabilitation, restoration activities and land use regime changes incorporating best practice, can improve ecosystem's health and reverse degradation. For example, best practice grazing management recognises the role of biodiversity in land condition and soil health, and ecologically sensitive management changes improve long-term sustainability whilst providing significant benefits to water quality and corridors and refugia for our wildlife.

Our waste is also a growing concern. Almost 85% of plastics in Australia were sent to landfill in 2019, and if nothing changes, RMIT University estimates that Australia's landfill space will reach capacity by 2025. In Isaac, approximately 70% of our waste is classified as commercial and industrial.

In 2017, China announced bans on solid waste imports, which prompted many countries to reassess their waste management strategies. The Australian Government has banned exports of waste plastics, paper, glass and tyres and set a target to reduce waste to landfill by 30% by 2030. We're actively working to improve our resource recovery, recycling, and landfill diversion through services and infrastructure and regional partnerships to increase our landfill waste diversion rates from 21% to 25%.

Advanced recycling technologies can convert end-of-life plastics into their original building blocks to create other valuable commodities and could be used to improve the recovery of plastics in Australia. Australia has the necessary infrastructure; manufacturing skills and supply chains needed to develop advanced recycling and leverage these opportunities as well as apply circular economy principles to our industrial waste.

Governance for Accountability

Our community deserves an effective, transparent, and accountable local government. Like all Australian local governments, we are responding to dynamic challenges, increased demands on our assets, rising complexities and costs of delivery, changing community expectations and an intricate statutory environment.

Our governance framework is the vehicle which enables us to respond effectively and efficiently to opportunity and risk. It comprises of a large suite of processes, systems, roles, and relationships by which decisions are made and held to account. It is this framework that will drive the daily excellence of our services.

Our reputation and trust amongst the community is shaped by our people, behaviours, shared values, decisions, and actions. We will continue to proactively engage our people to epitomise our organisational values and lead proudly by example. Ongoing safety, security, health and wellbeing for our employees and contractors also remains a priority.

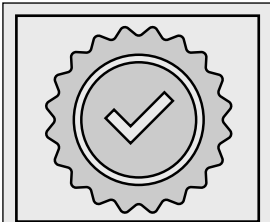
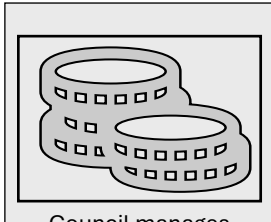
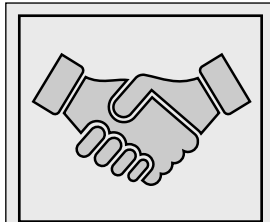
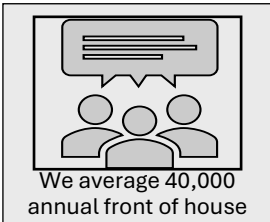
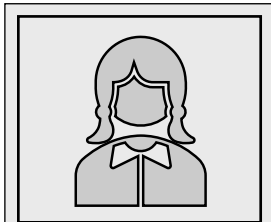
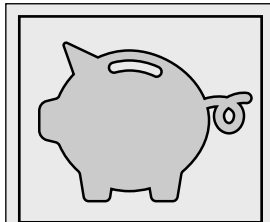
We must earn your confidence by doing what is in the best interests of our communities with demonstrable accountability, transparency, and financial responsibility. Sound resource management strengthens how we provide value to our community in the delivery of Council’s strategic objectives and the daily services our communities need. Long-term financial sustainability is critical to enable the organisation to deliver balanced community, environment, and economic outcomes for the region.

Risk management is essential to corporate planning and governance as it helps us manage risks and opportunities that may impact the delivery of key projects and services. We are committed to embedding a proactive risk culture across the organisation. Our risk management program will continue to work towards a risk maturity that ensures sound risk management practices are integrated into strategic and operational

planning, budgeting, and project prioritisation processes.

Keeping our community informed is more important than ever before. Evolving operating environments, technology and changing expectations means that change is happening at an unprecedented rate and is not always predictable. New and contemporary approaches to communication will be explored to provide clear and timely messaging to our community on the issues that matter most.

Snapshot

 <p>Community trust rating</p>	 <p>Council manages \$1.566b of assets annually (gross value EOFY 2022)</p>	 <p>Generous local procurement policy</p>
 <p>We average 40,000 annual front of house customer service interactions split between phone calls and walk-ins.</p>	 <p>We employ over 400 full-time equivalent staff</p>	 <p>Over \$40m committed in capital works projects.</p>



## Emerging Trends, Challenges and Opportunities

As service demands increase, budgets rarely do, and councils are not immune to the economic impacts brought on by COVID-19. As financial sustainability becomes an urgent priority, the need for agile, efficient service delivery, and robust data and analytics to support sound decision-making around models of service, becomes increasingly important. A vigorous data strategy can also help with future asset planning and management, and alignment to long-term financial goals.

Customer service expectations are higher than they've ever been, and we need to serve our customers in new ways. We now live in an on-demand society, and communities expect Council services to be always-on and available on demand. Communities now expect self-service options, quick responses, and digital services that are modern, efficient and effective.

Technology has also become a critical catalyst for change, providing solutions to many of our challenges as well as creating new opportunities for change. The threat of cybercrime, cyberterrorism and cyberwarfare continues to escalate. There was a 13% increase in the number of cybercrime reports made to the Australian Cyber Security Centre in 2020–21 compared to the previous year, with one reported cyberattack every 8 minutes.

Cybercrime is estimated to cost the Australian economy \$29 billion annually and these costs are expected to rise as cyberattacks increase in their frequency, scale and sophistication. Australia's vulnerability to attacks has increased during the COVID-19 pandemic as more people work, study and access services online.

Isaac Regional Council itself has not been immune to these threats. It is an imperative for governments, organisations and individuals to adopt good cybersecurity practices and systems to protect themselves against future cyber threats.

<b>MEETING DETAILS</b>	<b>Corporate, Governance and Financial Services</b>
	<b>Standing Committee Meeting</b>
	Wednesday 20 November 2024
<b>AUTHOR</b>	Beau Jackson
<b>AUTHOR POSITION</b>	Executive Manager Advocacy and External Affairs

## 5.13

## LOCAL GOVERNMENT ENERGY PARTNERSHIPS

### EXECUTIVE SUMMARY

The Local Council Energy Partnership (LCEP) program, a \$1.21 million initiative by the Queensland State Government, aims to support local councils in managing the surge in renewable energy projects across the state. Administered by the Local Government Association of Queensland (LGAQ), the program connects councils and Regional Organisations of Councils (ROCs) with planning experts to ensure renewable developments deliver community benefits and align with local priorities. This initiative is part of Queensland's broader renewable energy goals of reaching 80% renewable energy by 2035.

Isaac Regional Council LGA is experiencing rapid growth in renewable energy projects, the LCEP program provides an opportunity for council to develop critical tools to support better outcomes for communities that host renewable projects. Through the LCEP program, council is seeking funding to establish a Renewable Energy Coordinator role, which will enhance its capacity to manage projects, streamline approvals, and strengthen community engagement. This will ensure that local communities benefit from the economic and environmental opportunities brought by renewable energy investments.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Authorises the Chief Effective Officer to negotiate and execute any relevant Local Council Energy Program agreements.***
- 2. Endorses the creation of a new grant funded role of Renewable Energy Coordinator within the Advocacy and External Affairs team.***

### BACKGROUND

The Local Council Energy Partnership (LCEP) program is a Queensland State Government initiative aimed at supporting local councils as the state undergoes a major transition to renewable energy. With Queensland targeting 80% renewable energy by 2035 as part of its Queensland Energy and Jobs Plan, local governments are playing a crucial role in ensuring the successful rollout of renewable projects.

The program, funded by a \$1.21 million investment from the State Government, is administered by the Local Government Association of Queensland (LGAQ). It is designed to help councils and Regional Organisations of Councils (ROCs) navigate the complexities of renewable energy project planning and management. The LCEP provides councils with access to planning experts, tools, and resources to ensure renewable energy developments deliver tangible benefits for local communities. This includes aligning projects with local needs, mitigating land-use conflicts, and facilitating economic growth.

A key objective of the LCEP is to ensure that local councils, particularly those in regional areas, are not left behind during Queensland's energy transition. Instead, it seeks to place councils at the forefront, allowing them to capitalise on the opportunities for job creation, investment, and sustainability that renewable energy offers. The program promotes a collaborative approach, supporting councils in engaging with industry experts, planning authorities, and their communities to ensure that renewable energy projects are implemented efficiently and with broad public support.

Through initiatives like the LCEP, Queensland is ensuring that its renewable energy transformation benefits all regions, especially those with high levels of renewable project activity, by enhancing local government capacity and fostering community involvement.

Isaac Regional Council is seeking funding through the Local Council Energy Partnership (LCEP) program to establish a Renewable Energy Coordinator position. This role is critical to managing the growing number of renewable energy projects in the region. With 12 active projects and many more in development, Isaac is experiencing a surge in renewable energy activities, positioning it as a key player in Queensland's clean energy transformation. However, the council needs additional capacity and expertise to ensure these developments deliver long-term benefits for the community and align with state energy targets of 70% by 2032 and 80% by 2035.

The Renewable Energy Coordinator will lead efforts to manage renewable energy projects more efficiently, addressing the council's capacity constraints and improving processes for project approvals. This role will also focus on strategic planning, working with industry experts to evaluate land-use and environmental impacts, and ensuring that renewable projects align with both local and state sustainability goals. Additionally, the coordinator will oversee community engagement, facilitating consultations and addressing public concerns to ensure local support for renewable developments.

The funding requested, approximately \$240,000, will cover the coordinator's part-time salary, consultancy services, and community engagement activities for a 15-month period from November 2024 to March 2026. The project aims to improve the council's ability to manage renewable energy projects effectively while positioning Isaac as a leader in the sector. It will also create a Renewable Energy Engagement Guide, providing a framework that can be replicated by other councils to address the challenges of renewable energy transitions.

By securing this funding, the council will be better equipped to maximise the economic and social opportunities presented by the renewable energy projects, while also contributing to Queensland's broader renewable energy targets.

## IMPLICATIONS

LGAQ is the peak body for local government in Queensland set up to serve the state's 77 councils and their individual needs. The LGAQ provides a voice for local government at the state and federal level. While the LGAQ seeks to identify issues of state-wide concern to local government and arrive at a consensus view as to local government's position on the issues identified, there is provision for minority views to be represented.

The LGAQ Conference provides a forum for local governments voice to be heard and motions to be supported to take forward in lobbying to the State and Federal Government. This opportunity provides an additional forum to Council's own advocacy platform.

## CONSULTATION

Manager Economy and Prosperity

Manager Liveability and Sustainability

Research and Policy Advisor

Acting Director of Planning, Environment and Community Services

## BASIS FOR RECOMMENDATION

Council has expressed strong desires for greater coordination of renewable energy projects and their community engagement efforts. The recommendations in this report provide an opportunity for the organisation to implement a trial role that addresses this request.

## ACTION ACCOUNTABILITY

The Chief Executive Officer has accountability, with assistance of the Executive Manager Advocacy and External Affairs and relevant Officers.

## KEY MESSAGES

- Isaac Regional Council is positioning itself as a leader in managing renewable energy projects by creating a dedicated Renewable Energy Coordinator role to oversee the growing number of developments and ensure they support our communities' aspirations and liveability.
- The council is committed to ensuring that renewable energy projects benefit local communities by enhancing public engagement, addressing concerns, and ensuring that developments support the economic and social well-being of the region.
- By securing funding through the LCEP program, the council aims to improve its capacity to manage the influx of renewable projects, streamlining approvals and setting a model that provides support frameworks that assist other local governments.
- 

### Report prepared by:

BEAU JACKSON

**Executive Manager Advocacy and External Affairs**

Date: 18 October 2024

### Report authorised by:

CALE DENDLE

**Chief Executive Officer**

Date: 30 October 2024

## **ATTACHMENTS**

- CONFIDENTIAL Attachment 1 - Draft Local Government Energy Partnerships Agreement
- CONFIDENTIAL Attachment 2 – Application for Local Government Energy Partnerships Program

## **REFERENCE DOCUMENT**

- Nil



PAGES 474 TO 511 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

**Corporate Governance and Financial Services  
Standing Committee Meeting  
Wednesday 20 November 2024**

<b>AUTHOR</b>	Teika Kirkman
<b>AUTHOR POSITION</b>	Executive Assistant, Office of the CEO

## STANDING ORDERS AND MEETING PROCEDURES - UPDATED

## EXECUTIVE SUMMARY

This report seeks Council's consideration to review and adopt the updated Standing Orders and Meeting Procedures.

## OFFICER'S RECOMMENDATION

***That the Committee recommends that Council:***

- 1. Repeals the current Standing Orders and Meeting Procedures (STAT-PRO-025) – V5***
- 2. Adopts the updated Standing Orders and Meeting Procedures (STAT-PRO-025) – V6***

## BACKGROUND

On 28 August 2024, the Department of State Development, Infrastructure, Local Government and Planning advised that the Model Standing Orders and Model Meeting Procedures were updated in July 2024. The amendments (highlighted in yellow) in the updated document – Attachment 1 included key clarifications that relate to the following:

- role of the chairperson at ordinary and special meetings as well as committee meetings.
- process for the chairperson
- acting arrangements in the event the chairperson or deputy mayor are unavailable
- dealing with unsuitable meeting conduct by a chairperson in a meeting
- dealing with unsuitable meeting conduct by a councillor in a meeting
- dealing with suspected conduct breach including that which has been referred to a local government by the Independent Assessor
- how to report a conflict of interest, prescribed conflict of interest and declared conflict of interest

Accordingly, Council's Standing Orders and Meeting Procedures – Attachment 2 have been amended to reflect these changes. This report seeks to update these procedures.

## IMPLICATIONS

- Ensuring Council is meeting legislative requirements
- Ensuring the Standing Orders and Meeting Procedures reflect the model procedures and standing orders provided by the Department of State Development, Infrastructure, Local Government and Planning

## CONSULTATION

- Governance

## BASIS FOR RECOMMENDATION

Implementation of the Standing Orders and Meeting Procedures will align to Council values: improving outcomes for the business, personnel, environment and customers. It is also a legislative requirement.

## ACTION ACCOUNTABILITY

The Manager Governance and Corporate Services will ensure the Corporate Policy Register is updated, including IRIS and the website.

## KEY MESSAGES

- The procedure provides a guide to best practice activities in Council operations.
- Demonstrates Council's commitment to continuous improvement and transparency.

### Report Prepared By:

Teika Kirkman  
**Executive Assistant**

Date: 12 November 2024

### Report Authorised By:

Cale Dendle  
**Chief Executive Officer**

Date: 12 November 2024

## ATTACHMENTS

- Attachment 1 – Queensland Government Model Meeting Procedures – Revised July 2024
- Attachment 2 – Updated IRC Standing Orders and Meeting Procedures (STAT-PRO-025)

## REFERENCE DOCUMENT

- Department of State Development, Infrastructure, Local Government and Planning - Model Meeting Procedures
- Department of State Development, Infrastructure, Local Government and Planning - Council Standing Orders

# Model Meeting Procedures

Conduct of local government meetings and its committee meeting

Revised July 2024

Last updated:

Date	Version Number	Name	Approved
20 June 2023	004	P Cameron	
28 November 2023	005	P Cameron	
11 July 2024	006	P Cameron	



Queensland  
Government

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## Purpose of the Model Meeting Procedures

The purpose of the model meeting procedures is to set out certain procedures to ensure all the local government principles are reflected in the conduct of local government meetings, standing and advisory committee meetings as defined in the *Local Government Act 2009* (LGA), *Local Government Regulation 2012* (LGR), the *City of Brisbane Act 2010* (COBA) and the *City of Brisbane Regulation 2012* (COBR). However, model meeting procedures do not apply to meetings of the local government's audit committee.

It is not intended that the model meeting procedures would deal with all aspects of meeting conduct but only those required to strengthen public confidence in local government to chair meetings and deal with the conduct of councillors, conflict of interest of councillors, loss of quorum and closed meetings.

## Meeting Principles

Local government meetings must adhere to the following principles:

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

## Background

Under section 150F of the LGA, the chief executive of the department of local government must make model procedures for local government and committee meetings. These procedures must be adopted and if the local government adopts other procedures, they must not be inconsistent with the model procedures.

The model meeting procedures include the following:

- the process for the chairperson to lead and manage local government meetings
- the process for how the chairperson of a local government meeting may deal with unsuitable meeting conduct by a councillor
- the process for how the councillors at a local government meeting may deal with the unsuitable meeting conduct by the chairperson
- the process for how a suspected conduct breach by a councillor, that is referred to the local government by the Independent Assessor (IA), must be dealt with at a local government meeting
- the processes for dealing with a conflict of interest (COI) arising during a local government meeting and recording the COI in the minutes of the meeting

- the process for dealing with a loss of quorum due to the number of councillors with a COI
- procedures for closing local government meetings to the public.

## Application

A local government must either adopt the model meeting procedures or prepare and adopt other procedures for the conduct of its local government meetings, standing and advisory committee meetings.

A local government's meeting procedures and standing orders must be consistent with the model meeting procedures. If there is any inconsistency with the documents, then the local government is taken to have adopted the model meeting procedures to the extent of the inconsistency.

To assist local governments the Department has published best practice example **standing orders** that local governments can choose to adopt. These are published on the departmental website.

A local government must conduct its meetings in a manner that is consistent with either the model meeting procedures, or its own standing orders provided they are consistent with clauses **1-10** below of these model meeting procedures.

## Processes

### 1. Process for the Chairperson

This clause applies to local government meetings, and local government committee meetings. For the purposes of this clause local government meetings are ordinary and special meetings. This section does not apply to Brisbane City Council where the Chair of Council, elected by councillors, presides over each BCC meeting.

Under section 12(4) of the LGA the mayor has extra responsibilities in addition to those which all councillors have. The mayor is the chairperson, leading and managing local government meetings, including managing the conduct of participants at the meeting. The mayor may delegate another councillor to perform the mayor's extra responsibilities including acting as chairperson when the mayor is absent or temporarily incapacitated. Alternatively, if the mayor has not delegated a councillor to undertake responsibilities as chairperson, under the provisions of section 165 of the LGA, the deputy mayor acts for the mayor during the absence or temporary incapacity or when the office of mayor is vacant.

