

NOTICE OF MEETING

Dear Councillors

You are requested to attend the following meeting of Council.

ORDINARY MEETING OF
ISAAC REGIONAL COUNCIL

TO BE HELD ON
TUESDAY, 12 DECEMBER 2023
COMMENCING AT 9.00AM
COUNCIL CHAMBERS, MORANBAH

KEN GOULDTHORP
Chief Executive Officer

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.

Section 254K Participating in meetings by audio link or audio visual link

- (1) A local government may allow a person to take part in a meeting of the local government by audio link or audio visual link.
- (2) A committee of a local government may allow a person to take part in a meeting of the committee by audio link or audio visual link.
- (3) A councillor or committee member who takes part in a local government meeting under subsection (1) or (2) is taken to be present at the meeting if the councillor or member was simultaneously in audio contact with each other person at the meeting.
- (4) In this section—
audio link see the [Evidence Act 1977](#), [section 39C](#).
audio visual link see the [Evidence Act 1977](#), [schedule 3](#).

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.

ORDINARY MEETING
OF ISAAC REGIONAL COUNCIL
TO BE HELD ON
TUESDAY 12 DECEMBER 2023
COMMENCING AT 9.00AM
COUNCIL CHAMBERS, MORANBAH

AGENDA

1. OPENING OF THE MEETING
 - 1.1 WELCOME
 - 1.2 ACKNOWLEDGMENT OF TRADITIONAL OWNERS
 - 1.3 VIDEO CONFERENCE PARTICIPATION
2. APOLOGIES AND LEAVE OF ABSENCES
3. CONDOLENCES
4. DECLARATION OF CONFLICTS OF INTEREST
5. DEPUTATIONS
6. CONSIDERATION OF NOTICE OF MOTIONS
7. CONFIRMATION OF MINUTES
8. BUSINESS ARISING FROM PREVIOUS MEETING
9. STANDING COMMITTEE REPORTS
10. OFFICER REPORTS
11. CONFIDENTIAL REPORTS
12. COUNCILLOR QUESTION TIME
13. CONCLUSION

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1. OPENING OF MEETING

2. APOLOGIES AND LEAVE OF ABSENCES

- Cr Greg Austen

3. CONDOLENCES

4. DECLARATION OF CONFLICTS OF INTEREST

5. DEPUTATIONS

6. CONSIDERATION OF NOTICE OF MOTION

7. CONFIRMATION OF MINUTES

- Ordinary Meeting of Isaac Regional Council held at Carmila Hall, Carmila on Wednesday 22 November 2023 at 10.00am.

8. BUSINESS ARISING FROM PREVIOUS MEETING

9. STANDING COMMITTEE REPORTS

There are no Standing Committee reports this meeting.

10. OFFICER REPORTS

10.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL STATEMENTS – 16 NOVEMBER 2023

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.

10.2 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).

10.3 EXCEPTION BASED CONTRACTUAL ARRANGEMENTS - LOCALGOVERNMENT REGULATION 2012 – EFTSURE

EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement via Council resolution to engage the services of Eftsure Pty Ltd as an exception to the Default Contracting Procedures within s235 (b) of Local Government Regulation 2012. This section of the act allows Council to enter into a medium or large-sized contractual arrangement without first inviting written quotes or tenders, where because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for Council to do so.

10.4 2023/2024 1ST QUARTER BUDGET REVIEW

EXECUTIVE SUMMARY

A review of the budget for the 2023/2024 financial year has been undertaken with each of the respective Departmental Managers and then reviewed by their respective Directors and Executive Leadership Team as at 30 September 2023. The review proposes a \$14K increase to the budgeted operating surplus, along with a \$1M increase to capital revenue and a \$3.8M increase to the capital expenditure program.

EXECUTIVE SUMMARY

To provide an update on activities in relation to bushfire mitigation including hazard reduction burns and fire control line maintenance around the Isaac Region, where Council is responsible for the land.

EXECUTIVE SUMMARY

This report summarises the minor community grants approved under delegation for the period 1 November to 30 November 2023.

EXECUTIVE SUMMARY

The Isaac Arts and Cultural Advisory Committee (IACAC) provides guidance to Council about the implementation of arts related policies and plans, plus advice on the development and delivery of the Regional Arts Development Fund (RADF). This report requests that Council receives and notes the Minutes from the IACAC meeting held on 23 November 2023 and presents committee recommendations for consideration.

EXECUTIVE SUMMARY

The purpose of this report is to present to Council the minutes of the Nebo Showgrounds Master Plan Advisory Committee (NSMPAC) meeting held on Monday, 30 October 2023.

EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of the Draft Isaac Tourism Trails Strategic Plans for public consultation.

EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of the Theresa Creek Dam Concept Development Plan.

EXECUTIVE SUMMARY

This report presents the Climate Change Response Policy for Council's consideration and endorsement. The objective of the policy is to promote and apply Council's commitment to improve its knowledge and capability to appropriately respond to climate change risks and opportunities through meaningful and inclusive actions which simultaneously foster the conditions which create positive and socially sustainable futures for our communities.

EXECUTIVE SUMMARY

This report seeks Council resolution to undertake an Interim Amendment to the Local Government Infrastructure Plan contained in Part 4 and Schedule 3 of the *Isaac Regional Planning Scheme 2021*. The Interim Amendment will support Council to ensure that the content of the Local Government Infrastructure Plan remains consistent with Council's long term trunk infrastructure capital planning.

EXECUTIVE SUMMARY

Since the adoption of the *Isaac Regional Planning Scheme* (Planning Scheme) in 2021 a number of flood studies have been initiated within the Isaac local government area that have provided a more detailed understanding of our flood hazards. This report seeks Council's resolution to commence a Major Amendment to the Planning Scheme, in accordance with the *Planning Act 2016*, to incorporate the outcomes of these flood studies and amend the regulatory planning framework for flood hazards in the Planning Scheme to better align with the State Planning Policy.

EXECUTIVE SUMMARY

The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose of part of Lot 132 on MC676, located at 5 Railway Parade, St Lawrence, by way of a ten (10) year lease to St Lawrence and District Bowls Club Inc and part of Lot 122 on MC676, located at 7 Railway Parade, St Lawrence, by way of a three (3) year Licence to Occupy, plus a three (3) year option.

10.15

**PLANNING, ENVIRONMENT AND COMMUNITY SERVICES
FY2023-24 CAPITAL PROJECTS PROGRESS REPORT AS AT 20
NOVEMBER 2023**

EXECUTIVE SUMMARY

This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2023-2024 Capital Works Program.

10.16

**ENGINEERING AND INFRASTRUCTURE 2023/2024 CAPITAL
PROJECTS PROGRESS REPORT**

EXECUTIVE SUMMARY

This report is to provide an update to the Engineering and Infrastructure Standing Committee and Council of the progress in delivery of the Engineering and Infrastructure 2023/2024 Capital Works Program.

10.17

**PEAK DOWNS MINE ROAD – ASSET INSTALLATION AND
MAINTENANCE LICENCE**

EXECUTIVE SUMMARY

The report seeks to delegate the authority to the Chief Executive Officer to execute a Licence for the installation and maintenance of powerline infrastructure and relocated pipelines along the Peak Downs Mine Road.

10.18

**WATER AND WASTE 2023-2024 CAPITAL PROJECTS PROGRESS
REPORT**

EXECUTIVE SUMMARY

This report is to provide an update to the Water and Waste Standing Committee and Council of the progress in the delivery of the Water and Waste 2023/24 Capital Works Program.

10.19

WATER QUALITY INVESTIGATION ACTION PLAN UPDATE

EXECUTIVE SUMMARY

The purpose of this report is to present to Council a report for the Water Quality Reliability Investigation Action Plan Deliverables.

EXECUTIVE SUMMARY

The adoption of the Annual Report is a legislative requirement according to the *Local Government Regulation 2012*, Chapter 5 Financial planning and accountability; Part 3 Financial accountability documents, Sections 181 to 190 made under the *Local Government Act 2009*.

SCHEDULE OF ORDINARY MEETINGS AND STANDING COMMITTEE MEETINGS OF COUNCIL – JANUARY 2024 TO MARCH 2024**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 2024 to March 2024.

NAMING OF COUNCIL ROADS AND COMMUNITY INFRASTRUCTURE DOCUMENTS**EXECUTIVE SUMMARY**

This report seeks Council's consideration to review and adopt the updated Naming of Council Roads and Community Infrastructure Policy and note the supporting procedure and form.

VULCAN SOUTH COAL MINE - MINING LEASE (ML) 700073 IN CENTRAL QUEENSLAND**EXECUTIVE SUMMARY**

This report seeks Council's consideration for the removal of objections to the Vulcan South Coal Mine, on Mining Lease (ML) 700073 in Central Queensland.

CHILDCARE LEADERSHIP ALLIANCE REQUEST TO SUPPORT THE QUEENSLAND THRIVE BY FIVE ALLIANCE ACTION PLAN**EXECUTIVE SUMMARY**

The purpose of this report is to seek Council endorsement to support the Queensland Thrive by Five Alliance Action Plan by signing the open letter advocating for the children of Queensland.

EXECUTIVE SUMMARY

The Queensland Risk Reduction and Resilience Fund (QRRRF) aims to deliver projects that make Queensland communities and infrastructure more resilient to disasters by reducing the risk and limiting the impact of disasters associated with natural hazards, improving understanding of disaster risk and disaster risk planning. This report nominates projects for 2023/24 round of funding which is now open.

11. CONFIDENTIAL REPORTS**CONFIDENTIAL REPORT**

Closed under s275 (1) (b) industrial matters affecting employees

11.1

**CONFIDENTIAL ADDITIONAL FULL TIME EMPLOYEE -
PROGRAM LEADER SALEYARDS AND SHOWGROUNDS TWO
YEAR FIXED TERM****EXECUTIVE SUMMARY**

The purpose of this report is to seek endorsement for the creation of an additional full-time Program Leader Saleyards and Showgrounds position in Council's organisation chart for a two-year full-time, fixed term period, based in Clermont.

CONFIDENTIAL REPORT

Closed under 254J(3) (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

11.2

**CLERMONT WASTE MANAGEMENT FACILITY WEIGHBRIDGE
RECONFIGURATION AND INSTALLATION****EXECUTIVE SUMMARY**

The purpose of the report is to award the contract to the preferred tenderer for Contract No. IRCT-CLM3-0823-338 Clermont Waste Management Facility Reconfiguration and Weighbridge Installation.

CONFIDENTIAL REPORT

Closed under s275 (1) (b) industrial matters affecting employees.

11.3

FLAGGY ROCK COMMUNITY AND RECREATION CENTRE – MANAGEMENT ARRANGEMENTS

EXECUTIVE SUMMARY

This report seeks the endorsement and approval from Council to operate the Flaggy Rock Community and Recreation Centre under a Council managed operating model for the for a trial period of twelve (12) months to enable review of options to find a long-term solution.

12. INFORMATION BULLETIN

12.1

OFFICE OF THE CHIEF EXECUTIVE OFFICER INFORMATION BULLETIN – DECEMBER 2023

EXECUTIVE SUMMARY

The Office of the Chief Executive Officer Information Bulletin for December 2023 is provided for Council review.

13. COUNCILLOR QUESTION TIME

14. CONCLUSION

UNCONFIRMED MINUTES

**ORDINARY MEETING OF
ISAAC REGIONAL COUNCIL**

HELD ON
WEDNESDAY, 22 NOVEMBER 2023
COMMENCING AT 10.00AM
CARMILA HALL
MUSIC STREET, CARMILA

UNCONFIRMED MINUTES

ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE ORDINARY MEETING

HELD IN CARMILA HALL

MUSIC STREET, CARMILA

WEDNESDAY 22 NOVEMBER 2023

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UNCONFIRMED MINUTES

ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE ORDINARY MEETING

HELD IN CARMILA HALL

MUSIC STREET, CARMILA

WEDNESDAY 22 NOVEMBER 2023 COMMENCING 10:00AM

ATTENDANCE

Deputy Mayor, Cr Kelly Vea Vea (Chair)
Cr Greg Austen, Division One
Cr Sandy Moffat, Division Two
Cr Simon West, Division Four (*by video conference*)
Cr Carolyn Franzmann, Division Six
Cr Jane Pickels, Division Seven
Cr Viv Coleman, Division Eight

OFFICERS PRESENT

Mr Ken Gouldthorp, Chief Executive Office
Mr Darren Fettell, Director Corporate Governance and Financial Services
Mr Daniel Wagner, Director Planning, Environment and Community Services
Mr Robert Perna, Director Engineering and Infrastructure
Mr Scott Casey, Director Water and Waste
Mr Paul Simonds, Head of People and Capability
Mr Beau Jackson, Acting Head of Advocacy and External Affairs
Mrs Tricia Hughes, Coordinator Executive Support, Office of the Mayor and CEO

1. OPENING

The Deputy Mayor declared the meeting open at 10.03am and welcomed all in attendance to Carmila.

The Deputy Mayor acknowledged the Koinjmal People the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

2. LEAVE OF ABSENCE AND APOLOGIES

A leave of absence be granted for Mayor Anne Baker for the 22 November 2023 Ordinary Meeting as she is attending the CRC TiME Conference on behalf of Council.

A leave of absence be granted for Cr Gina Lacey for the 22 November 2023 Ordinary Meeting as she is travelling interstate.

Resolution No.: 8558

Moved: Cr Pickels

Seconded: Cr Austen

That Council:

- 1. Grants a leave of absence for Mayor Anne Baker for the 22 November 2023 Ordinary Meeting as she is attending the CRC TiME Conference on behalf of Council.**
- 2. Grants a leave of absence for Cr Gina Lacey for the 22 November 2023 Ordinary Meeting as she is travelling interstate.**

Carried

3. CONDOLENCES

- BRUCE, William Wallace Mervyn (Bill) formerly of Nebo, 1917 - 2023 (World War II Veteran)
- LOADSMAN, Kenneth John "Boots" formerly of Moranbah
- GEESON, Russell George "Russ" late of Dysart
- WALL, Ian George formerly of Dysart
- RASMUSSEN, Catherine late of St Lawrence
- HANSEN, Estelle formerly of St Lawrence
- CLARKE, Lenny late of St Lawrence

UNCONFIRMED MINUTES

4. DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interests declared 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.

5. DEPUTATIONS

No deputations this meeting.

6. CONSIDERATION OF NOTICE OF MOTIONS

No notice of motions for this meeting.

7. CONFIRMATION OF MINUTES

Ordinary Meeting of Isaac Regional Council held in Isaac Regional Council Boardroom, Middlemount on Wednesday 25 October 2023

Resolution No.: 8559

Moved: Cr Franzmann

Seconded: Cr Austen

The Minutes of the Ordinary Meeting held in Isaac Regional Council Boardroom, Middlemount on Wednesday 25 October 2023 are confirmed.

Carried

8. BUSINESS ARISING FROM PREVIOUS MEETING

No business arising from previous meeting.

9. STANDING COMMITTEE REPORTS

9.1

Isaac Regional Council Monthly Financial Report as at 31 October 2023

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.

Resolution No.: CGFS0856

Moved: Cr Coleman

Seconded: Cr Moffat

That the Committee recommends that Council:

1. Receive the financial statements for the period ended 31 October 2023 pursuant to, and in accordance with, the *Local Government Regulation 2012 (s204)*.

Carried

Resolution No.: 8560

Moved: Cr Pickels

Seconded: Cr Moffat

That Council:

1. Receive the financial statements for the period ended 31 October 2023 pursuant to, and in accordance with, the *Local Government Regulation 2012 (s204)*.

Carried

UNCONFIRMED MINUTES

9.2 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).

Resolution No.: CGFS0857

Moved: Cr Franzmann

Seconded: Cr Coleman

That the Committee recommends that Council:

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

Carried

Resolution No.: 8561

Moved: Cr Austen

Seconded: Cr Moffat

That Council:

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

Carried

9.3 Minor Community Grants Summary - October 2023

EXECUTIVE SUMMARY

This report summarises the minor community grants approved under delegation for the period 1 October to 31 October 2023.

UNCONFIRMED MINUTES

Resolution No.: PECS1114

Moved: Cr Lacey

Seconded: Cr Coleman

That the Committee recommends that Council:

1. Notes the minor community grants approved under delegation for the period 1 October to 31 October 2023.

Carried

Resolution No.: 8562

Moved: Cr Coleman

Seconded: Cr Austen

That Council:

1. **Notes the minor community grants approved under delegation for the period 1 October to 31 October 2023.**

Carried

9.4

Isaac Aquatic Survey Results 2022-2023

EXECUTIVE SUMMARY

In support of Isaac Regional Council's Value, *Community Focus*, the 2022 – 2023, the Isaac Region Annual Pool Survey was conducted in July 2023. This report provides an overview of the results of the survey and the proposed pathway forward for the findings of the survey.

Resolution No.: PECS1115

Moved: Cr Coleman

Seconded: Cr Pickels

That the Committee recommends that Council:

1. Receives and notes the results of the Isaac Region 2022-2023 Annual Pool Survey.

Carried

Resolution No.: 8563

Moved: Cr Franzmann

Seconded: Cr Moffat

That Council:

1. Receives and notes the results of the Isaac Region 2022-2023 Annual Pool Survey.

Carried

9.5

St Lawrence Wetlands Weekend 2024 Additional Fees and Charges

EXECUTIVE SUMMARY

The purpose of this report is to seek Council endorsement of additional Fees and Charges for the 2024 St Lawrence Wetlands Weekend event to support early marketing of the event. These food experiences fees are in addition to those adopted under Resolution 8536 on 25 October 2023. In addition, this report seeks to apply a group booking discount to several of those already adopted Fees and Charges for the 2024 event.

Resolution No.: PECS1116

Moved: Cr Coleman

Seconded: Cr Pickels

That the Committee recommends that Council:

1. Adopts the following additional fees and charges listed below for the 2024 St Lawrence Wetlands Weekend ticket sales, inclusive of GST:

Classification	Description	Cost Recovery Or Non Cost Recovery	Head of Power (Relevant Act)	Section Number:	GST Inclusive	2023/2024 Fee
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Purchase of tickets via ticket agencies will incur transaction and merchant fee, which are charged at the discretion of the ticketing platform provider.

**** Denote – Discount of 10% applies to Group bookings of 10 or more**

UNCONFIRMED MINUTES

<i>Food experiences</i>	<i>Signature Luncheon experience **</i>	<i>NCR</i>			<i>Yes</i>	<i>\$150.00</i>
	<i>Wetlands High Tea Garden Party **</i>	<i>NCR</i>			<i>Yes</i>	<i>\$40.00</i>

2. *Endorse to apply the discount of 10% for Group bookings of 10 or more to the following 2024 St Lawrence Wetlands Weekend fees and charges:*
- General Weekend Admission – Adult - \$25.00*
 - General Weekend Admission – Child (5-16 years) - \$5.00*
 - General Weekend Admission – Local residing postcode 4707 - \$12.50*
 - Signature Luncheon experience - \$150.00*
 - Wetlands High Tea Garden Party - \$40.00*
 - Camping/Caravanning one night - \$25.00*
 - Camping/Caravanning two nights - \$40.00*
 - Camping/Caravanning three nights - \$55.00*
 - Camping/Caravanning four nights - \$65.00*

Carried

Resolution No.: 8564						
Moved: Cr Coleman			Seconded: Cr Pickels			
That Council:						
1. Adopts the following additional fees and charges listed below for the 2024 St Lawrence Wetlands Weekend ticket sales, inclusive of GST:						
Classification	Description	Cost Recovery Or Non Cost Recovery	Head of Power (Relevant Act)	Section Number:	GST Inclusive	2023/2024 Fee
Purchase of tickets via ticket agencies will incur transaction and merchant fee, which are charged at the discretion of the ticketing platform provider.						
** Denote – Discount of 10% applies to Group bookings of 10 or more						
Food experiences	Signature Luncheon experience **	NCR			Yes	\$150.00

UNCONFIRMED MINUTES

	Wetlands High Tea Garden Party **	NCR			Yes	\$40.00
2.	Endorse to apply the discount of 10% for Group bookings of 10 or more to the following 2024 St Lawrence Wetlands Weekend fees and charges:					
	a.	General Weekend Admission – Adult - \$25.00				
	b.	General Weekend Admission – Child (5-16 years) - \$5.00				
	c.	General Weekend Admission – Local residing postcode 4707 - \$12.50				
	d.	Signature Luncheon experience - \$150.00				
	e.	Wetlands High Tea Garden Party - \$40.00				
	f.	Camping/Caravanning one night - \$25.00				
	g.	Camping/Caravanning two nights - \$40.00				
	h.	Camping/Caravanning three nights - \$55.00				
	i.	Camping/Caravanning four nights - \$65.00				
						Carried

9.6

Proposed Animal Inspection Program - Selective Inspection Program

EXECUTIVE SUMMARY

This report presents the proposed Selective Inspection Program for consideration. The purpose of the proposed inspection program is to monitor compliance with the *Animal Management Act (Cats and Dogs) 2008* and *Isaac Regional Council Local Law 1 (Administration) 2011* and *Isaac Regional Council Local Law 2 (Animal Management) 2011*.

Resolution No.: PECS1117

Moved: Cr Pickels

Seconded: Cr Lacey

That the Committee recommends that Council:

1. *Resolve to approve an inspection program; a Selective Inspection Program of all properties within the Isaac Regional Council area where a dog had been registered up to 31 August 2023 and Council has not received a renewal for that registration to be undertaken between 6 February 2024 and 30 April 2024.*

Carried

UNCONFIRMED MINUTES

Resolution No.: 8565

Moved: Cr Pickels

Seconded: Cr Moffat

That Council:

- 1. Resolve to approve an inspection program; a Selective Inspection Program of all properties within the Isaac Regional Council area where a dog had been registered up to 31 August 2023 and Council has not received a renewal for that registration to be undertaken between 6 February 2024 and 30 April 2024.**

Carried

9.7

Planning, Environment and Community Services FY2023-2024 Capital Projects Progress Summary as at 23 October 2023

EXECUTIVE SUMMARY

This report is to provide an update to the Planning, Environment and Community Services (PECS) Standing Committee and Council, of the progress in the delivery of the Planning, Environment and Community Services 2023-2024 Capital Works Program.

Resolution No.: PECS1118

Moved: Cr Lacey

Seconded: Cr Pickels

That the Committee recommends that Council:

- 1. Receives and notes the monthly Planning, Environment and Community Services 2023/2024 Capital Projects Progress Summary as at 23 October 2023.*

Carried

UNCONFIRMED MINUTES

Resolution No.: 8566

Moved: Cr Coleman

Seconded: Cr Franzmann

That Council:

- 1. Receives and notes the monthly Planning, Environment and Community Services 2023/2024 Capital Projects Progress Summary as at 23 October 2023.**

Carried

9.8

Engineering and Infrastructure 2023/2024 Capital Projects Progress Report

EXECUTIVE SUMMARY

This report is to provide an update to the Engineering and Infrastructure Standing Committee and Council of the progress in delivery of the Engineering and Infrastructure 2023/2024 Capital Works Program.

Resolution No.: E&I0730

Moved: Cr West

Seconded: Cr Austen

That the Committee recommends that Council:

- 1. Receives and notes the monthly Engineering and Infrastructure 2023/2024 Capital Projects Progress Summary Report.*

Carried

Resolution No.: 8567

Moved: Cr Pickels

Seconded: Cr Moffat

That Council:

- 1. Receives and notes the monthly Engineering and Infrastructure 2023/2024 Capital Projects Progress Summary Report.**

Carried

9.9

Water and Waste 2023-2024 Capital Projects Progress Report

EXECUTIVE SUMMARY

This report is to provide an update to the Water and Waste Standing Committee and Council of the progress in the delivery of the Water and Waste 2023/2024 Capital Works Program.

Resolution No.: W&W0473

Moved: Cr Franzmann

Seconded: Cr Moffat

That the Committee recommends that Council:

1. *Receives and notes the monthly Water and Waste 2023/2024 Capital Projects Progress Summary Report.*

Carried

Resolution No.: 8568

Moved: Cr Coleman

Seconded: Cr Franzmann

That Council:

1. **Receives and notes the monthly Water and Waste 2023/2024 Capital Projects Progress Summary Report.**

Carried

9.10

Exception Based Contractual Arrangements - Local Government Regulations (2012)

EXECUTIVE SUMMARY

The purpose of this report is to seek retrospective endorsement for the Independent National Association of Testing Authorities (NATA) affiliated testing required as per contract IRCT-MBH-1022-301 provided through TRI Australasia Pty Ltd, under the exception provisions for entering into medium or large sized contractual arrangements within s235(b) of the *Local Government Regulations 2012*.

UNCONFIRMED MINUTES

Resolution No.: W&W0474

Moved: Cr Franzmann

Seconded: Cr West

That the Committee recommends that Council:

1. Resolves that while Council is responsible for the independent National Association of Testing Authorities (NATA) accredited testing for the Moranbah Waste Management Facility Construction of Lined Landfill Cell#2 IRCT-MBH-1022-301 project in Moranbah, it is satisfied that because of the nature of the specialised testing and location of TRI Australasia Pty Ltd chosen by the Contract Superintendent, it would be impractical or disadvantageous for the local government to invite quotes from other suppliers.
2. Retrospectively endorses the following exception to enter into a medium or large sized contractual arrangement as per s235 of the Local Government Regulations (2012) for the National Association of Testing Authorities (NATA) accredited testing as per quote Q23-187 dated 31 August 2023 conducted by TRI Australasia Pty Ltd and other Quality Assurance (QA) invoices from the company expected for this project.

Carried

Resolution No.: 8569

Moved: Cr West

Seconded: Cr Moffat

That Council:

1. Resolves that while Council is responsible for the independent National Association of Testing Authorities (NATA) accredited testing for the Moranbah Waste Management Facility Construction of Lined Landfill Cell#2 IRCT-MBH-1022-301 project in Moranbah, it is satisfied that because of the nature of the specialised testing and location of TRI Australasia Pty Ltd chosen by the Contract Superintendent, it would be impractical or disadvantageous for the local government to invite quotes from other suppliers.
2. Retrospectively endorses the following exception to enter into a medium or large sized contractual arrangement as per s235 of the Local Government Regulations (2012) for the National Association of Testing Authorities (NATA) accredited testing as per quote Q23-187 dated 31 August 2023 conducted by TRI Australasia Pty Ltd and other Quality Assurance (QA) invoices from the company expected for this project.

Carried

9.11

Glenden Proposed Change to Waste Collection Days

EXECUTIVE SUMMARY

The purpose of this report is to seek approval to amend waste and recycling collection days in part of Glenden.

Resolution No.: W&W0475

Moved: Cr Austen

Seconded: Cr Coleman

That the Committee recommends that Council:

1. Approves the change of regular waste and recycling collection day from Tuesday to Wednesday for approximately 200 properties in Glenden, with affect from week commencing Monday 1 July 2024.

Carried

Resolution No.: 8570

Moved: Cr Austen

Seconded: Cr Coleman

That Council:

1. Approves the change of regular waste and recycling collection day from Tuesday to Wednesday for approximately 200 properties in Glenden, with affect from week commencing Monday 1 July 2024.

Carried

9.12

Integrated Management System Certification Update

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the Water and Waste Integrated Management System (IMS) certification and compliance with ISO Standards of Occupational Health and Safety, Environment and Quality.

UNCONFIRMED MINUTES

Resolution No.: W&W0476

Moved: Cr Franzmann

Seconded: Cr Austen

That the Committee recommends that Council:

1. Notes the outcomes of the Water and Waste Integrated Management System Audit Report following an external surveillance audit in June 2023.

Carried

Resolution No.: 8571

Moved: Cr West

Seconded: Cr Moffat

That Council:

1. **Notes the outcomes of the Water and Waste Integrated Management System Audit Report following an external surveillance audit in June 2023.**

Carried

10. OFFICER REPORTS

10.1

Preferred Supplier Arrangement Rural Roads Maintenance Grading IRCT-ALL4-032-272

EXECUTIVE SUMMARY

This report summarises for Council's consideration the recommendations of the Request for Tender (RFT) for a Preferred Supplier Arrangement (PSA) for Rural Roads Maintenance Grading (IRCT-ALL4-032-272). It will establish a Preferred Supplier Arrangement (PSA) across the Isaac Region separated into six (6) separable portions for 12 months, with an option to extend for additional 2 x 12-month extension periods, at the discretion of Council.

UNCONFIRMED MINUTES

OFFICER'S RECOMMENDATION

That Council:

1. *Appoints to the ranked Preferred Supplier Arrangement (PSA) panel the following suppliers for each area for a term of 12 months from 1 December 2023, with an option to extend for additional 2 x 12-month extension periods, at the discretion of Council as follows:*

Rank	Central	East	Kilcummin Wolfgang	North	West North	West South
1	HSM Contracting	Mark Robertson Earthmoving	Bennett Contracting & Plant Hire	HSM Contracting	War NQ	Bennett Contracting & Plant Hire
2	AP Graham	HSM Contracting	HSM Contracting	Hammer and Co Earthmoving	Bennett Contracting & Plant Hire	HSM Contracting
3	Hammer and Co Earthmoving	AP Graham	Hammer and Co Earthmoving	AP Graham	HSM Contracting	Hammer and Co Earthmoving
4	Durack Civil	Hammer and Co Earthmoving	AP Graham	Durack Civil	Hammer and Co Earthmoving	AP Graham
5	VE Group	Durack Civil	Durack Civil	VE Group	Durack Civil	Carbine Machinery Hire
6	CMG	VE Group	VE Group	CMG	VE Group	Durack Civil
7	Gulf Civil	CMG	CMG	Gulf Civil	Keltone Constructions	VE Group
8	CGW Australia	Gulf Civil	Keltone Constructions	CGW Australia	CMG	Keltone Constructions

2. *Subject to satisfactory performance and delivery of services, and at the sole discretion of Council, Council has the option to extend the agreement by a further two periods of twelve (12) months.*
3. *Authorises the Chief Executive Officer to negotiate, execute and vary the necessary contracts with the Preferred Supplier Arrangements as per clauses 1 and 2 above.*

UNCONFIRMED MINUTES

Resolution No.: 8572

Moved: Cr Austen

Seconded: Cr Coleman

That Council:

- Appoints to the ranked Preferred Supplier Arrangement (PSA) panel the following suppliers for each area for a term of 12 months from 1 December 2023, with an option to extend for additional 2 x 12-month extension periods, at the discretion of Council as follows:**

<i>Rank</i>	<i>Central</i>	<i>East</i>	<i>Kilcummin Wolfgang</i>	<i>North</i>	<i>West North</i>	<i>West South</i>
1	<i>HSM Contracting</i>	<i>Mark Robertson Earthmoving</i>	<i>Bennett Contracting & Plant Hire</i>	<i>HSM Contracting</i>	<i>War NQ</i>	<i>Bennett Contracting & Plant Hire</i>
2	<i>AP Graham</i>	<i>HSM Contracting</i>	<i>HSM Contracting</i>	<i>Hammer and Co Earthmoving</i>	<i>Bennett Contracting & Plant Hire</i>	<i>HSM Contracting</i>
3	<i>Hammer and Co Earthmoving</i>	<i>AP Graham</i>	<i>Hammer and Co Earthmoving</i>	<i>AP Graham</i>	<i>HSM Contracting</i>	<i>Hammer and Co Earthmoving</i>
4	<i>Durack Civil</i>	<i>Hammer and Co Earthmoving</i>	<i>AP Graham</i>	<i>Durack Civil</i>	<i>Hammer and Co Earthmoving</i>	<i>AP Graham</i>
5	<i>VE Group</i>	<i>Durack Civil</i>	<i>Durack Civil</i>	<i>VE Group</i>	<i>Durack Civil</i>	<i>Carbine Machinery Hire</i>
6	<i>CMG</i>	<i>VE Group</i>	<i>VE Group</i>	<i>CMG</i>	<i>VE Group</i>	<i>Durack Civil</i>
7	<i>Gulf Civil</i>	<i>CMG</i>	<i>CMG</i>	<i>Gulf Civil</i>	<i>Keltone Constructions</i>	<i>VE Group</i>
8	<i>CGW Australia</i>	<i>Gulf Civil</i>	<i>Keltone Constructions</i>	<i>CGW Australia</i>	<i>CMG</i>	<i>Keltone Constructions</i>

- Subject to satisfactory performance and delivery of services, and at the sole discretion of Council, Council has the option to extend the agreement by a further two periods of twelve (12) months.**
- Authorises the Chief Executive Officer to negotiate, execute and vary the necessary contracts with the Preferred Supplier Arrangements as per clauses 1 and 2 above.**

Carried

UNCONFIRMED MINUTES

PROCEDURAL MOTION:

Resolution No.: 8573

Moved: Cr Coleman

Seconded: Cr Pickels

That Council adjourn the meeting at 10.26am.

Carried

PROCEDURAL MOTION:

Resolution No.: 8574

Moved: Cr Coleman

Seconded: Cr Pickels

That Council resume the meeting at 11.27am.

Carried

ATTENDANCE

Mr Sean Robinson, Manager Galilee and Bowen Basin Operations was in the meeting room at the resumption of the meeting.

10.2

2022-2023 Queensland Audit Office Final Management Letter and Signed Financial Statements

EXECUTIVE SUMMARY

In accordance with the *Local Government Regulation 2012* (s213), the Mayor must present a copy of the Auditor-General's observation report about the audit of the local government's Financial Statements at the next ordinary meeting of the local government.

Isaac Regional Council has received an unmodified audit opinion issued with the 2022-2023 Financial Statements.

UNCONFIRMED MINUTES

OFFICER'S RECOMMENDATION

That Council:

1. *Receive the Queensland Audit Office Final Management Letter and audited Financial Statements for Isaac Regional Council for the 2022-2023 Financial Year, pursuant to and in accordance with the Local Government Regulation 2012 (s213).*

Resolution No.: 8575

Moved: Cr West

Seconded: Cr Moffat

That Council:

1. **Receive the Queensland Audit Office Final Management Letter and audited Financial Statements for Isaac Regional Council for the 2022-2023 Financial Year, pursuant to and in accordance with the *Local Government Regulation 2012 (s213)*.**

Carried

PROCEDURAL MOTION:

Resolution No.: 8576

Moved: Cr Pickels

Seconded: Cr Franzmann

That Council closes the meeting to the public at 11.34am under *Local Government Regulations 2012 Section 254J (3) (g)* to deliberate on Confidential Reports 11.1 Annual Review of Waste Collection Contract and 11.2 Award of Contract IRCT-ALL2-0122-265 – Provision of Banking and Billing Services and under *Local Government Regulations 2012 Section 254J (3) (e)* to deliberate on Confidential Report 11.3 Dispute Resolution Update – Infrastructure Access Agreement – Adani Mining and Carmichael Rail Network.

Carried

PROCEDURAL MOTION:

Resolution No.: 8577

Moved: Cr Pickels **Seconded:** Cr Coleman

That Council open the meeting at 12.17pm.

Carried

11. CONFIDENTIAL REPORTS

CONFIDENTIAL REPORT

Closed under s254J (3) (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

11.1

Annual Review of Waste Collection Contract

EXECUTIVE SUMMARY

This report provides a review of the performance of the Waste and Recycling Collection Contract IRC/CHRC2083-0119-138 over the twelve (12) months from November 2022 to October 2023, and provides a recommendation on the future of the contract.

Resolution No.: W&W0479

Moved: Cr Franzmann *Seconded:* Cr Austen

That the Committee recommends that Council:

- 1. Notes the content of the report on the annual review of the performance of the Waste and Recycling Collection Contract IRC/CHRC2083-0119-138; and*
- 2. Resolves to not extend the Waste and Recycling Collection Contract IRC/CHRC2083-0119-138 beyond its end date of 5 October 2026; and*
- 3. Resolves to instruct the Chief Executive Officer to procure a new Waste and Recycling Collection Contract with a commencement date of 6 October 2026.*

Carried

Resolution No.: 8578

Moved: Cr West

Seconded: Cr Moffat

That Council:

- 1. Notes the content of the report on the annual review of the performance of the Waste and Recycling Collection Contract IRC/CHRC2083-0119-138; and**
- 2. Resolves to not extend the Waste and Recycling Collection Contract IRC/CHRC2083-0119-138 beyond its end date of 5 October 2026; and**
- 3. Resolves to instruct the Chief Executive Officer to procure a new Waste and Recycling Collection Contract with a commencement date of 6 October 2026.**

Carried

CONFIDENTIAL REPORT

Closed under s254J (3) (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

11.2

Award of Contract IRCT-ALL2-0122-265 – Provision of Banking and Billing Services

EXECUTIVE SUMMARY

The report seeks approval to award the Contract IRCT-ALL2-0122-265 – Provision of Banking and Billing Services. An open tender process has been undertaken which has taken into consideration provision of services, value for money, and consideration of Council's Local Preference Policy, in particular access to personalised branch services within Isaac communities.

OFFICER'S RECOMMENDATION

That Council:

- 1. Award the contract IRCT-ALL2-0122-265 Provision for Banking and Billing Services to National Australia Bank ABN 12 04 044 937.*

UNCONFIRMED MINUTES

Resolution No.: 8579

Moved: Cr Franzmann

Seconded: Cr Pickels

That Council:

- 1. Award the contract IRCT-ALL2-0122-265 Provision for Banking and Billing Services to National Australia Bank ABN 12 04 044 937.**

Carried

CONFIDENTIAL REPORT

Closed under s254J (3) (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;

11.3

Dispute Resolution Update – Infrastructure Access Agreement – Adani Mining and Carmichael Rail Network

EXECUTIVE SUMMARY

The report seeks to provide an update to Council with respect to the progress of the dispute resolution process as defined under the Infrastructure Access Agreement between Isaac Regional Council, Adani Mining and Carmichael Rail Network.

OFFICER'S RECOMMENDATION

That Council:

- 1. Notes the progress of the dispute resolution process to date [and endorses the next steps].*

Resolution No.: 8580

Moved: Cr West

Seconded: Cr Moffat

That Council:

- 1. Notes the progress of the dispute resolution process to date and endorses the next steps.**

Carried

12. INFORMATION BULLETIN

12.1 Office of the Chief Executive Officer Information Bulletin – November 2023

EXECUTIVE SUMMARY

The Office of the Chief Executive Officer Information Bulletin for November 2023 is provided for Council review.

Resolution No.: 8581

Moved: Cr Austen

Seconded: Cr Coleman

That Council:

- Notes the Office of the Chief Executive Officer Information Bulletin for November 2023.**

Carried

13. COUNCILLOR QUESTION TIME

13.1 Clermont Senior Events

Cr Franzmann passed on her congratulations to the Council team involved in organising the Clermont Seniors Events. The Seniors enjoyed the events, and they all had a great time.

13.2 2023 Mackay Isaac Tourism Award Winner – St Lawrence Wetlands Weekend

Cr Jane Pickels presented to Council the 2023 Mackay Isaac Tourism Award for the Festival and Events Category for the St Lawrence Wetlands Weekend. Cr Pickels advised that she was attending the Queensland Tourism Awards being held on Friday 24 November where the St Lawrence Wetlands Event was a finalist.

UNCONFIRMED MINUTES

14. CONCLUSION

There being no further business, the Deputy Mayor declared the meeting closed at 12.23pm.

These minutes will be confirmed by Council at the Ordinary Meeting to be held in Moranbah on Tuesday 12 December 2023.

.....
MAYOR

..... / /
DATE

MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2023

AUTHOR

Michael Krulic

AUTHOR POSITION

Manager Financial Services

10.1

ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT AS AT 16 NOVEMBER 2023

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 Council:

- 1. Receive the financial statements for the period ended 16 November 2023 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 2023/2024	Budget adopted 28 June 2023
Financial Statements 2022/2023	Financial statements adopted 22 November 2023

IMPLICATIONS

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.

It is noted that the first quarter budget review is complete with the report to be presented to Council in December.

Year to date actual figures represent the position as at 16 November 2023 to meet the earlier reporting timelines for the December Ordinary Meeting.

CONSULTATION

- Financial Services

BASIS FOR RECOMMENDATION

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

ACTION ACCOUNTABILITY

Not Applicable.

KEY MESSAGES

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

Report prepared by: MICHAEL KRULIC Manager Financial Services Date: 22 November 2023	Report authorised by: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 23 November 2023
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ATTACHMENTS

- Attachment 1 – Monthly Financial Statements November 2023

REFERENCE DOCUMENT

- Nil

FINANCIAL STATEMENTS REPORT TO COUNCIL

November 2023

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



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FINANCIAL STATEMENTS FOR THE PERIOD NOVEMBER 2023 (CLOSED 16 NOVEMBER)

EXECUTIVE SUMMARY

At 16 November, the operating result is \$2,803,341 ahead of budgeted operating position. This positive result is due to number of revenue line items being above budget complemented by lower than budgeted employee expenses.

Capital Revenue to 16 November was \$3,641,908 which combined with the Operating Position leads to a net surplus of \$8,874,855.

PRELIMINARY NOVEMBER FINANCIAL STATEMENTS AT A GLANCE					
	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
	\$	\$	\$	\$	%
Total operating revenue	56,942,114	55,556,784	1,385,330	133,297,719	42.7%
Total operating expenses	51,709,167	53,127,178	1,418,011	132,058,372	39.2%
Operating position	5,232,947	2,429,606	2,803,341	1,239,348	422.2%
Capital revenue	3,641,908	3,030,126	611,782	19,833,836	18.4%
Net result	8,874,855	5,459,732	3,415,123	21,073,184	42.1%

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 16 November 2023. Actual amounts are compared against year to date adopted Revised Budget figures. (See appendix 1 for detailed financial statements).

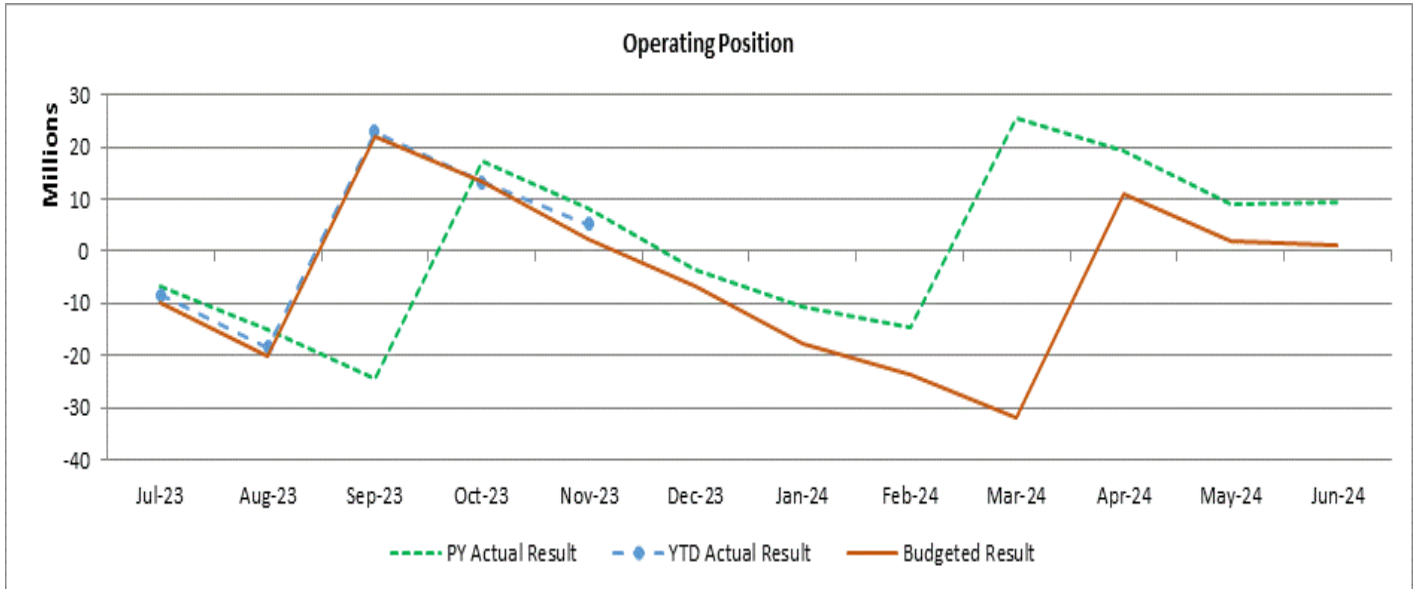
It is noted that to meet earlier reporting timelines for statutory meetings that this reporting period has been closed earlier than normal (16 November 2023) which impacts on YTD actual results and comparisons to prior periods throughout the report.

It is also noted that the 1st Quarter Budget Review is finalised and will be presented to Council in December.

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.

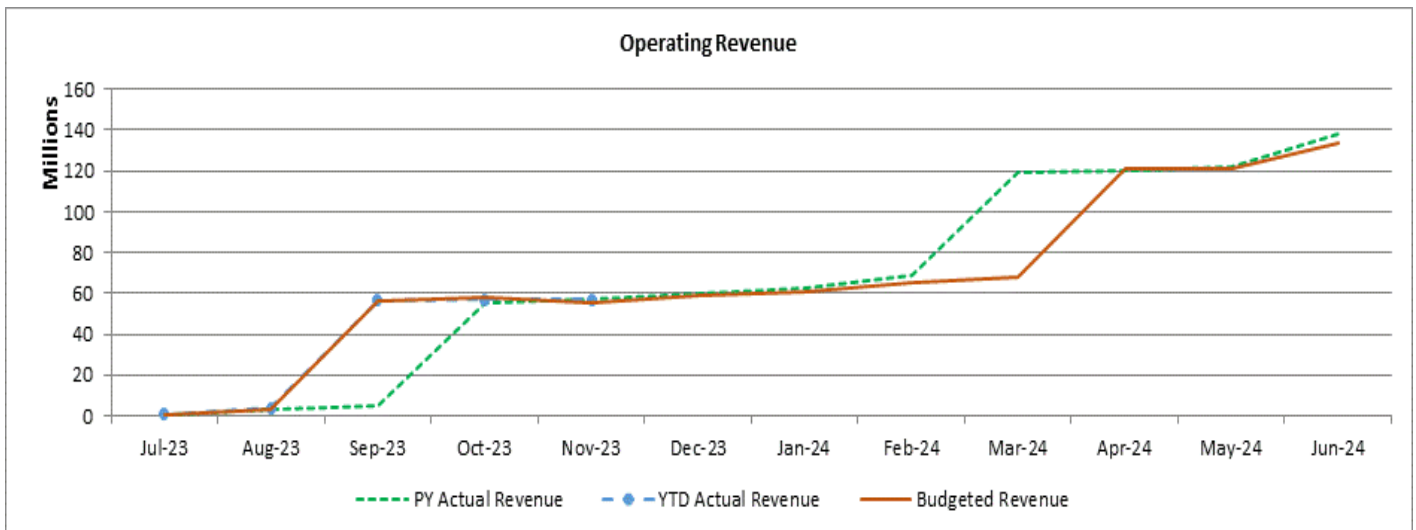
It should be noted that figures provided are accurate as at date of publication. Figures reported are cumulative year to date which may include adjustments for revenue or expenses accrued to prior accounting periods.

OPERATING POSITION



The current operating position for November has resulted in a surplus of \$5,232,947. This is favourable when compared to the YTD budget by \$2,803,341. Operating Revenue is \$1,385,330 favourable compared to YTD budget complimented by Operating Expenses which are \$1,418,011 favourable when compared to YTD budget.

OPERATING REVENUE

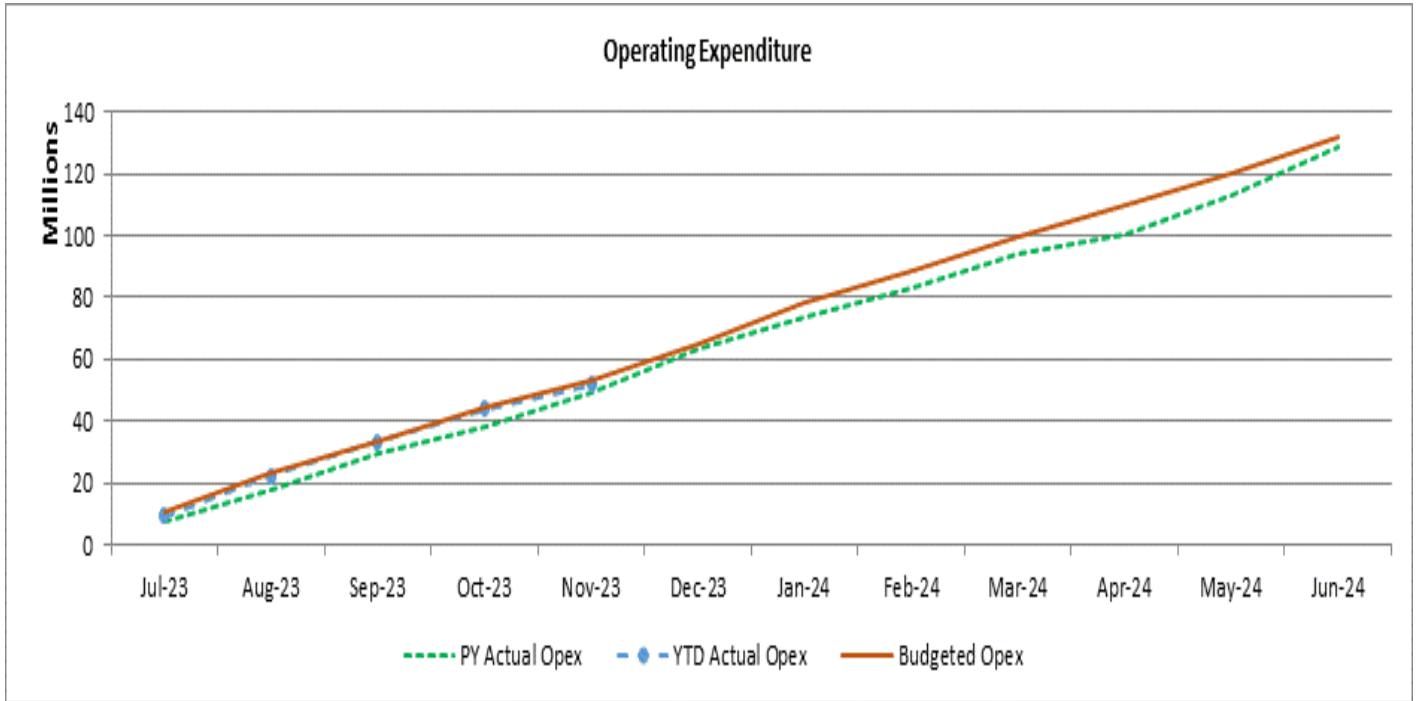


Operating Revenue comprises the following items – Rates and Utility Charges, Fees and Charges, Rental Income, Interest Received, Sale of Contract and Recoverable Works, Operating Grants, Subsidies and Contributions, Other Recurrent Revenue.

The operating revenue to 16 November was \$56,942,114 which is favourable when compared to the budget by \$1,385,330. This favourable position is primarily due to higher than anticipated development, potable water and building fees, recoverable works revenue from TMR project and interest 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

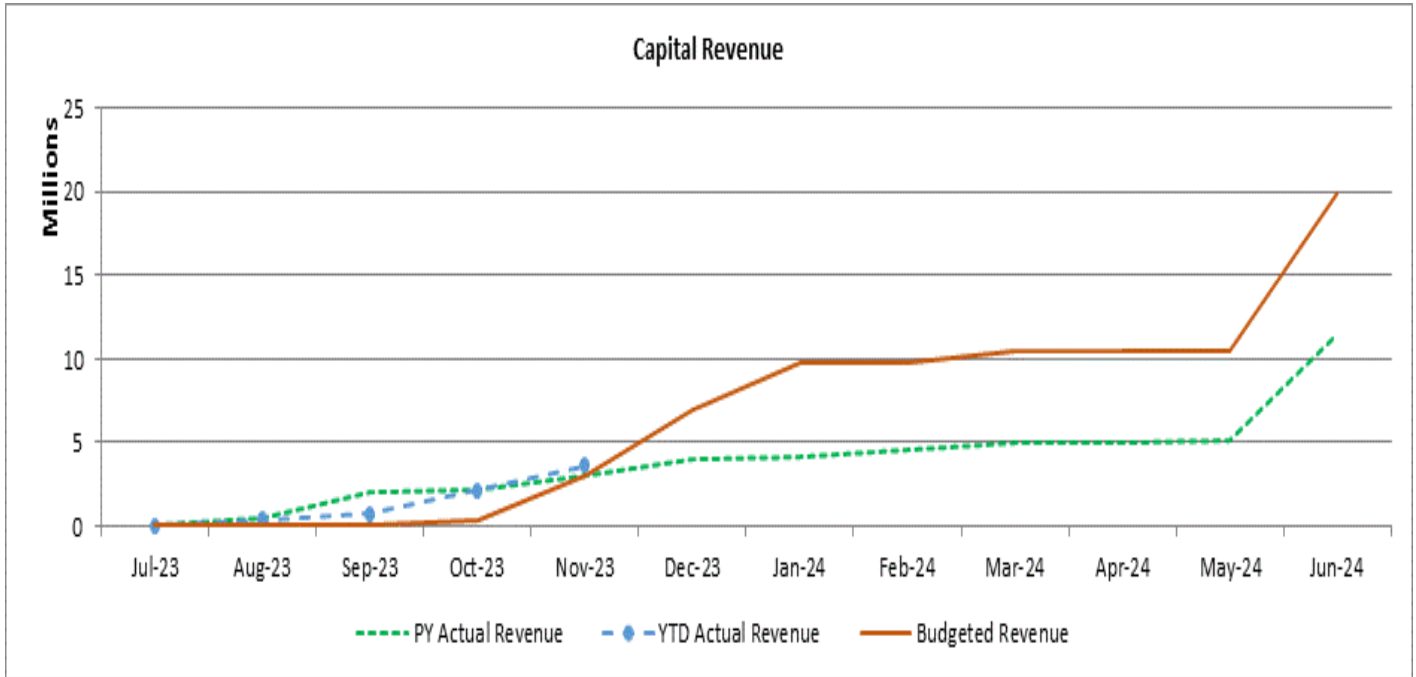


Operating expenditure consists of Employee Expenses, Materials and Services, Finance Costs and Depreciation.

Actual operating expenditure to 16 November was \$51,709,167 which is favourable to budget by \$1,418,011. This favourable result is predominantly due to lower than budgeted employee expenses. It should be noted that the Certified Agreement has been finalised and it is anticipated that backpays will be processed in December which will impact the favourable variance.

It is noted that cashflowing 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 to 16 November YTD is \$3,641,908 which consists of grants, contributions and proceeds from the disposal of assets. This favourable variance is predominately due to income from developer contributions, advance payment for RCIF, STIP, Levy Ready and LRCI grant funds.

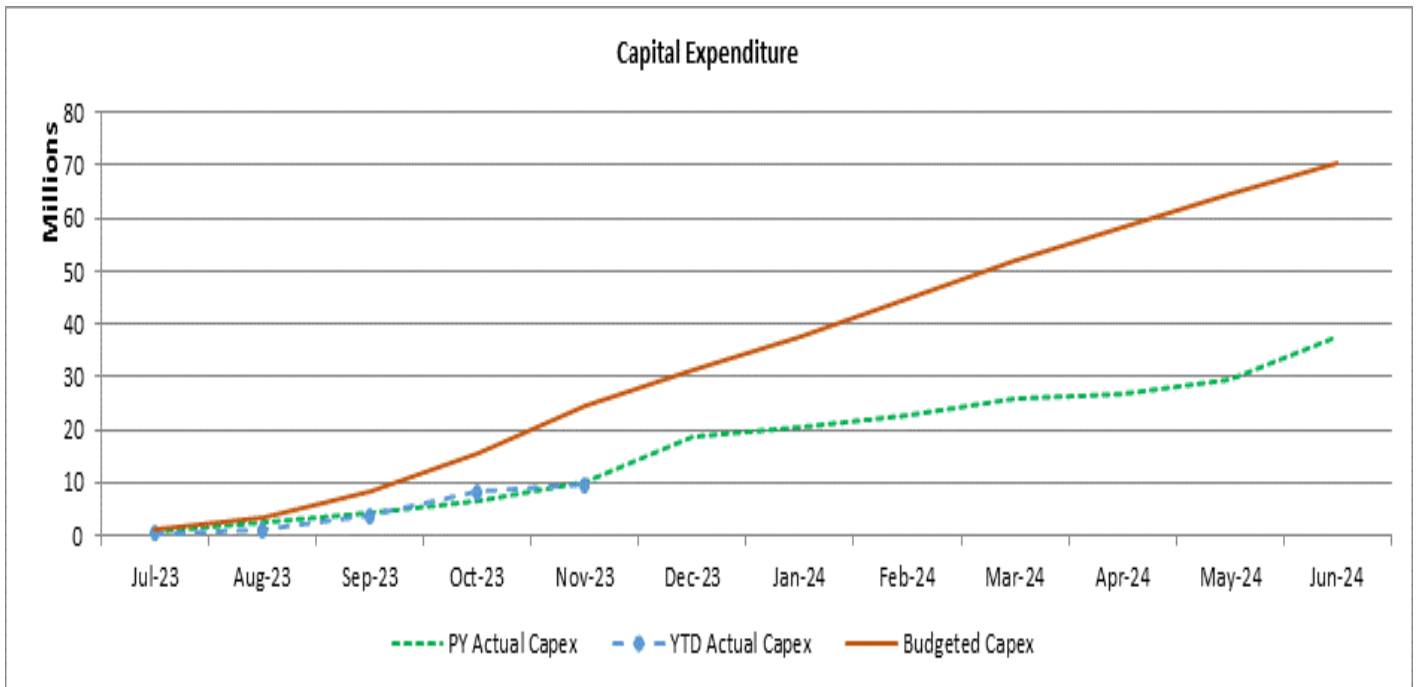
Some of the budgeted major capital grants / grouped programs across multiple projects for 2023/2024 are:

- Building our Regions
- Local Government Grants and Subsidies Program
- Local Roads & Community Infrastructure Grants
- Queensland Resilience and Risk Reduction Fund
- Resources Community Infrastructure Fund
- Roads to Recovery Program
- Transport Infrastructure Development Scheme
- Heavy Vehicle Safety & Productivity Program

Major Funding received to date:

- Building our Regions
- Student Transport Infrastructure Program
- Levy Ready Funding
- Local Roads & Community Infrastructure Grants
- Resources Community Infrastructure Fund

CAPITAL EXPENDITURE



Capital expenditure (\$9.6M) is under YTD budget excluding commitments, noting the earlier reporting date and that when the \$28.2M of commitments are included, the capital expenditure is higher than YTD budget \$24.6M (53.7% of annual budget committed). It is anticipated that expenditure will come in line throughout the financial year.

The major budgeted projects for 2023/2024 financial year are:

- MBH Community Centre - Refurbishment
- Moranbah Landfill Phase 2 Stage 2
- MBH Rectification of Landfill Cell
- Rural Network Resheeting
- Regional Reseals
- Peak Downs Mine Road / Saraji Rd Intersection Construction
- Golden Mile Road Rehab Pavement, Drainage
- St Lawrence Water Storage & Raw Water Main
- Moranbah Asphalt Renewals
- Regional Floodways Construction Program
- Moranbah 400ML raw water dam - remediation
- Fleet / Plant replacement program

CAPITAL FUNDING AND PROJECT COMMITTALS

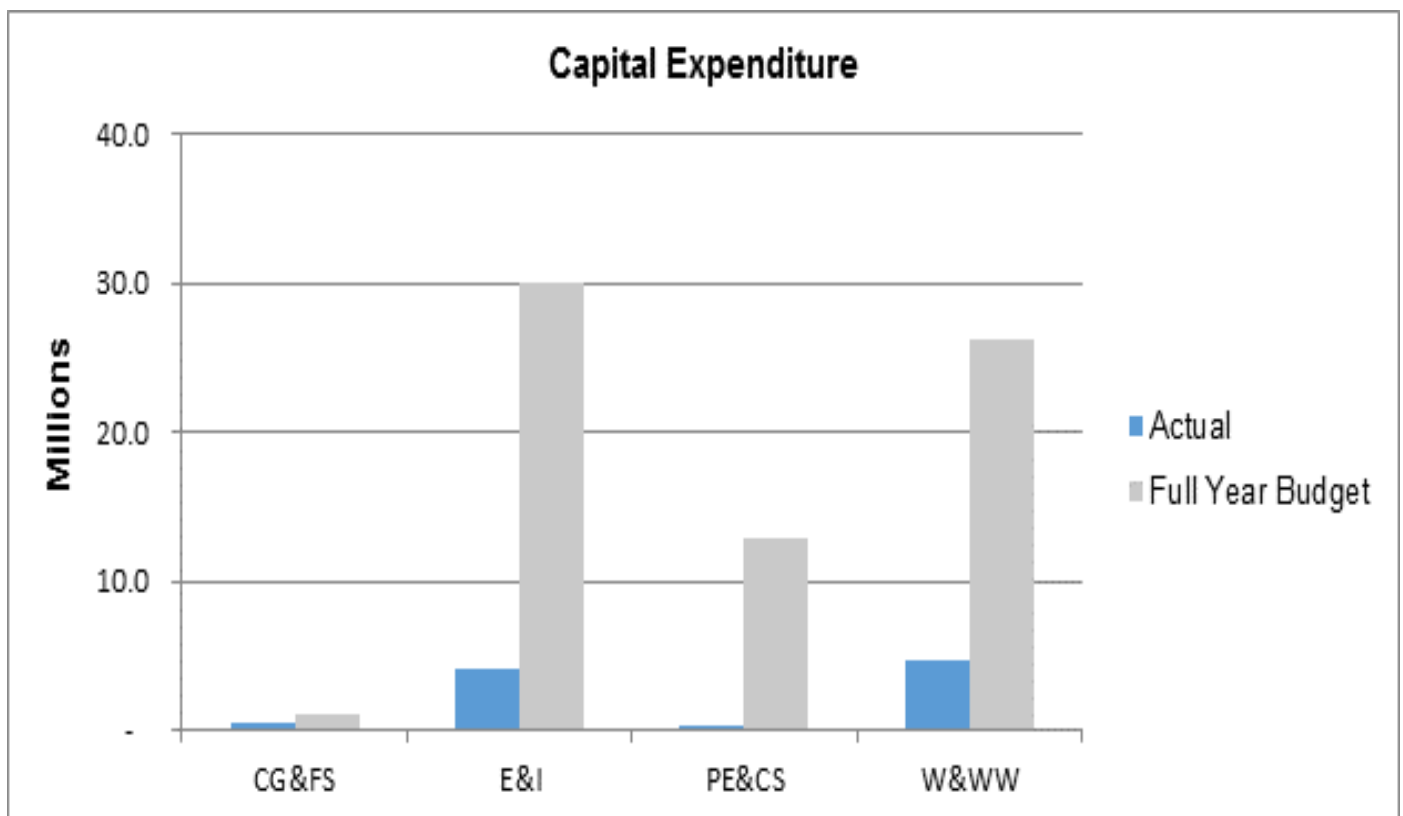
Capital expenditure is financed through loan borrowings, proceeds on disposal of assets, general reserves and the future capital sustainability reserve.

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 16 November 2023.

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	469,574	228,155	697,729	1,137,838	41.3%	61.3%
E&I	4,037,616	16,002,093	20,039,709	30,064,168	13.4%	66.7%
PE&CS	368,870	1,676,417	2,045,287	12,926,937	2.9%	15.8%
W&WW	4,703,309	10,300,317	15,003,626	26,261,000	17.9%	57.1%
TOTAL	9,579,369	28,206,981	37,786,350	70,389,943	13.6%	53.7%

The following graph illustrates the data above.



STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING (DLGP) 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	Description	Formula	YTD Actual Result	Bench mark	Within Limits	FY Budget
Operating Surplus Ratio	This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes.	Net operating surplus	9.33%	0 - 10%	Yes	0.94%
		Total operating revenue				
Net Financial Liabilities Ratio	This is an indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues.	Total liabilities less current assets	-98.08%	<=60%	Yes	-5.54%
		Total operating revenue				
Asset Sustainability Ratio	This ratio provides a guide as to whether the infrastructure assets managed by Council are being replaced as they reach the end of their useful lives.	Capital expenditure on renewals	34.61%	>90%	No	70.54%
		Depreciation expense				
Total Debt Service Cover	This ratio provides a guide as to the Council's ability to meet its loan repayments.	Operating cash flow plus interest	10.5	2	Yes	10.33
		Interest plus current borrowings				
Cash Expense Ratio	This ratio provides a guide as to the ability of the Council to pay its costs within the short term.	Current cash balance	11.33 Months	3 Months	Yes	7.19 Months
		Operating expenses less depreciation and finance costs				

1. **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 between 0-10% per annum (on average over the long term). With the net operating profit year to date a surplus of \$5,232,947 the ratio is currently positive 9.33%, which is within Council's benchmark range.
2. **Net Financial Liabilities Ratio** - This ratio is an indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues. As Council's current assets are greater than total liabilities, the resulting ratio is currently showing as favourable with a negative 98.08%.
3. **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 90%, however the budget for the financial year is 70.54% (due to significant buildings renewals being carried out during the year, however not included within budget percentage calculation). With capital expenditure below budget at November YTD the ratio is unfavourable at 34.61%, which is below the 90% benchmark and the 70.54% budgeted. This ratio is expected to improve throughout the financial year.
4. **Total Debt Service** - This ratio represents Council's ability to meet its loan repayments through operating cash. A ratio greater than two (2) times, is the ideal result for Council. Council's year to date ratio is a positive 10.5 times and indicates that Council has sufficient operating cash flow to cover its loan repayments.
5. **Cash Expense Ratio** - This ratio helps Council calculate how many months the current year's cash balance can cover operating expenses (excluding depreciation and finance costs), without additional cash flows. Council has enough current cash to cover 11.33 months as at 30 November 2023. This is above the targeted benchmark of three (3) months.

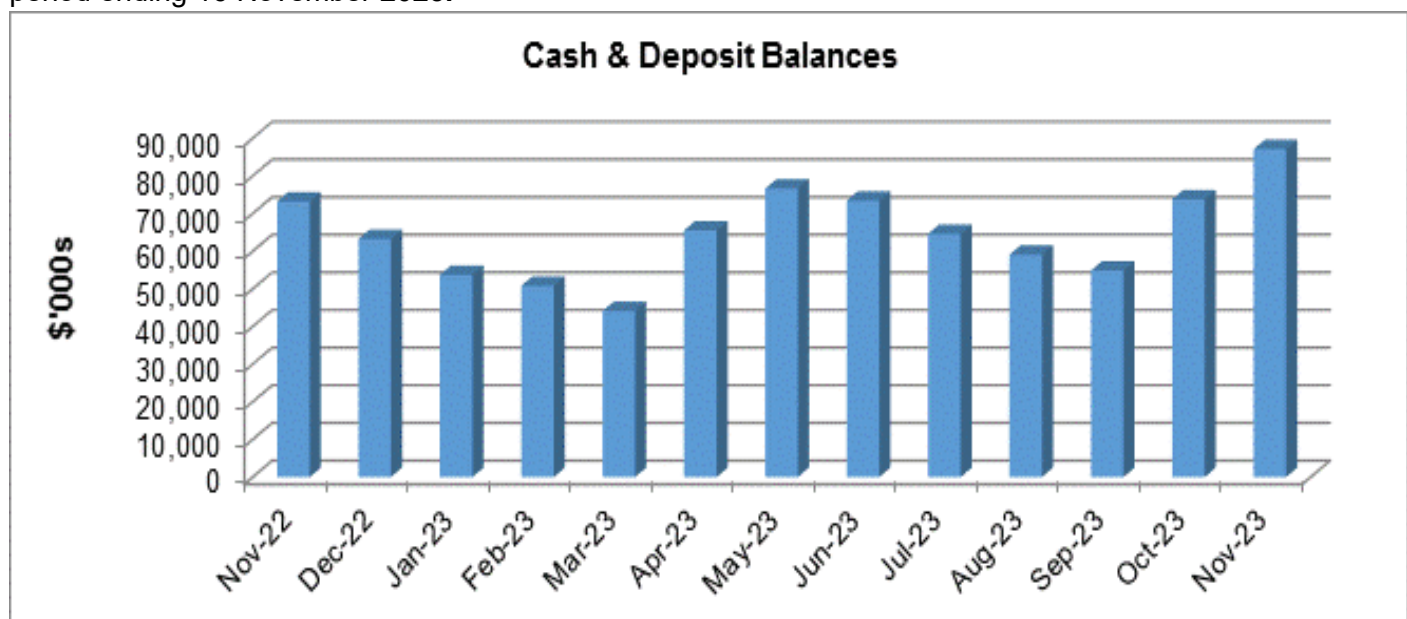
INVESTMENTS AND CASH BALANCES

The following is a list of all investments held by Council as at the period ending 16 November 2023.

ISAAC REGIONAL COUNCIL					
Investments					
For the Period Ended 16 November 2023					
Account	Description	Institution	Amount	Maturity Date	Interest Rate
5016-001-1124	Police & Nurses Ltd (P&N Bank)	PNU	10,000,000	15-May-24	5.25%
10-000-1116	QTC Operating Fund	QTC	74,956,364		4.81%
10-000-1117	ANZ Business Premium Saver	ANZ	1,586,293		4.30%
10-000-1113	Cash at Bank - ANZ	ANZ	541,813		
10-000-1114	Cash at Bank NAB	NAB	28,944		
10-000-1111	Cash at bank-QCCU	QCCU	3,059		
10-000-1132	Floats		4,080		
10-000-1131	Petty Cash		2,800		
Total Investments			87,123,354		

Bank	Credit Rating	% of Funds	Policy Total Profile
Police & Nurses Ltd	A2	11.48%	Maximum 30%
ANZ Banking Group	AA-	2.45%	Maximum 60%
National Australia Bank	AA-	0.03%	Maximum 60%
QCCU	BBB	0.01%	Maximum 20%
Queensland Treasury Corporation	QTC	86.03%	No Limit

The following chart outlines the Council's cash and deposit balances for the previous twelve months up to the period ending 16 November 2023.



LOANS

ISAAC REGIONAL COUNCIL							
Loans							
For the Period Ended 16 November 2023							
							Repayment Due 15 Dec 2023
Loan Name	Balance as at 30 November 2023	Rate as at 30 November 2023	Approved Term	Remaining Term	Principal	Interest	Total
Land Development Moranbah	\$7,701,355	4.37	20	9.55	\$159,441	\$84,137	\$243,578
Land Purchase - Moranbah	\$10,007,193	5.1	20	9.05	\$213,366	\$127,567	\$340,932
Waste Loan	\$2,270,664	2.22	20	17.55	\$26,193	\$12,574	\$38,766
Total	\$19,979,212				\$398,999	\$224,278	\$623,277

Debt service repayments are made quarterly. The first repayment for 2023/2024 financial year was made on 15 September 2023. The next repayment for the 2023/2024 financial year is due on 15 December 2023.

ACCOUNTS RECEIVABLE

The following is a breakdown of the Council's accounts receivable by age for the period ending 16 November 2023.

Accounts Receivable Ageing Analysis at 16 November 2023			
Ageing	Number of Invoices	Amount Outstanding	% of Total Outstanding
Current	253	3,959,694.79	71.21%
30 Days	60	604,601.40	10.87%
60 Days	12	22,873.38	0.41%
90 Days	153	973,306.93	17.50%
TOTAL	478	5,560,476.50	100.00%

The Accounts Receivable balance at 16 November is \$5,560,476.50 which has increased from 31 October 2023 balance of \$4,338,139.62 due to grant invoices being raised.

- 30 day balances have increased this month due to a Grant invoice becoming overdue.
- 60 day balances have decreased due to the remaining Food Licence invoices ageing to 90 Days.
- 90 days and over receivables have increased due to the remaining Food Licence invoices that are not yet due ageing to 90 Days. There are 153 invoices totalling \$973,306.93 in 90 Days which are made up of the following charges:
 - 1 Invoice totalling \$519,363.54 relates to a Capital Works Project that is currently subject to legal proceedings.
 - 1 Invoice totalling \$307,329.95 relates to a mining compensation invoice that is under review by the Engineering & Infrastructure department.
 - 1 Invoice totalling \$55,324.50 relates to historic planning/infrastructure charges which is currently being assessed by Liveability & Sustainability.
 - 2 Invoices totalling \$33,356.76 relate to historical Water charges. (Note: Company is in liquidation and awaiting further advice).
 - 38 Invoices totalling \$26,475.75 relate to Compliance invoices in various stages of recovery.
 - 36 Invoices totalling \$20,152.20 relate to Food Business Licence invoices that are not yet due for payment.
 - 62 Invoices totalling \$9,909.82 relate to Housing invoices. The management & recovery of Housing invoices is the responsibility of Corporate Properties.
 - The remaining 12 Invoices totalling \$1,394.41 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 16 November 2023.

Accounts Payable Ageing Analysis at 16 November 2023			
Ageing	No. of Documents	Amount Outstanding	% of Total Outstanding
Current	140	626,814.64	58.48%
30 Days	37	423,627.34	39.52%
60 Days	6	5,165.32	0.48%
90 Days	12	16,341.07	1.52%
TOTAL	195	1,071,948.37	100.00%

The outstanding Accounts Payable balance as at 16 November 2023 was \$1,071,948.37. The 30, 60 & 90 day aging accounts total \$445,133.73.

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

- 30-day balances – \$423,627.34 (37 invoices) remain unpaid with 20 invoices (\$355,718.20) received late from the supplier, 13 invoices (\$60,634.87) awaiting approval and 3 invoices (\$7,259.27) awaiting purchase orders to be raised and 1 Invoice (\$15.00) in dispute.
- 60-day balances – \$ 5,165.32 (6 invoices) – 5 invoices (\$5,150.32) awaiting approval and 1 invoice (\$15.00) in dispute.
- 90-day balances – \$16,341.07 (12 invoices) – 8 invoices (\$15,427.82) received late from the supplier, 3 invoices (\$1,435.60) awaiting approval and 1 credit note (\$522.35) yet to be applied.

YEAR TO DATE RATES REPORT

The following is a breakdown of the Council's rates transactions the year to date as at 16 November 2023.