1.1. The mayor will be the chairperson at a local government meeting at which the mayor is present.

1.2. If the mayor is absent from a local government meeting, the meeting will be chaired by the councillor to whom the mayor has delegated their responsibility to chair the meeting.

1.3. If the mayor is absent or unavailable to chair the meeting, and has not delegated another councillor to do so, the deputy mayor will be the chairperson.

1.4. If the office of mayor becomes vacant the deputy mayor acts as mayor and chairperson of the local government meetings

1.5. If the mayor and the deputy mayor are both prevented from chairing the meeting because of absence or temporary incapacitation, and no other councillor has been delegated the responsibility or appointed to act as chairperson, the local government may by resolution appoint one of the councillors present at the meeting to act as chairperson for the duration of the meeting.

1.6. The local government may appoint the chairperson for a committee. This chairperson will preside over meetings of the committee. The mayor is a member of each standing committee but not necessarily a member of every advisory committee. The mayor is not necessarily the chairperson of committee meetings.

1.7. If the chairperson of a committee is absent or unavailable to chair, another councillor who is chosen by the councillors present, will be chairperson of the committee meeting.

1.8. Before proceeding with the business of the local government meeting, the chairperson at the meeting will undertake the acknowledgement and/or greetings deemed appropriate by the local government.

**Note:** Section 12 of the LGA does not prescribe that other councillors have the responsibility of chairing local government meetings. Other councillors cannot assume the chairperson role except when they are delegated by the mayor to perform the extra responsibilities of a mayor or a resolution has been passed by the councillors present to select a councillor to act as chairperson of a particular meeting, because the mayor, a delegated councillor and the deputy mayor are unavailable.. The provision for the mayor to delegate the responsibility to be chairperson to another councillor caters for the possibility that the mayor will not be the chairperson of a particular local government meeting because the mayor has, for example, a conflict of interest in a matter, or will be absent or incapacitated for that meeting.

## 2. Process for Dealing with Unsuitable Meeting Conduct by a Councillor in a Meeting

The conduct of a councillor is unsuitable meeting conduct if the conduct happens during a local government meeting and contravenes a behavioural standard of the **Code of Conduct for Councillors**. When dealing with an instance of unsuitable meeting conduct by a councillor, the following procedures must be followed:

2.1. The chairperson must reasonably believe that the conduct of a councillor during a meeting is unsuitable meeting conduct.

- 2.2. If the chairperson decides the unsuitable meeting conduct has occurred, the chairperson may consider the severity of the conduct and whether the councillor has had any previous warnings for unsuitable meeting conduct issued. If the chairperson decides the conduct is of a serious nature or another warning is unwarranted, the chairperson can make an order in relation to the conduct under 1.7 below.
- 2.3. If the chairperson decides unsuitable meeting conduct has occurred but is of a less serious nature, the chairperson may request the councillor take remedial action such as:
  - 2.3.1. Ceasing and refraining from exhibiting unsuitable meeting conduct
  - 2.3.2. Apologising for their conduct
  - 2.3.3. Withdrawing their comments.
- 2.4. If the councillor complies with the chairperson's request for remedial action, no further action is required.
- 2.5. If the councillor fails to comply with the chairperson's request for remedial action, the chairperson may warn the councillor that failing to comply with the request could result in an order being issued.
- 2.6. If the councillor complies with the chairperson's warning and request for remedial action, no further action is required.
- 2.7. If the councillor continues to fail to comply with the chairperson's request for remedial action or the chairperson decided a warning was not appropriate under 1.5, the chairperson may make one or more of the orders below:
  - 2.7.1. An order reprimanding the councillor for the conduct
  - 2.7.2. An order requiring the councillor to leave the meeting, including any area set aside for the public and stay out for the duration of the meeting.
- 2.8. If the councillor fails to comply with an order to leave and stay away from the meeting, the chairperson can issue an order that the councillor be removed from the meeting.
- 2.9. Any councillor aggrieved with an order issued by the chairperson can move a motion of dissent for parts 1.1, 1.7 and 1.8 above.
- 2.10. Following the completion of the meeting, the chairperson must ensure the minutes of the meeting record the information about unsuitable meeting conduct (see note):



**Note:** Details of any order issued **must be** recorded in the minutes of the meeting. The local government's chief executive officer (CEO) is advised to ensure details of any order made is updated in the local government's councillor conduct register. If it is the third or more order made within a 12-month period against a councillor, or the councillor has refused to comply with an order issued to leave the meeting, these matters are dealt with at the next local government meeting as a conduct breach. The local government is not required to notify the independent assessor (IA) about the conduct; and may deal with the conduct under section 150AG as if an investigation had been conducted.

### 3. Process for Dealing with Unsuitable Meeting Conduct by a Chairperson in a Meeting

- 3.1. If a councillor at the meeting reasonably believes that the conduct of the chairperson during the meeting is unsuitable meeting conduct, the councillor will raise the matter in the meeting by point of order.
- 3.2. The chairperson may correct their unsuitable meeting conduct or if they do not properly correct their behaviour, the councillor may move a motion that the chairperson has engaged in unsuitable meeting conduct (a seconder for the motion is required). Councillors present, excluding the chairperson, must decide by resolution if the conduct is unsuitable meeting conduct.
- 3.3. The chairperson has a declarable conflict of interest in the matter and must leave the place where the meeting is being held, including any area set aside for the public, during the debate and vote on the matter. If the chairperson wishes to remain in the meeting, the eligible councillors must make a decision and follow the procedures set out in *part 5* below.
- 3.4. For the debate and vote on the motion, a councillor other than the councillor that moved the motion, is to act as the chairperson.
- 3.5. If the original chairperson remains in the meeting, on the condition that they will not vote on the matter as determined by the eligible councillors, the chairperson can put forward their reasoning about their conduct and respond to questions through the acting chairperson from the eligible councillors.
- 3.6. The acting chairperson of the meeting will preside over the meeting while the councillors present at the meeting vote on whether the chairperson has engaged in unsuitable meeting conduct (the acting chairperson will have a casting vote on the resolution if required).
- 3.7. If it is decided that the chairperson has engaged in unsuitable meeting conduct the councillors can make an order reprimanding the chairperson for the conduct.

3.8. Once the councillors make a decision, the chairperson returns to the meeting (unless they have been permitted to remain in the meeting) and is informed of the decision by the acting chairperson.

3.9. The chairperson then resumes the role of chairperson, and the meeting continues.

**Note:** Details of any reprimand order is recorded in the minutes of the meeting. The local government's chief executive officer (CEO) is advised to ensure details of any order made is updated in the local government's councillor conduct register.

*For conduct of a chairperson, at local government meetings that is part of a course of conduct leading to a reprimand order for unsuitable meeting conduct being made against the chairperson, on three occasions within a period of 12 months, the conduct that led to the orders being made, taken together, becomes a conduct breach.*

*If the conduct of a councillor, including a chairperson, at the meeting becomes a conduct breach; in accordance with section 150J of the LGA, and is a conduct breach under section 150K(2)(b) and (3) of the LGA, the local government is not required to notify the IA about the conduct; and may deal with the conduct under section 150AG as if an investigation had been conducted. It may be dealt with at the next local government meeting.*

#### 4. Meeting Procedures for Dealing with a Suspected Conduct Breach including that which has been Referred to a Local Government by the Independent Assessor

Under chapter 5A, part 3, division 3A of the LGA, the IA must make a preliminary assessment and consider dismissing a complaint, notice or information before taking other action if satisfied that particular circumstances apply. If the IA assesses that a matter is a suspected conduct breach it must refer the matter to the local government. The IA refers the councillor's suspected conduct breach to the local government by giving a referral notice.

**Note:** Conduct breach is conduct that contravenes a behavioural standard of the code of conduct for councillors, or a policy, procedure or resolution of the local government; or the conduct contravenes an order of the chairperson of a local government meeting for the councillor to leave and stay away from the place at which the meeting is being held; or an instance of a suspected conduct breach that may arise from circumstances described in the above Note at end of clause 2. Process for Dealing with Unsuitable Meeting Conduct by a Chairperson in a Meeting, in this document.

4.1. In relation to matters referred by the IA to the local government, the local government may decide not to start or discontinue an investigation if the complainant withdraws the complaint, or consents to the investigation not starting or discontinuing, or the complainant does not provide extra information when requested, or there is insufficient information to investigate the complaint, or the councillor vacates or has vacated their office as a councillor.

**Note:** The local government investigation must be conducted in a way that is consistent with the local government's investigation policy. An investigation report must be prepared to assist the councillors in deciding on the outcome under section 150AG of the LGA. Before debating a matter to decide on the outcome, a summary investigation report (with redactions) must be prepared and made publicly available under section 150AFA of the LGA on or before the day and time prescribed by regulation.

*However, this section does not apply in relation to a decision by the Establishment and Coordination Committee under the COBA.*

- 4.2. The local government must decide in a local government meeting, whether the councillor has engaged in a conduct breach. Unless in accordance with section 150AG of the LGA, it has delegated responsibility for this decision to the mayor under section 257(2)(a), or to a standing committee section 257(2)(b) of the LGA or section 238(2)(a), (b) or (c) of the COBA.
- 4.3. When dealing with an instance of a suspected conduct breach which has been referred to a local government by the IA:
  - 4.3.1. The local government must be consistent with the local government principle of transparent and accountable decision making in the public interest by deciding the outcome of an investigation of a suspected conduct breach in an open meeting of the local government. However, where the matter requires debate a local government may close all or part of a meeting to the public, if considered necessary, to discuss an investigation report under the CBR section 242J, or the LGR section 254J.
  - 4.3.2. No resolution for a decision can be made in the closed session. The matter must be decided in an open session of the meeting or at a later meeting.
  - 4.3.3. Where a local government makes a decision about a conduct breach matter at a local government meeting that is inconsistent with a recommendation made about that matter in an investigation report, a statement of the reasons for the inconsistency must be included in the minutes of the meeting under CBR section 242H and the LGR section 254H.
  - 4.3.4. The subject councillor has a declarable conflict of interest in the matter and must declare the conflict of interest. The eligible councillors at the meeting can decide by resolution that the subject councillor may remain in the meeting (unless they decide otherwise), during the debate about the investigation report and may answer questions put to the subject councillor through the chairperson in relation to the evidence or written submission provided by the councillor to the local government.
  - 4.3.5. The subject councillor who has a declarable conflict must leave the place where the meeting is being held, including any area set aside for the public, during the vote on whether they have engaged in a conduct breach and what, if any, penalty to impose if the councillor is found to have engaged in a conduct breach.

- 4.3.6. If the complainant is a councillor, that councillor has a declarable conflict of interest in the matter and if so, must follow the declarable conflict of interest procedures in clause 5. If the complainant councillor who has a conflict of interest, wishes to remain in the meeting during the debate and vote on the matter, the other eligible councillors (do not have a COI in the matter) must decide how to deal with the conflict of interest under clause 5. The complainant councillor can be ordered to leave the meeting place or conditions may be applied to allow that councillor to participate in either the debate, the vote, or the decision on any disciplinary action to be applied.
- 4.3.7. After making a decision under section 150AG of the LGA, the local government must make the full investigation report, publicly available within 10 business days after the decision is made, with redactions of the name of the complainant and any witnesses but including the name of a councillor or the CEO of the local government if they were complainants, and any councillor who declared a COI in the matter.
- 4.4. If the local government has lost quorum due to the number of conflicted councillors or another reason, the local government must do one of the following:
- 4.4.1. Delegate deciding the matter under section 257 of the LGA to the mayor or a standing committee, or under section 238 of the COBA, to the mayor or the Establishment and Coordination Committee, or a standing committee, whichever is the most appropriate in the circumstances or
- 4.4.2. Decide, by resolution, to defer the matter to a later meeting or
- 4.4.3. Decide, by resolution, not to decide the matter and take no further action in relation to the matter unless this Act or another Act provides that the local government must decide the matter.

**Note:** A local government cannot decide to take no further action on a decision about a conduct matter because a decision is required under the LGA. In order to reach a decision when a loss of quorum has occurred, the matter can be deferred to a later meeting when a quorum can be maintained, or the conflicted councillors may apply to the Minister for permission to participate in the decision.

*The local government should establish a standing committee under section 264 of the LGR to deal with decisions about conduct breach matters that must be delegated. The standing committee must be in existence before receiving the referral notice from the IA, in circumstances where there is no quorum to decide a matter under sections 150AEA or 150AG of the LGA due to conflicts of interest. The standing committee will decide about matters relating to the mayor's conduct. While section 12(4)(f) of the LGA provides that the mayor has the extra responsibility of being a member of each*

*standing committee, the mayor could not be a decision making member of a standing committee dealing with decisions about the mayor's conduct because of the mayor's conflict of interest in the matter. The eligible councillors who are members of the committee will decide the matter.*

- 4.5. If it is decided that the subject councillor has engaged in a conduct breach, then the councillors must decide what penalty or penalties from the orders detailed in clause 4.6, if any, to impose on the councillor. In deciding what penalty to impose the local government may consider any previous conduct breach of the councillor and any allegation made in the investigation that was admitted, or not challenged, and that the local government is reasonably satisfied is true.
- 4.6. The local government may order that no action be taken against the councillor or make one or more of the following:
  - 4.6.1. An order that the councillor make a public apology, in the way decided by the local government,
  - 4.6.2. An order reprimanding the councillor for the conduct breach
  - 4.6.3. An order that the councillor attend training or counselling to address the councillor's conduct, including at the councillor's expense
  - 4.6.4. An order that the councillor be excluded from a stated local government meeting
  - 4.6.5. An order that the councillor is removed, or must resign, from a position representing the local government, other than the office of councillor, (for example that the councillor is ordered to resign from an appointment representing the local government on a state board or committee)
  - 4.6.6. An order that if the councillor engages in the same type of conduct again, it will be treated as misconduct
  - 4.6.7. An order that the councillor reimburse the local government for all or some of the costs arising from the councillor's conduct breach.
  - 4.6.8. A local government may not make an order in relation to a person who has vacated their office as a councillor.
- 4.7. The subject councillor, and where relevant, the complainant councillor, must be invited back into the place where the meeting is being held once a decision has been made, and the chairperson must advise them of the decision made by the local government and if relevant any orders made by resolution.



- 4.8. The minutes of the meeting must reflect the decision and any orders made. A notice must be given to the IA as soon as practicable about the decision and the reasons for the decision and if an order is made under section 150AH the details of the order.

## 5. Prescribed Conflict of Interest

Councillors are ultimately responsible for informing of any prescribed conflict of interest on matters to be discussed at a local government meeting, standing or advisory committee meeting (other than ordinary business matters prescribed in section 150EF of the LGA or section 177C of the COBA. When dealing with a prescribed conflict of interest, councillors must abide by the following procedures,

- 5.1. A councillor who has notified the chief executive officer in writing of a prescribed conflict of interest in a matter to be discussed in a local government meeting must also give notice during the meeting at the time when the matter is to be discussed.
- 5.2. A councillor who first becomes aware of a prescribed conflict of interest in a matter during a local government meeting must immediately inform the meeting of the conflict of interest.
- 5.3. When notifying the meeting of a prescribed conflict of interest, the following particulars must, at a minimum, be provided:
  - 5.3.1. If it arises because of a gift, loan or contract, the value of the gift, loan or contract
  - 5.3.2. If it arises because of an application for which a submission has been made, the matters the subject of the application and submission
  - 5.3.3. The name of any entity, other than the councillor, that has an interest in the matter
  - 5.3.4. The nature of the councillor's relationship with the entity mentioned in 5.3.3 that has an interest in a matter
  - 5.3.5. Details of the councillor's and any other entity's interest in the matter.
- 5.4. The councillor must then leave the place of the meeting, including any area set aside for the public, and stay away while the matter is being discussed and voted on, unless the subject councillor has written notice of approval from the Minister to participate in the matter.
- 5.5. Once the councillor has left the area where the meeting is being conducted, the local government can continue discussing and deciding on the matter at hand.

## 6. Declarable Conflict of Interest

Councillors are ultimately responsible for informing of any declarable conflict of interest on matters to be discussed at local government meetings and standing or advisory committee meetings that

might lead to a decision that is contrary to the public interest (other than the interests prescribed under section 150EO of the LGA and section 177L of the COB, and ordinary business matters prescribed in section 150EF of the LGA and section 177C of the COBA).

6.1. A councillor may raise their personal interests in a matter at the meeting to canvas the view of the other councillors prior to deciding to declare a conflict of interest. If the other councillors suspect the personal interest might be a conflict of interest, the other councillors may disclose their suspicion and the processes under section 150EW of the LGA or section 177T of the COBA applies.

6.2. When dealing with a declarable conflict of interest, a councillor must abide by the following procedures:

6.2.1. A councillor who has notified the chief executive officer in writing of a declarable conflict of interest in a matter to be discussed at a local government meeting must also give notice during the meeting at the time when the matter is to be discussed.

6.2.2. A councillor who first becomes aware of a declarable conflict of interest in a matter during a local government meeting must inform the meeting of the conflict of interest.

6.3. When notifying the meeting of a declarable conflict of interest, a councillor should provide sufficient detail to allow the other councillors to make an informed decision about how best to manage the declarable conflict of interest in the public interest. The following minimum details must be provided:

6.3.1. The nature of the declarable conflict of interest

6.3.2. If it arises because of the councillor's relationship with a related party

- the name of the related party and
- the nature of the relationship of the related party to the councillor and
- the nature of the related party's interest in the matter.

6.3.3. If it arises because of a gift or loan from another person to the councillor or a related party:

- the name of the other person and
- the nature of the relationship of the other person to the councillor or related party and
- the nature of the other person's interest in the matter and
- the value of the gift or loan and the date the gift or loan was made.