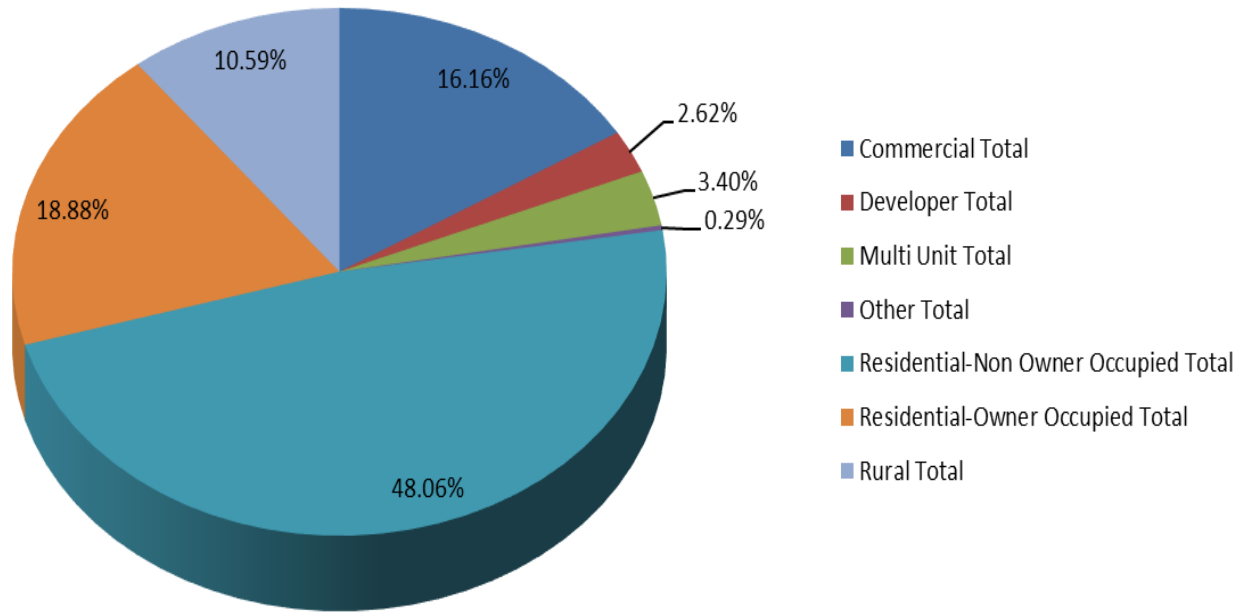
Rates Balancing Report As At 16 Nov 2023		
	16 Nov 2023	YTD 30 Nov 2022
Opening Balance	2,486,266	4,175,810
Rates Charges		
Rates Levied	54,043,226	51,468,774
Interest	111,047	147,562
Refunds	42,753	166,215
Total Rates	54,197,025	51,782,551
Discounts and Receipts		
Discounts	(3,599,969)	(3,066,058)
Receipts	(49,096,006)	(43,929,608)
Government Subsidy	(37,590)	(37,402)
Council Subsidy	(115,088)	(110,679)
Remissions	(775)	(9,256)
Write Offs	(63)	(147)
Total Discounts & Receipts	(52,849,491)	(47,153,150)
Legal	16,898	49,869
Closing Balance	3,850,698	8,855,079

Rates Breakdown	As At 16 Nov 2023
Rates in Credit	(986,752)
Rates Not Due Yet	57
Rates In Arrears	4,837,394
Total Rates Balance	3,850,698

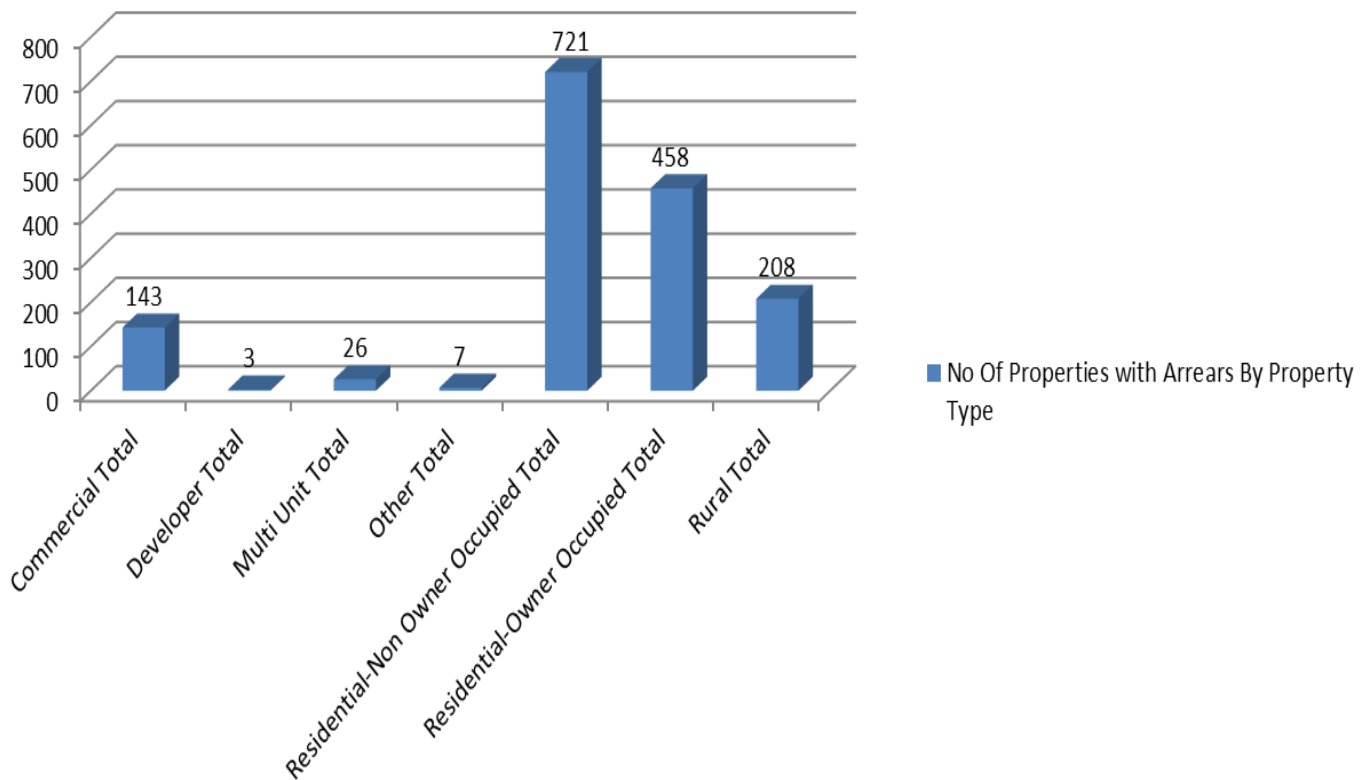
Variances in prior year comparisons can relate to the timing of rates processing and subsequent due dates.

Prior 2019	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
1,198,067	249,791	272,871	318,533	485,558	2,312,574	4,837,394
24.77%	5.16%	5.64%	6.58%	10.04%	47.81%	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 16 November 2023. 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 16 November 2023

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Net Rates & Utility Charges		47,652,542	-	47,652,542	47,555,087	97,455	98,531,423	48.4%
Fees & Charges	1	1,858,845	-	1,858,845	1,505,279	353,565	3,791,870	49.0%
Rental Income		762,783	-	762,783	702,337	60,446	1,665,198	45.8%
Interest Received	2	1,408,653	-	1,408,653	1,048,125	360,528	2,395,500	58.8%
Sales of Contract & Recoverable Works	3	820,034	-	820,034	597,500	222,534	5,744,000	14.3%
Operating Grants, Subsidies & Contributions	4	676,604	-	676,604	567,179	109,425	11,193,448	6.0%
Other Recurrent Revenue	5	3,762,653	-	3,762,653	3,581,276	181,376	9,976,280	37.7%
		56,942,114	-	56,942,114	55,556,784	1,385,330	133,297,719	42.7%
Expenses								
Operating Expenses								
Employee Expenses	6	16,429,561	-	16,429,561	17,526,346	(1,096,785)	48,839,222	33.6%
Materials & Services	7	22,033,154	18,088,395	40,121,550	22,002,943	18,118,606	50,472,917	79.5%
Finance Costs		406,874	-	406,874	411,037	(4,163)	1,097,789	37.1%
Depreciation and Amortisation	8	12,839,578	-	12,839,578	13,186,852	(347,274)	31,648,444	40.6%
		51,709,167	18,088,395	69,797,563	53,127,178	16,670,384	132,058,372	52.9%
Operating Position Before Capital Items		5,232,947	(18,088,395)	(12,855,449)	2,429,606	(15,285,054)	1,239,348	(1037.3%)
Capital Revenue								
Capital Revenue	9	3,353,100	-	3,353,100	2,580,126	772,974	18,838,426	17.8%
Proceeds from Sale of Land & PPE	10	288,809	-	288,809	450,000	(161,191)	995,410	29.0%
		3,641,908	-	3,641,908	3,030,126	611,782	19,833,836	18.4%
Net Result Attributable to Council in Period		8,874,855	(18,088,395)	(9,213,540)	5,459,732	(14,673,272)	21,073,184	(43.7%)
Total Comprehensive Income		8,874,855	(18,088,395)	(9,213,540)	5,459,732	(14,673,272)	21,073,184	(43.7%)
Council's operating position at month end is a \$5.2M surplus								

1. **Fees & Charges** are \$353,565 favourable when comparing actuals to revised budget. The predominant reason for this favourable variance is higher than anticipated revenue from potable water sales, building and development fees offset by lower saleyard revenue.
2. **Interest Received** is \$360,528 favourable when compared to revised budget. This favourable variance is predominately due to increased interest income from investments.
3. **Sales of Contract & Recoverable Works** are favourable to the budget by \$222,534. This favourable variance is due to revenue for recoverable works related to the TMR project that was expected to be completed in the previous financial year and cashflowing of the RMPC partially offset by revenue from recoverable works.
4. **Operating Grants, Subsidies & Contributions** are \$109,425 favourable compared to the annual budget. This favourable variance is predominately due to the receipt of funds for maintenance contributions (higher than annual budget), the advance payment of the LRCI Operational works and DRFA grant funds related to November 2021 event.
5. **Other Recurrent Revenue** for the year to date is \$3,762,653 being \$181,376 favourable to budget. This favourable variance is due to septic waste received into the treatment plants and revenue from tip fees being higher than budget.
6. **Employee Expenses** are favourable to the revised budget by \$1,096,785. This favourable variance is due to employee vacancies, the cash flowing of annual leave and superannuation costs partially offset by costs associated with staff turnover. It should be noted that the Certified Agreement has been finalised and it is anticipated that backpays will be processed in December which will impact the favourable variance.
7. **Materials & Services** actual expenses for the year to date are \$22,033,154 with \$18,088,395 being recorded in commitments, resulting in an unfavourable variance to adopted budget by \$18,118,606. This unfavourable variance is predominately due to increased computer expenses and expenditure on recoverable works related to the TMR project that was expected to be completed in the previous financial year, offset by favourable expenditure in W&W directorate. Large commitments of note are \$3.2M for RMPC works and \$2.9M Galilee and Bowen Basin recoverable works and waste levy \$2.3M.
8. **Depreciation and Amortisation** is favourable to the budget by \$347,274. This is due to changes to asset valuations and useful lives post outcomes of the 22/23 Financial Statement audit. Depreciation will be reviewed as part of the Quarter 2 budget review.
9. **Capital Revenue** for the year to date is \$3,353,100 which is favourable to revised budget by \$772,974. This favourable variance is due to receipt of developer contribution and the timing of grant funds received.
10. **Proceeds from Sale of Land & PPE** is currently unfavourable compared to the revised budget by \$161,191. This unfavourable variance is due to budgeted cashflow of receipt of funds from the sale of plant.

ISAAC REGIONAL COUNCIL
Statement of Financial Position
For the Period Ended 16 November 2023

	Notes	Actual YTD	30 June 2023	Variance
		\$	\$	%
Current Assets				
Cash & Cash Equivalents		87,123,354	73,414,123	18.7%
Trade & Other Receivables		10,107,780	15,249,240	(33.7%)
Inventories		1,369,332	1,315,591	4.1%
Contract assets		994,994	3,403,805	(70.8%)
Other assets		1,018,537	4,174,416	(75.6%)
Total Current Assets		100,613,997	97,557,175	3.1%
Non-Current Assets				
Receivables		5,286,713	5,286,713	0.0%
Inventories		18,437,891	18,437,891	0.0%
Property, Plant and Equipment		1,208,493,258	1,212,097,666	(0.3%)
Intangible assets		1,165	1,641	(29.0%)
Total Non-Current Assets		1,232,219,027	1,235,823,911	(0.3%)
TOTAL ASSETS		1,332,833,024	1,333,381,086	(0.0%)
Current Liabilities				
Trade and other payables		3,639,870	11,831,347	(69.2%)
Provisions		9,042,509	9,374,593	(3.5%)
Borrowings		1,360,391	1,689,710	(19.5%)
Contract liabilities		3,284,907	2,774,645	18.4%
Other liabilities		150,005	922,126	(83.7%)
Total Current Liabilities		17,477,683	26,592,421	(34.3%)
Non-Current Liabilities				
Trade and other payables		90,727	44,730	102.8%
Provisions		22,505,494	22,365,985	0.6%
Borrowings		20,560,604	20,476,214	0.4%
Contract liabilities		180,041	180,041	0.0%
Other liabilities		2,391,182	2,424,892	(1.4%)
Total Non-Current Liabilities		45,728,049	45,491,862	0.5%
TOTAL LIABILITIES		63,205,732	72,084,283	(12.3%)
NET COMMUNITY ASSETS		1,269,627,292	1,261,296,803	0.7%
Community Equity				
Retained surplus		896,917,848	892,229,267	0.5%
Asset revaluation reserve		306,888,354	306,888,354	0.0%
Other reserves		65,821,090	62,179,182	5.9%
TOTAL COMMUNITY EQUITY		1,269,627,292	1,261,296,803	0.7%

ISAAC REGIONAL COUNCIL

Statement of Cash Flows

For the Period Ended 16 November 2023

	Actual YTD	30 June 2023	Variance
	\$	\$	%
Cash Flows from Operating Activities			
Receipts from customers	68,247,869	135,071,774	(49.5%)
Payments to suppliers and employees	(48,119,253)	(95,723,091)	(49.7%)
Cash provided by / (used in) net result	20,128,615	39,348,684	(48.8%)
Cash Flows from Investing Activities			
Profit / (Loss) on sale of capital assets	(255,563)	(7,756,733)	(96.7%)
Grants, subsidies, contributions and donations	3,353,103	10,112,259	(66.8%)
Payments for property, plant and equipment	(9,234,687)	(35,021,604)	(73.6%)
Net cash provided by investing activities	(6,137,148)	(32,666,079)	(81.2%)
Cash Flow from Financing Activities			
Proceeds from borrowings	-	(1,605,319)	(100.0%)
Repayment of borrowings	(282,237)	69,125	(508.3%)
Net cash provided by financing activities	(282,237)	(1,536,194)	(81.6%)
Net Increase / (Decrease) in Cash Held	13,709,231	5,146,411	166.4%
Cash at the beginning of the period	73,414,123	68,267,713	7.5%
Cash at the end of the Reporting Period	87,123,354	73,414,123	(81.2%)

Appendix 2 – Preliminary Executive Level Reports

Executive Level operating statements provide information on the performance of each Directorate for the period ended 16 November 2023.

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 16 November 2023

Office of the CEO

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Operating Grants, Subsidies & Contributions		7,000	-	7,000	53,958	(46,958)	185,000	3.8%
		7,000	-	7,000	53,958	(46,958)	185,000	3.8%
Expenses								
Operating Expenses								
Employee Expenses	1	1,906,495	-	1,906,495	1,661,325	245,170	4,546,784	41.9%
Materials & Services		770,552	167,326	937,878	921,504	16,374	1,966,598	47.7%
Corporate Overheads & Competitive Neutrality Costs		(1,760,016)	-	(1,760,016)	(1,760,016)	-	(4,224,039)	41.7%
		917,031	167,326	1,084,357	822,812	261,544	2,289,343	47.4%
Operating Position Before Capital Items		(910,031)	(167,326)	(1,077,357)	(768,854)	(308,503)	(2,104,343)	51.2%
Capital Revenue								
		-	-	-	-	-	-	0.0%
Net Result Attributable to Council in Period		(910,031)	(167,326)	(1,077,357)	(768,854)	(308,503)	(2,104,343)	51.2%
Total Comprehensive Income		(910,031)	(167,326)	(1,077,357)	(768,854)	(308,503)	(2,104,343)	51.2%

- Employee Expenses** for the financial year are unfavourable compared to budget by \$245,170. This unfavourable variance predominantly relates to costs associated with staff turnover and the application of the employee vacancy rate. It should be noted that the Certified Agreement has been finalised and it is anticipated that backpays will be processed in December which will further increase the unfavourable variance.

ISAAC REGIONAL COUNCIL

Statement of Comprehensive Income

For the Period Ended 16 November 2023

Corporate, Governance & Financial Service

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Net Rates & Utility Charges		33,636,447	-	33,636,447	33,702,872	(66,425)	67,405,744	49.9%
Fees & Charges		42,872	-	42,872	33,958	8,913	81,500	52.6%
Rental Income		1,350	-	1,350	1,350	-	1,350	100.0%
Interest Received	1	1,343,668	-	1,343,668	966,875	376,793	2,200,500	61.1%
Sales of Contract & Recoverable Works		54,007	-	54,007	33,333	20,674	80,000	67.5%
Operating Grants, Subsidies & Contributions		139,087	-	139,087	128,856	10,230	5,501,840	2.5%
Other Recurrent Revenue		35,873	-	35,873	61,667	(25,793)	140,000	25.6%
		35,253,304	-	35,253,304	34,928,912	324,392	75,410,934	46.7%
Expenses								
Operating Expenses								
Employee Expenses	2	2,598,393	-	2,598,393	3,077,005	(478,612)	9,255,762	28.1%
Materials & Services	3	8,116,262	1,192,622	9,308,884	6,814,634	2,494,250	11,240,966	82.8%
Finance Costs		193,787	-	193,787	201,970	(8,183)	543,028	35.7%
Depreciation and Amortisation		435,236	-	435,236	415,876	19,360	998,102	43.6%
Corporate Overheads & Competitive Neutrality Costs		(6,014,875)	-	(6,014,875)	(6,014,875)	-	(14,435,700)	41.7%
		5,328,803	1,192,622	6,521,426	4,494,610	2,026,816	7,602,157	85.8%
Operating Position Before Capital Items		29,924,501	(1,192,622)	28,731,879	30,434,302	(1,702,424)	67,808,777	42.4%
Capital Revenue								
Capital Revenue		-	-	-	-	-	105,413	0.0%
		-	-	-	-	-	105,413	0.0%
Net Result Attributable to Council in Period		29,924,501	(1,192,622)	28,731,879	30,434,302	(1,702,424)	67,914,190	42.3%
Total Comprehensive Income		29,924,501	(1,192,622)	28,731,879	30,434,302	(1,702,424)	67,914,190	42.3%

1. **Interest Received** is \$376,793 favourable when compared to revised budget. This favourable variance is predominately due to increased interest income from investments.
2. **Employee Expenses** for the financial year are favourable compared to budget by \$478,612. Excluding the Corporate Employee expenses (which is consolidated for the whole of Council in this Directorate), the position would be \$110,828 favourable. This favourable variance is due to the cash flowing of annual leave and superannuation costs. It should be noted that the Certified Agreement has been finalised and it is anticipated that backpays will be processed in December which will impact the favourable variance.
3. **Materials & Services** for the financial year to date are \$2,494,250 unfavourable with \$8,116,262 in actual expenditure and \$1,192,622 in commitments against the YTD budget of \$6,814,634. This unfavourable variance is predominately due to increased computer expenses and the consolidation of sundry creditors for the whole of Council in this Directorate.

ISAAC REGIONAL COUNCIL

Statement of Comprehensive Income

For the Period Ended 16 November 2023

Engineering & Infrastructure Services

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
Income								
Operating Revenue								
Fees & Charges		149,540	-	149,540	117,946	31,594	293,070	51.0%
Rental Income		634,932	-	634,932	586,477	48,455	1,407,545	45.1%
Interest Received		3,060	-	3,060	-	3,060	-	0.0%
Sales of Contract & Recoverable Works	1	766,027	-	766,027	564,167	201,860	5,664,000	13.5%
Operating Grants, Subsidies & Contributions	2	315,550	-	315,550	120,435	195,115	4,203,041	7.5%
Other Recurrent Revenue		21,981	-	21,981	-	21,981	-	0.0%
		1,891,090	-	1,891,090	1,389,024	502,066	11,567,656	16.3%
Expenses								
Operating Expenses								
Employee Expenses	3	5,462,996	-	5,462,996	5,600,341	(137,345)	15,351,108	35.6%
Materials & Services	4	5,197,572	8,905,741	14,103,313	5,031,326	9,071,987	11,559,348	122.0%
Depreciation and Amortisation	5	6,906,477	-	6,906,477	7,228,237	(321,760)	17,347,768	39.8%
Corporate Overheads & Competitive Neutrality Costs		4,169,316	-	4,169,316	4,169,316	-	10,006,358	41.7%
		21,736,360	8,905,741	30,642,101	22,029,219	8,612,882	54,264,582	56.5%
Operating Position Before Capital Items		(19,845,270)	(8,905,741)	(28,751,011)	(20,640,195)	(8,110,816)	(42,696,926)	67.3%
Capital Revenue								
Capital Revenue	6	1,306,819	-	1,306,819	2,289,322	(982,503)	9,848,320	13.3%
Proceeds from Sale of Land & PPE	7	288,809	-	288,809	450,000	(161,191)	995,410	29.0%
		1,595,628	-	1,595,628	2,739,322	(1,143,694)	10,843,730	14.7%
Net Result Attributable to Council in Period		(18,249,643)	(8,905,741)	(27,155,383)	(17,900,873)	(9,254,510)	(31,853,196)	85.3%
Total Comprehensive Income		(18,249,643)	(8,905,741)	(27,155,383)	(17,900,873)	(9,254,510)	(31,853,196)	85.3%

1. **Sales of Contract & Recoverable Works** are favourable to the budget by \$201,860. This favourable variance is due to revenue for recoverable works related to the TMR project that was expected to be completed in the previous financial year and cashflowing of the RMPC partially offset by revenue from recoverable works.
2. **Operating Grants, Subsidies & Contributions** are \$195,115 favourable compared to the annual budget. This favourable variance is due to the receipt of funds for maintenance contributions (higher than annual budget), the advance payment of the LRCI Operational works and DRFA grant funds related to November 2021 event.
3. **Employee Expenses** are favourable compared to the revised budget by \$137,345. This favourable variance is predominately due to vacancies in the Directorate. It should be noted that the Certified Agreement has been finalised and it is anticipated that backpays will be processed in December which will impact the favourable variance.
4. **Materials & Services** for the financial year to date are \$9,071,987 unfavourable with \$5,197,572 of actual expenditure and \$8,905,741 in commitments against YTD budget of \$5,031,326. It should be noted that without commitments the variance is still unfavourable by \$166,246. This unfavourable variance is predominately due to expenditure on recoverable works related to the TMR project that was expected to be completed in the previous financial year. It should also be noted that the majority of Departments are tracking above YTD budget. Large commitments to note are \$3.2M for RMPC works and \$2.9M Galilee and Bowen Basin recoverable works.
5. **Depreciation and Amortisation** is currently favourable to the annual budget by \$321,760 primarily due to depreciation for the Roads, Bridges and Drainage asset class. This is due to changes to asset valuations and useful lives post outcomes of the 22/23 Financial Statement audit. Depreciation will be reviewed as part of the Quarter 2 budget review.
6. **Capital Revenue** for the financial year is \$982,503 unfavourable when compared to revised budget. This unfavourable variance is due to the timing of budgeted cashflow of grant fund receipts which are budgeted to be aligned with the delivery of capital projects.
7. **Proceeds from Sale of Land & PPE** is currently unfavourable compared to the revised budget by \$161,191. This unfavourable variance is due to budgeted cashflow of receipt of funds from the sale of plant.

ISAAC REGIONAL COUNCIL

Statement of Comprehensive Income

For the Period Ended 16 November 2023

Planning, Environment & Community Service

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Fees & Charges	1	1,149,988	-	1,149,988	936,958	213,030	2,170,300	53.0%
Rental Income		95,988	-	95,988	89,583	6,405	215,000	44.6%
Operating Grants, Subsidies & Contributions		160,270	-	160,270	210,845	(50,575)	750,483	21.4%
Other Recurrent Revenue		438	-	438	417	21	66,000	0.7%
		1,406,684	-	1,406,684	1,237,804	168,880	3,201,783	43.9%
Expenses								
Operating Expenses								
Employee Expenses	2	3,825,144	-	3,825,144	4,370,616	(545,472)	11,961,684	32.0%
Materials & Services	3	2,716,317	1,586,720	4,303,037	3,106,041	1,196,997	7,706,461	55.8%
Finance Costs		194,060	-	194,060	190,316	3,744	504,758	38.4%
Depreciation and Amortisation		915,074	-	915,074	910,510	4,564	2,185,224	41.9%
Corporate Overheads & Competitive Neutrality Costs		1,280,831	-	1,280,831	1,280,831	-	3,073,995	41.7%
		8,931,426	1,586,720	10,518,146	9,858,313	659,832	25,432,122	41.4%
Operating Position Before Capital Items		(7,524,741)	(1,586,720)	(9,111,461)	(8,620,509)	(490,952)	(22,230,339)	41.0%
Capital Revenue								
Capital Revenue	4	1,687,892	-	1,687,892	109,804	1,578,088	6,061,530	27.8%
		1,687,892	-	1,687,892	109,804	1,578,088	6,061,530	27.8%
Net Result Attributable to Council in Period		(5,836,849)	(1,586,720)	(7,423,569)	(8,510,705)	1,087,136	(16,168,809)	45.9%
Total Comprehensive Income		(5,836,849)	(1,586,720)	(7,423,569)	(8,510,705)	1,087,136	(16,168,809)	45.9%

1. **Fees & Charges** are \$1,149,988 compared to the revised budget of \$936,958 resulting in a favourable variance of \$213,030. The predominant reason for this favourable variance is higher than anticipated revenue from building and development fees offset by lower saleyard revenue.
2. **Employee Expenses** are favourable compared to the revised budget by \$545,472. This favourable variance is predominately due to employee vacancies, some of which are currently being backfilled through Agency Temp Staff (current actuals \$159K and commitments of \$128K). It should be noted that the Certified Agreement has been finalised and it is anticipated that backpays will be processed in December which will impact the favourable variance.
3. **Materials & Services** for the financial year to date are \$1,196,997 unfavourable with \$2,716,317 of actual expenditure and \$1,586,720 in commitments against YTD budget of \$3,106,041. This unfavourable variance is due to the inclusion of commitments which relate to future reporting periods.
4. **Capital Revenue** for the year to date is \$1,687,892 which is favourable to budget by \$1,578,088. This favourable variance is due to the receipt of payments for RCIF milestone 2, LRCI Phase 3 and 4 grant funds.

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 16 November 2023

Water & Waste

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Net Rates & Utility Charges	1	14,016,095	-	14,016,095	13,852,215	163,880	31,125,679	45.0%
Fees & Charges	2	516,445	-	516,445	416,417	100,028	1,247,000	41.4%
Rental Income		30,513	-	30,513	24,927	5,586	41,303	73.9%
Interest Received		61,925	-	61,925	81,250	(19,325)	195,000	31.8%
Operating Grants, Subsidies & Contributions		54,698	-	54,698	53,084	1,614	553,084	9.9%
Other Recurrent Revenue	3	3,704,360	-	3,704,360	3,519,193	185,167	9,770,280	37.9%
		18,384,036	-	18,384,036	17,947,086	436,950	42,932,346	42.8%
Expenses								
Operating Expenses								
Employee Expenses	4	2,636,534	-	2,636,534	2,817,060	(180,526)	7,723,884	34.1%
Materials & Services	5	5,232,450	6,235,987	11,468,437	6,129,439	5,338,998	17,999,545	63.7%
Finance Costs		19,027	-	19,027	18,751	276	50,004	38.1%
Depreciation and Amortisation		4,582,791	-	4,582,791	4,632,229	(49,438)	11,117,350	41.2%
Corporate Overheads & Competitive Neutrality Costs		2,324,744	-	2,324,744	2,324,744	-	5,579,386	41.7%
		14,795,547	6,235,987	21,031,534	15,922,224	5,109,310	42,470,168	49.5%
Operating Position Before Capital Items		3,588,489	(6,235,987)	(2,647,498)	2,024,862	(4,672,360)	462,178	(572.8%)
Capital Revenue								
Capital Revenue	6	358,389	-	358,389	181,000	177,389	2,823,163	12.7%
		358,389	-	358,389	181,000	177,389	2,823,163	12.7%
Net Result Attributable to Council in Period		3,946,877	(6,235,987)	(2,289,110)	2,205,862	(4,494,971)	3,285,341	(69.7%)
Total Comprehensive Income		3,946,877	(6,235,987)	(2,289,110)	2,205,862	(4,494,971)	3,285,341	(69.7%)

1. **Net Rates & Utility Charges** is \$163,880 favourable, with actuals of \$14,016,095 compared to a revised budget of \$13,852,215. The favourable variance is predominately due to higher than anticipated water and sewerage access charges.
2. **Fees & Charges** are \$516,445 compared to YTD budget of \$416,417 resulting in a favourable variance of \$100,028. This favourable variance is due to higher than expected revenue for Potable Water Sales at Middlemount & Moranbah. This revenue will be reviewed during the Quarter 2 Budget Review.
3. **Other Recurrent Revenue** for the year to date is \$3,704,360 being \$185,167 favourable to budget. This favourable variance is due to septic waste received into the treatment plants and revenue from tip fees being higher than budget.
4. **Employee Expenses** are favourable compared to the revised budget by \$180,526. This favourable variance is predominantly due to employee vacancies some of which are currently being backfilled through Agency Temp Staff (current actuals \$200K and commitments of \$204K). It should be noted that the Certified Agreement has been finalised and it is anticipated that backpays will be processed in December which will impact the favourable variance.
5. **Materials & Services** for the financial year to date are \$5,338,998 unfavourable, with \$5,232,450 in actual expenditure and \$6,235,987 in commitments. The unfavourable variance is due to the inclusion of commitments which relate to future reporting periods (large commitments are noted for waste levy \$2.3M, contractors at IRC's landfills \$1.5M and chemicals \$358K).
6. **Capital Revenue** for the year to date is \$358,389 which is favourable to budget by \$177,389. This favourable variance is due to the receipt of advance payment for Levy Ready and LRCI Phase 4 grant funds.

MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Alexis Coutts
AUTHOR POSITION	Manager Safety and Resilience

10.2 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 Council:

- Notes the Safety and Resilience report provided on the current status of the 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.

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

Manager Safety and Resilience

KEY MESSAGES

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

Report Prepared By: ALEXIS COUTTS Manager Safety and Resilience Date: 23 November 2023	Report Authorised By: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 24 November 2023
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ATTACHMENTS

- Attachment 1 – Safety and Resilience Update Report – November 2023 (to be sent out under separate cover)

REFERENCE DOCUMENT

- Nil

SAFETY AND RESILIENCE MONTHLY REPORT

DATE	27 November 2023
TO	December 2023, Ordinary Council
FROM	Manager Safety and Resilience

1. SUMMARY

It is noted for this reporting period that data reported is as at the 27th of November to meet reporting timeframes.

November has been a busy month for the Safety Resilience team, supporting staff through our risk management processes. This included facilitating a risk assessment for the cleaning of the Clermont Museum, liaising with Parks and Recreation Team and Contractor to ascertain the safest method of removing an old windmill from Apex Park Moranbah. Safety Resilience Partner also inspected the Dysart Bypass Road, shoulder stabilisation works.

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

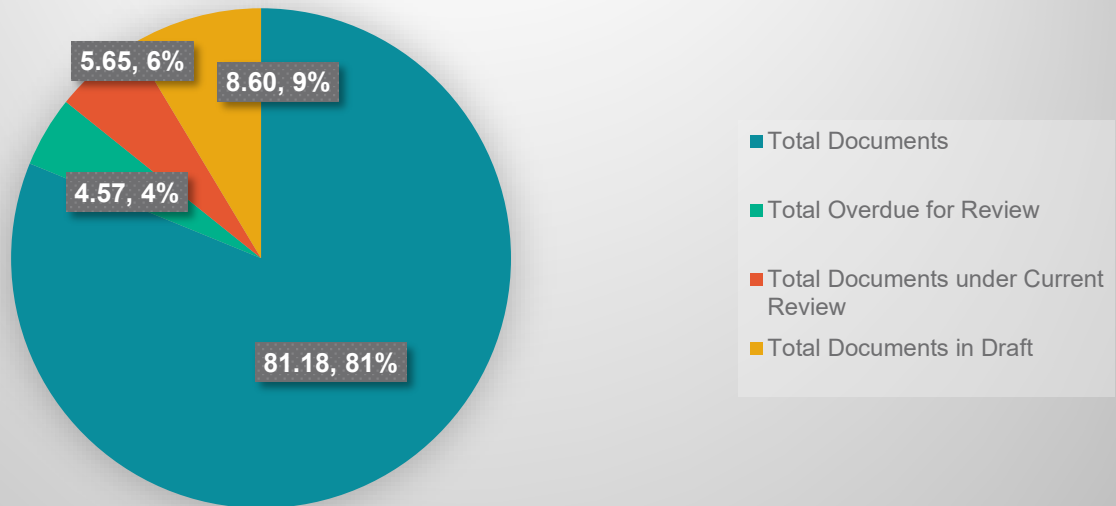
Know about safety matters, monitoring and continuously improving our systems, aiming for best practice documentation.

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: there is a significant improvement in the documentation.

Percentage of Safety Management System documents under review as at November 2023



1.2 LEGISLATIVE OR OTHER CHANGES

Nil updates.

2. 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: LPI's are being actively monitored refer to section 8 of this report for current compliance with LPI's.

3. EFFECTIVE RISK MANAGEMENT

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

3.1 RISK ASSESSMENTS

The Safety Resilience Partners have been supporting staff through our risk management processes, including facilitating risk assessment at the Clermont Museum, working with Parks and Recreation team to ascertain the safest method of removing an old windmill from Apex Park Moranbah. Planning the next phase of the risk register review by conducting risk focus groups, this will review the enterprise operational risk registers and the existing HSW registers.

3.2 HAZARD HUNTER

OBJECTIVE to ensure risk management activities completed by identifying hazards.

SAFETY AND RESILIENCE MONTHLY REPORT

TARGET: Number of hazards reported and rectified.

STATUS 3 hazards were identified for November, and 0 have been fully managed.

Noted reduction in hazard reports for November, whilst this could reflect a good result the Safety & Resilience Partners are continuing to promote the importance of reporting hazards to retain a healthy reporting culture.

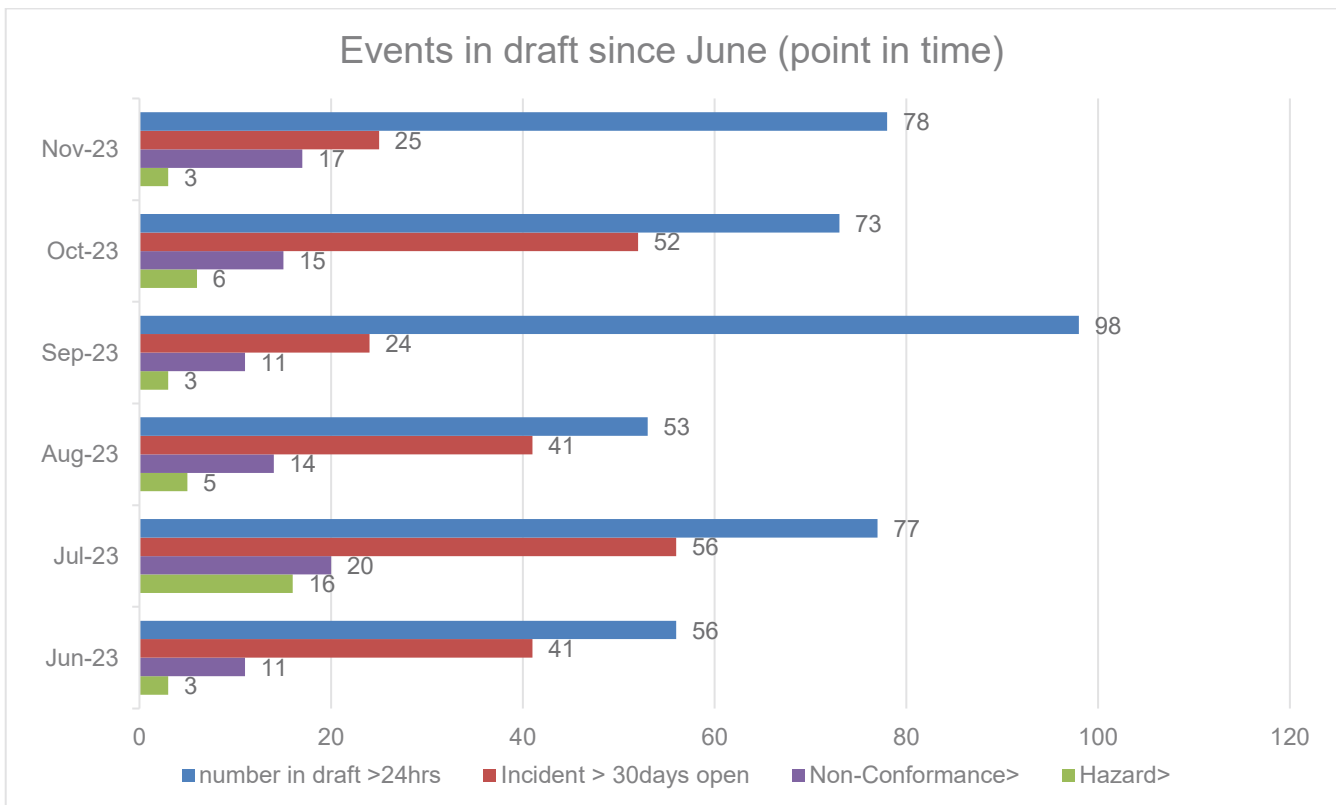
3.3 EVENT REVIEW

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

TARGET # number of events in DRAFT after 24 hours (as EOM).

STATUS 78 events in draft for all date range.

This graph shows the trending of events still in draft >24hours, whilst the number of events remain consistent there is an improvement in incidents and hazards.



3.4 EVENT FORMAL INVESTIGATIONS

Formal investigations completed and forwarded for approval to the manager and executive leadership team to endorse proposed corrective actions. 33 events were entered during the month of November.

One highlighted example was around workplace manual handling.

- Restricted work injury, from back injury after bending over to pick up an object.

SAFETY AND RESILIENCE MONTHLY REPORT

3.6 EMERGENCY MANAGEMENT COMMITTEE

Progress continues on the cyber security event.

3.7 CONTRACTOR MANAGEMENT

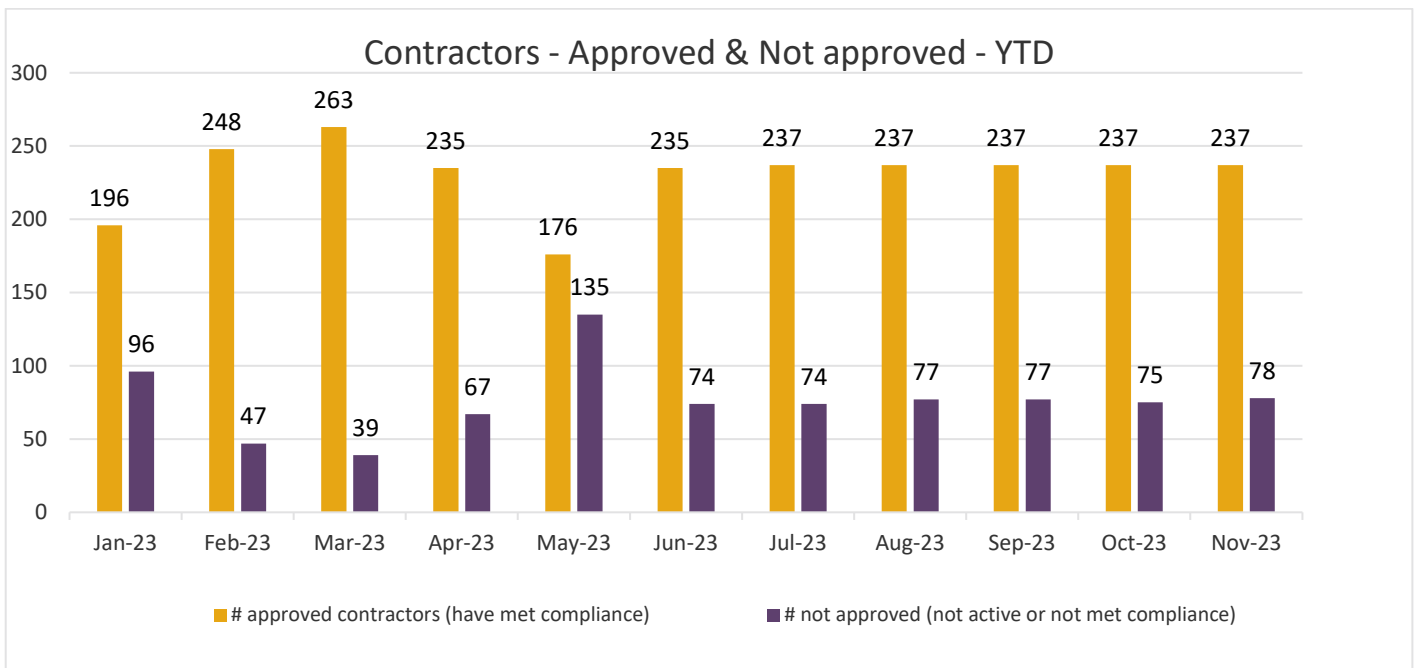
OBJECTIVE Evaluation of contractor and project management documentation and processes.

TARGET report on # approved contractors, # of not approved contractors.

STATUS: # APPROVED contractor companies –237

NOT APPROVED contractor companies (not active or not met compliance requirements) – 78

S&R team are continuing to monitor and work with teams to ensure contractors are onboarded. The process of onboarding is also currently being reviewed by S&R partner, no current issues of concern.



4. IMPROVING WORKER CONSULTATION

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

4.1 HEALTH, SAFETY, AND WELLBEING COMMITTEES

The 2023 schedule located on IRIS and on the Lucidity Home Page News Items.

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. No meeting scheduled for November, next due 5th December.

SAFETY AND RESILIENCE MONTHLY REPORT

5. WELLBEING & CAPACITY TO WORK

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

5.1 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 vaccination.

5.2 DRUG & ALCOHOL TESTING

All Safety & Resilience team members are qualified to facilitate Drug & Alcohol testing. Nil scheduled or completed for November.

5.3 FIT TESTING - RESPIRATORY FACE MASK

Nil completed for November.

5.4 WORKER'S COMPENSATION & REHABILITATION

The Rehabilitation and Wellness Partners actively monitor all work and non-work-related injuries and illnesses. This graph indicates people who are engaged in the program or have been offered the opportunity for support if they wish to. The program is not mandatory, and there are formal and informal teams designed to support staff.

5.5 MEDICALS/SKIN CHECKS/FOLLOW UPS & FLU SHOTS

The Wellness & Resilience Partners continue to advocate the initiative, nil conducted in November.

6. AUDIT/ INSPECTIONS

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

Audit schedule has been developed and published on IRIS.

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

TARGET 100% of audits completed against the plan.

STATUS: 0 WHS &/OR Environmental Audits completed for November against the plan.

This needs to be reviewed within current resourcing and responsibility to improve tracking of achievement. Project underway with Governance to centralise the procedure. An expected update on areas for auditing and achievement expected by December 2023.

7. CONTINUOUS IMPROVEMENT

This is the ongoing verification of due diligence activities.

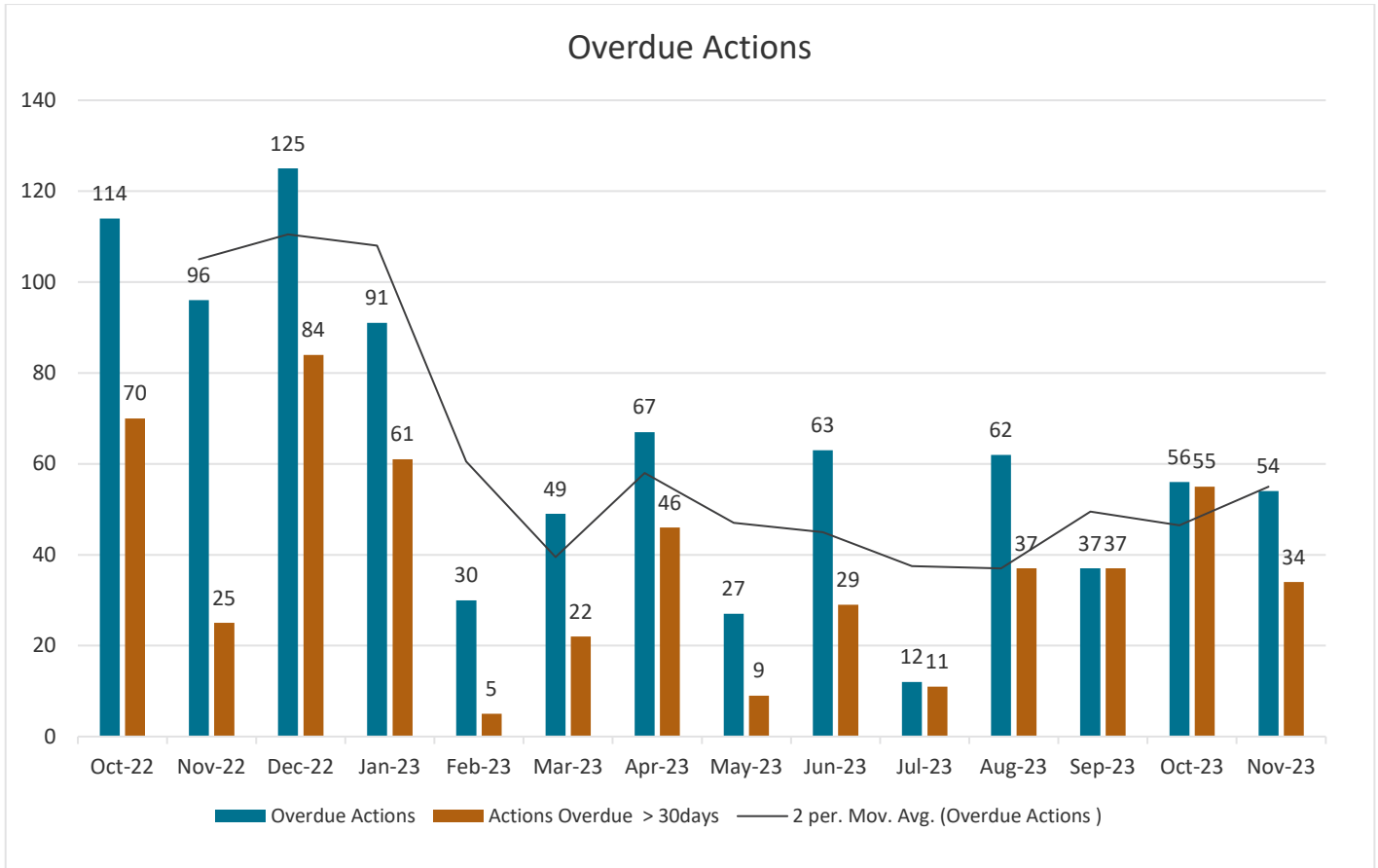
Expired actions from Event Management and Forms modules, as well as the number of actions overdue >30 days. A focus on training and email reminders will continue.

SAFETY AND RESILIENCE MONTHLY REPORT

OBJECTIVE Ensure identified corrective actions followed to completion.

TARGET 0 actions greater than >30 days overdue

STATUS Total 54 overdue actions, 34 overdue >30 days. This is a significant improvement for overdue actions from last month, whilst noting the number above >30days remains static and continues to receive attention.



8. 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 LPI's, 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

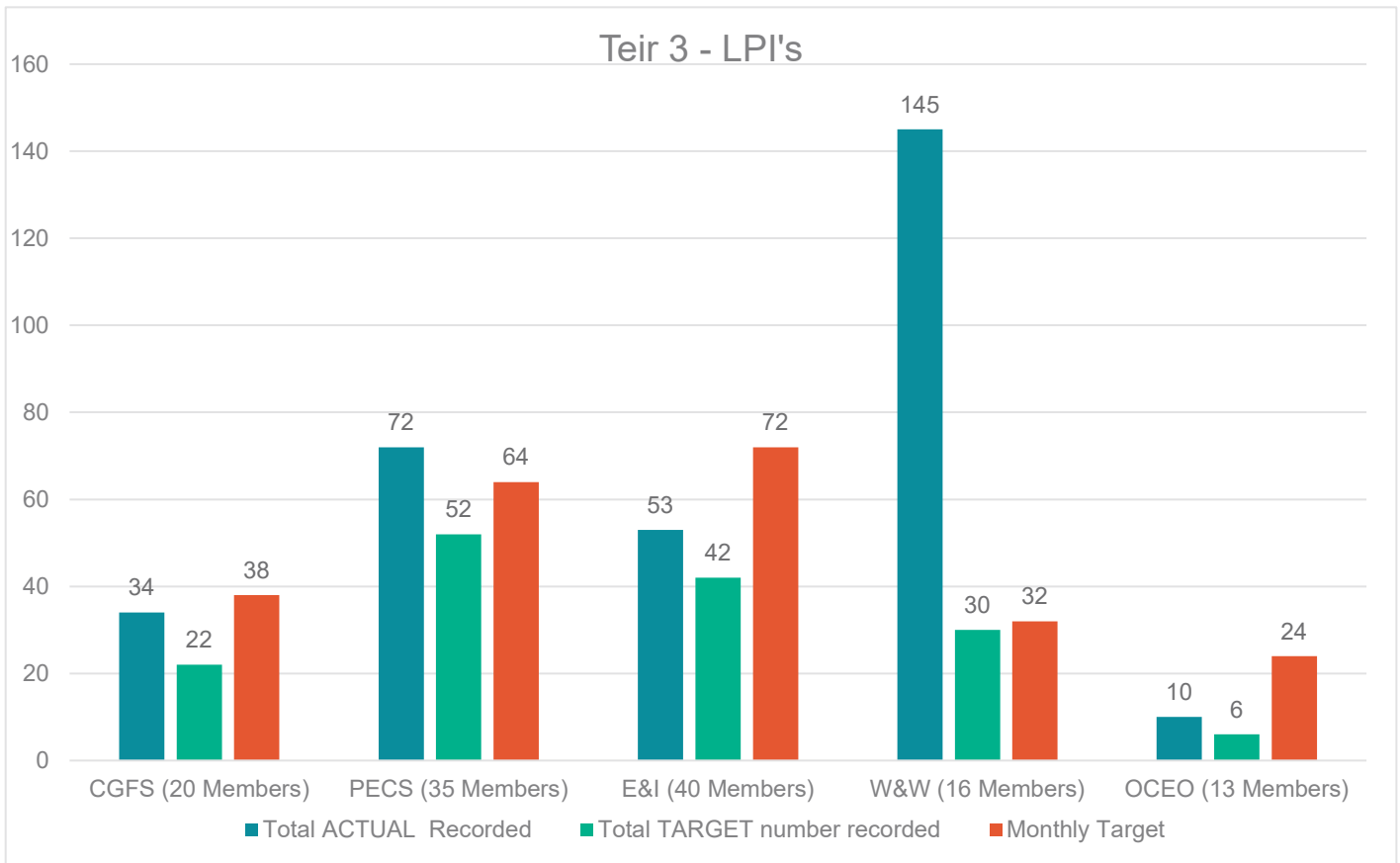
Each month, every ELT, SLT, and OLT member must complete two of the below LPIs.

SAFETY AND RESILIENCE MONTHLY REPORT

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

Lead a Team Talk with your team	Lead a Prestart Talk with your team	Conduct and record a Safety Chat	Provide feedback on HSW procedure or policy	Conduct and record a Post Project Supplier Evaluation form	Conduct and record a Project Monitoring Inspection form	Conduct and record a Site Hazard Inspection	Conduct and record a Wellness Chat	Conduct a coaching session	Conduct a Leadership Activities Report
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The LPI's for the month are below target except for W&W, well done to the team.



It is noted that vacancies and leave have impacted on the monthly results, in addition to earlier cut off times for reporting.

MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Michael Krulic
AUTHOR POSITION	Manager Financial Services

10.3

EXCEPTION BASED CONTRACTUAL ARRANGEMENTS - LOCAL GOVERNMENT REGULATION 2012 – EFTSURE

EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement via Council resolution to engage the services of Eftsure Pty Ltd as an exception to the Default Contracting Procedures within s235 (b) of *Local Government Regulation 2012*. This section of the act allows Council to enter into a medium or large-sized contractual arrangement without first inviting written quotes or tenders, where because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for Council to do so.

OFFICER'S RECOMMENDATION

That Council:

- 1. Endorse the following exception, to enter into a medium sized contractual arrangement with Eftsure Pty Ltd as per Section 235 (b) of the Local Government Regulation 2012 based on the demonstrated expertise and specialised service above alternative providers for cross-verification of essential banking information to increase fraud prevention from date of adoption of this report.***

BACKGROUND

Eftsure Pty Ltd has been providing specialist Fraud protection services throughout Australia for 9 years. To date, they currently have close to 4 million verified vendor records in their database (which will be cross-checked to Councils to ensure accuracy), approximately 1,800 customers / members and have managed to protect \$120 Billion worth of payments within the 2022 calendar year. Eftsure currently has several local Government / State Government organisations using their services, including but not limited to Townsville City Council, Livingstone Shire Council, Byron Shire Council and various State authorities. Additionally, various professional organisations also utilise their services, including CPA Australia, PWC (PriceWaterhouseCooper) and Shine Lawyers just to name a few.

Eftsure Pty Ltd is a provider of a unique "Know Your Payee" suite of services, to assist in improved business process efficiency and in combatting the growing threats of cyber fraud. By implementing this 'additional' layer of security within Council, it will provide further robustness to ensure customer records are accurate, compliant and that payments made go to the correct bank account and ultimately the correct supplier.

The core services suite includes:

- Vendor / Supplier Management – Offers streamlined onboarding and vetting of supplier data. Checks ABN validity, GST registration status and bank verification,
- Real-time EFT payment protection – Just prior to release for payments, a file is run to ensure that all details contained within the banking file are accurate and verified. If not, a prompt is provided advising to investigate prior to releasing payment,
- Continuous compliance controls – regular updates to database where changes to supplier business registration, banking etc have been advised by any of its members.

Under section 235(b) of the *Local Government Regulation 2012*, a local government may enter into a medium-sized contractual arrangement without first inviting written quotes or tenders if;

(b) the local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders.

Other options have also been investigated. A number of providers are based offshore, and consequently have not been interrogated further. Domestically, the suppliers who have been identified do not offer the same level of protection and services due to the size and scale, therefore limiting Council's Fraud protection ability. One company identified stated that they have processed over \$6 billion since 2013, Eftsure processes this amount within one month. Other companies offer real-time payment protection, however, don't offer vendor checks as part of their service.

Therefore, it is of the officer's opinion that Eftsure Pty Ltd is providing a specialised service by having the largest database to verifying customer records and therefore inviting tenders would not allow a fair or comparable assessment to occur.

IMPLICATIONS

The cost for implementing Eftsure Pty Ltd is outlined below:

Set Up Fee	\$2,500 (once off)
Software as a Services (SaaS) Fee	\$550 / month
Eftsure ID	\$127 / month

Within year one, the costs associated with implementing Eftsure will be approximately \$10,624 with yearly costs circa \$8,500 per annum in subsequent financial years. Council currently has \$15,000 budgeted within the financial services budget for the implementation of this service.

Acknowledging the nominal amount required to invest in this software far outweighs the benefit of realising increased fraud protection and verification of customer information.

CONSULTATION

Manager Budgets and Statutory Reporting
Manager Contracts and Procurement
Director Corporate, Governance and Financial Services

BASIS FOR RECOMMENDATION

Exception was thoroughly reviewed with consideration to the veracity of the application.

ACTION ACCOUNTABILITY

The Manager – Contracts and Procurement is accountable for compliance with s235 of the *Local Government Regulations 2012*.

KEY MESSAGES

The exceptions to the *Local Government Regulation 2012*, under s235 (b) requires a Council resolution to ensure compliance.

Report Prepared By:	Report Authorised By:
MICHAEL KRULIC Manager Financial Services	DARREN FETTELL Director Corporate, Governance and Financial Services
Date: 21 November 2023	Date: 30 November 2023

CONFIDENTIAL ATTACHMENTS

- CONFIDENTIAL Attachment 1 - Eftsure Proposal – Isaac Regional Council
- CONFIDENTIAL Attachment 2 - Eftsure Presentation – Isaac Regional Council

REFERENCE DOCUMENT

- Nil

PAGES 83 TO 151 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2023

AUTHOR

Michael Krulic

AUTHOR POSITION

Manager Financial Services

10.4**2023/2024 1ST QUARTER BUDGET REVIEW**

EXECUTIVE SUMMARY

A review of the budget for the 2023/2024 financial year has been undertaken with each of the respective Departmental Managers and then reviewed by their respective Directors and Executive Leadership Team as at 30 September 2023. The review proposes a \$14K increase to the budgeted operating surplus, along with a \$1M increase to capital revenue and a \$3.8M increase to the capital expenditure program.

OFFICER'S RECOMMENDATION

That Council:

- 1. In accordance with section 170 (3) of the Local Government Regulation 2012, adopt the proposed revised budget for 2023/2024.***

BACKGROUND

The first budget review for the 2023/2024 has been undertaken at the end of the September quarter. This initial review is primarily aimed at allowing correction of any significant budget variances or unexpected events since the budget was formulated.

A desktop exercise has been undertaken by Finance for the operating budget and results provided to Managers and Directors for their review and commentary.

Capital project listings, as at 30 September 2023, were circulated to Managers for review and comment and subsequently forwarded to respective Directors and Executive Leadership Team for further review and endorsement.

An executive summary outlining the 1st quarter performance, proposed amendments to the budget and any emerging trends or risks are attached.

IMPLICATIONS

The review proposes changes to the operating budget, predominately relating to increases to RMPC, TMR and DRFA works, offset by an increase in expenditure, whilst noting some key areas to be monitored going forward.

The budget review proposes a \$14K increase to the adopted operating budget and therefore the budgeted operating surplus increases to \$1.3M, prior to reserve transfers. Incorporating the transfers to / from reserves, the operating position before Capital Items remains as per the original budget at \$1.5M, noting small increase in transfer to reserves.

The budget revision notes a minor change to the operating surplus and as further reviews are intended to occur throughout the year, there is no current change to the existing adopted Long Term Financial Forecast. The overall position of the Long-Term Financial Forecast will be reviewed as part of the 2024/2025 budget process.

CONSULTATION

- Executive Leadership Team
- Departmental Managers
- Financial Services

BASIS FOR RECOMMENDATION

Not Applicable.

ACTION ACCOUNTABILITY

Not Applicable.

KEY MESSAGES

Council has undertaken the 1st quarter budget review.

Council is currently within the adopted operational budget.

Council is amending the capital budget to recognise variations to capital program.

Report prepared by: MICHAEL KRULIC Manager Financial Services Date: 23 November 2023	Report authorised by: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 24 November 2023
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ATTACHMENTS

- Attachment 1 – Executive Summary – 2023-2024 1st Quarter Budget Review

REFERENCE DOCUMENT

- Whole of Council Q1 Capital Review 2024 FY
- Quarter 1 2024 FY Operational Budget Review

EXECUTIVE SUMMARY

1st Quarter BUDGET Review 2023-24

ISAAC REGIONAL COUNCIL				
Statement of Comprehensive Income				
For the Period Ended 30 September 2023				
	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Net Rates & Utility Charges	98,531,423	98,531,423	-	51,222,888
Fees & Charges	3,791,870	3,791,870	-	1,208,768
Rental Income	1,665,198	1,660,198	(5,000)	474,811
Interest Received	2,395,500	2,395,500	-	828,680
Sales of Contract & Recoverable Works	5,744,000	6,675,170	931,170	401,480
Operating Grants, Subsidies & Contributions	11,193,448	12,412,167	1,218,719	280,101
Other Recurrent Revenue	9,976,280	9,976,280	-	1,973,429
{&OJChart.Mgt_Rpt_Lvl_03_Description}	-	-	-	-
{&OJChart.Mgt_Rpt_Lvl_03_Description}	-	-	-	-
	133,297,719	135,442,608	2,144,889	56,390,157
Expenses				
Operating Expenses				
Employee Expenses	48,839,222	48,839,222	-	11,128,682
Materials & Services	50,472,917	52,603,925	(2,131,008)	14,158,781
Finance Costs	1,097,789	1,097,789	-	223,047
Depreciation and Amortisation	31,648,444	31,648,444	-	7,899,383
{&OJChart.Mgt_Rpt_Lvl_03_Description}	-	-	-	-
{&OJChart.Mgt_Rpt_Lvl_03_Description}	-	-	-	-
{&OJChart.Mgt_Rpt_Lvl_03_Description}	-	-	-	-
	132,058,372	134,189,380	(2,131,008)	33,409,893
Operating Surplus / (Deficit)	1,239,348	1,253,228	13,881	22,980,264
Transfer from Reserves	696,113	696,113	-	-
Transfer to Reserves	(330,042)	(343,923)	(13,881)	-
Operating Position Before Capital Items	1,605,419	1,605,419	-	22,980,264
Capital Revenue				
Capital Revenue	18,838,426	19,866,870	1,028,444	731,604
Proceeds from Sale of Land & PPE	995,410	995,410	-	-
Profit / Loss on Disposal of Assets	-	-	-	-
	19,833,836	20,862,280	1,028,444	731,604
Net Result Attributable to Council in Period	21,439,255	22,467,699	1,028,444	23,711,868
Total Comprehensive Income	21,439,255	22,467,699	1,028,444	23,711,868

Executive Summary

The 1st quarter budget review for 2023/2024 has been undertaken at the end of September by engaging with respective Department Managers and Directors. The 1st Quarter review is a desktop exercise and primarily aimed at identifying any significant budgeting errors or subsequent unexpected events. An initial evaluation was undertaken by Finance and results provided to Managers and Directors for their review and commentary.

Overall, the proposed budget revision results in an increase of operating surplus of approximately \$14K. Various movements in income and expenses lines items are also noted.

Key changes to the Operating result were as follows:

- Rental Income decreased \$5K for correction of a lease value at Glenden Waste Facilities.
- Sales of Contract & Recoverable Works increased \$931K recognising an increase to the RMPC budget (note partially offset by an increase in expenditure), increase to TMR project works (based on finalised contracts – noting expenditure is above the revenue increase).
- Operating Grants, Subsidies & Contributions increased \$1.2M, recognising an increase to the budgeted DRFA works (noting an offsetting increase in materials and services), outstanding grant liabilities (which are offset by an increase in materials and services), and additional grant revenue received after the budget was set.
- Materials & Services increased \$2.1M, predominately for recoverable works \$931K (offset by an increase of \$931K revenue), increase to DRFA works \$1M and carry forward / additional grant programs \$200K (offset increases in revenue above) to grant revenue.

The capital revenue budget is proposed to be increased by \$1M to \$20.9M for the addition of various successful grant applications partially offset by a reduction of Roads to Recovery Funding.

The capital expenditure program is proposed to be amended from \$70.3M to \$74.2M to recognise variations and deferral of funds to the 2023/2024 Capital Program.

The following key operational budget areas are highlighted for monitoring and will be assessed further at the December budget review.

Council

- Budgeted 9% vacancy rate of employee expenses.
- Continuing uncertainty around economic inflationary pressures, global events, supply chain and difficulty in obtaining / retaining a skilled workforce.
- Risks of Disaster related impacts during upcoming disaster season for Disaster Management and impacts on business continuity and infrastructure areas.
- Delayed Capital Program Delivery through extended wet climate impacts or disaster season.
- Significant and time sensitive Capital Program cost escalations.
- Increased depreciation expense due to 2022/2023 audit finalisation.
- Risk around ongoing or unforeseen legal matters / legal challenges.
- Management of employee expenses (additional duties, re-grading of positions, capital allocation, reconciliation with agency temp staff).
- Risk around completion of identified operational projects / strategies
- Risk around completion of Grant Funded projects within timeframe and potential requirement to refund Grants (historical and current).
- Risk around long-term vacant positions and the use of agency temp staff.
- Turnover of key management personnel.

Corporate, Governance & Financial Services

- Opportunity on higher rates of return on funds invested.
- Rating estimates to be reviewed to confirm anticipated rates revenue and discount.
- Risk around ad-hoc project requests and business continuity scenarios.
- Risk around Disaster Management.
- Risk around Digital Strategy (including TechOne core system) project and associated expenditure and resourcing.

Engineering & Infrastructure

- Management of employee expense/internal plant hire allocations, in particular costing to capital projects in line with budget estimate.
- Risk around time frame of recovering expenditure on infrastructure agreements.
- Managing / completion of the DRFA contracted works within the stipulated time frame.
- Management of expenditure with some Departments approaching 100% of annual spend (including commitments) for some expenditure items.

Planning, Environment and Community Service

- Risk around employees budgeted as 100% Capital.
- Risk around ongoing Theresa Creek Dam septic disposal expenses in lieu of capital rectifications.
- Potential risk around pool operations and repairs and maintenance.
- Risk around long-term vacancies and use of Agency Temp Staff to backfill.
- Risk around repairs and maintenance of Community Facility Infrastructure.
- Risk around meeting various revenue line items.

Water & Waste

- Risk around management of existing water agreement and progression of additional agreements.
- Risk of items currently costed to Capital being of an operational nature and transferred / impacting on the Operational budget.
- Risk around meeting various revenue line items.
- Risk around operational expenditure for continuity of service with vacant positions (use of agency temp staff on a long term basis).
- Risk around unexpected emergent events.
- Risk around Wastewater Treatment Plants environmental requirements and subsequent costs.

Council Performance Year to Date

ISAAC REGIONAL COUNCIL								
Statement of Comprehensive Income								
For the Period Ended 30 September 2023								
	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Net Rates & Utility Charges		51,222,888	-	51,222,888	51,136,126	86,762	98,531,423	52.0%
Fees & Charges	1	1,208,768	-	1,208,768	935,884	272,884	3,791,870	31.9%
Rental Income		474,811	-	474,811	408,861	65,950	1,665,198	28.5%
Interest Received	2	828,680	-	828,680	698,875	129,805	2,395,500	34.6%
Sales of Contract & Recoverable Works	3	401,480	-	401,480	81,833	319,647	5,744,000	7.0%
Operating Grants, Subsidies & Contributions		280,101	-	280,101	330,998	(50,897)	11,193,448	2.5%
Other Recurrent Revenue	4	1,973,429	-	1,973,429	2,323,158	(349,729)	9,976,280	19.8%
		56,390,157	-	56,390,157	55,915,736	474,422	133,297,719	42.3%
Expenses								
Operating Expenses								
Employee Expenses	5	11,128,682	-	11,128,682	12,253,596	(1,124,914)	48,839,222	22.8%
Materials & Services	6	14,158,781	17,799,409	31,958,190	13,378,219	18,579,972	50,472,917	63.3%
Finance Costs		223,047	-	223,047	232,239	(9,192)	1,097,789	20.3%
Depreciation and Amortisation		7,899,383	-	7,899,383	7,912,111	(12,728)	31,648,444	25.0%
		33,409,893	17,799,409	51,209,302	33,776,165	17,433,137	132,058,372	38.8%
Operating Position Before Capital Items		22,980,264	(17,799,409)	5,180,855	22,139,571	(16,958,716)	1,239,348	418.0%
Capital Revenue								
Capital Revenue	7	731,604	-	731,604	96,000	635,604	18,838,426	3.9%
Proceeds from Sale of Land & PPE		-	-	-	-	-	995,410	0.0%
		731,604	-	731,604	96,000	635,604	19,833,836	3.7%
Net Result Attributable to Council in Period		23,711,868	(17,799,409)	5,912,459	22,235,571	(16,323,112)	21,073,184	28.1%
Total Comprehensive Income		23,711,868	(17,799,409)	5,912,459	22,235,571	(16,323,112)	21,073,184	28.1%
Council's operating position at month end is a \$23M surplus								

Operating Revenue

Net Rates & Utility Charges

Net rates and utility charges are tracking in line with budget with a favourable variance of \$87K. Rating estimates will be assessed at the 2nd Quarter Budget Review.

Fees & Charges

Fees and charges are tracking above budget with a favourable variance of \$273K, increasing to \$339K in October. The predominant reason for this favourable variance is higher than anticipated revenue from building and development fees. Individual revenue streams will be closely monitored and reassessed at the Quarter 2 Budget Review.

Rental Income

Rental income is tracking above budget with a current favourable variance of \$66K, increasing to \$79K in October. This variance will be monitored throughout the year and assessed at the 2nd Quarter Budget Review. The Quarter 1 Budget Review proposes a reduction of \$5K for correction of a lease value at Glenden Waste Facilities.

Interest Received

Interest received year to date at the end of September was \$130K above budget, which is due to a higher rate of return on investments. In October the favourable variance increases to \$218K. This revenue line item will be monitored and assessed at the Quarter 2 Budget Review.

Sales of Contract & Recoverable Works

Sales of contract & recoverable works are favourable to budget by \$319K. This favourable variance is due to revenue for recoverable works related to the TMR project that was expected to be completed in the previous financial year. Recoverable works for TMR and RMPC have been re-evaluated at the Q1 Review with an increase to budgeted revenue of \$931K. TMR revenue was increased \$428K (offset with \$534K of expenditure noting it is the third year of the contract), while RMPC was increased \$503K (offset with \$397K of expenditure).

Operating Grants, Subsidies & Contributions

Operating grants are \$51K unfavourable to budget at the end of September. Adjustments at the Quarter 1 Budget Review include the recognition of additional grant revenue (LRCI Phase 4 and Move It), increase to DRFA works (offset by an increase to materials and services), carry forward grant funding for revenue received in the 22/23 financial year (contract liability) and recognition adjustments for final funding amounts of grant programs.

Other Recurrent Revenue

Other recurrent revenue is \$350K unfavourable to budget at the end of September shifting to \$136K favourable in October. This favourable variance is due to septic waste received into the treatment plants being higher than budgeted. This revenue line item will be monitored and assessed at the Quarter 2 Budget Review.

Operating Expenses

Employee Expenses

Employee expenses are favourable to the adopted budget by \$1.1M, increasing to \$1.4M in October. This favourable variance is due to employee vacancies, the cash flowing of annual leave and superannuation costs, partially offset by costs associated with staff turnover. It should also be noted that the Certified Agreement has been finalised and it is anticipated that backpays will be processed in December which will impact this current favourable variance. This expenditure line item is continually monitored and assessed during the financial year, with the expectation at the Quarter 2 Budget Review that some Departments will decrease their employee expenses to fund materials and services (agency temp staff, contractors).

Materials & Services

Materials and services actual expenses for the year to date are \$14.2M with \$17.8M being recorded in commitments, resulting in an unfavourable variance to budget of \$18.6M. Excluding commitments YTD expenditure would be approximately \$781K above YTD budget. This unfavourable variance is mainly due to increased computer expenses and expenditure on recoverable works related to the TMR project that was expected to be completed in the previous financial year. Large commitments are noted for annual and multiyear items including Galilee & Bowen Basin Operations (multiyear commitments), RMPC, Waste Levy (annual commitment), contractors at IRC's landfills (annual commitments) and Pool leases.

Materials and Services are proposed to be increased by \$2.1M. Items to note include:

- Increases for recoverable work \$931K (note offset by an increase of \$931K revenue)
- DRFA expenditure \$1M (note offset by an increase of \$1M grant revenue)
- Carry Forward / additional grant programs \$200K (offset by an increase to grant revenue)

Finance Costs

Finance costs are currently below budget with a favourable variance of \$9K.

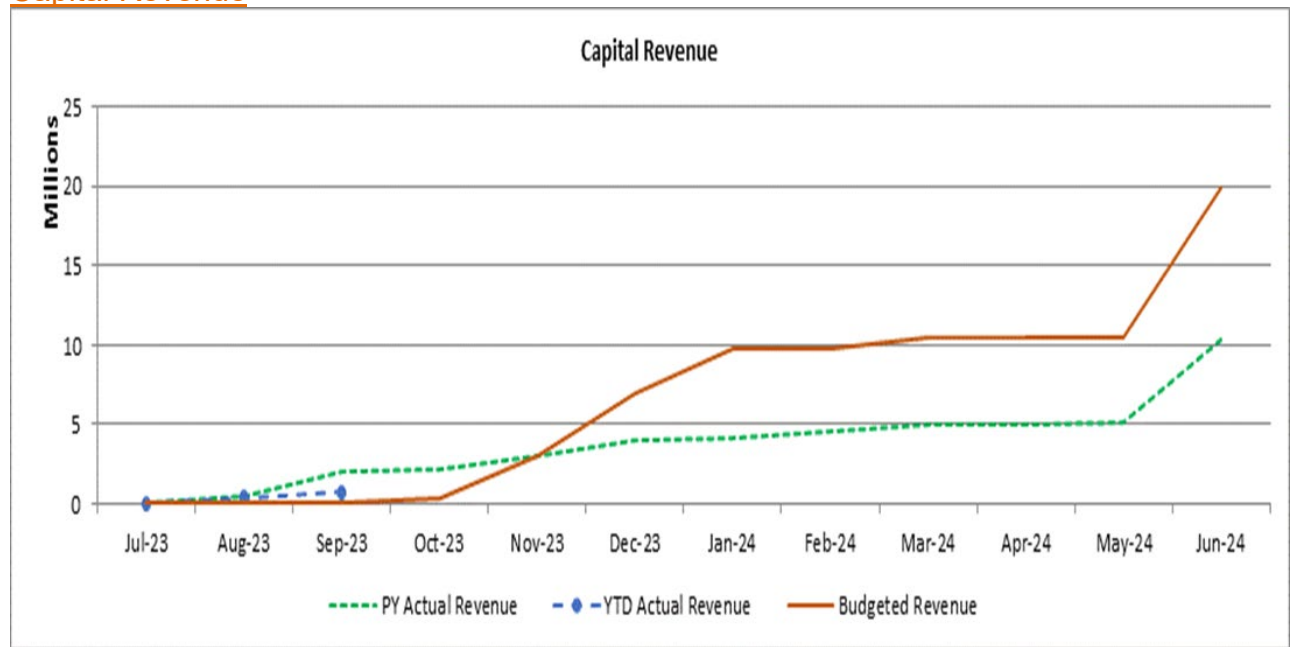
Depreciation & Amortisation

Depreciation is in line with the budgeted amount at the end of September, noting that for the first few months of the financial year, the expense is allocated as per budget

estimate. The Quarter 2 Budget Review will examine the budgeted projections for depreciation.

Capital Revenue

Capital Revenue



The full year capital revenue budget is currently \$19.8M which comprises of Federal Grants, State Grants, Contributions and Proceeds from the Disposal of Assets. The YTD actual revenue of \$732K is above YTD budget due to the receipt of developer contributions and an advance payment received for STIP.

Since the adoption of the Revised Council Budget (Carry Forward Review), the following events below are to be recognised in relation to capital revenue:

- Recognition of successful grant applications for Levy Ready Grants \$605K for CW233156 Clermont WMF Weighbridge installation (\$329K) and CW243204 Glenden Landfill to Transfer Station (\$276K).
- Recognition of successful grant application for Phillips Creek Bridge \$50K, noting a nominal amount to allow for commencement of planning, with revision anticipated at Quarter 2 Budget Review (previously PAG amber project awaiting funding).
- Recognition of successful grant application for Cooroorah Creek Bridge \$50K, noting a nominal amount to allow for commencement of planning, with revision anticipated at Quarter 2 Budget Review (previously PAG amber project awaiting funding).
- Reduction of \$307K for CW243193 Roads to Recovery Moranbah Asphalt Renewals for the final amount of R2R funds available.

- Recognition of additional BOR funding for CW233143 Corporate Scada Upgrades \$82K.
- Recognition of successful grant application for Disaster Ready Fund for CW243188 Flood Resilience \$100K (noting multiyear project with additional funds in next financial year).
- Recognition of successful grant application for STIP for Clermont Stop Drop Go of \$150K (previously PAG amber project awaiting funding).
- Recognition of developer contributions \$298K.

From the above, Council's capital revenue budget is proposed to be increased by \$1M at the 1st Quarter Review for the 2023/2024 financial year.

Capital Projects

Below is the summary position of the whole of Council, by Directorate for Capital expenditure as at the end of September 2023. At the end of October, the actual expenditure had increased to a total of \$8.3M.

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	438,542	155,009	593,551	1,137,838	38.5%	52.2%
E&I	1,229,797	8,444,881	9,674,677	30,064,168	4.1%	32.2%
PE&CS	162,120	1,545,247	1,707,367	12,926,937	1.3%	13.2%
W&WW	1,821,358	12,914,376	14,735,734	26,261,000	6.9%	56.1%
TOTAL	3,651,817	23,059,512	26,711,329	70,389,943	5.2%	37.9%

The capital expenditure program is proposed to be amended from \$70.4M to \$74.2M.

The 1st Quarter Budget Review has identified the below proposed amendments:

Engineering & Infrastructure

- Bowen Basin & Galilee Operations – Phillips Creek Bridge increase \$50K with a previous PAG amber project receiving confirmation of grant funding. Nominal budget to allow commencement of planning with anticipated adjustment at Quarter 2 Budget Review.
- Bowen Basin & Galilee Operations – Cooroora Creek Bridge increase \$50K with a previous PAG amber project receiving confirmation of grant funding. Nominal budget to allow commencement of planning with anticipated adjustment at Quarter 2 Budget Review.

- Bowen Basin & Galilee Operations – CW233064 Construction of Floodways – increase \$64K as per Council Resolution 8503 funded from E & I unallocated depreciation.
- Bowen Basin & Galilee Operations – CW233120 Nebo School Footpaths and Parking – increase \$168K as per Council Resolution 8503 funded from E & I unallocated depreciation.
- Bowen Basin & Galilee Operations – CW233121 Golden Mile Road Rehabilitation, Pavement and Drainage – increase \$996K as per Council Resolution 8503 funded from E & I unallocated depreciation.
- Bowen Basin & Galilee Operations – CW243193 Moranbah Asphalt Renewals reduction of Roads to Recovery Funds \$307K as per final funded amount.
- Parks & Recreation – CW212904 Glenden Lions Park Renewal Play Equipment – increase \$15K from Reserve 1060 Glenden Asset Reserve.
- Infrastructure East – CW223034 Isaac Valkyrie Road Pavement Works – decrease \$7K for final value of works and relinquish funds to Reserve 1065 Road Reserve.
- Infrastructure West – CW243199 Sealed Road Pavement Rehab – increase \$50K funded from Reserve 2002 Operational Sustainability Reserve.
- Infrastructure West – Clermont Stop Drop and Go – increase \$150K for successful grant application for STIP with a previous PAG amber project now approved.
- Corporate Properties – CW212895 Glenden Lions Park Amenities Block – increase \$35K funded from Reserve 1060 Glenden Asset Reserve.
- Plant, Fleet and Workshops – CW243221 Replacement 25 Vehicles - increase budget \$96K (funded from Plant Reserve).
- Plant, Fleet and Workshops – CW243222 Replace 3 Trucks – increase \$254K (noting Council Resolution 8493 to increase \$350K however not all is required within this project and has transferred to CW243221).

Planning, Environment and Community Services

- Economy & Prosperity – addition of a new project Nebo Showgrounds Masterplan preliminary works - budget of \$75K funded from PECS unallocated depreciation.
- Engaged Communities – addition of a new project Marquee - budget of \$12K funded from PECS unallocated depreciation.
- Community Hubs – addition of a new project Clermont Emergent Hubs - budget of \$50K funded from PECS unallocated depreciation.
- Community Facilities – CW243169 Middlemount and Dysart Swim Pool Dive Block Renewals – note change of scope / name of project to Middlemount Swim Pool Dive Block Renewals.

- Community Facilities – CW243173 Glenden Recreation Centre Cold Room Repair – note change of scope / name of project to Glenden Recreation Centre Roof Repair.
- Note – PECS has constrained the remainder of the Directorates unallocated depreciation for specific works and will look to make the budget adjustments at the Quarter 2 Budget Review if required. – move to end

Water & Waste

- Water & Wastewater – CW222983 Moranbah WTP Roof Replacement – increase \$30K funded from W & W unallocated depreciation.
- Water & Wastewater – CW222993 Clermont TCD Floating Offtake Structure – increase \$100K funded from W & W unallocated depreciation.
- Water & Wastewater – CW223019 Moranbah 400ML Raw Water Dam Remediation – increase \$500K funded from W & W unallocated depreciation.
- Water & Wastewater – CW233143 Corporate SCADA Upgrades – increase \$82K funded from BOR grant funding.
- Water & Wastewater – CW233151 St Lawrence Water Storage & Raw Water Main – increase \$120K funded from W & W unallocated depreciation.
- Water & Wastewater – CW243180 Corporate WWTP Emergent and / or Program Renewals – increase \$110K funded from W & W unallocated depreciation.
- Water & Wastewater – cancellation of CW233153 Middlemount Cleanwater Reservoir Water Quality and transfer of budget to CW243179 Corporate WTP Emergent and / or Program Renewals.
- Water & Wastewater – addition of a new project Middlemount WTP Drink Water Disinfection Upgrade – increase \$250K funded from W & W unallocated depreciation.
- Waste – CW233156 Clermont WMF Weighbridge Installation - increase \$329K funded from Levy Ready Grant Funding.
- Waste – CW243204 Glenden Landfill Transfer Station - increase \$276K funded from Levy Ready Grant Funding.
- Waste – addition of a new project Carmila Landfill Capping Design – increase \$130K funded from Rehabilitation Provision.
- Waste – addition of a new project Greenhill Landfill Capping Design – increase \$100K funded from Rehabilitation Provision.

In addition to the proposed amendments above, the detailed projects review undertaken by managers and ELT has led to proposed balancing adjustments inside of Departments / Directorate's with nil bottom line impact.

Prepared by:

Susan Martin – Manager Budgets & Statutory Reporting

Michael Krulic – Manager Financial Services

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 30 September 2023

Office of the CEO

	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Operating Grants, Subsidies & Contributions	185,000	200,000	15,000	7,000
	185,000	200,000	15,000	7,000
Expenses				
Operating Expenses				
Employee Expenses	4,546,784	4,546,784	-	1,343,462
Materials & Services	1,966,598	1,966,598	-	392,364
Corporate Overheads & Competitive Neutrality Costs	(4,224,039)	(4,224,039)	-	(1,056,010)
	2,289,343	2,289,343	-	679,816
Operating Surplus / (Deficit)	(2,104,343)	(2,089,343)	15,000	(672,816)
Transfer from Reserves	-	-	-	-
Transfer to Reserves	-	-	-	-
Operating Position Before Capital Items	(2,104,343)	(2,089,343)	15,000	(672,816)
Capital Revenue	-	-	-	-
Net Result Attributable to Council in Period	(2,104,343)	(2,089,343)	15,000	(672,816)
Total Comprehensive Income	(2,104,343)	(2,089,343)	15,000	(672,816)

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 30 September 2023

Corporate, Governance & Financial Service

	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Net Rates & Utility Charges	67,405,744	67,405,744	-	37,204,379
Fees & Charges	81,500	81,500	-	29,544
Rental Income	1,350	1,350	-	1,350
Interest Received	2,200,500	2,200,500	-	785,179
Sales of Contract & Recoverable Works	80,000	80,000	-	34,863
Operating Grants, Subsidies & Contributions	5,501,840	5,501,840	-	86,463
Other Recurrent Revenue	140,000	140,000	-	16,529
	75,410,934	75,410,934	-	38,158,306
Expenses				
Operating Expenses				
Employee Expenses	9,255,762	9,255,762	-	1,689,056
Materials & Services	11,240,966	11,240,966	-	6,858,025
Finance Costs	543,028	543,028	-	103,387
Depreciation and Amortisation	998,102	998,102	-	249,241
Corporate Overheads & Competitive Neutrality Costs	(14,435,700)	(14,435,700)	-	(3,608,925)
	7,602,157	7,602,157	-	5,290,783
Operating Surplus / (Deficit)	67,808,777	67,808,777	-	32,867,523
Transfer from Reserves	243,000	243,000	-	-
Transfer to Reserves	(330,042)	(343,923)	(13,881)	-
Operating Position Before Capital Items	67,721,735	67,707,855	(13,881)	32,867,523
Capital Revenue				
Capital Revenue	105,413	105,413	-	-
	105,413	105,413	-	-
Net Result Attributable to Council in Period	67,827,148	67,813,268	(13,881)	32,867,523
Total Comprehensive Income	67,827,148	67,813,268	(13,881)	32,867,523

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 30 September 2023

Engineering & Infrastructure Services

	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Fees & Charges	293,070	293,070	-	105,563
Rental Income	1,407,545	1,407,545	-	390,308
Sales of Contract & Recoverable Works	5,664,000	6,595,170	931,170	366,617
Operating Grants, Subsidies & Contributions	4,203,041	5,250,377	1,047,336	97,801
Other Recurrent Revenue	-	-	-	7,688
	11,567,656	13,546,162	1,978,506	967,977
Expenses				
Operating Expenses				
Employee Expenses	15,351,108	15,351,108	-	3,726,086
Materials & Services	11,559,348	13,510,518	(1,951,170)	2,851,492
Depreciation and Amortisation	17,347,768	17,347,768	-	4,324,499
Corporate Overheads & Competitive Neutrality Costs	10,006,358	10,006,358	-	2,501,590
	54,264,582	56,215,752	(1,951,170)	13,403,666
Operating Surplus / (Deficit)	(42,696,926)	(42,669,591)	27,336	(12,435,689)
Transfer from Reserves	453,113	453,113	-	-
Transfer to Reserves	-	-	-	-
Operating Position Before Capital Items	(42,243,813)	(42,216,478)	27,336	(12,435,689)
Capital Revenue				
Capital Revenue	9,848,320	10,189,764	341,444	542,823
Proceeds from Sale of Land & PPE	995,410	995,410	-	-
	10,843,730	11,185,174	341,444	542,823
Net Result Attributable to Council in Period	(31,400,083)	(31,031,304)	368,780	(11,892,866)
Total Comprehensive Income	(31,400,083)	(31,031,304)	368,780	(11,892,866)

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 30 September 2023

Planning, Environment & Community Service

	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Fees & Charges	2,170,300	2,170,300	-	814,970
Rental Income	215,000	215,000	-	72,211
Operating Grants, Subsidies & Contributions	750,483	906,866	156,383	88,837
Other Recurrent Revenue	66,000	66,000	-	49
	3,201,783	3,358,166	156,383	976,066
Expenses				
Operating Expenses				
Employee Expenses	11,961,684	11,961,684	-	2,609,171
Materials & Services	7,706,461	7,886,299	(179,838)	1,447,440
Finance Costs	504,758	504,758	-	109,016
Depreciation and Amortisation	2,185,224	2,185,224	-	546,306
Corporate Overheads & Competitive Neutrality Costs	3,073,995	3,073,995	-	768,499
	25,432,122	25,611,960	(179,838)	5,480,431
Operating Surplus / (Deficit)	(22,230,339)	(22,253,794)	(23,455)	(4,504,365)
Transfer from Reserves	-	-	-	-
Transfer to Reserves	-	-	-	-
Operating Position Before Capital Items	(22,230,339)	(22,253,794)	(23,455)	(4,504,365)
Capital Revenue				
Capital Revenue	6,061,530	6,061,530	-	87,892
	6,061,530	6,061,530	-	87,892
Net Result Attributable to Council in Period	(16,168,809)	(16,192,264)	(23,455)	(4,416,473)
Total Comprehensive Income	(16,168,809)	(16,192,264)	(23,455)	(4,416,473)

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 30 September 2023

Water & Waste

	Full Year Revised Budget	Proposed Revised Position	Revised Budget Variance	YTD Actual
	\$	\$	\$	\$
Income				
Operating Revenue				
Net Rates & Utility Charges	31,125,679	31,125,679	-	14,018,509
Fees & Charges	1,247,000	1,247,000	-	258,691
Rental Income	41,303	36,303	(5,000)	10,943
Interest Received	195,000	195,000	-	43,501
Operating Grants, Subsidies & Contributions	553,084	553,084	-	-
Other Recurrent Revenue	9,770,280	9,770,280	-	1,949,163
	42,932,346	42,927,346	(5,000)	16,280,808
Expenses				
Operating Expenses				
Employee Expenses	7,723,884	7,723,884	-	1,760,907
Materials & Services	17,999,545	17,999,545	-	2,609,460
Finance Costs	50,004	50,004	-	10,644
Depreciation and Amortisation	11,117,350	11,117,350	-	2,779,337
Corporate Overheads & Competitive Neutrality Costs	5,579,386	5,579,386	-	1,394,847
	42,470,168	42,470,168	-	8,555,196
Operating Surplus / (Deficit)	462,178	457,178	(5,000)	7,725,612
Transfer from Reserves	-	-	-	-
Transfer to Reserves	-	-	-	-
Operating Position Before Capital Items	462,178	457,178	(5,000)	7,725,612
Capital Revenue				
Capital Revenue	2,823,163	3,510,163	687,000	100,889
	2,823,163	3,510,163	687,000	100,889
Net Result Attributable to Council in Period	3,285,341	3,967,341	682,000	7,826,501
Total Comprehensive Income	3,285,341	3,967,341	682,000	7,826,501

MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Alexis Coutts
AUTHOR POSITION	Manager Safety and Resilience

10.5

FIRE HAZARD REDUCTION ACTIVITIES

EXECUTIVE SUMMARY

To provide an update on activities in relation to bushfire mitigation including hazard reduction burns and fire control line maintenance around the Isaac Region, where Council is responsible for the land.

OFFICER'S RECOMMENDATION

That Council:

- 1. Note the report and the outcomes of the 2023 hazard reduction measures and planned activities.***

BACKGROUND

The Disaster Management team work together with the Rural Fire Service and other agencies to review and manage fire mitigation across the Isaac region annually.

In March 2023, the Rural Fire Service hosted the Area Fire Management Group meeting to develop the annual mitigation plan.

This meeting is attended by local stakeholders, State Government agencies and Council and provides an opportunity to identify, discuss and prioritize the critical areas for hazard reduction across the region.

An annual budget has been allocated for the maintenance of fire control lines and hazard reduction activities across the region and other associated costs that may be involved such as bringing external people into the region to assist our volunteer brigades to complete cool burns.

IMPLICATIONS

Failure to maintain and manage fuel loads could pose a risk to Isaac communities.

CONSULTATION

Queensland Fire and Emergency Services (QFES)

Rural Fire Service (RFS)

State Emergency Service (SES)

Isaac Regional Council representatives (Liveability & Sustainability; Engineering & Infrastructure)

Fire Management Group (FMG)

SUMMARY OF ACTIVITIES

Dysart

Regular maintenance program in place using the Dysart grading crew to maintain the control lines. All mowed and slashed areas are maintained as part of programmed work.

Clermont

Graded fire breaks in Clermont are monitored and maintained by Engineering & Infrastructure with areas under control as part of their scheduled works. Abandoned housing estate on McDonalds Flat Road was raised as an area of concern by a Clermont resident in the adjacent estate, grade works were completed, mowing will be addressed the cooler months in 2024 when a lower fire danger index is reached.

Coastal Towns

St. Lawrence and Greenhill are the only coastal towns with graded fire breaks. Carmila, Clairview and Ilbilbie are all mowed with other areas around the town are managed by DERM. The control lines around St. Lawrence are in good condition and are monitored on a regular basis.

Glenden

Mowed fire breaks in Glenden are maintained by Engineering & Infrastructure with areas under control as part of their scheduled works. A matter around maintaining access to fire breaks in coordination with potential legacy cattle agistment arrangements (which do assist with fire mitigation) is noted and being monitored.

Moranbah

Control lines have been mowed and sprayed with herbicide along the eastern and western sides of Moranbah. QFES had planned a burn on the eastern side of Moranbah, however this was cancelled due to weather conditions.

All Control Lines in Moranbah have been re-established with a bulldozer on the eastern side (behind Lambert Drive/Utah Drive), the western side near the Grosvenor Creek and behind the Anglo American housing area. A new line has been established at the rear of the industrial estate (O'Neill Street) backing onto Kalari and the Moranbah Waste Management Facility.

Middlemount

All mowed and slashed areas are maintained as part of the programmed work. Working with DERM to establish a land management plan for future mitigation works to maintain local ecosystems.

Grading was completed in October on the north-eastern side between Alfred Quinn Drive and the Middlemount Airstrip – mosaic style burning will be prioritised in this area in 2024 when conditions permit.

Nebo

No graded fire breaks around the Nebo township. The control lines are mowed on a regular basis by Engineering & Infrastructure. Recent inspection has noted they are in good condition.

ACTION ACCOUNTABILITY

Manager Safety and Resilience to ensure annual review of hazard reduction management and facilitate financial or logistical assistance as needed to the communities in consultation with QFES and internal teams.

KEY MESSAGES

Continued maintenance and updates of the control line maps.

Report Prepared By: ALEXIS COUTTS Manager Safety and Resilience Date: 30 November 2023	Report Authorised By: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 30 November 2023
---	--

ATTACHMENTS

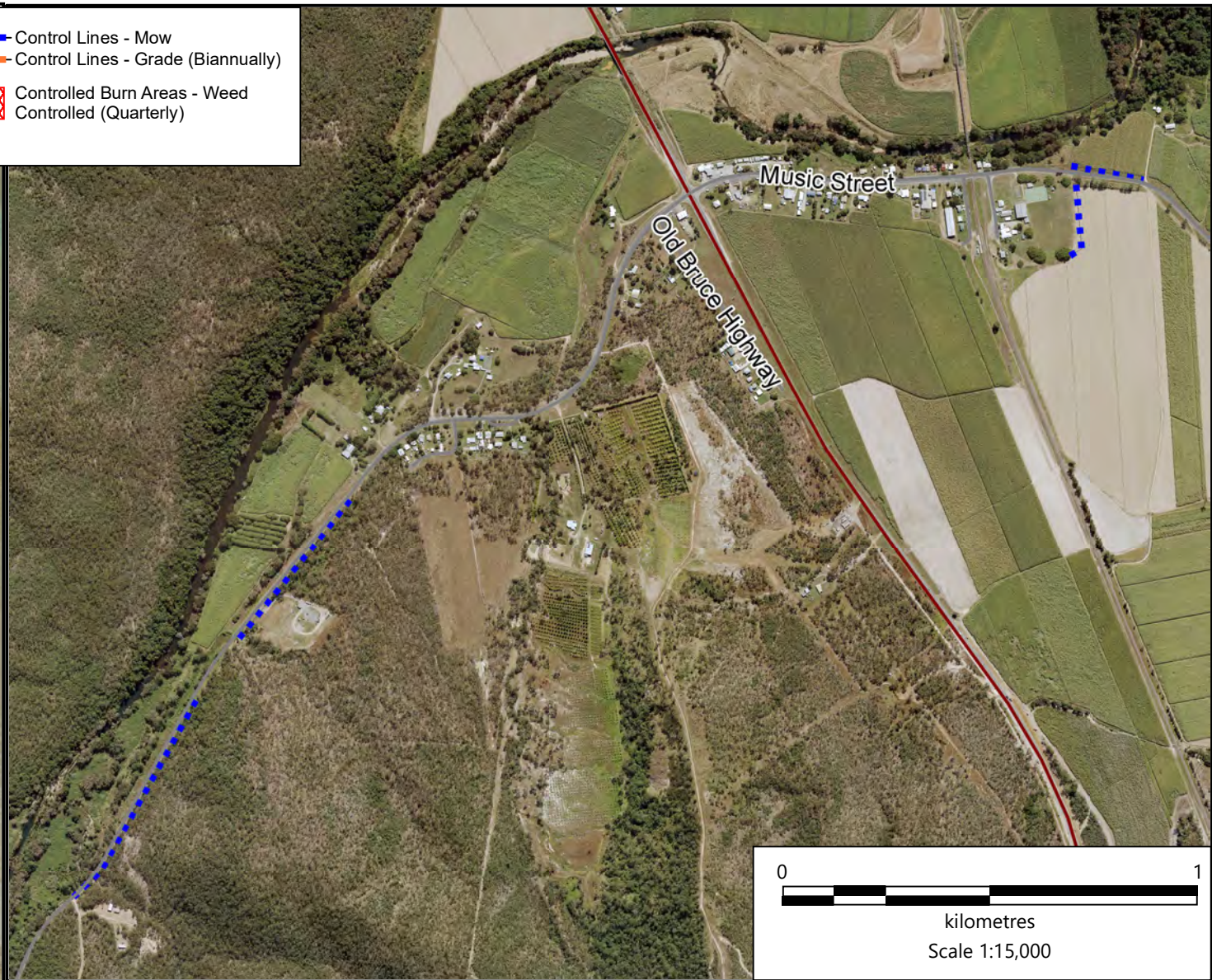
- Attachment 1 - Fire Control maps updated 2023
- Attachment 2 - History of Fire Inspections

REFERENCE DOCUMENT

- Bush Fire Risk Mitigation Plan - Operation Sesbania 2023



- - - - - Control Lines - Mow
- - - - - Control Lines - Grade (Biannually)
- ▣ Controlled Burn Areas - Weed Controlled (Quarterly)



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 QLD 4744
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 Fax: (07) 4941 8666



Author: Randall O'Flanagan
 Date: 26/5/2023
 Projection: Zone 55
 Datum: Map Grid of Australia (MGA 94)

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Clairview and Carmila Fire Control - Planned 2023

Map Number: 2149



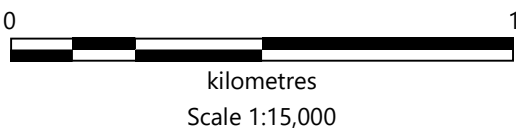
- - - - - Control Lines - Mow
- - - - - Control Lines - Grade (Biannually)
- ▨ ▨ ▨ ▨ ▨ Controlled Burn Areas - Weed Controlled (Quarterly)



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Clermont Fire Control - Planned 2023

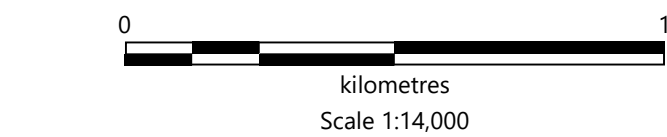
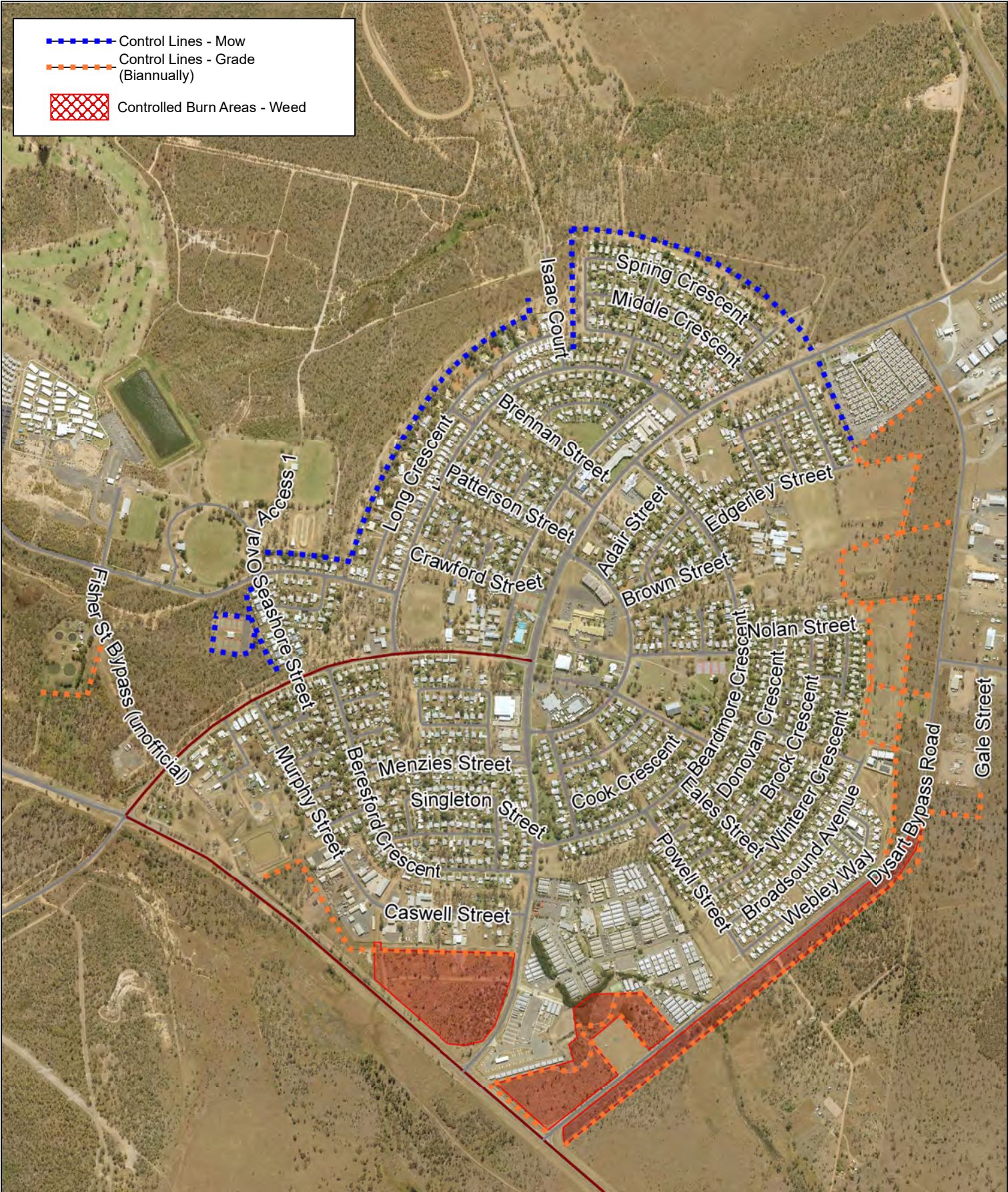
Map Number: 2149

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-  Control Lines - Mow
-  Control Lines - Grade (Biannually)
-  Controlled Burn Areas - Weed



Dysart Fire Control - Planned 2023

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Date: 26/5/2022

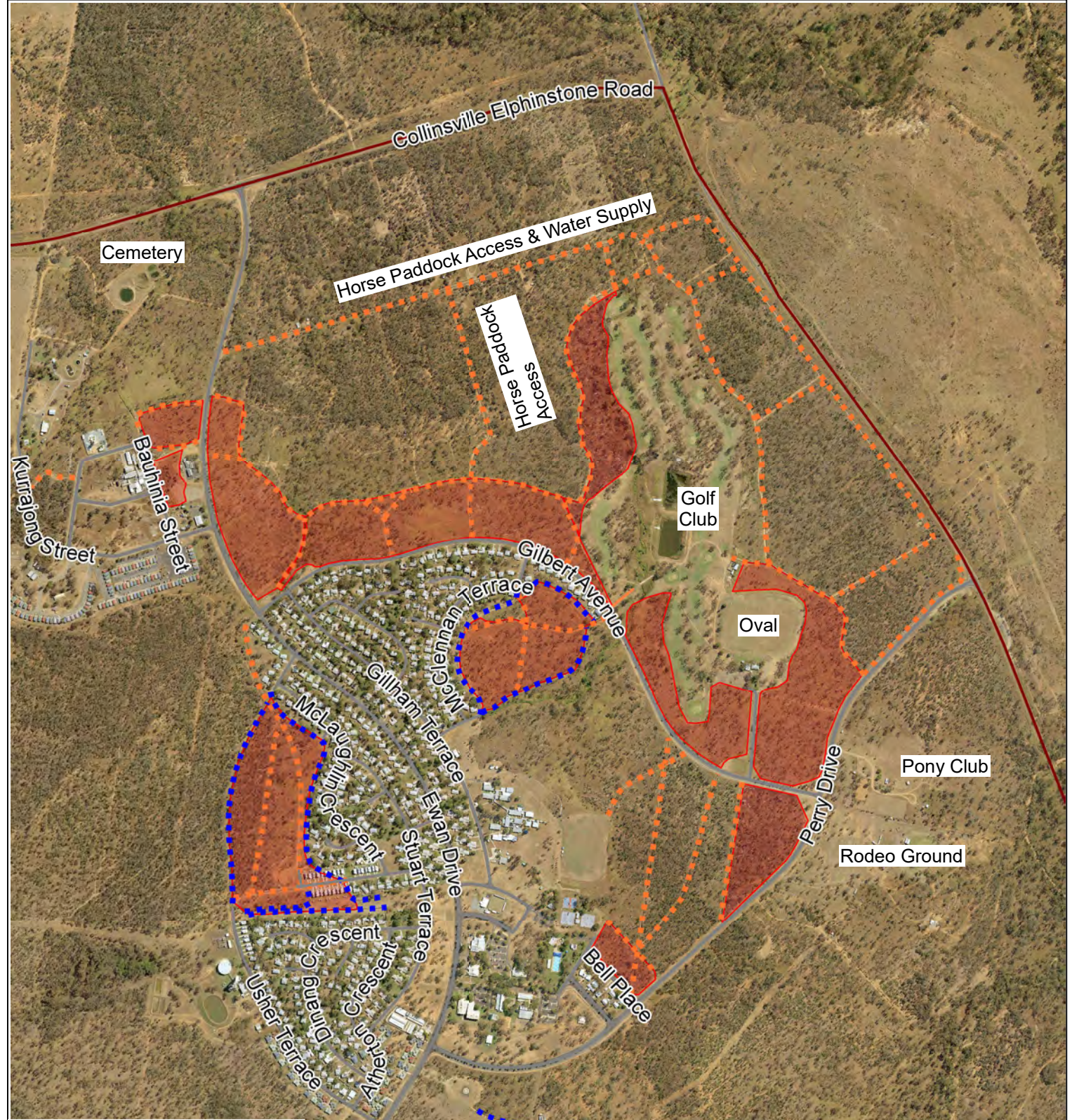
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Map Number: 2149

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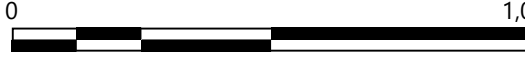

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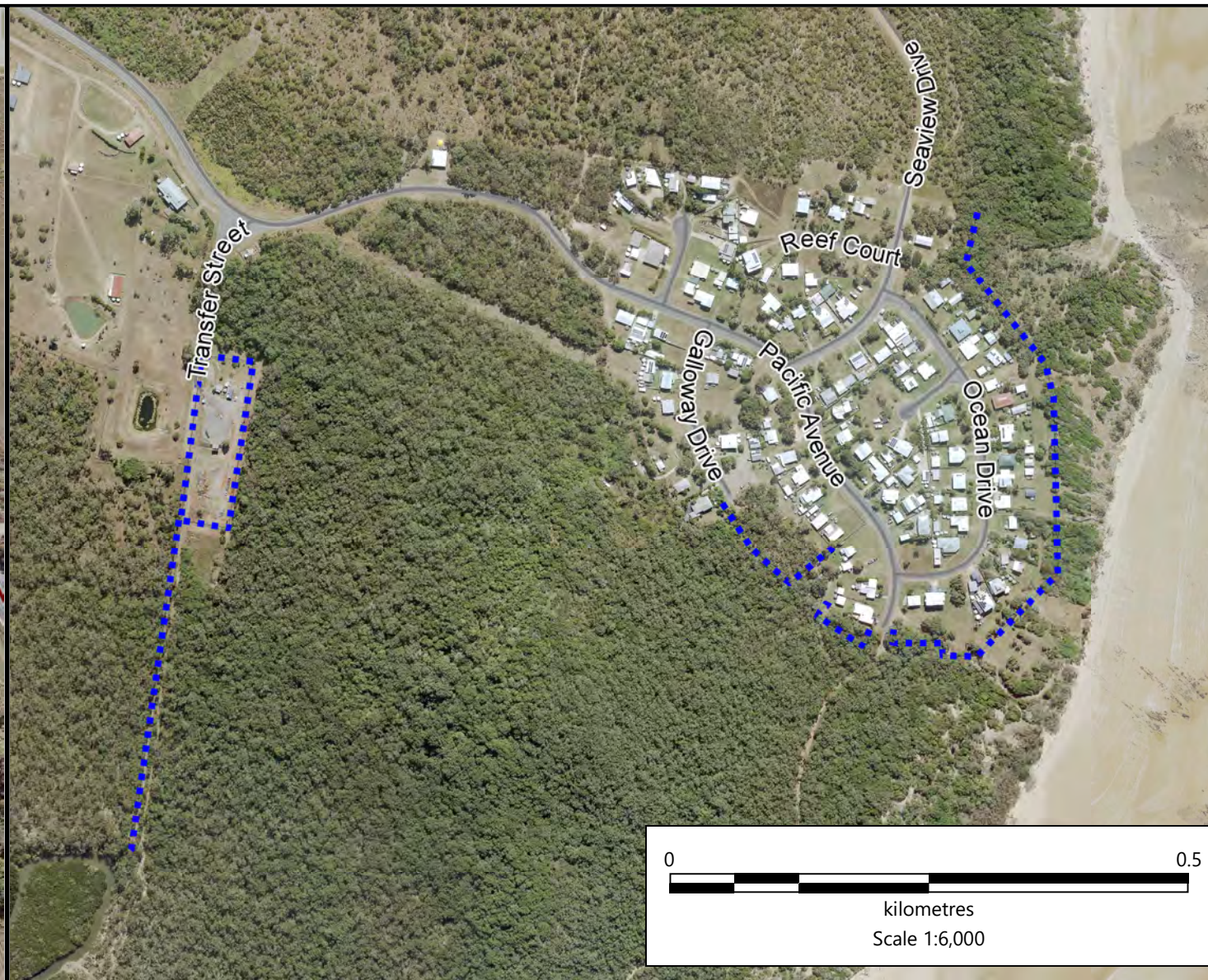
Legend

- - - Control Lines - Mow
- - - Control Lines - Grade (Biannually)
- Controlled Burn Areas - Weed Controlled (Quarterly)

	 <p>metres Scale 1:14,570</p>		<h2 style="margin: 0;">Glenden Fire Control - Planned 2023</h2> <p style="margin: 0;">Map Number: 2149</p>
PO Box 97 Moranbah, QLD 4744 Ph: 1300 ISAACS Fax: (07) 4941 8666	Author: Randall O'Flanagan Date: 26/5/2022	Projection: Zone 55 Datum: Map Grid of Australia (MGA 94)	

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- - - - - Control Lines - Mow
- - - - - Control Lines - Grade (Biannually)






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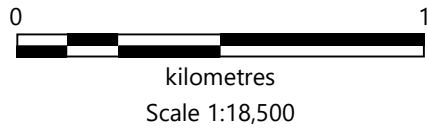
Illbilbie and Greenhill Fire Control - Planned 2023

Map Number: 2149

-  Control Lines - Mow
-  Control Lines - Grade (Biannually)
-  Controlled Burn Areas - Weed Controlled (Quarterly)



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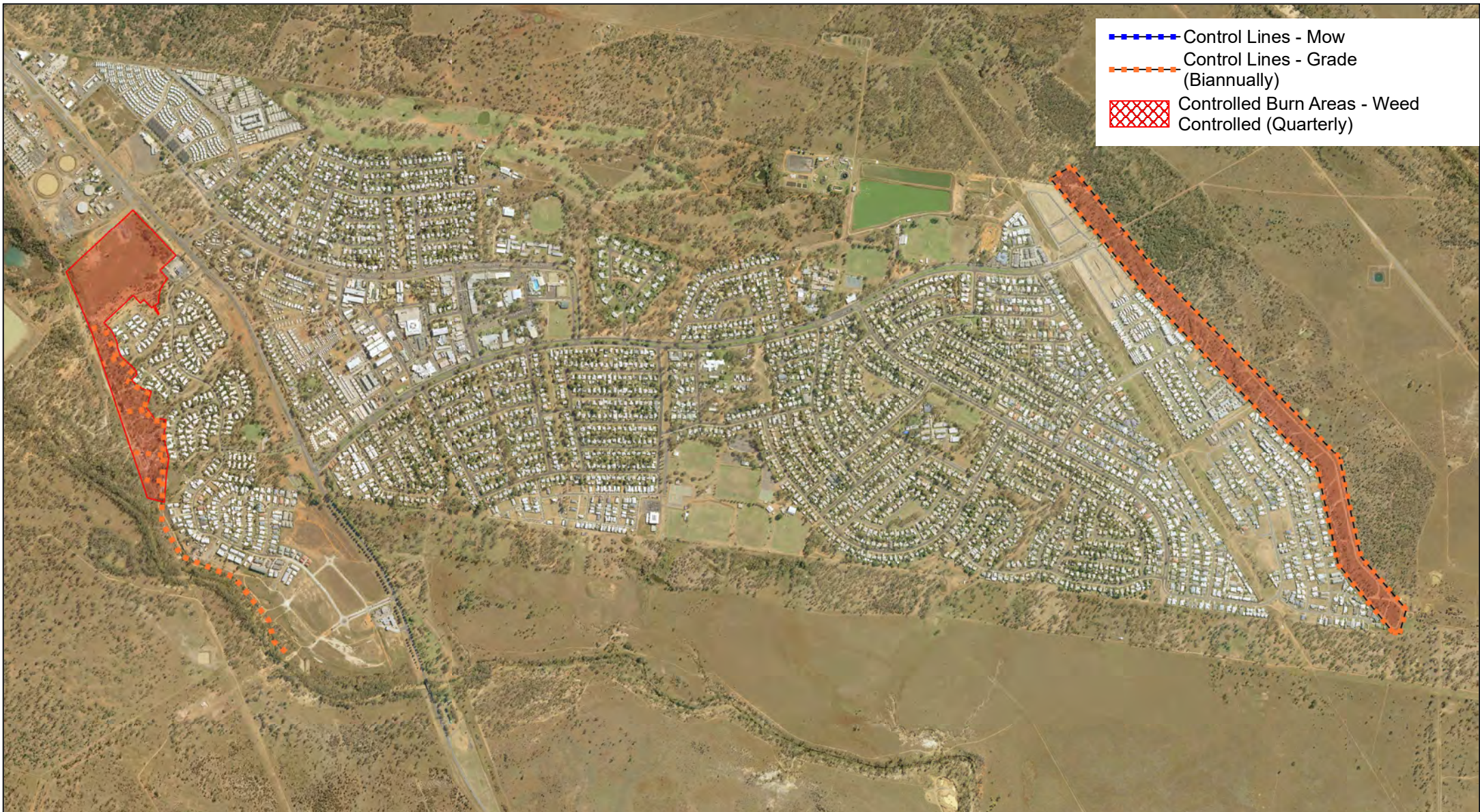
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Middlemount Fire Control - Planned 2023

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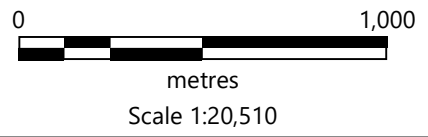
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-  Control Lines - Mow
-  Control Lines - Grade (Biannually)
-  Controlled Burn Areas - Weed Controlled (Quarterly)



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Moranbah Fire Control - Planned 2023

Map Number: 2149

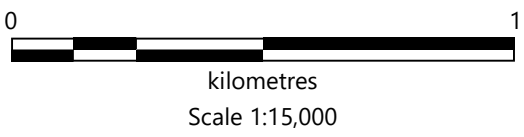
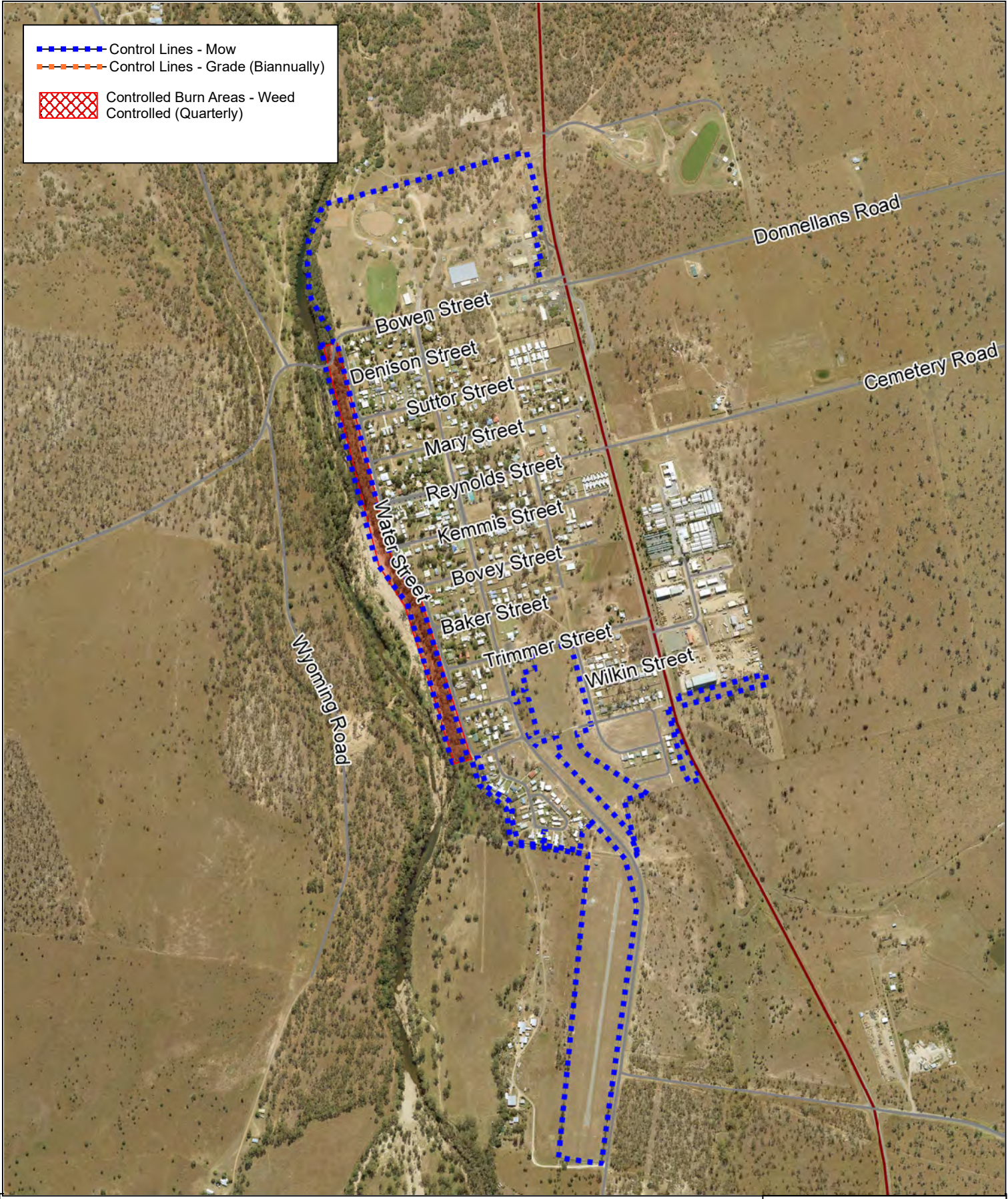
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Utah Drive Moranbah

Control Burn Breaks







Nebo Fire Control - Planned 2023

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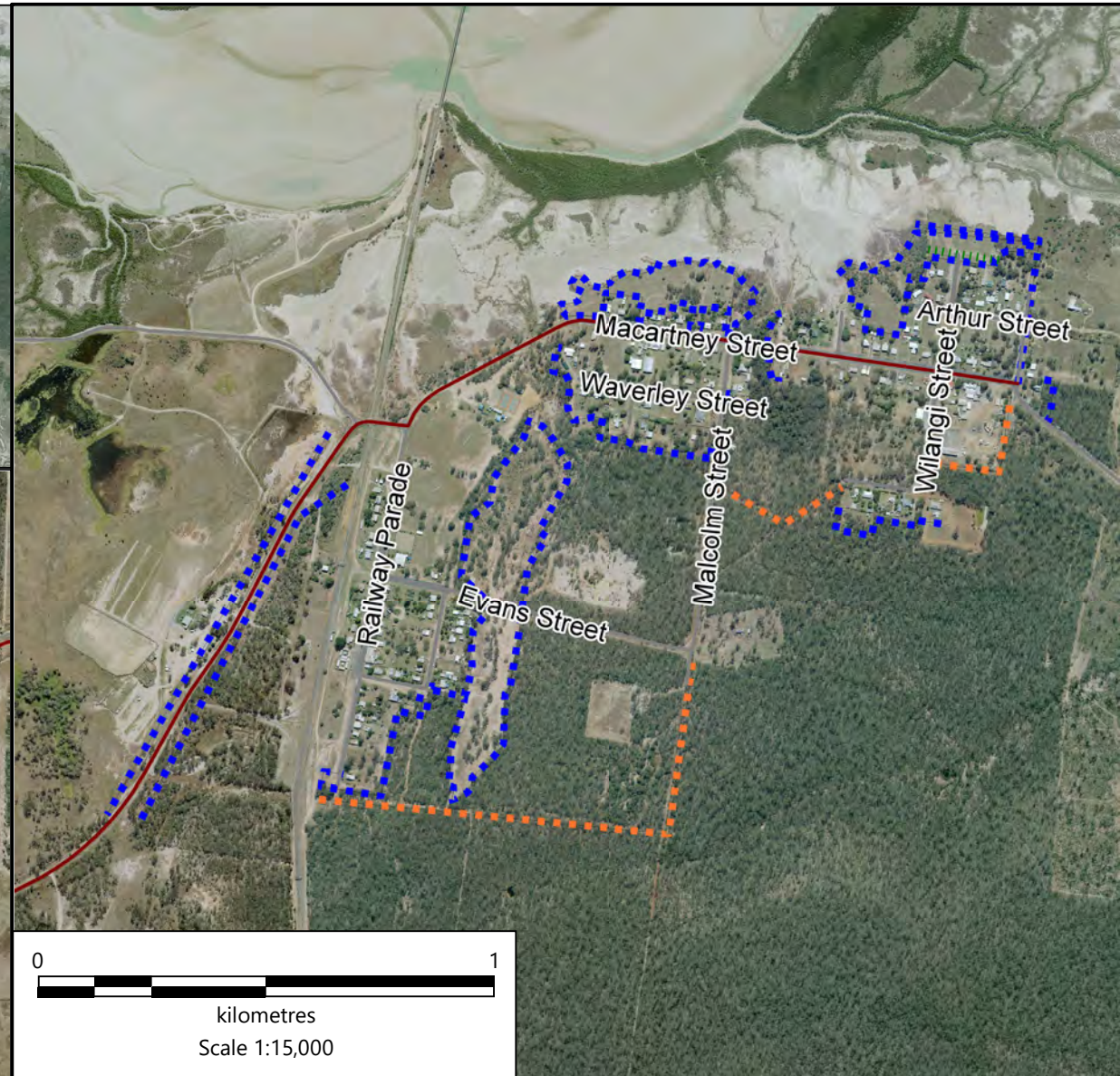
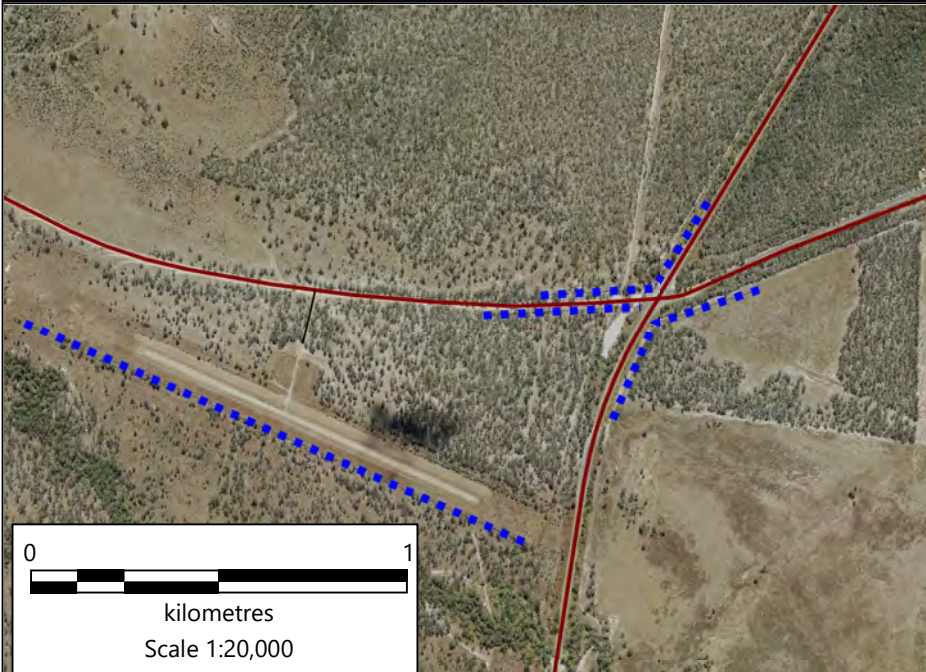
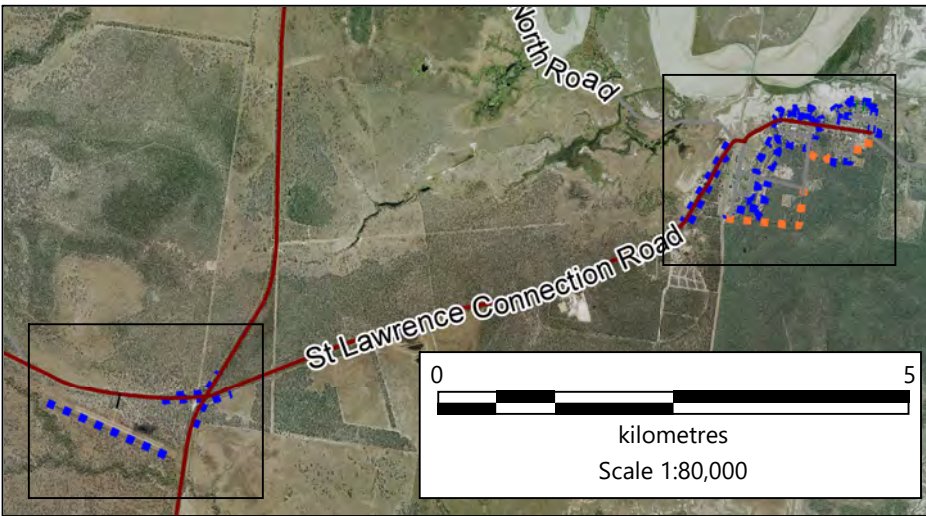
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- Control Lines - Mow
- Control Lines - Grade (Biannually)



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 Date: 26/5/2023
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St Lawrence Fire Control - Planned 2023

Map Number: 2149

HISTORY OF FIRE CONTROL LINE INSPECTIONS AND TREATMENTS

Location	Moranbah	COMMENTS	Greenhill	COMMENTS	Notch Point	COMMENTS	Clairview	COMMENTS	Carmila	COMMENTS	Clermont	COMMENTS	Nebo	COMMENTS	Glenden	COMMENTS	Dysart	COMMENTS	Middlemount	COMMENTS	st. Lawrence	COMMENTS	
Date of inspection	2018		2018						2018		2018		2018		2018		2018		2018		2018		
Treatment Type	Grade		Grade/Mow						Mow		Grade		mow		Grade/Mow		Mow		Mow		Mow		
Date of inspection	2019		2019						2019		2019		2019		2019		2019		2019		2019		
Treatment Type	Grade/Burn		Mow						Mow		Grade/Mow		Mow		Grade/Mow		Grade/Mow		Grade/Mow		Mow		
Date of inspection	2020		2020						2020		2020		2020		2020		2020		2020		2020		
Treatment Type	Burn		Mow						Mow		Grade/Mow		Mow		Grade/Mow		Grade/Mow		Grade/Mow		Mow		
Date of inspection	2021		2021						2021		2021		2021		2021		2021		2021		2021		
Treatment Type	Mow		Mow						Mow		Grade/Mow		Mow		Grade/Mow		Grade/Mow		Grade/Mow		Mow		
Date of inspection	2022		2022						2022		2022		2022		2022		2022		2022		2022		
Treatment Type	Grade	grade lines completed in 2022	Mow						Mow		Grade/Mow		Mow		Grade/Mow	grade lines completed in 2022	Grade/Mow		Grade/Mow		Grade/Mow	grade lines not completed.	
Date of inspection	2023		2023		2023		2023		2023		2023		2023		2023		2023		2023		2023		
Date of inspection		A burn was to be conducted by QFES in August, however wet weather event prevented this. Grade lines were maintained and renewed in all areas in Moranbah, as well as the establishment of a new line behing Kalari and the Waste Management facility				An inspection was undertaken and the area found to be well grazed. Noting there was fire pits identified even though the area is fire free. Fire ban signs will be put in place as required.							An inspection of the beach area was completed in May 2023, after enquiries about fire risk. This area is currently being rehabilitated and therefore a back burn is not currently recommended.									Grade lines adjacent to airport have been completed. Grading also done on roadside on Alfred Quin Drive.	
Treatment Type	Grade lines		Mow		Mowing occurs around the permitter areas	Nil routine	nil routine		Mow		Grade/mow		McDonald Flat Road was added to the areas for grade lines		Mow		Areas are maintained with mowing, back burning conducted by RFS, on outskirts of town.		regular mowing and weed control		Grade/Mow	Mowing conducted and back burning	Grade
Date of inspection	2024		2024						2024		2024		2024		2024		2024		2024		2024		2024
Treatment Type																							
Date of inspection	2025		2025						2025		2025		2025		2025		2025		2025		2025		2025
Treatment Type																							

MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2023

AUTHOR

Nicole Duyst

AUTHOR POSITION

Acting Manager Engaged Communities

10.6

MINOR COMMUNITY GRANTS SUMMARY OCTOBER 2023

EXECUTIVE SUMMARY

This report summarises the minor community grants approved under delegation for the period 1 November to 30 November 2023.

OFFICER'S RECOMMENDATION

That Council:

- Notes the minor community grants approved under delegation for the period 1 November to 30 November 2023.***

BACKGROUND

As per Council's Community Grants Policy, as adopted on 25 August 2021, a monthly report is to be prepared for Council regarding the administrative approval of minor grants, up to the value of \$1,000 (excluding GST), under delegation to the Manager Engaged Communities and in consultation with the relevant divisional councillor/s. 11 minor grant applications (inclusive of individual and team development grants) were received and approved for the period 1 November to 30 November 2023, summarised in the following table.

IMPLICATIONS

The table below outlines minor grants approved and funded from Community Grants operational budget/s for the applicable division/s for the period 1 November to 30 November 2023.

DIVISION	APPLICANT	VALUE	PURPOSE	BREAKDOWN
1	Glenden State School	\$250.00	School Bursary Application-Primary School Bursary	Academic excellence, Community spirit and Culture leadership
1	Twin Hills Campdraft Association Incorporated	\$1,000.00	The club will host their Annual Christmas function on 2 December 2023.	To cover costs of jumping castle hire fees, purchase of craft materials and catering.
3, 4 and 5	St Joseph The Worker Parish	\$1,000.00	St Joseph The Worker is hosting their annual Community Christmas Fair on 24 November 2023.	Contributing to costs of the children's activities.

3,4 and 5	Moranbah East State School	\$250.00	Primary School Bursary - Dux of year 6 which is the student who has achieved the highest grades across subject areas.	Academic excellence, Community spirit and Culture leadership
6	Queensland Country Womens (Auspicing for Queensland Police)	\$968.00	Queensland Ambulance Service is coordinating a multi-casualty traffic crash scenario exercise on 16 November at the Clermont Showgrounds in collaboration with Clermont Queensland Fire Emergency Services and Queensland Police Service. Students from years 11 and 12 from Clermont High School will attend and receive training in road safety and trauma treatment.	To cover costs associated with catering from Clermont Women's Association.
6	Clermont State High School	\$741.00	The school is hosting its Awards Day and Senior Formal on 14-18 November.	To cover costs associated with hall hire.
6	Clermont State School	\$250.00	School Bursary Application-School Spirit Award	Academic excellence, Community spirit and Culture leadership
8	Carmila Christmas Tree Committee	\$1,000.00	School Bursary Application: \$500 High School Bursary – FF Mills \$500 High School Bursary – Isaac Regional Council Studentship Award	Academic excellence, Community spirit and Culture leadership
8	St Lawrence Public Sportsground Committee Incorporated	\$1,000.00	The club aims to purchase an iPad for general purposes and payments processing as the club does not own one nor a computer/laptop.	To purchase an iPad and accessories.
8	St Lawrence State School	\$250.00	Primary School Bursary for awards being held on 28 November.	Academic excellence, Community spirit and Culture leadership
8	St Lawrence Bowls Club Incorporated	\$698.00	The club aims to purchase two bowling arms for elderly members to allow them to continue playing.	To purchase two bowling arms.

CONSULTATION

Divisional Councillors as applicable – via email and/or phone calls
Manager Budgets and Statutory Reporting
Acting Manager Engaged Communities
Engaged Communities Grants Officer
Engaged Communities Departmental Administration Officer
Community Relations Officers

BASIS FOR RECOMMENDATION

To update Council on the approval of minor community grants as per the Community Grants Policy.

ACTION ACCOUNTABILITY

Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.

KEY MESSAGES

Isaac Regional Council's Community Grants budget funds local projects and activities which help develop resilient, adaptive and vibrant communities while contributing to the social wellbeing of its residents, workers and visitors.

Report prepared by:	Report authorised by:
NICOLE DUYST Acting Manager Engaged Communities	DAN WAGNER Director Planning, Environment and Community Services
Date: 23 November 2023	Date: 23 November 2023

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Isaac Regional Council Community Grant Guidelines

MEETING DETAILS**Ordinary Meeting**

Tuesday 12 December 2023

AUTHOR

Nicole Duyst

AUTHOR POSITION

Acting Manager Engaged Communities

10.7**ISAAC ARTS AND CULTURAL ADVISORY COMMITTEE MINUTES
– 23 NOVEMBER 2023****EXECUTIVE SUMMARY**

The Isaac Arts and Cultural Advisory Committee (IACAC) provides guidance to Council about the implementation of arts related policies and plans, plus advice on the development and delivery of the Regional Arts Development Fund (RADF). This report requests that Council receives and notes the Minutes from the IACAC meeting held on 23 November 2023 and presents committee recommendations for consideration.

OFFICER'S RECOMMENDATION***That Council:***

- 1. *Receives and notes the Minutes of the Isaac Arts and Cultural Advisory Committee from its meeting held on Thursday, 23 November 2023.***
- 2. *Adopts the following recommendations of the Isaac Arts and Cultural Advisory Committee meeting held on Thursday, 23 November 2023:***
 - i. *Endorses the revised Regional Arts Development Fund (RADF) funding guidelines for the 2023-2024 funding year.***
 - ii. *Endorses the new application forms for the 2023-2024 Regional Arts Development Fund program being:***
 - a. *RADF Application for "Develop" funding category; and***
 - b. *RADF Application for "Inspire" and "Grow" funding categories.***
 - iii. *Authorises the Chief Executive Officer, or delegate, to approve any administrative changes to the 2023-2024 Regional Arts Development Fund (RADF) funding guidelines and the RADF application forms.***

BACKGROUND

The Isaac Arts and Cultural Advisory Committee (IACAC) provides a formal mechanism for Council to consult with key stakeholders, seek specialist advice and ensure community involvement in relation to the Arts and Cultural Policy and Action Plan, and the Public Art Policy and Action Plan. The IACAC also provides strategic direction and advice to Council on the development and delivery of the Regional Arts Development Fund (RADF).

The IACAC is an advisory body only and has no line of authority. However, the Committee has full right of access to all levels of management through the Chief Executive Officer. Committee members will act as a customer liaison point for residents in Isaac.

As per the Committee's current Terms of Reference, meeting minutes must go to Council for endorsement and where appropriate approve recommendations of the Committee. Minutes presented with this report are the IACAC Unconfirmed Minutes for 23 November 2023 for Council's consideration and endorsement.

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. In the 2022-2023 RADF funding year (15 September 2022 – 14 September 2023), Council is delivering RADF via a mixture of Council-led strategic initiatives and a community grants program presented via three application rounds which have already been completed.

The Manager Engaged Communities in consultation with the Arts and Cultural Programs Officer has undertaken a desktop review of the Regional Arts Development Fund (RADF) 2022-2023 Guidelines for Applicants considering feedback given by members of the Isaac Arts and Cultural Advisory Committee in an in-person workshop conducted on 9 February 2023 and a further internal consultation conducted via Speak Up between 19 and 24 July 2023. It is proposed to replace the Regional Arts Development Fund (RADF) 2022-2023 Guidelines for Applicants with revised funding guidelines that reduce the number of funding categories to three ("Develop"; Inspire"; and "Grow") and better describe those categories in language that will resonate with local artists and community groups. The language in the document has been simplified with less wording. The titles of the funding categories have changed from inaccessible local government terms and been replaced with simple 'doing words' that inspire action from community.

The proposed new RADF funding guidelines supports three categories of funding:

DEVELOP

This category is open to individuals to access financial support to participate in activities that build on their chosen arts practice.

Considerations

Assessments will support intrastate and interstate activities but not overseas activities. Assistance is available for between \$500 to \$2000 covering up to 100% of eligible expenses. Eligible expenses include registration fees, accommodation, travel and meals.

INSPIRE

This category is open to individuals, groups and organisations where outcomes of their activities have a broader reach within the community.

Assistance is available for between \$500 to \$8,000 covering up to 65% of eligible expenses.

GROW

This category is open to individuals, groups and organisations proposing arts and cultural activities where artists and communities work together to create specific outcomes that build community resilience and wellbeing. This includes responding to identified community needs such as recovery post natural disaster, social welfare issues, or any circumstances where arts practice may benefit a community's ability to process an identified issue or need.

IMPLICATIONS

The Isaac Arts and Cultural Advisory Committee is compliant with Division 2 – Committees and Requirements for committee meetings as per *Local Government Regulation 2012*.

Document control will occur following endorsement of this report.

Financial

The funding period of the 2022-2023 RADF program ended on 14 September 2023. A review of the 2022-2023 RADF program identified unallocated funds from the 2022-2023 RADF program of \$27,608.00 to be carried forward into the RADF budget for the 2023-2024. Taking this into account, the budget for the 2023-2024 Regional Arts Development Fund (RADF) is as follows:

	Income	Expenditure
Council FY22-23 financial contribution	\$27,600.00	
Arts Queensland RADF funding offered	\$47,250.00	
Rollover of surplus funds from RADF 2022-2023	\$27,608.00	
RADF grants program		\$45,000.00 (\$30,000.00 in Round One; \$15,000.00 in Round Two)
Implementation of the Arts and Cultural Action Plan		\$15,458.00
Grants for arts and cultural activities that recognise, celebrate and promote First Nations' culture		\$30,000.00
Arts and Cultural activities to support the 2024 St Lawrence Wetlands Weekend		\$10,000.00
RADF promotion and administrative costs		\$2,000.00
TOTAL	\$102,458.00	(\$102,458.00)
Balance	\$0	

CONSULTATION

Isaac Arts and Cultural Advisory Committee Members
Director Corporate Governance and Financial Services
Manager Governance and Corporate Services Corporate

BASIS FOR RECOMMENDATION

Consideration and adoption of Isaac Arts and Cultural Advisory Committee Minutes as per Terms of Reference and legislative requirements.

Isaac Regional Council is committed to arts and cultural development in the Isaac region.

ACTION ACCOUNTABILITY

Acting Manager Engaged Communities to ensure resolved documents are provided to Governance for document control prior to public release.

Office of Director Planning, Environment and Community Services to ensure approved minutes and/or Committee information are stored in corporate memory and actions recorded and registered for follow-up.

KEY MESSAGES

Council is committed to transparent decision making, identifying and managing its risks and continuous improvement. Creativity through arts and culture connects and energises our people, powers our communities by improving our health and sense of wellbeing and provides opportunities for cultural tourism that feed creative industry development.

Report prepared by:

NICOLE DUYST
Acting Manager Engaged Communities

Date: 23 November 2023

Report authorised by:

DAN WAGNER
**Director Planning, Environment and
Community Services**

Date: 23 November 2023

ATTACHMENTS

- Attachment 1 - Isaac Arts and Cultural Advisory Committee Unconfirmed Minutes – 23 November 2023
- Attachment 2 - Draft Regional Arts Development Fund Application (Develop Funding Category)
- Attachment 3 - Draft Regional Arts Development Fund Application (Inspire and Grow Funding Categories)
- Attachment 4 - Draft Regional Arts Development Fund 2023-24 Community Funding Program Guidelines

REFERENCE DOCUMENT

- Isaac Arts and Cultural Advisory Committee Terms of Reference 2018
- Isaac Arts and Cultural Advisory Committee Agenda – 29 June 2023



UNCONFIRMED MINUTES

ISAAC ARTS AND CULTURAL ADVISORY COMMITTEE MEETING
OF
ISAAC REGIONAL COUNCIL

HELD ON
THURSDAY, 23 NOVEMBER 2023

COMMENCING AT 9.00AM

ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE

ISAAC ARTS AND CULTURAL ADVISORY COMMITTEE MEETING

**HELD IN MORANBAH COUNCIL CHAMBERS, MORANBAH AND VIA VIDEO AND TELEPHONE
CONFERENCE CALL**

ON THURSDAY, 23 NOVEMBER 2023 COMMENCING AT 09.00AM

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ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE

ISAAC ARTS AND CULTURAL ADVISORY COMMITTEE MEETING

**HELD IN MORANBAH COUNCIL CHAMBERS, MORANBAH, AND VIA VIDEO AND TELEPHONE
CONFERENCE CALL**

ON THURSDAY, 23 NOVEMBER 2023 COMMENCING AT 09.00AM

1. OPENING

The Chair declared the meeting open at 9.00 am and welcomed all in attendance 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. ATTENDANCE

ATTENDEES

Councillor Sandy Moffat (Chair)
Councillor Jane Pickels
Councillor Viv Coleman
Tania Gillies
Jasmine Pearce
Emily Kennedy
Anne-Marie Loeskow

MINUTE TAKER

Andrea Prieto

OBSERVER

Nicole Duyst

3. APOLOGIES

The Committee received apologies from: Amanda Raymond.

Resolution No.: IACAC0079

Moved: Jasmine Pearce

Seconded: Tania Gillies

**That the Isaac Arts and Cultural Advisory Committee accepts the apologies received from:
Amanda Raymond.**

Carried

4. DECLARATION OF CONFLICTS OF INTEREST

DECLARABLE CONFLICT OF INTEREST

No declarable or perceived conflict of interests declared.

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.

5. CONFIRMATION OF MINUTES

That the Committee notes the Minutes of the Isaac Arts and Cultural Advisory Committee Meeting held on 28 September 2023 have been resolved by Council at its Ordinary Meeting on 25 October 2023.

Resolution No.: IACAC0080

Moved: Jasmine Pearce

Seconded: Tania Gillies

- i. That the Committee notes the Minutes of the Isaac Arts and Cultural Advisory Committee Meeting held on 28 September 2023 have been resolved by Council at its Ordinary Meeting on 25 October 2023 (Resolution # 8532).**

Carried

6. BUSINESS ARISING

Nil

7. OFFICERS REPORTS

7.1 REGIONAL ARTS DEVELOPMENT FUND – REVISED FUNDING GUIDELINES AND NEW APPLICATION FORMS

EXECUTIVE SUMMARY

This report seeks endorsement of the revised Regional Arts Development Fund (RADF) funding guidelines and new RADF application forms for the 2023-2024 funding year.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Endorses the revised Regional Arts Development Fund (RADF) funding guidelines for the 2023-2024 funding year.***
2. ***Endorses the new application forms for the 2023-2024 Regional Arts Development Fund program being:***
 - i. ***RADF Application for "Develop" funding category; and***
 - ii. ***RADF Application for "Inspire" and "Grow" funding categories***
3. ***Authorises the Director Planning, Environment and Community Services to approve any administrative changes to the 2023-2024 Regional Arts Development Fund (RADF) funding guidelines and the RADF application forms.***

Resolution No.: IACAC0081

Moved: Jasmine Pearce

Seconded: Tania Gillies

That the Committee recommends that Council:

1. ***Endorses the revised Regional Arts Development Fund (RADF) funding guidelines for the 2023-2024 funding year.***

2. **Endorses the new application forms for the 2023-2024 Regional Arts Development Fund program being:**
 - I. **RADF Application for “Develop” funding category; and**
 - II. **RADF Application for “Inspire” and “Grow” funding categories**
3. **Authorises the Director Planning, Environment and Community Services to approve any administrative changes to the 2023-2024 Regional Arts Development Fund (RADF) funding guidelines and the RADF application forms.**

Carried

ATTENDANCE

Jasmine Pearce left the room (via Teams) at 9.11 am

Jasmine Pearce entered the room (via Teams) at am 9.20 am

8. GENERAL BUSINESS

8.1 PROPOSED RADF APPLICATION FORMS

Discussion about ensuring that the new RADF funding guidelines and application forms appear on Council’s Speak Up platform as well as the Council website.

The timeframe for doing that has not yet been set as the minutes of today’s meeting will need to be presented to Council first.

8.2 ST LAWRENCE WETLANDS WEEKEND 2024

Discussion about the planning for the arts and cultural activities for the 2024 St Lawrence Wetlands Weekend. Economy and Prosperity Department are working on an Expression of Interest to be released before the end of November 2024 to invite stallholders, artists/creatives, entertainers and food vendors for next year’s festival. The Arts and Cultural Programs Officer will share this EOI with her contacts including those artists who participated in the 2023 festival.

8.2 RECRUITING NEW MEMBERS OF ISAAC ARTS AND CULTURAL ADVISORY COMMITTEE

Discussion about desirability of widening the pool of committee members to include someone from the Isaac coast and a First Nations representative from within Isaac's traditional custodian groups.

8.3 CHECKLIST TO BE ATTACHED IN A SEPARATE DOCUMENT

It was noted that the checklist was not included in the application forms. The Arts and Cultural Programs Officer confirmed the artist eligibility checklist is a separate attachment.

9. CONCLUSION

There being no further business, the Chair declared the meeting closed at 9.27 am.

.....
CHAIR

..... / /
DATE

REGIONAL ARTS DEVELOPMENT FUND (RADF) DEVELOP APPLICATION FORM

Isaac Regional Council is collecting personal information you supply on this form in accordance with the *Information Privacy Act 2009*. Your personal information will be used by Council officers who have been 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 will be handled in accordance with the *Information Privacy Act 2009*.

INTRODUCTION

The Regional Arts Development Fund (RADF) is delivered as a partnership between the Queensland Government through Arts Queensland and eligible local councils across the state.

RADF promotes the role and value of arts, culture and heritage as key drivers of diverse and inclusive communities and strong regions. RADF invests in local arts and cultural priorities, as determined by local communities, across Queensland.

1. SECTION 1A –APPLICANT CONTACT DETAILS

NAME	
PHONE	
EMAIL	
DO YOU HAVE AN ABN?	<input type="checkbox"/> Yes – ABN Number: <input type="checkbox"/> No – Please attach letter of reference from Arts Organisation, Community Group or Community Leader.

2. PROJECT DETAILS

NAME OF ACTIVITY	
LOCATION	
DATE/S	
WHO WILL YOU UNDERTAKE THE PROJECT WITH? NAME THE ARTIST, MENTOR, ORGANISATIONS ETC.	
WHAT DOES THE PROJECT INVOLVE? EG. WORKSHOP, MENTORSHIP, ATTENDING CONFERENCE	

REGIONAL ARTS DEVELOPMENT FUND (RADF) DEVELOP APPLICATION FORM

<p>PLEASE OUTLINE HOW THIS DEVELOPMENT OPPORTUNITY WILL BENEFIT YOU</p>	<p><input type="checkbox"/> Develop new skills and knowledge</p> <p><input type="checkbox"/> Explore new directions in my arts or cultural practice</p> <p><input type="checkbox"/> Take my career to the next level of professionalism</p> <p><input type="checkbox"/> Develop new professional industry networks</p> <p><input type="checkbox"/> Develop new audiences or markets</p> <p><input type="checkbox"/> Contribute to my local community through sharing what I have learnt with others. Detail how you will do this:</p> <p><input type="checkbox"/> Other benefits expected to flow to the individual applicant. Please specify below:</p>	
<p>FUNDING AMOUNT REQUESTED FROM ISAAC REGIONAL COUNCIL? <i>assistance is available for up to 100% of the total costs for registration, accommodation, travel and meals to a maximum of \$1,000 for activities in Queensland and \$2,000 for activities in other states.</i></p>		
<p>WHAT WILL THE FUNDS REQUESTED FROM ISAAC REGIONAL COUNCIL BE USED FOR? <i>PLEASE FILL OUT COUNCILS BUDGET TEMPLATE AND ATTACH TO APPLICATION</i></p>	<p><input type="checkbox"/> Travel</p> <p><input type="checkbox"/> Accommodation</p> <p><input type="checkbox"/> Workshop/ Registration Fees</p> <p><input type="checkbox"/> Other- Please outline</p>	<p>Amount \$</p> <p>Amount \$</p> <p>Amount \$</p> <p>Amount \$</p>
<p>PLEASE OUTLINE HOW YOUR PROFESSIONAL DEVELOPMENT WILL CONTRIBUTE TO ARTS AND CULTURE WITHIN THE ISAAC REGION</p>		

REGIONAL ARTS DEVELOPMENT FUND (RADF) DEVELOP APPLICATION FORM

3. SUPPLIER REQUEST DETAILS (REQUIRED FOR PAYMENT TO GROUP / ORGANISATIONS)

NOTE: Electronic Funds Transfer (EFT) is Isaac Regional Council's preferred method of payment. To ensure that payments are made to the correct bank account, please provide a copy of your Bank Deposit Slip or top portion of the statement of the EFT on business letterhead.

PAYMENT ADDRESS DETAILS (FOR ALL REMITTANCE)

NAME	
POSITION TITLE	
ADDRESS	
PHONE	
EMAIL	

BANK ACCOUNT DETAILS

ACCOUNT NAME	
BANK	
BSB (6 DIGITS)	
ACCOUNT NUMBER	

AUTHORISATIONS

IN SUBMITTING THIS APPLICATION, I CONFIRM THAT:	<input type="checkbox"/> I have read the Isaac Regional Council RADF Guidelines <input type="checkbox"/> The statements made in this application are true. <input type="checkbox"/> The project will be covered by appropriate insurance. <input type="checkbox"/> All relevant health and safety standards will be met. <input type="checkbox"/> I acknowledge that Council does not accept any liability or responsibility for the project. <input type="checkbox"/> I have attached artist's checklist <input type="checkbox"/> I have attached an artist CV
--	---

REGIONAL ARTS DEVELOPMENT FUND (RADF) DEVELOP APPLICATION FORM

IF MY APPLICATION IS SUCCESSFUL, I WILL:

- Ensure acquittal requirements are met within 8 weeks of the activity completion date.
- Accept the terms of the RADF grant in accordance with Council requirements.
- Provide proof of receipts of expenses to Council attached to acquittal.

Please check this application against the Application Checklist to ensure it is complete:

www.isaac.qld.gov.au/community/radf

Once completed please send form and any attachment to:
records@isaac.qld.gov.au or Isaac Regional Council, PO Box 97, Moranbah QLD 4744
or deliver in person to your local Isaac Regional Council office.

DRAFT

REGIONAL ARTS DEVELOPMENT FUND (RADF) INSPIRE OR GROW APPLICATION FORM

Isaac Regional Council is collecting personal information you supply on this form in accordance with the *Information Privacy Act 2009*. Your personal information will be used by Council officers who have been 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 will be handled in accordance with the *Information Privacy Act 2009*.

INTRODUCTION

The Regional Arts Development Fund (RADF) is delivered as a partnership between the Queensland Government through Arts Queensland and eligible local councils across the state.

RADF promotes the role and value of arts, culture and heritage as key drivers of diverse and inclusive communities and strong regions. RADF invests in local arts and cultural priorities, as determined by local communities, across Queensland.

1. ARE YOU APPLYING AS AN INDIVIDUAL OR ORGANISATION?

INDIVIDUAL - Please Complete 1.1

ORGANISATION - Please Complete 1.2

WHICH GRANT CATEGORY ARE YOU APPLYING FOR?

Inspire

Grow

1.1 INDIVIDUAL DETAILS

APPLICANT'S NAME	
POSITION/TITLE	
ADDRESS	
PHONE	
EMAIL	
DO YOU HAVE AN ABN?	<input type="checkbox"/> Yes – ABN Number: <input type="checkbox"/> No – You will need an auspicating body that is incorporated to proceed with this application (please complete Section 1.3)
DO YOU HAVE LIABILITY INSURANCE FOR THIS PROJECT/ACTIVITY?	<input type="checkbox"/> Yes - Please attach a copy of the current certificate of currency with your application <input type="checkbox"/> No - Evidence of public liability cover will be required prior to funding. NOTE: Public liability coverage of no less than \$20m is required.