- 6.4. After a councillor has declared a conflict of interest, the councillor should consider leaving the meeting while the matter is discussed unless they have reasons why their participation would improve making the decision in the public interest.
- 6.4.1. If the councillor chooses not to leave the meeting, the councillor may advise the other councillors of their reasons for seeking permission to participate in making the decision.
- 6.4.2. The other eligible councillors at the meeting must then decide, by resolution, whether the councillor can participate in the decision making in relation to the matter, including voting on the matter, or whether the councillor should not participate in the decision and leave the place of the meeting while the matter is decided by the eligible councillors. The eligible councillors may impose conditions on the councillor under a decision to either participate or leave the meeting e.g., may stay for the debate but must leave for the vote.
- 6.4.3. The councillor must comply with any decision or condition imposed by the eligible councillors. The councillor must not participate in the decision unless authorised in compliance with section 150ES of the LGA or section 177P of the COBA or under an approval by the minister for local government under section 150EV of the LGA or section 177S of the COBA.
- 6.4.4. In deciding on whether a councillor may participate in a decision about a matter in which the councillor has a declarable conflict of interest, only councillors who do not themselves have a prescribed or declarable conflict of interest in the matter are eligible to participate in the decision making. The decision may be made even if the number of those councillors is less than a majority or do not form a quorum for the meeting consistent with section 150ET of the LGA and section 177Q of the COBA.
- 6.5. The councillor who is the subject of the decision may remain in the meeting while the debate is occurring and can participate by answering questions from the chairperson to assist the eligible councillors in making their decision. The subject councillor must not vote in making the decision but may remain in the meeting while the vote on the matter takes place and the decision is declared by the chairperson, on whether the councillor may remain in the meeting and participate in deciding the matter in which the councillor has a declarable conflict of interest.
- 6.6. When deciding whether a councillor may participate in the decision making on a matter in which the councillor has a declarable conflict of interest, the eligible councillors should consider the circumstances of the matter including, but not limited to:
- 6.6.1. How does the inclusion of the councillor in the deliberation affect the public trust

- 6.6.2. How close or remote is the councillor's relationship to the related party
  - 6.6.3. If the declarable conflict of interest relates to a gift or other benefit, how long ago was the gift or benefit received
  - 6.6.4. Will the benefit or detriment the subject councillor or their related party stands to receive from the decision have major or minor impact on them
  - 6.6.5. How does the benefit or detriment the subject councillor stands to receive compare to others in the community
  - 6.6.6. How does this compare with similar matters that the local government has decided and have other councillors with the same or similar interests decided to leave the meeting
  - 6.6.7. Whether the subject councillor has unique skills, knowledge or expertise that might help make the best decision in the public interest?
  - 6.7. If the eligible councillors cannot decide whether the subject councillor has a declarable conflict of interest, then they are taken to have decided that the councillor must leave and stay away from the meeting while the eligible councillors discuss and vote on the matter.
  - 6.8. A decision about a councillor who has a declarable conflict of interest in a matter applies in relation to the councillor for participating in the decision, and subsequent decisions, about the same matter unless there is a change to the councillor's personal interests and/or the nature of the matter being discussed. If the eligible councillors decide that the councillor can act in the public interest on the matter, then the councillor may participate in the meeting and be involved in processes occurring outside of a local government meeting about the same matter e.g., workshops.
  - 6.9. In making the decision about the councillor's conflict of interest in a matter, it is irrelevant how the subject councillor intended to vote on the issue or any other issue (if known or suspected).
  - 5.10.A councillor does not contravene the above procedures if the councillor participates in a decision under written approval from the Minister as prescribed in section 150EV of the LGA or section 177S of the COBA.
7. Reporting a Suspected Conflict of Interest
- 7.1. If a councillor at a meeting reasonably believes or suspects that another councillor has a personal interest in a matter that may be a prescribed or declarable conflict of interest, and that councillor is participating in a decision on that matter, the councillor who believes or

suspects this, must immediately inform the chairperson of the meeting of their belief or suspicion, and the facts and circumstances that led to their belief or suspicion.

7.2. The chairperson should ask the relevant councillor with the suspected personal interest whether they have any prescribed or declarable conflict of interest in the matter. If the councillor agrees they have a conflict of interest, the councillor must follow the relevant procedures above.

7.3. If the councillor believes they do not have a conflict of interest, they must inform the meeting of that belief and their reasons for that belief.

7.4. The eligible councillors must then decide whether the councillor has a prescribed conflict of interest, a declarable conflict of interest or that the councillor does not have a prescribed or declarable conflict of interest in the matter. If the meeting decides the councillor has a conflict of interest, the councillor must follow the relevant procedures above. If a councillor with a declarable conflict of interest wants to participate in the decision despite the declarable conflict of interest, then the eligible councillors must make a decision about the councillor's participation.

7.5. If the councillors cannot reach a decision about the conflict of interest, or the subject councillor's participation in the matter despite a declarable conflict of interest, then they are taken to have determined that the councillor must leave and stay away from the place where the meeting is being held while the eligible councillors discuss and vote on the matter. This decision will continue to apply in relation to all subsequent decisions about the same matter, where the conflict of interest remains unchanged.

7.6. If the belief or suspicion of a COI relates to more than one councillor. Clause 6 of these procedures must be complied with in relation to each councillor separately.

## 8. Loss of Quorum

8.1. In the event where one or more councillors leave a meeting due to a prescribed or declarable conflict of interest in a matter that results in a loss of a quorum for deciding the matter, all the councillors including the conflicted councillors must resolve to:

8.1.1. Delegate the consideration and decision on the matter, pursuant to section 257 of the LGA or section 238 of the COBA unless the matter cannot be delegated

8.1.2. Defer the matter to a later meeting



- 8.1.3. Not to decide the matter and take no further action in relation to the matter unless the LGA or another Act provides that the local government must decide the matter.
- 8.2. The local government must not delegate a decision to an entity if the entity, or a majority being at least half of its members, has a prescribed or declarable conflict of interest in the matter.
- 8.3. The local government must not delegate a power that an Act says must be decided by resolution of the local government under section 257(3) of the LGA or section 238(3) of the COBA.
- 8.4. The local government may by resolution delegate a power under section 257 of the LGA or section 238 of the COBA to:
  - 8.4.1. The mayor or chief executive officer, or
  - 8.4.2. A standing committee, or joint committee of the local government, or
  - 8.4.3. The chairperson of a standing committee or joint standing committee of the local government – does not apply to Brisbane City Council, or
  - 8.4.4. Another local government for a joint government activity.
  - 8.4.5. The Establishment and Coordination Committee – only applies to Brisbane City Council
- 8.5. The local government may only delegate a power to make a decision about a councillors conduct under section 150AE or 150AG of the LGA pursuant to section 257(2) of the LGA, to:
  - 8.5.1. The mayor or
  - 8.5.2. A standing committee
  - 8.5.3. If it is a decision about the conduct of the mayor, the decision must be delegated to a standing committee.
- 8.6. A local government may only delegate a power to make a decision about a councillor's conduct pursuant to section 238(2) of the COBA, to:
  - 8.6.1. The mayor, or
  - 8.6.2. The Establishment and Coordination Committee, or
  - 8.6.3. A standing committee of the local government. If it is a decision about the conduct of the mayor, the decision must be delegated to a standing committee.
- 8.7. The Minister for Local Government may, by signed notice give approval for a conflicted councillor to participate in deciding a matter in a meeting including being present for the

discussion and vote on the matter, if there is a loss of quorum and deciding the matter cannot be delegated, subject to any conditions the Minister may impose.

*Note: Refer to note under 3.4*

## 9. Recording Prescribed and Declarable Conflicts of Interest

9.1. When a councillor informs a meeting that they or another councillor have a prescribed or declarable conflict of interest in a matter, the minutes of the meeting must record all the relevant details of how the conflict of interest was dealt with, being (see section 150FA of the LGA or section 177X of the COBA):

9.1.1. The name of any councillor and any other councillor who may have a prescribed or declarable conflict of interest

9.1.2. The particulars of the prescribed or declarable conflict of interest provided by the councillor

9.1.3. The actions taken by a councillor after informing the meeting that they have, or they reasonably suspect another councillor has a prescribed or declarable conflict of interest

9.1.4. Any decision then made by the eligible councillors

9.1.5. Whether the councillor with a prescribed or declarable conflict of interest participated in or was present for the decision under ministerial approval

9.1.6. The local government's decision on what actions the councillor with a declarable conflict of interest must take and the reasons for the decision

9.1.7. The name of each eligible councillor who voted on the matter and how each voted.

9.2. If the councillor has a declarable conflict of interest the following additional information must be recorded in the minutes of the meeting when the meeting is informed of a councillor's personal interest by someone other than the councillor:

9.2.1. The name of each councillor who voted in relation to whether the councillor has a declarable conflict of interest, and how each of the councillors voted.

9.3. Where a decision has been made under clause 5 above – the minutes must include:

9.3.1. The decision and reasons for the decision, and

9.3.2. The name of each eligible councillor who voted, and how each eligible councillor voted.

## 10. Closed Meetings

10.1. A local government meeting, standing committee meeting and advisory committee meeting may resolve that a meeting be closed to the public if its councillors and members consider it necessary to discuss any of the following matters pursuant to section 254J(3) of the LGR or section s242J(3) of the COBR:

10.1.1. Appointment, dismissal, or discipline of the CEO or, in the case of Brisbane City Council only, also for senior executive employees

10.1.2. Industrial matters affecting employees

10.1.3. The local government's budget, which does not include the monthly financial statements

10.1.4. Rating concessions

10.1.5. Legal advice obtained by the local government or legal proceedings involving the local government, including for example, legal proceedings that may be taken by or against the local government

10.1.6. Matters that may directly affect the health and safety of an individual or a group of individuals

10.1.7. Negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government

10.1.8. Negotiations relating to the taking of land by the local government under the *Acquisition of Land Act 1967*

10.1.9. A matter that the local government is required to keep confidential under a law of, or a formal agreement with, the Commonwealth or State

10.1.10. A matter relating to the consideration of an investigation report for an investigation of a conduct breach given to the local government under the LGA chapter 5A, part 3, division 5.

10.2. A local government meeting, standing and advisory committee meetings cannot resolve that a meeting be closed where the meeting is informed of a councillor's personal interest in the

matter by another person and the eligible councillors at the meeting must decide by resolution whether the councillor has a prescribed or declarable conflict of interest in the matter.

10.3. Further, the meeting must not be closed if a quorum is lost due to the number of conflicted councillors who leave the local government meeting, and the local government must resolve to:

10.3.1. Delegate the consideration and decision on the matter, pursuant to section 257 of the LGA or section 238 of the COBA unless the matter cannot be delegated:

10.3.2. Defer the matter to a later meeting when a quorum may be available

10.3.3. Not to decide the matter and take no further action in relation to the matter unless the LGA or another Act provides that the local government must decide the matter.

10.4. None of the above will be considered, discussed, voted on or made during a closed session.

10.5. If a closed session includes attendance by teleconference, the councillor/s attending by teleconference must maintain confidentiality by ensuring no other person can hear their conversation while in the closed meeting (a failure to do so could be a contravention of section 171(3) of the LGA or section 173(3) of the COBA).

10.6. To take a matter into a closed session the local government must abide by the following:

10.6.1. Pass a resolution to close all or part of the meeting

10.6.2. The resolution must state the matter to be discussed, an overview of what is to be discussed and why the meeting should be closed while the matter is considered (see [clause10.1](#))

10.6.3. If it is known in advance, the agenda should clearly identify that the matter may be considered in closed session, and an explanation of why the councillors at the meeting may consider it necessary to take the issue into closed session must be stated.

10.6.4. Not make a resolution while in a closed meeting (other than a procedural resolution).

# PROCEDURE

## STANDING ORDERS & MEETING PROCEDURES

### APPROVALS

PROCEDURE NUMBER	STAT-PRO-025	DOC. ID	3633305
DATE EFFECTIVE	<a href="#">24 April 2024</a>		
PROCEDURE OWNER:	Chief Executive Officer		
APPROVED BY COUNCIL	Resolution No. <a href="#">8692</a>		
POLICY REFERENCE NUMBER	STAT-POL-043		



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## DEFINITIONS

TERM	MEANING
CEO	Chief Executive Officer
LGA/Act	Means the <i>Local Government Act 2009</i>
<a href="#">COI</a>	<a href="#">Conflict of Interest</a>
<a href="#">IA</a>	<a href="#">Independent Assessor</a>

## INTRODUCTION

These standing orders and meeting procedures apply to all meetings of Council and any standing [c](#)Committees.

## STANDING ORDERS FOR COUNCIL MEETINGS INCLUDING STANDING COMMITTEES

### 1. Standing Orders

- 1.1 These standing orders apply to Local Government meetings including standing committee meetings. These standing orders do not apply to meetings of the audit committee.
- 1.2 A provision of these standing orders may be suspended by resolution of any meeting of the local government except those sections that are mandatory under the model meeting procedures. A separate resolution is required for any suspension and must specify the application and duration of each suspension.
- 1.3 Where a matter arises at the local government meeting that is not provided for in these standing orders, the matters shall be determined by resolution of the local government upon a motion which may be put without notice but otherwise conforming with these standing orders.

## PROCEDURES FOR MEETINGS OF LOCAL GOVERNMENT

### 2. Presiding Officer

- 2.1 The mayor will preside at a meeting of Local Government.
- 2.2 If the mayor is absent or unavailable to preside, the deputy mayor will preside.
- 2.3 If both the mayor and the deputy mayor, or the mayor's delegate, are absent or unavailable to preside, a councillor chosen by the councillors present at the meeting will preside at the meeting.
- 2.4 The Local Government will choose the chairperson for a committee meeting. This chairperson will normally preside over meetings of the committee.
- 2.5 If the chairperson of a committee is absent or unavailable to preside, a councillor chosen by the councillor's present will preside over the committee meeting.

- 2.6 Before proceeding with the business of the local government meeting, the person presiding at the meeting will undertake the acknowledgement and/or greetings deemed appropriate by the local government.

### 3. Order of Business

- 3.1 The order of business will be determined by resolution of the Local Government from time to time. The order of business may be altered for a particular meeting where the councillors at that meeting pass a procedural motion to that effect. A motion to alter the order of business may be moved without notice.
- 3.2 Unless otherwise altered, the order of business will be as follows:
- attendances;
  - apologies and granting of leaves of absence;
  - confirmation of minutes;
  - officers' reports.

**Note:** *The minutes of a preceding meeting, whether an ordinary or a special meeting, not previously confirmed will be taken into consideration, at every ordinary meeting of the Local Government, in order that the minutes may be confirmed. No discussion will be permitted about these minutes except with respect to their accuracy as a record of the proceedings. Amendments to the minutes may be made prior to confirming the minutes. This must be done by moving a motion to amend the minutes that must be voted on and carried. Once the resolution is passed the minutes can be amended. All councillors present at the meeting can vote to confirm the minutes including those who were absent at the previous meeting and those who had a conflict of interest at the previous meeting.*

### 4. Agendas

- 4.1 The agenda may contain:
- notice of meeting;
  - minutes of the previous meetings;
  - business arising out of previous meetings;
  - business which the mayor wishes to have considered at that meeting without notice;
  - matters of which notice has been given;
  - committees' reports referred to the meeting by the Chief Executive Officer (CEO);
  - officers' reports referred to the meeting by the CEO;
  - deputations and delegations from the community that are approved to attend;
  - any other business the council determines by resolution be included in the agenda.

- 4.2 Business not on the agenda, or not fairly arising from the agenda, will not be considered at any council meeting unless permission for that purpose is given by the Local Government at the meeting. Business must be in accordance with the adopted terms of reference for each committee.
- 4.3 The agenda for the local government must be made publicly available by 5pm on the business day after the notice of meeting is given to the councillors. The related reports for the Local Government meeting must also be included and available to the public excluding confidential reports.
- 4.4 Matters on the agenda that will require the meeting to be in a closed session will be clearly identified including the reasons why the session will be closed.

## 5. Petitions

- 5.1 Any petition presented to a meeting of the local government will:
- be in legible writing or typewritten and contain a minimum of ten (10) signatures;
  - include the name and contact details of the principal petitioner (i.e. the key contact);
  - include the postcode of all petitioners; and
  - have the details of the specific request/matter appear on each page of the petition.
- 5.2 Where a councillor presents a petition to a meeting of the Local Government, no debate in relation to it will be allowed, and the only motion which may be moved is:
- that the petition be received;
  - received and referred to a committee or officer for consideration and a report to the council, or
  - not be received because it is deemed invalid.
- 5.3 The local government will respond to the principal petitioner in relation to all petitions deemed valid.

## 6. Deputations

- 6.1 A deputation wishing to attend and address a meeting of the council shall apply in writing to the CEO not less than seven (7) business days before the meeting.
- 6.2 The CEO, on receiving an application for a deputation, shall notify the chairperson who will determine whether the deputation may be heard. The CEO will inform the deputation of the determination in writing. Where it has been determined the deputation will be heard, a convenient time will be arranged for that purpose, and an appropriate time period allowed (e.g. 15 minutes).
- 6.3 For deputations comprising three or more persons, only three persons shall be at liberty to address the council meeting unless the councillors at the meeting determine otherwise by resolution. A deputation shall be given adequate opportunity to explain the purpose of the deputation.
- 6.4 If a member of the deputation other than the appointed speakers interjects or attempts to address the council meeting, the chairperson may terminate the deputation.
- 6.5 The chairperson may terminate an address by a person in a deputation at any time where:



- the chairperson is satisfied that the purpose of the deputation has been sufficiently explained to the councillors at the meeting;
- the time period allowed for a deputation has expired; or
- the person uses insulting or offensive language or is derogatory towards councillors or others.

6.6 The CEO is responsible for the deputation including that the appointed speaker/s are notified in writing of developments or future actions as appropriate.

## 7. Public Participation at Meetings

- 7.1 A member of the public may take part in the proceeding of a meeting only when invited to do so by the chairperson.
- 7.2 In each Local Government meeting, time may be required to permit members of the public to address the local government on matters of public interest related to local government. The time allotted shall not exceed fifteen (15) minutes and no more than three (3) speakers shall be permitted to speak at one meeting. The right of any individual to address the Local Government during this period shall be at the absolute discretion of the Local Government.
- 7.3 If any address or comment is irrelevant, offensive, or unduly long, the chairperson may require the person to cease making the submission or comment.
- 7.4 For any matter arising from such an address, the Local Government may take the following actions:
- refer the matter to a committee;
  - deal with the matter immediately;
  - place the matter on notice for discussion at a future meeting;
  - note the matter and take no further action.
- 7.5 Any person addressing the Local Government shall stand, and act and speak with decorum and frame any remarks in respectful and courteous language.
- 7.6 Any person who is considered by the local government or the mayor to be unsuitably dressed may be directed by the mayor or chairperson to immediately withdraw from the meeting. Failure to comply with such a request may be considered an act of disorder.