REGIONAL ARTS DEVELOPMENT FUND (RADF) INSPIRE OR GROW APPLICATION FORM

DO YOU IDENTIFY WITH ONE OR MORE OF THE FOLLOWING GROUPS?	<input type="checkbox"/> Aboriginal and/or Torres Strait Islander <input type="checkbox"/> Australian South Sea Islander <input type="checkbox"/> From a culturally or linguistically diverse background <input type="checkbox"/> Person with a disability <input type="checkbox"/> Older person (55 years +) <input type="checkbox"/> Young person (12 to 25 years) <input type="checkbox"/> Not applicable
--	--

1.2 ORGANISATION DETAILS

APPLICANT'S NAME	
NAME OF ORGANISATION	
POSITION/TITLE	
ADDRESS	
PHONE	
EMAIL	
IS YOUR GROUP/ORGANISATION INCORPORATED?	<input type="checkbox"/> Yes –Incorporation Number: <input type="checkbox"/> No – You will need an auspicing body that is incorporated to proceed with this application (please complete Section 1.3) <input type="checkbox"/> Exempt from incorporation under legislation (P&C Associations or Registered Charity). Please specify:
DOES YOUR GROUP/ORGANISATION HAVE AN ABN?	<input type="checkbox"/> Yes - ABN Number: <input type="checkbox"/> No
IS YOUR GROUP/ORGANISATION REGISTERED FOR GST?	<input type="checkbox"/> Yes <input type="checkbox"/> No
WILL YOUR GROUP/ORGANISATION COVER THE PUBLIC LIABILITY FOR THIS PROJECT/ACTIVITY?	<input type="checkbox"/> Yes – Please provide a copy of the current certificate of currency <input type="checkbox"/> No NOTE: Public liability coverage of no less than \$20m is required.

1.3 AUSPICING GROUP/ORGANISATION DETAILS (IF APPLICABLE)

NOTE: If this application is being auspiced by another group/organisation, please provide their details below.

NAME	
-------------	--

REGIONAL ARTS DEVELOPMENT FUND (RADF) INSPIRE OR GROW APPLICATION FORM

ADDRESS	
PHONE	
EMAIL	
INCORPORATION NUMBER:	
DOES YOUR GROUP/ORGANISATION HAVE AN ABN?	<input type="checkbox"/> Yes - ABN Number: <input type="checkbox"/> No
IS YOUR GROUP/ORGANISATION REGISTERED FOR GST?	<input type="checkbox"/> Yes <input type="checkbox"/> No
WILL YOUR GROUP/ORGANISATION COVER THE PUBLIC LIABILITY FOR THIS PROJECT/ACTIVITY?	<input type="checkbox"/> Yes – Please provide a copy of the current certificate of currency <input type="checkbox"/> No NOTE: Public liability coverage of no less than \$20m is required.

2. PROJECT OR ACTIVITY SNAPSHOT

PROJECT/ACTIVITY NAME	
LOCATION	
DATE/TIMEFRAME	
DESCRIPTION OF YOUR PROPOSAL: (PLEASE INCLUDE A DETAILED DESCRIPTION OF YOUR PROPOSAL INCLUDING THE BENEFITS TO OUR REGION AND WHO WILL BENEFIT FROM THE GRANT FUNDING)	

REGIONAL ARTS DEVELOPMENT FUND (RADF) INSPIRE OR GROW APPLICATION FORM

<p>TARGET AUDIENCE- IF YOUR PROJECT OR ACTIVITY IS PLANNED TO MEET NEEDS OF GROUPS, PLEASE SELECT CATEGORY</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Aboriginal and/or Torres Strait Islander <input type="checkbox"/> Australian South Sea Islander <input type="checkbox"/> From a culturally or linguistically diverse background <input type="checkbox"/> Person with a disability <input type="checkbox"/> Older person (55 years +) <input type="checkbox"/> Young person (12 to 25 years) <input type="checkbox"/> Other – please outline <input type="checkbox"/> NA – open to all
<p>HOW MANY PEOPLE DO YOU EXPECT TO PARTICIPATE?</p>	
<p>HOW MANY AUDIENCE MEMBERS WILL BE THERE?</p>	
<p>ACTIVITIES PLANNED FOR THIS PROJECT</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Creative development of new work <input type="checkbox"/> Performances <input type="checkbox"/> Exhibitions/ collections <input type="checkbox"/> Publications <input type="checkbox"/> Workshops <input type="checkbox"/> Events/Festivals <input type="checkbox"/> Career development <input type="checkbox"/> Community Consultations/art research/policy development <input type="checkbox"/> Conferences and training sessions delivered for artists and cultural workers <input type="checkbox"/> Other- Please Outline:
<p>EXPLAIN WHY THIS PROJECT SHOULD BE SUPPORTED</p>	<p>How will this project benefit you, your community or artists/arts workers or cultural workers? Write a brief description about the results you expect from the project.</p>

REGIONAL ARTS DEVELOPMENT FUND (RADF) INSPIRE OR GROW APPLICATION FORM

<p>WHAT SUPPORT DO YOU HAVE FROM COMMUNITY FOR YOUR PROJECT. PLEASE OUTLINE GENUINE COMMUNITY SUPPORT</p>			
<p>HOW MANY PEOPLE WILL VOLUNTEER DURING THE PROJECT</p>			
<p>HOW MANY ARTS / CULTURAL WORKERS WILL BE EMPLOYED DURING THE PROJECT</p>			
<p>HOW MANY OTHE PEOPLE WILL BE EMPLOYED DURING THE PROJECT</p>			
<p>OUTLINE PEOPLE TO BE EMPLOYED AS ARTISTS OR ARTS AND CULTURAL WORKERS OVER DURATION OF ACTIVITY/PROJECT AND FEE TO BE PAID DURING PROJECT</p> <p><i>(PLEASE ATTACH ELIGIBILITY CHECKLIST AND ARTISTS CV TO APPLICATION)</i></p>	Name	Role	Fee
	<input type="checkbox"/> Emerging	<input type="checkbox"/> Established	
	Name	Role	Fee
<input type="checkbox"/> Emerging	<input type="checkbox"/> Established		
Name	Role	Fee	
<input type="checkbox"/> Emerging	<input type="checkbox"/> Established		
Name	Role	Fee	
<input type="checkbox"/> Emerging	<input type="checkbox"/> Established		
<p>PLEASE CONFIRM ALL ARTS WORKERS WILL BE</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No- Your project is not eligible for RADF funding</p>		

REGIONAL ARTS DEVELOPMENT FUND (RADF) INSPIRE OR GROW APPLICATION FORM

RENUMERATED IN LINE WITH INDUSTRY STANDARDS.	<input type="checkbox"/> NA
PLEASE OUTLINE ANY KEY PARTNERSHIPS INVOLVED IN THE PROJECT DELIVERY	
HAVE YOU CONSIDERED THE ISSUES OF WORKPLACE HEALTH AND SAFETY, COPYRIGHT AND LICENCES REQUIRED FOR YOUR PROJECT	
<i>please outline the steps you have taken to address these issues. for example, identify possible risks with this project and outline the strategies to minimise them.</i>	

3. PROJECT OR ACTIVITY BUDGET

NOTE: Applicants seeking amounts over \$5,000 must first contact Council's Arts And Cultural Programs Officer prior to this application. Council cannot be the sole funding source for a project. Depending on the value of the grant request, a co-contribution of 35% is required. This can be cash, in-kind, or other grants.

BREAKDOWN OF FUNDING INCLUDING CO-FUNDING AMOUNT CONTRIBUTED BY YOUR GROUP OR OTHER FUNDING BODIES.	Amount requested from Council:	
	Cash contribution:	
	In-kind:	
	Grants/Sponsorships (other than Council):	
<i>PLEASE FILL OUT COUNCILS BUDGET TEMPLATE AND ATTACH TO APPLICATION</i>		
DOES YOUR PROJECT OR ACTIVITY REQUIRE LOCAL AND STATE PLANNING OR BUILDING APPROVALS?		

REGIONAL ARTS DEVELOPMENT FUND (RADF) INSPIRE OR GROW APPLICATION FORM

HAVE YOU OR YOUR ORGANISATION PREVIOUSLY BEEN FUNDED BY RADF?	<input type="checkbox"/> Yes – Was this grant acquittal successfully? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> No
--	---

4. CERTIFICATION

IN SUBMITTING THIS APPLICATION, I CONFIRM THAT:	<input type="checkbox"/> I am an authorised representative of the applying organisation and am acting on their behalf. <input type="checkbox"/> I have read the Isaac Regional Council RADF Guidelines <input type="checkbox"/> The statements made in this application are true. <input type="checkbox"/> All necessary permits/approvals will be obtained prior to the beginning of the project. <input type="checkbox"/> The project will be covered by appropriate insurance. <input type="checkbox"/> All relevant health and safety standards will be met. <input type="checkbox"/> I acknowledge that Council does not accept any liability or responsibility for the project. <input type="checkbox"/> I have attached artist's checklist <input type="checkbox"/> I have attached an artist CV
IF MY APPLICATION IS SUCCESSFUL, I WILL:	<input type="checkbox"/> Ensure acquittal requirements are met within 8 weeks of the project completion. <input type="checkbox"/> Accept the terms of the RADF grant in accordance with Council requirements. <input type="checkbox"/> Provide proof of other successful co-funding (if unconfirmed) within six months of notification <input type="checkbox"/> Complete the project within 12 months of receiving Council funding. <input type="checkbox"/> Give permission for Council to verify grants requested from other funding agencies in support of this project <input type="checkbox"/> Give permission for Council and Arts Queensland to use the information for reporting purposes, training, systems testing and process improvement. The information may be anonymised and used for statistical purposes
PRINT NAME IN FULL	
ORGANISATION (IF RELEVANT)	
POSITION IN GROUP / ORGANISATION (IF RELEVANT)	

REGIONAL ARTS DEVELOPMENT FUND (RADF) INSPIRE OR GROW APPLICATION FORM

NAME OF AUSPICING
BODY/INDIVIDUAL (IF
RELEVANT)

5. SUPPLIER REQUEST DETAILS (REQUIRED FOR PAYMENT TO GROUP / ORGANISATIONS)

NOTE: Electronic Funds Transfer (EFT) is Isaac Regional Council's preferred method of payment. To ensure that payments are made to the correct bank account, please provide a copy of your Bank Deposit Slip or top portion of the statement of the EFT on business letterhead.

PAYMENT ADDRESS DETAILS (FOR ALL REMITTANCE)

NAME	
ORGANISATION (IF APPLICABLE)	
POSITION TITLE	
ADDRESS	
PHONE	
EMAIL	

BANK ACCOUNT DETAILS

ACCOUNT NAME	
BANK	
BSB (6 DIGITS)	
ACCOUNT NUMBER	

AUTHORISATIONS

Please check this application against the Application Checklist to ensure it is complete:

www.isaac.qld.gov.au/community/radf

Once completed please send form and any attachment to:

records@isaac.qld.gov.au or Isaac Regional Council, PO Box 97, Moranbah QLD 4744

or deliver in person to your local Isaac Regional Council office.



The Regional Arts Development Fund is a partnership between the Queensland Government and Isaac Regional Council to support local arts and culture in regional Queensland.

2023-24 Community Funding Program Guidelines

Current as at 18 October 2023



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Contact us

Engaged Communities
Isaac Regional Council



✉ records@isaac.qld.gov.au

☎ 1300 ISAACS (1300 472 227)



Page 212 Plein Air master class with Lyn Laver-Ahmat
2023 RADF recipient. Photo: IRC

1. What is the purpose of RADF?

The Regional Arts Development Fund (RADF) is delivered as a partnership between the Queensland Government through Arts Queensland and eligible local councils across the state.

RADF promotes the role and value of arts, culture and heritage as key drivers of diverse and inclusive communities and strong regions. RADF invests in local arts and cultural priorities, as determined by local communities, across Queensland.

RADF is a flexible fund, enabling local councils to tailor RADF programs to suit the needs of their communities.

2. What are the objectives of RADF?

RADF objectives are to support arts and cultural activities that:

- provide public value for Queensland communities
- build local cultural capacity, cultural innovation and community pride
- deliver the Queensland Government’s objectives for the community

If you require further information on RADF, please contact Isaac Regional Council’s Arts and Cultural Programs Officer on 1300 472 227. Information on other Arts Queensland funding programs and initiatives is available online at www.arts.qld.gov.au

3. What are Council's locally identified priorities?

Isaac is a region that feeds, powers and builds communities. We are rich in resources and made richer by our people who shape our culture through their stories, values, resilience, creativity, generosity and way of life.

Creativity connects and energises our people, powers our communities by improving our health and sense of wellbeing, and provides opportunities for cultural tourism that feed creative industry development.

Council has identified four (4) priority areas for funding in 2023 - 2024:

1. Community Resilience

- Using arts and cultural initiatives as a tool for positive social impact.
- RADF will support projects that aid community recovery and build local capacity and resilience following the impacts of COVID-19, natural disasters or other unforeseen events. Projects responding to some other identified community need will also be eligible for funding under this priority.

2. Local Content/Local Product

- Valuing our local artists, performers, creators and arts administrators.

4. RADF Grants Program

Applications can be submitted all year, with two assessment rounds. Please visit Council's website for key dates <https://www.isaac.qld.gov.au/Community/Grants/Regional-Arts-Development-Fund-Grants>

Please note if all RADF funds are committed during the initial round, then additional rounds of RADF will not be offered. It is recommended that you apply in the first round to avoid disappointment.

- RADF will support initiatives that foster and sustain the development of locally produced content, product and events which provide community benefit and/or drive cultural tourism to the region.

3. Place-making

- Facilitating creative activation of spaces and places.
- RADF will support activities and projects that activate and/or transform spaces, places and landscapes in ways that highlight the region's unique identity and biodiversity and strengthen community connection to the environment.

4. Lifelong learning

- Supporting opportunities for growth.
- RADF will support activities and undertakings which provide individuals, groups and organisations with opportunities for learning, professional development and growth.

These guidelines will be updated annually following priority setting and execution of the agreement.



Textile workshop with John Walker 2023 RADF recipient. Photo: IRC

5. Assessment criteria

Each application is assessed against 4 criteria being Quality, Reach, Impact and Viability.

Quality

- Produces or contributes to high quality arts, cultural and heritage initiatives for local communities.
- Proven capacity to effectively support and deliver arts, cultural and heritage services.

Reach

- Provides access to and engagement in arts, cultural and heritage initiatives for diverse communities, practitioners, participants and audiences.
- Evidence of local demand for proposed program/s.

Impact

- Demonstrates cultural, artistic, social or economic returns on investment.
- Supports one or more of the Queensland Government's Objectives for the Community including encouraging safe and inclusive communities, building regions, supporting disadvantaged Queenslanders, stimulating economic growth and innovation, increasing workforce participation and conserving heritage.

Viability

- Evidence of good planning, a realistic budget, strong governance and project management.
- Evidence of capacity to build partnerships with local businesses and government.

6. Who can apply for RADF local grants?

- Individual emerging and established artists, arts practitioners and cultural workers
- Businesses demonstrating community benefit
- Registered not-for-profit organisations
- Groups and collectives

Applicants must:

- be based in the Isaac Region or able to demonstrate how the project will directly

- benefit arts and culture in the Isaac Region
- be Australian citizens or permanent residents
- hold an ABN; or able to obtain auspice by a suitable party
- have Public Liability Insurance; or able to obtain auspice by a suitable party
- have met all acquittal conditions of previous Council grants

7. Who cannot apply for RADF local grants?

- Educational, religious or medical organisations, where the application is for the organisation's core business.
- Government agencies or departments of state or federal government.

8. What does RADF not support?

RADF will fund up to 65% of the total expenses of any activity/project unless otherwise specified. Applicants must make a significant contribution of at least 35% which may be in-kind.

Advertising and promotional costs will be funded for not more than 10% of the total cost of advertising and promotion.

RADF supports locally driven content for local events. Presentation costs for exhibitions developed by Isaac artists and exhibited in the Isaac region are eligible for funding for not more than 20% of the total printing, framing and freight costs.

If the application involves an installation of public art (e.g. painting a mural or erecting an artwork in a local park), the applicant must include with the application evidence that they have consulted with the community and the ultimate asset owner and provide evidence confirming that both groups support this art installation. If this supporting material is not provided with the application at the time of its lodgement, the application will not be considered by the Isaac Arts and Cultural Advisory Committee.

The following are not eligible for funding through the RADF program:

- Applicants who failed to acquit previous RADF grants;
- Activities that commence before Council RADF funding approval is given;
- School arts activities EXCEPT where those activities form part of broader community cultural development processes, community recovery from adverse events (e.g. drought, cyclone, youth suicide) or are part of professional arts development;
- Funding will not be provided to organisations that have already been funded by Arts Queensland to deliver their core business services;
- Catering costs for workshops, openings,

launches and parties;

- Competitions (such as eisteddfods) – they are prolific and could monopolise funds;
- Accredited study, training or university courses – RADF does not fund the primary training of artists, only their professional development once they are practising;
- Publishing costs. Requests for grants to publish books should be directed to organisations that provide print-on-demand services;
- Operational expenses of arts and cultural organisations are not eligible for funding including wages for permanent staff, administration and office expenses but may be included as in-kind contributions for specific activities;
- Entertainment for events UNLESS there is a substantive skill developmental activity for Isaac residents included (such as musicians performing at a community event run a series of developmental workshops for Isaac residents in the week prior to the event). For an eligible event, funding is available for up to 65% of the total cost of the event (excluding the cost of catering) to a maximum of \$1,500. An applicant may not make more than one RADF application per funding round for an event of this nature.
- Purchase of capital items (e.g. equipment, buildings or vehicles). RADF gives artists and organisations opportunities for employment, professional development and to practise their art. EXCEPTION: Capital items may be funded only:
 - when the Isaac Arts and Cultural Advisory Committee considers the items to be an integral part of an application; and
 - where the items remain available for community use. Long term storage arrangements of the items must be confirmed and advised with the RADF application.

9. What are the categories of funding?

RADF supports three categories of funding:

1. DEVELOP

This category is open to individuals to access financial support to participate in activities that build on their chosen arts practice.

Proposals may include:

- Attending professional development seminars or activities;
- Master classes;
- Mentorships with recognised arts and cultural peers;
- Artist in residence programs; and
- Placements with recognised arts and cultural organisations.

Considerations

Assessments will support intrastate and interstate activities but not overseas activities. Assistance is available for between \$500 to \$2,000 covering up to 100% of eligible expenses. Eligible expenses include registration fees, accommodation, travel and meals.

2. INSPIRE

This category is open to individuals, groups and organisations where outcomes of their activities have a broader reach within the community.

Proposals may include:

- a. Engaging professional artists or arts workers to run workshops or community projects that focus on developing skills of participants;
- b. Delivering arts and cultural projects where artists and communities work together such as:
 - i. Hosting and supporting events with and for community, that maximise opportunities for arts and cultural engagement;

ii. Developing arts programs and promoting local creative enterprise within local festivals and events

- c. Supporting projects and activities that promote and celebrate the stories of our diverse communities stories. This may be done via various mediums such as plays, film/video/audio, artworks, digital exhibitions, education programs, oral histories and publications.

Assistance is available for between \$500 to \$8,000 covering up to 65% of eligible expenses.

3. GROW

This category is open to individuals, groups and organisations proposing arts and cultural activities where artists and communities work together to create specific outcomes that build community resilience and wellbeing. This includes responding to identified community needs such as recovery post natural disaster, social welfare issues, or any circumstances where arts practice may benefit a community's ability to process an identified issue or need.

Projects may focus on the following areas:

- Health and wellness;
- Social justice; and
- Social inclusion and belonging.

Proposals may include:

- Engaging professional artists or arts workers to run workshops or community projects that focus on developing community resilience and wellbeing and target marginalised or minority groups;
- Delivering arts and cultural projects where artists and communities work together to create specific outcomes that build community resilience and wellbeing within marginalised or minority groups.

Assistance is available for between \$500 to \$8,000 covering up to 65% of eligible expenses.

10. What to do next?

- Plan your project. Check the timing of your project with the assessment dates. Collate your project application support materials and prepare your project budget.
- Complete the relevant RADF Application form which may be obtained by downloading it online www.isaac.qld.gov.au/radf).
- If you would like to discuss your idea make an appointment to talk with the Arts and Cultural Programs Officer who will give you feedback on your idea (1300 472 227).
- Submit your application - Applications must be received by 5.00pm on the closing date of the advertised funding round. The completed RADF application and attachments may be submitted by hard copy or electronic file either:
 - In person at your local Isaac Regional Council Office
 - or email to: records@isaac.qld.gov.au
 - or post to: RADF
Isaac Regional Council
PO Box 97,
MORANBAH QLD 4744

11. Isaac RADF application approval process

Applications will initially be assessed by the Arts And Cultural Programs Officer to confirm eligibility. If the grant round has not yet closed, and errors are identified, Council Officers will endeavour to work with the applicant to correct the application. After the grant round closes, the Isaac Arts and Cultural Advisory Committee will assess the applications. The members of this committee include some Councillors, Council Officers and community representatives with experience in the diverse range of arts and cultural activities that happen across the region.

The Isaac Arts And Cultural Advisory Committee makes recommendations for project funding to Council for the final decision. In assessing the grants, Council will ensure RADF monies are allocated in a fair and equitable way and ensure best possible value for money. Council reserves the right to reject any application that does not meet the eligibility and assessment criteria, and to request further information in considering applications.

Notification of the outcome of a RADF application is approximately seven

weeks after the closing date of a Round. It is important to note that because the timeframe is indicative, unavoidable delays can occur. While every effort is made, Isaac Regional Council cannot guarantee the release of a RADF grant on a set date.

After advice of Council approval of funding for selected applicants is received, Isaac's Arts and Cultural Programs Officer will forward a written Offer of Funding to successful applicants. Unsuccessful applicants will also be notified at this time.

Applicants who wish to accept their Offer of Funding are required to return a signed Acceptance of Funding and provide details for payment of their RADF funding. Isaac Regional Council's Accounts Department requires bank account information to allow an electronic transfer of funds.

Applicants who do not wish to accept an Offer of Funding should ring or email Isaac's Arts and Cultural Programs Officer as soon as possible.



Clermont Historical Centre Open Day
2023 RADF recipient. Photo: IRC

12. Required 2023-2024 RADF acknowledgment

All RADF 2023-2024 funded activities must acknowledge the Queensland Government and Isaac Regional Council in all promotional material and publications by including the 2023-2024 acknowledgment text and appropriate logos.

Acknowledgement text for RADF 2023-2024:

The Regional Arts Development Fund is a partnership between the Queensland Government and Isaac Regional Council to support local arts and culture in regional Queensland.

- You may download the Queensland Government logo and style guide at <https://www.arts.qld.gov.au/regional-arts-development-fund>
- Isaac Regional Council's logo is available from the Isaac Regional Council Brand, Media and Communications team. Email communication@isaac.qld.gov.au or phone 1300 472 227.



The Regional Arts Development Fund is a partnership between the Queensland Government and Isaac Regional Council to support local arts and culture in regional Queensland.

13. Changes to Isaac RADF funded applications

In the event circumstances change and the activity cannot be carried out exactly as described in the application, you must:

- notify the Isaac Arts And Cultural Advisory Committee through Council's Arts And Cultural Programs Officer in writing or by

email; and

- receive approval of any changes before beginning the activity

*Note: If the application is changed without approval, Council may request the funds be returned.

14. Acquittal of funding

Grant recipients must complete a Project Outcome report form within eight weeks of the completion of the project and complete the project within 12 months of receiving Council funding.

The completed and signed Project Outcome report must be returned to Isaac's Arts and Cultural Programs Officer with attachments. The attachments should include a minimum of two photos of RADF funded activities together with written photographic

consent for Isaac Regional Council's and Arts Queensland's use, and copies of all expenditure documents and records for the funded activity. Other information may be forwarded in support of your report.

Assistance with reporting may be obtained from Isaac's Arts and Cultural Programs Officer phone 1300 472 227 but it is important that you plan to capture all of the required reporting information as part of your project activities.



Noosa Film Academy workshop
2023 RADF recipient. Photo: IRC

15. Glossary of terms and useful websites

Activities – Activities refer to the project, program, initiative or event that will be delivered if the application is successful.

Artist – An artist is defined as an individual who creates work in the fields below as a profession or hobby.

Arts – In relation to the Australia Council for the Arts' areas of responsibility, the arts includes literature; music in all forms; theatre, musical theatre and opera; dance in all forms; other performing arts such as circus, comedy and puppetry; film and television; arts festivals; visual arts and crafts; arts education and training; Aboriginal and Torres Strait Islander arts; community arts and cultural development; emerging.

Artist CV – a document that illustrates your relevant qualifications, experience and achievements including exhibitions and awards.

Arts Practitioner – An arts practitioner is a practicing professional in the arts industry who is acknowledged by their peers and commits significant time to artistic activity and/or has a career in the arts.

Auspice – An individual, partnership, group or unincorporated organisation without an ABN (auspicee) must work with an incorporated auspicing organisation (auspisor) to apply for funding. The auspisor will be required to complete and submit the application in consultation with the auspicee.

Culture – Culture encompasses diverse avenues of expression in architecture, arts, history, language, education, leisure, media, environmental heritage, work and daily life.

Creative activation – building community utilising the creative arts.

Creativity – the use of imagination or original ideas to create something; inventiveness.

Community – Community is defined as a group of people living in the same place or having a particular characteristic in common.

Emerging artist – An artist at an early stage in their career with no more than five years of professional experience with track record of some professional work in their art form area.

Established artist – An artist who is at a mature stage in their career, who has specialised training in the art form, who has created an extensive body of independent work, who has garnered national or international recognition from their peers as having reached an advanced level of achievement.

Heritage – Heritage is defined as features belonging to the culture of a particular community, such as traditions, languages, or buildings that were created in the past and still have historical significance.

In Kind – The dollar value of non-cash contributions to a project.

Local Content – product that are from the area where the product is made.

Mentorship – is a relationship between two people where the individual with more experience, knowledge, and connections is able to pass along what they have learned to the less experienced individual within a certain field.

Professional development – An activity that increases an applicant's skills or enhances the applicant's ability to earn a living through their arts or cultural work.

Project(s) – Project refers to the activity, program, initiative or event that will be delivered if the application is successful.

Social inclusion – the process of improving the terms on which individuals and groups take part in society.

Social justice – the fair treatment and equitable status of all individuals and social groups within a state or society.

Youth – young people aged between the 12 and 25 years.

The following lists some useful websites that may help in the development of your activity:

ARTS QUEENSLAND (AQ)

www.arts.qld.gov.au

FOR all RADF information. All other Arts Queensland grant information. Other funding sources benefiting arts and culture.

MEDIA, ENTERTAINMENT AND ARTS ALLIANCE

www.meaa.org

FOR fees and awards schedule for everyone in the media, entertainment, sports and arts industries.

AUSTRALIAN COPYRIGHT COUNCIL

www.copyright.org.au/information

FOR information and guidance about creating copyright in Australia.

QUEENSLAND HERITAGE BRANCH

www.ehp.qld.gov.au/heritage

FOR Information and guidance about state and local heritage places.

THE ARTS LAW CENTRE OF AUSTRALIA

www.artslaw.com.au

FOR Specialised legal and business advice and referral services, professional development resources and advocacy for artists and arts organisations.

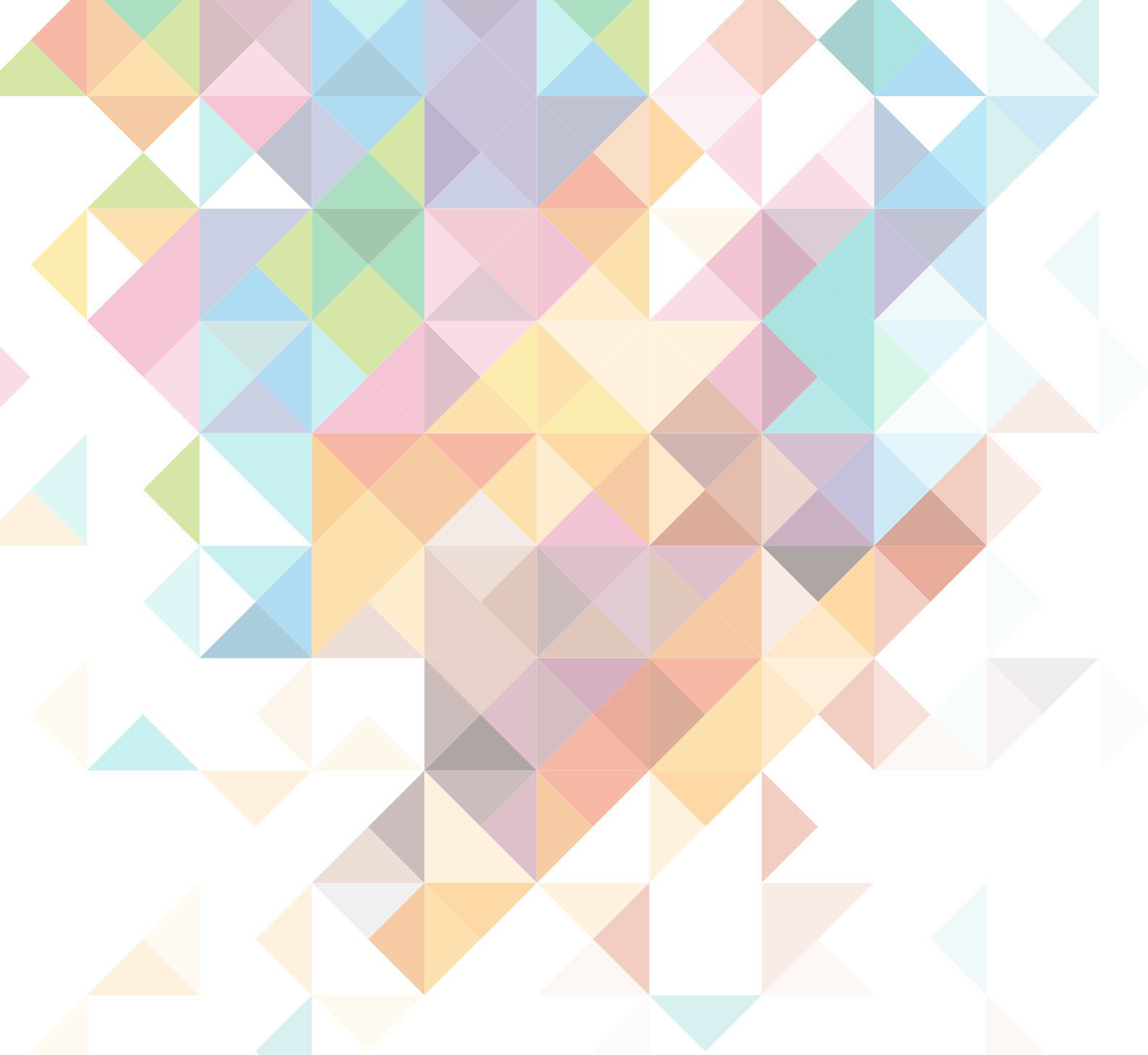
DEPARTMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER POLICY (DATSIP)

www.dsdsatsip.qld.gov.au

FOR Protocols are an essential component when dealing with individuals and communities. This site provides guides to assist communication across cultures.

NATIONAL ASSOCIATION FOR THE VISUAL ARTS

<https://code.visualarts.net.au/>



 REGIONAL ARTS
DEVELOPMENT FUND
RADF

The Regional Arts Development Fund is a partnership between the Queensland Government and Isaac Regional Council to support local arts and culture in regional Queensland.



For more information phone **1300 ISAACS** (1300 472 227)

www.isaac.qld.gov.au

MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Shane Brandenburg
AUTHOR POSITION	Manager Economy and Prosperity

10.8 NEBO SHOWGROUNDS MASTER PLAN ADVISORY COMMITTEE MINUTES - 30 OCTOBER 2023

EXECUTIVE SUMMARY

The purpose of this report is to present to Council the minutes of the Nebo Showgrounds Master Plan Advisory Committee (NSMPAC) meeting held on Monday, 30 October 2023.

OFFICER'S RECOMMENDATION

That Council:

1. ***Receives and notes the minutes of the Nebo Showgrounds Master Plan Advisory Committee held on 30 October 2023; and***
2. ***Adopts the following recommendations of the Nebo Showgrounds Master Plan Advisory Committee held on 30 October 2023:***
 - i. ***Receives and notes the Nebo Showgrounds Master Plan project status update of related activities for the Master plans ongoing delivery.***
 - ii. ***Receives and notes the updated Nebo Showgrounds Master Plan Advisory Committee Action List as 20 October 2023.***
 - iii. ***Endorse the continuation of Nebo Showgrounds Master Plan Advisory Committee for a further of 12 months to 30 June 2025.***
 - iv. ***Endorse the updated Terms of Reference Nebo Showgrounds Master Plan Advisory Committee.***
 - v. ***Note the existing Council elected members on the Nebo Showgrounds Master Plan Advisory Committee will remain in place until the conclusion of the 2020-2024 term of Council. Following the local government election Council will resolve membership for the new term.***
 - vi. ***Endorse the Nebo Showgrounds Master Plan Working Group continue to be engaged on the scoping of Stage 1 Projects as required.***
 - vii. ***Request the Chief Executive Officer, or Delegate, to conduct an Expression of Interest for up to four additional community stakeholder representatives to be invited to the consultative Nebo Showgrounds Master Plan Working Group meetings.***

BACKGROUND

This report provides Council with an update on the status of activities related to the Nebo Showgrounds Master Plan (NSMP) project and actions arising from activities of Council officers, the Advisory Committee and working groups.

This report also addresses the requirements of the Nebo Showgrounds Master Plan Advisory Committee's Terms of Reference, regarding six months' notice to be given to Council for the Committee's continuation prior to expiration and further recommendations to support the continuation of the Master Plan's project delivery.

Funding

The Australian Government committed funding to communities across Australia to drive economic opportunity and provide improved amenity, accessibility, and livability outcomes. The Investing in Our Communities Program has been developed to deliver important community and social infrastructure projects that represent value for money and identified by communities to improve social and/or economic viability in local areas.

Upon advice received from the Federal Government following the election commitment of \$2.8m, Council completed an application for funding is awaiting an outcome.

Project Scoping

Council's project team are continuing to progress towards delivery of the design and construction of Stage 1 of the Master Plan with AECOM engaged as project management support once funding is secured. Council's project team are working through each of the listed Stage 1 project scopes to define further define for each item and delivery methodology.

The Stage 1 project scope relates to development of the primarily infrastructure services upgrades (i.e power, water, sewer, digital, irrigation etc.), remodeling internal road network, development of polocrosse and pony club fields, competitor camping area upgrades, some car parking and design of the undercover arena for Stage 2 advocacy and project development.

Continued and ongoing consultation with the NSMPAC and the working group will occur to further inform the development of the detailed scopes for procurement when required.

Procurement methodology and timing have also been considered and in review of the current scope of activities best outcomes and site management benefits through the development of a singular contract package for all works. Further the timing of primary works should occur during the off-peak season of events at the grounds. Depending on successful funding outcomes therein this would be proposed for October 2024 – March/April 2025 to minimize impacts, associated communication and site management plans and would be developed to inform facility users once funding is secured.

It is to be noted that the NSMPAC conducted a Stage 1 projects scope of works review and discussion during the meeting on 30 October 2023 to continue the scopes development and readiness for funding outcomes.

Advocacy

Council's Advocacy and External Affairs Department are progressing advocacy efforts seeking funding for Stage 2 elements of the Master Plan project. Further updates will be provide to council and committee as advocacy efforts progress

Nebo Showgrounds Master Plan Advisory Committee's Terms of Reference review

At its Ordinary Meeting on Wednesday 28 July 2021, Council endorsed the development of the Nebo Showgrounds Master Plan (NSMP) Advisory Committee and its Terms of Reference (ToR) (Resolution No.:7382). The purpose of the NSMP Advisory Committee is to provide advice to Council regarding the community engagement, identification of project components and overall scoping and delivery of the Nebo Showgrounds Master Plan.

The NSMP Advisory Committee, as per the terms of reference, is to have a fixed term until 30 June 2024 and six months prior to that date, the Committee will report to Council on the need and purposes to extend the term beyond that date or otherwise. Council reserves the right to suspend the appointment of the advisory committee if required in the absence of funding or resources for delivery of the Master Plan projects.

Working group expansion

The working group is made up of Council officers from the Economy and Prosperity department, the Capital Project Program Manager, and each of the committee's community group representatives.

During the second round of community consultation towards adoption of the Master Plan, there was feedback and interest from community members seeking to be consulted in addition to the existing committee members. Given the level of community interest in the project, the status of the Master plan moving towards delivery, and the required ongoing development of the project, it is recommended to expand the working group.

It is proposed to conduct an expression of interest (EOI), through Council's Speak up platform, for up to four additional community facility users of the asset to be part of the working group. A subsequent report will be provided to Council following the EOI process.

The EOI will ask respondents to provide their name, residential location, are they, or have they been an active member of a community or associated group/s that uses the facility, and reason for wanting to be part of the working group.

Selection criteria will be weighted on 30% locality, 30% current membership with a community group or organisation using the facility, 40% for benefit of their reason for wanting to be part of the working group. Selection recommendations will be done by Council's project officer team and provided to the committee for its consideration and recommendation to Council. Alternatively, if in the absence of a committee meeting provided to the Director Planning, Environment of Community Services, and the Chair of the NSMP Advisory Committee followed by a report to Council for endorsement.

Further note that working group meetings will continue to have a set agenda and minutes be taken and reported to the NSMP committee at the next available meeting.

Again, the group will not have a decision-making role but will be a consultative group for the development of the scopes for the Master Plan projects only with Stage 1 projects the current focus.

IMPLICATIONS

Safety

Whilst no immediate safety impacts from the report, improved safe functionality at events from delivery of the Master plan will be achieved.

Consultative engagement through the NSMP Advisory Committee and the working group who are the primary facility users will inform improved Health, Safety, and Environmental outcomes for the development of the Master plan and its projects deliverables.

Legal and Compliance

There is a risk associated with all grants making, which brings with it the potential for both positive and negative risks. The master plan provides the right strategic and operational plan to minimise risk and maximise innovation and benefits. However, additional risk is afforded by increased activity, reporting and monitoring obligations.

Appropriate governance of the NSMP Advisory Committee and any consultative groups and ensuring members understanding of this and the purpose, objectives and authority is essential and will facilitate productive engagement. Meetings will need to be conducted in accordance with the provisions of the *Local Government Act 2012*, Isaac Regional Council's Meeting Standing Orders Policy and Advisory Committee Administrative Guidelines.

Assets

The Nebo Showgrounds host a lot of different activities and has a variety of buildings and other structures. The diversity of assets and nature of activities carried out at the showground adds to the complexity of managing showgrounds. The Master plan itself will bring improved functionality to the asset, but also increase operational maintenance and renewal activities.

The Master Plan will provide opportunity to make a case for external funding opportunities, maximised potential growth opportunities and rectify several current or latent reputational and asset risks within the broader precinct.

Environmental and Cultural

Isaac Regional Council recognises that environmental and cultural factors is intrinsic to the Nebo Showgrounds precinct. However, uncontrolled or considered development of cultural heritage and environmental requirements poses risks. This duality creates a complex risk environment that can be challenging to manage, not only in terms of mitigating risk, but also in facilitating engagement and understanding with community and stakeholders. Considered approach and understanding are key for effective traditional owner relations, land management and biodiversity conservation.

Media and Reputation

The Nebo Showgrounds is one of the Isaac Region's most utilised and visited facilities. This project will maximise potential growth opportunities and rectify reputational risks within the broader precinct. The master plan provides increased social and economic benefit to Nebo and the broader Isaac region.

The Nebo Showgrounds is a significant community asset that brings a strong reputation risk for positive and negative impacts to Council and the Advisory Committee will assist Council engage and manage a range of disparate and potentially competing interests in the scoping of the Project.

Financial

Provisional support of the varying options provided for analysis may commit Council to deliver master plan projects. This in turn will further increase operational and capital budgets. However, associated costs may be offset as the master plan provides a strong opportunity to make a case for external funding opportunities.

Community consultation will inform the sites requirements and deliverables that will improve operational performance and potentially lessen Council financial impact from latent issues, but the delivery of the Master plan and its projects needs to be considerate of Councils long term financial forecast constraints. External funding of projects will support required renewal but will likely have an increase operational impact.

Business Performance and Capability

Service levels may significantly increase if Council were to implement site options from the workshop outcomes. This will be discussed and accounted for by producing a project timeline that aligns service levels across project stages and their associated costs.

CONSULTATION

Internal

Director Planning, Environment and Community Services

Head of Advocacy and External Affairs

Business Manager Saleyards and Showgrounds

Program Manager – Capital Delivery

Manager Governance and Corporate Services

Acting Manager Engaged Communities

Manager Liveability and Sustainability

External

Nebo Showgrounds Master Plan Working Group

BASIS FOR RECOMMENDATION

The Nebo Showgrounds is one of the Isaac Regions most utilised and visited facilities and this will maximise, delivering potential growth opportunities and rectify several current or latent reputational and asset risks within the broader precinct. The facility master plan would provide increased social and economic benefit to not only Nebo but the broader Isaac region. A strategic master plan would provide a strong platform for astute asset management planning for renewal and upgrades.

Additionally, the NSMP Advisory Committee Terms of References sets out the governance processes for operation of the committee and the membership representation is defined within that document.

ACTION ACCOUNTABILITY

Economy and Prosperity department and Project Team to continue to develop and coordinate project delivery and continue consultation with and through the NSMPAC and Working Group. Advocacy and External affairs to continue to strategise and advocate for funding for delivery of the project.

Economy and Prosperity to lead Council's project delivery and instigate the EOI and facilitate NSMPAC Working Group meetings as required.

KEY MESSAGES

Inform the Advisory Committee on all matters relating to the progression of the Master Plan including the options considered in the development of the Nebo Showgrounds Precinct over the next 20 plus years.

Engagement of a working group will enable effective and efficient outcomes for the development of the Master Plan.

The NSMP Advisory Committee Terms of References sets out the governance processes for operation of the Committee and the membership representation is defined within that document.

Report prepared by:	Report authorised by:
SHANE BRANDENBURG Manager Economy and Prosperity	DAN WAGNER Director Planning Environment and Community Services
Date: 23 November 2023	Date: 23 November 2023

ATTACHMENTS

- Attachment 1 – Unconfirmed Minutes Nebo Showgrounds Master Plan Advisory Committee 30 October 2023
- Attachment 2 – Nebo Showgrounds Master Plan Advisory Committee Meeting Action List – October 2023
- Attachment 3 – Draft Terms of Reference Nebo Showgrounds Master Plan Advisory Committee

REFERENCE DOCUMENT

- Nebo Showgrounds Master Plan

UNCONFIRMED MINUTES

NEBO SHOWGROUNDS MASTERPLAN ADVISORY COMMITTEE MEETING OF

ISAAC REGIONAL COUNCIL

HELD ON

MONDAY, 30 OCTOBER 2023

COMMENCING AT 10:00AM

AT NEBO COUNCIL BOARDROOM, NEBO

KEN GOULDTHORP
Chief Executive Officer

Committee Members:

Cr Kelly Vea Vea (Chair)

Cr Viv Coleman

Daniel Wagner

Shane Brandenburg

Andrew Eaton

Glen Shelley

James Whitehead

Terry Kerr

Joy Cooper

Cherry Paine

ISAAC
REGION

HELPING TO ENERGISE THE WORLD

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
NEBO SHOWGROUNDS MASTER PLAN COMMITTEE MEETING
HELD AT THE NEBO COUNCIL BOARDROOM IN NEBO
ON MONDAY 30 OCTOBER 2023

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 - 6.2 Nebo Showgrounds Master Plan Advisory Committee Terms of Reference Review
7. NSMPAC STAGE 1 PROJECTS SCOPE OF WORK DISCUSSION
8. GENERAL BUSINESS
9. NEXT MEETING
10. CLOSE

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
NEBO SHOWGROUNDS MASTER PLAN COMMITTEE MEETING
HELD AT THE NEBO COUNCIL BOARDROOM IN NEBO
ON MONDAY 30 OCTOBER 2023 COMMENCING AT 10:00 AM

1. OPENING

The Chair declared the meeting open at 10:10AM and welcomed all in attendance 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. ATTENDANCE

ATTENDEES

Cr Kelly Veava (Chair)	Isaac Regional Council
Cr Viv Coleman	Isaac Regional Council (via videoconference)
Daniel Wager	Isaac Regional Council (apologies received)
Shane Brandenburg	Isaac Regional Council
James Whitehead	Nebo Bushman's Carnival
Glen Shelley	Nebo Bushman's Carnival
Joy Cooper	Nebo Pony Club (via videoconference)
Cherry Paine	Nebo Community Fitness Inc. (via videoconference)
Terry Kerr	Nebo Polocrosse Club (apologies received)
Andrew Eaton	Isaac Regional Council (via videoconference)

OBSERVERS

Mark Davey	Isaac Regional Council
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MINUTE TAKER

Dayana Jimenez	Isaac Regional Council
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3. APOLOGIES

The Nebo Showgrounds Masterplan Advisory Committee received apologies from: Daniel Wagner and Terry Kerr.

Resolution No.: NSMP0043

Moved: Glen Shelly

Seconded: Shane Brandenburg

That the Nebo Showgrounds Masterplan Advisory Committee accepts the apologies received from Daniel Wagner and Terry Kerr.

Carried

4. DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interest declared 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.

5. CONFIRMATION OF MINUTES

That the Committee notes the Minutes of the Nebo Showgrounds Masterplan Advisory Committee Meeting held on Friday, 14 July 2023 have been resolved by Council at its Ordinary on 26 July 2023, resolution number No.:8445

Resolution No.: NSMP0044

Moved: Joy Cooper

Seconded: Glen Shelly

That the Committee recommends that Council:

- 1. Note the Minutes of the Nebo Showgrounds Masterplan Advisory Committee Meeting held on Friday, 14 July 2023 have been resolved by Council at its Ordinary on 26 July 2023, resolution number 8445.**

Carried

6. REPORTS

ATTENDANCE

James Whitehead arrived at the meeting (Nebo Boardroom) at 10:22 AM when discussing report 6.1 recommendation number 2.

Cherry Paine joined the meeting at 10:35am (via videoconference) when discussing 6.2 report recommendations number 3.

6.1

NEBO SHOWGROUNDS MASTER PLAN ACTION REGISTER AND PROJECTS UPDATE

EXECUTIVE SUMMARY

The purpose of this report is to provide a status update of associated activities that are occurring to enable the continued delivery of the Nebo Showgrounds Master Plan.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the Nebo Showgrounds Master Plan project status update of related activities for the Master plans ongoing delivery.*
- 2. Receives and notes the attached updated Nebo Showgrounds Master Plan Advisory Committee Action List as 20 October 2023.*

Resolution No.: NSMP0045

Moved: Shane Brandeburg

Seconded: Glen Shelley

That the Committee recommends that Council:

- 1. Receives and notes the Nebo Showgrounds Master Plan project status update of related activities for the Master plans ongoing delivery.*
- 2. Receives and notes the attached updated Nebo Showgrounds Master Plan Advisory Committee Action List as 20 October 2023.*

Carried

Action: Council Officers to seek information regarding Federal Government budget (stage 1) timeline.

6.2 NEBO SHOWGROUNDS MASTER PLAN ADVISORY COMMITTEE TERMS OF REFERENCE REVIEW

EXECUTIVE SUMMARY

The purpose of this report is to address the requirements of the Nebo Showgrounds Master Plan Advisory Committee's Terms of Reference, regarding six months' notice to be given to Council for the Committee's continuation prior to expiration and further recommendations to support the continuation of the Master Plan's project delivery during the upcoming Council caretaker and election period.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the Nebo Showgrounds Master Plan Advisory Committee Terms of Reference.*
- 2. Endorse to continue the Nebo Showgrounds Master Plan Advisory Committee, or if determined an alternative community consultative forum post Council caretaker period and elections pending successful funding outcomes for Stage 1 projects.*
- 3. Endorse the Nebo Showgrounds Master Plan Advisory Committee working group be engaged ongoing during the upcoming Council elections caretaker period for continued consultation on the scoping of Stage 1 projects as required.*
- 4. Request the Chief Executive Officer, or Delegate, to conduct an expression of interest for up to four additional community stakeholders' representatives to be invited to the consultative Nebo Showgrounds Master Plan Advisory Committee working group meetings.*

Resolution No.: NSMP0046

Moved: James Whitehead

Seconded: Glen Shelley

That the Committee recommends that Council:

- 1. Receives and notes the Nebo Showgrounds Master Plan Advisory Committee Terms of Reference.**
- 2. Endorse to continue the Nebo Showgrounds Master Plan Advisory Committee, or if determined an alternative community consultative forum post Council caretaker period and elections pending successful funding outcomes for Stage 1 projects.**
- 3. Endorse the Nebo Showgrounds Master Plan Advisory Committee working group be engaged ongoing during the upcoming Council elections caretaker period for continued consultation on the scoping of Stage 1 projects as required.**
- 4. Request the Chief Executive Officer, or Delegate, to conduct an expression of interest for up to four additional community stakeholders' representatives to be invited to the consultative Nebo Showgrounds Master Plan Advisory Committee working group meetings.**

Carried

7. NSMPAC STAGE 1 PROJECTS SCOPE OF WORK DISCUSSION

7.1

NSMPAC STAGE 1 PROJECTS SCOPE OF WORK DISCUSSION

Actions:

- 1. Council Officers (Manager E&P) to engage with the working group to conduct a detailed review of the scope of stage 1 projects.**
- 2. Council Officers (E&P Team) to address the costing and details related to the digital connectivity matter in stage 1.**
- 3. Council NSMPAC project Officers (E&P, BMC, Advocacy team) and elected officials to meet to discuss activities and timelines associated with funding opportunities for all stages.**
- 4. Council Officers (E&P Team) to conduct an assessment of Nebo Showgrounds tenures to make progress on lease/license to occupy matters for community groups.**

8. GENERAL BUSINESS

8.1

NEBO SHOW GROUNDS PRECINT ENTRY SIGNAGE

Action: Council Officers to prepare two additional entry signs options for the Advisory committee to consider.

ATTENDANCE

Mark Davey Left meeting at 12:14

9. NEXT MEETING

The next Nebo Showgrounds Masterplan Advisory Committee meeting is to be scheduled.

10. CLOSE

There being no further business, the Chair declared the meeting closed at 12:30pm.

.....
CHAIR

..... / /
DATE

**NEBO SHOWGROUNDS MASTERPLAN ADVISORY COMMITTEE
ACTION LIST as at October 2023**

1	14-Oct-21	5.2	To offer an invitation to Nebo Polo Crosse to nominate a member for the Master Plan working group	Manager Economy and Prosperity	Nomination received - Tony Kerr to Represent Nebo Polocrosse Club. Report generated for Thursday 02 December 2021 Advisory Committee	Complete
2	14-Oct-21	5.3	Committee requests report on Workshop outcomes including a timelines is presented at the next Committee meeting	Manager Economy and Prosperity	Action List created. Site Analysis Options document updated. Report generated for Thursday 02 December 2021 Advisory Committee - Reported to March 2022 meeting	Complete
3	14-Oct-21	6	Council officers investigate and provide further information to the committee on the following:	Manager Economy and Prosperity	Not considered for formal inclusion in the draft Master plan, with further investigation to be considered in future stages - Possibly Stage 4-5, noting the previous racetrack one of the considered options for the Pony club and Polocrosse relocation and can continue to be considered through that project.	Complete
			•Bush Racetrack inclusion		Investigation determined this not viable , with no alternative relocable sites available in the township	Complete
			•Relocation of Oval		Internal consultation conducted with Parks and Recreation and options for temporary use for camping is possible for major events through consultation with event organisers, that Department and E&P.	Complete
			•Use of the oval for interim camping re: irrigation system		Investigation completed, and determined this is not required with alternative proposal to west of depot determined more effective	Complete
			•Access through Nebo Depot		AELEC Website and accompanying documentation review conducted	Complete
			•Review Australian Equine and livestock Event Centre – Tamworth		Desktop review of supplementary sites performed and complete as per priority projects report to 21 March meeting	Complete
			•Options on offsite car parking		Considerations for purchasing land from State - meeting with SLAM conducted and discussion with neighbouring land holder occurred - no likelihood for this to occur in the foreseeable future. Proposed as stage 3 review if site capacity has limitations at that point, following Stage 1 and 2 improvements	Complete
			•Options for growth of the Nebo Showgrounds site (both contiguous and distant)		Internal consultation conducted with Captital Works - PECS and project complete and as per priority projects report to 21 March meeting	Complete
•Options for facilities in and around the existing site to be relocated to augment this site.	Internal consultation conducted with Captital Works - PECS and Committee working group and included in draft Master plan projects and staging	Complete				
•Preliminary views about the sequencing of major facilities to avoid options being prematurely locked in						
4	14-Oct-21	6	Consideration of the draft master plan principles and vision to reflect inclusion of the broader Isaac Region and doorstep of Greater Whitsundays as well as further reflection to the settlement patterns of the Nebo's Indigenous heritage and other community settlement with particular regard to the agricultural and stockman's history. •Ensure that we take a genuine long-term view about likely patrons and potential new activities •Ensure that spectator amenity and growth of events is a key consideration in the development of the Master Plan	Manager Economy and Prosperity	Examples provided in Site options analysis document (CONCEPT) and included in Draft Master plan presented	Complete
5	14-Oct-21	6	Consideration of expansion of the Crossroad stock route history of Nebo within the narrative on the master plan site installations and documentation.	Manager Economy and Prosperity	Examples provided in Site options analysis document (CONCEPT) and included in Draft Master plan presented	Complete
6	02-Dec-21	6.2	Activate the Working Group January 2022 to workshop the site options analysis document and make recommendation to the Advisory Committee.	Manager Economy and Prosperity	NSMP Working group activated 20/01/22 for online discussion (in accordance with IRC COVID19 guidelines) and again for a site visit 07/02/22 and further meeting on 21/04/22	Complete
7	02-Dec-21	6.2	Provide a Council Briefing outlining site expansion options as part of the Draft Nebo Showgrounds Masterplan.	Chief Executive Officer	CEO supported Manager Economy and Prosperity to investigate site expansion options - Internal IRC Officers engaged to discuss nearby IRC owned/trustee assets (22/12/21); External land owner discussion conducted (27/01/22) and attempts made to communicate with other land holders. Further discussions made with Working Group to engage. Interim site access permission conversations conducted and NBCI details forwarded to land owner for potential Nebo Rodeo arrangement (08/04/22).	Complete
8	02-Dec-21	6.2	Committee requests a report on heavy vehicle access into current site	Manager Economy and Prosperity	Internal IRC Staff (Manager Galilee and Bowen Basin Opeartions, Design and Planning Engineer, Technical Engineer, Coordinator Infrastructure East and Planner) were engaged to guide preliminary advice of Heavy Vehicle Access, Egress and Internal Route options and ongoing investigations were continued. The endorsed Master plan and the heavy vehicle road works proposed do not impact external of site requirements and therein this action is closed as not neccessitated.	Complete

9	21-Mar-22	6.1	Reports are to be presented to the Committee for consultation should amendments to the Masterplan be required and/or any new information arise.	Manager Economy and Prosperity	Draft Master Plan presented to the 03/05/22 Advisory Committee Meeting	Complete
9	21-Mar-22	6.1.1	<u>Report 6.1 Attachment 1 - Primary Identified Projects Task # 1 Essential Primary Infrastructure Upgrades</u> - review approximate cost	Manager Economy and Prosperity	Approximate costs updated via in consultation with the working group and Council's Project delivery team, included and presented in the Draft master plan at 03/05/2022 Advisory Committee Meeting	Complete
10	21-Mar-22	6.1.2	<u>Report 6.1 Attachment 1 - Primary Identified Projects Task # 2 Heavy Vehicle Access and Internal Traffic Network</u> -Economy and Prosperity to consult with Nebo Bushman's, landowner and relevant stakeholders for preliminary discussion prior to Stage 2	Manager Economy and Prosperity	Initial conversations conducted and ongoing development options to achieving safe passage identified without access to neighbouring land holdings and continued engagement to occur into design finalisation, once funding achieved. The internal road network design incorporated for Stage 1 delivery does not require access to neighbouring land holders area.	Complete
11	21-Mar-22	6.1.5	<u>Report 6.1 Attachment 1 - Primary Identified Projects Task # 5 Upgrade Outdoor Arena</u> -Digital Connectivity to be included in Stage 2 or 3	Manager Economy and Prosperity	Included in revised report and presented at 03/05/2022 Advisory Committee Meeting	Complete
12	21-Mar-22	6.1.6	Report 6.1 Attachment 1 - Primary Identified Projects <u>Task # 6 Provide Infrastructure/Upgrades to Undercover Arena</u> -Consider inclusion of History of Stockmans Storyboard	Manager Economy and Prosperity	Included in revised report to be presented at 03/05/2022 Advisory Committee Meeting	Complete
13	21-Mar-22	6.1.7	<u>Report 6.1 Attachment 1 - Primary Identified Projects Task # 7 Relocation of the Polocrosse and Pony Club</u> -Finalise investigation of site options to Lot 102SP144386 and ability to host larger events -Consideration for a Bush Racing Track as an inclusion	Manager Economy and Prosperity	Relocation discussion paper to be presented at 09/12/2022 Advisory meeting with recommendation on preferred site.	Complete
13	21-Mar-22	6.1AR	<u>Report 6.1 Attachment 1 - Primary Identified Projects Additional Recommendations</u> Working Group to reconvene in April 2022 to prepare report for Committee consideration on: -Preliminary use of land -Community tenure? -What is the most appropriate management plan?	Manager Economy and Prosperity	Working group reconvened 19/04/2022 and addressed the concerns. These topics will continue to be elaborated during the master plan development and through ongoing site user group meetings with EandP dept. Site user group meetings proposed for early in 2023 to review the 2023 major event calendar and create a management plan for preparation and management of Showgrounds events that impact other events and site activities.	Complete
14	21-Mar-22	7.1	<u>Roadtest Masterplan</u> Officer attendance at Nebo Rodeo to engage with key stakeholder, and Nebo Bushman's whilst the facility is in maximum use. Full walk around at event required to review logistics and create a list of additional/amended requirements to the plan.	Manager Economy and Prosperity	Officers and Committee members attended the event and constraints considered and included in the draft Master plan	Complete
15	21-Mar-22	7.2	<u>Draft Masterplan Presentation to Council</u> Officers to complete draft Masterplan and presented to Council	Manager Economy and Prosperity	Draft Master Plan to be presented at 03/05/22 Advisory Committee Meeting and presented to Council in July 7937	Complete
16	3-May-22	6.1	Updated Terms of Reference to be presented to Council for endorsement	Manager Economy and Prosperity	Updated Terms of Reference presented to Council for endorsement May 2022	Complete
17	3-May-22	6.3	<u>Draft Nebo Showgrounds Master Plan</u> Review Master Plan for minor editorial and graphic changes ensuring IRC's style guide is reflected Articulate the process of the relocation of the polocrosse/pony club facility to occur within the next two years Master Plan Communication and Engagement Plan to be drafted and presented to Committee	Manager Economy and Prosperity	Draft Master Plan endorsed for public consultation and feedback to be incorporated, engagement plan presented to Committee and Council	Complete
18	3-May-22	7.1	<u>Locations for Polocrosse and Pony Club</u> Identify viable locations for Polocrosse and Pony Club. Site and options analysis to be presented for discussion at the next Nebo Showgrounds Master Plan Advisory Committee Meeting	Manager Economy and Prosperity	Relocation discussion paper to be presented at 09/12/2022 Advisory meeting	Complete

19	3-May-22	7.2	<u>Master Plan Timeline</u> Prepare a timeline of works for the next six months scheduling key master plan milestones to be tabled at next Nebo Showgrounds Master Plan Advisory Committee Meeting	Manager Economy and Prosperity	Prepared and presented at 04/07/2022 meeting and continue to be actioned.	Complete
20	3-May-22	7.2	<u>Cultural heritage</u> Targeted engagement is undertaken to fulfill Master Plan principles in relation to indigenous culture heritage and the history of the site as part of the Nebo community	Manager Economy and Prosperity	Engagement with Widi and Barada Barna peoples to occur early in 2023	Complete
21	4-Jul-22	6.1	<u>Nebo Showgrounds Master Plan Action Register and Priority Project Update</u> Request the Chief Executive Officer to prepare a discussion paper on options for relocation of the Nebo Polocrosse and Pony Club for release as part of the public consultation on the Nebo Showgrounds Master Plan, noting Option 5, 80 Cemetery Road, Nebo as the preferred site subject to further investigation.	Manager Economy and Prosperity	Relocation discussion paper to be presented at 09/12/2022 Advisory meeting.	Complete
22	4-Jul-22	6.2	<u>Nebo Showgrounds Master Plan Draft Engagement Plan</u> Targeted engagement is undertaken to fulfill masterplan principles in relation indigenous cultural heritage and the history of the site as part of the Nebo community.	Manager Economy and Prosperity	Engagement with Widi and Barada Barna peoples to occurred early 2023. Cultural heritage projects included into priority projects of the Nebo Showgrounds Master Plan Engagement Plan updated to reflect cultural heritage engagement	Complete
23	9-Dec-22	6.1	<u>Nebo Pony Club and Nebo Polocrosse Club Relocation Site Options Analysis</u> Manager Economy and Prosperity to investigate dates to hold the Nebo Showgrounds Working Group Meeting in mid January 2023	Manager Economy and Prosperity	Working group convened onsite on 14/01/2023 Nebo Showgrounds Site Consolidation Information Paper drafted and to be presented at 13/04/2023 NSMP Advisory Committee Meeting.	Complete
24	9-Dec-22	6.2	<u>Nebo Showgrounds Master Plan Action Register and Priority's Update</u> review of; a. Nebo Pony Club and Nebo Polocrosse relocation project and alternative options b. Livestock heavy vehicle access path of travel c. Competitor and visitor camping infrastructure and delineation scoping d. Irrigation options for inclusion in the primary infrastructure upgrades e. Project management and contingency, noting recent supply chain and other inflationary increases.	Manager Economy and Prosperity	Working group convened onsite on 14/01/2023 From the review a. see information paper - NSMPAC 13/04/2023 Report 6.1 - attachment 2 b. see proposed site layout - NSMPAC 13/04/2023 Report 6.1 - attachment 3 c. see priority projects - NSMPAC 13/04/2023 Report 6.1 - attachment 3 & 4 d. see proposed site layout - NSMPAC 13/04/2023 Report 6.1 - attachment 4 e. see proposed site layout - NSMPAC 13/04/2023 Report 6.1 - attachment 3	Complete
25	9-Dec-22	6.2	<u>Nebo Showgrounds Master Plan Action Register and Priority's Update</u> Manager Economy and Prosperity to invite Engineering and Infrastructure representative to next Nebo Showgrounds Working Group meeting to establish definitive response on parallel street parking and access from Peak Downs Highway.	Manager Economy and Prosperity	Manager Infrastructure and Manager Galilee and Bowen Basin Operations consulted. Parallel street parking along Bowen Street - initial investigations indicate street parking would require drainage realignment and footpath removal. The site already host offstreet parking. To formalise and construct, it is anticipated costs would approximate \$275K. It was recommended to further develop other options (e.g. neighboring vacant land) and re-evaluate during stage 3. Access from Peak Downs Highway - further meetings to occur to address PDH and local road intersections conducted. Parking external of site options part of Stage 2 proposals and this project scope development will be continued post Stage 1 scope development.	Ongoing
26	9-Dec-22	6.3	<u>Engagement Schedule - Nebo Showgrounds Draft Master Plan</u> Manager Economy and Prosperity to engage with key stakeholders to determine dates for Nebo Showgrounds Master Plan Community Forum.	Manager Economy and Prosperity	Deconfliction between events, school holidays, NSMP Advisory Committee member attendance and Nebo community facility upgrades and timing of release of Draft Master plan impacted this item. Pop up events and survey distribution and individual offer to discuss the Draft Master plan conducted and those requesting engagement to discuss the Master plan will be completed. Timing of delivering a community forum within the second round of public consultation was not able to be achieved. Communication to be prepared that provide evidence to the community and stakeholders that feedback was recieved and considered and accounted for in the final Master Plan.	Complete, Forum not proceeding

27	9-Dec-22	6.3	<u>Engagement Schedule - Nebo Showgrounds Draft Master Plan</u> Requests the Chief Executive Officer, or delegate, prepare communications to update the community on the status of the Draft Nebo Showgrounds Master Plan to be released prior to 23 December 2022.	Manager Economy and Prosperity	Social Media Post with advocacy video released 23 December 2022. "After receiving confirmation from the federal government of \$2.8 million in funding for Stage 1 of the Nebo Showgrounds Masterplan, we are excited to move along to the next phase and present the draft masterplan for consultation in early 2023. Keep an eye on Council's Facebook page next year for the opportunity to have your say on the masterplan. In the meantime, here is a reminder of what we are working so hard for. "	Complete
28	9-Dec-22	Other Businesses	Working Group to consider Management Plan for 2023 major events	NSMP Working Group	Working group convened onsite on 14/01/2023 Management Plan incorporated into MP Priority Projects Council's project team to review the events calendar and engage with major event organisers pre and post to ensure that any potential impacts is reduced. Further that bookings for potential conflicting events are considered and windows kept to enable if ground rejuvenation activities etc are required. 2023 program delivered, and consideration to 2024 events calendar and works from Stage 1 in process.	Complete
29	5-May-23	6.2	addition of localised letters to residents	Manager Economy and Prosperity	Letter box drop conducted during the draft master plan consultation period (w/b 12/06/2023) to premises of the 4742 postcode comprising of 2,418 Residences and 33 Businesses	Complete
30	5-May-23	6.1	Requests the Chief Executive Officer, or delegate, develop a timeline to be circulated to the Committee on the proposed schedule of project activities for Stage 1 prior to the first community consultation event.	Manager Economy and Prosperity	Schedule released (19/05/2023) prior to Nebo Rodeo event To be presented to NSMPAC 14/07/2023, see Report 6.1 - Nebo Showgrounds Master Plan Action Register and Project Update	Complete
31	5-May-23	Other Businesses	Requests the Chief Executive Officer, or delegate, develop a schedule of Nebo Showgrounds Master Plan Advisory Committee Meetings for the remainder of Councillor term with consultation to continue with user groups throughout the project period.	Manager Economy and Prosperity	Scheduling deconfliction and meeting invites sent 18/05/2023 - Noting the next Queensland local government election is scheduled for March 2024 To be presented to NSMPAC 14/07/2023, see Report 6.1 - Nebo Showgrounds Master Plan Action Register and Project Update	Complete
32	5-May-23	6.2	Requests that staging options for the Nebo Showgrounds Masterplan Stage 2 Project be presented to the Committee and Council.	Manager Economy and Prosperity	To be presented to NSMPAC 14/07/2023, see Report 6.1 - Nebo Showgrounds Master Plan Action Register and Project Update	Complete
33	5-May-23	Other Businesses	Requests that the Nebo Showgrounds Masterplan Stage 2 Project is elevated for consideration to the Advocacy priorities for the 2024 State Budget.	Isaac Advisory Group	Inclusion into IRC 2023-2024 Operational Project Highlights - Nebo Showgrounds Master Plan Continued commitment to deliver and future-proof community assets https://www.isaac.qld.gov.au/annual-budget	Ongoing
34	5-May-23	Other Businesses	Requests that Council's key advocacy initiatives are shared with relevant Regional Stakeholders to amplify Councils message and leverage strategic focus.	Isaac Advisory Group	Council's Advocacy and External Affairs department, including the Strategic communications team are leading the Advocacy and communications for the Master plan project. Further key advocacy document and messaging to be shared with the NSMPAC and other relevant stakeholders in due course as developed.	Ongoing
35	5-May-23	6.1	Develop a user agreement for the Flexible Use Area proposed	Manager Economy and Prosperity	Continued scoping of the Stage 1 works and this field area and its design and layout will inform the development and requirements for the User agreement & its parameters - project ongoing.	Ongoing
36	14-Jul-23	6.2	Direct the Chief Executive Officer or Delegate to finalise the Nebo Showgrounds Master Plan in accordance with the proposed amendments outlined in clause 3, to be considered for endorsement at Ordinary Meeting of Council on 26 July 2023.	Manager Economy and Prosperity	Nebo Showgrounds Master Plan endorsed at Ordinary Meeting of Council on 26 July 2023 (Resolution No.: 8445)	Complete
37	14-Jul-23	6.2	Direct the Chief Executive Officer or Delegate to prepare communication informing community of the outcomes from the first and second round of consultation on the Nebo Showgrounds Master Plan including a community feedback session.	Manager Economy and Prosperity	09 August NSMPAC advised of endorsement for distribution to representative clubs and wider community 17 August Channel 7 and ABC published stories of the plan, shared on IRC hosted Facebook and LinkedIn accounts, IRC website updated Nebo Showgrounds Master Plan, and media release on webpage. Published in Isaac News (October 2023). Coreflutes printed and displayed in prominent locations around showgrounds site (October 2023)	Complete
38	14-Jul-23	Other Businesses	Develop a fees and charges proposal, that considers casual hire rates and other relatable fees to support use of the facility by community groups	Manager Economy and Prosperity	Initial proposal developed for workshopping. For discussion during Other Business NSMPAC 30/10/23.	Ongoing

TERMS OF REFERENCE – NEBO SHOWGROUNDS MASTER PLAN ADVISORY COMMITTEE (NSMPAC)

PURPOSE

The purpose of the Nebo Showgrounds Master Plan Advisory Committee (NSMPAC) is to provide advice to Council regarding the community engagement, identification of project components and overall scoping and delivery of the Nebo Showgrounds Master Plan.

The Nebo Showgrounds Master Plan Project (the Master Plan) was endorsed in Council's COVID-19 Strategic Recovery Plan and aligns with Council's Economic Development Framework and Tourism Strategy. The Master Plan is intended to provide a strategic vision for the site that delivers a strong asset management platform to guide the site's future development and renewal; and to support economic and social outcomes for Nebo and surrounding communities.

NSMPAC is to advise Council on the engagement, planning development and delivery of the Master Plan. The aim is to:

- Ensure that all parties with a legitimate stake in the Master Plan Project are adequately consulted and their views taken into account;
- Make recommendations to Council about the identification and scope of project components that make up the broader Master Plan to realise the best overall value from the site and any funding opportunities; and
- Act as a reference group during the development and delivery of the Master Plan Project as a whole.

Matters that will not form part of the NSMPAC's priorities include, but are not limited to, staffing, the existing operations of the Nebo Showgrounds and asset management (other than lifecycle cost implications of project components within the Master Plan Project).

In accordance with the *Local Government Regulation 2012*, the NSMPAC does not hold decision-making powers, however Committee Members will act as a customer liaison point between Council and community groups, clubs and members who have a stake in the Master Plan Project.

KEY ISSUES/PRIORITIES

The key issues/priorities/actions for the NSMPAC include:

- Ensuring that the proposed project components represent best value to the community from the available funding for the Master Plan.
- Ensuring that the opportunities for multipurpose facilities or facilities with common purpose for both the user groups and community are maximised.
- Identifying, considering and promoting opportunities for existing facilities at the Showgrounds to be rearranged, renovated, consolidated, or repurposed to provide for long term growth of the Showgrounds as a key economic driver for Nebo and surrounds.
- Sustainability and future development of rodeo, campdraft, equine and other relevant and/or potential events and uses within the precinct to maximise community value and economic development and tourism opportunities.

OBJECTIVES

The objectives of NSMPAC are to assist and advise on:

- Engagement of and consultation with legitimate stakeholders in the Master Plan Project.
- Collaborative identification, scope and business case development and prioritisation of project components which will ultimately comprise the Master Plan.

- Identification and documentation of the value that individual project components will create for the community to support Council submissions in relation to funding of projects within the Master Plan.
- A listing of prioritised and staged project components for delivery (subject to securing funding) that take into consideration the various cyclical commitments for the showgrounds and its continued operation.
- Act as a reference group during the delivery of the component projects and the Master Plan as a whole.
- The minimisation of risk and lifecycle costs of the Master Plan delivery components.

AUTHORITY

The NSMPAC is an advisory body only and has no line of authority however the Committee has full right of access to all levels of management through the Chief Executive Officer.

The NSMPAC does not have a decision-making role but will be a primary advisor for Council decision making.

The NSMPAC reports directly to Council, via the Planning Environment and Community Services Standing Committee.

The NSMPAC has the authority to conduct or authorise investigations into matters within its scope of responsibility and in accordance with the Act.

MEMBERSHIP

Council at its meeting held 28 July 2021 (Resolution No. 7382) resolved that the membership of the NSMPAC be appointed as follows:

Chair	Councillor Kelly Vea Vea
Member	<p>Councillor Viv Coleman</p> <p>Director Planning, Environment and Community Services</p> <p>Manager Economy and Prosperity</p> <p>Business Manager Saleyards and Showgrounds.</p> <p>2 Representatives from:</p> <ul style="list-style-type: none"> • Nebo Bushmans Carnival Inc.1 Representative from each of: <ul style="list-style-type: none"> – Nebo Pony Club – Nebo Polocrosse – Nebo Community Fitness
Alternate members	Councillor Greg Austen
Attendees/Contributors	TBA as required

Councillors who are not on the NSMPAC will be invited to participate and/or be engaged as necessary.

Meetings would be attended by relevant Council officers, as appropriate.

Councillors will be appointed to the Committee for the term of the Council, unless otherwise removed by a resolution of Council, or acceptance of a resignation.

In the event of a Councillor resigning his/her position on the Committee, the Council will nominate a Councillor to fill the vacant position.

APPOINTMENT OF CHAIRPERSON

The Chairperson of the Committee shall be appointed by Council.

In the absence of the appointed Chairperson at a meeting, the meeting will appoint an Acting Chairperson from the members present for the duration of that particular meeting.

CONFLICT OF INTEREST

In accordance with the Councillor's role, the exclusion from a meeting of a Councillor with material personal interest and recording a conflict of interest in accordance with the provisions of the Act, Committee Members must declare their interest, whether material or personal.

TERM OF OFFICE

The NSMPAC will have a fixed term until 30 June 2024. Six months prior to that date the NSMPAC will report to Council on the need and purposes to extend the term beyond that date or otherwise. Council reserves the right to suspend the appointment of the advisory committee if required in the absence of funding or resources for delivery of the Master Plan projects.

MEETINGS

The Advisory Committee will meet formally at least once every two months, or as determined by the Chairperson, ensuring recess does not exceed a three-month period.

Meetings shall be conducted in accordance with the provisions of the *Local Government Act 2009*, *Local Government Regulation 2012* and Isaac Regional Council's Meeting Standing Orders Policy.

QUORUM

A quorum shall comprise at least a majority of NSMPAC members. Where an elected member cannot be present, the alternate member can replace them on that occasion.

Where a quorum cannot be satisfied, the Chair is to determine if the meeting will proceed or be postponed.

Where the appointed Chair cannot attend, they are to delegate the role to another elected member on the Committee.

ADVISORY COMMITTEE ADMINISTRATIVE GUIDELINE

The role of the Chair and Members of the NSMPAC, is to ensure preparation of agenda and matters relating to the administrative operations of the NSMPAC are in line with the *Advisory Committee Administrative Guidelines*, adopted by Council on 28 June 2016, Resolution No. 4546.

ADMINISTRATION/SECRETARIAT

Economy and Prosperity Department or otherwise determined by Director Planning, Environment and Community Services.

MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2023

AUTHOR

Shane Brandenburg

AUTHOR POSITION

Manager Economy and Prosperity

10.9

DRAFT ISAAC TOURISM TRAILS STRATEGIC PLAN PUBLIC CONSULTATION

EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of the Draft Isaac Tourism Trails Strategic Plans for public consultation.

OFFICER'S RECOMMENDATION

That Council:

- 1. Receives and notes the Draft Isaac Tourism Trails Strategic Plan - Engagement Plan on Draft Strategies.***
- 2. Endorses the Draft Isaac Tourism Trails Strategy and Draft Isaac Recreational Prospecting and Fossicking Strategic Plan 2023 – 2028 be provided for public consultation as per the engagement plan subject to photos in the Strategy documents being Isaac images/photos.***

BACKGROUND

The Isaac Tourism Trails Strategic Plan (ITTSP) was endorsed by Council through the COVID-19 Strategic Recovery Plan items;

- TR9 Develop enabling infrastructure – Item no. 9 Under banner of Isaac Trails, document strategy support and a plan of development to bring delivery forward.
- TR5 – Developing enabling infrastructure – Item 9 Identify opportunities for development and promotion of all other camping sites (including private camping areas) across the Region through Regional Camping Analysis and Strategy.
- TR6 - Partner with First Peoples of Isaac to identify and develop respectful Indigenous tourism experiences.
- TR12. Overhaul visitor information portals - Conduct audit and assessment of visitor information provision throughout Isaac Region and actively implement the Visitor Information Network Model as proposed in the Tourism Strategy.

The Project was funded under the Building Better Regions Fund (BBRF) program for \$250,000 and Mackay Isaac Tourism (MIT) was engaged to lead the development and project management with a shared MIT/IRC steering group developed to keep oversight of the activities. DR Tourism was engaged to conduct the research and write the strategies themselves.

The Project intent is to provide a holistic overview of a tourism development in region and crosses several recovery plan and tourism development strategy actions. The documents are in draft form and the engagement plan is intended for consideration to begin the second round of public consultation proceeding towards Council adoption.

Strategic Plan Documents

The Isaac Tourism Trails Strategic Plan comprises of several sub-strategy documents that are integral to the overarching strategic plan. Each of these documents is presented as a subset and can also be considered as stand-alone documents. In the following list, the first two documents are strategies on which the Council would seek public consultation. The remaining two documents are internal organisational documents designed to enhance the Council's management of those areas.

- Draft Isaac Tourism Trails Strategy– Public consultation
- Draft Isaac Recreational Prospecting and Fossicking Strategic Plan 2023 – 2028– Public consultation
- RV and Camping Analysis – Internal document
- VIC Assessment – Internal document

Engagement plan

A detailed engagement plan for the strategies delivery is provided in Attachment 1 - Draft Isaac Tourism Trails Strategic Plan - Engagement Plan on Draft Strategies and below is an overview of next steps and timing.

Activity	Timing
Second round of public consultation (speak up survey, key stakeholder share etc)	January - February
Correlation of feedback	February – March
ITT Steering Group review of feedback	March
Council briefing	April – June
Council final adoption	April - June

IMPLICATIONS

Budget

The public consultation and the engagement plan will have minimal financial impact to Council, the endorsed strategies do not directly commit Council to funding and resourcing but will have implications as projects are developed and subject to delivery through Councils Project Accountability gateway processes.

Reputational

Continued development of the regions tourism industry will bring benefit to the organisation and to the broader region through economic and social avenues and enable diversification of industry.

Resourcing

The continued delivery of actions from the Isaac Tourism Trails Strategy will be undertaken primarily by the Economy and Prosperity Department with assistance from other departments for relevant activities. Mackay

Isaac Tourism and its Isaac Tourism Development Officer will continue to be integral to progressing these actions.

CONSULTATION

Director Planning, Environment and Community Services

Economy and Prosperity Department

Engaged Communities

Liveability and Sustainability

Community Education and Compliance

Infrastructure, Parks and Recreation

Isaac Tourism Trails Steering Committee

BASIS FOR RECOMMENDATION

The ITTSP was endorsed for delivery through the Strategic Recovery Plan and funded under the Building Better Regions program. The second round of consultation on the draft documents will be the next step towards endorsement of the final documents.

ACTION ACCOUNTABILITY

Economy and Prosperity with the Brand Media and Communications team to deliver the actions and associated communication activities from the Engagement Plan.

KEY MESSAGES

Isaac Regional Council is intent on ensuring the development of the tourism industry as a key to future economic growth in the Isaac Region, as part of a strategy to diversify industries.

Report prepared by:

SHANE BRANDENBURG
Manager Economy and Prosperity

Date: 23 November 2023

Report authorised by:

DAN WAGNER
Director Planning Environment and Community Services

Date: 23 November 2023

ATTACHMENTS

- Attachment 1 - Draft Isaac Tourism Trails Strategic Plan - Engagement Plan on Draft Strategies
- Attachment 2 - Draft Isaac Tourism Trails Strategy
- Attachment 3 - Draft Isaac Recreational Prospecting and Fossicking Strategic Plan 2023 – 2028

REFERENCE DOCUMENT

- COVID-19 Strategic Recovery Plan

ISAAC TOURISM TRAILS STRATEGIC PLAN - ENGAGEMENT PLAN ON DRAFT STRATEGIES

Current as at 20.03.2023

Presented by Manager Economy & Prosperity

ISAAC
REGION 
HELPING TO ENERGISE THE WORLD

PROJECT BRIEF

PROJECT BRIEF TITLE	Isaac Tourism Trails Strategic Plan – Engagement Plan (draft documents)
PROJECT CUSTODIAN	Manager Economy & Prosperity
DATE PROJECT COMMENCEMENT	March 2023
DATE PROJECT COMPLETION	August 2023
PROJECT LEADER	Manager Economy & Prosperity
PROJECT TEAM MEMBERS	Mackay Isaac Tourism (CEO and Isaac TDO), E&P Economic & Tourism development officer, E&P Economic & Business Resilience Coordinator Director PECS (informed member) Isaac Tourism Trails Strategic Plan Steering group (informed members) – (MIT CEO/TDO, DPECs Cr Pickles, E&P EBRC & Mgr)

1. PROJECT INTRODUCTION & DEFINITION

The Isaac Tourism Trails Strategic Plan (ITTSP) was endorsed by Council through the ;

- Strategic Recovery Plan item;
- TR9 Develop enabling infrastructure – Item no. 9 Under banner of Isaac Trails, document strategy support and a plan of development to bring delivery forward.
 - Scope and document small scale visitor convenience and camping/RV areas at key sites like Mt Britton, Blue Mt, Lord’s Table, Russell Park Rd (Wolfgang/Gemini) and potentially others as identified in the Isaac Trails documentation and consistent with the Regional Open Space Strategy for submission to the PAG process.
- TR5 – Developing enabling infrastructure – Item 9 Identify opportunities for development and promotion of all other camping sites (including private camping areas) across the Region through Regional Camping Analysis and Strategy
- TR6 - Partner with First Peoples of Isaac to identify and develop respectful Indigenous tourism experiences
- TR12. Overhaul visitor information portals - Conduct audit and assessment of visitor information provision throughout Isaac Region and actively implement the Visitor Information Network Model as proposed in the Tourism Strategy

The Project was funded under the BBRF program for \$250,000 and Mackay Isaac Tourism was engaged to lead the development and project management with an shared MIT, IRC steering group developed to keep oversight of the activities.

The Project intent is to provide a holistic overview of a tourism development in region and crosses a number of Recovery Plan and Tourism Development strategy actions. The documents are in draft form now and this engagement plan is for the second round of public and Council consultation and proceed towards Council adoption.

Strategic plan documents

The Isaac Tourism Trails strategic plan has several sub strategy documents that are part of the overarching strategic plan but each of these are also presented as a subset of can be considered as a stand-alone as well. The following were the entire suite with only the first two documents being strategies that Council would seek public consultation on, with the remaining being internal organisation documents to support the betterment of Council management of those areas.

- Isaac Tourism Trails Development Strategic plan – public consultation
- Recreational Prospecting and Fossicking strategy – public consultation
- RV & Camping Analysis – Internal document
- VIC Assessment – Internal document

SCOPE:

- The Strategic plan documents are now in draft form following R&D and initial engagement and the scope of this plan is to re-engage with the stakeholders including Council and community for feedback, amendment and seek adoption from Council as required.

Project Objectives:

- Deliver a Tourism Trails Strategic plan that aligns with Council and community expectations to guide the development of the Tourism industry and in particular the identified trails in Isaac region.

Project Outcomes:

- Endorsed Tourism Trails strategic plan
- Identified pathways for tourism industry development
- Social and Economic benefit to the Isaac region community

DEPENDENCIES AND ASSOCIATED INITIATIVES:

- Councils strategic recovery plan
- Tourism Strategy 2019-2024
- Recreation & Open Space Strategy
- Long Term Financial forecast
- Strategic Asset Management Plan

CONSTRAINTS:

-

Financial

- Cost implications for the engagement process will be minimal and provided by the E&P’s project operational budget

Resources

- Mackay Isaac tourism do not have the funded ITDO role at this time – but will provide support as required
- Mgr E&P will be required to lead some of this work given knowledge and other E&P team projects in progress
- BMC
- Engaged communities

OTHER

- Managing expectations of stakeholders including community
- Ensuring community sentiment is considered

STAKEHOLDERS Detailed contact list below in Table 4.

Internal

- Elected officials (Mayor & Divisional Councillors)
- Local Divisional Councillors
- Office of the CEO
- Director PECS
- Economy & Prosperity
- Other internal departments, Engaged Communities, Brand, Media & Communications, Parks & Recreation, L&S, CE&C etc

External

- Mackay Isaac Tourism Ltd
- State Govt Depts, DES, TEQ, QPWS, DSDMIP, DSDTI etc
- Tourism industry businesses and stakeholders
- Local Community businesses
- Regional community
- External to region visitors
- Resource industry

2. PROJECT RISK MANAGEMENT

Informed decision-making is critical to the success of any project. Crucial to this success is the identification of risks and how they will be managed.

The following risks have been identified prior to the projects start. These risks will be reviewed as the project progresses.

RISK	POTENTIAL ISSUE(S)	POTENTIAL MITIGATION
1. MEDIUM	<ul style="list-style-type: none">• ITTSP does not achieve objectives or expectations	Strong consultative engagement, clear study framework and roles and responsibilities of stakeholders, previous experience in strategy development
2. HIGH	<ul style="list-style-type: none">• Expectations of Council and Community being raised through proposed outcomes of the plan	Engagement with Council to ensure the deliverables in the documents are attainable and align with Council's expectations and commitment and resourcing before community consultation Ensure engagement and communication to community and stakeholders is balanced, sustainable and achievable.
3. MEDIUM	<ul style="list-style-type: none">• Time delay in delivery	Remote/virtual meeting ability, existing E&P resources dedicated to project, planned elements and timeframes, ability to adjust timeframes without impacting outcomes
4. MEDIUM	<ul style="list-style-type: none">• Resourcing constraints	Mackay Isaac tourism to support the engagement plan and potential for ITDO role to be onboarded before completion of the engagement E&P team will prioritise the project and schedule other projects and resources to delivery timelines, early engagement with BMC and other stakeholders for support functions

3. PROJECT ACTIVITIES

The below activities are proposed engagement actions.

No.	Task Description or Milestone	Who	Start Date	End Date or Milestone
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1.	Stakeholder engagement plan developed & approved by DPECs	E&P Project team	June 23	June 23
3.	ITTSP Steering group mtg - Engagement plan review approval - Strategic plan documents feedback	ITTSP steering group	July 23	July 23
2.	E&P to develop Council briefing presentation following Steering committee input; i.e engagement plan activities, key points from each of the four strategy plans and consider a priority projects plan and a staged delivery plan method	E&P Project team	July 23	July 23
3.	Council internal engagement session/s with related departments (E&I – IPR, Engaged Communities (Arts & Cultural), L&S, CCE&C) etc	E&P Project team/internal depts	Aug 23	Sept 23
	Executive Leadership Team – briefing session	E&P/ELT	Aug 23	Sept 23
4	Council briefing session – Note – briefing points as above item 2	E&P Project team	Oct 23	Nov 23
5	Conduct any Council proposed amendments to the plan following Briefing session outcomes and provide Council report endorsing the documents for public consultation.	E&P Project team	Nov 23	Dec 23
6	Speak up platform opened for “have your say” submission/surveys released, public notice and social media supporting comms	E&P /BMC	Jan 24	Feb 24
7	Document made available Note – a key stakeholder email strategy document share and offer for meeting by request (to those internal/external parties consulted in the documents development) and request for feedback (21 days)	E&P	Jan 24	Feb 24
8	Review and correlation of public consultation/feedback for presentation to steering group and Council	E&P Project team	Feb 24	Mar 24
9	ITTSP Steering group meeting - review of public consultation feedback – and determination as to if a further council briefing required or		Mar 24	Apr 24

report to standing committee with recommendations for any ITT strategic plan amendments and or endorsement

ITTSP steering group

10 Final draft developed and presented to Council E&P Project team Apr 24 June 24

STAKEHOLDERS CONTACT

EMAIL - PHONE

Internal	<ul style="list-style-type: none"> • All councillors • ELT • Internal departments <ul style="list-style-type: none"> ○ P&R, E&I, L&S, BMC, CE&C, Advocacy, EC 	•
External	<ul style="list-style-type: none"> • Mackay Isaac Tourism ltd • Business community • Clermont community Business Group – • Michael Pugh (note CQ Hike and explore), Frieda Berry Porter (note outback prospectors) • Mining proponents • State govt, TEQ, QPWS, SLAM, DSDMIP, DSdTID • Etc 	•

COMMUNICATION ACTIVITIES/MATERIALS REQUESTED

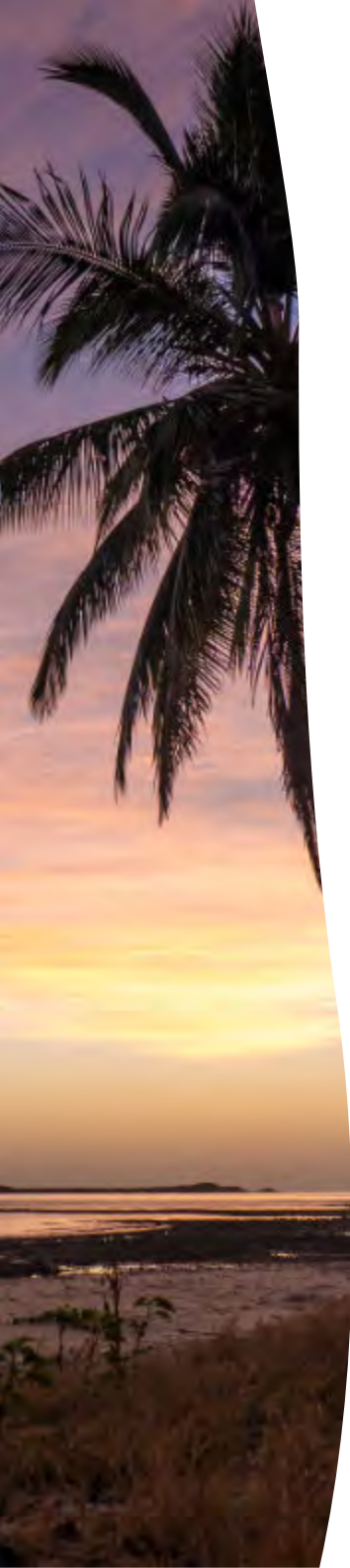
REFER TO COMMUNICATIONS PLAN DEVELOPED WITH BMC FOR DETAILED INFORMATION ON COMMUNICATION OF ACTIVITIES

ACTIVITY	WHO	STATUS
MEDIA RELEASE		Detail project release and key messaging
SUPPORTING WEBPAGE AND SOCIAL MEDIA DEVELOPED FOR AN OVERVIEW OF THE SPEAK UP PLATFORM PROVISION OF DOCUMENTS AND SUBMISSIONS		One pager that references council is conducting a community engagement event and invitations to complete survey
SPEAK UP SUBMISSIONS		Speak up page creation, E&P completing surveys, Social media tiles (initial submission and secondary for draft plan review)
EMAIL COMMUNICATION		Email link to speak up and social media tile to key stakeholders engaged in the development of the documents and

option to request an individual meeting is desired

INDIVIDUAL MEETINGS

Speak up and email sharing of documents to key stakeholders will promote access to E&P/MIT's project team for discussion if desired



ISAAC TOURISM TRAILS STRATEGY



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1 SETTING THE SCENE

A. Purpose of the Isaac Tourism Trails Project

DR Tourism has been contracted by both Isaac Regional Council and Mackay Isaac Tourism to carry out this important tourism project on behalf of the Isaac Region.

Despite the many fantastic tourism assets that the Isaac has - a persistent perception, particularly from those who live outside of the region - is that the Isaac is all about the mining sector. Of course, mining is and will remain crucial to the economic and social wellbeing of the region's residents for years to come, but both a challenge and opportunity exists to change people's perception of the region and awareness of the Isaac as a leisure tourism destination.

Specifically, this project addresses the following needs:

- Deliver a tourism strategy that provides direction for the broader region's tourism development on the back of several major trail networks - ensuring the region maximises its tourism potential;

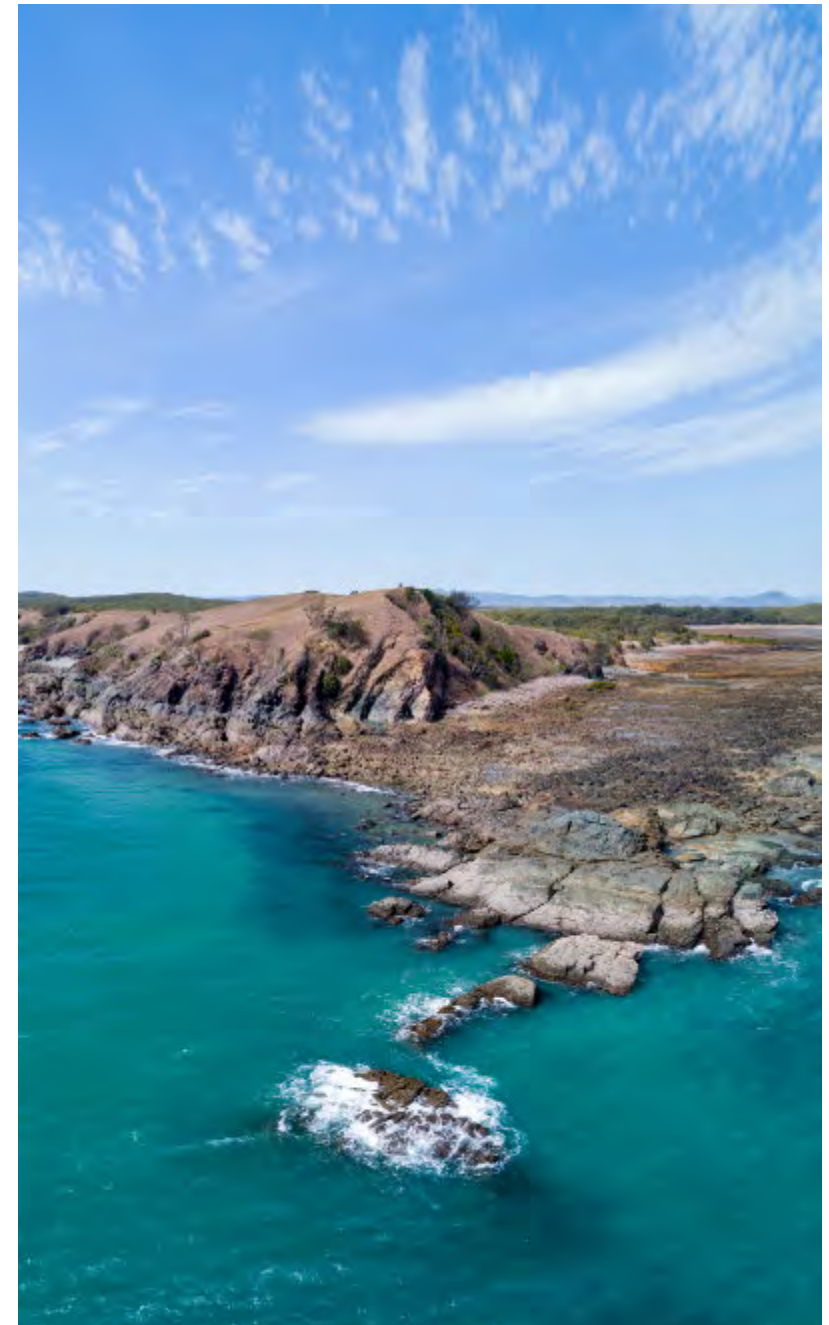
- Assess the current visitor experience, accommodation and events offering, and determine where there are gaps and opportunities that need to be addressed;
- Develop an RV and Camping Strategic Plan;
- Develop a Prospecting and Fossicking Strategic Plan;
- Assess and provide recommendations on the region's current visitor information services model; and
- Provide recommendations on the future tourism development and marketing actions for each proposed tourism trail, and the wider tourism economy as a whole.

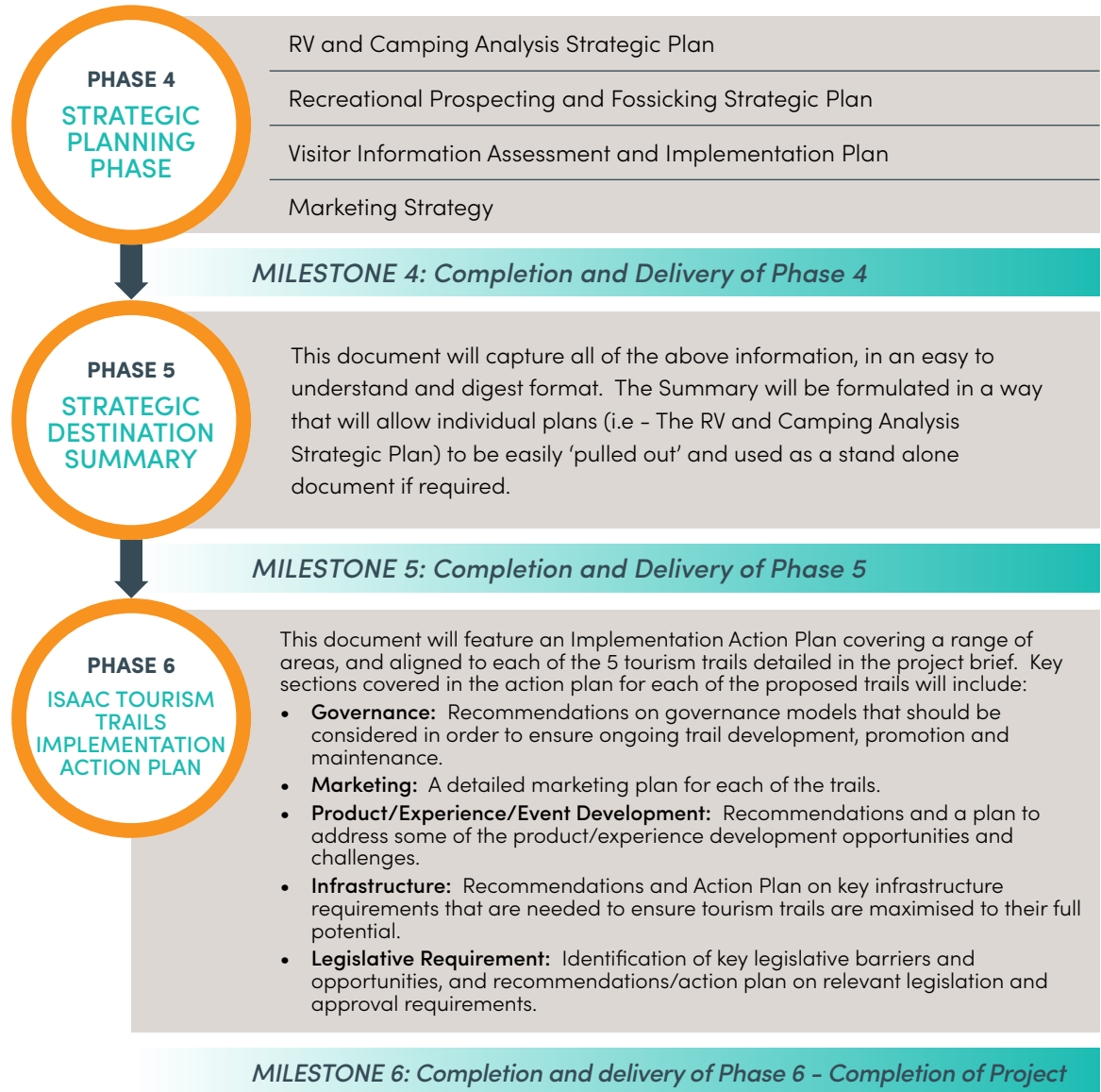
The project commenced in September 2022, and aims to conclude in March 2023.

1. SETTING THE SCENE (continued)

B. Isaac Tourism Trails Project Methodology

Given the scale of this project - the delivery has been divided into several key methodology phases, as per the below:







STRATEGIC CONTEXT ASSESSMENT

A. Isaac Regional Council Community Development Context

A whole of Council approach represents working across department boundaries to achieve a shared goal and an integrated government response to elevate the region's visitor economy. Approaches can be formal and informal. They can focus on strategic development, new initiatives and service delivery.

ANNUAL OPERATIONAL PLAN

THE GOAL IS:

To pursue long-term sustainable futures for Isaac's communities.

THE VISION IS:

Helping to energise the world. A region that feeds, powers and builds communities, now and for the future.

As part of this focus "Council is committed to developing, maintaining, and advocating for community assets that add to the region's liveability, social wellbeing, and economic sustainability."

Sections of particular relevance to this Tourism Trails Strategy are the following.

2. STRATEGIC CONTEXT ASSESSMENT (continued)

Communities

- Promote programs that celebrate the uniqueness and diversity of our communities including appropriate recognition of our Indigenous communities.

Economy

- Plan, design and provide sustainable infrastructure, facilities and services that encourage and support economic growth and development.
- Promote and advocate for the region and our diverse range of industries, to attract people to live, invest in and visit the region.
- Identify opportunities for economic development through strategic analysis of regional resources and the provision of planning and policies that support sustainable economic development.

Infrastructure

- Plan, provide and maintain effective and sustainable road infrastructure to meet the needs of key economic and community activities.

Environment

- Manage and promote natural resources, including culturally significant sites and coastal environments in a responsible and sustainable manner.



2. STRATEGIC CONTEXT ASSESSMENT (continued)

ISAAC 2035 - COUNCIL'S COMMUNITY STRATEGIC PLAN

The **Goals** of the plan include:

Communities

In 2035 Isaac will have strong and diverse communities that support all to live, work and raise families.

Economy

In 2035 Isaac will continue to be Queensland's number one performing regional economy, based upon a thriving, resilient and diverse mix of industry sectors.

Infrastructure

In 2035 Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and its economic sectors.

Environment

In 2035 Isaac will have an appropriate and sustainable balance between environment, economy and community to ensure our natural resources are sustainably managed and protected.

The **Vision** is:

Isaac 2035 is a vision for what our region will look like in 20 years. This vision is founded upon vibrant communities, a strong economy, a healthy environment and effective and sustainable infrastructure.

The nation, the state and the Isaac region will change significantly in two decades and it is likely that our population, economy, climate and way of life will be very different from today.

The inevitable social, economic and political changes mean that we need to explore new ways of capitalising on opportunities and addressing challenges, to ensure Isaac reaches its full potential.

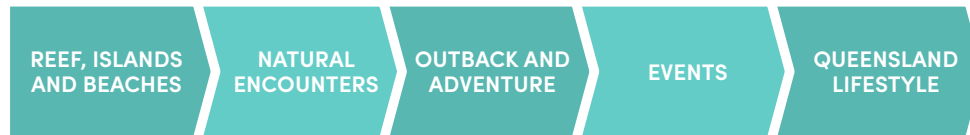
Council has created a plan to allow our communities to follow the journey towards Isaac 2035.

This plan is the key driver for the region's Strategic Planning Framework, which includes the delivery of our 5 Year Corporate Plan and the Annual Operating Plan.

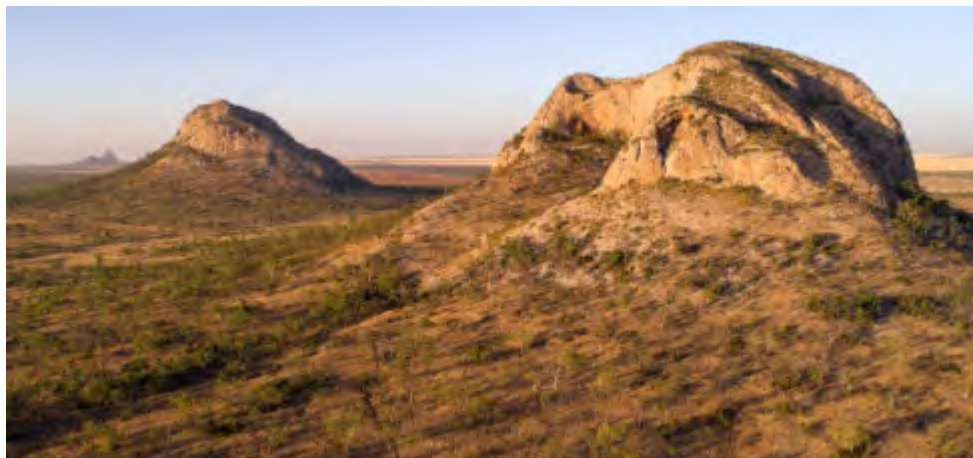
B. Tourism Strategic Context

TOURISM EVENTS QUEENSLAND FIVE PILLARS FRAMEWORK

Five experience pillars have been identified that are consumer oriented and based on categories identified by our research. They form the backbone of TEQ's creative strategy and are what TEQ is using to deliver messaging to consumers across the full breadth of channels and touchpoints. While each pillar is distinct and clearly defined, they all share a point of view that is unmistakably, quintessentially Queensland.



Queensland's experience pillars and hero experiences represent our competitive advantage and reflect what is unique and memorable about Queensland. Isaac tourism operators and events will bring to life the destination delivered approach by being the direct touch point with consumers, delivering the hero experiences to guests across the destinations and delivering authentic and truly memorable guest experiences.



MACKAY ISAAC DESTINATION TOURISM PLAN REVIEW 2022-2027

The plan's **vision** is:

"To be a must visit destination by showcasing memorable, authentic and unique nature based and heritage experiences and events to the world."

Brand Promise is:

"Be inspired and entertained as you discover unspoilt nature, unique events, heritage and vast adventures."

The **purpose** is:

"To provide a sustainable tourism industry that brings economic and social benefits to the Mackay and Isaac Region without detriment to the natural environment and local values and culture."

There are several goals to achieve the targets as listed below. These goals include:

1. Foster community pride in the region to build and strengthen the consistency of image;
2. Encourage the development and introduction of new tourism products, experiences and events by working with existing and attracting new tourism products and experiences to the region. This includes supporting Traditional Owners to deliver authentic cultural experiences;
3. Develop home-grown events and attract significant events to the region that play a key role in driving visitation in non-peak tourism periods;
4. Build community awareness and pride in the importance of tourism throughout the entire region to activate the VFR market;
5. Attract and retain a skilled (local) workforce;

2. STRATEGIC CONTEXT ASSESSMENT (continued)

6. Improve the skills and knowledge of the local tourism workforce to deliver sustainable, transformational experiences that exceed consumer expectations;
7. Build on the regional approach to destination branding and awareness, focusing on both the coastal and inland attributes of the entire region to promote the unspoilt natural attractions;
8. Alignment to State led tourism programs; and
9. Increase the number of international and domestic trade ready tourism experiences in the region.

The Plan is more specific on matters that pertain to Isaac, namely:

- Work with QPWS to develop and inform on improved visitor experiences and information available in the Peak Ranges National Park;
- Initiate any identified infrastructure developments from the Isaac Tourism Trails Strategy;
- Focussed RV strategy for each of the Mackay and Isaac Regions;
- Partner with Mining companies to develop and launch a mining experience – big toys;
- Camping opportunities development;
- Delivery of marketing strategy of the Isaac Tourism Trails Network from the associated strategy;
- Develop Isaac stories – sheep shearer strike, mining (gold rush) – to augment the regional identity of the Isaac;
- Raise awareness of the Isaac Region through targeted marketing campaigns around the nature and heritage of the region;
- Promote local opportunities to local people to support community engagement with tourism;
- Develop and deliver an effective events strategy for Isaac;
- Build capacity of events for economic, social and environmentally sustainable event delivery creating a long-term proposition aligned to the QDEP;

- Support existing community event operators in effectively scaling and managing events where viable tourism events exist; and
- Understand the regional carbon footprint and pathway to net zero in alignment with Government goals. Encourage operators to measure carbon footprint.



2. STRATEGIC CONTEXT ASSESSMENT (continued)

ISAAC TOURISM STRATEGY 2019-2024

More specific and obviously relevant guidance comes from the Isaac Tourism Strategy which has cascaded the detail for the region. Council's role should be a balance of those stated in the plan and the relevance to the Isaac Tourism Trails Strategy shown below:

ROLES	ANNOTATED ROLE RELEVANCE TO THE ITTS
DESTINATION MARKETING	Destination marketing; including positioning messaging, public relations, events development and management <i>is critical to elevate the Isaac to a more prominent level of unprompted awareness amongst potential visitors.</i>
INDUSTRY DEVELOPMENT	Developing the local tourism industry; including encouraging emerging local tourism businesses and providing business support and guidance <i>will be the salient underpinning mechanism to achieve Isaac's tourism potential and is vital to the plan's longer term success.</i>
PLACE MANAGEMENT	Improving the public realm, place making and activation, place management and community capacity building initiatives <i>which should have a view to visitation to make villages, places and townships inviting.</i>
FOSTERING PARTNERSHIPS	Fostering and building key tourism partnerships at local and state government levels <i>which are essential to access funding and resources.</i>
TOURISM INFRASTRUCTURE	Providing tourism related infrastructure; including community spaces, facilities and services that enhance the visitor experience and improves the safety of residents and visitors with <i>prime examples being Theresa Creek Dam and Mount Britton.</i>
PLANNING SCHEME	Providing a planning scheme framework that supports and encourages the development of new and appealing tourism attractions and experiences <i>to get the right balance between regulation and facilitation.</i>
ADVOCACY	Advocating for appropriate tourism development and <i>seeking entrepreneurial ways for co-investment.</i>
COLLABORATION	Collaborate with industry to manage the region as a visitor destination including providing visitor information <i>and providing a platform for industry support, and when a critical mass of operators and services, consider forming a Local Tourism Organisation.</i>

2. STRATEGIC CONTEXT ASSESSMENT (continued)

An annotated version of the Key Strategic Directions is shown below with reference to their relevance to the Isaac Tourism Trails Strategy shown below:

KEY STRATEGIC DIRECTIONS	ANNOTATED FOCUS AREAS RELEVANCE TO THE ITTS
Defining our story	<ul style="list-style-type: none"> Defining our identity and telling our stories as a point of differentiation will be the glue to elevate the Isaac brand. Undertaking marketing activities that have the ability to guide our entire visitor experience offering, <i>under a rebranded banner</i>. Maximising awareness with the target markets we want to attract through consistent, focused and well resourced marketing.
Enhancing our visitor experience	<ul style="list-style-type: none"> Using our unique assets and identity to create better and more engaging experiences <i>for visitors through an action plan of small, low resourcing initiatives through to major, high resourcing infrastructure</i>. Ability to attract more visitors, more often, staying longer and spending more, <i>using Average Length of Stay and per night spend as key metrics</i>. Creating a strong sense of place and improving amenity <i>as part of the Council's community and place making planning</i>.
Building our tourism offering	<ul style="list-style-type: none"> Closing gaps in tourism infrastructure needs <i>using already highlighted gaps as the guide</i>. Investigating and facilitating tourism opportunities <i>through entrepreneurial co investment. This may mean:</i> <ul style="list-style-type: none"> <i>Developing product concepts into investment packages for presenting to potential operators and investors locally, regionally and potentially nationally (taking a strong proactive approach)</i>. <i>Facilitating the development of tourism projects through the funding of concept development and feasibility studies so stronger investor/developer interest can be secured and in faster time frames. (Mackay Tourism Opportunity Analysis)</i> Diversifying our tourism offering <i>which will occur through the trails project catalytic impact</i>.
Supporting our businesses	<ul style="list-style-type: none"> Providing smoother pathways for tourism initiatives, <i>using the planning scheme and policy initiatives, for example in camping, as the salient means</i>. Building greater tourism business capability <i>through ongoing education, industry development, gradual introduction of tourism trade support and skills building</i>.
Maximising our relationships	<ul style="list-style-type: none"> Maximising our relationships with industry partners to leverage outcomes for our region <i>and ensure that Mackay Isaac Tourism continues its focus on Isaac's development as the greater region of latent potential</i>. Advocating tourism priorities for our region <i>with Mackay Isaac Tourism, Tourism Events Queensland and through political representatives</i>. <i>Any tourism investment opportunities will require concept development and a feasibility study/business case to ensure project proponents have determined correct capital investment levels, realistic operating costs and market demand forecasting</i>.

2. STRATEGIC CONTEXT ASSESSMENT (continued)

THERESA CREEK DAM DEVELOPMENT PLAN 2022

An example of how IRC can leverage and integrate its core roles described above, and enhance an already successful core tourism infrastructure asset is Theresa Creek Dam.

Theresa Creek Dam (TCD) covers 300 ha of freehold land in Clermont within the Isaac Regional Council Local Government Area (LGA). It contains a number of features including the dam itself (which contains a number of fish species), camping and picnic facilities, walking trails and a café/kiosk. The site is valued highly as a major recreational asset by the local community and attracts visitors from a broader regional catchment.

The Stafford Group was commissioned by Isaac Regional Council (Council) to develop a Concept Development Plan for TCD. The overarching purpose of the Concept Development Plan is to guide the future investment and development of the recreation and campgrounds at the Dam to ensure it reaches its potential as a tourism attraction and recreational asset.

There is a commercial management agreement in place with a third-party provider for the operation of the camping ground and kiosk on the 300-ha freehold site, situated at 580 Percy Albert Drive, which is entirely owned by Council.

The future basis of the management agreement may need revision to fully leverage the intended uses. The Theresa Creek Dam should form a pivotal future asset as a key recreational and accommodation facility, allowing connectivity with numerous tourism trails and being a centrepiece for the Clermont region.

A resident survey as part of the concept planning supports this. It found:

- The vast majority of residents support Council seeking funding to upgrade TCD. The few who responded no, typically want investment in other Council assets;
- Most respondents (41%) visit TCD 1–5 times per annum, although 32% indicated they visit 13 or more times per annum. The site is therefore very popular with locals especially as a key recreational venue; and
- The vast majority of resident respondents feel that TCD provides social benefit to the local community (93%) and that visitation to TCD by non-residents generates an economic return to the Clermont community (94%).

2. STRATEGIC CONTEXT ASSESSMENT (continued)

MACKAY TOURISM OPPORTUNITIES ANALYSIS, 2020

This paper builds on the above by citing a major priority project being the **Theresa Creek Dam Fishing Lodge** with a strong focus on accommodation for anglers, for general lake leisure visitors and those attending the proposed fishing competitions. The development

could potentially offer 40-60 twin share rooms along with dining facilities for a mix of inhouse guests and visitors generally coming to the dam lake as day visitors. It would likely be classified as a 3.5-4-star facility.



C. Guiding Indigenous Tourism Strategy for Queensland

An excellent guide for the Strategy is the Queensland First Nations Tourism Plan 2020–2025 Voices of today: Stories for Tomorrow, QTIC. It cites:

“Australia’s First Nations peoples are the oldest living cultures on earth, connecting with country for tens of thousands of years. The Queensland First Nations Tourism Plan sets the framework to leverage our First Nations cultural heritage and stewardship of country, together with Qld’s distinctive mix of tourism product offerings, to inspire the development of a thriving First Nations’ tourism sector that offers diverse, authentic and engaging, sustainable tourism experiences and promotes greater engagement of First Nations peoples in tourism.

As one of the most thriving economic activities, tourism is well placed to contribute to Indigenous people in improving their livelihoods. If managed responsibly and sustainably, Indigenous tourism can spur cultural interaction and revival, bolster employment, alleviate poverty, curb rural flight migration, empower women and youth, encourage product diversification, and nurture a sense of pride among Indigenous people.”

FRAMEWORK FOR THE ISAAC TOURISM TRAILS STRATEGY - 2012 SIX LARRAKIA DECLARATION PRINCIPLES

The *QTIC First Nations Tourism Plan* recognises the Six Larrakia Declaration Principles and focuses on leveraging a flourishing First Nations tourism economy by sharing authentic, memorable and culturally enriching experiences. The Six Principles embodied in QTIC’s recommendations provide guidance for future goal setting, positioning and marketing, with broad aims for our Plan shown in the table below:

- 1 Recognition and Respect:**
Promote recognition and respect for First Nations cultures, stories, connections to and ownership of country while embracing and reflecting the diversity, aspirations and desires of First Nations peoples and communities.
- 2 Authentic Product Development:**
Promote recognition and respect for First Nations cultures, stories, connections to and ownership of country while embracing and reflecting the diversity, aspirations and desires of First Nations peoples and communities.
- 3 Strategic Coordination and Structure:**
Create an entity that gives voice to the First Nations tourism sector and provides advocacy and support.
- 4 Training, Skill Development and Jobs:**
Develop business capability and capacity development for First Nations tourism businesses to ensure the First Nations tourism sector is driven by a skilled workforce and engaged in quality employment that generates sustainable socio-economic outcomes for First Nations individuals and communities.
- 5 Marketing and Awareness:**
Position and promote First nations experiences as must do experience whilst visiting Queensland.
- 6 Engagement and Partnerships:**
Encourage the creation of mutually beneficial and strategic partnerships to grow the First Nations tourism sector.

D. Other Policy Frameworks

CARAVAN PARK POLICY

PURPOSE

This policy provides guidelines to ensure appropriate action is taken to restrict the loss of caravan parks and the subsequent reduction in economy accommodation stock. This will be achieved by preserving caravan parks and camping grounds sited on state-owned land and identifying unallocated state land (USL) suitable for development as caravan parks.

EXISTING CARAVAN PARKS/CAMPING GROUNDS

The majority of caravan parks in Queensland are on freehold land. However, a number of caravan parks are held under term or perpetual lease tenure or are on reserves, such as reserves for local government, camping or recreation.

Leases and reserves issued for caravan park or camping purposes should be retained for such purposes. If it is found that an even greater community benefit is potentially available from an alternative use, or if retention of the land for caravan park or camping purposes becomes contentious the matter is to be escalated to the Director General.

LAND MANAGEMENT PLANNING FOR TRUST LAND (*Land and Native Title Operations Policy, Lands Policy, Department of Resources, 2021*)

What is Land Management Planning?

Land Management Planning deals with the sustainable use, development and management of trust land. Land Management Planning is the process by which the trustees identify the attributes of the trust land relating to:

- social values;
- environmental values; and
- economic values.

It is important the proposed use reflected in the LMP is consistent with the future intentions for the site and the relevant local government planning scheme.

ISAAC RECREATIONAL PROSPECTING AND FOSSICKING STRATEGIC PLAN 2023-2028

This Strategy sets a framework for the sustainable management and development of the Isaac region's prospecting and fossicking sector and provides a plan for maximising economic benefits and opportunities. The Isaac region starts from a position of strength with a long history of prospecting and fossicking in the region.

The vision is for the Isaac Region to become Queensland's number one recreational prospecting and fossicking destination, renowned for our rich history and opportunities for gold and to position itself through differentiation as a prospecting and fossicking destination.

Fossicking is defined as either the systematic or unsystematic search for gemstones, ornamental stones, mineral specimens, alluvial gold or non-vertebrate fossils on the ground's surface or by digging with hand tools. Fossicking as an activity is classed as recreational and the sale of the occasional 'lucky find' of a gemstone is allowed. However, repeated removal of fossicking materials for sale through shops or businesses, or as part of making a living, is considered commercial, and requires different approvals under the Mineral Resources Act 1989. Royalties are payable on fossicking materials that are the property of the Crown, but threshold exemptions of \$100,000 mean that generally most fossickers are not liable.

The terms prospecting and fossicking are used interchangeably in this report, however, The Outback Prospector's differentiate the two by the following:

- Prospecting is the selective extraction of a natural resource by means of low-impact, environmentally friendly, hand-operated device (metal detector and pick). Prospectors identify a target, dig a hole and then fill it in; and
- Gemstone fossicking however, requires bulk processing of large quantities of material where often, excavations are left open.

A General Permission Area (GPA) is an area where the landowner has given general permission for fossicking to occur. Once a GPA has been approved, fossickers do not require the landowner's written permission to fossick within these areas, but they must abide by any conditions of access and may under some situations be required to pay a fee.

2. STRATEGIC CONTEXT ASSESSMENT (continued)

PERMIT TO OCCUPY

Permits to occupy are issued to occupy or use state land (including unallocated state land, a road, reserve or stock route) for a specific purpose for minor or temporary matters.

The regulatory framework which currently governs the activity of fossicking is complex and not always complementary between Acts. This is an issue that IRC needs to address to facilitate its prospecting and fossicking strategy.

The conflict between acts is evident when the two statements are compared above because the Land Act lessee is considered an 'owner' under both acts, yet if they withdraw their support for general permission it then restricts public into Forestry, which in-turn is a breach of the act and lease conditions. There is an opportunity to review the regulatory framework to better complement each Act's reference to Fossicking.

ECONOMIC CONTRIBUTION OF RECREATIONAL PROSPECTING, MINELAB ELECTRONICS, 2021

Recreational Prospecting in this study is defined as the act of searching for gold and other metals (e.g. coin and relics) for non-commercial reasons, such as recreational, tourism or educational purposes, as well as activities undertaken by small-scale professionals to make a living.

The survey and analysis of survey results established that there were an estimated 125,244 recreational prospectors in Australia in 2019, with around 85% of them undertaking at least one day of prospecting. Together, this adds up to approximately 5.1m days of recreational prospecting activity carried out over 3m trips. Prospectors are estimated to have spent \$336m while on the trip and \$271m off-trip.

These recreational prospecting activities make important contributions to the economy of Australia. Economic contribution of recreational prospecting to Australia Recreational prospectors' expenditures (both on trip and off trip) contribute directly to both GDP and employment of the locations where these expenditures occur. These locations tend to be once-prosperous towns in regional Australia and where renewed economic activity is greatly needed in present times.

Prospectors' income earned through recreational prospecting (not including professionals), where they are spent, also directly contributes to both GDP and

employment in the regions where the spending occurs.

In 2019, the expenditure and income together directly contributed a total of \$338m to the national GDP and employed 1,956 FTEs. An additional \$549m in GDP and 3,597 FTEs were generated indirectly from flow-on activities in supporting sectors, such as in retail, manufacturing and logistical services.

The recreational prospecting sector is diverse, with different types of prospectors (hobbyists and professionals) and a wide range of prospecting targets (gold and varieties of treasure targets).

The activity pattern of the sector is mainly driven by prospectors' intrastate and interstate trips to prospecting destinations. Their expenditures on-trip and off-trip make important economic contributions to the national and regional economy.

The continuation of this economic contribution, however, is underpinned by a number of forces of influences, including the sustainability of the target reserves, and ongoing accessibility to the areas for prospecting which is subject to different regulations in different states and territories and various licensing approvals.





THE ISAAC REGION ECONOMY AND VISITOR MARKET

3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

A. About the Isaac Region

The Isaac Region is home to an estimated



resident population of
22,426
(ABS, year ending June 2021)

and is situated



1,000km
North-west of Brisbane
900km

with the area forming part of the broader Mackay tourism region. The Isaac region is large and diverse,



covering close to
58,000
Square kilometres in size

and featuring a variety of natural and man made assets that contribute to a strong regional economy.

The region is home to seven regional towns, including Clermont, Dysart, Glenden, Middlemount, Moranbah, Nebo and St Lawrence. The Isaac region, whilst predominantly regarded as being an inland mining/ resource sector heavy destination (Australia's largest coal deposit), also offers close to



100km
of undeveloped coastline

and a significant agricultural sector.



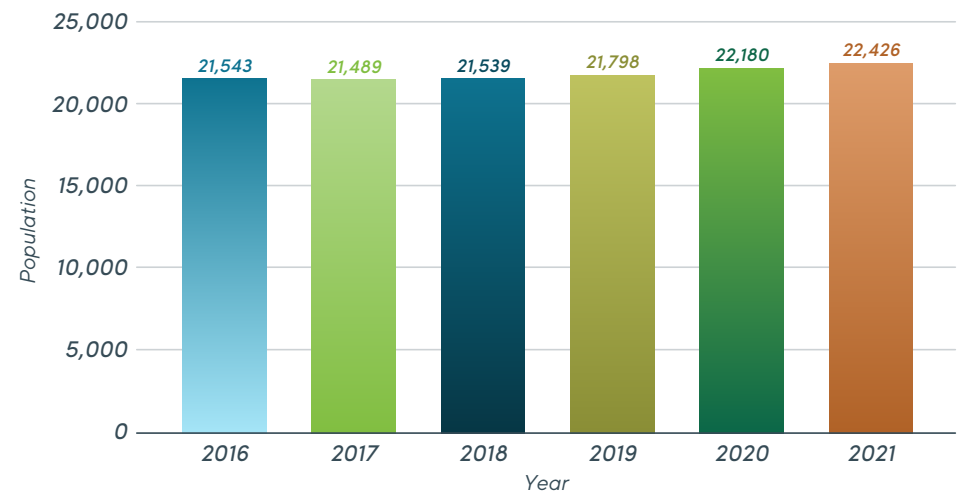


3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

The Isaac region has experienced modest population growth between 2016 and 2021, with the population increasing by 883 residents over the 5 year period (4% growth). This population growth has been driven by the economic growth of the region, with its economy very much centred on mining, agriculture and construction. The population's modest growth is also perhaps not a true reflection of the rate of which the region's economy has grown across the same 5 year timeframe, as a significant proportion of the region's workforce operates on a FIFO (fly in, fly out) basis, from key metro centres such as Brisbane.

Whilst the region's population is still experiencing some growth, it is reliant on a number of services that are provided by neighbouring LGA's, in particular Mackay. With the largest population base and being strategically situated on the Bruce Highway, Mackay is the primary service centre in the region. The CBD of Mackay is situated just over 2 hours drive from Moranbah in the Isaac Region, and is home to the broader region's specialist hospital services, and a variety of other necessary services.

Population Growth - Isaac Region



3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

B. The Isaac Economy

ECONOMIC OUTPUT

The Isaac Region supports approximately 13,971 jobs with the bulk of workers being employed directly in the mining sector (9,107 jobs). Mining is, by a considerable margin, the Isaac Region's largest output generating sector, supporting an estimated annual output of \$13.7 billion - which is considerably higher than any other sector. In fact, mining accounts for 88% of the region's total economic output.

The influence that mining has on the region's economy is further demonstrated below. Whilst mining is the dominant sector, the region's economy is also supported by manufacturing (3% of economic output), agriculture (2% of economic output) and construction (1.4% of economic output). Currently, tourism generates a total of \$71.3 million in economic output, which only accounts for 0.5% of total regional output. Our challenge is to add to this modest base.



Source: Remplan, ABS 2016 Census Place of Work Employment (Scaled), ABS 2019 / 2020 National Input Output Tables, ABS June 2021 Gross State Product, and ABS 2020 / 2021 Tourism Satellite Account.

The Isaac Region supports



Mining generates an estimated annual output of **\$20.89 billion**
88% of the region's total economic output.



Tourism generates a total of **\$123 million**
Which accounts for 0.5% of total regional output.

The figures and key industries shown above align very closely with the Isaac Regional Council's Economic Development Framework (strategy) 2019 - 2024, with the strategy highlighting Mining, Manufacturing, Agriculture and Construction as being the four main pillars of the Isaac regional economy.

Whilst the tourism sector in the Isaac Region is very much in its infancy, particularly in terms of output and employment, a range of exciting opportunities still exist to further grow and enhance the sector's economic value, including product and infrastructure development opportunities to grow the region's profile and diversify the current visitor market focus. The Isaac Regional Council is being very proactive in their approach to growing this sector - identifying a range of tourism focused opportunities through in the well written Isaac Tourism Strategy 2019 - 2024.



3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

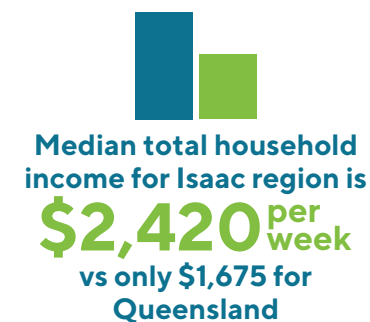
INCOME

In the Isaac Region, the mining sector generates the highest total wages amount for the local workforce at \$167.3 million, amounting to 14.7% of the region's total wages and salaries. Given this fact, the average weekly income is considerably higher than neighbouring LGAs. The majority of the region's workforce (54% of all workers) earn more than \$2,000 per week, in comparison to neighbouring regions such as Mackay - where 11.5% of the region's workforce earns more than \$2,000 per week, and the Whitsundays, where only 9% of the region's workforce earns more than \$2,000 per week.

The Isaac region's median total household income is considerably higher than the total median household income for the whole of Queensland, coming in at \$2,420 per week for Isaac compared to only \$1,675 for Queensland.

These incomes provide an opportunity through new tourism product development and packaging to target these higher yielding markets and encourage leisure experiences closer to home. It is important to note, however, that there have and will continue to be fluctuations in the performance of the Mackay/Isaac region's mining and resource sectors, which would likely impact market viability.

Source: Queensland Treasury, Queensland Regional Profiles 2021, and Remplan, ABS 2016 Census Place of Work Employment (Scaled), ABS 2019 / 2020 National Input Output Tables, ABS June 2021 Gross State Product, and ABS 2020 / 2021 Tourism Satellite Account.



Mining + Resource sectors drive higher average wages in the region



3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

C. Current Tourism Visitation and Performance

DOMESTIC OVERNIGHT VISITS, INTERNATIONAL OVERNIGHT VISITS AND TOTAL NIGHTS

Overall, in the past year (year ending March 2022) the Isaac region received approximately **578,000 overnight visitors**. Domestic visitors contributed close to 100% of all visitor nights received in the year ending March 2022, which is typical of many inland Queensland destinations, due to a lack of awareness and accessibility to international markets.

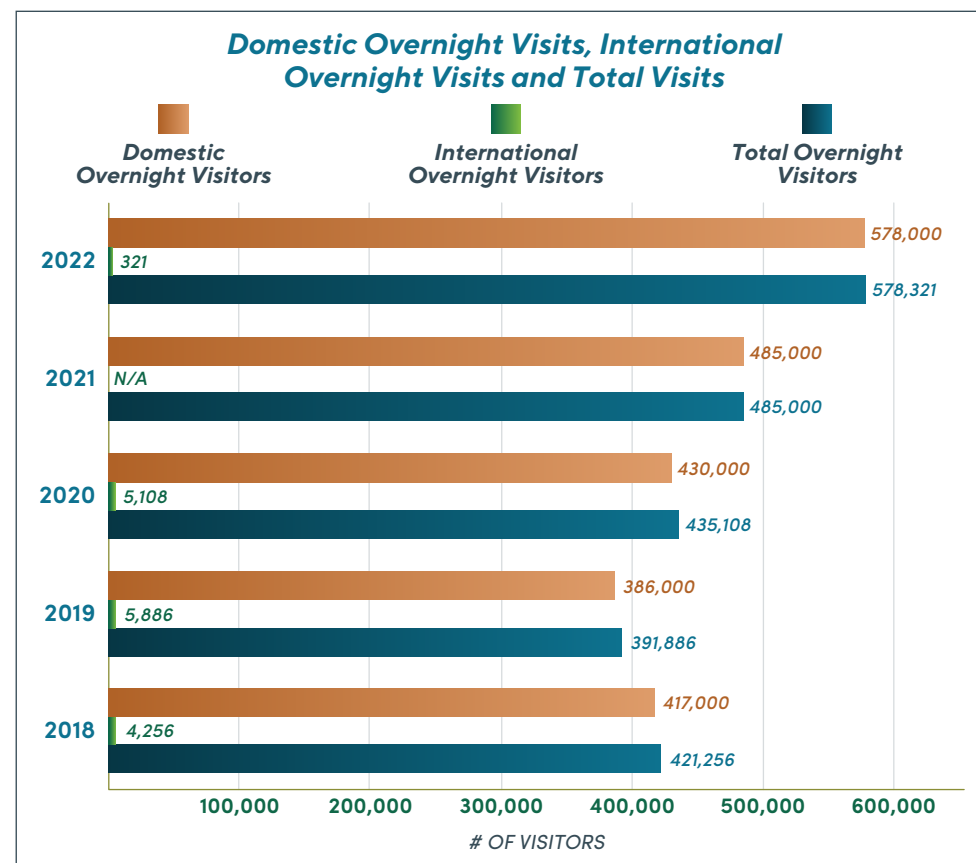
The day trip market for the Isaac region is also significant - with the destination receiving **160,000 day trip visitors** in the year ending March 2022.

The vast majority of domestic visitors in the year ending March 2022 travelled to the Isaac region for the **purpose of business**, highly typical for a region that is economically driven by the mining sector, which caters for significant numbers of FIFO workers.

During this year, close to **77% (447,000 overnight visitors)** of domestic overnight visitors travelled to the region for working/business purposes. The source of these domestic overnight visitors were overwhelmingly split in the favour of intrastate markets, with a total of **544,000 domestic overnight visitors** travelling to the region from within Queensland.

There are however some positive signs for non business related travel to the Isaac, with **84,000 overnight visitors** travelling to the region for the **purpose of a holiday**, and **27,000 overnight visitors** travelling to the destination for the purpose of **Visiting Friends and Relatives (VFR)** for the year ending March 2022.

Unsurprisingly, the Isaac Region has been unaffected by the Covid - 19 Pandemic in terms of overall overnight visitation. In the years ending **March 2018** and **March 2019**, the total domestic overnight visitor numbers amounted to **417,000** and **386,000** respectively. Given the destination's very strong mining and resource sector, the Isaac has managed to buck the trend in terms of visitation - with many more prominent tourism destinations still recovering, and working toward pre-pandemic levels of visitation.



Source: Tourism Research Australia, www.tra.gov.au, statistics year ending March 2018, 2019, 2020, 2021 and 2022.

3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

VISITOR SPEND

Once again, courtesy of the region’s booming mining sector, the Isaac Region levels of visitor expenditure have been unaffected by the Covid - 19 Pandemic over the past couple of years. In fact, total visitor expenditure has experienced strong growth over the past five years, as can be seen in the below infographic:

Fortunately for the Isaac, the region is very dependent on domestic travel - which has served the destination well through the past few years. The loss of international visitors has been negligible, with international visitation only making up a very small percentage of the overall overnight visitation to the Isaac.



Source: Tourism Research Australia, www.tra.gov.au, statistics year ending March 2018, 2019, 2020, 2021 and 2022.

D. Isaac Visitor Market Profile

CURRENT MARKET

As described above, the current visitor market to the Isaac Region is primarily for the purposes of work or business. Whilst this has assisted the region to be particularly resilient over the past couple of years, it does highlight the strong need for economic diversification, with tourism providing a significant opportunity in this regard.

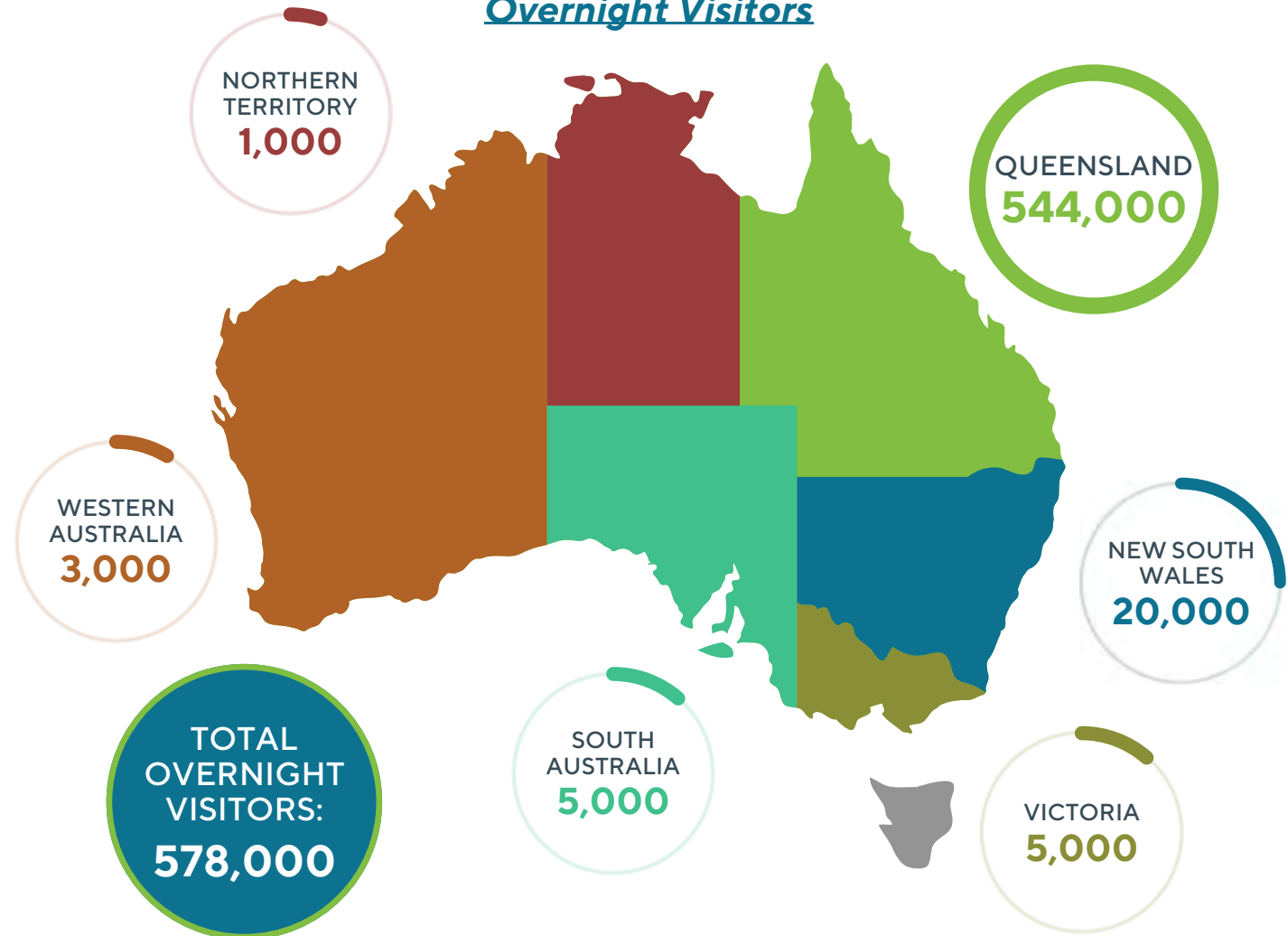
Tourism Research Australia (TRA) statistics for the year ending March 2022 demonstrates the region's solid performance in terms of overall visitation. In this timeframe, the region attracted close to **578,000 overnight visitors** (domestic and international), and **160,000 day trip visitors**.

A deeper assessment of the Isaac Region's current market provides the following insights.

SOURCE MARKETS

Intrastate travel (visitors travelling from within Queensland) are overwhelmingly the largest source of overnight visitors to the Isaac Region. **94% of all overnight visitors** to the region in the year ending March 2022 travelled from within Queensland. A further breakdown of these geographic source markets can be seen on the following page:

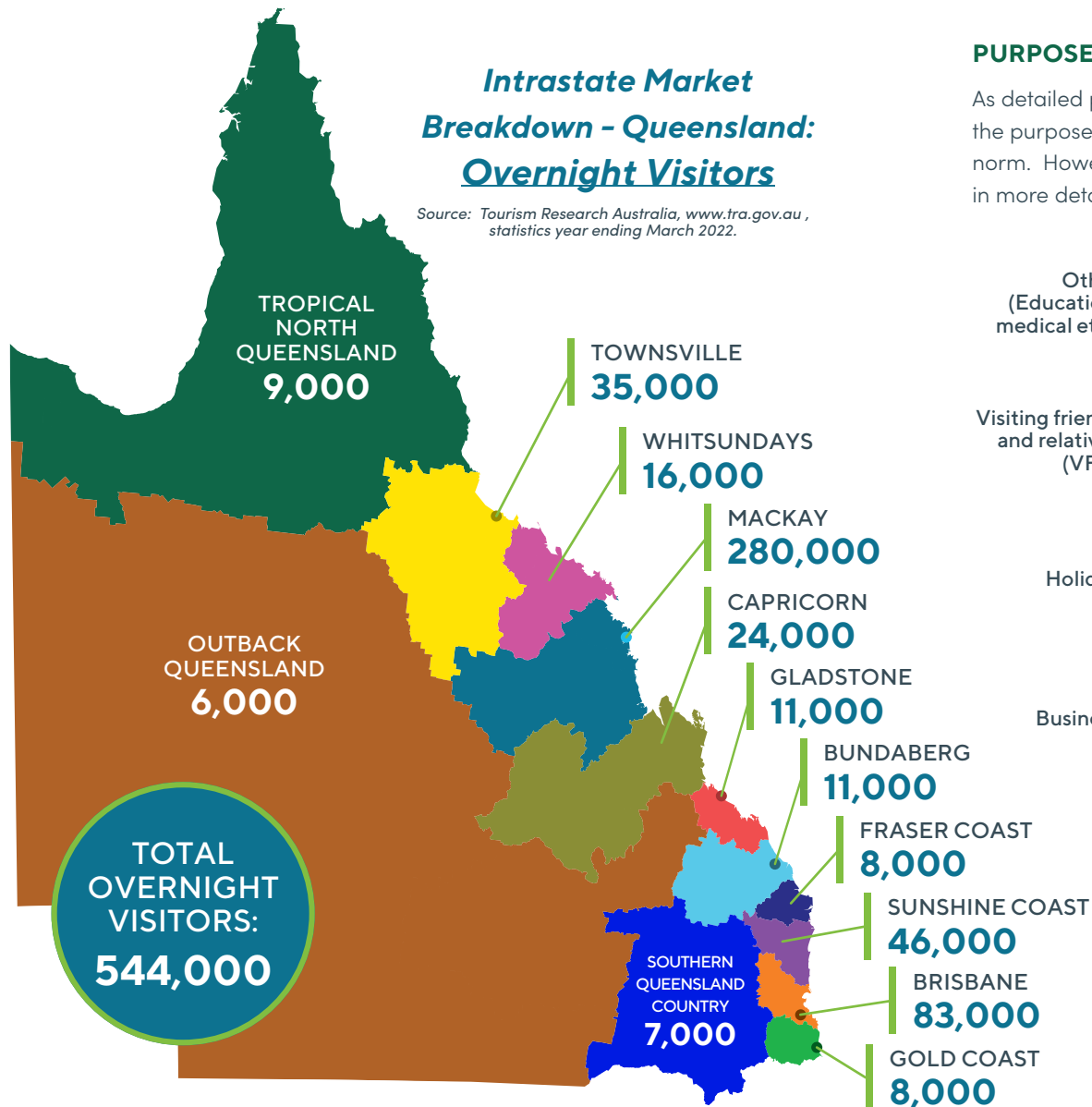
Source Markets by State: Overnight Visitors



3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

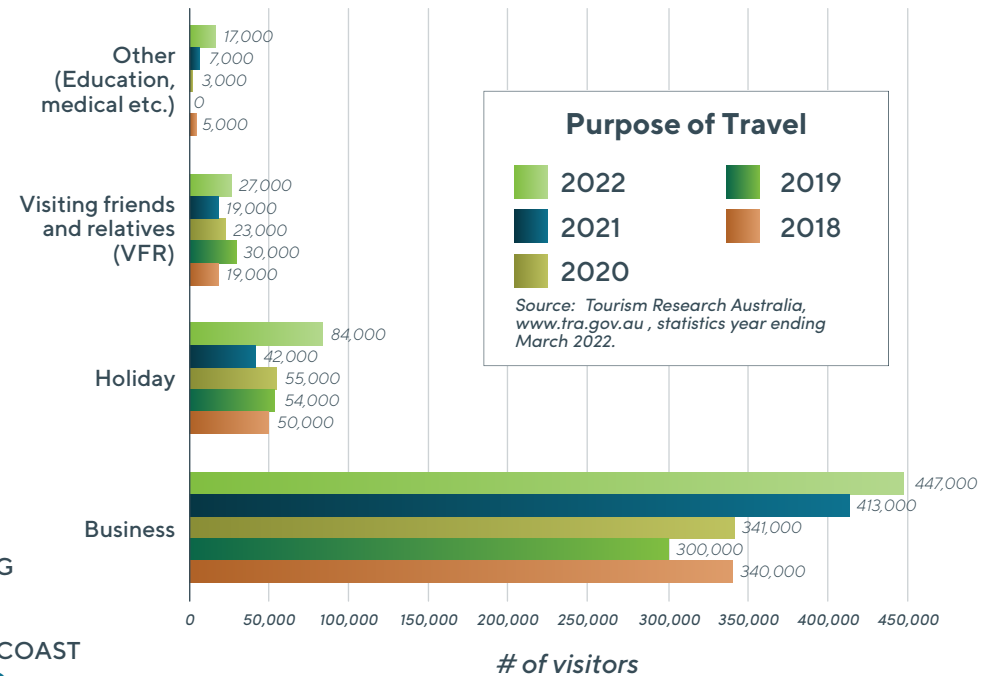
Intrastate Market Breakdown - Queensland: Overnight Visitors

Source: Tourism Research Australia, www.tra.gov.au , statistics year ending March 2022.



PURPOSE OF TRAVEL

As detailed previously, visitation to the Isaac Region currently, is overwhelmingly driven by the purpose of work/business. Driven by the mining sector, FIFO rosters are very much the norm. However, there has been recent growth in other purposes of travel, as can be seen in more detail below:



Interestingly, whilst overall visitation was not impacted by Covid-19 restrictions, there was a noticeable decrease in both holiday and VFR visitation in the year ending March 2021, compared to previous years. It is highly likely that this decrease was a direct result of Covid - 19 related travel restrictions. The year ending March 2022 demonstrates a solid rebound in holiday visitation - **an increase of 100%**.

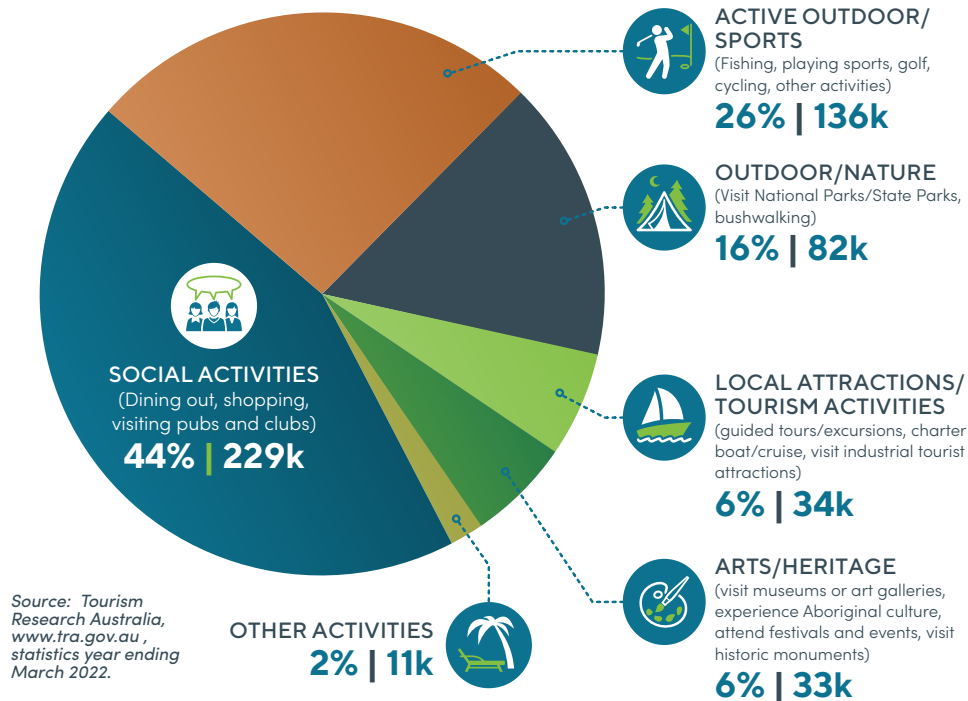
3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

ACTIVITIES UNDERTAKEN

Further analysis into the specific activities undertaken by visitors whilst in the Isaac Region provides some insight into those attributes that are appealing to current and future visitors. Some activities, such as 'social activities' including dining out, visiting pubs and clubs, and shopping perform very strongly - however, it is important to note that 'social activities' are generally ranked very highly, if not the highest, for most tourism destinations. For more regional/remote destinations like the Isaac, it is generally the subsequent activities undertaken in the region that provide the best strategic insights.

'Social activities' is also ranked the most popular activity undertaken in the Isaac (as seen below) predominantly due to the very high levels of business related travel.

Activities Undertaken - Year ending March 2022



As can be seen above - the activities undertaken in the region align closely with the key experience offerings of the Isaac Region. The tourism offering of the region is very much based on unique natural assets (Peak Ranges), numerous camping and outdoor attributes, a rich cultural history and a growing events calendar. The outdoors in particular, National Parks, camping, bushwalking, fishing and visiting the beach are significant activities undertaken in the Isaac Region.



3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

VISITOR DEMOGRAPHICS

In assessing the demographics of visitors to the Isaac Region, for the year ending March 2022, we used several different criteria, in line with TRA's demographic criteria which include:

30%

of all visitors were over the age of 55

AGE GROUP

Interestingly, the most prominent age group amongst visitors to the Isaac Region for the year ending March 2022 was the 55 and over age group, with just over **30% of all visitors to the region being over the age of 55 yrs.** There may be some business related travel within this segment, however, it is more likely that this travel is being driven predominantly by the Grey Nomad segment, undertaking holiday and VFR related travel to the Isaac.

The over 55 age group was then followed by the 35 – 39 age group (16%), and then by both the 40 – 44 (12%) and 25 – 29 age groups (12%).

80%

of all visitors in the year ending March '22 were male

GENDER

The majority of visitors to the destination are male - with 80% of all visitors in the year ending March 2022 being male.

38%

of all visitors earned a household income of \$200K+

ANNUAL HOUSEHOLD INCOME

Unsurprisingly, the annual household income of visitors to the Isaac Region is high, which would be driven primarily by business related travel. **38% of visitors to the region earned a household income of \$200K +**, followed by visitors earning between \$150k – \$175k (9%) and then between \$175k – \$200k (8%).

82%

of visitors work full time

EMPLOYMENT STATUS

The overwhelming majority of visitors to the region are **working full time at 82%**. This would be driven largely by the high level of business related travel, in particular FIFO workers. Retired visitors made up just 8% of all overnight visitors in the year ending March 2022, as did the number of visitors working on a part time basis.

72%

of all visitors in the year ending March '22 were married or in a relationship

MARITAL STATUS

72% of all visitors to the region in the year ending March 2022 were either married, or in a relationship.

32%

of visitors were parents with children under the age of 14

LIFECYCLE GROUP

21% of all visitors were classified as being an **'older, married working person'** with no children living in the household. Interestingly, **parents with children under the age of 14 yrs** accounted for a large portion of overall visitation at **32%**.