## 8. Prescribed Conflict of Interest

Councillors are ultimately responsible for informing of any prescribed conflict of interest on matters to be discussed at a council or committee meeting (other than ordinary business matters). When dealing with a prescribed conflict of interest, councillors must abide by the following procedures:

- 8.1 A councillor who has notified the chief executive officer of a prescribed conflict of interest in a matter to be discussed in a council meeting must also give notice during the meeting.

- 8.2 A councillor who first becomes aware of a prescribed conflict of interest in a matter during a council meeting must immediately inform the meeting of the conflict of the interest.
- 8.3 When notifying the meeting of a prescribed conflict of interest, the following details must be provided:
- if it arises because of a gift, loan or contract, the value of the gift, loan or contract;
  - if it arises because of an application or submission, the subject of the application or submission;
  - the name of any entity other than the councillor that has an interest in the matter;
  - the nature of the councillor's relationship with the entity that has an interest in a matter;
  - details of the councillor's and any other entity's interest in the matter.
- 8.4 The councillor must then leave the place of the meeting, including any area set aside for the public, and stay away while the matter is being discussed and voted on, unless the subject councillor has written notice from the Minister to participate in the matter.
- 8.5 Once the councillor has left the area where the meeting is being conducted, the council can continue discussing and deciding on the matter at hand.

## 9. Declarable Conflict of Interest

Councillors are ultimately responsible for informing of any declarable conflict of interest on matters to be discussed at council or committee meetings that might lead to a decision that is contrary to the public interest (other than ordinary business matters).

A councillor may raise their personal interests in a matter at the meeting to canvas the view of the other councillors prior to deciding to declare a conflict of interest. If the other councillors suspect the personal interest might be a conflict of interest, the councillor may disclose their suspicion and the processes under section 150EW of the LGA.

When dealing with a declarable conflict of interest, councillors must abide by the following procedures:

- 9.1 A councillor who has notified the chief executive officer of a declarable conflict of interest in a matter to be discussed at a council meeting must also give notice during the meeting.
- 9.2 A councillor who first becomes aware of a declarable conflict of interest in a matter during a council meeting must inform the meeting of the conflict of interest
- 9.3 When notifying the meeting of a declarable conflict of interest, councillors should provide sufficient detail to allow the other councillors to make an informed decision about how best to manage the declarable conflict of interest in the public interest. The following details must be provided:
- the nature of the declarable conflict of interest;
  - if it arises because of the councillor's relationship with a related party:
    - i. the name of the related party to the councillor;
    - ii. the nature of the relationship of the related party to the councillor;

- iii. the nature of the related party's interest in the matter;
  - if it arises because of a gift or loan from another person to the councillor or a related party:
    - i. the name of the other person;
    - ii. the nature of the relationship of the other person to the councillor or related party;
    - iii. the nature of the other person's interest in the matter;
    - iv. the value of the gift or loan and the date the gift or loan was made.
- 9.4 After a councillor has declared a conflict of interest, the councillor should consider leaving the meeting while the matter is discussed unless they have reasons why their participation would improve making the decision in the public interest.
- 9.5 If the councillor chooses not to leave the meeting, the councillor may advise the other councillors of their reasons for seeking permission to participate in making the decision.
- 9.6 The other non-conflicted councillors at the meeting must then decide, by resolution, whether the councillor can participate in the decision making in relation to the matter, including voting on the matter, or whether they should not participate in the decision and leave the place of the meeting while the matter is decided by the non-conflicted councillors. The non-conflicted councillors may impose conditions on the councillor under a decision to either participate or leave the meeting e.g. may stay for the debate but must leave for the vote. The councillor must comply with any decision or condition imposed by the non-conflicted councillors.
- 9.7 In deciding on a councillor's declarable conflict of interest in a matter, only councillors who do not themselves have a prescribed or declarable conflict of interest in the matter are eligible to participate in the decision making. The decision may be made even if the number of those councillors is less than a majority or less than a quorum for the meeting consistent with section 150ET of the LGA.
- 9.8 The councillor who is the subject of the decision may remain in the meeting while the debate is occurring and can participate by answering questions from the chairperson to assist the other councillors in making their decision. The subject councillor must not vote or otherwise participate in making the decision but may remain in the meeting while the vote on the matter takes place and the decision is declared by the chairperson, on whether the councillor may remain in the meeting and participate in deciding the matter in which the councillor has a declarable conflict of interest.
- 9.9 When deciding whether a councillor may participate in the decision making on a matter in which they have a declarable conflict of interest, the other councillors should consider the particular circumstances of the matter including, but not limited to:
- how does the inclusion of the councillor in the deliberation affect the public trust?
  - how close or remote is the councillor's relationship to the related part?
  - if the declarable conflict of interest relates to a gift or other benefit, how long ago was the gift or benefit received?

- will the benefit or detriment the subject councillor or their related party stands to receive from the decision have major or minor impact on them?
  - how does the benefit or detriment the subject councillor stands to receive, compare to others in the community?
  - how does this compare with similar matters that council has decided and have other councillors with the same or similar interests decided to leave the meeting?
  - whether the subject councillor has unique skills, knowledge or expertise that might help make the best decision in the public interest.
- 9.10 If the non-conflicted councillors cannot decide about the declarable conflict of interest of a councillor, they are taken to have decided that the councillor must leave and stay away from the meeting while the non-conflicted councillors discuss and vote on the matter.
- 9.11 A decision about a councillor who has a declarable conflict of interest in a matter applies in relation to the councillor for participating in the decision, and all subsequent decisions, about the same matter unless there is a change to the councillor's personal interests and/or the nature of the matter being discussed. If the non-conflicted councillors decide that the councillor can act in the public interest on the matter, then the councillor may participate in the meeting and be involved in processes occurring outside of a council meeting about the same matter e.g. briefing sessions or workshops.
- 9.12 In making the decision under 9.6 and 9.9, it is irrelevant how the subject councillor intended to vote on the issue or any other issue (if known or suspected).
- 9.13 A councillor does not contravene the above procedures if the councillor participates in a decision under written approval from the Minister.

## 10. Reporting a suspected conflict of interest

- 10.1 If a councillor at a meeting reasonably believes or suspects that another councillor has a personal interest in a matter that may be a prescribed or declarable conflict of interest, and that councillor is participating in a decision on that matter, the councillor must immediately inform the chairperson of the meeting of their belief or suspicion, and the facts and circumstances that led to their belief or suspicion.
- 10.2 The chairperson then should ask the relevant councillor with the suspected personal interest whether they have any prescribed or declarable conflict of interest in the matter. If the councillor agrees they have a conflict of interest, the councillor must follow the relevant procedures above.
- 10.3 If the councillor believes they do not have a conflict of interest, they must inform the meeting of that belief and their reasons for that belief.
- 10.4 The non-conflicted councillors must then decide whether the councillor has a prescribed conflict of interest, a declarable conflict of interest or that the councillor does not have prescribed or declarable conflict of interest in the matter. If the meeting decides the councillor has a conflict of interest, the councillor must follow the relevant procedures above.

- 10.5 If the councillors cannot reach a majority decision, then they are taken to have determined that the councillor has a declarable conflict of interest.

## 11. Loss of Quorum

- 11.1 In the event where one or more councillors leave a meeting due to a prescribed or declarable conflict of interest in a matter that results in a loss of a quorum for deciding the matter, the council must resolve to:
- delegate the consideration and decision on the matter, pursuant to section 257 of the *LGA*;
  - defer the matter to a later meeting;
  - not decide the matter and take no further action in relation to the matter.
- 11.2 All councillors including the conflicted councillors, may participate in deciding to delegate or defer a matter.
- 11.3 The council must not delegate a decision to an entity if the entity, or a majority being at least half of its members, has a prescribed or declarable conflict of interest in the matter.
- 11.4 If the matter cannot be delegated under an Act, the council should seek ministerial approval for the councillors to be able to consider and vote on the matter, subject to any conditions the Minister may impose.

## 12. Motions

### 12.1 Motion to be moved

- 12.1.1 —A councillor is required to ‘move’ a motion and then another councillor is required to ‘second’ the motion.
- 12.1.2 When a motion has been moved and seconded, it will become subject to the control of the council and cannot be withdrawn without the consent of the council meeting.
- 12.1.3 Other councillors can propose amendments to the motion, which must be voted on before voting on the final motion.
- A motion brought before a meeting of the local government in accordance with the *LGA* or these standing orders will be received and put to the meeting by the chairperson.
  - The chairperson may require a motion or amendment to a motion to be stated in full or be in writing before permitting it to be received.
  - The chairperson may refuse to accept a motion if it is not within the meeting’s jurisdiction and rule a motion out of order if necessary. Any motion that is vague, proposes an unlawful action, is outside the scope of the meeting, is defamatory, vexatious or is unnecessary, may be ruled out of order.



- 12.1.4 The chairperson may call the notices of motion in the order in which they appear on the agenda. Where no objection is taken to a motion being taken as a formal motion, and the motion is then seconded, the chairperson may put the motion to the vote without discussion and the vote occur.
- 12.1.5- Not more than one motion or one proposed amendment to a motion may be put before a meeting of a local government at any one time.

## 13. Absence of mover of motion

13.1 Where a councillor who has given notice of a motion is absent from the meeting of the local government at which the motion is to be considered, the motion may be:

- moved by another councillor at the meeting, or
- deferred to the next meeting.

## 14. Motion to be seconded

14.1 A motion or an amendment to a motion shall not be debated at a meeting of the local government unless or until the motion or the amendment is seconded, with the exception of procedural motions.

## 15. Amendment of motion

- 15.1 An amendment to a motion will be in terms which maintain or further clarify the intent of the original motion and do not contradict the motion.
- 15.2 Where an amendment to a motion is before a meeting of the Local Government, no other amendment to the motion will be considered until after the first amendment has been voted on.
- 15.3 Where a motion is amended by another motion, the original motion will not be proposed as a subsequent motion to amend that other motion.

## 16. Speaking to motions and amendments

- 16.1 The mover of a motion or amendment will read it and state that it is so moved but will not speak to it until it is seconded.
- 16.2 The chairperson will manage the debate by allowing the councillor who proposed the motion the option of speaking first on the motion. The chairperson will then call on any other councillors who wish to speak against the motion and then alternatively for and against the motion as available, until all councillors who wish to speak have had the opportunity.
- 16.3 A councillor may make a request to the chairperson for further information before or after the motion or amendment is seconded.
- 16.4 The mover of a motion or amendment has the right to reply. Each councillor will speak no more than once to the same motion or same amendment except as a right of reply. Once the right of reply has been delivered the debate ends.

- 16.5 Each speaker will be restricted to not more than five (5) minutes unless the chairperson rules otherwise.
- 16.6 Where two or more councillors indicate they may wish to speak at the same time, the chairperson will determine who is entitled to priority.
- 16.7 In accordance with section 254H of the *Local Government Regulation 2012* (LGR), if a decision made at the council meeting is inconsistent with a recommendation or advice given to the council by an advisor, the minutes of the meeting must include a statement of the reasons for not adopting the recommendation or advice.

## 17. Method of taking vote

- 17.1 The chairperson will call for all councillors in favour of the motion to indicate their support. The chairperson will then call for all councillors against the motion to indicate their objection. A councillor may call for a 'division' to ensure their objection to the motion is recorded in the minutes. If a division is taken, the minute secretary will record the names of councillors voting in the affirmative and of those voting in the negative. The chairperson will declare the result of a vote or a division as soon as it has been determined.
- 17.2 Councillors have the right to request that their names and how they voted be recorded in the minutes if they request it when voting other than by division.
- 17.3 Except upon a motion to repeal or amend it, the resolution will not be discussed after the vote has been declared.

**Note:** *If a report contains distinct recommendations, the decision of the council may be taken separately on each recommendation. If a decision by the meeting is contra to a recommendation in a report the minutes must give the reasons for the decision.*

## 18. Withdrawing a motion

- 18.1 A motion or amendment may be withdrawn by the mover with the consent of the council, which will be without debate, and a councillor will not speak to the motion or amendment after the mover has been granted permission by the council meeting for its withdrawal.

## 19. Repealing or amending resolutions

- 19.1 A resolution of the [Local Government Council](#) may not be amended or repealed unless notice of motion is given in accordance with the requirements of the legislation.
- 19.2 Councillors present at the meeting at which a motion to repeal or amend a resolution is put, may defer consideration of that motion. The deferral will not be longer than three (3) months.

## 20. Procedural motions

- 20.1 A councillor at a meeting of the local government may, during the debate of a matter at the meeting, move the following motions, as a procedural motion without the need for a seconder:

- that the question/motion be now put before the meeting;
- that the motion or amendment now before the meeting be adjourned;
- that the meeting proceeds to the next item of business;
- that the question lie on the table;
- a point of order;
- a motion of dissent against the chairperson's decision;
- that this report/document be tabled;
- to suspend the rule requiring that (insert requirement);
- that the meeting stands adjourned.

- 20.2 A procedural motion, that 'the question be put', may be moved and where the procedural motion is carried, the chairperson will immediately 'put the question to the motion' or amendment to that motion under consideration. Where the procedural motion is lost, debate on the motion or amendment to that motion will resume.
- 20.3 The procedural motion, that the motion or amendment now before the meeting be adjourned, may specify a time or date, to which the debate will be adjourned. Where no date or time is specified:
- a further motion may be moved to specify a time or date; or
  - the matter about which the debate is to be adjourned, will be included in the business paper for the next meeting.
- 20.4 Where a procedural motion that the meeting proceed to the next item is carried, debate on the matter that is the subject of the motion will cease and may be considered again by the Local Government on the giving of notice in accordance with the standing orders.
- 20.5 A procedural motion that the question lie on the table, will only be moved where the chairperson or a councillor requires additional information on the matter before the meeting (or the result of some other action of the council or person is required) before the matter may be concluded at the meeting. Where such a procedural motion is passed, the council will proceed with the next matter on the business paper. The motion, that the matter be taken from the table, may be moved at the meeting at which the procedural motion was carried or at any later meeting.
- 20.6 Any councillor may ask the chairperson to decide on a point of order where it is believed that another councillor:
- has failed to comply with proper procedures;
  - is in contravention of the legislation; or
  - is beyond the jurisdiction power of the council meeting.

**Note:** Points of order cannot be used as a means of contradicting a statement made by the councillor speaking. Where a point of order is moved, consideration of the matter to which the motion was moved will be suspended. The chairperson will determine whether the point of order is upheld.

Upon the question of order suddenly arising during the process of a debate, a councillor may raise a point of order, and then the councillor against whom the point of order is raised, will immediately cease speaking. Notwithstanding anything contained in these standing orders to the contrary, all questions or points of order at any time arising will, until decided, suspend the consideration and decision of every other question.

- 20.7 A councillor may move a motion of dissent in relation to a ruling of the chairperson on a point of order. Where such motion is moved, further consideration of any matter will be suspended until after a ruling is made. Where a motion of dissent is carried, the matter to which the ruling of the chairperson was made will proceed as though that ruling had not been made. Whereas a result of that ruling the matter was discharged as out of order, it will be restored to the business paper and be dealt with in the normal course of business.
- 20.8 The motion that this report/document be tabled may be used by a councillor to introduce a report or other document to the meeting, only if the report or other document is not otherwise protected under confidentiality or information privacy laws. On tabling the document, it ceases to be a confidential document and is available for public scrutiny.
- 20.9 A procedural motion, 'to suspend the rule requiring that....', may be made by any councillor in order to permit some action that otherwise would be prevented by a procedural rule. A motion to suspend a rule will specify the duration of the suspension.
- 20.10 A procedural motion, that the meeting stands adjourned, may be moved by a councillor at the conclusion of debate on any matter on the business paper or at the conclusion of a councillor's time for speaking to the matter, and will be put without debate. Such a procedural motion will specify a time for the resumption of the meeting and on resumption of the meeting, the council meeting will continue with the business before the meeting at the point where it was discontinued on the adjournment.

## 21. Questions

- 21.1 A councillor may at the Local Government meeting ask a question for reply by another councillor or an officer regarding any matter under consideration at the meeting. A question will be asked categorically and without argument and no discussion will be permitted at the council meeting in relation to a reply or a refusal to reply to the question. A councillor or officer to whom a question is asked without notice may request that the question be taken on notice for the next meeting.
- 21.2 A councillor who asks a question at a meeting, whether or not upon notice, will be deemed not to have spoken to the debate of the motion to which the question relates.
- 21.3 The chairperson may disallow a question which is considered inconsistent with an acceptable request or good order, provided that a councillor may move a motion that the chairperson's ruling be disagreed with, and if carried the chairperson will allow the question.

## **22. Meeting Conduct**

### **22.1 Process for dealing with Unsuitable Meeting Conduct**

The conduct of a councillor is unsuitable meeting conduct if the conduct happens during a council meeting and contravenes a behavioural standard of the [Code of Conduct for Councillors](#). When dealing with an instance of unsuitable conduct by a councillor in a meeting, the following procedures must be followed:

- 22.1.1 —The chairperson must reasonably believe that unsuitable meeting conduct has been displayed by a councillor at a meeting.
- 22.1.2 If the chairperson decides the unsuitable meeting conduct has occurred, the chairperson may consider the severity of the conduct and whether the councillor has had any previous warnings for unsuitable meeting conduct issued. If the chairperson decides the conduct is of a serious nature or another warning is unwarranted, proceed to step 22.7.
- 22.1.3 If the chairperson decides unsuitable meeting conduct has occurred but is of a less serious nature, the chairperson may request the councillor take remedial actions such as:
- ceasing the unsuitable meeting conduct and refraining from exhibiting the conduct;
  - apologising for their conduct;
  - withdrawing their comments.
- 22.1.4 If the councillor complies with the chairperson's request for remedial action, no further action is required.
- 22.1.5 If the councillor fails to comply with the chairperson's request for remedial action, the chairperson may warn the councillor that failing to comply with the request could result in an order being issued.
- 22.1.6 If the councillor complies with the chairperson's warning and request for remedial action, no further action is required.
- 22.1.7 If the councillor still continues to fail to comply with the chairperson's request for remedial action or the chairperson decided a warning was not appropriate under 22.3, the chairperson may make one or more of the orders below:
- an order reprimanding the councillor for the conduct;
  - an order requiring the councillor to leave the meeting, including any area set aside for the public and stay out for the duration of the meeting.
- 22.1.8 If the councillor fails to comply with an order to leave and stay away from the meeting, the chairperson can issue an order that the councillor be removed from the meeting.
- 22.1.9 Following the completion of the meeting, the chairperson must ensure:



- details of any order issued is recorded in the minutes of the meeting;
- if it is the third or more order made within a 12-month period against a councillor, or the councillor has refused to comply with an order issued to leave the meeting, these matters are dealt with at the next meeting of the council and treated as inappropriate conduct;
- the council's chief executive officer (CEO) is advised to ensure details of any order made is updated in the council's councillor conduct register.