Source: Tourism Research Australia, www.tra.gov.au, statistics year ending March 2022

3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

POTENTIAL MARKETS

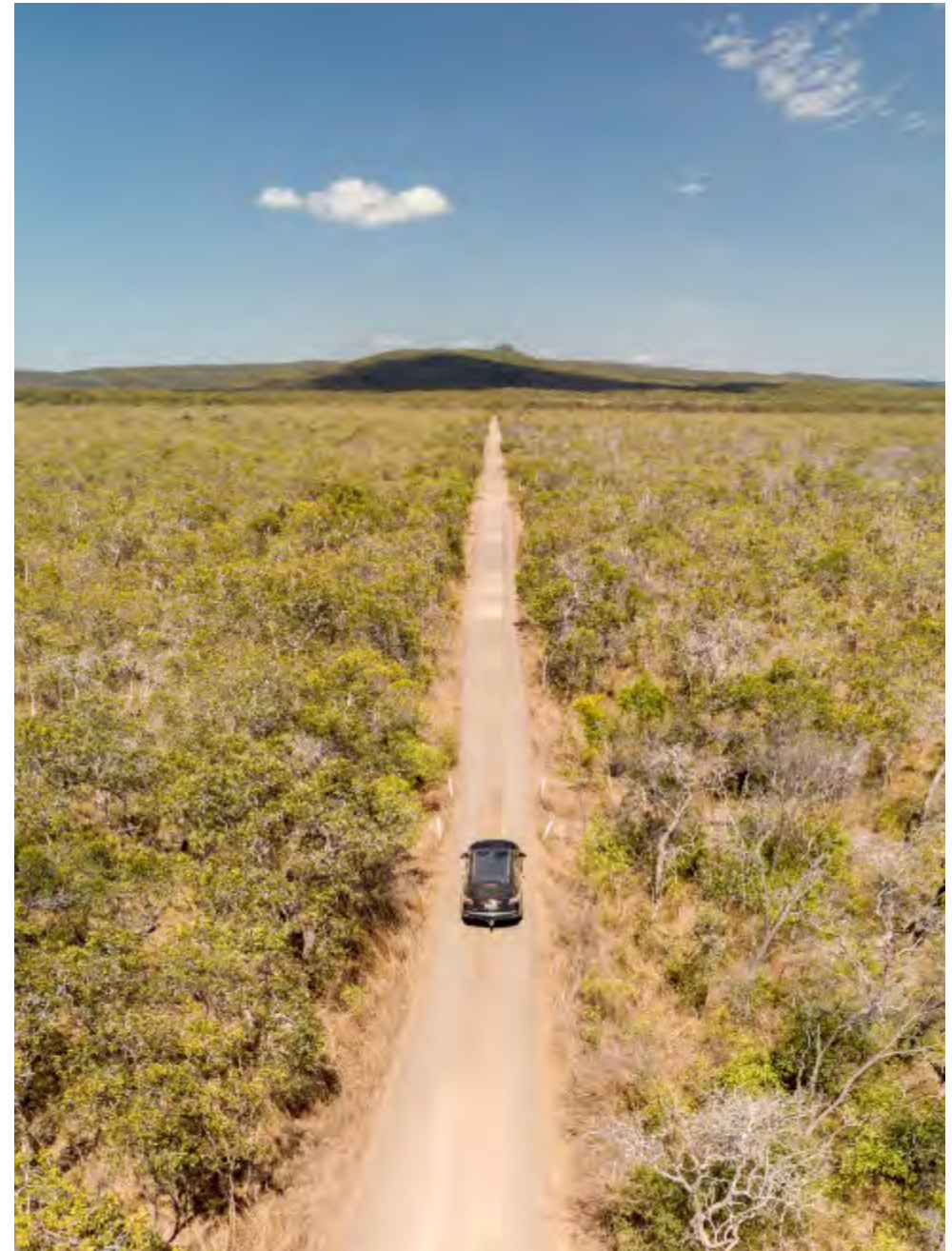
After analysing the above information, and also taking into account some of the markets identified in previous tourism focused strategy documents, we recommend considering the following target markets for the Isaac Region:

TARGET MARKET	DESCRIPTION
Bleisure Market	<p>Business travel is by far the Isaac Region's biggest source market, and as Covid -19 restrictions have seen the 'blurring' of work life boundaries, business travel combined with leisure (bleisure) is growing in popularity Australia wide.</p> <p>Business travellers may be encouraged to bring family to the region, and include additional days to a work trip for the purpose of leisure. The Bleisure visitor is considered opportunistic - and will make leisure associated decisions based on the appeal of the destination they are travelling to for work.</p> <p>Bleisure visitors are typically culturally curious and interested in work. The Isaac Region benefits from a significant number of FIFO workers. Emphasising the lifestyle appeal of the region and converting these from flying out to staying in - or bringing family - presents significant opportunities for the region.</p>
4 Hour Drive Market	<p>This market lives and/or works within a four-hour radius of the Isaac Region. Visitors are travelling purely for leisure, and will use their own vehicle to travel. They may also often be towing a camper trailer or caravan. This group of visitors are highly mobile and can access all parts of the region, they like to explore, travel beyond the 'known' tourism destinations and spend money with local businesses.</p>
Visiting Friends and Relatives (VFR)	<p>A growing market for the Isaac Region, these visitors travel to the destination to spend time with loved ones. It is common for these visitors to combine their travel with events, holidays, or business. VFR visitors will often rely on their host family/friends to guide them on what activities to do - highlighting the importance of locals understanding what is on offer in the Isaac. These visitors are less likely than others to pay for accommodation and spend time in traditional attractions.</p>
Couples: soft adventure, sports and touring	<p>Adventure seeking couples are typically those that seek enjoyment from the outdoors, and are characterised as couples who look for ways to reconnect with one another and with nature in a fun and engaging way.</p> <p>'Transformational Experiences' are highly sought after by this market. They are looking to engage in experiences that inspire, enrich, and empower their lives. Opportunities to connect with the local community and give back to the destination are also important.</p>
Prospectors (hobbyists and professionals)	<p>The recreational prospecting sector in the Isaac Region is diverse, with both hobbyist and professional prospectors visiting the area to pursue a wide range of prospecting targets, including gold and varieties of treasure.</p> <p>Prospectors visit the destination from both interstate and intrastate markets, with their expenditure both on-trip and off-trip making important economic contributions to the Isaac economy.</p>

3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

In establishing and then subsequently promoting Indigenous focused and led tourism experiences, there are a number of markets to target specifically for this segment, which include:

INDIGENOUS TARGET MARKET	DESCRIPTION
Indigenous introduction	Aged between 15–24 years, young singles or parents, often studying, travelling for holiday purposes, sourcing trips from family or friends or the internet.
Leisure opportunists	Aged between 35–54 years, parents, travelling for holiday purposes or to visit friends and relatives, sourcing from the internet or word-of-mouth.
Retired regional self-drive	Aged 55 years or older, non-working and retired, travelling for holiday purposes, caravan or camping, travelling by private car.



E. Broader Visitor Market Assessment

THE MACKAY REGION



DOMESTIC
OVERNIGHT VISITORS
595,000



INTERNATIONAL
OVERNIGHT VISITORS
1,316



DAY TRIP
VISITORS
607,000



KEY SOURCE MARKETS

75% of all visitors travelled from within Queensland. Of these travellers, **30%** of all Queensland based visitors travelled from Brisbane.



PURPOSE OF TRAVEL

33% of all visitors travelled for the purpose of holiday, followed closely by business at **31%**.



ACTIVITIES UNDERTAKEN

'**Social Activities**' was the most popular activity undertaken at **73%**, followed by **26%** of visitors who experienced **outdoor/nature** activities.



DEMOGRAPHICS

Majority of visitors are aged **over 55 yrs (32%)**, earn over **\$200K per annum (20%)** and are **working full time (63%)**. **Families with children aged between 6 - 14 years** are also a popular segment (**17%**)

Source: Tourism Research Australia, www.tra.gov.au, statistics year ending March 2022

THE WHITSUNDAYS



DOMESTIC
OVERNIGHT VISITORS
844,000



INTERNATIONAL
OVERNIGHT VISITORS
7,466



DAY TRIP
VISITORS
267,000



KEY SOURCE MARKETS

78% of all visitors travelled from within Queensland. Of these travellers, **30%** of all Queensland based visitors travelled from Brisbane, and **22%** from Mackay.



PURPOSE OF TRAVEL

69% of all visitors travelled for the purpose of holiday.



ACTIVITIES UNDERTAKEN

'**Social Activities**' was the most popular activity undertaken at **84%**, followed by **69%** of visitors who also experienced **outdoor/nature** activities.



DEMOGRAPHICS

Majority of visitors are aged between **25 - 39 yrs (32%)**, earn over **\$200K per annum (24%)** and are **working full time (57%)**. **Young couples** are the most popular segment (**19%**).

Source: Tourism Research Australia, www.tra.gov.au, statistics year ending March 2022

CAPRICORN REGION (ROCKHAMPTON, LIVINGSTONE AND CENTRAL HIGHLANDS)



DOMESTIC
OVERNIGHT VISITORS
1,066,000



INTERNATIONAL
OVERNIGHT VISITORS
2,387



DAY TRIP
VISITORS
1,211,000



KEY SOURCE MARKETS

92% of all visitors travelled from within Queensland. Of these travellers, **36%** of all Queensland based visitors travelled from Brisbane.



PURPOSE OF TRAVEL

40% of all visitors travelled for the purpose of holiday, followed by business at **28%**.



ACTIVITIES UNDERTAKEN

'**Social Activities**' was the most popular activity undertaken at **73%**, followed by **31%** of visitors who also experienced **outdoor/nature** activities.



DEMOGRAPHICS

Majority of visitors are aged **over 55 yrs (29%)**, earn over **\$200K per annum (24%)** and are **working full time (66%)**. **Older married couples** are the most popular segment (**25%**).

Source: Tourism Research Australia, www.tra.gov.au, statistics year ending March 2022

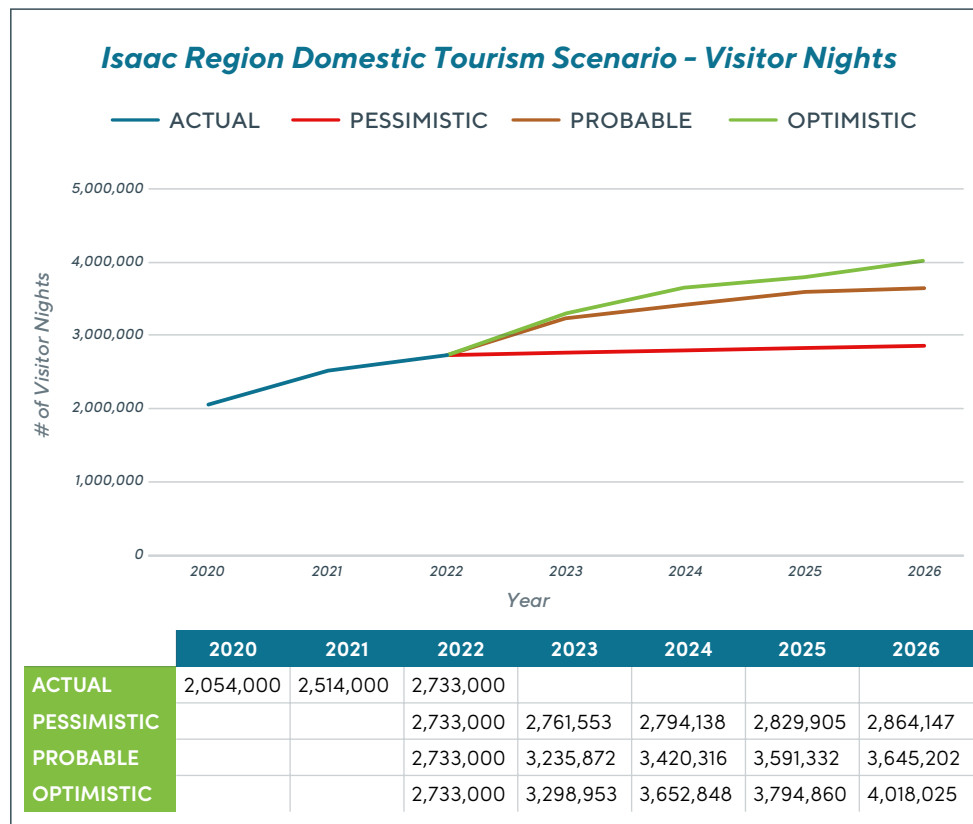
3. THE ISAAC REGION ECONOMY AND VISITOR MARKET (continued)

F. Visitation Forecast

The scenarios showcased below are based on several data sources – “Tourism Recovery Scenarios” (Tourism Research Australia, 2020); IVS and NVS data (TRA, 2021); “Domestic Tourism Forecasts 2021 - 22 to 2025 - 26 ” (TRA, 2021); and relevant information regarding possible tourism trends over this time frame.

Visitor Nights has been used as the measure as the basic work undertaken by TRA in establishing the national and state scenarios used Visitor Nights based on sample sizes, availability, and correlation between Visitor Nights and Expenditure.

Given the overwhelming proportion of total visitation to the Isaac Region being domestic, the below figures focus on domestic overnight visitation only.



Generally, the Isaac Region has a significantly higher proportion of business related visitors than at the state level (78% vs 19%), which has resulted in no overnight visitation impact over the Covid - 19 Pandemic period. In fact, as can be seen above and in previous data - overnight visitation and visitor nights grew across this period, with the Isaac being one of the very few region's nationwide to experience visitation growth across the 2020 - 2021 period in particular.



4

TOURISM AUDIT

This section details the tourism experience/attraction, accommodation and event audits for the Isaac Region. The overall objective was to determine what experiences, accommodation types and events are currently on offer, and where they are located. This mapping then identifies gaps - the opportunities for the region's overall visitor experience, how existing assets and opportunities correlate with proposed tourism trails and what might be needed in order to address some of these gaps and opportunities. **This is a critical point of focus for this project.**

This audit is based predominantly on several key sources of information which include:

- The Australian Tourism Data Warehouse (ATDW) product database;
- The existing membership database of Mackay Isaac Tourism;
- TripAdvisor product/tourism experience/accommodation listings;
- AirBnB accommodation listings;
- Isaac Regional Council feedback/consultation; and
- Previous audit work undertaken through the Mackay Tourism Opportunity Analysis undertaken in 2020.

Whilst the Isaac Region is not recognised as having a developed tourism sector like some of its neighbouring regions, such as the Whitsundays, the region does possess a number of significant natural assets that provide rich tourism experience development opportunities, and a competitive edge over some neighbouring regions.

Whilst there are currently a relatively small number of bookable tourism experiences on offer, the appeal for local businesses to start new tourism focused businesses will be boosted as increased exposure, access and management of the region's natural and cultural assets is pursued.

4. TOURISM AUDIT (continued)

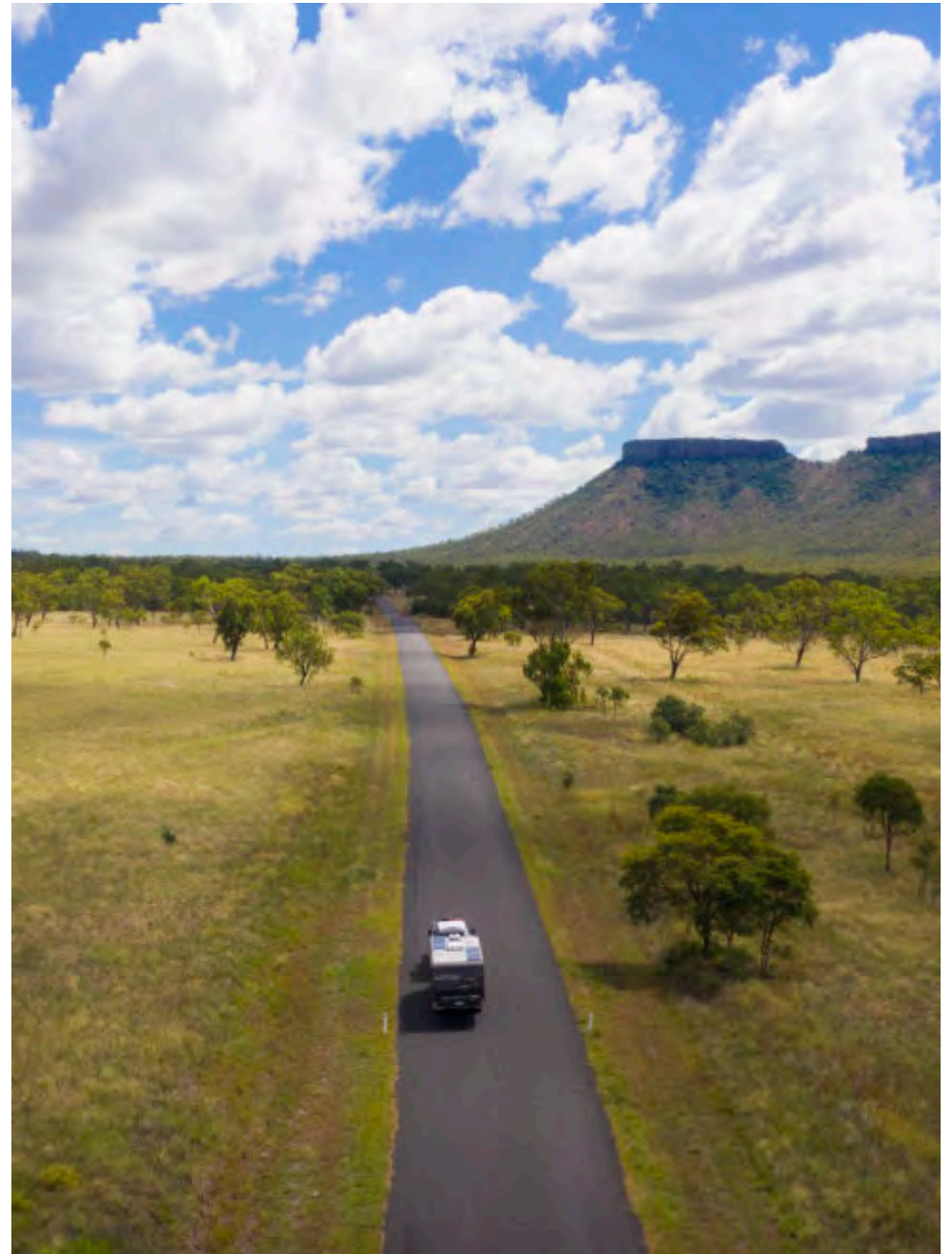
A. Experiences/Attractions Audit and Key Findings

The audit captured those offerings considered to be primary tourism experiences (not those that are primarily utilised by the local community. To make the process of identifying gaps and opportunities easier, this audit details the region's experiences through several categories including:

- Land Based Tours;
- Scenic Flights;
- Hire/Self Guided Experiences;
- Museums and Cultural Attractions ;
- Natural Attractions ;
- Attractions;
- Art Experiences; and
- Parks and Gardens.

A few important notes to consider when reviewing the below information:

- 'General' cafes, restaurants and bars have been excluded from the audit so as not to skew the results. The audit only focuses on venues and facilities that provide unique experiences, such as cooking classes, breweries, etc; and
- Non-major beaches and lookouts are also excluded for the same reasons; and
- Destination and community events have also been excluded (they are included in the event audit component of this scope of work).



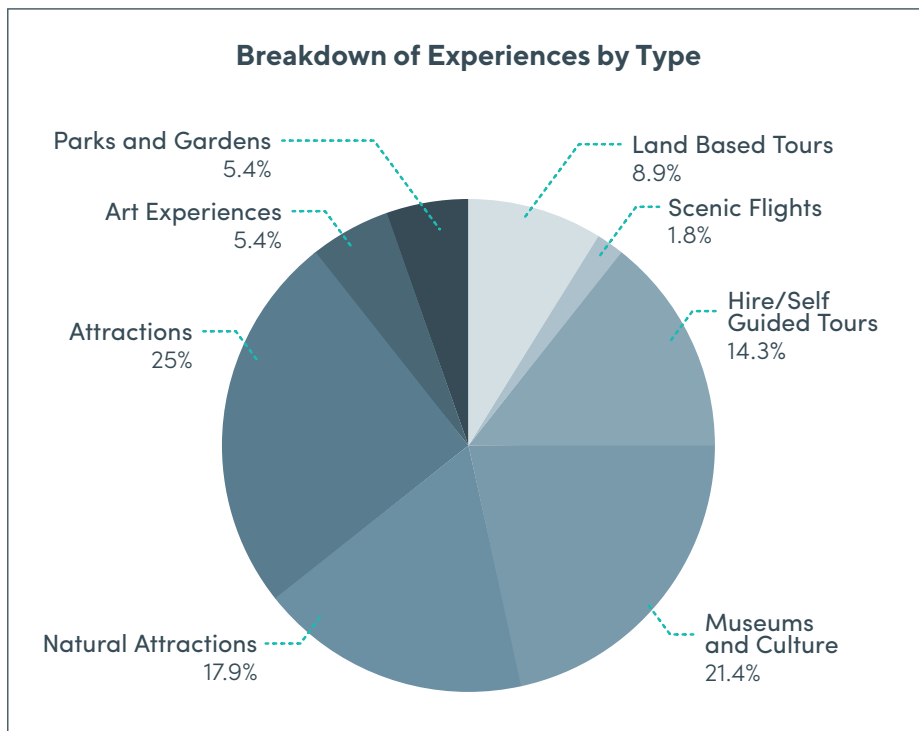
4. TOURISM AUDIT (continued)

KEY FINDINGS

Some key points to note from the tourism experiences/attractions audit include:

- We identified 56 tourism experiences and attractions that are currently on offer within the Isaac Region through this audit. Note that the audit undertaken uses several key sources and may not be an exhaustive list;
- The majority of experiences that are on offer are Attractions, 25% of all on offer in the Isaac. Attractions include those that are typically man made, or are islands/destinations with infrastructure present;
- A high portion of all experiences/attractions on offer in region are free experiences, coming in at 70% of all experiences;

- 36% of all experiences/attractions (region's highest concentration) on offer throughout the Isaac Region are centred around Clermont;
- Overwhelmingly, the majority of experiences/attractions involve outdoor activities, so are very weather dependent. Just 9% of all experiences/attractions available in the Isaac are indoor products; and
- There are a large number of experiences/attractions that do not have ATDW listings with only 23% registered.



4. TOURISM AUDIT (continued)

B. Accommodation Audit and Key Findings

The accommodation audit focused on a number of different accommodation options and categories, with categories being:

- Serviced Apartments;
- Motels;
- Pub Accommodation;
- Camping Areas;
- Caravan/Holiday Parks;
- Holiday Homes/Apartments;
- Backpackers; and
- Mining accommodation.

In some cases, for campsites, powered and unpowered caravan sites, etc, room numbers were unavailable/difficult to calculate. We also excluded the mining accommodation from the findings below because the number of mining accommodation rooms in the Isaac Region are significant and will skew the overall results of the accommodation options analysis and assessment piece. Mining accommodation is also, typically either not available or unappealing to the typical leisure traveller.



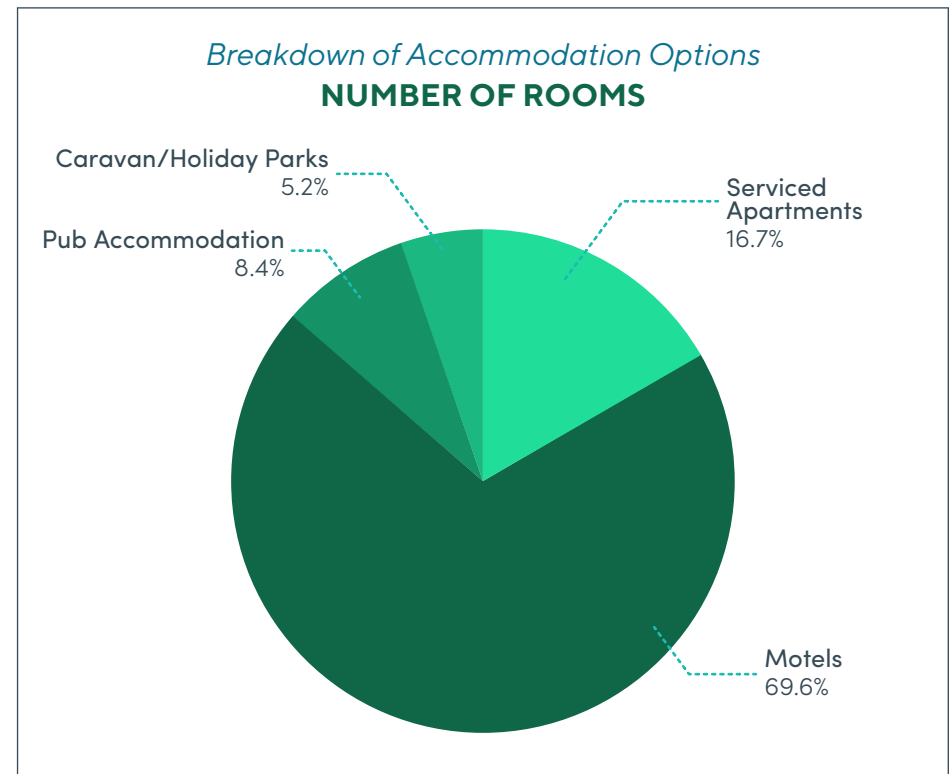
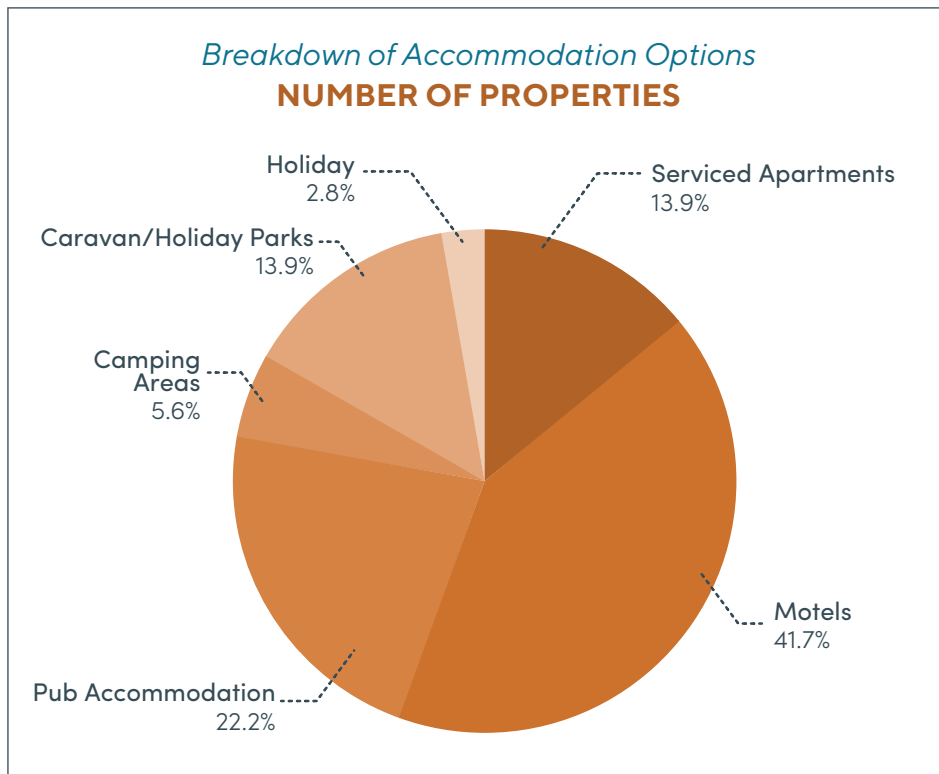
4. TOURISM AUDIT (continued)

KEY FINDINGS

Noting the above, key findings of the accommodation audit included:

- The Isaac region has a total of 37 accommodation properties with approximately 833 rooms available;
- Motels are the most common accommodation type on offer in the Isaac, accounting for 42% of all properties on offer with the highest number of rooms overall – providing approximately 70% of all room stock (580 rooms);

- There are a large number of accommodation providers in the Isaac Region that do not have ATDW listings – with just 22% (8 operators) of all accommodation providers having an ATDW listing.
- For holiday parks/caravan parks, the room count reflects only those in cabin/villas offered, it does not reflect powered/unpowered sites.



4. TOURISM AUDIT (continued)

C. Events Audit and Key Findings

The audit included the events that are considered to be primary tourism focused events. The events have been divided into the following categories:

- Sport;
- Music;
- Lifestyle and Culture;
- Nature; and
- Charity.

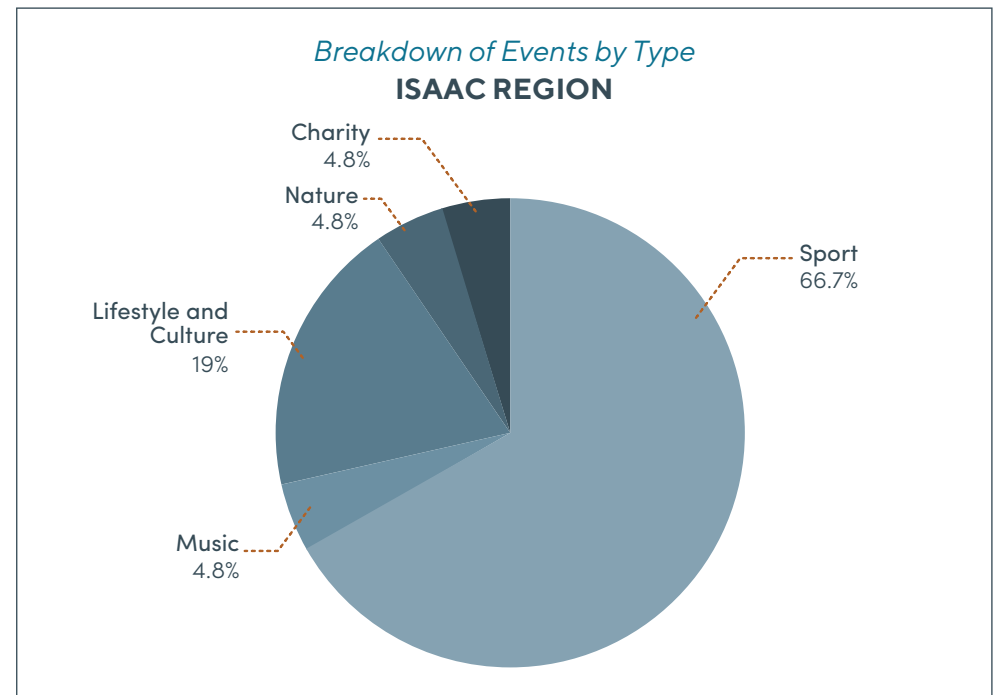
Events such as smaller community events, that are focused on catering for local residents as opposed to visitors have been excluded from the below audit, as including them may skew the overall findings of the initial audit and subsequent gap analysis. We acknowledge that **this boundary can be blurred.**



KEY FINDINGS

Some key points to note from the audit include:

- We identified 21 events that are currently on offer within the Isaac Region through this audit. Note the audit uses several key sources and may not be an exhaustive list;
- The majority of events that are on offer are sporting events, which accounted for 67% of all events on offer in the Isaac. Of these sporting events, the majority were focused on rodeo and campdraft events;
- The location of the events are quite evenly distributed across the region, with the bulk of the events located in Middlemount, Clermont and Nebo, accounting for 24%, 19% and 19% of all events on offer respectively;
- The vast majority of the events listed above are not registered with ATDW. In fact, just one event is registered with ATDW.





STRATEGIC ANALYSIS

A. Vision and Goals

A DRAFT Isaac Tourism Trails **vision** is:

To be the Queensland drive market destination of choice for visitors seeking unique, diverse and memorable coastal, heritage and outback experiences.

Mission:

To diversify the Isaac Region's economy, offering visitors vibrant, authentic, engaging and sustainable tourism experiences that share and celebrate our rich and unique cultures, traditions, heritage and stunning natural attractions, whilst facilitating and encouraging the dispersal of visitors for the benefit of the visitor experience, our local tourism sector and the wider business community.

5. STRATEGIC ANALYSIS (continued)

B. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Highly engaged and proactive Council who are committed to growing the tourism sector. Tourism is recognised as a key economic opportunity for 'life after mining'.• Unique natural assets that have the potential to provide strong/unique points of difference for the Isaac region as a tourism destination.• A unique tourism offering, providing both a convenient outback and coastal tourism experience.• Good working relationship with Mackay Isaac Tourism, with an existing funding agreement in place.• Some existing tourism products and local ideas.• A number of Council owned assets have high levels of tourism potential.• A growing events calendar that is closely aligned with the key themes and tourism offerings of the destination.• A large agricultural sector with privately owned land adjacent to National Park Areas.• Good access to and from the destination by road and air.	<ul style="list-style-type: none">• Lack of specialist knowledge and experience (within Council) to effectively manage tourism experience development and promotion.• A lack of personnel and financial resourcing allocated to tourism experience development and destination marketing within Council.• A lack of tourism specific marketing assets (website, social media channels etc) within Council.• A lack of a tourism marketing/visitor information services strategy.• A lack of paid (bookable) tourism experiences on offer in the Isaac Region.• A lack of diversity in the range of accommodation products on offer in the region.• Poor destination awareness as a leisure destination, particularly of the Isaac Region.• Poor levels of access for tourists at key natural tourism attractions such as the Peak Range National Park.• A lack of clearly defined opportunities in National Park areas for interested local tourism operators.• Few Indigenous tourism experiences currently exist.• Lack of tourism trade (supply chain) knowledge.• Need to build both products/experiences, alongside broad sector business nous.• Current low level of funding allocated to tourism development and marketing by Council.

5. STRATEGIC ANALYSIS (continued)

OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Access to state and federal funding.• Significant opportunities to broaden and promote the tourism offering.• Significant potential to drive growth in overnight visitor expenditure amongst the leisure sector.• Potential to capture the large and existing business travel market.• Tourism infrastructure and co-investment partnerships.• Enact the Implementation Action Plan outlined in the newly developed Isaac Region RV and Camping Strategy.• Implement the recommendations outlined in the newly developed Visitor Information Assessment and Implementation Action Plan.• Enact the actions outlined in the newly developed Isaac Recreational Prospecting and Fossicking Strategic Plan 2023 - 2028.• Partner with the state government and QPWS to promote and improve access to key National Park areas, such as Gemini Peaks and Lords Table Mountain.• Provide a user friendly, interactive and appealing means to promote the proposed Isaac Tourism Trails to key markets, such as a web based app.	<ul style="list-style-type: none">• Pandemic returning to lockdowns and further frustration of international markets.• Domestic markets are still in recovery.• Direct competition from many high quality tourism destinations and experiences in Queensland.• Possible RTO model restructure in Queensland may impact partnership with MIT.• Lack of dedicated tourism sector development funding allocated by Council.

5. STRATEGIC ANALYSIS (continued)

C. Stakeholder Consultation and Industry Feedback

The consultation for this project has been extensive and has involved:

- Public/community forums and workshops;
- Face to face meetings in the region;
- Many online meetings;
- Four regional visits and touring or targeted field visits across the entire region;
- Agency and external organisation meetings;
- Meetings and extensive interactions with IRC staff and Councillors; and
- A number of online and face to face presentations.



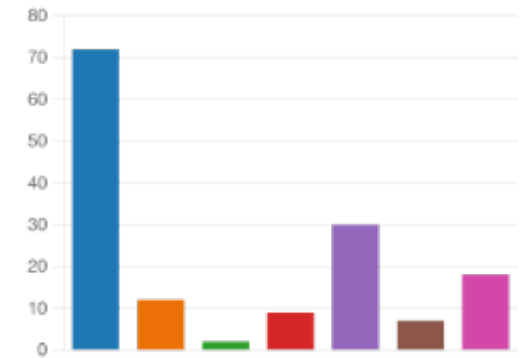
VISITOR AND RESIDENT SURVEYS

As part of the consultation, two surveys, being a Visitor Survey and Residents' Survey,¹ provided the following useful information for this strategy.

The Visitor Survey (n 101) conducted in late 2022 revealed the following for the type of traveller - mostly people travelling as couples, as seen below.

3. Which of the following best describes who is with you on your trip? Tick ALL that apply

● Your partner/spouse	72
● Your child/children	12
● Your parents or your partner's p...	2
● Other members of your family	9
● Friend(s)	30
● An organised group	7
● I am on my own	18



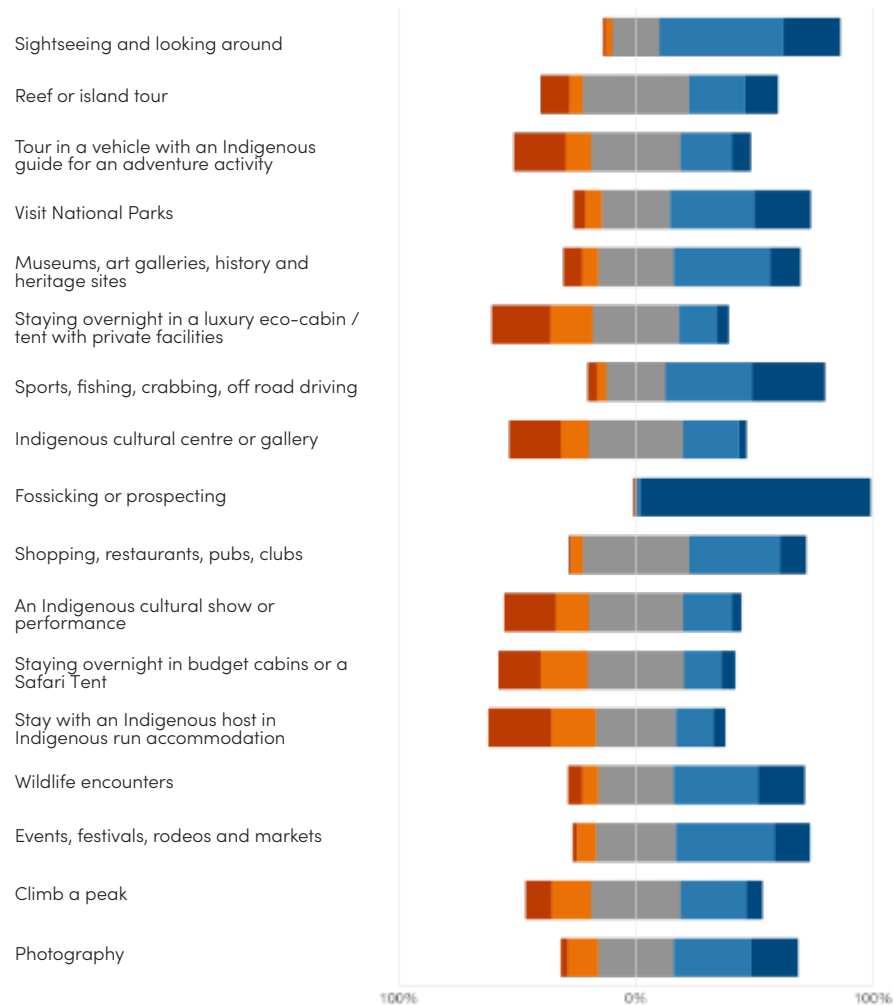
The main activities undertaken were Fossicking and Prospecting as seen below.

¹ DR Tourism surveys late 2022

5. STRATEGIC ANALYSIS (continued)

6. Which of the following activities and experiences appeal to you if they could be undertaken while visiting the region? Rate ALL 1 to 5

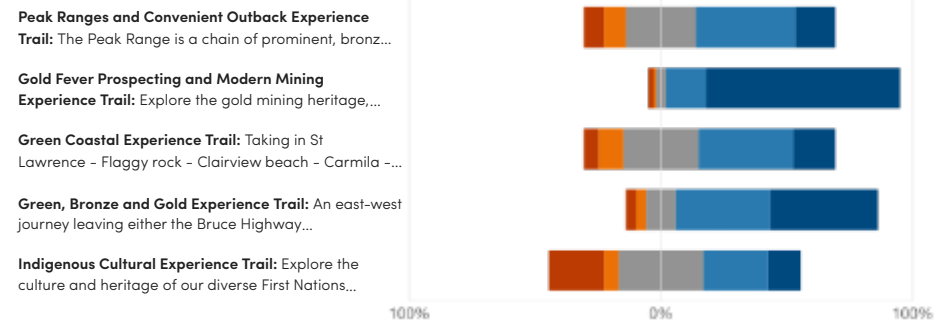
1 very unappealing 2 mostly unappealing 3 neutral 4 mostly appealing 5 very appealing



Of the five concept tourism trails offered for respondents ranking, the Gold Fever Prospecting and Modern Mining Trail had the highest number of 4 or 5 rankings.

7. The following are potential future tourism trails in the region. How much does each appeal to you? Rate ALL 1 to 5

1 very unappealing 2 mostly unappealing 3 neutral 4 appealing 5 very appealing



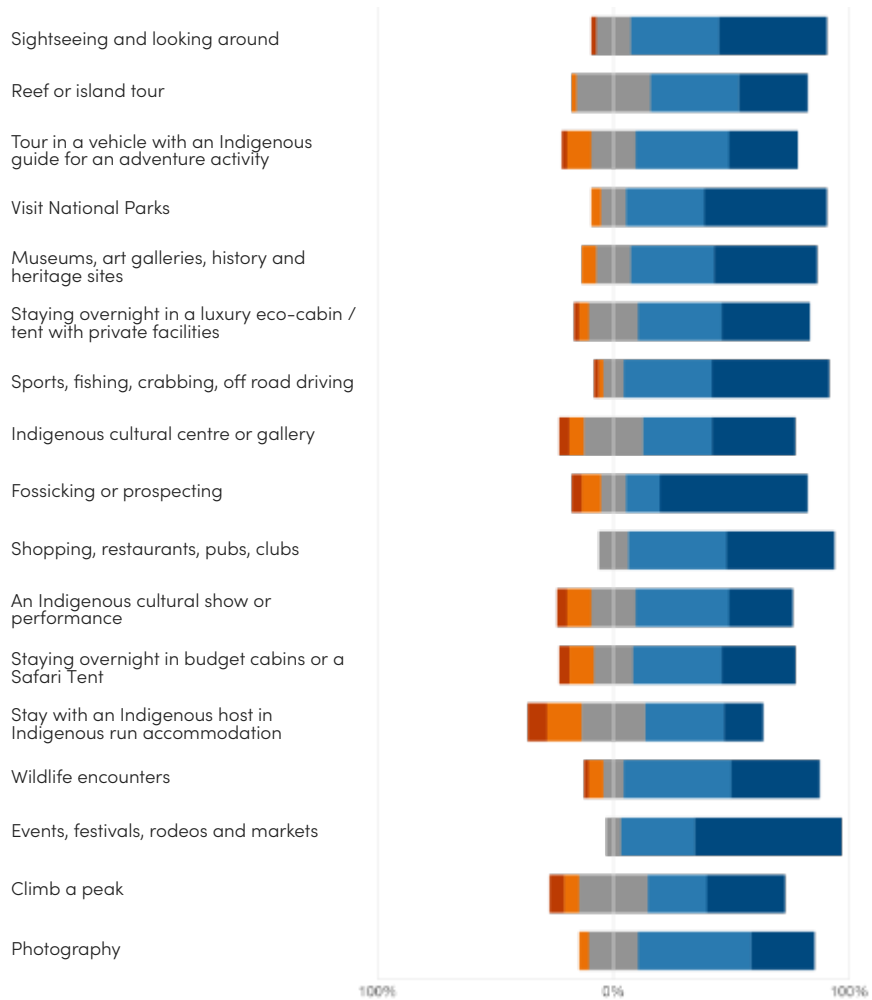
RESIDENTS SURVEY

The Isaac Community and Business Survey (n 48) conducted in late 2022 revealed a similar high level of rating for fossicking and prospecting, albeit balanced with other activities:

5. STRATEGIC ANALYSIS (continued)

3. Which of the following activities and experiences if they were available in the Isaac region appeal to you as a local? Rate ALL 1 to 5

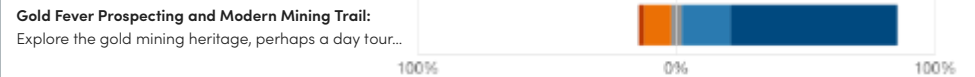
1 very unappealing 2 mostly unappealing 3 neutral 4 mostly appealing 5 very appealing



The Isaac Community and Business Survey also showed that, of the five concept tourism trails offered for rating, the Gold Fever Prospecting and Modern Mining Trail also had the highest number of 4 or 5 ratings for community and residents.

6. The following is example 2 of 5 for potential future tourism trails in the region (which may not yet exist as defined tourist trails). How much would or does each appeal to you as a local? Rate ALL 1 to 5

1 very unappealing 2 mostly unappealing 3 neutral 4 appealing 5 very appealing



5. STRATEGIC ANALYSIS (continued)

D. Strategic Challenge

The Isaac Region has a highly engaged and proactive Council, committed to growing the tourism sector as a key economic opportunity balancing mining. It must exploit existing opportunities and unique natural assets as a convenient outback, heritage, prospecting and coastal tourism destination experience. To activate this, IRC must work closely with the community, Queensland Parks and Wildlife, First Nations people, and prospecting and mining stakeholders. It can leverage an impressive events calendar that is closely aligned with the key themes and tourism offerings of the destination.

This is the foundation for developing the Isaac Tourism Trails but we must overcome a lack of specialist knowledge to effectively manage tourism experience development and promotion, scarcity of IRC discretionary resources and a lack of tourism specific marketing assets (website, social media channels, etc.) within Council. A second but crucial need, is to develop more bookable tourism experiences and diversify the range of accommodation products on offer in the region.

Guiding pathways on the above can be found in the related sub plans being: Isaac Tourism Trails Strategy; Isaac Region RV and Camping Strategy; The Isaac Recreational Fossicking and Prospecting Strategy 2023-2028; and Visitor Information Assessment and Implementation Plan. Each of these highlights the core challenges and have tables of detailed recommendations. Additionally, Indigenous Cultural Tourism is at an early developmental stage and IRC must consider a framework to leverage the First Nations cultural heritage and stewardship of country, to inspire the development of a thriving First Nations' tourism sector that offers diverse, authentic and engaging, sustainable tourism experiences.

Underpinning this will be adequate people resources around: creation of an Isaac Indigenous Tourism Facilitator role guided by a Cultural Tourism Advisory Group; and creation of an Isaac Tourism Industry and Business Development role to collaborate with MIT, industry/business community, to support tourism operators and start-ups, develop future trade readiness and turn product concepts into investment packages for investors.



5. STRATEGIC ANALYSIS (continued)

E. Isaac Region RV and Camping Strategy Synopsis

The Isaac Region is blessed with a stunning array of natural assets, and is already popular with drive visitors, particularly, the RV, Caravan and Camper Trailer traveller with many visitors travelling from within Queensland and from interstate, predominantly NSW.

The popularity of the region as a drive destination is only increasing, and as such the Isaac Regional Council (IRC) has taken the proactive step of commissioning the Isaac Region RV and Camping Strategy. The Isaac Tourism Trails reflect the mix of convenient outback, rural and coastal environments coupled with the natural beauty, the Peak Ranges, heritage experiences and a diversity of events, providing a compelling reason for visitors to explore the region.

IRC seeks to balance the demand for the destination amongst the drive segment, whilst ensuring that the quality of experiences on offer to these visitors remains at a high, sustainable standard. It recognises that the successful, sustainable management of visitor offerings to this segment will have significant positive impacts for the Isaac community both from a social and economic perspective.

Based on the market analysis and overall situational analysis, four Key Priority Areas are identified to inform our recommendations for implementation of camping options:

- 1 A standard definition within an Isaac Camping Options Matrix;**
- 2 Provision of services and infrastructure;**
- 3 Enhancing RV and Camping Visitor Experiences to meet market demand; and**
- 4 Changes to laws and regulations and enforcement and regulation of camping.**





F. Isaac Prospecting and Fossicking Strategy Synopsis

The Isaac Fossicking and Prospecting Strategy 2023–2028 sets a framework for the sustainable management and development of the Isaac region’s prospecting and fossicking visitor sector to maximise economic benefits and opportunities. It aligns with the overall Isaac Tourism Trails Strategy and adds much value and diversity to the overall proposition the destination offers visitors.

A national leading geo-tourism experience can be developed in our broader region with historic and contiguous gold, gem and opal fields existing, however, this must be underpinned by secure and more accessible public lands available to the general public and protected by legislation.

Coordinated support and advocacy in coalition with fossicking and prospecting businesses and community stakeholders is needed to bolster their shared quest for higher recognition, profile and greater access for this recreational activity.

This Strategy consolidates the work done to date, acknowledges and is informed by the input from Isaac stakeholders, and embraces a bold vision for the Isaac Region to

become Queensland’s number one recreational prospecting and fossicking destination, renowned for its rich history and opportunities for gold.

Based on the market analysis and overall situational analysis, three Key Priority Areas are identified to inform our recommendations for implementation of the Action Plan:

- 1 Marketing and enhancing prospecting tourism experiences and active integration with the promotion of other fossicking areas such as the adjacent Gemfields;**
- 2 Accommodating prospecting visitors in affordable, GPA convenient locations, especially bush camping; and**
- 3 Changes to laws and regulations, advocacy and increased access to, and availability of, GPAs for Fossicking and Prospecting.**

This Strategy can be a framework to consolidate all the work done to date, refocus, and rejuvenate the advocacy effort to obtain the best outcome for the Isaac community and prospecting stakeholders.

5. STRATEGIC ANALYSIS (continued)

G. Visitor Information Assessment and Implementation Plan Synopsis

This Visitor Information Assessment and Implementation Plan (VIC) review forms part of the Isaac Tourism Trails Strategy project and provides recommendations on how to revitalise Council's visitor information service offering over the next five years (2023 - 2028). The analysis shows a review was several years overdue and there is an urgency for decisive, tactical direction to steer the provision of visitor information services moving forward.

As a part of this process, detailed assessments were undertaken on physical visitor information service sites, online visitor information, and visitor information provided through print collateral pieces such as brochures.

As detailed within the Isaac Visitor Information Assessment and Implementation Plan 2023 - 2028 report, there were numerous issues and challenges identified for Council to consider in order to successfully distribute effective visitor information. Based on the research cited and overall situational analysis, three Key Priority Areas are identified to inform our recommendations for implementation of the Visitor Information Services Action Plan, which include:

- 1 Development of, and subsequent implementation of a digital marketing strategy** with a priority being the development of Isaac Regional Council owned tourism/consumer facing digital assets;
- 2 Consolidation of, and a more strategic approach to the development and distribution of consumer facing tourism collateral** with a primary focus on being placed on consistency of brand, and consistency of call to action; and
- 3 Place a lesser focus on the development/enhancement of Visitor Information Centres, and place a stronger emphasis on revitalising existing and establishing new visitor experience**, and then leveraging these experiences to distribute meaningful and impactful visitor information.

"In the context of tightening budgets and digital disruption, it is certainly time to revisit the role of VICs in the visitor economy of the future.

This may mean that, for Councils and tourism organisations across the country, whilst they can and should still play a significant role in the dissemination of visitor information, they may not necessarily need to establish and manage physical VICs - as this might not be the most effective means of engaging visitors, potential visitors and meeting their expectations."²



² A National Perspective of Visitor Information Servicing, 2019



THE PROPOSED TRAILS

Following numerous site visits to key locations and attractions throughout the Isaac Region, and following extensive consultation a large range of stakeholders, we are proposing the following trails to be considered for inclusion in the final Isaac Tourism Trail experience offerings:

- 1 The Peak Ranges and Convenient Outback Experience Trail;**
- 2 The Gold Fever Prospecting and Modern Mining Experience Trail;**
- 3 The Green Coastal Experience Trail; and**
- 4 The Green, Bronze and Gold Experience Trail.**

6. THE PROPOSED TRAILS (continued)

An Indigenous trail has not been identified in this plan due to the early developmental nature of Indigenous Cultural Tourism experiences in the Isaac and also because we believe it is optimally viewed as an integral element of all travel and tourism experiences, and interwoven into the four trails.

The routes that these proposed trails cover are extensive, and capture much of the Isaac Region's current tourism offering, inclusive of tourism experiences and attractions,

accommodation offerings and events. These proposed routes also highlight key gaps and opportunities that should be pursued in order to further grow a strong tourism sector in the Isaac and ensure its sustainability.

Opportunities/gaps range from tourism experience needs, accommodation opportunities, and infrastructure and legislation requirements.



6. THE PROPOSED TRAILS (continued)

A. Peak Ranges and Convenient Outback Experience Trail

The Peak Range is a chain of prominent, bronze and picturesque mountains between Moranbah, Clermont and Dysart. The sharp peaks are visible from a considerable distance across the flat country plains and provide spectacular views and are one of Isaac region's most iconic experiences. Hike on defined walking trails with good signage and amenities, perhaps take a guided tour or camp nearby. If you want more 'convenient outback', take in an event or rodeo at Nebo or visit Mount Britton.

i. PROPOSED ROUTE

The Peak Ranges and Convenient Outback Experience Trail is proposed to be both a driving and walking/hiking experience, as the trail itself captures a large portion of key natural attractions within the Peak Range National Park, with a number of sites currently accessible by self guided walks and hikes.

To complete this route, travellers will need access to a vehicle, and whilst the starting point of the proposed trail is interchangeable, we would propose that the route takes the following track:



Start the route in Moranbah. A key access location to the Isaac region, with a fully serviced regional airport;



Travel to Gemini Peaks for a half day or full day of walking/hiking. The Gemini Peaks are an approximate 59 kilometre drive from Moranbah;



Overnight either in Moranbah, or in Clermont. Clermont is 123 kilometres away from Moranbah;



Travel to Wolfgang Peak for a half day or full day of walking/hiking. Wolfgang Peak is approximately 70 kilometres from Moranbah, and 53 kilometres from Clermont;



Overnight in Clermont;



Travel from Clermont to Moranbah, via Dysart. This drive is approximately 170 kilometres long.

There are numerous other experiences on offer along this proposed trail, outside of the Peak Range National Park assets mentioned above. These are detailed in the Tourism Product Audit below.

PEAK RANGES & CONVENIENT OUTBACK EXPERIENCE TRAIL

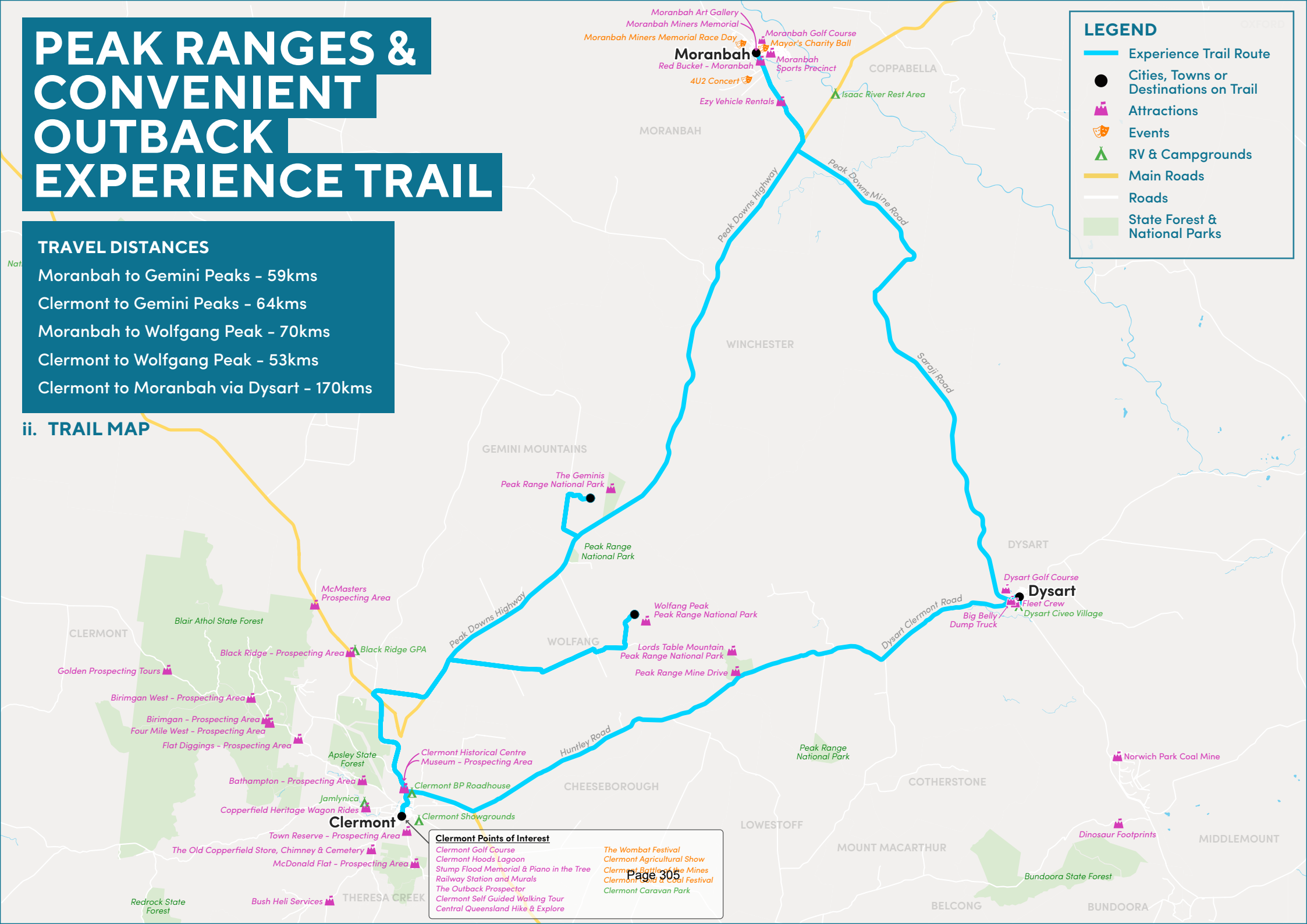
TRAVEL DISTANCES

- Moranbah to Gemini Peaks - 59kms
- Clermont to Gemini Peaks - 64kms
- Moranbah to Wolfgang Peak - 70kms
- Clermont to Wolfgang Peak - 53kms
- Clermont to Moranbah via Dysart - 170kms

ii. TRAIL MAP

LEGEND

- Experience Trail Route
- Cities, Towns or Destinations on Trail
- Attractions
- Events
- RV & Campgrounds
- Main Roads
- Roads
- State Forest & National Parks



Clermont Points of Interest

- Clermont Golf Course
- Clermont Hoods Lagoon
- Stump Flood Memorial & Piano in the Tree
- Railway Station and Murals
- The Outback Prospector
- Clermont Self Guided Walking Tour
- Central Queensland Hike & Explore

Other Points of Interest

- The Wombat Festival
- Clermont Agricultural Show
- Clermont Brothers Mine
- Clermont Coal Festival
- Clermont Caravan Park

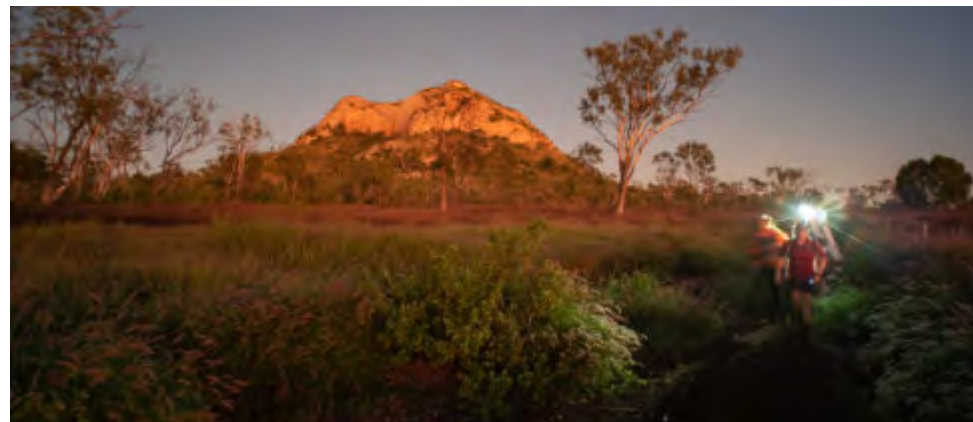
6. THE PROPOSED TRAILS (continued)

iii. IDENTIFIED TOURISM/EXPERIENCE DEVELOPMENT OPPORTUNITIES

The priorities include:

KEY	
M	Must (implemented in 0 - 12 months)
S	Should (implemented in 1 - 3 years)
O	Opportunity (Future / aspirational opportunities to be pursued)
	Game changer

The opportunities that have been identified on this proposed trail include the following:



OPPORTUNITY	PRIORITY	OWNER	PARTNERS
<p>Vehicle Access to Key Hiking Trails</p> <p>4WD only access via the fire break to a car park at the start of the QPWS hiking trail. Priority is safe ingress and egress, off road parking and closer vehicle access to the walking trails. Partner with the state government and QPWS to promote and improve access to key National Park areas, such as Gemini Peaks and Lords Table Mountain.</p>	M	QPWS	IRC
<p>Interpretive Signage and Displays</p> <p>Interpretative signage at key National Park assets, including Gemini Peaks, Lords Table Mountain and Wolfgang Peak.</p>	M	QPWS	IRC
<p>Commercial Hiking Tours in National Park Areas</p> <p>Work with QPWS and local industry to define the regulation of, and secure permission to facilitate, commercial hiking tours at key sites, such as Gemini Peaks and Lord's Table Mountain.</p>	O	IRC	QPWS, Industry
<p>Scenic Flights</p> <p>Work with QPWS and industry to define the regulation of, and secure permission to facilitate, commercial opportunities for scenic flights and landing in National Park areas, such as helicopter landings on Lords Table Mountain.</p>	S	IRC	QPWS, Industry
<p>Glamping/Eco Cabin Accommodation</p> <p>Investigate glamping/eco cabin accommodation offerings on free hold/private owned land adjacent to key National Park areas. Target 1-2 breakthrough or catalytic projects that become exemplars for others.</p>	O	IRC	Industry

6. THE PROPOSED TRAILS (continued)

B. The Gold Fever Prospecting and Modern Mining Experience Trail

Explore the gold mining heritage, perhaps a day tour of the modern coal mining industry, viewing areas of an operating coal mine and hearing about mine rehabilitation. This trail includes: Eungella rainforest, gold rush pioneers at Mount Britton, Lake Elphinstone camping, Nebo's heritage, Moranbah, Clermont / Theresa Creek Dam where you can visit Queensland's most accessible goldfields and strike gold on a tour with a guide.



i. PROPOSED ROUTE

The Gold Fever Prospecting and Modern Mining Experience Trail is predominantly a driving experience, with some walking elements included as a part of the broader fossicking and prospecting opportunities that this trail presents. The proposed trail heavily leverages and features the gold and broader mining experience of the Isaac Region, a significant part of the region's history and culture, whilst also featuring a range of non mining focused experiences and attractions that are also conveniently located on this particular trail.

To complete this route, travellers will need access to a vehicle, and whilst the starting point of the proposed trail is interchangeable, we would propose that the route takes the following track:



Start the route in Eungella, which provides a stunning scenic access point to the Isaac Region from the Mackay Region. 4WD access is recommended given the number of gravel roads featured on this trail;



Travel to Mount Britton to see the site of one of the region's first gold mining settlements. Mount Britton is an approximate 93 kilometre drive from Eungella;



Travel to Nebo and visit the historic Nebo Hotel, where visitors can enjoy a meal and/or overnight accommodation. Alternatively, visitors can continue travelling to Moranbah for an overnight stay. Moranbah is approximately 142 km from Mount Britton;



Travel to Clermont where travellers can visit key attractions such as the Clermont Historical Centre or Theresa Creek Dam. Clermont is also a key access point for the gold fossicking and prospecting fields. Clermont is approximately 120 kilometres from Moranbah;



Overnight in Clermont;



Drive to Dysart and Middlemount, where visitors can enjoy views of past and current mine sites and pits and art murals celebrating the mining heritage of the Isaac. There are also accommodation offerings available in both Dysart and Middlemount.

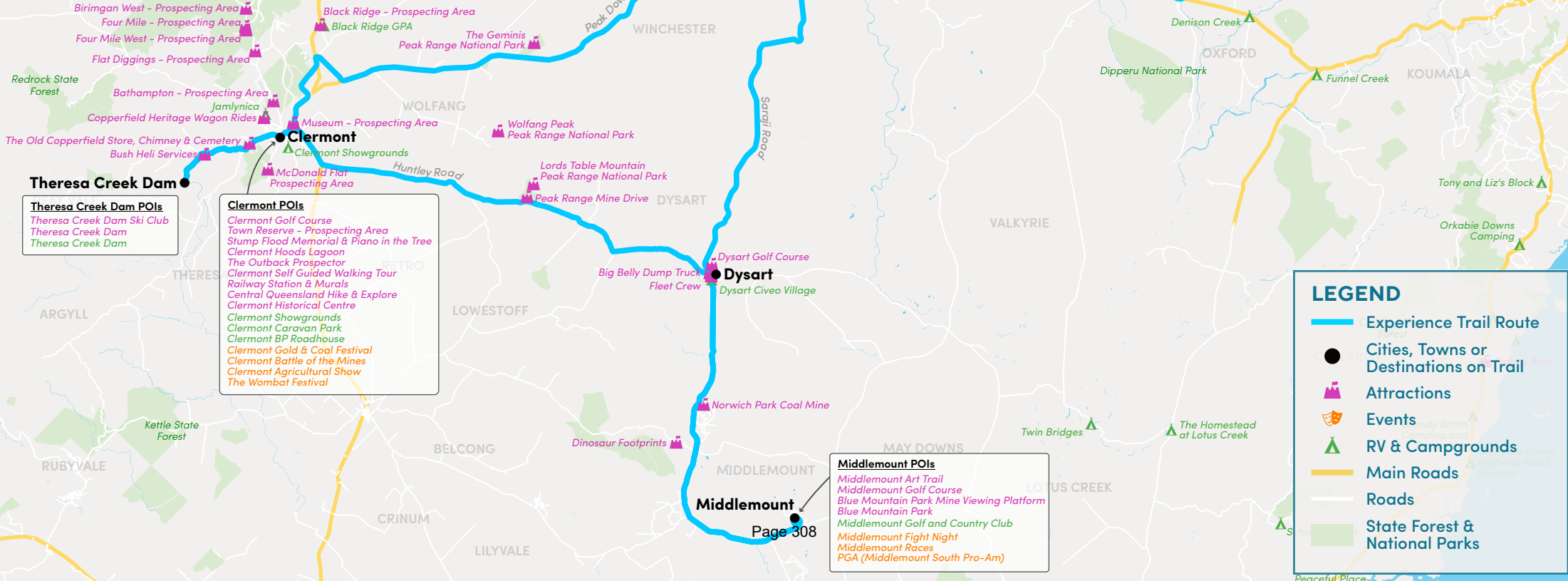
There are numerous other experiences on offer along this proposed trail, which are detailed in the Tourism Product Audit below.

GOLD FEVER PROSPECTING & MODERN MINING EXPERIENCE TRAIL

TRAVEL DISTANCES

- Eungella to Eungella Dam - 26kms
- Eungella Dam to Mount Britton Camping Area - 67kms
- Mount Britton Camping Area to Nebo - 42kms
- Nebo to Moranbah - 100kms
- Moranbah to Clermont - 120kms
- Clermont to Theresa Creek Dam - 21kms
- Theresa Creek Dam to Dysart - 106kms
- Dysart to Middlemount - 66kms
- Middlemount to Moranbah - 149kms

ii. TRAIL MAP



Theresa Creek Dam POIs

- Theresa Creek Dam Ski Club
- Theresa Creek Dam
- Theresa Creek Dam

Clermont POIs

- Clermont Golf Course
- Town Reserve - Prospecting Area
- Stump Flood Memorial & Piano in the Tree
- Clermont Hoods Lagoon
- The Outback Prospector
- Clermont Self Guided Walking Tour
- Railway Station & Murals
- Central Queensland Hike & Explore
- Clermont Historical Centre
- Clermont Showgrounds
- Clermont Caravan Park
- Clermont BP Roadhouse
- Clermont Gold & Coal Festival
- Clermont Battle of the Mines
- Clermont Agricultural Show
- The Wombat Festival

Moranbah POIs

- Moranbah Art Gallery
- Moranbah Golf Course
- Moranbah Sports Precinct
- Red Bucket - Moranbah
- Mayor's Charity Ball

Nebo POIs

- Nebo Museum
- Nebo Showgrounds
- Stay a While Caravan Park
- Nebo Rodeo

Middlemount POIs

- Middlemount Art Trail
- Middlemount Golf Course
- Blue Mountain Park Mine Viewing Platform
- Blue Mountain Park
- Middlemount Golf and Country Club
- Middlemount Fight Night
- Middlemount Races
- PGA (Middlemount South Pro-Am)

LEGEND

- Experience Trail Route
- Cities, Towns or Destinations on Trail
- Attractions
- Events
- RV & Campgrounds
- Main Roads
- Roads
- State Forest & National Parks

6. THE PROPOSED TRAILS (continued)

iii. IDENTIFIED TOURISM/EXPERIENCE DEVELOPMENT OPPORTUNITIES

The opportunities below should be read in conjunction with the Fossicking and Prospecting Strategy because, in this instance, the sub plan has direct implications for this trail only and its recommendations are not replicated here.

KEY	
M	Must (implemented in 0 - 12 months)
S	Should (implemented in 1 - 3 years)
O	Opportunity (Future / aspirational opportunities to be pursued)
	Game changer

The opportunities that have been identified on this proposed trail include the following:



OPPORTUNITY	PRIORITY	OWNER	PARTNERS
Cultural Heritage Display/Interpretation Create cultural heritage display/interpretative accessible areas with scar trees/artefacts etc. from sites, such as Mt Britton.	S	IRC	Industry
Dinosaur Fossil Display South Walker and/or pink lilly sites offers evidence that indicates that the TOs and the dinosaurs were potentially in coexistence.	O	IRC	BHP, QI Museum, Barada Barna
Isaac Augmented Reality App Develop a mobile, Augmented Reality App to allow visitors to experience key historical sites along the trail, and allow them to see what these sites/locations looked like back in the 'old days'. Mt Britton could be a prime example of this.	M	IRC	Industry
Mt Britton Visitor Experience/Activation Council to invest in recreating (building) parts of the township as they were back in its prime - assets could include houses, or the local pub. Develop commercial guided experiences and or low investment Council led talks/tours (tourism or museum officer).	S	IRC	Widi, Industry
End of Life Mine Site Opportunities Advocate and work with proponents of end of life mine sites (particularly Clermont Coal, Glencore) to create tourism experiences (eco tourism accommodation, recreational precincts - water, mountain biking, hiking, 4WD).	O	IRC	Mining sector, Industry

6. THE PROPOSED TRAILS (continued)

<p>Mine Site Viewing Platforms</p> <p>Investigate/Identify and or develop potential viewing locations (e.g. on Goonyella riverside, Cavill ridge and Peak Downs) for operational working mine sites, develop stories and narrative on history of region and benefits i.e. rehabilitative processes.</p>	S	IRC	Industry, BHP
<p>Leverage Mining Resources Industry</p> <p>Partner with the mining industry to identify industry-based tourism opportunities and facilitate their development. e.g. mine tours, viewing platforms, collaboration with the Resources Centre of Excellence.</p>	O	IRC	Mining Sector
<p>Clermont Historical Centre Revitalisation</p> <p>Revitalise and improve the existing displays, and add new displays to the Clermont Historical Centre. Focus on interactive, digital displays where possible.</p>	M	IRC	Industry
<p>Nebo Museum Revitalisation</p> <p>Revitalise and improve the existing displays, and add new displays to the Nebo Museum. Focus on interactive, digital displays where possible.</p>	M	IRC	Industry
<p>Theresa Creek Dam Glamping/Eco Cabin Accommodation</p> <p>Develop new accommodation offerings with a focus on glamping and low impact, eco cabins. (refer to the Isaac Region Camping and RV Strategy. The most impactful and highest priority is the further development and staged implementation of the Theresa Creek Dam Recreation and Camping Ground Concept Development Plan.</p>	S	IRC	Industry
<p>Watersports Equipment Hire</p> <p>Kayaks and stand up paddle boards available to hire at Theresa Creek Dam.</p>	M	IRC	Industry

A. The Green Coastal Experience Trail

Taking in St Lawrence - Flaggy rock - Clairview beach - Carmila - Notch point - Greenhill/Cape Palmerston. A trail with serene beaches, rugged 4WD adventures, spotting Dugongs and birdlife, fishing, crabbing and boating. Perhaps visit an island. The best of coastal Queensland in relaxed and stunning campgrounds.

i. PROPOSED ROUTE

This route is a self drive route - and for visitors to experience all that is on offer along this trail, then a capable 4WD vehicle is a must. There is no designated start point for this trail, and it is envisaged that visitors would start the trail from any of the accommodation options that are available along this proposed trail, such as the Homestead at Lotus Creek or Cape Palmerston Holiday Park.

This trail is heavily focused on outdoor adventure activities such as off road driving, fishing and camping. The entire drive route is approximately 345 km long.

GREEN COASTAL EXPERIENCE TRAIL

TRAVEL DISTANCES

The Homestead, Lotus Creek to St Lawrence - 65kms

St Lawrence to Clairview - 31kms

Clairview to Carmila - 42kms

Carmila to Notch Point Campground - 28kms









Notch Point Campground to Cape Palmerston Holiday Park - 18kms

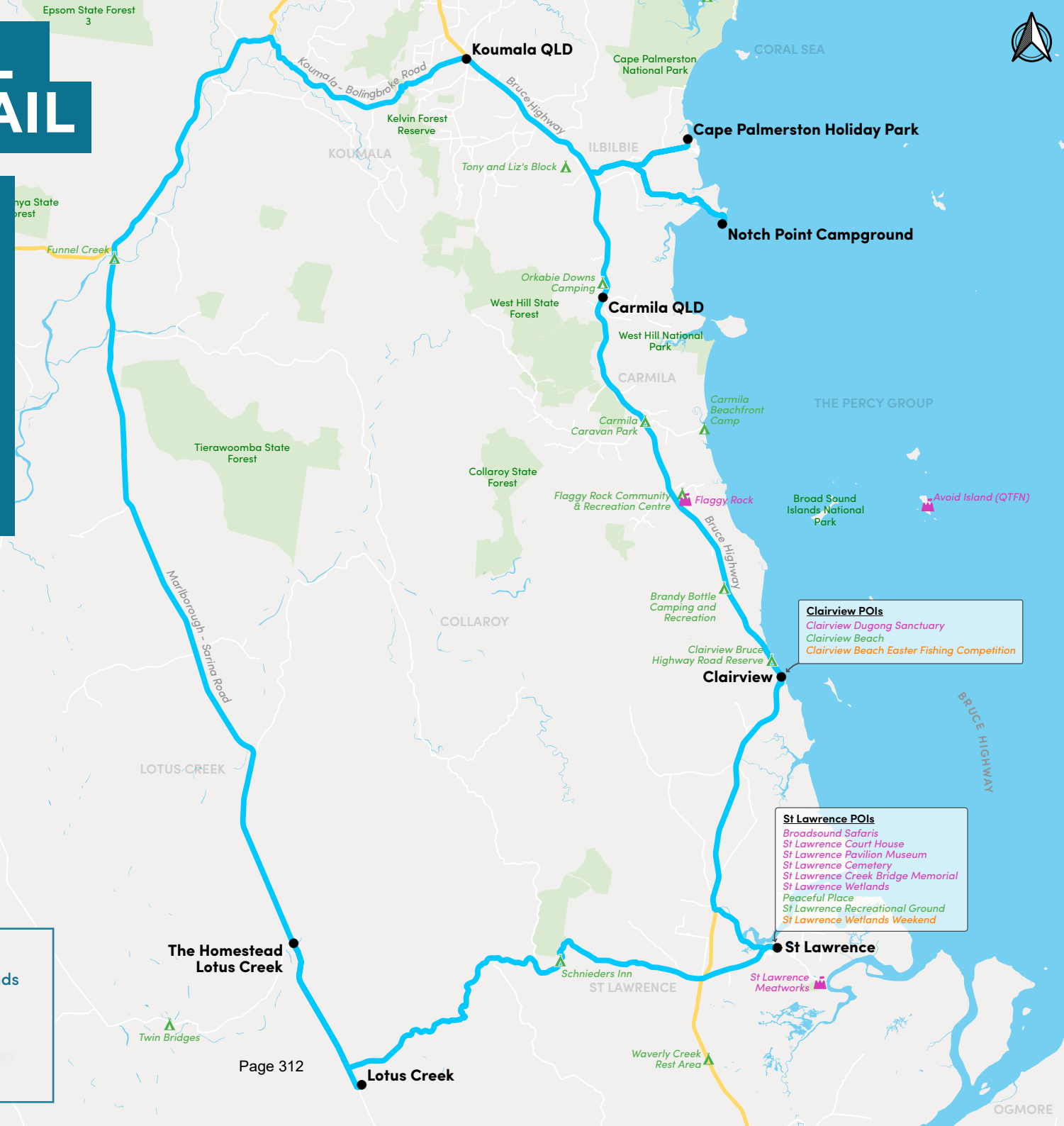
Cape Palmerston Holiday Park to Koumala - 26kms

Koumala to Lotus Creek - 135kms

ii. TRAIL MAP

LEGEND

-  Experience Trail Route
-  Cities, Towns or Destinations on Trail
-  Attractions
-  Events
-  RV & Campgrounds
-  Main Roads
-  Roads
-  State Forest & National Parks



- Clairview POIs**
- Clairview Dugong Sanctuary
 - Clairview Beach
 - Clairview Beach Easter Fishing Competition

- St Lawrence POIs**
- Broadsound Safaris
 - St Lawrence Court House
 - St Lawrence Pavilion Museum
 - St Lawrence Cemetery
 - St Lawrence Creek Bridge Memorial
 - St Lawrence Wetlands
 - Peaceful Place
 - St Lawrence Recreational Ground
 - St Lawrence Wetlands Weekend

6. THE PROPOSED TRAILS (continued)

iii. IDENTIFIED TOURISM/EXPERIENCE DEVELOPMENT OPPORTUNITIES

The priorities include:

KEY	
M	Must (implemented in 0 - 12 months)
S	Should (implemented in 1 - 3 years)
O	Opportunity (Future / aspirational opportunities to be pursued)
	Game changer

The opportunities that have been identified on this proposed trail include the following:



OPPORTUNITY	PRIORITY	OWNER	PARTNERS
Recreational Fishing Charters Fishing charter opportunities, ex Clairview and Cape Palmerston.	S	IRC	Industry
Dugong Interpretive Centre Clairview Dugong interpretive centre, utilising existing building footprint in Clairview. Activity 'treasure hunt' booklets created targeting families/kids. Incorporate an Indigenous led element - talk about dugongs, walk along the beach, etc.	S	IRC	Industry, QPWS
Crabbing Tour to Plate Experience A guided experience that would allow visitors to capture and then dine on mudcrabs. This could also include an Indigenous guided element.	S	IRC	Industry
Non Motorised Water Sports tour/hire (kayaks, stand up paddle boards) Leveraging dugongs. Glass/see through bottom kayaks.	M	IRC	Industry
Carmila Beach Campsite Accommodation Council owned accommodation offered at Carmila Beach Campsite. Similar model to Tweed Shire Council owned assets at tweedholidayparks.com.au	S	IRC	Industry

6. THE PROPOSED TRAILS (continued)

<p>Middle Percy Island 'Castaway' Experience Work with the current leaseholder of Middle Percy Island to establish a 'castaway' style island accommodation experience. Mid level, tented, semi permanent accommodation.</p>	O	IRC	Industry
<p>St Lawrence Wetlands Camping Small scale, low impact camping offering within the St Lawrence Wetlands - could be managed by Council.</p>	O	IRC	Industry
<p>St Lawrence Events Calendar Development of an events calendar in partnership with the St Lawrence Hotel. Leveraging Aussie culture - prawn peeling, crab racing etc</p>	M	IRC	St Lawrence Hotel, Industry
<p>Upgrade Council 'Donga' Accommodation in St Lawrence Refurbish/upgrade Council 'donga' accommodation, put out to tender.</p>	S	IRC	Industry
<p>St Lawrence Attraction Upgrades Council to upgrade displays, interpretive content and signage at St Lawrence based assets including St Lawrence Creek Bridge Memorial, St Lawrence Pavilion Museum, St Lawrence Court House, St Lawrence Cemetery and St Lawrence Meatworks.</p>	S	IRC	Industry
<p>St Lawrence Guided and Self Guided Walking Tours Council to offer guided and self guided touring options of St Lawrence based assets including St Lawrence Creek Bridge Memorial, St Lawrence Pavilion Museum, St Lawrence Court House, St Lawrence Cemetery and St Lawrence Meatworks.</p>	O	IRC	Industry
<p>St Lawrence Glamping/Eco Cabins Ecostyle glamping/cabin accommodation in St Lawrence.</p>	O	IRC	Industry
<p>Barracrab Glamping/Eco Cabin Accommodation Ecostyle glamping/cabin accommodation at privately owned land adjacent to Barracrab CP.</p>	S	Industry	IRC
<p>Cape Palmerston 4WD Tour Small group 4wd day tour - incorporate Cape Palmerston National Park and Notch Point.</p>	S	Industry	IRC

6. THE PROPOSED TRAILS (continued)

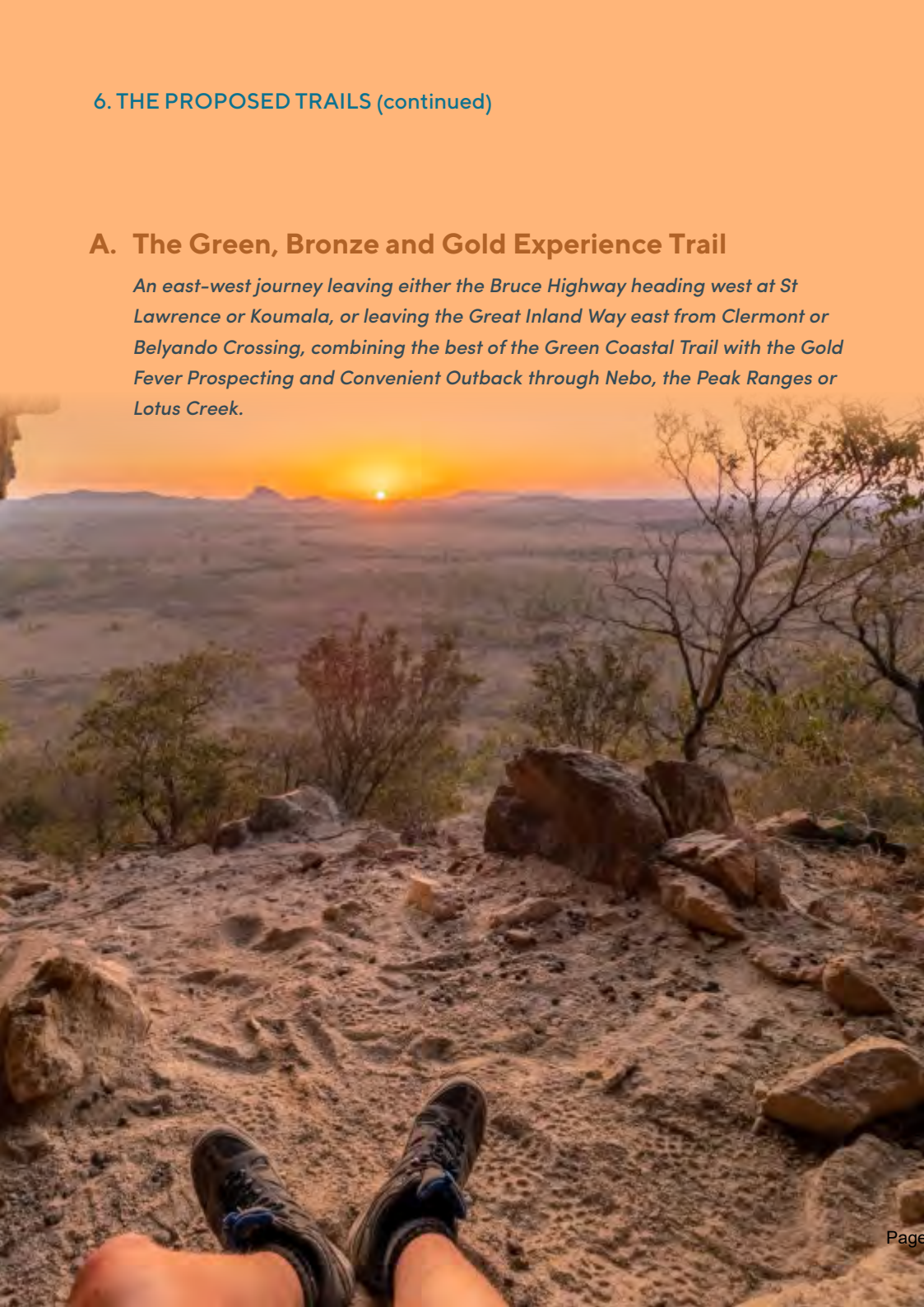
<p>Recreational Fishing Infrastructure Fish filleting tables, signage (local species caught, where they are caught, etc).</p>	S	IRC	QLD Gov
<p>Farm Tour Experiences Partner with operators such as the Homestead at Lotus Creek to develop farm tour experiences.</p>	M	Industry	IRC
<p>Avoid Island Indigenous tourism experience offered on Avoid Island. Investigate accommodation offering (low impact glamping/cabins) and edu-tourism on Avoid Island in partnership with Queensland Trust for Nature (QTFN).</p>	O	Industry, QTFN	IRC



6. THE PROPOSED TRAILS (continued)

A. The Green, Bronze and Gold Experience Trail

An east-west journey leaving either the Bruce Highway heading west at St Lawrence or Koumala, or leaving the Great Inland Way east from Clermont or Belyando Crossing, combining the best of the Green Coastal Trail with the Gold Fever Prospecting and Convenient Outback through Nebo, the Peak Ranges or Lotus Creek.



i. PROPOSED ROUTE

This is a large trail that captures much of the essence and experiences that the Isaac has to offer, from the destination's stunning natural assets, coastal attractions and gold/mining history that is intrinsic to the Isaac region's story.

A good access point for visitors to travel to in order to commence this trail would be Moranbah, given its good level of accessibility by both road and air. 4WD vehicles are recommended given the number of gravel roads featured on this trail:



Travel to Clermont to access an abundance of the region's goldfields, whilst exploring some of the region's best natural experiences on the way, such as the Geminis in the Peak Ranges National Park;



From Clermont, travel to Dysart and Middlemount to learn more about the significance that mining has had on the wider community of the Isaac Region. There are art murals that depict this story, as well as several mine/pit viewing opportunities on route;



Travellers can then continue their journey to Lotus Creek, where they can opt to enjoy the accommodation and hospitality provided by the Homestead at Lotus Creek;



From Lotus Creek, visitors can travel to St Lawrence on the coast, where they can experience the stunning St Lawrence Wetlands, as well as the quirky and truly Australian St Lawrence Hotel;



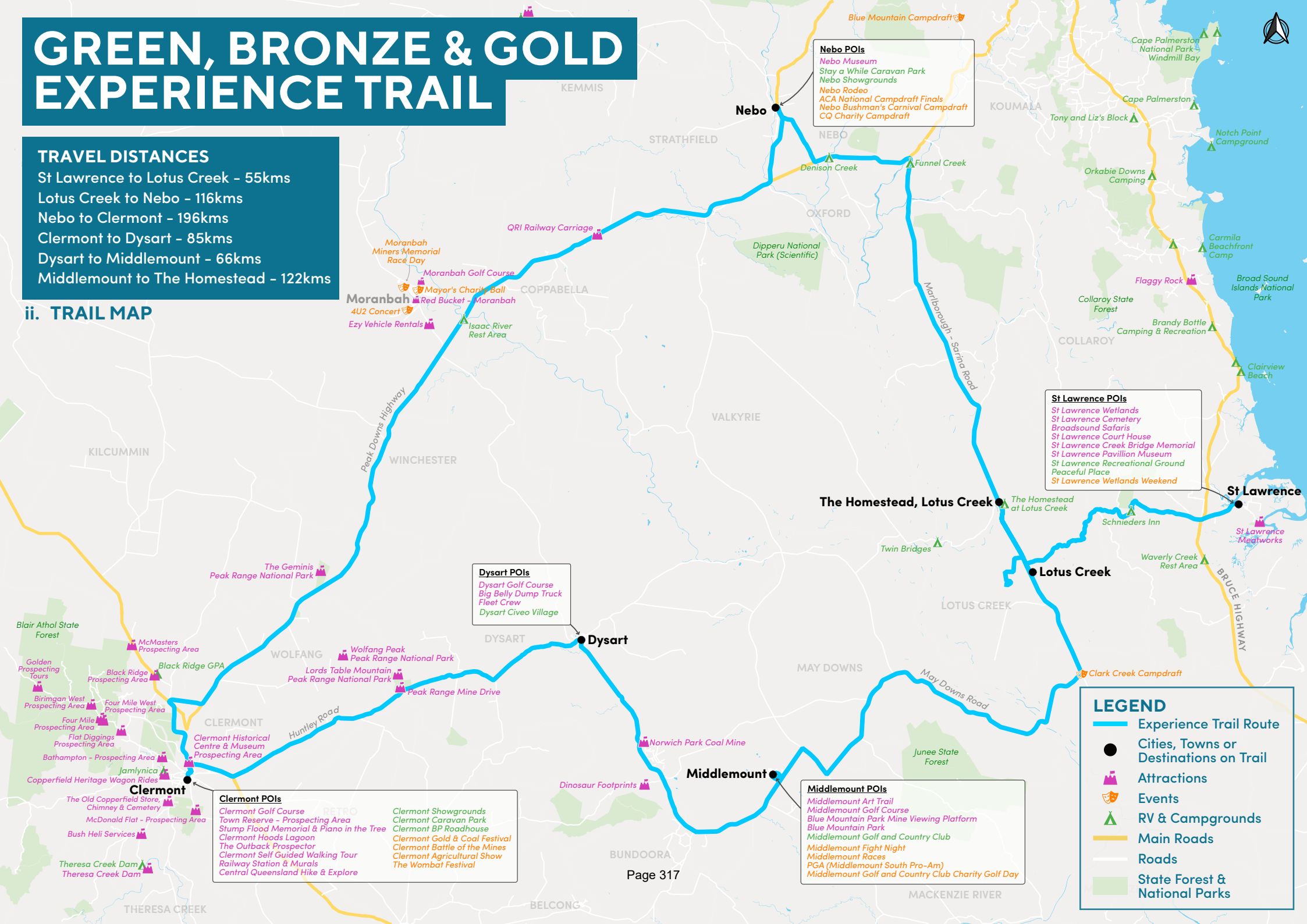
From here - visitors can travel to Nebo enroute to Moranbah. At Nebo, visitors can enjoy the Nebo Museum, and enjoy some sensational hospitality at the Nebo Hotel.

GREEN, BRONZE & GOLD EXPERIENCE TRAIL

TRAVEL DISTANCES

St Lawrence to Lotus Creek - 55kms
 Lotus Creek to Nebo - 116kms
 Nebo to Clermont - 196kms
 Clermont to Dysart - 85kms
 Dysart to Middlemount - 66kms
 Middlemount to The Homestead - 122kms

ii. TRAIL MAP



Nebo POIs
 Nebo Museum
 Stay a While Caravan Park
 Nebo Showgrounds
 Nebo Rodeo
 ACA National Campdraft Finals
 Nebo Bushman's Carnival Campdraft
 CQ Charity Campdraft

St Lawrence POIs
 St Lawrence Wetlands
 St Lawrence Cemetery
 Broad Sound Safaris
 St Lawrence Court House
 St Lawrence Creek Bridge Memorial
 St Lawrence Pavillion Museum
 St Lawrence Recreational Ground
 Peaceful Place
 St Lawrence Wetlands Weekend

Dysart POIs
 Dysart Golf Course
 Big Belly Dump Truck
 Fleet Crew
 Dysart Civeo Village

Middlemount POIs
 Middlemount Art Trail
 Middlemount Golf Course
 Blue Mountain Park Mine Viewing Platform
 Blue Mountain Park
 Middlemount Golf and Country Club
 Middlemount Fight Night
 Middlemount Races
 PGA (Middlemount South Pro-Am)
 Middlemount Golf and Country Club Charity Golf Day

Clermont POIs
 Clermont Golf Course
 Town Reserve - Prospecting Area
 Stump Flood Memorial & Piano in the Tree
 Clermont Hoods Lagoon
 The Outback Prospector
 Clermont Self Guided Walking Tour
 Railway Station & Murals
 Central Queensland Hike & Explore
 Clermont Showgrounds
 Clermont Caravan Park
 Clermont BP Roadhouse
 Clermont Gold & Coal Festival
 Clermont Battle of the Mines
 Clermont Agricultural Show
 The Wombat Festival

LEGEND

- Experience Trail Route
- Cities, Towns or Destinations on Trail
- 🏰 Attractions
- 🎪 Events
- 🏕️ RV & Campgrounds
- Main Roads
- Roads
- State Forest & National Parks

6. THE PROPOSED TRAILS (continued)

iii. IDENTIFIED TOURISM/EXPERIENCE DEVELOPMENT OPPORTUNITIES

The priorities include:

KEY	
M	Must (implemented in 0 - 12 months)
S	Should (implemented in 1 - 3 years)
O	Opportunity (Future / aspirational opportunities to be pursued)
	Game changer

The opportunities that have been identified on this proposed trail are highlighted in the other three trails above. Additional opportunities include:



OPPORTUNITY	PRIORITY	OWNER	PARTNERS
<p>Queensland on a Plate idea</p> <p>Work with industry to encourage the notion of a “green, gold and bronze” Isaac destination culinary experience, with reference to seafood, beef and the gold. Involve the hospitality sector and chefs in a competition to create iconic coastal/convenient outback dishes, and encourage local F & B providers to include ‘Queensland on a Plate’ dishes on their menus.</p>	S	IRC	Industry
<p>Art or Sculpture Installations</p> <p>Another initiative is to build on the region’s art and cultural base and create a unifying set of artistic installations as entrance statements, in township or natural asset locations, to highlight the combined trail and diversity of the Isaac region.</p>	O	IRC	Community
<p>Event Development</p> <p>Look to grow existing events located on the trail by targeting funding through TEQ’s Queensland Destination Events Program (QDEP) with a key focus on strategic planning, capacity building and event marketing.</p>	M	IRC	Industry, TEQ



INDIGENOUS CULTURAL TOURISM



7. INDIGENOUS CULTURAL TOURISM (continued)

An Indigenous Trail has not been identified in this plan due to the early developmental nature of Indigenous Cultural Tourism experiences in the Isaac and also because we believe it is optimally viewed as an integral element of all travel and tourism experiences, and interwoven into the four trails, giving it the prominence and respect it deserves.

First Nations people in the Isaac region have diverse stories and knowledge to share as custodians of the oldest living culture in the world. Aboriginal culture is a significant drawcard for a large proportion of international and domestic visitors to Queensland. Visitors to Australia seek authentic experiences with Aboriginal people to make spiritual connections on country and through cultural activities.

The delivery of high-quality Indigenous tourism will attract new and return visitors and increase the participation of Indigenous people in the tourism industry in the region.

A framework to develop Indigenous experiences can be found in the *First Nations Tourism Plan 2020–2025 Voices of today: Stories for Tomorrow* (Queensland Tourism Industry Council, QTIC). The Plan recognises the Six Larrakia Declaration Principles to provide guidance for future goal setting, positioning and marketing, with broad aims for our Isaac Tourism Trails Strategy.

It is recommended that IRC work with Traditional Owners and establish a Cultural Tourism Advisory Group to take on a high level strategic and facilitative role that encourages the development of new Indigenous tourism experiences through each of the First Nations groups.

The introduction and development of new tourism experiences should be done in partnership with local communities, by empowering existing and new Indigenous tourism businesses and entrepreneurs, and then giving them the tools to be sustainable businesses that drive positive economic and social outcomes for the community.

Alongside the Mackay and Isaac target markets, specific Indigenous tourism markets are shown below.

PRIMARY INDIGENOUS TARGET MARKETS (DECENDING ORDER)	PERSONA
“Indigenous introduction”	Aged between 15–24 years, young singles or parents, often studying, travelling for holiday purposes, sourcing trips from family or friends or the internet.
“Leisure opportunists”	Aged between 35–54 years, parents, travelling for holiday purposes or to visit friends and relatives, sourcing from the internet or word-of-mouth.
“Retired regional self-drive”	Aged 55 years or older, non-working and retired, travelling for holiday purposes, caravan or camping, travelling by private car.

7. INDIGENOUS CULTURAL TOURISM (continued)

The QTIC Principles and Future Action and Initiatives are shown in the table below:

QTIC LARRAKIA DECLARATION ALIGNED PRINCIPLES	RECOMMENDATIONS	STAKEHOLDER	TIMING
Recognition and Respect: Promote recognition and respect for First Nations cultures, stories, connections to and ownership of country while embracing and reflecting the diversity, aspirations and desires of First Nations peoples and communities.	1.1 Work with MIT to develop Reconciliation Action Plans with the RTO.	MIT, IRC, TOs	2024
	1.2 Work with IRC and MIT to establish a Cultural Tourism Advisory Group (CTAG) to pursue Indigenous tourism opportunities in the region.	IRC, MIT, TOs	2024
	1.3 In partnership with IRC and MIT, develop a Cultural Awareness Program and deliver it to tourism operators in the region.	IRC, MIT, First Nations organisations, industry	2025
	1.4 Increase Ecotourism Respecting our Culture (ROC) Certifications for Non-Indigenous operators. ³	MIT, industry	2026 onwards
Authentic Product Development: Develop and deliver authentic, quality First Nations products which are export-ready and meet market demand.	2.1 Create an Isaac Indigenous Tourism Facilitator role jointly funded (e.g. IRC, and LBF resources) and reporting to the Isaac Tourism Industry and Business Development officer and the Cultural Tourism Advisory Group.	IRC, CTAG	2024
	2.2 Support Traditional Owners to develop tourism products and experiences as a vehicle to practise and revitalise cultural traditions and languages and derive economic benefits from their traditional lands.	IRC, MIT, CTAG	2024 ongoing
	2.3 Seek to gain the expertise and involvement of representatives from key stakeholders such as TEQ and QTIC, as well as Indigenous tourism experts who may reside outside of the region.	IRC, MIT, CTAG	Ongoing
	2.4 Develop a narrative about Traditional Owners of the Isaac region for use at a strategic level (e.g. in regional tourism promotional materials/websites, local government websites, government reports and plans etc).	IRC, MIT, CTAG	2024 ongoing
	2.5 Develop a protocol for appropriate Traditional Owner endorsement of the high-level narrative and site-specific content, which can also be used for anyone in the future seeking group endorsement of cultural tourism information.	IRC, MIT, CTAG	2024 ongoing

³ The ROC program is a tourism industry development tool designed by Aboriginal Tourism Australia (ATA) and administered by Ecotourism Australia.

7. INDIGENOUS CULTURAL TOURISM (continued)

QTIC LARRAKIA DECLARATION ALIGNED PRINCIPLES	RECOMMENDATIONS	STAKEHOLDER	TIMING
<p>Authentic Product Development: (Continued...) Develop and deliver authentic, quality First Nations products which are export-ready and meet market demand.</p>	<p>2.1 Develop a Dual Language–Signage and narrative to elevate Indigenous identity, language and history into everyday living in the Isaac through complementary street and place names, markers or monuments.</p>	<p>IRC, MIT, CTAG</p>	<p>2025 ongoing</p>
<p>Strategic Coordination and Structure: Create an entity that gives voice to the First Nations tourism sector and provides advocacy and support.</p>	<p>3.1 Leverage the CTAG to pursue Indigenous tourism opportunities in the region and advocate for funding in the region.</p>	<p>IRC, MIT, CTAG</p>	<p>Ongoing</p>
	<p>3.2 Understand the outputs, impacts and outcomes of Indigenous cultural tourism experiences to sell to stakeholders, and provide a basis for planning and advocacy.</p>	<p>IRC, MIT, CTAG</p>	<p>Ongoing</p>
<p>Training, Skill Development and Jobs: Develop business capability and capacity development for First Nations tourism businesses to ensure the First Nations tourism sector is driven by a skilled workforce and engaged in quality employment that generates sustainable socio-economic outcomes for First Nations individuals and communities.</p>	<p>4.1 Build knowledge of Tourism Trade processes (supply chains) and an understanding of commission structures in Indigenous people and corporations.</p>	<p>IRC, MIT</p>	<p>Ongoing</p>
	<p>4.2 Leverage capacity building initiatives and programs facilitated by MIT and TEQ (workshops and mentoring programs).</p>	<p>IRC, MIT</p>	<p>Ongoing</p>
	<p>4.3 Set targets employment across 10 years for the number of Aboriginal and Torres Strait Islanders in the sector, leading to successful careers.</p>	<p>IRC, MIT, CTAG</p>	<p>Ongoing</p>
<p>Marketing and Awareness: Position and promote First nations experiences as must do experiences whilst visiting Queensland.</p>	<p>5.1 First Nations tourism to adopt a more prominent position within the destination marketing narrative to increase top-of-mind awareness.</p>	<p>IRC, MIT, CTAG</p>	<p>Ongoing</p>
	<p>5.2 Collaborate with regional and local tourism associations in the development, marketing and positioning of First Nations tourism experiences and the development of target priority markets.</p>	<p>IRC, MIT, CTAG</p>	<p>Ongoing</p>
<p>Engagement and Partnerships: Encourage the creation of mutually beneficial and strategic partnerships to grow the First Nations tourism sector.</p>	<p>6.1 Set 3, 5 and 10 year targets for the development of government and co-investment partnerships.</p>	<p>IRC, MIT, CTAG</p>	<p>Ongoing</p>
	<p>6.2 Develop partnerships with the travel trade by participating in domestic and international industry events and trade shows including the Australian Tourism Exchange, ATEC Meeting Place, international trade missions and World Youth Student Education Exchange.</p>	<p>IRC, MIT</p>	<p>Ongoing</p>
	<p>6.3 Indigenous tourism operators to create partnerships with mainstream tourism operators.</p>	<p>Operators</p>	<p>Ongoing</p>



RESOURCING

There are a number of resourcing implications in this Isaac Tourism Trails Strategy and in the related three sub plans. It should be noted that, in instigating this project (large by any measure), IRC has implicitly given an expectation of doing some implementation of initiatives and recommendations. We acknowledge IRC's many competing priorities and have used a decision making filter for this primary document and the three sub plans which allows some recalibration, should IRC choose to redefine the *Impact of Implementation* and *Ease of Implementation*

axes differently. This could be done against the fuller picture of its ten year commitments.

Regardless, the authors have not tried to dilute the vision of IRC's deliverables in the broad scope of work, nor work to lessen the aspiration of the community who are clear in expecting some action. Most of the resourcing implications are around people, priority and effort, and less so around major capital costs.

8. RESOURCING (continued)

Future People Resources

The salient short term people resourcing needs are:

1. Consider the creation of an *Isaac Tourism Industry and Business Development role* potentially funded from IRC and partner resources. It would:
 - Collaborate with MIT, industry and the business community to engage and support tourism operators and start-ups;
 - Develop partnerships with the travel trade and ready operators for future trade readiness (at least a 5 year timeframe);
 - Develop product concepts into investment packages for presenting to potential operators and investors;
 - Place a developmental focus on capacity building initiatives, mentoring and professional support to facilitate new tourism experiences;
 - Work with State Government agencies (the Department of Innovation and Tourism Industry Development, Economic Development Queensland) to develop a mechanism to augment funding for feasibility and business case development for priority tourism projects;
 - Consider an EOI process to select tourism operators and/or businesses who wish to have detailed business cases produced to guide the development of new tourism experiences; and
 - Consider engaging the services of a consultant to develop the business cases as a part of this process across 3-5 years.
2. Consider the creation of an *Isaac Indigenous Tourism Facilitator role* funded from joint IRC and partner resources, reporting to the Isaac Tourism Industry and Business Development. It would:
 - Form a *Cultural Tourism Advisory Group*, with the group's key focus being to drive Indigenous tourism outcomes and advise this role;
 - Support Traditional Owners to develop tourism products and experiences as a vehicle to practise and revitalise cultural traditions and languages and derive economic benefits from their traditional lands;
 - Seek to gain the expertise and involvement of representatives from key stakeholders such as TEQ and QTIC, as well as Indigenous tourism experts who may reside outside of the region;
 - Encourage joint ventures with existing tourism operators already operating successfully in the region;
 - Develop a narrative with Traditional Owners of the Isaac region for use at a strategic level (e.g. in regional tourism promotional materials/websites, local government websites, government reports and plans etc); and
 - Develop a protocol for appropriate Traditional Owner endorsement of the high-level narrative and site-specific content, which can also be used for anyone in the future seeking group endorsement of cultural tourism information.



MARKETING PLAN

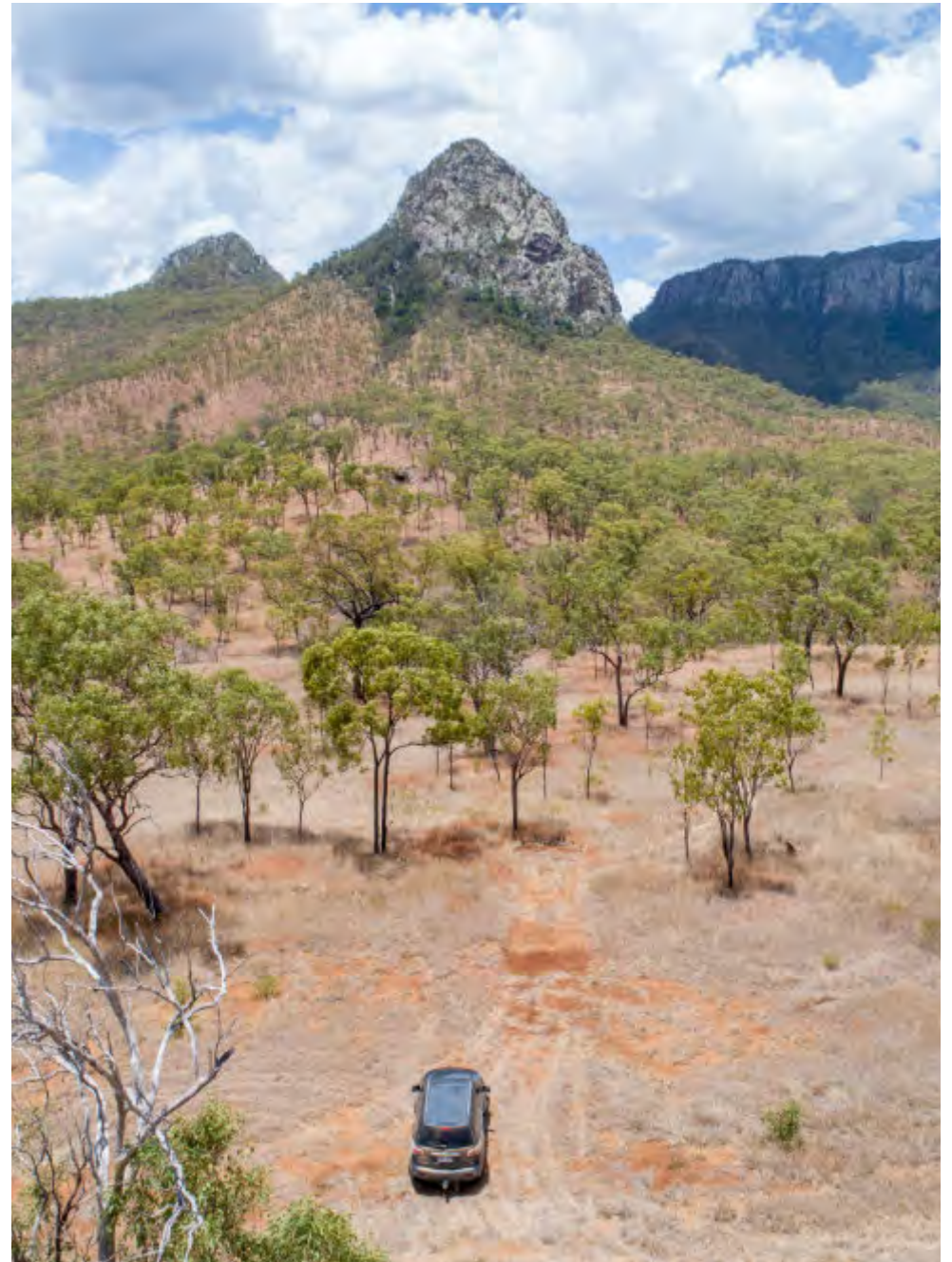


9. MARKETING PLAN (continued)

Given the large scale of the overall Isaac Tourism Trails project, and the various sub plans that make up this project, there are many marketing actions and objectives, with some of these actions already included in the sub plans, namely the Isaac Region RV and Camping Strategy, the Isaac Recreational Prospecting and Fossicking Strategic Plan and the Isaac Visitor Information Assessment and Implementation Plan (as can be seen below).

The Marketing Plan below is divided into several crucial strategic areas, which include:

- 1** Digital Marketing;
- 2** Print Collateral;
- 3** Public Relations;
- 4** Trade and Consumer Shows;
- 5** Tourism Education and Development; and
- 6** Leverage the Work of Regional and State Tourism Organisations.



9. MARKETING PLAN (continued)

STRATEGY 1 DIGITAL MARKETING

The need for the Isaac Regional Council to establish its own tourism focused digital marketing assets has been established as a part of the Visitor Information Service Review conducted as a part of this process. This step is not only critical to promoting the proposed Isaac Tourism Trails, it is vital to ensuring the successful promotion of the region's growing tourism sector and increasing visitor attraction for years to come.

KEY	
	Isaac Recreational Prospecting and Fossicking Strategic Plan
	Isaac Visitor Information Assessment and Implementation Plan

ACTION	STAKEHOLDER	TIMING
Secure URLs and social media handles for consumer focused digital assets. URLs to be secured are recommended to include .com, .com.au and .au , and social media handles secured recommended to include mediums such as Facebook and Instagram.	IRC	2023
Undertake a tender process to appoint a web development agency that specialises in tourism, to develop a stand alone destination website for the Isaac Region. The website should showcase the region's hero experiences and unique features and attractions, including detailed information on local accommodation providers, tours, attractions, restaurants and cafes. The website should cater for the integration of ATDW product information.	IRC	2023 - 2024
Create a mobile-friendly website that features a range of itineraries to make it easy for tourists to plan and book their trip while travelling.	IRC	2023 - 2024
Establish tourism focused social media channels on Facebook and Instagram (as a minimum) to showcase the beauty and experiences of the Isaac region through high-quality photos and videos	IRC	2023 - 2024
Engage a tourism branding expert(s) to develop a consistent brand identity and messaging for the Isaac region that aligns with the target audience's interests and motivations.	IRC	2023 - 2024
Create a web based app that sits within the wider Isaac Regional Council tourism website that will focus purely on providing information and promoting the Isaac Tourism Trails. This platform should feature the individual trails/itineraries (leveraging ATDW), a map function, and a 'nearby' function that provides recommendations to users of nearby tourism operators and experiences.	IRC	2023 - 2024

9. MARKETING PLAN (continued)

ACTION	STAKEHOLDER	TIMING
Establish an ATDW listing for the Isaac Region, and ensure key attractions and experiences (as per the experience/attraction audit) also have their own ATDW listings.	IRC, MIT	2023 - 2024
Ensure each of the proposed Isaac Tourism Trails are registered and listed with ATDW.	IRC, MIT	2023 - 2024
Create targeted online advertising campaigns using platforms such as Google AdWords and Facebook Ads to reach potential visitors in specific demographics and geographic locations.	IRC, MIT	2024 - 2028
Establish an 'Isaac Region' destination landing page within TripAdvisor.	IRC, MIT	2023 - 2024
Develop a comprehensive email marketing strategy to engage with past visitors and keep them informed about upcoming events and promotions.	IRC, MIT	2024 - 2028
Leverage online travel agencies (OTAs) and review sites, such as TripAdvisor and Booking.com, to increase visibility and bookings for local accommodations and activities.	IRC, MIT	2023 - 2024
Measure and analyse the effectiveness of the digital marketing strategies with metrics like website traffic, social media engagement, and bookings.	IRC, MIT	2024 - 2028
Work with Queensland Government, TEQ and MIT to brand the Isaac Region as the prospecting capital of Queensland.	IRC, MIT, TEQ	2023 - 2025
Work with MIT and TEQ to source funding and develop a large-scale digital marketing campaign focused on promoting the Isaac Tourism Trails and associated tourism experiences throughout the wider region.	IRC, MIT, TEQ	2025 - 2028

9. MARKETING PLAN (continued)

STRATEGY 2

PRINT COLLATERAL

The Isaac Regional Council has some good existing pieces of collateral, however our print collateral assessment has found a lack of consistency amongst print collateral promoting the region, particularly in terms of brand and call to action.

The Isaac Tourism Trails project provides a good opportunity for Council to rectify this, as well as also pursuing a more strategic collateral distribution strategy, and a consolidation of print collateral assets, with a key recommendation being to align collateral with the key experiences on offer in the Isaac Region.

KEY	
	Isaac Recreational Prospecting and Fossicking Strategic Plan
	Isaac Visitor Information Assessment and Implementation Plan

ACTION	STAKEHOLDER	TIMING
Create a range of high-quality tourism collateral, such as brochures, videos, and photos, that showcase the hero experiences, unique features and experiences of the Isaac region.	IRC	2023 - 2028
Create a dedicated 'Isaac Tourism Trails' booklet, that is focused specifically to promoting the Isaac Tourism Trails. This booklet should feature trail maps, key experiences located on each trail, and recommended itineraries including approximate lengths of stay, etc.	IRC	2023 - 2024
Use a mix of traditional and digital channels to distribute the tourism collateral, such as visitor information centres, hotels, and travel agencies, as well as social media and email marketing.	IRC	2023 - 2028
Align the distribution of key tourism collateral (such as a Visitor Guide) to key geographic source markets, such as Mackay and Brisbane.	IRC/MIT	2023 - 2028
To assist in promoting the wider Isaac Tourism Trails, produce a series of printed corflutes/posters and feature these for travellers to see at key experiences, attractions, accommodation providers and tour operators. Posters should include a QR code that will drive visitors to the Isaac Tourism Trails web based app.	IRC	2023 - 2024
Develop partnerships with key stakeholders, such as local businesses and tourism organisations, to expand the reach and impact of the tourism collateral.	IRC, MIT, Industry	2023 - 2028
Measure and evaluate the effectiveness of the tourism collateral and make adjustments as needed.	IRC	2023 - 2028
Establish a process/system for keeping tourism collateral up-to-date and relevant.	IRC	2023 - 2028
Establish a process/system for distribution and tracking of collateral materials across the region.	IRC	2023 - 2028

9. MARKETING PLAN (continued)

STRATEGY 3 PUBLIC RELATIONS

Designing and implementing Public Relations (PR) activity is a critical component of destination marketing. PR has arguably never been more valuable for tourism, with consumers now more savvy than ever, with more information and research at their fingertips, and the demand and need for third party, non biased reviews and recommendations from trusted and credible sources being at an all time high.

KEY	
	Isaac Recreational Prospecting and Fossicking Strategic Plan
	Isaac Visitor Information Assessment and Implementation Plan

ACTION	STAKEHOLDER	TIMING
Work in partnership with MIT and TEQ to ensure there are a range of 'hero' images for the Isaac Region to use on ongoing PR and marketing campaign activity.	IRC, MIT, TEQ	2023 - 2028
Actively seek integration and consistent messaging with the promotion of other fossicking areas such as the adjacent Gemfields (reference "Australia's Nature Coast" as an exemplar).	IRC, MIT, TEQ, CHRC	2023 - 2028
Create print advertisements for the Isaac Region and the Isaac Tourism Trails in key publications (supported by publicity) e.g.: Road Ahead Magazine, RM Williams Outback, CQ News, Australian Traveller Magazine and 4WD Monthly Magazine.	IRC	2024 - 2028
Consider engaging the services of a PR consultant for an ongoing period, to actively promote the Isaac Region with media contacts to garner media interest and generate media familiarisations in the Isaac Region.	IRC	2024 - 2028
Engage with the MIT and TEQ media teams on an ongoing basis to generate interest in the destination amongst travel journalists, and convert this interest into familiarisations.	IRC	2024 - 2028
Explore opportunities for partnership marketing campaigns with a commercial partner such as BCF (fishing), HEMA maps and RACQ.	IRC, MIT	2025 - 2028

STRATEGY 4

TRADE AND CONSUMER SHOWS

Establishing a calendar of trade and consumer shows to attend on behalf of the Isaac Region is an important opportunity to pursue in raising the profile and awareness of the Isaac Region as a leisure destination. As a predominantly drive destination for leisure visitation, and as a region that is an increasingly popular destination for campers and the RV market, opportunities such as Caravan and Camping shows will provide Isaac Regional Council with direct access to a highly engaged and captive audience.

KEY	
	Isaac Recreational Prospecting and Fossicking Strategic Plan
	Isaac Visitor Information Assessment and Implementation Plan

ACTION	STAKEHOLDER	TIMING
Work in partnership with MIT to develop an annual consumer show schedule, with a primary focus placed on Caravan and Camping shows within Queensland. Ensure IRC presence at selected Caravan and Camping shows to showcase the region and distribute key pieces of promotional collateral directly to a captive audience.	IRC, MIT	2024 - 2028
Work in partnership with MIT to leverage domestic and international trade show opportunities, such as the Australian Tourism Exchange (ATE), the Corroboree Trade Event, and the Australia Marketplace international trade shows (conducted in market).	IRC, MIT	2025 - 2028
Work in partnership with MIT and TEQ to host trade focused familiarisations in the region.	IRC, MIT, TEQ	2025 - 2028
Work in partnership with MIT to develop a series of trade focused marketing collateral, including brochures and video/photographic content.	IRC, MIT	2025 - 2028
Secure your own booth and appointment schedule at ATE, and attend the event under the regional consumer brand on an annual basis.	IRC	2026 - 2028

STRATEGY 5

TOURISM EDUCATION AND DEVELOPMENT

A key means of growing the appeal and subsequent awareness of tourism experiences, attractions and events is through the development of existing and new experiences, attractions and events, and assisting them to develop their own internal capabilities so they can help with the ‘heavy lifting’ of promoting the destination to key markets.

This development or capacity building should provide opportunities based on a number of areas, ranging from your more basic operational/start up information, through to

itinerary/package development, to marketing and through to domestic and international trade distribution.

KEY	
	Isaac Recreational Prospecting and Fossicking Strategic Plan
	Isaac Visitor Information Assessment and Implementation Plan

ACTION	STAKEHOLDER	TIMING
Liaise with MIT, TEQ and QTIC to source funding and establish a business incubator program for existing tourism operators, or businesses looking to establish tourism experiences – with the focus being on capacity building initiatives, mentoring and professional support to facilitate the development of new tourism experiences, and to improve and support existing tourism experiences.	IRC	2024 – 2028
Partner with MIT to create and promote a range of itineraries that capture the experiences on offer throughout the Isaac Region, whilst leveraging the Isaac Tourism Trails.	IRC, MIT	2024 – 2028
Liaise with MIT to engage with and participate in event, packaging and digital marketing focused capacity building initiatives including workshops and one on one mentoring programs.	IRC, MIT	2023 – 2028
Develop and promote a number of packages that include tours, experiences, attractions, accommodation, event entry (if coinciding with specific events), and additional value added inclusions that may be available.	IRC	2024 – 2028
Design and implement a regional ‘Welcome to Isaac’ program – with the focus being to inform individual tourism operators and members of the wider community of the Isaac’s unique selling points, and how to consistently deliver this message in a positive manner to visitors.	IRC, MIT, Industry	2024 – 2028
In partnership with MIT, investigate the opportunity of developing and delivering a trade development mentoring program that is tailored specifically to meet the needs of Isaac tourism businesses, with the aim of establishing domestic and international ‘trade ready’ tourism experiences.	IRC, MIT	2024 – 2028
Develop and promote a minimum of one package (that leverages the Isaac Tourism Trails) that is commissionable, and work with MIT and a distribution partner to promote and sell this package to consumers.	IRC, MIT	2025 – 2028

9. MARKETING PLAN (continued)

STRATEGY 6

LEVERAGE THE WORK OF REGIONAL AND STATE TOURISM ORGANISATIONS

As RTOs, these organisations has access to, and can work closely with, all levels of government and state government agencies and organisations such as Tourism and Events Queensland and Queensland Tourism Industry Council (QTIC) in order to work towards achieving the visitor expenditure targets and other objectives outlined in the region's Destination Tourism Plan.

Through these partnerships, particularly with Tourism and Events Queensland and QTIC, there are a range of significant consumer marketing, PR, tactical trade, industry

development and experience development opportunities that RTO partners and members can capitalise on, who would not otherwise have the opportunity to do so.

KEY	
	Isaac Recreational Prospecting and Fossicking Strategic Plan
	Isaac Visitor Information Assessment and Implementation Plan

ACTION	STAKEHOLDER	TIMING
Implement an agreed, annual plan to leverage the MIT and TEQ marketing programs and initiatives leading to 2028, with a particular focus placed on promoting the Isaac Tourism Trails and itineraries. Plan to be reviewed quarterly.	IRC, MIT	2023 - 2028
New Key Performance Indicators (KPI's) to be added to the Mackay Isaac Tourism contract.	IRC, MIT	2023 - 2028
IRC to provide regular updates to MIT and TEQ in order for them to attract media interest through possible familiarisations, and for inclusion in consumer newsletters and other communication channels (social media, website etc).	IRC	2023 - 2028
IRC to liaise with MIT or TEQ to establish ATDW listings to promote existing and new tourism experiences and attractions on key partner websites include www.queensland.com, www.mackayregion.com and www.australia.com	IRC	2023 - 2028
Work with MIT, TEQ and Tourism Australia (TA) to arrange a schedule of media familiarisations to experience tourism experiences and attractions in the wider region, with target publications and other PR/media outlets.	IRC, MIT, TEQ, TA	2024 - 2028
Work with MIT and TEQ to arrange a schedule of adventure/cultural tourism focused influencers to attend and promote (through their respective channels) existing and new tourism experiences, attractions and events.	IRC, MIT, TEQ	2024 - 2028
Work with MIT and TEQ to ensure there are a range of 'hero images' and accompanying video content to use in the future promotion of the tourism offering in the region.	IRC, MIT, TEQ	2024 - 2028



RISK MANAGEMENT AND MONITORING



10. RISK MANAGEMENT AND MONITORING (continued)

The table below details the primary risks confronting Isaac Regional Council.

CONSEQUENCE					
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	Low	Low	Moderate	Moderate	High
Unlikely	Low	Low	Moderate	Moderate	High
Possible	Low	Moderate	High	High	High
Likely	Moderate	Moderate	High	High	Extreme
Almost Certain	Moderate	High	High	Extreme	Extreme

LIKELIHOOD RATING	
Likelihood	Description
Almost Certain	The event is expected to occur in most circumstances
Likely	The event will probably occur in most circumstances
Possible	The event should occur at some time
Unlikely	The event could occur at some time
Rare	The event may occur only in exceptional circumstances



10. RISK MANAGEMENT AND MONITORING (continued)

RISK DESCRIPTION	LIKELIHOOD	CONSEQUENCES (LOW, MODERATE, HIGH, EXTREME)	RISK RATING	MITIGATION STRATEGY
1. IRC loses focus or lacks resources for follow through	Possible	Major	High	This is unlikely given the energy and enthusiasm to develop the plans so far but will need clear short term people resourcing and staged infrastructure or or capex spending.
2. Key person risk inside IRC	Likely	Major	High	Inevitably changes of Elected Members or senior / other staff occurs. Need a succession plan and some dedicated resourcing to ensure Strategy and Plans can be implemented.
3. Regional Tourism Organisations change structure or lose significant resources	Possible	Major	High	Monitor the long term trend to fund RTOs less over time. Remain as self-sufficient as possible whilst strengthening relationship ties with industry and RTOs across the greater region.
4. Covid restrictions and border closures	Possible	Major	High	Any mandatory Covid 19 plans will be in place but are likely to less impact the region as domestic and industry travel remained constant during the pandemic.
5. Failure to get Indigenous Cultural Tourism established	Possible	Major	High	Establish the Cultural Tourism Advisory Group, engage and form key relationships with TOs, Indigenous corporations and allow this to be Indigenous community led.

The Plan should be monitored in several scheduled and systematic ways:

1. Do an annual review of the Plan; and
2. Use the Strategic Goals and Objectives tables to monitor implementation using a simple traffic light system, monitoring this quarterly:
 - Red = nothing done/not started
 - Amber = started/in progress
 - Green = completed



APPENDICES



11. APPENDICES (continued)

A. Appendix 1 - Experiences / Attractions Audit

NAME	CATEGORY	FREE / PAID	LOCATION
Bush Heli Services	Scenic Flights	Paid	661 Peakvale Road, Clermont
Central Queensland Hike and Explore	Land Based Tours	Free	51/47 MacDonald Flats Road, Clermont
The Outback Prospector	Land Based Tours	Paid	5/62 Daintree Street, Clermont
Nebo Museum	Museums and Cultural Attractions	Paid	10 Reynolds Street, Nebo
Theresa Creek Dam	Attractions	Free	Isaac Area, Theresa Creek Dam Road, Clermont
Theresa Creek Dam Ski Club (watersports equipment hire)	Hire/Self Guided Experiences	Paid	Isaac Area, Theresa Creek Dam Road, Clermont
Peak Range National Park - Lords Table Mountain	Natural Attractions	Free	Dysart (22.6500°S, 148.0167°E)
Peak Range National Park - Wolfgang Peak	Natural Attractions	Free	Clermont (22.6167°S, 147.9167°E)
Peak Range National Park - the Geminis	Natural Attractions	Free	Clermont
Golden Prospecting Tours	Land Based Tours	Paid	Clermont
General Permission Prospecting Areas - 11 GPA Council and QPWS areas with permissible prospecting allowed	Hire/Self Guided Experiences	Free	Clermont
Mackay Highlands Great Walk	Hire/Self Guided Experiences	Free	Eungella National Park to Moonlight Dam
Clermont Historical Centre	Museums and Cultural Attractions	Paid	Gregory Highway, Clermont
The Old Copperfield Store and Chimney and Cemetery	Museums and Cultural Attractions	Free	Clermont
Copperfield Heritage Wagon Rides	Land Based Tours	Paid	456 Alpha Road, Clermont
Dinosaur Footprints	Natural Attractions	Free	Dysart
Middle Percy Island	Attractions	Paid	Middle Percy Island
Avoid Island (QTFN)	Attractions	Paid	Avoid Island
Broadsound Safaris	Land Based Tours	Paid	St Lawrence
Clairview Dugong Sanctuary	Natural Attractions	Free	Clairview
Blue Mountain Park	Parks and Gardens	Free	Nolan Drive, Middlemount

11. APPENDICES (continued)

NAME	CATEGORY	FREE / PAID	LOCATION
Blue Mountain Park Mine Viewing Platform	Parks and Gardens	Free	Nolan Drive, Middlemount
Middlemount Golf Course	Attractions	Paid	1 Centenary Drive N, Middlemount
Middlemount Art Trail	Art Experiences	Free	Middlemount
Moranbah Golf Course	Attractions	Paid	1 Leichhardt Drive, Moranbah
Clermont Golf Course	Attractions	Paid	Cheeseborough Road, Clermont
Dysart Golf Course	Attractions	Paid	1 Fisher Street, Dysart
Ezy Vehicle Rentals	Hire/Self Guided Experiences	Paid	549 Moranbah Access, Moranbah
Fleet Crew	Hire/Self Guided Experiences	Paid	51 - 53 Murphy Street, Dysart
Fishing Isaac coast islands (Percy's Northumberland)	Hire/Self Guided Experiences	Free	Isaac Coast
Mount Britton	Museums and Cultural Attractions	Free	Mount Britton
Flaggy Rock	Natural Attractions	Free	Carmila
St Lawrence Wetlands	Natural Attractions	Free	St Lawrence
St Lawrence Meatworks	Museums and Cultural Attractions	Free	Settlement Road, St Lawrence
St Lawrence Cemetery	Museums and Cultural Attractions	Free	Malcolm Road, St Lawrence
St Lawrence Pavilion Museum	Museums and Cultural Attractions	Free	St Lawrence
St Lawrence Creek Bridge Memorial	Museums and Cultural Attractions	Free	St Lawrence
St Lawrence Court House	Museums and Cultural Attractions	Free	Macartney Street, St Lawrence
Clermont self guided Walking tour ccbg.com.au/clermont-historical-tour/	Hire/Self Guided Experiences	Free	Clermont
Clermont Hoods Lagoon	Parks and Gardens	Free	Drummond Street, Clermont
Stump Flood Memorial	Museums and Cultural Attractions	Free	1 Capricorn Street, Clermont
Piano in the tree and interpretative signage	Museums and Cultural Attractions	Free	1 Capricorn Street, Clermont
Railway Station and Murals	Art Experiences	Free	Capella Street, Clermont
Mazeppa National Park	Natural Attractions	Free	Clermont

11. APPENDICES (continued)

NAME	CATEGORY	FREE / PAID	LOCATION
Narrien National Park	Natural Attractions	Free	Mistake Creek, Clermont
Norwich Park Coal Mine	Attractions	Free	Dysart
Peak Range Mine Drive	Hire/Drive Experiences	Free	Between Dysart to Moranbah
Lake Elphinstone	Natural Attractions	Free	Nebo
Moranbah Miners Memorial	Museums and Cultural Attractions	Free	Town Square Park, Moranbah
Moranbah Art Gallery	Art Experiences	Free	Batchelor Parade, Moranbah
Red Bucket - Moranbah	Attractions	Free	Moranbah
Red Bucket - Glenden	Attractions	Free	Glenden
Red Bucket - Dysart	Attractions	Free	Dysart
Red Bucket - Middlemount	Attractions	Free	Middlemount
Red Bucket - Clermont	Attractions	Free	Clermont
Moranbah Sports Precinct	Attractions	Free	Eastern Sporting Complex, McCool Street, Moranbah

11. APPENDICES (continued)

B. Appendix 2 - Accommodation Audit

NAME	CATEGORY	NUMBER OF ROOMS	LOCATION
Barracrab Caravan Park	Caravan/Holiday Parks	11	1 Colonial Drive, Clairview
Cape Palmerston Holiday Park	Caravan/Holiday Parks	2	989 Greenhill Road, Ilbilbie
Nebo Hotel	Pub Accommodation	30	2 Reynolds Street, Nebo
The Homestead Lotus Creek	Caravan/Holiday Parks	Sites only	12287 Marlborough Sarina Road, Lotus Creek
Clermont Country Motor Inn	Motels	25	39 Box Street, Clermont
Country Roads Motor Inn Dysart	Motels	50	57 Queen Elizabeth Drive, Dysart
Orkobie Downs Camping	Camping Area	Sites only	Carmila
Carmila Beach Campsite	Camping Area	Sites only	Carmila Beach
St Lawrence Hotel	Pub Accommodation	Sites only	19 Railway Parade, St Lawrence
Direct Hotels - Monterey Moranbah	Serviced Apartments	51	15 Bacon Street, Moranbah
Oaks Middlemount Suites	Serviced Apartments	27	10 Prince Place, Middlemount
Oaks Moranbah Suites	Serviced Apartments	30	11 Bacon Street, Moranbah
Smart Stayzzz Inns	Serviced Apartments	29	43 Box Street, Clermont
Civeo Coppabella Village	Mining Accommodation	3,048	Lot 10, Peak Downs Highway, Coppabella
Civeo Dysart Village	Mining Accommodation	1,798	Queen Elizabeth Drive, Dysart
Civeo Moranbah Village	Mining Accommodation	1,200	2 Acacia Street, Moranbah
Civeo Middlemount Village	Mining Accommodation	800	13 Centenary Drive South, Middlemount
Moranbah BMA SPV	Mining Accommodation	567	Moranbah
Leichhardt Accommodation Village	Mining Accommodation	540	18 Bacon Street, Moranbah
Civeo Nebo Village	Mining Accommodation	490	23 Saleyard Drive, Nebo
Stayover in Dysart	Mining Accommodation	420	Lot 2, Fisher Street, Dysart

11. APPENDICES (continued)

NAME	CATEGORY	FREE / PAID	LOCATION
Coal Country Caravan Park	Mining Accommodation	300	Belyando Avenue, Moranbah
Nebo Junction Accommodation Village	Mining Accommodation	300	Lot 1 Suttor Developmental Road, Nebo
Terowie Village Camp Accommodation	Mining Accommodation	248	Coppabella
North Goonyella Accommodation Village	Mining Accommodation	200	Lot 15 Red Hill Road, Burton
Smart Stay Village Moranbah	Motels	146	6 Bacon Street, Moranbah
Glenden Blackdown Accommodation Village	Mining Accommodation	100	Ewan Drive, Glenden
Vitrinite Village of Middlemount	Mining Accommodation	80	1 Alfred Quinn Drive, Middlemount
Isaac Motel Moranbah	Motels	69	37 Bacon Street Moranbah
Joy Collier Hotel Motel	Motels	51	14 Queen Elizabeth Drive, Dysart
Western Heritage Motor Inn	Motels	50	1 Mills Avenue, Moranbah
Swag Motel Middlemount	Motels	48	5 Leichhardt Drive, Middlemount
Drovers Rest	Motels	31	75 Belyando Avenue, Moranbah
Moranbah Motor Inn	Motels	31	19 - 21 Mills Avenue, Moranbah
Black Nugget Hotel Motel	Motels	28	81 Batchelor Parade, Moranbah
Clermont Caravan Park	Caravan/Holiday Parks	20	1A Haig Street, Clermont
Peppercorn Motel	Motels	16	51 - 53 Capricorn Street, Clermont
Carmila Hotel	Pub Accommodation	13	15 Quality Street, Carmila
Carmila Caravan Park	Caravan/Holiday Parks	10	1 Music Street, Carmila
Carmila Sands Motel	Motels	10	36/38 Music Street, Carmila
A Country View Motel Ilbilbie	Motels	9	20 Greenhill Road, Ilbilbie
Glenden Motel	Motels	8	199 - 201 Ewan Drive, Glenden
Moranbah Outback Motel	Motels	8	61 Mills Avenue, Moranbah
Clermont Hotel Motel	Pub Accommodation	7	30 Herschel Street, Clermont

11. APPENDICES (continued)

NAME	CATEGORY	FREE / PAID	LOCATION
Commercial Hotel	Pub Accommodation	5	80 Capella Street, Clermont
Grand Hotel Motel	Pub Accommodation	5	72 Capella Street, Clermont
Leo Hotel Motel	Pub Accommodation	5	16 Capella Street, Clermont
Middlemount Hotel Motel	Pub Accommodation	5	4 Howard Jones Avenue, Middlemount
Capricorn Villas	Serviced Apartments	2	3 McKenzie Street, Middlemount
Units 37	Holiday Homes/Apartments	1	37 St Francis Drive, Moranbah
Belyando Crossing Roadhouse	Caravan/Holiday Parks		Lot 3 Gregory Highway Llanarth

11. APPENDICES (continued)

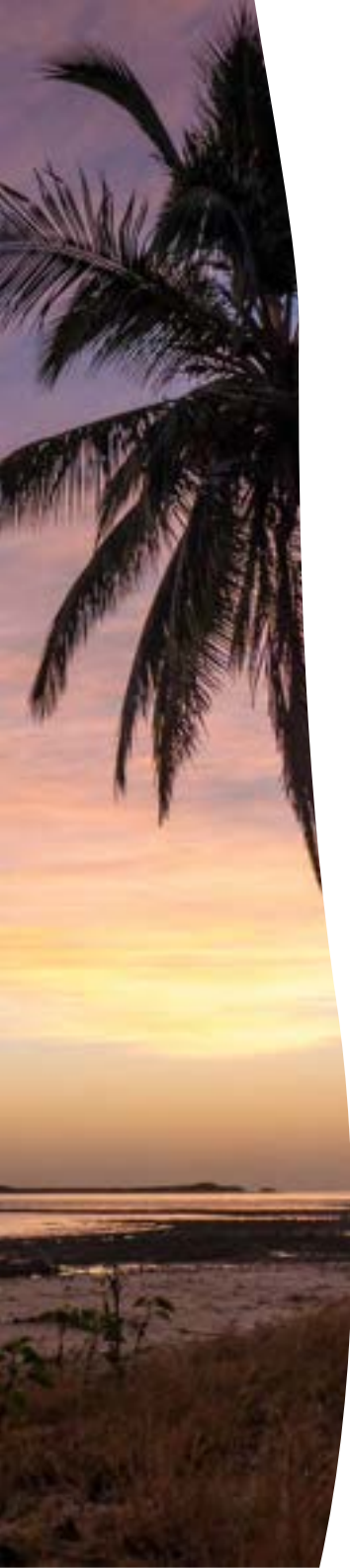
C. Appendix 3 - Event Audit

NAME	CATEGORY	APPROXIMATE VISITATION	LOCATION	MONTH HELD
ACA National Campdraft Finals (4 day event)	Sport	8,000	Nebo	April
Nebo Rodeo	Sport	7,000	Nebo	May
Clermont Agricultural Show (3 day event)	Lifestyle and Culture	6,000	Clermont	May
4U2 Concert	Music	4,000	Moranbah	September
Twin Hills Races, Rodeo and Campdraft (3 day event)	Sport	4,000	Frankfield	September
Nebo Bushman's Carnival Campdraft	Sport	3,000	Nebo	June
Blue Mountain Campdraft	Sport	3,000	Blue Mountain	August
Middlemount Races	Sport	2,500	Middlemount	August
Middlemount Golf and Country Club Charity Golf Day	Sport	2,500	Middlemount	March
Clermont Gold and Coal Festival	Lifestyle and Culture	2,000	Clermont	August
Clairview Beach Easter Fishing Competition	Lifestyle and Culture	2,000	Clairview	March/April
PGA (Middlemount South Pro-Am)	Sport	1,500	Middlemount	May
Moranbah Miners Memorial Race Day	Sport	1,500	Moranbah	November
St Lawrence Wetlands Weekend (2.5 day event)	Lifestyle and Culture	1,200	St Lawrence	June
Clermont Battle of the Mines	Sport	1,200	Clermont	August
Mayor's Charity Ball	Charity	1,000	Moranbah	August
Clark Creek Campdraft	Sport	1,000	Clark Creek	August
CQ Charity Campdraft	Sport	1,000	Nebo	September
Middlemount Fight Night	Sport	1,500	Middlemount	March/November
Middlemount Golf and Country Club Junior Open Golf Day	Sport	1,000	Middlemount	August
The Wombat Festival	Nature		Clermont	May



ISAAC
REGION 
HELPING TO ENERGISE THE WORLD

 **The**
Mackay Isaac Region
Queensland Nature. Reserved.



ISAAC RECREATIONAL PROSPECTING AND FOSSICKING STRATEGIC PLAN 2023 - 2028



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EXECUTIVE SUMMARY

1.1 Background

The Isaac Fossicking and Prospecting Strategy 2023–2028 sets a framework for the sustainable management and development of the Isaac region’s prospecting and fossicking visitor sector to maximise economic benefits and opportunities. It aligns with the overall Isaac Tourism Trails Strategy and adds much value and diversity to the overall proposition the destination offers visitors.

Isaac Regional Council’s initial work to progress this tourism segment has been substantial but delayed due to Covid-19 disruptions and competing priorities. Now, to support, grow and promote the fossicking and prospecting attributes and full potential of the destination, a more structured and proactive approach is necessary.

A national leading geo-tourism experience can be developed in the broader region with historic and contiguous gold, gem and opal fields existing, however, this must be underpinned by secure and more accessible public lands available to the general public and protected by legislation.

Coordinated support and advocacy in coalition with fossicking and prospecting businesses and community stakeholders is needed to bolster their shared quest for higher recognition, profile and greater access for this recreational activity.

This Strategy consolidates previous work, acknowledges and is informed by the input from Isaac stakeholders, and embraces a bold vision for the Isaac Region to become Queensland’s number one recreational prospecting and fossicking destination, renowned for its rich history and opportunities for gold.

The Strategy does the following:

1. Identifies barriers, issues and acknowledges the deficit in sufficient supply of suitable or permissible General Prospecting Areas (GPA), alongside necessary government and legislative and policy changes;
2. Considers how to best accommodate prospecting visitors;
3. Anticipates and plans for the future growth of the segment;
4. Aligns with the:
 - Isaac Tourism Trails concepts and flexible itineraries - being central to the Gold Fever Prospecting and Modern Mining Trail;

- Isaac Visitor Information Assessment and Implementation Plan 2023 - 2028;
 - Isaac Region RV and Camping Strategy; and
5. Encourages promotion of the experience with other regions, specifically the Central Highlands’ Gemfields, under a unified branding umbrella.

The analysis of economic benefits, visitor needs, market profile, existing challenges and legislative barriers was distilled into three Priority Areas which, in turn, inform our recommendations for implementation of the Action Plan. These are shown below.



The pathways offered suggest a combined community, business and IRC effort to collectively focus resources and obtain the best outcome for Clermont and other Isaac communities to become a premier recreational prospecting and fossicking destination.



2

BACKGROUND AND OBJECTIVES

2.1 Methodology

In developing the Isaac Fossicking and Prospecting Strategic, we have:

- Reviewed and analysed the Isaac region's fossicking and prospecting market supply;
- Considered the likely economic and social returns of the fossicking and prospecting segment;
- Identified the major issues and challenges facing the segment;
- Included a SWOT Analysis detailing the strengths, weakness, opportunities and threats of the prospecting and fossicking sector for both Clermont and Mt Britton;
- Undertaken targeted stakeholder engagement, one on one meetings and site inspections providing detailed, invaluable insights into the necessary pathways to develop this segment's potential;
- Synthesised findings and actions with the other related analyses, being: Isaac Tourism Trails Strategy; Isaac Visitor Information Assessment and Implementation Plan 2023 - 2028; and Isaac Region RV and Camping Strategy;
- Incorporated the results from the Visitor and Local Economy Assessment, Events Audit, Accommodation Audit, and Tourism Experiences Audit; and
- Drafted recommendations and an Action Plan to guide future growth.

2.2 Objectives and Measurables

At their simplest, the objectives are:

1. Creating an increased economic contribution from recreational prospecting and fossicking;
2. Increased recognition of the Isaac region as a premier prospecting/fossicking destination; and
3. Alignment with the broader Isaac Tourism Trails development, future promotion and capacity building in the tourism sector.

An extension of this process is to establish a distinct set of hero prospecting and fossicking experiences which enables the Isaac region to stand out from the crowd. This type of messaging should be at the heart of marketing activity.

3

BACKGROUND AND ECONOMIC BENEFITS

3.1 About the Isaac Region

The Isaac Region is home to an estimated resident population of 22,426 (ABS, year ending June 2021) and is situated 1,000km north-west of Brisbane and 900 km south of Cairns, with the area forming part of the broader Mackay tourism region. The Isaac region is large and diverse, covering close to 58,000 square kilometres in size, and featuring a variety of natural and man made assets that contribute to a strong regional economy. The Isaac region, whilst predominantly regarded as being an inland mining/resource sector heavy destination (Australia's largest coal deposit), also offers close to 100km of undeveloped coastline and a significant agricultural sector.

The region starts from a position of strength with a long history of prospecting and fossicking. Gold was first discovered in Clermont district during the 1860s and has been a popular recreational activity amongst locals and visitors alike ever since. Mt Britton goldfield, located approximately 35 minutes drive north-east of Nebo, was discovered around 1880 with the town established in 1881. At the height of the gold mining era in 1883, Mt Britton was a thriving township with a population of 1500. The mining company ceased operations at Mt Britton in 1890. The area to the north of the township site still has a quantity of small, working mines.

3.2 Visitor Economy

The Isaac Region supports approximately 21,462 jobs with the bulk of workers being employed directly in the mining sector (13,080 jobs). Mining is, by a considerable margin, the Isaac Region's largest output generating sector, supporting an estimated annual output of \$20.89 billion – which is considerably higher than any other sector. In fact, mining accounts for 88% of the region's total economic output.

Whilst the tourism sector in the Isaac Region is very much in its infancy, particularly in terms of output and employment, a range of exciting opportunities still exist to further grow and enhance the sector's economic value, including a range of product and infrastructure development opportunities to grow the profile of the region and diversify the current visitor market focus. The Isaac Regional Council is being very proactive in their approach to growing this sector – identifying a range of tourism focused opportunities through the Isaac Tourism Strategy 2019 – 2024.

3.3 Value of Prospectors to the Local Economy

Recreational prospectors form a significant component of the Isaac region's tourism market and are vital in maintaining the health and wellbeing of Clermont's economy.

In 2018, Queensland Fossicking Licence sales doubled to over 8,300. Of these, over 600 licences were sold locally via the Outback Prospectors and the Clermont Caravan Park. Information provided by the local Queensland Parks and Wildlife Office indicates approximately 75% of Fossicking Licences inspected in GPAs were purchased online. If we assume the local sales represent 25% of the total prospecting visitors, the region hosts approximately 2,400¹ prospectors (or 28% of total Queensland Licence holders) annually. By comparison, Clermont has a full-time equivalent population of 2,120 people.

Recreational prospectors are a high-value visitor as they provide a triple boost to the economy²:

1. The initial investment in equipment (both prospecting, camping, 4WD or transportation) is significant;
2. Prospectors are long-term visitors, staying up to 5 months per year, contributing to the local economy as part-time residents, benefitting in particular, Clermont. It is estimated prospectors collectively contribute \$1,000,000³ per week they stay in Clermont (based on 2,000 prospectors spending approximately \$500 per week on food, fuel, accommodation and other incidentals); and
3. Recreational prospectors contribute to the economy through the direct sale of gold either as a hobby or professional status. Royalties are payable on fossicking material that are the property of the Crown (but threshold exemptions of \$100,000 mean that most prospectors are not liable).

3.4 Minelab Economic Value of Prospecting Report

Minelab⁴ has released an excellent assessment of the economic benefits of prospecting. For the first time, through a national survey of recreational prospectors' activity, expenditure, income and social information, the study established first-hand information on the activity footprint of recreational prospectors in Australia.

¹ Compare this to the Minelab report's 15,998 total recreational prospectors in Queensland, meaning some 15% come to the region.

² Source local observations during consultation.

³ The authors of this Strategy note that these are "raw" figures and may be much higher values when economic

multipliers are applied, and may not be every week of the year.

⁴ It should be noted that Minelab is a commercial provider of prospecting equipment and metal detectors.

⁵ Economic Contribution of Recreational Prospecting Minelab Electronics, 5 July, 2021

3. BACKGROUND AND ECONOMIC BENEFITS (continued)

The analysis of survey results established that there were an estimated 125,244 recreational prospectors in Australia in 2019, with around 85% of them undertaking at least one day of prospecting. Together, this adds up to approximately 5.1M days of recreational prospecting activity carried out over 3.0M trips. Prospectors are estimated to have spent \$336m while on the trip and \$271m off-trip and so contribute directly to both GDP and employment of the locations where these expenditures occur. These locations tend to be once-prosperous towns in regional Australia and where renewed economic activity is greatly needed.

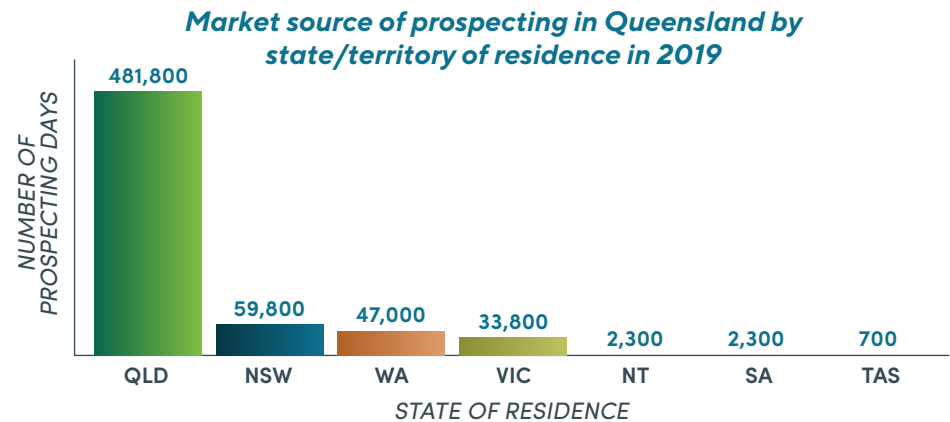
In 2019, the expenditure and income together directly contributed a total of \$338M to the national GDP and employed 1,956 Full Time Employees (FTEs). An additional \$549m in GDP and 3,597 FTEs were generated indirectly from flow-on activities in supporting sectors, such as in retail, manufacturing and logistical services.



PROSPECTING ACTIVITY IN QUEENSLAND

In 2019, it was estimated that there were 15,998 total recreational prospectors in Queensland, of which 85%, or 13,598, undertook at least one day of prospecting during the year. Approximately 627,700 days of recreational prospecting activity were undertaken in Queensland in 2019, across 398,700 trips⁶.

The majority of activity (approximately 77%) of prospecting days was undertaken by Queensland residents, with the remaining 23% undertaken by approximately 4,600 interstate visitors. The most significant sources of interstate visitation were from residents of NSW, the ACT, and Western Australia. The number of days of prospecting activity by state and territory of residence is illustrated in the chart below.⁷



The economic activities generated by recreational prospectors contributed around \$80.4M (in terms of GSP) and 646 FTEs to the Queensland Economy:

- \$37.5m was directly contributed from expenditure associated with prospecting activities and from income earned through recreational prospecting;
- \$42.9m was indirectly contributed from the flow-on activities associated with recreational prospecting;
- 302 FTE direct jobs were contributed through recreational prospecting; and
- 345 FTE flow-on jobs were contributed through indirect association with recreational prospecting.

⁶ Minelab Report

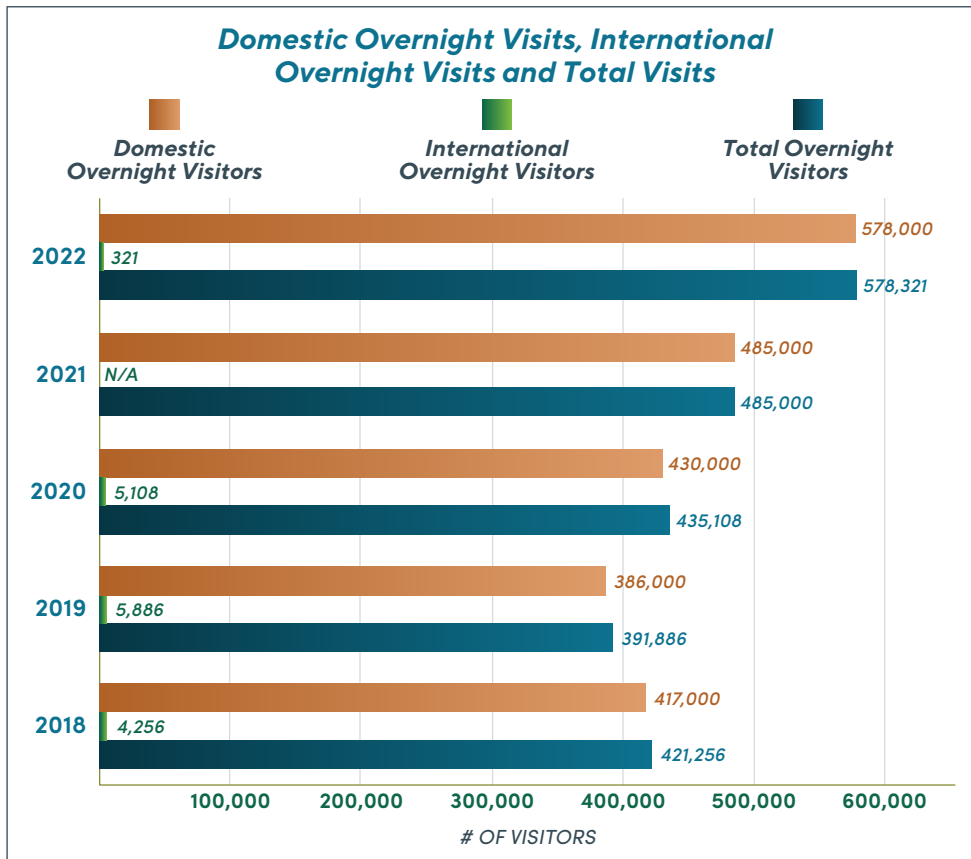
⁷ BDO Analysis 2021, from Minelab Report

4

MARKET ANALYSIS

4.1 Market Overview

Overall, in the past year (year ending March 2022) the Isaac region received approximately **578,000 overnight visitors**. Domestic visitors contributed close to 100% of all visitor nights received in the year ending March 2022, which is typical of many inland Queensland destinations, due to a lack of awareness and accessibility to international markets.



Source: Tourism Research Australia, www.tra.gov.au, statistics year ending March 2018, 2019, 2020, 2021 and 2022.