22.1.10 Any councillor aggrieved with an order issued by the chairperson can move a motion of dissent for parts 22.1, 22.7 and 22.8 above.

**Note:** Chairpersons of a meeting are carrying out a statutory responsibility under the LGA to manage and lead the meeting. As such, where a chairperson behaves inappropriately in a meeting this involves a serious breach of the trust placed in them as the chairperson of the meeting and may be dealt with as misconduct. The breach can be referred to the [Office of the Independent Assessor \(OIA\)](#) to be dealt with. However, breaches of trust don't arise because councillors disagree with the chairperson's decision or ruling during the meeting.

## 23. General conduct during meetings

- 23.1 After a meeting of the council has been formally constituted and the business commenced, a councillor will not enter or leave from the meeting without first notifying the chairperson.
- 23.2 Councillors will speak to each other or about each other during the Local Government meeting by their respective titles ('mayor' or 'councillor'), and when speaking of or addressing officers will call them by their respective official or departmental title and will confine their remarks to the matter under consideration.
- 23.3 No councillor who is speaking will be interrupted except upon a point of order being raised either by the chairperson or by another councillor.
- 23.4 When the chairperson speaks during the process of a debate, the councillor speaking or offering to speak will immediately cease speaking, and each councillor present will observe strict silence so that the chairperson may be heard without interruption.

## 24. Process for Dealing with Unsuitable Meeting Conduct by a Chairperson in a Meeting

If a councillor at the meeting reasonably believes that the conduct of the chairperson during the meeting is unsuitable meeting conduct, the councillor will raise the matter in the meeting by point of order.

The chairperson may correct their unsuitable meeting conduct or if they do not properly correct their behaviour, the councillor may move a motion that the councillor has engaged in unsuitable meeting conduct (a seconder for the motion is required). Councillors present, excluding the chairperson, must decide by resolution if the conduct is unsuitable meeting conduct.

The chairperson has a declarable conflict of interest in the matter and must leave the place where the meeting is being held, including any area set aside for the public, during the debate and vote on the matter. If the chairperson wishes to remain in the meeting, the eligible councillors must make a decision and follow the procedures set out in part 5 below.

For the debate and vote on the motion, a councillor other than the councillor that moved the motion, is to act as the chairperson.

24.1 If a councillor at the meeting reasonably believes that the conduct of the chairperson during the meeting is unsuitable meeting conduct, the councillor will raise the matter in the meeting by point of order.

24.2 The chairperson may correct their unsuitable meeting conduct or if they do not properly correct their behaviour, the councillor may move a motion that the chairperson has engaged in unsuitable meeting conduct (a seconder for the motion is required). Councillors present, excluding the chairperson, must decide by resolution if the conduct is unsuitable meeting conduct.

24.3 The chairperson has a declarable conflict of interest in the matter and must leave the place where the meeting is being held, including any area set aside for the public, during the debate and vote on the matter. If the chairperson wishes to remain in the meeting, the eligible councillors must make a decision and follow the procedures set out in part 5 below.

24.4 For the debate and vote on the motion, a councillor other than the councillor that moved the motion, is to act as the chairperson.

24.124.5 If the original chairperson remains in the meeting, on the condition that they will not vote on the matter as determined by the eligible councillors, they can put forward their reasoning about their conduct, and respond to questions through the chairperson from the eligible councillors.

24.224.6 The acting chairperson of the meeting will preside over the meeting while the councillors present at the meeting vote on whether the chairperson has engaged in unsuitable meeting conduct (the acting chairperson will have a casting vote on the resolution if required).

24.324.7 If it is decided that the chairperson has engaged in unsuitable meeting conduct the councillors can make an order reprimanding the chairperson for the conduct.

24.424.8 Once the councillors make a decision, the chairperson returns to the meeting (unless they have been permitted to remain in the meeting) and is informed of the decision by the acting chairperson.

24.524.9 The chairperson then resumes the role of chairperson, and the meeting continues.

**Note:** Details of any reprimand order is recorded in the minutes of the meeting. The Local Governments chief executive officer (CEO) is advised to ensure details of any order made is updated in the Local Government's councillor conduct register.

For conduct of a chairperson, at local government meetings that is part of a course of conduct leading to a reprimand order for unsuitable meeting conduct being made against the chairperson, on three occasions within a period of 12 months, the conduct that led to the orders being made, taken together, becomes a conduct breach.

If the conduct of a councillor, including a chairperson, at the meeting becomes a conduct breach; in accordance with section 150J of the LGA, and is a conduct breach under section 150K(2)(b) and (3) of the LGA, the Local Government is not required to notify the assessor about the conduct; and may deal with the conduct under section 150AG as if an investigation had been conducted. It may be dealt with at the next local government meeting.

## **25. Meeting process for dealing with suspected inappropriate conduct which has been referred to a local government by the Independent Assessor (IA)**

Pursuant to Chapter 5A, Division 5 of the LGA (Referral of conduct to a local government) a referral from the IA of inappropriate conduct or an instance of suspected inappropriate conduct may arise from circumstances under paragraph 22.9 dot point two of these documents.

When dealing with an instance of suspected inappropriate conduct which has been referred to a Local Government by the IA:

- 25.1 The council must be consistent with the Local Government principle of transparent and accountable decision making in the public interest by dealing with suspected inappropriate conduct in an open meeting of the council. However, where the matter may directly affect the health and safety of the complainant due to the nature of the complaint, the council may resolve to go into closed session under section 254J of the LGR to discuss the allegation.
- 25.2 The subject councillor has a declarable conflict of interest in the matter and is permitted by the council to remain in the meeting during the debate about whether the councillor engaged in the inappropriate conduct and answer questions put to the subject councillor by the chairperson to assist the other councillors in making a decision. This permission to remain in the meeting for the debate is on the condition that the subject councillor must leave the place where the meeting is being held, including any area set aside for the public, during the vote on whether they have committed inappropriate conduct and what, if any, penalty to impose if the councillor is found to have committed inappropriate conduct.
- 25.3 Should the complainant be a councillor, that councillor may have a declarable conflict of interest in the matter and if so, must follow the declarable conflict of interest procedures in section 9. If the complainant councillor who has a declarable conflict of interest, wishes to remain in the meeting during the debate and vote on the matter, the other councillors must decide how to deal with the

conflict of interest under section 9. The complainant councillor can be ordered to leave the meeting place or conditions may be applied to allow that councillor to participate in either the debate, the vote or the decision on any disciplinary action to be applied.

- 25.4 The council must debate the issue and decide whether the accused councillor engaged in inappropriate conduct. If the council has lost quorum due to the number of conflicted councillors or another reason, the matter must be delegated consistent with section 257 of the *LGA* or deferred to another date when a quorum will be present.
- 25.5 If a decision is reached that the accused councillor has engaged in inappropriate conduct, then the councillors must decide what penalty or penalties from the orders detailed in 24.6, if any, to impose on the councillor. In deciding what penalty to impose, the council may consider any previous inappropriate conduct of the councillor and any allegation made in the investigation that was admitted, or not challenged, and that the council is reasonably satisfied is true.
- 25.6 The council may order that no action be taken against the councillor or make one or more of the following:
- an order that the councillor make a public admission that the councillor has engaged in inappropriate conduct;
  - an order reprimanding the councillor for the conduct;
  - an order that the councillor attend training or counselling to address the councillor's conduct, including at the councillor's expense;
  - an order that the councillor be excluded from a stated council meeting;
  - an order that the councillor is removed, or must resign, from a position representing the Local Government, other than the office of councillor, for example that the councillor is ordered to resign from an appointment representing the local government on a state board or committee;
  - an order that if the councillor engages in the same type of conduct again, it will be treated as misconduct;
  - an order that the councillor reimburse the council for all or some of the costs arising from the councillor's inappropriate conduct.
- 25.7 A Local Government may not make an order that the councillor attend training/counselling, be suspended from a meeting, be removed or resign from a position or that the same conduct will be treated as misconduct in future, in relation to a person who is no longer a councillor.
- 25.8 The subject councillor, and where relevant, the complainant councillor, must be invited back into the place where the meeting is being held once a decision has been made, and the chairperson must advise them of the details of the decision.
- 25.9 The chairperson must ensure the meeting minutes reflect the resolution made.

25.10 When a decision is made about a conduct breach matter at a Local Government meeting that is inconsistent with the recommendations provided in the investigation report, a statement of reasons for the inconsistency must be included in the minutes, and a copy of the investigation report must be made publicly available within 10 business days of the decision. (Redactions of complainants and witnesses' details must be made before publication unless they are councillors)

## 26. Disorder

26.1 The chairperson may adjourn the meeting of the local government, where disorder arises at a meeting other than by a councillor. On resumption of the meeting, the chairperson will move a motion to be put without debate, to determine whether the meeting will proceed. Where the motion is lost, the chairperson shall declare the meeting closed, and any outstanding matters referred to a future meeting.

## ATTENDANCE AND NON-ATTENDANCE

### 27. Attendance of public and the media at meeting

27.1 An area shall be made available at the place where any meeting of the local government is to take place for members of the public and representatives of the media to attend the meeting and as many members of the public as reasonably can be accommodated in that area will be permitted to attend the meeting.

27.2 When the Local Government is sitting in closed session, the public and representatives of the media will be excluded.

### 28. Closed session

28.1 Council and standing committee meetings may resolve that a meeting be closed to the public if its councillors consider it necessary to discuss any of the following matters:

- appointment, dismissal or discipline of the CEO;
- industrial matters affecting employees;
- the council's budget (this does not include the monthly financial statements);
- rating concessions;
- legal advice obtained by the council, including legal proceedings that may be taken by or against the council;
- matters that may directly affect the health and safety of an individual or a group of individuals;
- negotiations relating to a commercial matter involving the council for which a public discussion could prejudice the interests of the council;
- negotiations relating to the taking of land by the council under the *Acquisition of Land Act 1967*;



- a matter that the council is required to keep confidential under a law of, or a formal agreement with, the Commonwealth or state.

28.2 A council or committee meeting cannot resolve that a meeting be closed where the meeting is informed of a councillor's personal interest in the matter by another person and the eligible councillors at the meeting must decide whether the councillor has a declarable conflict of interest in the matter.

28.3 Further, the meeting must not be closed if a quorum is lost due to the number of conflicted councillors who leave the meeting and the council must:

- delegate the matter;
- decide by resolution to defer to a later meeting;
- decide by resolution to take no further action on the matter.

**Note:** None of the above will be considered, discussed, voted on or made during a closed session. If a closed session includes attendance by teleconference, the councillor/s attending by teleconference must maintain confidentiality by ensuring no other person can hear their conversation while in the closed meeting.

28.4 To take a matter into a closed session the council must abide by the following:

- pass a resolution to close the meeting;
- the resolution must state the matter to be discussed, an overview of what is to be discussed and why the meeting should be closed while the matter is considered;
- if the matter is known in advance, the agenda should clearly identify that the matter will be considered in closed session, and an explanation of why it is deemed necessary to take the issue into closed session must be stated;
- not make a resolution while in a closed meeting (other than a procedural resolution).

## 29. Teleconferencing of meetings

29.1 If a councillor wishes to be absent from a council meeting place during a meeting, the councillor must apply to the chairperson to participate by teleconference, at least three (3) business days prior to the meeting or as soon as practicable once the councillor becomes aware of their intended absence. The chairperson may allow a councillor to participate in a council or committee meeting by teleconference.

**Note:** There is no legislative requirement for a resolution by council to allow a councillor to participate by teleconference meaning the council may delegate the matter. For example, council may delegate to the chairperson of the council or a committee meeting the ability to decide whether a councillor can attend a meeting by teleconference.

29.2 A councillor taking part by teleconference is taken to be present at the meeting if the councillor was simultaneously in audio contact with each other person at the meeting. The attendance of the councillor must be recorded in the minutes as present at the meeting.

**Note:** Teleconferencing includes the use of a telephone, video conferencing equipment or other means of instant communication that allows a person to take part in a discussion as it happens.

## MEETING PROCEDURES – CONDUCT AND CONFLICTS OF INTEREST

The purpose of the model meeting procedures is to set out certain procedures to ensure the Local Government principles are reflected in the conduct of council meetings, standing and advisory committee meetings as defined in the *Local Government Regulation 2012* (LGR). However, meeting procedures do not apply to meetings of the council's audit committee.

It is not intended that the meeting procedures would deal with all aspects of meeting conduct but only those required to strengthen public confidence in council to [chair meetings and](#) deal with the conduct of councillors, [conflict of interest of councillors, loss of quorum and closed-in](#) meetings.

### BACKGROUND

As required under section 150F of the *Local Government Act 2009* (the LGA) this document sets out:

- [the process for the chairperson to lead and manage council meetings.](#)
- [the process for how a chairperson of a council meeting may deal with instances of unsuitable meeting conduct by councillors,](#) ~~and~~
- [the process of how the councillors at a council meeting may deal with instances of unsuitable meeting conduct by the chairperson.](#)
- the process for how suspected inappropriate conduct of a councillor referred to the ~~Local~~ [Local](#) Government by the ~~Independent Assessor (IA)~~ is to be dealt with at a council meeting.
- the processes for dealing with COI arising during a council meeting and recording the COI in the minutes of the meeting,
- the process for dealing with a loss of quorum due to the number of councillors with a COI, and
- procedures for closing council meetings to the public.

## 1. Process for the Chairperson

This clause applies to local council meetings, and council committee meetings. For the purposes of this clause local government meetings are ordinary and special meetings. This section does not apply to Brisbane City Council where the Chair of Council, elected by councillors, presides over each BCC meeting.

Under section 12(4) of the LGA the mayor has extra responsibilities in addition to those which all councillors have. The mayor is the chairperson, leading and managing local government meetings, including managing the conduct of participants at the meeting. The mayor may delegate another councillor to perform the mayor's extra responsibilities including acting as chairperson when the mayor is absent or temporarily incapacitated. Alternatively, if the mayor has not delegated a councillor to undertake responsibilities as chairperson, under the provisions of section 165 of the LGA, the deputy mayor acts for the mayor during the absence or temporary incapacity or when the office of mayor is vacant.

- 1.1 The mayor will be the chairperson at a council meeting at which the mayor is present.
- 1.2. If the mayor is absent from a council meeting, the meeting will be chaired by the councillor to whom the mayor has delegated their responsibility to chair the meeting.
- 1.3. If the mayor is absent or unavailable to chair the meeting, and has not delegated another councillor to do so, the deputy mayor will be the chairperson.
- 1.4. If the office of mayor becomes vacant the deputy mayor acts as mayor and chairperson of the council meetings
- 1.5. If the mayor and the deputy mayor are both prevented from chairing the meeting because of absence or temporary incapacitation, and no other councillor has been delegated the responsibility or appointed to act as chairperson, the council may by resolution appoint one of the councillors present at the meeting to act as chairperson for the duration of the meeting.
- 1.6. The council may appoint the chairperson for a committee. This chairperson will preside over meetings of the committee. The mayor is a member of each standing committee but not necessarily a member of every advisory committee. The mayor is not necessarily the chairperson of committee meetings.
- 1.7. If the chairperson of a committee is absent or unavailable to chair, another councillor who is chosen by the councillors present, will be chairperson of the committee meeting.
- 1.8. Before proceeding with the business of the council meeting, the chairperson at the meeting will undertake the acknowledgement and/or greetings deemed appropriate by the council

*Note: Section 12 of the LGA does not prescribe that other councillors have the responsibility of chairing local government meetings. Other councillors cannot assume the chairperson role except when they are delegated by the mayor to perform the extra responsibilities of a mayor or a resolution has been passed by the councillors present to select a councillor to act as chairperson of a particular meeting, because the mayor, a delegated councillor and the deputy mayor are unavailable.. The provision for the mayor to delegate the responsibility to be chairperson to another councillor caters for the possibility that the mayor will not be the chairperson of a particular council meeting because the mayor has, for example, a conflict of interest in a matter, or will be absent or incapacitated for that meeting.*

## 2. Process for dealing with unsuitable meeting conduct by a Councillor in a meeting

The conduct of a councillor is unsuitable meeting conduct if the conduct happens during a council meeting and contravenes a behavioural standard of the [Code of Conduct for Councillors](#). When dealing with an instance of unsuitable conduct by a councillor in a meeting, the following procedures must be followed:

- 2.1 The chairperson must reasonably believe that unsuitable meeting conduct has been displayed by a councillor at a meeting.
- 2.2 If the chairperson decides the unsuitable meeting conduct has occurred, the chairperson may consider the severity of the conduct and whether the councillor has had any previous warnings for unsuitable meeting conduct issued. If the chairperson decides the conduct is of a serious nature or another warning is unwarranted, [the chairperson can make an order in relation to the conduct under 2.7 below, proceed to step 1.7.](#)
- 2.3 If the chairperson decides unsuitable meeting conduct has occurred but is of a less serious nature, the chairperson may request the councillor take remedial action such as:
  - 2.3.1 [Ce](#)asing the unsuitable meeting conduct and refraining from exhibiting the conduct;
  - 2.3.2 [A](#)pologising for their conduct;
  - 2.3.3 [W](#)ithdrawing their comments.
- 2.4 If the councillor complies with the chairperson's request for remedial action, no further action is required.
- 2.5 If the councillor fails to comply with the chairperson's request for remedial action, the chairperson may warn the councillor that failing to comply with the request could result in an order being issued.
- 2.6 If the councillor complies with the chairperson's warning and request for remedial action, no further action is required.
- 2.7 If the councillor continues to fail to comply with the chairperson's request for remedial action or the chairperson decided a warning was not appropriate under 1.53, the chairperson may make one or more of the orders below:
  - 2.7.1 [A](#)n order reprimanding the councillor for the conduct;
  - 2.7.2 [A](#)n order requiring the councillor to leave the meeting, including any area set aside for the public and stay out for the duration of the meeting.
- 2.8 If the councillor fails to comply with an order to leave and stay away from the meeting, the chairperson can issue an order that the councillor be removed from the meeting.
- ~~2.9 Following the completion of the meeting, the chairperson must ensure:~~
  - ~~2.9.1 details of any order issued is recorded in the minutes of the meeting;~~
  - ~~2.9.2 if it is the third or more order made within a 12-month period against a councillor, or the councillor has refused to comply with an order issued to leave the meeting, these matters are dealt with at the next meeting of the council and treated as inappropriate conduct;~~

~~2.9.3 the council's chief executive officer (CEO) is advised to ensure details of any order made is updated in the council's councillor conduct register.~~

~~2.9.10~~ Any councillor aggrieved with an order issued by the chairperson can move a motion of dissent for parts ~~12.1~~, ~~12.7~~ and ~~12.8~~ above.