4. MARKET ANALYSIS (continued)

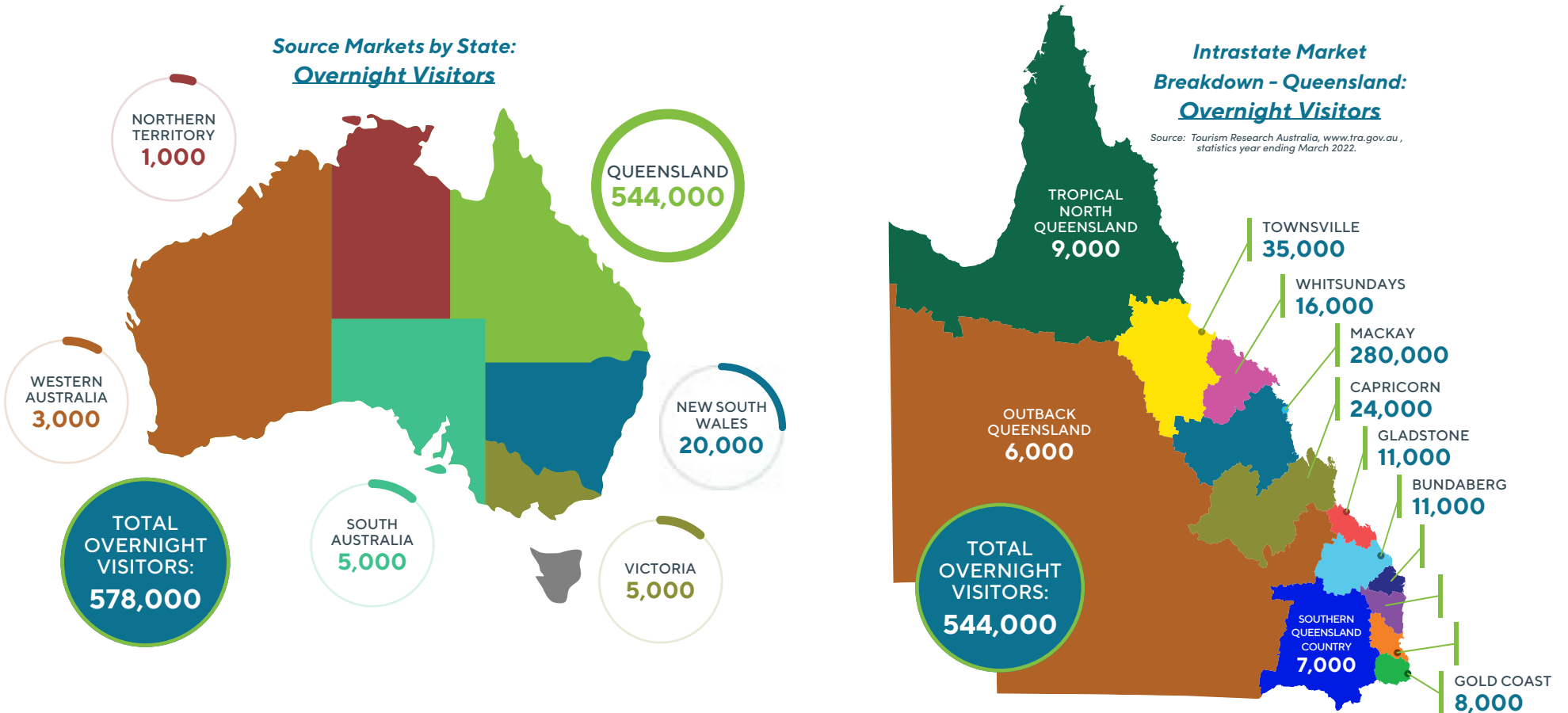
In the same time period, visitor expenditure levels in the Isaac Region performed strongly, largely due to the large portion of business related travel experienced by the region, courtesy of the region's booming mining sector. If anything, the Isaac Region levels of visitor expenditure have been unaffected by the Covid - 19 Pandemic over the past couple of years. In fact, total visitor expenditure has experienced strong growth over the past five years, as can be seen below:



Source: Tourism Research Australia, www.tra.gov.au, statistics year ending March 2018, 2019, 2020, 2021 and 2022.

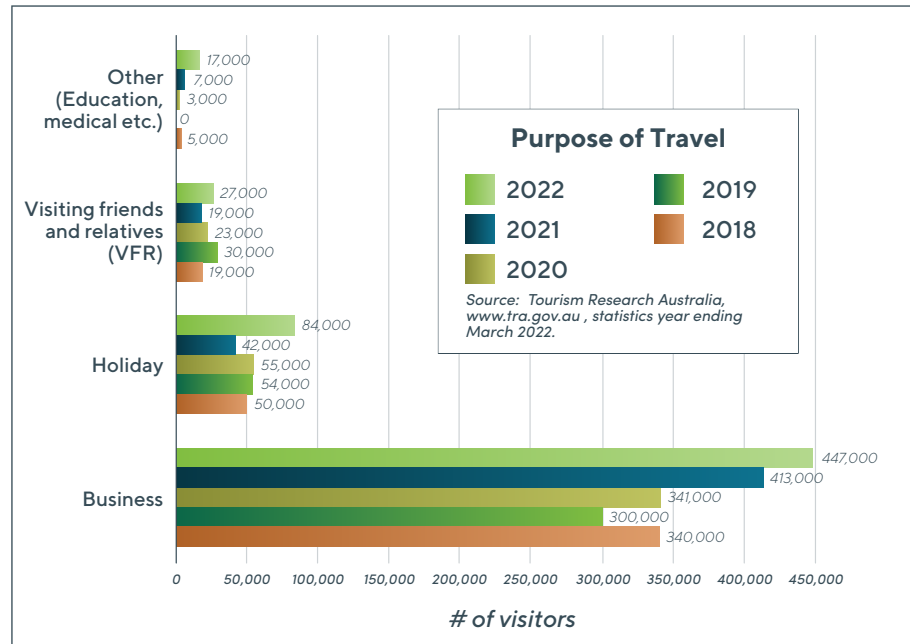
4. MARKET ANALYSIS (continued)

When observing the source markets of overall domestic visitation to the Isaac Region, it is clear that Queensland generates the most visitors for the Isaac, with 94% of all domestic visitors travelling from within Queensland. Within Queensland, Mackay is the main driver of intrastate travel (51%), with business being a primary motivation for this travel:



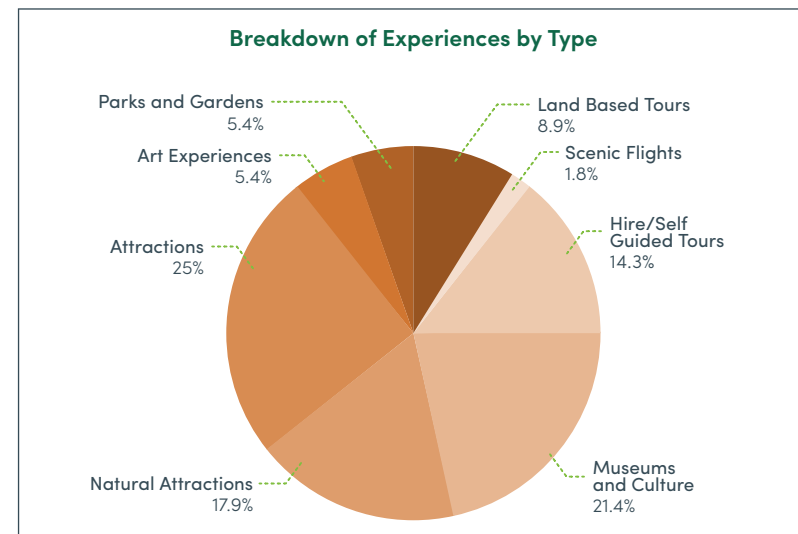
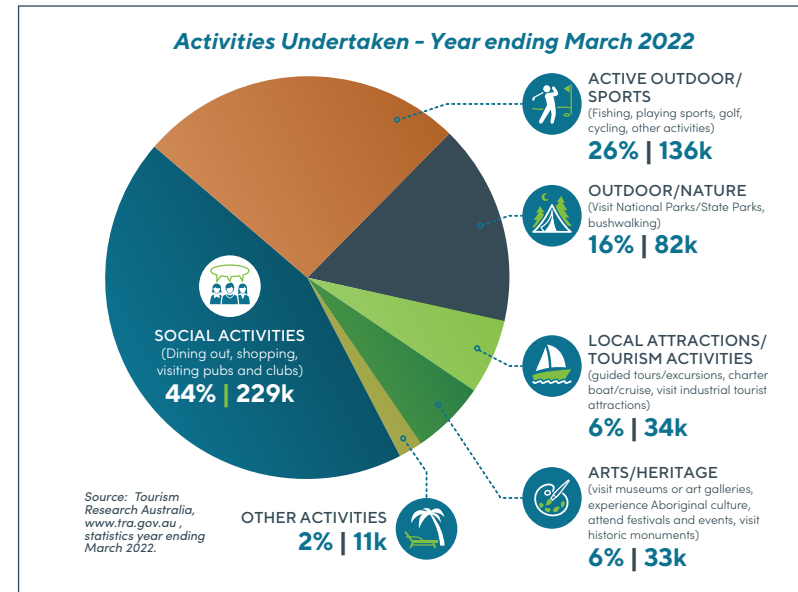
4. MARKET ANALYSIS (continued)

Visitation to the Isaac Region is overwhelmingly driven by the purpose of work/business. However, there has been recent growth in other purposes of travel, as can be seen in more detail below:



Diving deeper into the activities visitors undertake whilst in the Isaac Region, shows 'social activities' including dining out, visiting pubs and clubs, and shopping feature prominently. It is, however, important to note that 'social activities' are generally ranked highly for most tourism destinations. For more regional/remote destinations like the Isaac, it is generally the subsequent activities undertaken in the region that provide the best strategic insights.

Outside of 'social activities', activities undertaken in the region align closely with the key experience offerings of the Isaac Region, such as visiting National Parks (Peak Ranges), camping and outdoor options, a rich cultural history and to attend festivals and events. The outdoors in particular, National Parks, camping, bushwalking, fishing and visiting the beach all performed highly in terms of activities undertaken in the Isaac Region.



4. MARKET ANALYSIS (continued)

4.2 Visitor Demographics

In assessing the demographics of visitors to the Isaac Region, for the year ending March 2022, we used several different criteria, in line with Tourism Research Australia's (TRA)⁸ demographic criteria which include:

DEMOGRAPHIC	OBSERVATIONS
Age Group	<p>The most prominent age group amongst visitors to the Isaac Region for the year ending March 2022 was the 55 and over age group, with just over 30% of all visitors to the region being over the age of 55 yrs. There may be some business related travel within this segment, however, it is more likely that this travel is being driven predominantly by the Grey Nomad segment, undertaking holiday and VFR related travel to the Isaac.</p> <p>The over 55 age group was then followed by the 35 - 39 age group (16%), and then by both the 40 - 44 (12%) and 25 - 29 age groups (12%).</p>
Annual Household Income	<p>Unsurprisingly, the annual household income of visitors to the Isaac Region is high, which would be driven primarily by business related travel. 38% of visitors to the region earned a household income of \$200K +, followed by visitors earning between \$150k - \$175k (9%) and then between \$175k - \$200k (8%).</p>
Employment Status	<p>The overwhelming majority of visitors to the region are working full time at 82%. This would be driven largely by the high level of business related travel, in particular FIFO workers. Retired visitors made up just 8% of all overnight visitors in the year ending March 2022, as did the number of visitors working on a part time basis.</p>
Gender	<p>The majority of visitors to the destination are male - with 80% of all visitors in the year ending March 2022 being male.</p>
Marital Status	<p>72% of all visitors to the region in the year ending March 2022 were either married, or in a relationship.</p>
Lifecycle Group	<p>21% of all visitors were classified as being an 'older, married working person' with no children living in the household. Interestingly, parents with children under the age of 14 yrs accounted for a large portion of overall visitation at 32%.</p>



⁸ Tourism Research Australia, www.tra.gov.au, statistics year ending March 2022

4. MARKET ANALYSIS (continued)

30% of all visitors were over the age of **55**

AGE GROUP

Interestingly, the most prominent age group amongst visitors to the Isaac Region for the year ending March 2022 was the 55 and over age group, with just over **30% of all visitors to the region being over the age of 55 yrs.** There may be some business related travel within this segment, however, it is more likely that this travel is being driven predominantly by the Grey Nomad segment, undertaking holiday and VFR related travel to the Isaac.

The over 55 age group was then followed by the 35 - 39 age group (16%), and then by both the 40 - 44 (12%) and 25 - 29 age groups (12%).

80% of all visitors in the year ending March '22 were **male**

GENDER

The majority of visitors to the destination are male - with 80% of all visitors in the year ending March 2022 being male.

38% of all visitors earned a household income of **\$200K+**

ANNUAL HOUSEHOLD INCOME

Unsurprisingly, the annual household income of visitors to the Isaac Region is high, which would be driven primarily by business related travel. **38% of visitors to the region earned a household income of \$200K +**, followed by visitors earning between \$150k - \$175k (9%) and then between \$175k - \$200k (8%).

82% of visitors work full time

EMPLOYMENT STATUS

The overwhelming majority of visitors to the region are **working full time at 82%**. This would be driven largely by the high level of business related travel, in particular FIFO workers. Retired visitors made up just 8% of all overnight visitors in the year ending March 2022, as did the number of visitors working on a part time basis.

72% of all visitors in the year ending March '22 were **married or in a relationship**

MARITAL STATUS

72% of all visitors to the region in the year ending March 2022 were either married, or in a relationship.

32% of visitors were **parents with children under the age of 14**

LIFECYCLE GROUP

21% of all visitors were classified as being an **'older, married working person'** with no children living in the household. Interestingly, **parents with children under the age of 14 yrs** accounted for a large portion of overall visitation at **32%**.

Source: Tourism Research Australia, www.tra.gov.au, statistics year ending March 2022

4. MARKET ANALYSIS (continued)

4.3 Potential Markets

After analysing the above information, we recommend considering the following target markets for the Isaac Region:

TARGET MARKET	DESCRIPTION
Bleisure Market	<p>Business travel is by far the Isaac Region's biggest source market, and as Covid -19 restrictions have seen the 'blurring' of work life boundaries, business travel combined with leisure (bleisure) is growing in popularity Australia wide.</p> <p>Business travellers may be encouraged to bring family to the region, and include additional days to a work trip for the purpose of leisure. The Bleisure visitor is considered opportunistic - and will make leisure associated decisions based on the appeal of the destination they are travelling to for work.</p> <p>Bleisure visitors are typically culturally curious and interested in work. The Isaac Region benefits from a significant number of FIFO workers. Emphasising the lifestyle appeal of the region and converting these from flying out to staying in - or bringing family - presents significant opportunities for the region.</p>
4 Hour Drive Market	<p>This market lives and/or works within a four-hour radius of the Isaac Region. Visitors are travelling purely for leisure, and will use their own vehicle to travel. They may also often be towing a camper trailer or caravan. This group of visitors are highly mobile and can access all parts of the region, they like to explore, travel beyond the 'known' tourism destinations and spend money with local businesses.</p>
Visiting Friends and Relatives (VFR)	<p>A growing market for the Isaac Region, these visitors travel to the destination to spend time with loved ones. It is common for these visitors to combine their travel with events, holidays, or business. VFR visitors will often rely on their host family/friends to guide them on what activities to do - highlighting the importance of locals understanding what is on offer in the Isaac. These visitors are less likely than others to pay for accommodation and spend time in traditional attractions.</p>
Couples: soft adventure, sports, and touring	<p>Adventure seeking couples are typically those that seek enjoyment from the outdoors, and are characterised as couples who look for ways to reconnect with one another and with nature in a fun and engaging way.</p> <p>'Transformational Experiences' are highly sought after by this market. They are looking to engage in experiences that inspire, enrich, and empower their lives. Opportunities to connect with the local community and give back to the destination are also important.</p>
Prospectors (hobbyists and professionals)	<p>The recreational prospecting sector in the Isaac Region is diverse, with both hobbyist and professional prospectors visiting the area to pursue a wide range of prospecting targets, including gold and varieties of treasure.</p> <p>Prospectors visit the destination from both interstate and intrastate markets, with their expenditure both on-trip and off-trip making important economic contributions to the Isaac economy.</p>

4. MARKET ANALYSIS (continued)

4.4 Prospectors

Both Clermont and Nebo/Mt Britton communities were founded on the discovery of gold in the mid-19th Century and people have been trying to strike it rich ever since. Until recently, Isaac Regional Council sold Fossicking Kits which provided gold prospectors with information on General Permission Areas (GPAs) and revenue was divided into landholder, administration, sales and maintenance commissions.

Prospectors are a unique market opportunity as they are longer-term visitors and can stay anywhere from a few days to up to 6 months in a location in pursuit of gold.

TYPES OF PROSPECTORS

People are drawn to recreational prospecting for a variety of different reasons: the excitement and optimism of finding gold; spending time in nature and outdoors; seeking a sense of adventure and challenge; and making an income to earn a living. Depending on the main motivations of the prospectors, they can be classified into two categories:

1. Recreational prospectors – prospectors who participate in the activity primarily for non-commercial reasons, such as recreational (e.g. hobby), tourism, educational or social reasons; and
2. Small-scale professional prospectors – prospectors who prospect full time and primarily to earn a living. These prospectors are different from corporate miners and prospectors in that they operate at a small scale and are mostly self-employed.

The most commonly sought-after target for recreational prospectors is gold. There is also increasing interest in treasure hunting, for example, coins and relics, with the majority of hobbyists said to begin their hobby in treasure hunting by first delving into coin hunting. An observational profile of Isaac prospectors (mainly, metal detecting) is detailed below:⁹

- Wide range of individuals, families, seniors, ex-military;
- Many grey nomads are repeat, long-term visitors for 3-5 months over 10+ years;
- A recreational option for resource industry workers in Central Queensland mining regions – relaxing, off-site activity to enjoy with mates;
- Many also enjoy fishing, hunting, bushwalking, mountain bikes and motorbike riding;
- Motivated by adventure, thrill of a lucky find, historic interests, social connections, physical/mental health benefits, and a love of the outdoors;

- Spend more in local economy on fuel, food, accommodation and supplies as long-term visitors become part of the community; and
- Serious hobbyists regularly fund their prospecting activities and other non-essential expenditure e.g. motorbikes, boats, family leisure, even major purchases like vehicles/property.



⁹ Frieda Berry-Porter, Outback Prospecting

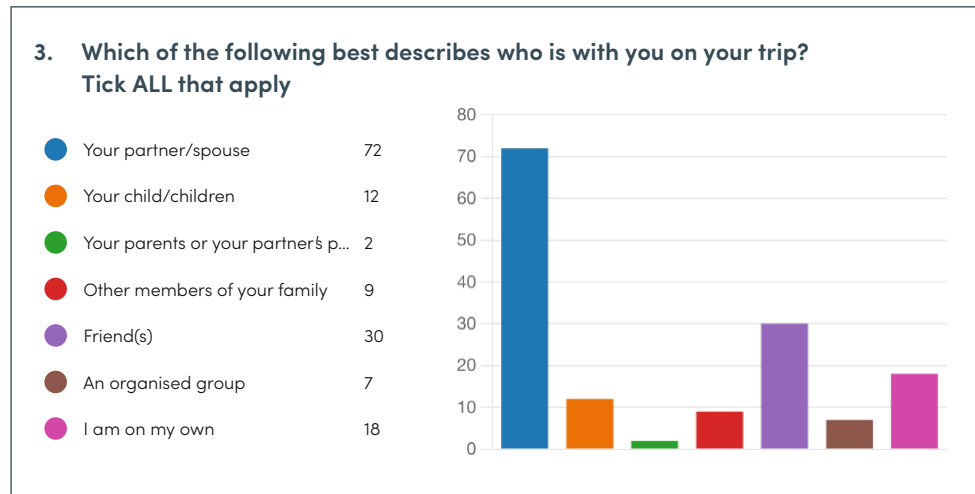
4. MARKET ANALYSIS (continued)

4.5 Isaac Visitor and Residents' Surveys

Two surveys, being a Visitor Survey and an Isaac Residents' Survey, provided the following useful information for this strategy.

The Visitor Survey (n 101) conducted in late 2022¹⁰ revealed the following:

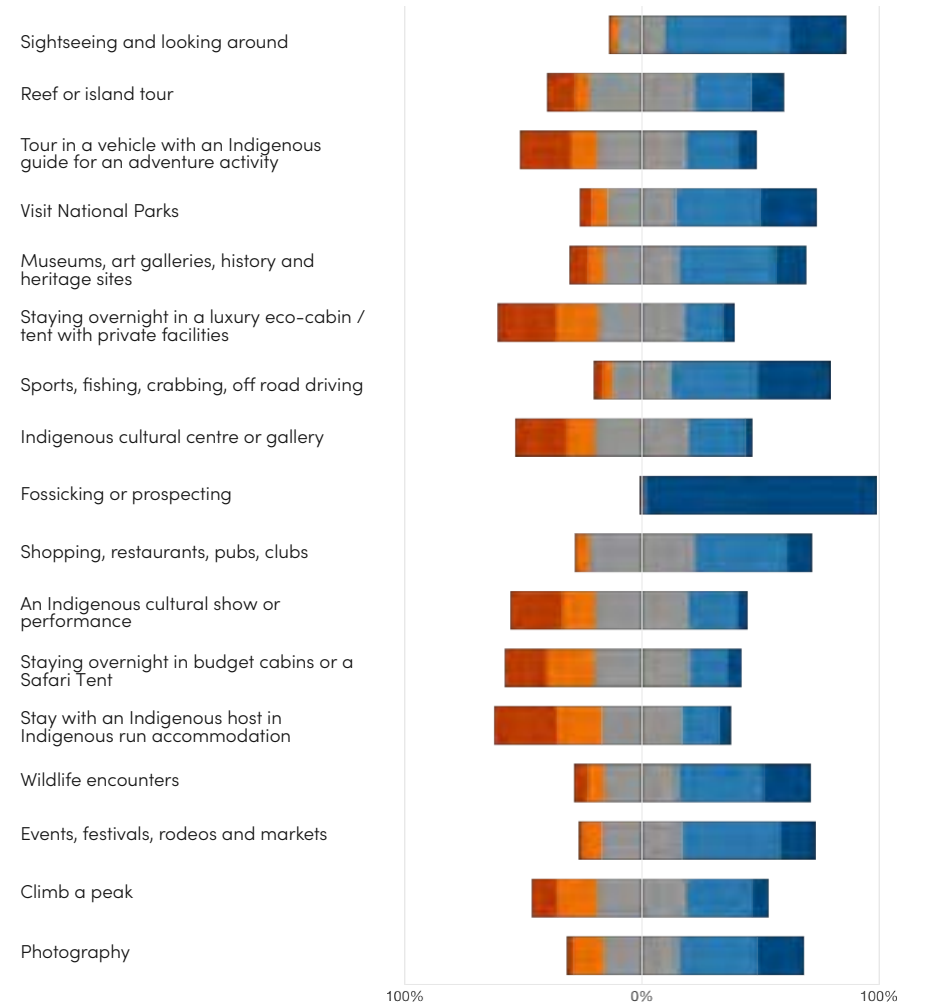
The type of traveller was mostly people travelling as couples, as seen below.



The main activities undertaken were Fossicking and Prospecting as seen below.

6. Which of the following activities and experiences appeal to you if they could be undertaken while visiting the region? Rate ALL 1 to 5

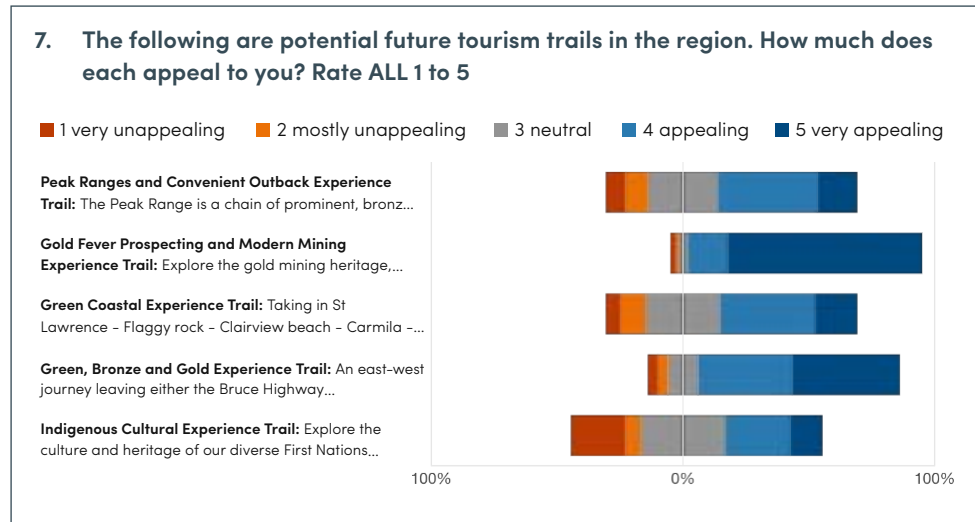
1 very unappealing 2 mostly unappealing 3 neutral 4 mostly appealing 5 very appealing



¹⁰ Isaac Tourism Trails Visitor Survey, DR Tourism 2022

4. MARKET ANALYSIS (continued)

Of the five concept tourism trails offered for respondents ranking, the Gold Fever Prospecting and Modern Mining Trail had the highest number of 4 or 5 rankings.

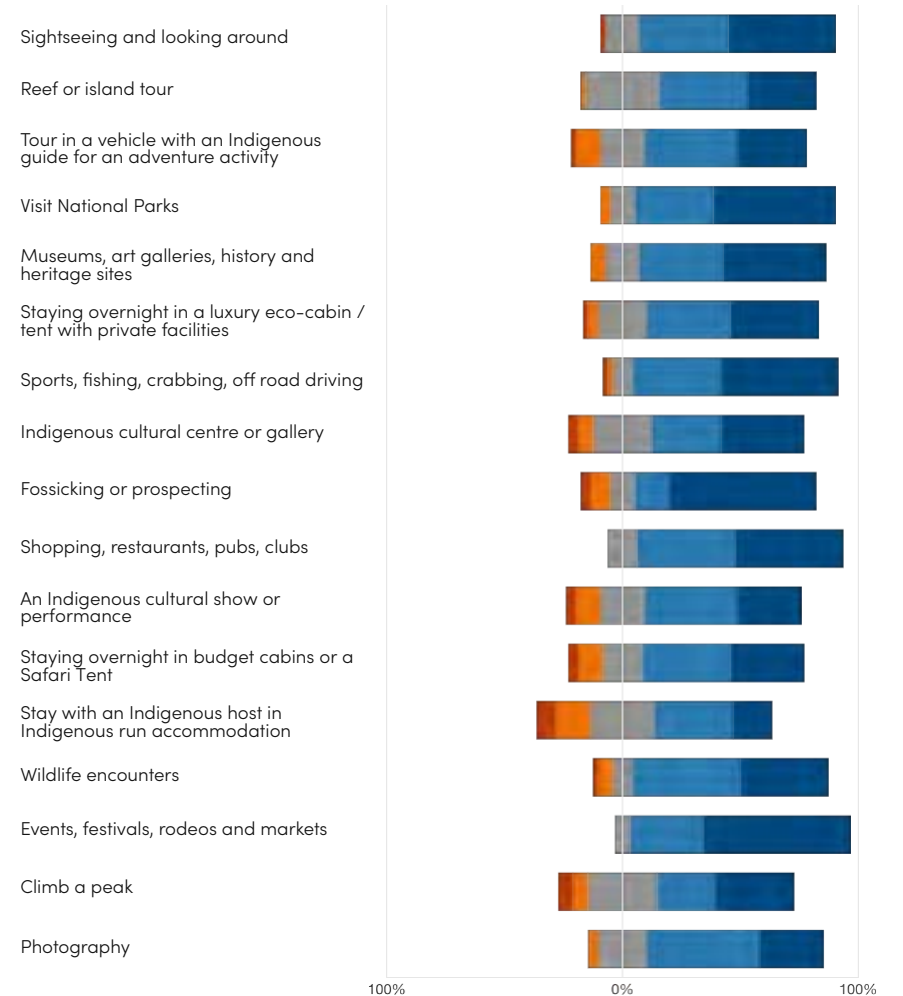


We note that it is assumed many respondents may have been urged to respond and express their support for fossicking prospecting, however, the fact that so many have is an indication of current demand, the passion and collective will of these travellers, and supports further action to consolidate and grow the visitation.

The Isaac Community and Business Survey (n 48) conducted in late 2022¹¹ revealed a similar high level of rating for fossicking and prospecting, albeit balanced with other activities:

3. Which of the following activities and experiences if they were available in the Isaac region appeal to you as a local? Rate ALL 1 to 5

1 very unappealing 2 mostly unappealing 3 neutral 4 mostly appealing 5 very appealing



¹¹ Isaac Tourism Trails Residents Survey, DR Tourism 2022

4. MARKET ANALYSIS (continued)

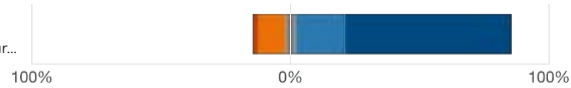
The Isaac Community and Business Survey also showed that, of the five concept tourism trails offered for rating, the Gold Fever Prospecting and Modern Mining Trail also had the highest number of 4 or 5 ratings for community and residents.

6. The following is example 2 of 5 for potential future tourism trails in the region (which may not yet exist as defined tourist trails). How much would or does each appeal to you as a local? Rate ALL 1 to 5

■ 1 very unappealing ■ 2 mostly unappealing ■ 3 neutral ■ 4 appealing ■ 5 very appealing

Gold Fever Prospecting and Modern Mining Trail:

Explore the gold mining heritage, perhaps a day tour...



5

SITUATIONAL ANALYSIS AND CHALLENGES

5.1 Complex Legislative Framework

FOSSICKING AND PROSPECTING

The terms *prospecting* and *fossicking* are used interchangeably in this report, however, we can differentiate the two:

- Prospecting is the selective extraction of a natural resource by means of low-impact, environmentally friendly, hand-operated device (metal detector and pick). Prospectors identify a target, dig a hole and then fill it in; and
- Gemstone fossicking, however, requires bulk processing of large quantities of material where often, excavations are left open.

GENERAL PERMISSION AREA (GPA)

Originally, prospectors required a 'Permit to Traverse' land to undertake fossicking activities which required the owner's consent. However, given the variety of owners and difficulty in obtaining individual consent of sites, GPAs were established. The GPAs were declared in partnership between the Queensland Government, local government and local leaseholders. A GPA is an area where the landowner has given general permission for fossicking to occur. Once a GPA has been approved, fossickers do not require the landowner's written permission to fossick within these areas, but they must abide by any conditions of access and may under some situations be required to pay a fee.

5.2 Legislation

Fossicking, as an activity, is governed by various pieces of legislation. The legislative acts are identified below with a summary of their key points for reference.

FOSSICKING ACT 1994

The *Fossicking Act 1994* (the Fossicking Act) is administered by the Department of Natural Resources, Mines and Energy (DNRME) who are responsible for the issuing of fossicking licences. Part 3, Division 1 of the Fossicking Act and the Fossicking Regulation 2009 contain the rules and requirements for fossicking activities in Queensland. For State forests, Section 10 of the Fossicking Act states that the Act applies to a State forest only if the chief executive of the Department administering the *Forestry Act 1959* has given general permission for fossicking to occur in the forest, reserve or area.

Under the fossicking legislation, fossicking cannot occur in protected areas, except for regional parks (resource use area). Fossicking is regarded as a hobby and section 36 of

the Fossicking Act states clearly the restrictions and penalties with regards to trading and selling fossicking material collected under licence.

MINERAL RESOURCES ACT 1989

Should a fossicker want to expand their recreational pursuits and regularly trade or sell their fossicking finds they will need to apply for an authorisation under the *Mineral Resources Act 1989* (Mineral Resources Act) administered by DNRME. Authorisations could be via a prospecting permit, mining claim, exploration permit, mineral development licence or mining lease. The most common way to determine if an area is suitable for a commercial venture is via a prospecting permit. Section 6B of the Mineral Resources Act defines prospecting as the sampling and searching for mineral material, using only handheld implements. The removal of minerals for sale is not permitted, however, other authorities can be used for this purpose.

FORESTRY ACT 1959

Under Part 4, section 33 of the *Forestry Act 1959*, the cardinal principle to be observed in the management of State Forests is the permanent reservation of such areas for the purpose of producing timber and associated products in perpetuity and of protecting the watershed. In providing general permission for fossicking to occur in a State forest, the chief executive must ensure the cardinal principle is not adversely impacted.

Section 46A of the *Forestry Act* describes the process for the sale of fossils and quarry materials to fossickers. If a person fossicking on a State forest, timber reserve or forest entitlement area where fossicking is permitted under the Forestry Act collects not more than 1m³ of fossils or quarry materials in a year, the State is taken to have sold this material to that person at no cost, and no royalty is payable for the fossils or quarry materials.

NATURE CONSERVATION ACT 1992

Fossicking can only occur in a Regional Park (resource use area) dedicated under Section 42C of the Nature Conservation Act 1992. A Regional Park has been declared to allow mining or exploration activities to occur with the intention of the area eventually being converted to a tenure with a higher level of protection. Activities including fossicking, are permitted if they are consistent with the management principles of the tenure, which are to recognise and, if appropriate, protect the area's cultural and natural resources; provide for the controlled use of the area's cultural and natural resources; and ensure that the area is maintained predominately in its natural condition.

5. SITUATIONAL ANALYSIS AND CHALLENGES (continued)

5.3 Fossicking Permitted Areas

A licence is required to prospect (referred to as 'fossick' in Queensland) on most land throughout Queensland, except for tourist mines and similar sites which charge a fee for entry. Areas permitted for prospecting includes:

- Occupied/private land (including both freehold and leasehold tenures) which requires written consent from the landholder;
- Unoccupied land – unless there has been a determination of native title;
- Road reserves – collection only, digging not permitted; and
- Public gold prospecting areas comprising GPA and Designated Fossicking Areas (DFA), across Clermont: 11 GPAs including 7 state forest areas and 4 council managed land areas.

Fossicking is not permitted in:

- National parks, conservation parks and high preservation areas;
- Nominated waterways of wild river areas;
- State forests and timber reserves, except in the declared fossicking areas of general permission areas; and
- Other areas declared by regulation.

Provided you have a fossicking licence and the written permission of the landowner, you may fossick on most land throughout the state.

5.4 Fossicking and Prospecting Locations

ISAAC REGION GPA LIST

The table shows the GPAs in the Isaac region.

GPA	OWNER	OPERATION	NOTES
Birimgan	QPWS	1998 >	Located in Blair Athol State Forest
Birimgan West	QPWS	2018 >	Located in Blair Athol State Forest
Four Mile	QPWS	1998 >	Located in Blair Athol State Forest
Four Mile West	QPWS	2018 >	Located in Blair Athol State Forest
McMasters	QPWS	2002 >	Located in Blair Athol State Forest
McDonald Flat	QPWS	1998 >	Located in Copperfield State Forest
Bottom Apsley	QPWS	1998 > 2018	Located in Apsley State Forest. Bottom Apsley closed after Fossicking Kits were abolished due to leaseholders no longer receiving kit commissions.
Bathampton	QPWS	1997 >	Located in Apsley State Forest
Black Ridge	IRC	1998 >	Isaac Regional Council as Trustee
Town Reserve	IRC	1998 >	Isaac Regional Council as Trustee
Museum	IRC	1998 >	Isaac Regional Council as Trustee
Flat Diggings	IRC	2019 >	Isaac Regional Council as Trustee

5. SITUATIONAL ANALYSIS AND CHALLENGES (continued)

CLERMONT SITUATION

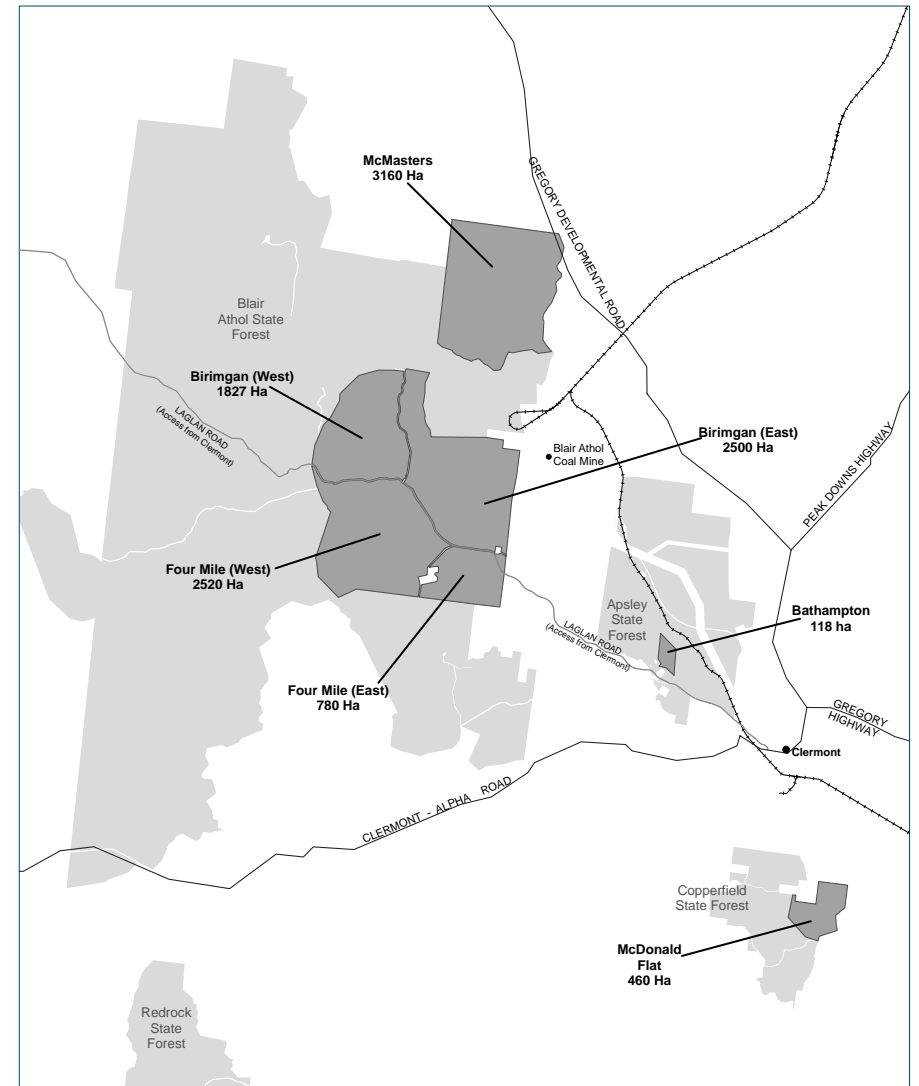
Gold was first discovered in the Clermont district during the 1860s and has been a popular recreational activity amongst locals and visitors ever since. In the early 1990s a sizable gold nugget was unearthed and the activity grew rapidly resulting in issues arising between landholders including lessees and prospectors.

There are 11 separate general permission areas in the Clermont area where landholders have given general permission for fossicking. Seven of these are in the Clermont State Forest.¹²

In November 2018 Isaac Regional Council received a proposal from the Outback Prospectors business which identified six proposed new GPAs, five of which Isaac Regional Council is Trustee. The proposed GPA sites are:

PROPOSED GPA NAME	LOT ON PLAN	OWNER	PERMIT TO OCCUPY?
Airport Reserve	Lot 78 CLM278	Isaac Regional Council as Trustee	Yes
Bathampton East	Lot 117 FTY1842	QPWS	Yes
Flat Diggings Reserve	Lot 23 CLM688	Isaac Regional Council as Trustee	No
Leo's Flat Reserve	Lot 184 CLM627	Isaac Regional Council as Trustee	Yes
McDonald Flat Extension	Lot 70 CLM324	Isaac Regional Council as Trustee	Yes
McDonald Flat	Lot 201 CLM643	Isaac Regional Council as Trustee	Yes

¹² https://www.resources.qld.gov.au/_data/assets/pdf_file/0011/1383761/general-permission-areas-map.pdf



Legend

Protected Areas of Queensland

- State Forest
- General Permission Area
- Laglan Road (Access from Clermont)
- Sealed Road
- Railway Lines

General Permission Areas in Clermont 'State Forests'

COORDINATE SYSTEM: GDA 1994 MGA Zone 55
PROJECTION: Transverse Mercator
HORIZONTAL DATUM: GDA 1994

ACCURACY STATEMENT
Due to varying sources of data, spatial locations may not coincide when overlaid.

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Queensland Government

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5. SITUATIONAL ANALYSIS AND CHALLENGES (continued)

In December 2018, Council passed resolution 5759 to:

1. Receive and note the proposal for new General Permission Areas, Central Gold District, Clermont.
2. Support in principle, the need for additional new General Permission Areas, Central Gold District Clermont subject to undertaking a due diligence and constraints analysis for each site.
3. Receive a further report in February presenting a due diligence and constraints analysis and providing costed project plan and recommendations to respond to the proposal for consideration.

It is a priority that these GPA assessments are progressed and decisions made to augment and increase access to meet the demand for fossicking and prospecting in Isaac region.

MT BRITTON SITUATION

Located approximately 35 minutes drive north-east of Nebo, the Mt Britton goldfield was discovered around 1880 with records indicating a town was established by 1881.

At the height of the gold mining era in 1883, Mt Britton was a thriving township with a Post and Telegraph Office, Lands Office, School of Arts, five hotels, five stores, four butchers and bakers, a Public Hall and Progress Association and a population of 1,500. However, by the time Mt Britton was gazetted in 1884, the town was declining, with the best gold areas already mined. By 1887 most of the businesses closed and the mining company ceased operations in 1890.

Today, Isaac Regional Council maintains interpretive signage with photographs on appropriate sites in the former township to enable visitors to capture the experience of the past bustling gold mining centre. There is also a lookout, a mining display and several rustic shelters containing high quality period prints and information on Mt Britton. The area to the north of the township site still has several small working gold mines such as Edith Mary Mine and Mt Britton Mine.





IDENTIFIED PROSPECTING ISSUES

Outlined below is a summary of the salient (but not exhaustive) broader issues and challenges affecting the opportunity to exploit the full potential of prospecting in the region. While these are diverse, and some further complicated by legislation, they have been the subject of much Isaac Regional Council and community discourse and, subsequently, were prominent in consultation.

ISSUE TYPE	TOPIC	SUMMARY
State legislation and tenure (The regulatory framework which currently governs the activity of fossicking is complex and not always complementary between Acts.)	<i>State controlled land access and value determination</i>	Lack of protected (under legislation) publicly-accessible lands to enjoy the activity. e.g. State Forest, stock route, Council reserves, as opposed to 'pay-to-play' type private locations.
		Lack of recognition by state and local governments of the identity and potential of the 'geo-tourism' sector - use of natural landscapes for unstructured/non-commercialised recreation on public land assets, utilising the natural resource value of the land.
	<i>Tenuous nature of tenure</i>	The tenuous nature of GPAs offers no security for prospectors due to a requirement for permission from Queensland Land Act Lessees, who can withdraw their permission for fossicking to occur on their lease which is still classified as public land. There is a discriminatory nature which allows Land Act lessees to selectively restrict access to State Forest to only a particular sector of the general public.
		GPAs are further tenuous because of the overarching Mineral Resources Act whose authorisations for mining leases, exploration permits etc. override General Permission Areas and exclude public access.
	<i>Uncertainty of investment</i>	GPAs on State Forestry land are maintained to a high standard in preparation for, and in response to, prospecting activities. Significant annual works projects include things like track, fence and gate maintenance. There is no regulatory framework or governance structure in place to prevent leaseholders withdrawing their GPA consent for prospecting activities following significant works being undertaken on public land with public money or obligate the lessee to permit consent for a set period of time.
	<i>Constraints of fossicking</i>	Under Queensland Parks and Wildlife Service (QPWS) operational policy, fossicking is classed as recreational so long as it does not form part of making a living, generally considered under \$100,000. This raises the question why permission is required from the lessee when other recreational users (including trail bike riders, hikers, cyclists, 4WDers, etc.) are able to access without permission.
<i>Unallocated State Land</i>	Under the Mineral Resources Act, Unallocated State Land (USL) does not qualify as having an 'owner' and therefore the USL referred to in the Fossicking Act allows fossicking with or without a permit on USL without informing anyone. This represents an opportunity for investigating USL around historical gold mining sites which could be pursued as either designated fossicking lands or fossicking areas under the Fossicking Act 1994.	

6. IDENTIFIED PROSPECTING ISSUES (continued)

ISSUE TYPE	TOPIC	SUMMARY
Poor compliance and governance	<i>Leased land</i>	Compliance by the State Government over the past decade has reinforced the sentiment that leased land is private, despite the public access clause in the lease documentation. While this is not a legal barrier to overcome, it does mean leaseholders may feel threatened that they are using something previously seen as 'exclusively theirs'. This will continue to hinder efforts to garner future support of GPAs until everyone's rights are identified and upheld.
Promotion and visitor information	<i>Visitor experience</i>	Lack of recognition by state and local governments of the identity and potential of the 'geo-tourism' sector - use of natural landscapes for unstructured/non-commercialised recreation on public land assets, utilising the natural resource value of the land. Lack of online resources to inform potential participants on where to go, what to expect.
	<i>Market competition</i>	Loss of economic benefit to other more progressive States like VIC and NSW is perceived to occur as they value recreational fossicking and prospecting and have protected, lawful public land access.
	<i>Marketing and Messaging</i>	Identifying the issues and attributes which differentiate the Isaac region as a prospecting and fossicking destination: <ul style="list-style-type: none"> • The quality of gold; • The amount of GPA's available for prospecting; and • The untapped opportunities for fossicking in the Mt Britton area.
Camping	<i>Suitable camping options</i>	<p>There is the possibility of providing camping as part of Leo's Flat Reserve and Flat diggings reserve as these are both listed as Camping Reserves under the Stock Route Management Act.</p> <p>Written advice from the State Land Asset Management Department of DNRME clarified the intent of the Stock Route Management Act 2002 is that camping reserves are specifically for people camping on the reserve for stock route purposes, meaning they would need to be accompanied by stock. Under these conditions, camping is short-term only and is conditioned under sections 178 to 182 of the Stock Route Management Act 2002.</p> <p>The State confirmed it does not have any power under the Land Act 1994 to issue camping permits for these areas, however, it also noted it would be unlikely to support free camping in, or near, a rural community without support from all the local accommodation businesses. Advice confirmed the State would support a general 'no camping' status as already exists in the GPAs in state forests. If Isaac Regional Council were agreeable to camping on state reserves, it would be required to develop a Land Management Plan for each reserve and manage it into the foreseeable future.</p>

6. IDENTIFIED PROSPECTING ISSUES (continued)

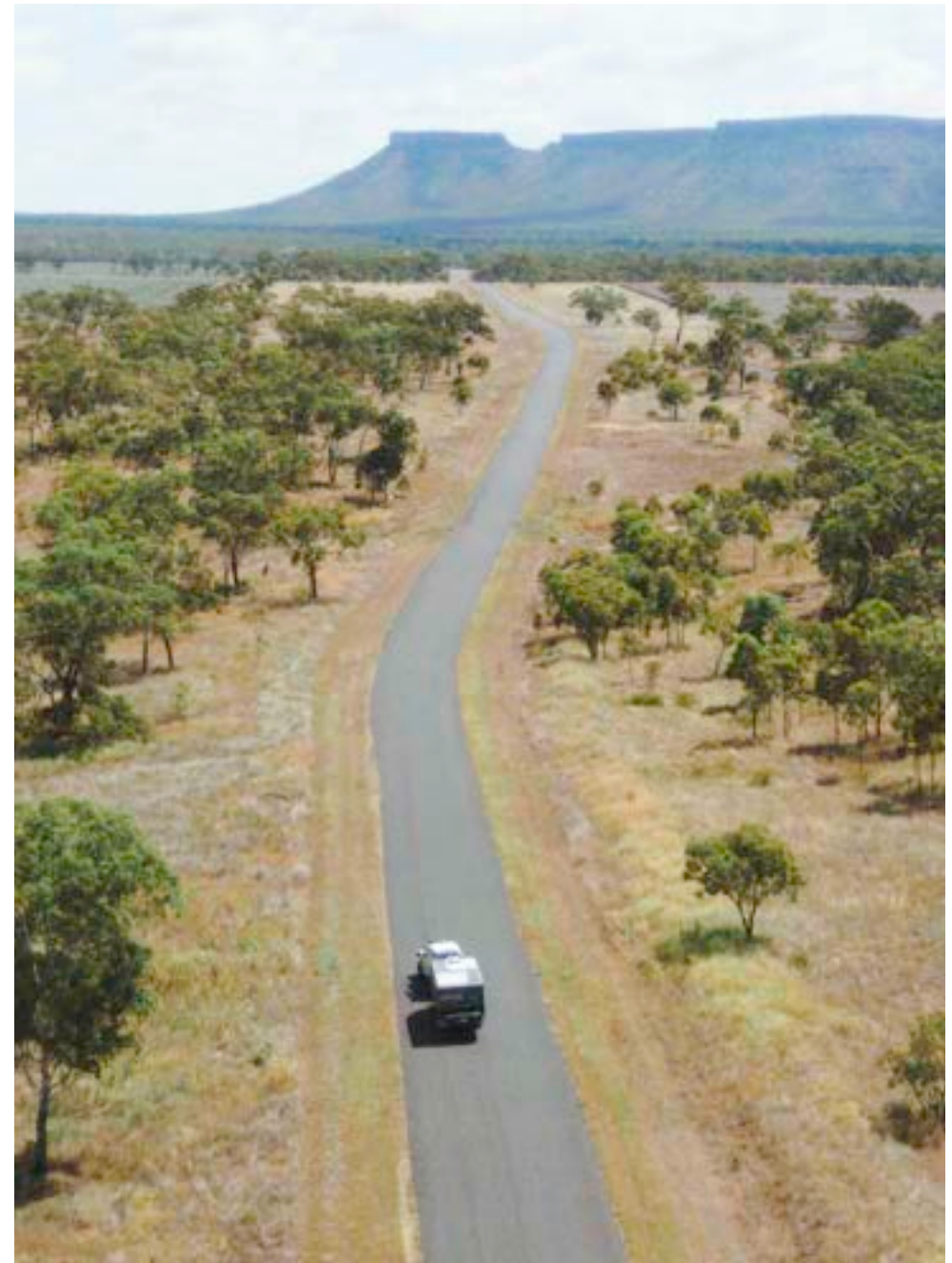
6.1 SWOT for Clermont and Mt Britton as Prospecting Locations

The Isaac region is planning from a position of strength – the current GPA's and diversity of potential prospecting and fossicking are among the attributes already on offer that give it a competitive advantage. Identified opportunities do significantly outweigh perceived threats.

The community consultation highlighted the local view that from a Queensland perspective, there is much opportunity in this market segment, due to:¹³

- Isaac being the most accessible goldfields in Queensland - 12,000 ha of publicly accessible lands on State Forest and Council reserves (GPAs);
- The offer of safe, convenient, affordable and welcoming outback experiences to suit self-guided, outdoor adventuring visitors of all ages and capabilities;
- Being a well-known and established destination amongst the recreational prospecting community, attracting Isaac locals, regional, interstate and overseas visitors for 30 years;
- Visitors having access to local caravan parks or Theresa Creek Dam (but little bush camping);
- Complementing the neighbouring Gemfields region for the complete gem fossicking/ gold prospecting geo-tourism experience; and
- The great potential as a model for other regions where historic goldfields exist on public lands.

Below is a SWOT analysis of the Clermont and Mt Britton areas to identify the current strengths, weaknesses, opportunities and threats of each area.



¹³ Excerpt from, Frieda Berry-Porter, Outback Prospector

6. IDENTIFIED PROSPECTING ISSUES (continued)

LOCATION	STRENGTHS	OPPORTUNITIES
CLERMONT	<ul style="list-style-type: none"> • Region well recognised for its gold • Queensland's most accessible goldfields • Most gold GPAs in one area • Access via two major arterial routes: Great Inland Way – Gregory Highway, Peak Downs Highway • GPA proximity to town centre • Clermont's locality in relation to where target markets travel • Town's history in relation to gold mining • High quality gold with an average purity rating of 95% putting the region on the map for serious prospectors • Abundance of gold • Local stakeholders passionate about gold and driven to promote • Locally available materials, resources and tours • Safe, convenient, affordable and welcoming outback experiences to suit self-guided, outdoor adventuring visitors 	<ul style="list-style-type: none"> • Become the prospecting/fossicking capital of Queensland* • Opening new GPAs* • Better marketing/promotion for existing GPAs* • Provide guided tours for a range of markets (e.g those wanting short, one off experiences) • Already a captive audience • The potential for camping on or close to GPAs* • Reintroduction of a 'kit'* • Lobby government to have state forests opened for prospecting • Attract greater visitation into the region, with longer stays • Economic growth – direct benefit to local businesses*
MT BRITTON	<ul style="list-style-type: none"> • Location – proximity to Mackay and Eungella track • Untapped location potential • History is well known – a once thriving gold mining town • Free camping on town reserve site • Surrounded by operational goldmines • Local gold miners passionate about gold, wanting to share their story with visitors • Scenery • Mt Britton's proximity to Nebo, Glenden and Lake Elphinstone 	<ul style="list-style-type: none"> • Tours and demonstrations • Establish a GPA • Proximity to other tourism experiences • Access via two routes: Peak Downs Highway, Suttor Development Road • Safe, convenient, affordable and welcoming outback experiences to suit self-guided, outdoor adventuring visitors

* = Item common to both locations

6. IDENTIFIED PROSPECTING ISSUES (continued)

LOCATION	WEAKNESSES	THREATS
CLERMONT	<ul style="list-style-type: none"> • Complex legislative framework* • Signage around the region* • Marketing of the experience* • New GPA progression is a difficult process* • Promotion of recreational prospecting is lacking* • Fossicking Licences can be difficult to obtain with no physical presence/availability (i.e. they are purchased online)* • No remuneration at this stage for General Permission Areas over State Forest* 	<ul style="list-style-type: none"> • Coming close to the limits of available land with gold that could potentially become a GPA. • Existing/future landholders may withdraw permission for GPA on their land* • Lack of infrastructure/services if there is a major increase in prospectors* • Missed opportunity if another location claims Queensland's premier goldfields first* • Change of government/legislation not in support of GPA's/recreational prospecting
MT BRITTON	<ul style="list-style-type: none"> • Complex legislative framework • Currently no declared GPAs • Lack of signage and wayfinding • Lack of development of the product • Lack of existing nearby support businesses 	<ul style="list-style-type: none"> • Access during wet weather • Lack of support from relevant authorities to establish GPA

* = Item common to both locations



PROSPECTING AND GOLD - A CORE ISAAC TOURISM TRAIL

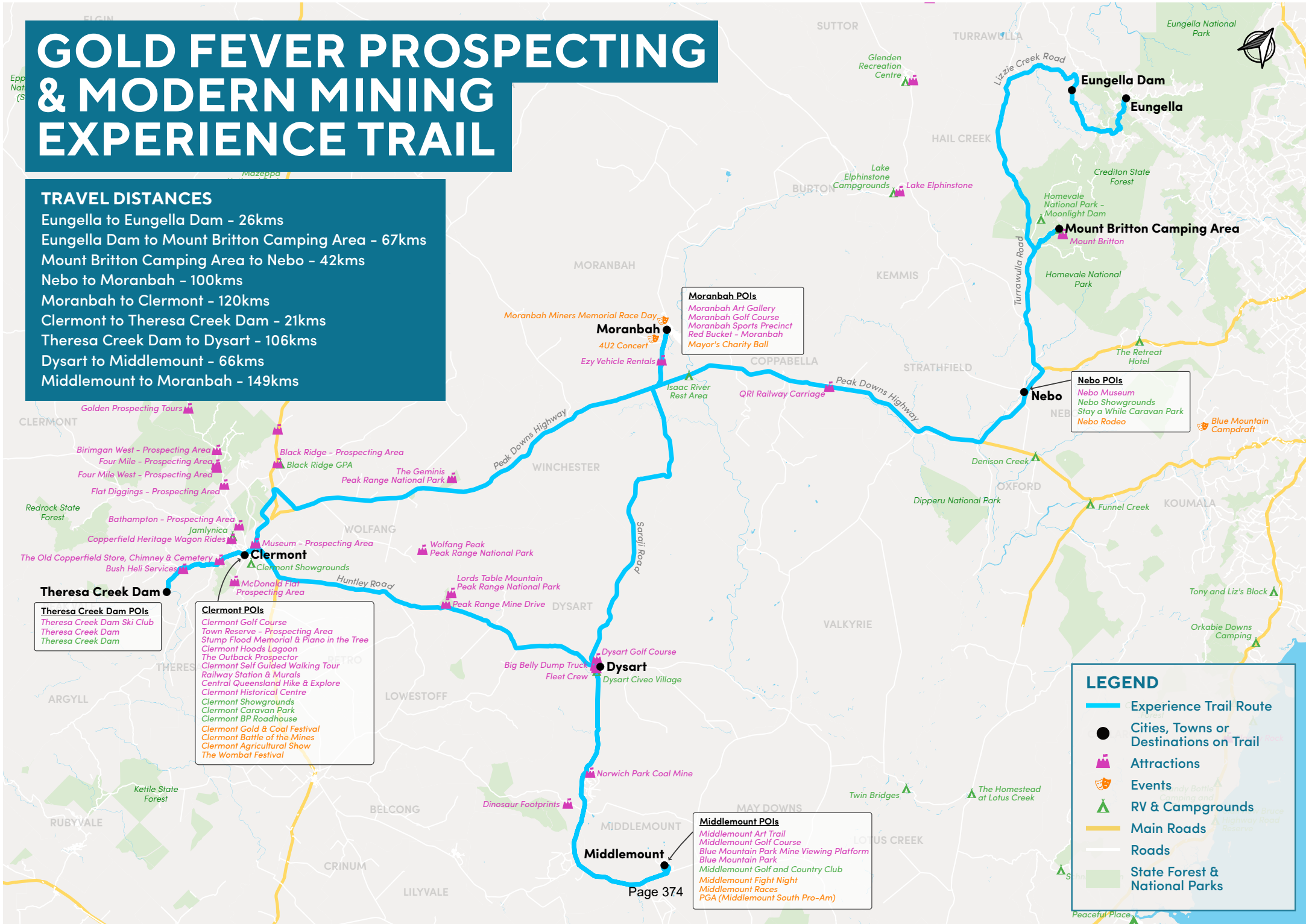
One of the core Isaac Tourism Trails will be around prospecting, modern mining and gold fever heritage: “Explore the gold mining heritage, perhaps a day tour of the modern coal mining industry, viewing areas of an operating coal mine and hearing about mine rehabilitation. This trail includes: Eungella rainforest, gold rush pioneers at Mount Britton, Lake Elphinstone camping, Nebo’s heritage, Moranbah, Clermont / Theresa Creek Dam where you can visit Queensland’s most accessible goldfields and strike gold on a tour with a guide.”

***This trail is the foundation for Isaac region to become the
'recreational prospecting capital of Queensland.'***

GOLD FEVER PROSPECTING & MODERN MINING EXPERIENCE TRAIL

TRAVEL DISTANCES

- Eungella to Eungella Dam - 26kms
- Eungella Dam to Mount Britton Camping Area - 67kms
- Mount Britton Camping Area to Nebo - 42kms
- Nebo to Moranbah - 100kms
- Moranbah to Clermont - 120kms
- Clermont to Theresa Creek Dam - 21kms
- Theresa Creek Dam to Dysart - 106kms
- Dysart to Middlemount - 66kms
- Middlemount to Moranbah - 149kms



Moranbah POIs
 Moranbah Art Gallery
 Moranbah Golf Course
 Moranbah Sports Precinct
 Red Bucket - Moranbah
 Mayor's Charity Ball

Nebo POIs
 Nebo Museum
 Nebo Showgrounds
 Stay a While Caravan Park
 Nebo Rodeo

Theresa Creek Dam POIs
 Theresa Creek Dam Ski Club
 Theresa Creek Dam
 Theresa Creek Dam

Clermont POIs
 Clermont Golf Course
 Town Reserve - Prospecting Area
 Stump Flood Memorial & Piano in the Tree
 Clermont Hoods Lagoon
 The Outback Prospector
 Clermont Self Guided Walking Tour
 Railway Station & Murals
 Central Queensland Hike & Explore
 Clermont Historical Centre
 Clermont Showgrounds
 Clermont Caravan Park
 Clermont BP Roadhouse
 Clermont Gold & Coal Festival
 Clermont Battle of the Mines
 Clermont Agricultural Show
 The Wombat Festival

Middlemount POIs
 Middlemount Art Trail
 Middlemount Golf Course
 Blue Mountain Park Mine Viewing Platform
 Blue Mountain Park
 Middlemount Golf and Country Club
 Middlemount Fight Night
 Middlemount Races
 PGA (Middlemount South Pro-Am)

LEGEND

- Experience Trail Route
- Cities, Towns or Destinations on Trail
- Attractions
- Events
- RV & Campgrounds
- Main Roads
- Roads
- State Forest & National Parks



PRIORITY AREAS FOR DECISION MAKING

Based on the market analysis and overall situational analysis, three Key Priority Areas are identified to inform our recommendations for implementation of the Action Plan:

1. Marketing and enhancing prospecting tourism experiences and active integration with the promotion of other fossicking areas such as the adjacent Gemfields;
2. Accommodating prospecting visitors in affordable, GPA convenient locations, especially bush camping; and
3. Changes to laws and regulations, advocacy and increased access to, and availability of, GPAs for Fossicking and Prospecting.

This Strategy can be a framework to consolidate all the work done to date, refocus, and rejuvenate the advocacy effort to obtain the best outcome for the Isaac community and prospecting stakeholders.

PRIORITY AREA 1: **Marketing and Enhancing Prospecting Tourism Experiences and Gemfields Integration**

The main driver is to position the Isaac region to become Queensland's number one recreational prospecting and fossicking destination, renowned for its rich history and opportunities for gold, alongside integration with other fossicking areas such as the adjacent Gemfields. This will mean:

- Partnering with Mackay Isaac Tourism (MIT) on messaging and the elevation of the region as being widely recognised as Queensland's number one recreational prospecting and fossicking destination;
- Integrating with the broader region, especially Central Highlands and the Gemfields to leverage the attraction of two contiguous areas to the same market segment. A successful example of this was the award winning 'Australia's Nature Coast' initiative (<https://www.australiasnaturecoast.com/>) - a partnership between the Fraser Coast and Sunshine Coast Regional Tourism Organisations that acknowledged that visitors do not recognise Council boundaries, but in this instance were visiting both regions with a prime motivation being to access K'gari/Fraser Island; and
- Making prioritised, small but impactful improvements of services and infrastructure, as outlined by the recommended process in the RV and Camping Strategy, so that hubs or clusters of suitable camping options are clear, convenient, safe, well regulated and enticing.

Gold prospecting tourism travel packages can include a variety of different components to appeal to a wide range of tourists. Some examples of what these packages might include are:

- Accommodation options such as camping, RV sites, or hotel rooms;
- Equipment rentals such as metal detectors;
- Guided gold prospecting tours led by experienced prospectors who can teach tourists the basics of gold prospecting and show them the best places to prospect;
- Classes and workshops on topics such as gold panning techniques, prospecting history, and gold rush lore;
- Meals and snacks, such as breakfast and lunch, or even a gold panning themed dinner;
- Transportation to and from an airport, or even a tour bus to take tourists to different prospecting locations; and
- Souvenirs such as gold nuggets or flakes for the tourists to take home as a memento of their trip.

PRIORITY AREA 2: **Accommodating Prospecting Visitors in Affordable, GPA Convenient Locations**

Many visitors in this segment are just looking for:

- The 'experience' of camping in the bush;
- A dump point (with toilets if possible) and a tap to refill freshwater tanks;
- Good tourism information that clearly shows all attractions and facilities (ideally with facilities easily accessible and open 7 days a week); and
- Somewhere to park and stay longer term that is safe and quiet but slightly away from the main population.

8. PRIORITY AREAS FOR DECISION MAKING (continued)

PRIORITY AREA 3:

Changes to laws and regulations and access to and availability of GPAs for Fossicking and Prospecting

The intention is for regulatory alignment with the Isaac Tourism Trails Strategy, to:

- Have a plan that grows the value of the tourism sector as a whole;
- Supports existing and new businesses to enter the sector, and expand available prospecting experiences and tours;
- Create a sustainable prospecting/fossicking, camping and RV sector;
- Create a sense of welcome for caravan and camping visitors and position the region's diversity of camping options in a growing drive market;
- Create safe places to stay; and
- Protect the environment.

As cited above, IRC needs to ascertain if it wants, or is able to, develop a Land Management Plan for any potential camping activities on reserves and use the Isaac Tourism Trails and this Strategy to assess market demand and resource implications.

There is also an opportunity to form an advocacy alliance and lobby state government to:

- Redefine "landholder/owner" definitions under the Fossicking Act where it refers to State Forest. This would enable QPWS to declare GPAs at its discretion to promote recreational opportunities in State Forests;
- Redefine recreational prospecting as a 'permitted recreational activity' in State Forest; and
- Declare Clermont State Forests as Designated Fossicking Areas like Gemfields.

IRC must consider revisiting the December 2018, Council resolution 5759 (referred to above) as it is a priority that these GPA assessments are progressed and decisions made to augment and increase access to meet the demand for fossicking and prospecting in the Isaac region.





RECOMMENDATIONS AND ACTION PLAN

1. Marketing and Enhancing Prospecting Tourism Experiences and Gemfields Integration

RECOMMENDATIONS	STAKEHOLDER	TIMING
1.1 Use the Isaac Tourism Trails marketing and promotion recommendations to, collectively (with Mackay Isaac Tourism), promote the Isaac as a drive tourism destination for prospecting, camping and RV users that provides high quality facilities, safe surrounds and memorable experiences.	IRC, MIT	2023 - 2028
1.2 Work with Queensland Government, TEQ and MIT to brand the Isaac Region as the prospecting capital of Queensland.	IRC, MIT, TEQ	2023 - 2025
1.3 Create a discrete, tourism/consumer focused IRC website, social media accounts, and online directories that promote the area's gold prospecting opportunities and provide information on local businesses and services.	IRC	2024
1.4 Offer a range of guided gold prospecting tours including the inexperienced/one off gold prospectors, to help them learn the basics of gold prospecting and make the most of their visit.	IRC, MIT, Industry	2024 - 2028
1.5 Partner with local businesses, such as hotels, restaurants, and equipment rental companies, to create bundled vacation packages for gold prospecting tourists.	IRC, MIT, Industry	2024 - 2028
1.6 Actively seek integration and consistent messaging with the promotion of other fossicking areas such as the adjacent Gemfields (reference "Australia's Nature Coast" as a model example).	IRC, MIT, TEQ, CHRC	2023 - 2028
1.7 Investigate incentives options to encourage business to create new prospecting experiences, aimed at a distinct set of hero prospecting and fossicking experiences.	IRC, Industry	2025 - 2028
1.8 Hosting gold prospecting events and competitions can help attract tourists to the area and generate interest in gold prospecting as a recreational activity.	IRC, MIT, Industry	2024 - 2028
1.9 Partner with the mining industry to identify industry-based tourism opportunities and facilitate their development. e.g. mine tours, viewing platforms, collaboration with the Resources Centre of Excellence.	IRC, Industry, RCOE	2023 - 2028
1.10 Use the Isaac Region RV and Camping Strategy's Camping Options Matrix to identify facility requirements/upgrades (including further public dump points) and cost estimates with an aim of affordable, GPA convenient accommodation, especially bush camping.	IRC	2023 - 2025
1.11 Implement the recommendations of the Isaac Visitor Information Assessment and Implementation Plan and ensure that there are comprehensive information services in place so travellers can quickly find accommodation and information on GPAs.	IRC, Industry	2023 - 2028
1.12 Install visitor information signage in prospecting locations and nodes providing tourist information for visitors during their stay.	IRC	2023 - 2028

8. RECOMMENDATIONS AND ACTION PLAN (continued)

2. Accommodating Prospecting Visitors in Affordable, GPA Convenient Locations

RECOMMENDATIONS	STAKEHOLDER	TIMING
2.1 Use the <i>Isaac Region RV and Camping Strategy's</i> Camping Options Matrix as a practical categorisation for planning decisions, to channel investment and guide regulation, with a focus on improving the prospecting visitors' experience.	IRC, QPWS, DNRME	2023 - 2024
2.2 Assess the feasibility of a regional camping permit for individual <i>Bush</i> and <i>Basic Non-Commercial Camping</i> sites that support the needs of prospecting visitors.	IRC	2023 - 2024
2.3 Form a new regional camping/caravanning stakeholders group - council, communities and businesses working together for transparent decision-making with inclusion of prospecting stakeholders.	IRC, Business	2023 - 2028
2.4 Consider the best use of Council-controlled land that could be made available to enhance the prospecting visitors' experience.	IRC	2023 - 2028
2.5 Scope requirements to develop a Land Management Plan for each reserve and the resources to manage them.	IRC, DNRME	2023 - 2028

8. RECOMMENDATIONS AND ACTION PLAN (continued)

3. Changes to laws and regulations and access to and availability of GPAs for Fossicking and Prospecting

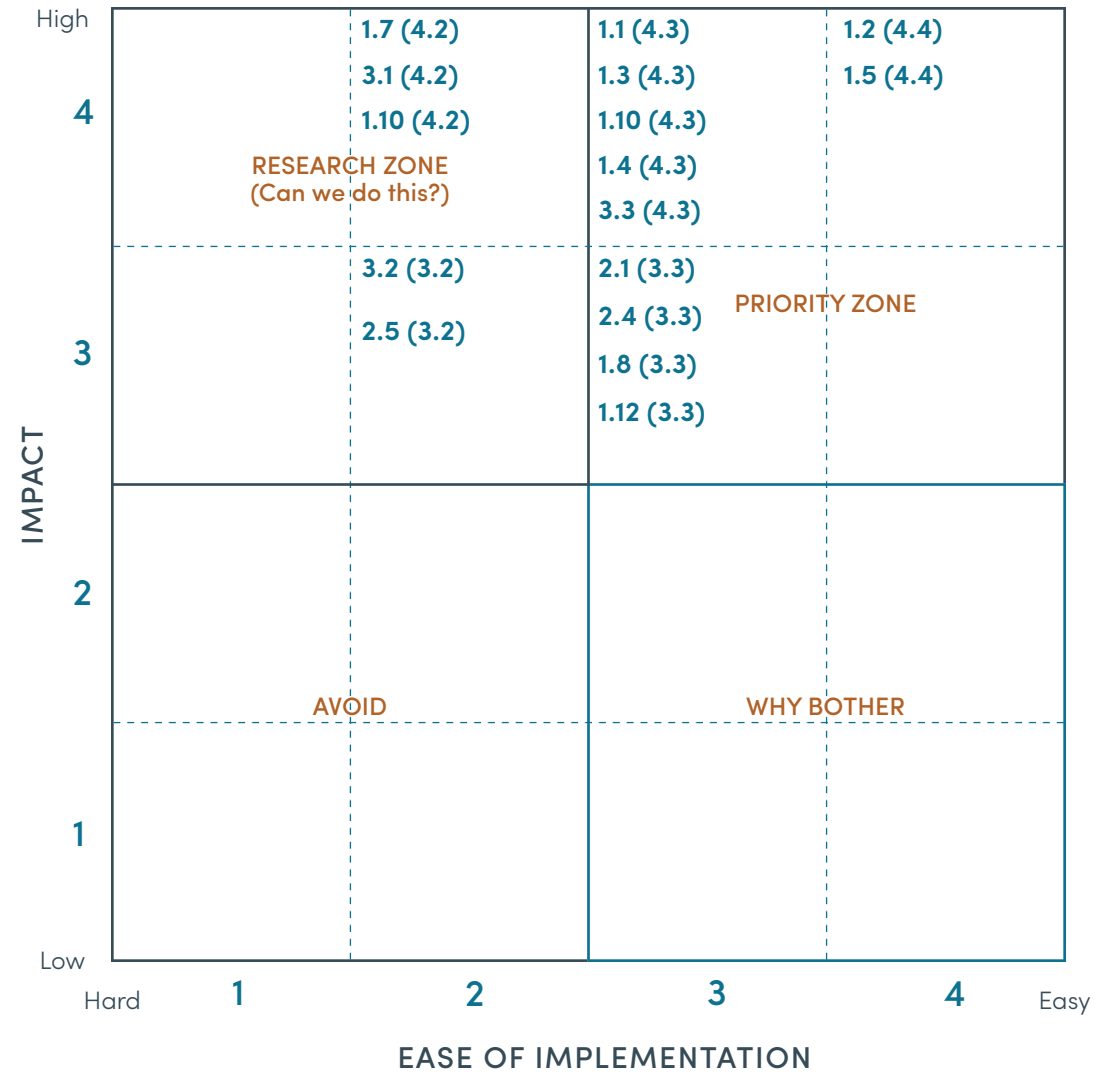
RECOMMENDATIONS	STAKEHOLDER	TIMING
<p>3.1 Form an advocacy alliance (for example “Go for Gold”) and lobby the state government focused on:</p> <ul style="list-style-type: none"> • Encouraging the opening of new prospecting GPAs • Cross-agency collaboration on fossicking and prospecting • A review of, or advocacy for, the regulatory framework to better complement each Act’s reference to Fossicking • Using Unallocated state land around historical gold mining sites as either designated fossicking lands or fossicking areas under the Fossicking Act 1994. 	<p>IRC, Business, Community, State Government</p>	<p>2023 - 2028</p>
<p>3.2 Review Local Laws and IRC Planning Scheme requirements in regard to Caravan and Camping site facility and infrastructure requirements to support the Camping Options identified in this strategy.</p>	<p>IRC</p>	<p>2023 - 2024</p>
<p>2.3 Revisit the December 2018, Council resolution 5759 to progress GPA assessments to augment and increase access to meet the demand for fossicking and prospecting in Isaac region:</p> <ol style="list-style-type: none"> 1. Receive and note the proposal for new General Permission Areas, Central Gold District, Clermont. 2. Support in principle, the need for additional new General Permission Areas, Central Gold District Clermont subject to undertaking a due diligence and constraints analysis for each site. 3. Receive a further report in February presenting a due diligence and constraints analysis and providing costed project plan and recommendations to respond to the proposal for consideration. 	<p>IRC, QPWS, DNRME</p>	<p>2023 - 2028</p>

10

IMPLEMENTATION OF RECOMMENDATIONS

Each of the recommendations from the three categories above, has been plotted on the matrix below to show the Impact of Implementation versus the Ease of Implementation, as detailed below.

MEASURES	MEANING
"Impact" axis	If we did this, what favourable impact would it have on fulfilling our objective ("for the Isaac Region to become Queensland's number one recreational prospecting and fossicking destination")? 1=Low, 4=High
"Ease of Implementation" axis	How easy would this be to do? 1=Hard, 4=Easy. We have weighted this according to cost 50%, effort 30% and risk 20%.





ISAAC
REGION 
HELPING TO ENERGISE THE WORLD

 **The**
Mackay Isaac Region
Queensland Nature. Reserved.

MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2023

AUTHOR

Shane Brandenburg

AUTHOR POSITION

Manager Economy and Prosperity

10.10

THERESA CREEK DAM CONCEPT DEVELOPMENT PLAN

EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of the Theresa Creek Dam Concept Development Plan.

OFFICER'S RECOMMENDATION

That Council:

- 1. Receives and notes Consultation Report - Theresa Creek Dam Concept Development Plan.***
- 2. Adopt the Final Theresa Creek Dam Concept Development Plan for implementation, subject to Council approving budget funds and/or attraction of external grant funding for delivery of improvement projects as identified in the plan.***
- 3. Direct the Chief Executive Officer, or Delegate, to prepare communication informing the community of the outcomes of consultation and endorsement of the Theresa Creek