2.10. Following the completion of the meeting, the chairperson must ensure the minutes of the meeting record the information about unsuitable meeting conduct (see note):

**Note:** Details of any order issued must be recorded in the minutes of the meeting. The council's CEO is advised to ensure details of any order made is updated in the council's councillor conduct register. If it is the third or more order made within a 12-month period against a councillor, or the councillor has refused to comply with an order issued to leave the meeting, these matters are dealt with at the next council meeting as a conduct breach. The local government is not required to notify the IA about the conduct; and may deal with the conduct under section 150AG as if an investigation had been conducted. Chairpersons of a meeting are carrying out a statutory responsibility under the LGA and City of Brisbane Act 2010 (COBA) to manage and lead the meeting. As such, where a chairperson behaves inappropriately in a meeting, this involves a breach of the trust placed in them as the chairperson of the meeting and may be dealt with as misconduct. The breach can be referred to the Office of the Independent Assessor (OIA) to be dealt with. However, breaches of trust don't arise because councillors disagree with the chairperson's decision or ruling during the meeting.

### **3. Meeting ~~P~~rocedureess for ~~D~~ealing with ~~S~~uspected inappropriate ~~C~~onduct ~~B~~reach including ~~that~~ which has been referred to a Local Government by the IA**

Pursuant to Chapter 5A, Division 5 of the LGA (Referral of conduct to Local Government) a referral from the IA of inappropriate conduct or an instance of suspected inappropriate conduct may arise from circumstances under paragraph 1.9.2 of this document. Under chapter 5A, part 3, division 3A of the LGA, the IA must make a preliminary assessment and consider dismissing a complaint, notice or information before taking other action if satisfied that particular circumstances apply. If the IA assesses that a matter is a suspected conduct breach it must refer the matter to the local government. The IA refers the councillor's suspected conduct breach to the local government by giving a referral notice.

In either case, the council must complete an investigation into the alleged conduct:

- consistent with any recommendations from the IA; and
- consistent with the council's investigation policy; or
- in another way decided by resolution of the council.

~~After the completion of the investigation, the council must decide in a council meeting, whether the councillor has engaged in inappropriate conduct, unless it has delegated responsibility for this decision under section 257 of the LGA or section 238 of the COBA.~~

~~When dealing with an instance of suspected inappropriate conduct which has been referred to a council by the IA:~~



*Note: Conduct breach is conduct that contravenes a behavioural standard of the code of conduct for councillors, or a policy, procedure or resolution of the council; or the conduct contravenes an order of the chairperson of a council meeting for the councillor to leave and stay away from the place at which the meeting is being held; or an instance of a suspected conduct breach that may arise from circumstances described in the above Note at end of clause 2. Process for Dealing with Unsuitable Meeting Conduct by a Chairperson in a Meeting, in this document.*

3.1. In relation to matters referred by the IA to the local government, the local government may decide not to start or discontinue an investigation if the complainant withdraws the complaint, or consents to the investigation not starting or discontinuing, or the complainant does not provide extra information when requested, or there is insufficient information to investigate the complaint, or the councillor vacates or has vacated their office as a councillor.

*Note: The councils investigation must be conducted in a way that is consistent with the council's investigation policy. An investigation report must be prepared to assist the councillors in deciding on the outcome under section 150AG of the LGA. Before debating a matter to decide on the outcome, a summary investigation report (with redactions) must be prepared and made publicly available under section 150AFA of the LGA on or before the day and time prescribed by regulation. However, this section does not apply in relation to a decision by the Establishment and Coordination Committee under the COBA.*

3.2. The council must decide in a council meeting, whether the councillor has engaged in a conduct breach. Unless in accordance with section 150AG of the LGA, it has delegated responsibility for this decision to the mayor under section 257(2)(a), or to a standing committee section 257(2)(b) of the LGA or section 238(2)(a), (b) or (c) of the COBA.

3.3. When dealing with an instance of a suspected conduct breach which has been referred to a local government by the IA:

3.3.1. The council must be consistent with the local government principle of transparent and accountable decision making in the public interest by deciding the outcome of an investigation of a suspected conduct breach in an open meeting of the council. However, where the matter requires debate a council may close all or part of a meeting to the public, if considered necessary, to discuss an investigation report under the CBR section 242J, or the LGR section 254J.

3.3.2. No resolution for a decision can be made in the closed session. The matter must be decided in an open session of the meeting or at a later meeting.

3.3.3. Where a council makes a decision about a conduct breach matter at a council meeting that is inconsistent with a recommendation made about that matter in an investigation report, a statement of the reasons for the inconsistency must be included in the minutes of the meeting under CBR section 242H and the LGR section 254H.

3.3.4. The subject councillor has a declarable conflict of interest in the matter and must declare the conflict of interest. The eligible councillors at the meeting can decide by resolution that the subject councillor may remain in the meeting (unless they decide otherwise), during the

debate about the investigation report and may answer questions put to the subject councillor through the chairperson in relation to the evidence or written submission provided by the councillor to the local government.

3.3.5. The subject councillor who has a declarable conflict must leave the place where the meeting is being held, including any area set aside for the public, during the vote on whether they have engaged in a conduct breach and what, if any, penalty to impose if the councillor is found to have engaged in a conduct breach.

3.3.6. If the complainant is a councillor, that councillor has a declarable conflict of interest in the matter and if so, must follow the declarable conflict of interest procedures in clause 5. If the complainant councillor who has a conflict of interest, wishes to remain in the meeting during the debate and vote on the matter, the other eligible councillors (do not have a COI in the matter) must decide how to deal with the conflict of interest under clause 5. The complainant councillor can be ordered to leave the meeting place, or conditions may be applied to allow that councillor to participate in either the debate, the vote, or the decision on any disciplinary action to be applied.

3.3.7. After making a decision under section 150AG of the LGA, the council must make the full investigation report, publicly available within 10 business days after the decision is made, with redactions of the name of the complainant and any witnesses but including the name of a councillor or the CEO of the council if they were complainants, and any councillor who declared a COI in the matter.

3.4. If the council has lost quorum due to the number of conflicted councillors or another reason, the local government must do one of the following:

3.4.1. Delegate deciding the matter under section 257 of the LGA to the mayor or a standing committee, or under section 238 of the COBA, to the mayor or the Establishment and Coordination Committee, or a standing committee, whichever is the most appropriate in the circumstances or

3.4.2. Decide, by resolution, to defer the matter to a later meeting or

3.4.3. Decide, by resolution, not to decide the matter and take no further action in relation to the matter unless this Act or another Act provides that the local government must decide the matter.

**Note:** A council cannot decide to take no further action on a decision about a conduct matter because a decision is required under the LGA. In order to reach a decision when a loss of quorum has occurred, the matter can be deferred to a later meeting when a quorum can be maintained, or the conflicted councillors may apply to the Minister for permission to participate in the decision.

The council should establish a standing committee under section 264 of the LGR to deal with decisions about conduct breach matters that must be delegated. The standing committee must be in existence before receiving the referral notice from the IA, in circumstances where there is no quorum to decide a matter

under sections 150AEA or 150AG of the LGA due to conflicts of interest. The standing committee will decide about matters relating to the mayor's conduct. While section 12(4)(f) of the LGA provides that the mayor has the extra responsibility of being a member of each standing committee, the mayor could not be a decision making member of a standing committee dealing with decisions about the mayor's conduct because of the mayor's conflict of interest in the matter. The eligible councillors who are members of the committee will decide the matter.

3.5. If it is decided that the subject councillor has engaged in a conduct breach, then the councillors must decide what penalty or penalties from the orders detailed in clause 4.6, if any, to impose on the councillor. In deciding what penalty to impose the council may consider any previous conduct breach of the councillor and any allegation made in the investigation that was admitted, or not challenged, and that the council is reasonably satisfied is true.

3.6. The council may order that no action be taken against the councillor or make one or more of the following:

3.6.1. An order that the councillor make a public apology, in the way decided by the council

3.6.2. An order reprimanding the councillor for the conduct breach

3.6.3. An order that the councillor attend training or counselling to address the councillor's conduct, including at the councillor's expense

3.6.4. An order that the councillor be excluded from a stated council meeting

3.6.5. An order that the councillor is removed, or must resign, from a position representing the council, other than the office of councillor, (for example that the councillor is ordered to resign from an appointment representing the local government on a state board or committee)

3.6.6. An order that if the councillor engages in the same type of conduct again, it will be treated as misconduct

3.6.7. An order that the councillor reimburse the council for all or some of the costs arising from the councillor's conduct breach.

3.6.8. Council may not make an order in relation to a person who has vacated their office as a councillor.

3.7. The subject councillor, and where relevant, the complainant councillor, must be invited back into the place where the meeting is being held once a decision has been made, and the chairperson must advise them of the decision made by the council and if relevant any orders made by resolution.

4.8. The minutes of the meeting must reflect the decision and any orders made. A notice must be given to the IA as soon as practicable about the decision and the reasons for the decision and if an order is made under section 150AH the details of the order.

~~3.1 The council must be consistent with the Local Government principle of transparent and accountable decision making in the public interest by dealing with suspected inappropriate conduct in an open meeting of the council. However, where the matter may directly affect the health and safety of the~~

~~complainant due to the nature of the complaint, the council may resolve to go into closed session under section 254J of the LGR or section 242J of the COBR to discuss the allegation.~~

- ~~3.2 The subject councillor has a declarable conflict of interest in the matter and is permitted by the council to remain in the meeting during the debate about whether the councillor engaged in the inappropriate conduct and answer questions put to the subject councillor through the chairperson to assist the other councillors in making a decision. The permission to remain in the meeting for the debate is on the condition that the subject councillor must leave the place where the meeting is being held, including any area set aside for the public, during the vote on whether they have committed inappropriate conduct and what, if any, penalty to impose if the councillor is found to have committed inappropriate conduct.~~
- ~~3.3 Should the complainant be a councillor, that councillor may have a declarable conflict of interest in the matter and if so, must follow the declarable conflict of interest procedures in section 4. If the complainant councillor who has a conflict of interest, wishes to remain in the meeting during the debate and vote on the matter, the other councillors must decide how to deal with the conflict of interest under section 4. The complainant councillor can be ordered to leave the meeting place or conditions may be applied to allow that councillor to participate in either the debate, the vote or the decision on any disciplinary action to be applied.~~
- ~~3.4 The council must debate the issue and decide whether the subject councillor engaged in inappropriate conduct. If the council has lost quorum due to the number of conflicted councillors or another reason, the matter must be delegated consistent with section 257 of the LGA or section 238 of the COBA or deferred to another date when a quorum will be present.~~
- ~~3.5 If a decision is reached that the subject councillor has engaged in inappropriate conduct, then the councillors must decide what penalty or penalties from the orders detailed in 2.6, if any, to impose on the councillor. In deciding what penalty to impose, the council may consider any previous inappropriate conduct of the councillor and any allegation made in the investigation that was admitted, or not challenged, and that the council is reasonably satisfied is true.~~
- ~~3.6 The council may order that no action be taken against the councillor or make one or more of the following:~~
- ~~3.6.1 an order that the councillor make a public admission that the councillor has engaged in inappropriate conduct;~~
  - ~~3.6.2 an order reprimanding the councillor for the conduct;~~
  - ~~3.6.3 an order that the councillor attend training or counselling to address the councillor's conduct, including at the councillor's expense;~~
  - ~~3.6.4 an order that the councillor be excluded from a stated council meeting;~~
  - ~~3.6.5 an order that the councillor is removed, or must resign, from a position representing the Local Government, other than the office of councillor, for example that the councillor is ordered to resign from an appointment representing the Local Government on a state board or committee;~~

~~3.6.6 an order that if the councillor engages in the same type of conduct again, it will be treated as misconduct;~~

~~3.6.7 an order that the councillor reimburse the council for all or some of the costs arising from the councillor's inappropriate conduct.~~

~~3.7 A Local Government may not make an order under 3.6.3; 3.6.4; 3.6.5; 3.6.6 in relation to a person who is no longer a councillor.~~

~~3.8 The subject councillor, and where relevant, the complainant councillor, must be invited back into the place where the meeting is being held once a decision has been made, and the chairperson must advise them of the details of the decision.~~

~~3.9 The chairperson must ensure the meeting minutes reflect the resolution made.~~

## 4. Prescribed conflict of interest

Councillors are ultimately responsible for informing of any prescribed conflict of interest on matters to be discussed at a council meeting, standing or advisory committee meeting (other than ordinary business matters). When dealing with a prescribed conflict of interest, councillors must abide by the following procedures:

4.1 A councillor who has notified the chief executive officer of a prescribed conflict of interest in a matter to be discussed in a council meeting must also give notice during the meeting.

4.2 A councillor who first becomes aware of a prescribed conflict of interest in a matter during a council meeting must immediately inform the meeting of the conflict of interest.

4.3 When notifying the meeting of a prescribed conflict of interest, the following details must, at a minimum, be provided:

4.3.1. If it arises because of a gift, loan or contract, the value of the gift, loan or contract

4.3.2. If it arises because of an application for which a submission has been made, the matters the subject of the application and submission

4.3.3 ~~T~~he name of any entity, other than the councillor, that has an interest in the matter;

4.3.4 ~~T~~he nature of the councillor's relationship with the entity that has an interest in a matter;

4.3.5 ~~D~~etails of the councillor's and any other entity's interest in the matter.

4.4 The councillor must then leave the place of the meeting, including any area set aside for the public, and stay away while the matter is being discussed and voted on, unless the subject councillor has written notice from the Minister to participate in the matter.

4.5 Once the councillor has left the area where the meeting is being conducted, the council can continue discussing and deciding on the matter at hand.

## 5. Declarable conflict of interest

Councillors are ultimately responsible for informing of any declarable conflict of interest on matters to be discussed at council meetings, standing or advisory committee meetings that might lead to a decision that is



contrary to the public interest (other than [the interests prescribed under section 150EO of the LGA and section 177L of the COB, and](#) ordinary business matters [prescribed in section 150EF of the LGA and section 177C of the COBA](#)).

**5.1** A councillor may raise their personal interests in a matter at the meeting to canvas the view of the other councillors prior to deciding to declare a conflict of interest. If the other councillors suspect the personal interest might be a conflict of interest, the councillor may disclose their suspicion and the processes under section 150EW of the LGA or Section 177T of COBA applies.

**5.2** When dealing with a declarable conflict of interest, councillors must abide by the following procedures:

**5.2.14** A councillor who has notified the chief executive officer [in writing](#) of a declarable conflict of interest in a matter to be discussed at a council meeting must also give notice during the meeting [at the time when the matter is to be discussed](#).

**5.2.2v** A councillor who first becomes aware of a declarable conflict of interest in a matter during a council meeting must inform the meeting of the conflict of interest.

**5.3** When notifying the meeting of a declarable conflict of interest, councillors should provide sufficient detail to allow the other councillors to make an informed decision about how best to manage the declarable conflict of interest in the public interest. The following minimum details must be provided:

**5.3.1** [the nature of the declarable conflict of interest;](#)

**5.3.2** if it arises because of the councillor's relationship with a related party:

- i. the name of the related party to the councillor;
- ii. the nature of the relationship of the related party to the councillor;
- iii. the nature of the related party's interest in the matter;

**5.3.3** if it arises because of a gift or loan from another person to the councillor or a related party:

- i. the name of the other person;
- ii. the nature of the relationship of the other person to the councillor or related party;
- iii. the nature of the other person's interest in the matter;
- iv. the value of the gift or loan and the date the gift or loan was made.

**5.4** After a councillor has declared a conflict of interest, the councillor should consider leaving the meeting while the matter is discussed unless they have reasons why their participation would improve making the decision in the public interest.

**5.4.15** If the councillor chooses not to leave the meeting, the councillor may advise the other councillors of their reasons for seeking permission to participate in making the decision.

**5.4.26** The other councillors at the meeting must then decide, by resolution, whether the councillor can participate in the decision making in relation to the matter, including voting on the matter,

or whether they should not participate in the decision and leave the place of the meeting while the matter is decided by the non-conflicted councillors. The non-conflicted councillors may impose conditions on the councillor under a decision to either participate or leave the meeting e.g. may stay for the debate but must leave for the vote. The councillor must comply with any decision or condition imposed by the non-conflicted councillors.

5.4.37 In deciding on whether a councillor may participate in a decision about a matter in which the councillor has a declarable conflict of interest, only councillors who do not themselves have a prescribed or declarable conflict of interest in the matter are eligible to participate in the decision making. The decision may be made even if the number of those councillors is less than a majority or less than a quorum for the meeting consistent with section 150ET of the LGA and section 177Q of COBA.

5.58 The councillor who is the subject of the decision may remain in the meeting while the debate is occurring and can participate by answering questions from the chairperson to assist the other councillors in making their decision. The subject councillor must not vote or otherwise participate in making the decision but may remain in the meeting while the vote on the matter takes place and the decision is declared by the chairperson, on whether the councillor may remain in the meeting and participate in deciding the matter in which the councillor has a declarable conflict of interest.

5.96 When deciding whether a councillor may participate in the decision making on a matter in which they have a declarable conflict of interest, the other councillors should consider the circumstances of the matter including, but not limited to:

5.69.1 How does the inclusion of the councillor in the deliberation affect the public trust;

5.69.2 How close or remote is the councillor's relationship to the related party;

5.69.3 If the declarable conflict of interest relates to a gift or other benefit, how long ago was the gift or benefit received;

5.69.4 Will the benefit or detriment the subject councillor or their related party stands to receive from the decision have major or minor impact on them;

5.69.5 How does the benefit or detriment the subject councillor stands to receive compare to others in the community;

5.69.6 How does this compare with similar matters that council has decided and have other councillors with the same or similar interests decided to leave the meeting;

5.69.7 Whether the subject councillor has unique skills, knowledge or expertise that might help make the best decision in the public interest.

5.740 If the ~~non-conflicted~~eligible councillors cannot decide about the declarable conflict of interest of a councillor, they are taken to have decided that the councillor must leave and stay away from the meeting while the non-conflicted councillors discuss and vote on the matter.

5.811 A decision about a councillor who has a declarable conflict of interest in a matter applies in relation to the councillor for participating in the decision, and subsequent decisions, about the same matter unless there is a change to the councillor's personal interests and/or the nature of the matter being

discussed. If the ~~non-conflicted~~ eligible councillors decide that the councillor can act in the public interest on the matter, then the councillor may participate in the meeting and be involved in processes occurring outside of a council meeting about the same matter e.g. briefing sessions or workshops.

5.942 In making the decision about the councillor's conflict of interest in a matter under 4.6 and 4.9, it is irrelevant how the subject councillor intended to vote on the issue or any other issue (if known or suspected).

5.103 A councillor does not contravene the above procedures if the councillor participates in a decision under written approval from the Minister as prescribed in section 150EV of the LGA or section 177S of the COBA.

## 6. Reporting a suspected conflict of interest

- 6.1 If a councillor at a meeting reasonably believes or suspects that another councillor has a personal interest in a matter that may be a prescribed or declarable conflict of interest, and that councillor is participating in a decision on that matter, the councillor must immediately inform the chairperson of the meeting of their belief or suspicion, and the facts and circumstances that led to their belief or suspicion.
- 6.2 The chairperson should ask the relevant councillor with the suspected personal interest whether they have any prescribed or declarable conflict of interest in the matter. If the councillor agrees they have a conflict of interest, the councillor must follow the relevant procedures above.
- 6.3 If the councillor believes they do not have a conflict of interest, they must inform the meeting of that belief and their reasons for that belief.
- 6.4 The ~~non-conflicted~~ eligible councillors must then decide whether the councillor has a prescribed conflict of interest, a declarable conflict of interest or that the councillor does not have a prescribed or declarable conflict of interest in the matter. If the meeting decides the councillor has a conflict of interest, the councillor must follow the relevant procedures above. If a councillor with a declarable conflict of interest wants to participate in the decision despite the declarable conflict of interest, then the eligible councillors must make a decision about the councillor's participation.
- 6.5 If the councillors cannot reach a majority decision about the conflict of interest, or the subject councillor's participation in the matter despite a declarable conflict of interest, then they are taken to have determined that the councillor must leave and stay away from the place where the meeting is being held while the eligible councillors discuss and vote on the matter. This decision will continue to apply in relation to all subsequent decisions about the same matter, where the ~~has a declarable~~ conflict of interest remains unchanged.
- 6.6. If the belief or suspicion of a COI relates to more than one councillor. Clause 5 of these procedures must be complied with in relation to each councillor separately.

## 7. Loss of quorum

- 7.1 In the event where one or more councillors leave a meeting due to a prescribed or declarable conflict of interest in a matter that results in a loss of a quorum for deciding the matter, the council must resolve to:
- 7.1.1-Delegate the consideration and decision on the matter, pursuant to section 257 of the LGA or section 238 of the COBA; or
  - 7.1.2-Defer the matter to a later meeting; or
  - 7.1.3-Not to decide the matter and take no further action in relation to the matter unless the LGA or another Act provides that the council must decide the matter.
- ~~All councillors including the conflicted councillors, may participate in deciding to delegate or defer a matter.~~
- 7.2 The council must not delegate a decision to an entity if the entity, or a majority being at least half of its members, has a prescribed or declarable conflict of interest in the matter.
- 7.3. The council must not delegate a power that an Act says must be decided by resolution of the local government under section 257(3) of the LGA or section 238(3) of the COBA.
- 7.4. The council may by resolution delegate a power under section 257 of the LGA or section 238 of the COBA to:
- 7.4.1. The mayor or chief executive officer, or
  - 7.4.2. A standing committee, or joint committee of the local government, or
  - 7.4.3. The chairperson of a standing committee or joint standing committee of the council, or
  - 7.4.4. Another local government for a joint government activity.
- 7.5. The council may only delegate a power to make a decision about a councillors conduct under section 150AE or 150AG of the LGA pursuant to section 257(2) of the LGA, to:
- 7.5.1. The mayor or
  - 7.5.2. A standing committee
  - 7.5.3. If it is a decision about the conduct of the mayor, the decision must be delegated to a standing committee.
- 7.6. A council may only delegate a power to make a decision about a councillor's conduct pursuant to section 238(2) of the COBA, to:
- 7.6.1. The mayor, or
  - 7.6.2. The Establishment and Coordination Committee, or
  - 7.6.3. A standing committee of the local government. If it is a decision about the conduct of the mayor, the decision must be delegated to a standing committee.

- 7.3 ~~If the matter cannot be delegated under an Act, the council should seek ministerial approval for the councillors to be able to consider~~[The Minister for Local Government may, by signed notice give approval for a conflicted councillor to participate in deciding a matter in a meeting including being present for the discussion](#) and vote on the matter, ~~if there is a loss of quorum and deciding the matter cannot be delegated,~~ subject to any conditions the Minister ~~for Local Government~~ may impose.

*Note: Refer to note under item 3.4.*

## 8. Recording prescribed and declarable conflicts of interest

- [8.1](#) When a councillor informs a meeting that they or another councillor have a prescribed or declarable conflict of interest in a matter, the minutes of the meeting must record all of the relevant details of how the conflict of interest was dealt with, being:
- [8.1.1](#) ~~T~~he name of any councillor and any other councillor who may have a prescribed or declarable conflict of interest;
  - [8.1.2](#) ~~T~~he particulars of the prescribed or declarable conflict of interest provided by the councillor;
  - [8.1.3](#) ~~T~~he actions taken by a councillor after informing the meeting that they have, or they reasonably suspect another councillor has a prescribed or declarable conflict of interest;
  - [8.1.4](#) ~~A~~ny decision then made by the eligible councillors;
  - [8.1.5](#) ~~W~~hether the councillor with a prescribed or declarable conflict of interest participated in or was present for the decision under ministerial approval;
  - [8.1.6](#) ~~T~~he council's decision on what actions the councillor with a declarable conflict of interest must take and the reasons for the decision;
  - [8.1.7](#) ~~T~~he name of each councillor who voted on the matter and how each voted;
- [8.2](#) If the councillor has a declarable conflict of interest the following additional information must be recorded in the minutes of the meeting when the meeting is informed of a councillor's personal interest by someone other than the councillor:
- [8.2.1](#) ~~T~~he name of each councillor who voted in relation to whether the councillor has a declarable conflict of interest, and how each of the councillors voted;
- [8.3](#) ~~W~~here a decision has been made under section 4.6 above – the minutes must include the decision and reasons for the decision, and the name of each eligible councillor who voted and how each eligible councillor voted.

## 9. Closed meetings

- [9.1](#) Council meetings, standing and advisory committee meetings may resolve that a meeting be closed to the public if its councillors consider it necessary to discuss any of the following matters [to section 254J\(3\) of the LGR or section s242J\(3\) of the COBR](#):



- 9.1.1 ~~a~~Appointment, dismissal or discipline of the CEO or, in the case of Brisbane City Council only, for senior executive employees;
- 9.1.2 ~~I~~Industrial matters affecting employees;
- 9.1.3 ~~T~~he council's budget (this does not include the monthly financial statements);
- 9.1.4 ~~R~~ating concessions;
- 9.1.5 ~~L~~egal advice obtained by the council, including legal proceedings that may be taken by or against the council;
- 9.1.6 ~~M~~matters that may directly affect the health and safety of an individual or a group of individuals;
- 9.1.7 ~~N~~egotiations relating to a commercial matter involving the council for which a public discussion could prejudice the interests of the council;
- 9.1.8 ~~N~~egotiations relating to the taking of land by the council under the Acquisition of Land Act 1967;
- 9.1.9 ~~a~~A matter that the council is required to keep confidential under a law of, or a formal agreement with, the Commonwealth or state.
- 9.1.10 [A matter relating to the consideration of an investigation report for an investigation of a conduct breach given to the local government under the LGA chapter 5A, part 3, division 5.](#)

9.2 A council meeting, standing and advisory committee meeting cannot resolve that a meeting be closed where the meeting is informed of a councillor's personal interest in the matter by another person and the eligible councillors at the meeting must decide whether the councillor has a declarable conflict of interest in the matter.

9.3 Further, the meeting must not be closed if a quorum is lost due to the number of conflicted councillors who leave the meeting and the council must;

9.3.1 [Delegate the consideration and decision on the matter, pursuant to section 257 of the LGA or section 238 of the COBA unless the matter cannot be delegated:](#)

9.2.2 [Defer the matter to a later meeting when a quorum may be available](#)

9.2.3 [Not to decide the matter and take no further action in relation to the matter unless the LGA or another Act provides that the local government must decide the matter.](#)

~~delegate the matter;~~

~~decide by resolution to defer to a later meeting;~~

~~decide by resolution to take no further action on the matter.~~

9.4 None of the above will be considered, discussed, voted on or made during a closed session.

**9.5** If a closed session includes attendance by teleconference, the councillor/s attending by teleconference must maintain confidentiality by ensuring no other person can hear their conversation while in the closed meeting ([a failure to do so could be a contravention of section 171\(3\) of the LGA or section 173\(3\) of the COBA](#)):-

**9.6** To take a matter into a closed session the council must abide by the following:

**9.6.1** Pass a resolution to close the meeting.

**9.6.2** The resolution must state the matter to be discussed, an overview of what is to be discussed and why the meeting should be closed while the matter is considered ([see section 10.1](#)).

**9.6.3** If the matter is known in advance, the agenda should clearly identify that the matter will be considered in closed session, and an explanation of why it is deemed necessary to take the issue into closed session must be stated.

**9.6.4** Not make a resolution while in a closed meeting (other than a procedural resolution).

## 10. Teleconferencing meetings

**10.1** If a councillor wishes to be absent from a council meeting place during a meeting, the councillor must apply to the chairperson to participate by teleconference, at least three business days prior to the meeting or as soon as practicable once the councillor becomes aware of their intended absence. The chairperson may allow a councillor to participate in a council meeting, standing or advisory committee meeting by teleconference.

**Note:** *There is no legislative requirement for a resolution by council to allow a councillor to participate by teleconference meaning the council may delegate the matter. For example, council may delegate to the chairperson of the council or a committee meeting the ability to decide whether a councillor can attend a meeting by teleconference.*

**10.2** A councillor taking part by teleconference is taken to be present at the meeting if the councillor was simultaneously in audio contact with each other person at the meeting. The attendance of the councillor must be recorded in the minutes as present at the meeting.

**Note:** *Teleconferencing includes the use of a telephone, video conferencing equipment or other means of instant communication that allows a person to take part in a discussion as it happens.*

## REFERENCES AND RELATED DOCUMENTS

- Local Government Act 2009
- Local Government Regulation 2012
- [Code of Conduct for Councillors](#) in Queensland (Department of State Development and Infrastructure)
- [Councillor conduct examples for Queensland Local Governments](#) (Department of State Development and Infrastructure)

## DOCUMENT ID/NAME

ID	NAME
STAT-POL-043	Conduct of Council Meetings Policy

## MEETING DETAILS

### Corporate, Governance and Financial Services

#### Standing Committee Meeting

Wednesday 20 November 2024

#### AUTHOR

Tricia Hughes

#### AUTHOR POSITION

Coordinator Executive Support – Office of the CEO

5.15

### SCHEDULE OF ORDINARY MEETINGS AND STANDING COMMITTEE MEETINGS OF COUNCIL – JANUARY TO DECEMBER 2025

## EXECUTIVE SUMMARY

Council is required under legislation to advertise its meeting dates and times for the coming year in a newspaper that is distributed in the local government area. Council is requested to resolve the meeting schedule for the period January to December 2025.

## OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Adopts the following meeting schedule for Ordinary Meetings of Council for the period of January 2025 to December 2025.*

## ORDINARY MEETINGS

MEETING DATE	TIME	LOCATION
Wednesday 29 January 2025	10.00am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
Wednesday 26 February 2025	10.00am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
Wednesday 26 March 2025	10.00am	Isaac Regional Council, 16 Queen Elizabeth Drive – Dysart – Training Room
Wednesday 23 April 2025	10.00am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
Tuesday 27 May 2025	10.00am	Isaac Regional Council, 25 Daintree Street, Clermont– Board Room
Wednesday 18 June 2025	10.00am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
Wednesday 23 July 2025	10.00am	Isaac Regional Council, 11 Carter Place, Middlesbrough – Board Room
Wednesday 27 August 2025	10.00am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
Wednesday 24 September 2025	10.00am	Isaac Regional Council, 10 Reynolds St, Nebo – Board Room
Wednesday 29 October 2025	10.00am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room

<b>Wednesday 26 November 2025</b>	10.00am	Isaac Regional Council, 36 Macartney Street, St Lawrence – Board Room
<b>Wednesday 17 December 2025</b>	10.00am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room

2. *Adopts the following meeting schedule for Standing Committee Meetings of Council for the period of February 2025 to November 2025.*

## CORPORATE, GOVERNANCE AND FINANCIAL SERVICES STANDING COMMITTEE

CGFS STANDING COMMITTEE MEETING DATE	TIME	LOCATION
<b>Tuesday 11 February 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 11 March 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 8 April 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 13 May 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 10 June 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 8 July 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 12 August 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 9 September 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 7 October 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 11 November 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room

## PLANNING, ENVIRONMENT AND COMMUNITY SERVICES STANDING COMMITTEE

PECS STANDING COMMITTEE MEETING DATE	TIME	LOCATION
<b>Tuesday 11 February 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 11 March 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 8 April 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 13 May 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 10 June 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room



<b>Tuesday 8 July 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 12 August 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 9 September 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 7 October 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Tuesday 11 November 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room

## ENGINEERING & INFRASTRUCTURE STANDING COMMITTEE

<b>E&amp;I STANDING COMMITTEE MEETING DATE</b>	<b>TIME</b>	<b>LOCATION</b>
<b>Wednesday 12 February 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 12 March 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 9 April 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 14 May 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 11 June 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 9 July 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 13 August 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 10 September 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 8 October 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 12 November 2025</b>	9.30am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room

## WATER AND WASTE STANDING COMMITTEE

<b>W&amp;W STANDING COMMITTEE MEETING DATE</b>	<b>TIME</b>	<b>LOCATION</b>
<b>Wednesday 12 February 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 12 March 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 9 April 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 14 May 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 11 June 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room

<b>Wednesday 9 July 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 13 August 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 10 September 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 8 October 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
<b>Wednesday 12 November 2025</b>	1.00pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room

## BACKGROUND

Ordinary Meetings are the principal decision-making forum for a local government. Standing Committee Meetings are a forum for Councillors to receive key operational updates from Executive Staff and to provide recommendations to Council strategic matters.

Councils must meet at least once a month. Local governments must publish, at least once a year, details of the days and times of both the ordinary meetings of the local government and any standing committees. The details must be published on the local government's website and in a newspaper circulating in the area.

Isaac Regional Council follows a set monthly meeting schedule as follows:

Day and Week of Month	Details/Schedule
1 <sup>st</sup> Wednesday of each Month (Week 1)	Board Meetings  <i>*Other days in Week 1 can be used for Bi-Annual Industry Meetings, External Stakeholder Meetings or Advisory Committees and Working Group Meetings</i>
2 <sup>nd</sup> Tuesday and Wednesday of each Month (Week 2)	Standing Committee Meetings <ul style="list-style-type: none"> <li>CGFS 2<sup>nd</sup> Tuesday of each month from 9.30am to 12.30pm</li> <li>PECS 2<sup>nd</sup> Tuesday of each month from 1.00pm to 4.00pm</li> <li>E&amp;I 2<sup>nd</sup> Wednesday of each month from 9.30am to 12.30pm</li> <li>W&amp;W 2<sup>nd</sup> Wednesday of each month from 1.00pm to 4.00pm</li> </ul> <p><i>Note: Standing Committee Agendas will be distributed to Councils by COB 1st Friday of each month</i></p> <p><i>Please note that no Standing Committee Meetings will be held in January and December each year due to Christmas and New Year Leave commitments.</i></p>
3 <sup>rd</sup> Wednesday of each Month (Week 3)	Councillor Workshops and Presentation Days ( <i>only to be held if required</i> ) with the exception of June due to the Ordinary Meeting being moved forward to the 3 <sup>rd</sup> Wednesday in June.

4th Wednesday of each Month (Week 4)	<p>Ordinary Meetings will be held on the 4<sup>th</sup> Wednesday of each month with the exception of the May Ordinary Meeting which will be held on the 4<sup>th</sup> Tuesday of the month to coincide with the Clermont Show and to keep clear of the Show Day Public Holiday which is on the 4<sup>th</sup> Wednesday in May. The above meeting schedule proposes that the June Ordinary Meeting be held on Wednesday 18 June (3<sup>rd</sup> Wednesday) this is due to the Australia Local government Association holding the National General Assembly on the 4<sup>th</sup> Wednesday in June.</p> <p>Meetings will be held at Council offices that have Council Chambers or Board Rooms to ensure that adequate Video Conferencing and Facilities are available.</p> <p><i>Note: Ordinary Meeting Agendas will be distributed to Councils by COB 3rd Friday of each month</i></p> <p>Note that Community Engagement in other Isaac locations will be held and a separate report to Council will be provided on this matter.</p>
5th Wednesday of each Month (Week 5)	Bi-Annual Industry Meetings, External Stakeholder Meetings or Advisory Committees and Working Group Meetings

Please note that other meetings and commitments may arise throughout the year and every effort is made to schedule these commitments into calendars at a date and time that is convenient to the majority. The above schedule may change from time to time as required.

## IMPLICATIONS

Costs for Ordinary Meetings of Council and Standing Committee Meetings are included in the budget of the Office of the Chief Executive Officer.

## CONSULTATION

Chief Executive Officer  
Office of the Chief Executive Officer  
Mayor Kelly Ve a Ve a  
Deputy Mayor Jane Pickels

## BASIS FOR RECOMMENDATION

Providing transparent and quality decision making.

## ACTION ACCOUNTABILITY

- Office of the Chief Executive Officer and Communications Team to advertise meeting dates, times and locations as per legislative requirements.
- Office of the Chief Executive Officer to send out calendar invitations for the entire meeting schedule.

## KEY MESSAGES

Providing transparent and quality decision making.

<b>Report prepared by:</b>	<b>Report authorised by:</b>
TRICIA HUGHES	CALE DENDLE
<b>Coordinator Executive Support</b>	<b>Chief Executive Officer</b>
Date: 15 November 2024	Date: 15 November 2024

## ATTACHMENTS

- Nil

## REFERENCE DOCUMENT

- Section 257 and 277 of the *Local Government Regulation 2012* under the *Local Government Act 2009* the following applies.

***Local Government Regulation 2012***

***Chapter 8 Administration***

***Part 2 Local government meetings and committees***

### **257 Frequency and place of meetings**

- (1) A local government must meet at least once in each month.
- (2) However, the Minister may, after written application by a local government, vary the requirement under subsection (1) for the local government.
- (3) All meetings of a local government are to be held—
  - (a) at 1 of the local government's public offices; or
  - (b) for a particular meeting—at another place fixed by the local government, by resolution, for the meeting.

### **277 Public notice of meetings**

- (1) A local government must, at least once in each year, publish a notice of the days and times when—
  - (a) its ordinary meetings will be held; and
  - (b) the ordinary meetings of its standing committees will be held.
- (2) The notice mentioned in subsection (1) must be published—
  - (a) in a newspaper circulating generally in the local government's area; and
  - (b) on the local government's website.
- (3) The local government must display in a conspicuous place in its public office a notice of the days and times when—
  - (a) its meetings will be held; and
  - (b) meetings of its committees will be held.

<b>MEETING DETAILS</b>	<b>Corporate, Governance and Financial Services</b>
	<b>Standing Committee Meeting</b>
	Wednesday 20 November 2024
<b>AUTHOR</b>	Darren Fettell
<b>AUTHOR POSITION</b>	Director Corporate, Governance and Financial Services

5.16

## CORPORATE, GOVERNANCE AND FINANCIAL SERVICES MONTHLY REPORT – NOVEMBER 2024

### EXECUTIVE SUMMARY

The below information highlights the monthly activities of the departments within the Corporate, Governance and Financial Services directorate.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Receives and notes the Corporate, Governance and Finance Directorate update for November 2024.**

### DIRECTOR UPDATE

Training and update of disaster management training through final review of Local Disaster Management Plan and endorsement through Local Disaster Management Group. Participation also undertaken in workshop around state disaster management plan and Prevention, Preparedness, Response and Recovery Disaster Management guidelines. Also attended at Coordinating Teams Operating in Disaster Masterclass.

Recruitment also progressing with preferred candidates for Manager Financial Services and Manager Governance & Corporate Services. Interviews also undertaken for Manager Strategic Assets.

### CONTRACTS AND PROCUREMENT

In the past month, notable achievements included exploring VendorPanel's multiparty evaluation, finalising the panel evaluation and recommendation for plant hire, and completing the cleanup of the St Lawrence Store, while reorganizing the Clermont Store and conducting procurement training progressed smoothly. Looking ahead, key priorities include implementing Tech1 CiA SCM, updating contract templates to meet new legislation, and planning procurement activities around the holiday season. Ongoing initiatives involve aligning record-keeping practices, introducing revision dates for Council resolutions, organizing 'Meet the Buyer' sessions, and refining trade services panel arrangements.



As requested by the Committee please see below Local Preference Data:

01/10/2024 – 31/10/2024	OCEO	CGFS	E & I	W & W	PECS
Awarded Tenders	0	0	1	0	0
Active Tenders	0	3	6	2	2
In progress Tenders	0	4	8	4	9
Awarded RFQ's	0	1	2	2	4
Active RFQ's	1	1	9	3	7
In progress RFQ's	0	0	8	7	13
Active - out to market or under evaluation In Progress - specification under development					

Awarded Purchase Order Value by Region – (01/10/2024 – 31/10/2024)				
Region	<\$5k	\$5k to \$15k	\$15k to \$200k	>\$200k
Local	\$ 270,272.88	\$ 46,074.05	\$ 105,944.74	\$ -
Neighbouring	\$ 187,673.88	\$ 142,020.42	\$ 365,933.21	\$ 2,036,394.25
QLD	\$ 261,300.44	\$ 343,750.09	\$ 1,086,311.93	\$ 3,678,354.44
Interstate	\$ 7,542.67	\$ 19,716.00	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 726,789.86</b>	<b>\$ 551,560.56</b>	<b>\$ 1,558,189.88</b>	<b>\$ 5,714,748.69</b>

Number of Purchase Orders by Region – (01/10/2024 – 31/10/2024)				
Region	<\$5k	\$5k to \$15k	\$15k to \$200k	>\$200k
Local	215	6	2	
Neighbouring	165	17	7	5
QLD	180	35	18	2
Interstate	5	3		
<b>Grand Total</b>	<b>565</b>	<b>61</b>	<b>27</b>	<b>7</b>

Purchase Requisitions Released	
Month of: (01/10/24 – 31/10/24)	October 2024
Value of Purchase Requisitions processed	\$ 9,768,347.76
No. Purchase Requisitions Released	665

Requisitions Suspended	6	
Exceptions Raised	21	\$ 1,703,329.91
PM inspectorate services (LB312)		\$1,000,000.00
Engineering Consultancy (LB312)		\$ 139,090.91
Software Licencing (LB308)		\$ 95,014.39
Variations Raised	12	-\$ 178,778.39
Win, Crush and Screen Gravel - 2024-25		-\$ 285,979.10
Bathroom Reconstruction - 3 Playfair Clermont		\$ 20,894.72
Moranbah Landfill Rehab		\$ 20,508.29

## FINANCIAL SERVICES

October saw the finalisation of the 2023/2024 FY audit for Isaac Regional Council in addition to grant funded audits (LRCI Phases 3 & 4 and Roads to Recovery). The due date for the 1<sup>st</sup> issuance of rates for the 24/25 FY also occurred keeping the rates team busy attending to enquiries. The proposed timeline for the 2025/2026 budget was developed with budget pack / process refresher courses held for Directorates. Progression on sale of land for unpaid rates is continuing, with finalisation of the listing of ratepayers in arrears over 3 years with no payment plan in place. Various external reporting was finalised in October (ABS return, Department of Communities and Community Housing Annual Financial Return). Interviews were also held for a trainee to commence in January 2025 with a preferred candidate selected.

## STRATEGIC ASSET MANAGEMENT

The Project Accountability Gateway (PAG) Flowchart has been updated for 2024/25 to align with the budget calendar, with minor revisions to Gateway "0" forms for Capital Works programs, while Gateway "1,2" Capital Proposal Assessment Forms are under review. Drafts for the 2022 Asset Condition Assessment and Management Plan (ACAMP) are complete, and initial discussions for AMP2025 have begun, incorporating corporate strategy updates. The Draft AMP for Economy and Prosperity has been presented for review, with data updates in progress for Cemetery and Aquatic Services asset classes. The Operational Asset Review (OAR) is also advancing, covering IRC drainage, stormwater, culverts, floodways, and Water and Wastewater assets, along with a review of TechnologyOne Work Systems to align with OAR assets.

## GOVERNANCE AND CORPORATE SERVICES

The Governance team has continued its review of all delegation registers, with amendments and additions to the Financial Delegation Register set to be presented to the CEO for consideration. They are also working closely with BMC to produce the draft 2023/2024 Annual Report. Additionally, the team attended the LGMA Governance Forum in Mackay on 30 and 31 October 2024.

## SAFETY AND RESILIENCE

### Safety & Resilience

The Safety and Resilience team has been actively reviewing and updating site-based risk assessments in collaboration with relevant departments. The Senior Safety Resilience Partner supported IMS inspections at

the Nebo Water and Wastewater Treatment Plants, as well as completing blanket drug and alcohol testing for the Clermont Administration and Library staff. The team is also continuing to review system documentation and held a meeting in Clermont to assess the progress of the improvement plan.

## Wellbeing & Resilience

The Wellbeing and Resilience team continued to manage cases related to both work and non-work injuries and extended the Wellbeing and Return to Work Support tender for an additional 12 months. Team members attended the Work Well Conference, gaining valuable insights into future wellness and rehabilitation practices. Documentation updates are also underway to better reflect Wellbeing and Resilience processes.

## Disaster & Emergency Resilience

The Disaster Management team continued training efforts, delivering Queensland Disaster Management Arrangements (QDMA) and Recovery modules to Local Disaster Coordination Centre staff and Local Disaster Management Group (LDMG) members. An LDMG meeting was held on 31 October, during which the annual review of the Local Disaster Management Plan was finalized and endorsed. Additionally, team members attended the Disaster Management Masterclass series focused on coordinating teams in disaster scenarios.

In addition, a presentation on Disaster Management will be provided after the committee meeting, time permitting.

## INFORMATION SOLUTIONS

Whilst maintaining business as usual operations, the following has progressed:

### ICT Team

Progression of cyber security tool to manage risk as outlined in the relevant ISO Standard and the Essential 8 criteria. This will also enable gap analysis to be undertaken and an improvement plan developed.

### Records Team

Undertook review as part of records management internal audit to be presented at November Audit & Risk Committee meeting.

### Systems Team

Management of staff leave whilst also gathering and providing performance issue evidence to TechOne on behalf of major TechOne users.

#### Report prepared by:

DARREN FETTELL

**Director Corporate, Governance and Financial Services**

Date: 8 November 2024

#### Report authorised by:

CALE DENDLE

**Chief Executive Officer**

Date: 11 November 2024

## ATTACHMENTS

- Nil

## REFERENCE DOCUMENT

- Nil

## MEETING DETAILS

### Corporate Governance and Financial Services

#### Standing Committee Meeting

Wednesday 20 November 2024

## AUTHOR

Trudi Liekefett

## AUTHOR POSITION

Acting Manager People and Capability

## 5.17

## PEOPLE AND CAPABILITY MONTHLY REPORT

## EXECUTIVE SUMMARY

The purpose of this report is to provide information and highlights on the monthly activities of the People and Capability Department.

## OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Receives and notes the People and Capability monthly report.**

## BACKGROUND

### HIGHLIGHTS:

#### IRC Certified Agreement 2023 Training

The People and Capability department, in collaboration with the Joint Consultative Committee (JCC), successfully delivered the Certified Agreement 2023 training across twelve sessions within the region from October 8, 2024, to October 14, 2024. The sessions were highly informative and interactive, fostering positive awareness among employees. The uptake was very positive, reflecting the value and effectiveness of the training provided.

#### Research Higher Degree (RHD)

The People and Capability department engaged an RHD student under an agreement with Central Queensland University (CQU) in September 2024, with the placement commencing in October. The CQU RHD Program offers candidates the opportunity to engage in research and development activities related to their studies. This initiative aims to provide the candidate with relevant professional training and skills within a practice-based setting, while allowing the industry partner to benefit from expertise, research outcomes, and/or research outputs on an agreed topic. The RHD candidate will conduct workforce planning research over a six-month, part-time placement, fully funded by CQU.

#### 2025 Apprentice and Trainee Recruitment

The People and Capability team commenced the recruitment process in October 2024 for the January 2025 intake of the Apprentice and Trainee Program. The anticipated induction date for our apprentices and trainees will be 20 January 2025. This program aims to attract individuals to fill five positions: Trainee Administration Officer – Liveability and Sustainability, Trainee Administration Officer – Community Education and Compliance, Trainee ICT Officer, Trainee Water and Wastewater Operator, and Trainee Finance Officer.



These roles offer opportunities for professional growth and development, providing candidates with valuable skills and experience. Additionally, the program supports our communities by fostering local talent and contributing to the region's economic and social development.

## Learning & Development Village Exchange

Our Learning and Development (L&D) team co-hosted another successful village exchange, where discussions centred around onboarding, online learning, and how councils manage employees who do not attend training.

## The University of Queensland - Research

Isaac Regional Council has partnered with researchers at the University of Queensland on their Australian Research Council project, which focuses on the factors influencing employees' attitudes and experiences in the workplace. Thirty-nine council employees aged 55 and over responded to the call-out, and we look forward to the report findings.

## RECRUITMENT AND ONBOARDING UPDATE:

The P&C team successfully recruited and onboarded ten (10) new and existing employees for the month of October 2024:

Directorate	Position Title	Work Location
Corporate, Governance & Financial Services	Insurance and Finance Officer	St Lawrence
Engineering & Infrastructure	Truck Driver	Clermont
Engineering & Infrastructure	Plant Operator	St Lawrence
Engineering & Infrastructure	Water Truck (Grader Crew)	Clermont
Engineering & Infrastructure	Plant Operator	Dysart
Engineering & Infrastructure	Apprentice Painter/Decorator	Moranbah
Planning Environment & Community Services	Program Leader - Economic Development	Moranbah
Planning Environment & Community Services	Administration Officer	St Lawrence
Planning Environment & Community Services	Program Leader Community Events and Activation	Moranbah
Planning Environment & Community Services	Frontline Service Officer	Moranbah

# PEOPLE AND CAPABILITY

There were seven (7) employee separations for the month of October 2024:

Directorate	Position Title	Work Location
Engineering & Infrastructure	Grader Operator	Dysart
Engineering & Infrastructure	Cleaner	Nebo
Planning Environment & Community Services	Departmental Administration Officer - CF	Moranbah
Engineering & Infrastructure	Mobile Mechanical Fitter	Moranbah
Corporate, Governance & Financial Services	Safety and Resilience Partner	Middlemount
Engineering & Infrastructure	Mobile Mechanical Fitter	Moranbah
Water & Waste	Plumber	Moranbah

## PEOPLE AND CAPABILITY LEARNING & DEVELOPMENT UPDATE:

Figure 1.0 Estimated Data - Employee Training October 2024

Directorate	OCEO	E&I	PECS	W&W	CGFS
<b>Number of Employees - October 2024</b>	7	4	8	8	4

Training by Directorate -  
October 2025

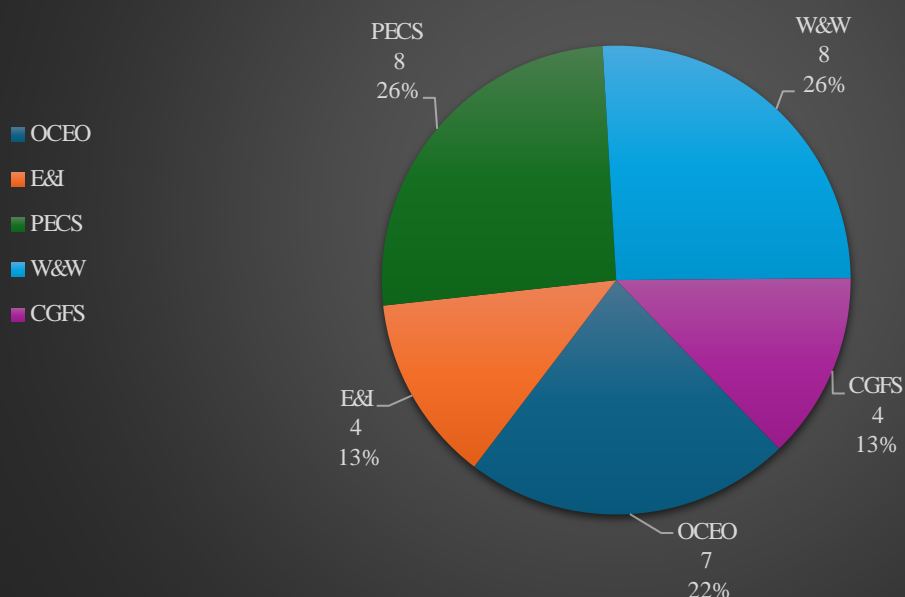


Figure 2.0 Estimated Data - Total Hours of Training – October 2024

Training Course	Hours
Authorised Persons & Local Govt Worker	2
Bowen Basin Women in Leadership	35
Confined Space Rescue	7.5
Diploma of Business + Leadership & Management	8
Forklift	30
IPWEA Professional Certificate in Infrastructure Financial Management - Module 6 - The Bigger Picture	7.5
LGMA Governance Forum	22
LGMA Managing stress for improved wellbeing Webinar	1.5
LGMA Time management: Effective meetings Webinar	1.5
LGMA Seeking and accepting feedback for performance improvement Webinar	1.5
LGMA Learning & Development Village Exchange	4.5
Provide CPR	9
Provide First Aid	15
Understanding Local Government	10
<b>Total</b>	<b>155</b>

## FINANCIAL REPORT:

People and Capability is tracking to budget for the month of October 2024.

## DEVIATION FROM BUDGET AND POLICY:

Nil

# PEOPLE AND CAPABILITY

**Report prepared by:**

TRUDI LIEKEFETT

**Acting Manager People and Capability**

Date: Thursday 14 November 2024

**Report authorised by:**

CALE DENDLE

**Chief Executive Officer**

Date: Thursday 20 November 2024

## ATTACHMENTS

- CONFIDENTIAL Attachment 1 - People and Capability Establishment Report as at 31 October 2024

## REFERENCE DOCUMENT

- NIL

PAGES 590 TO 602 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS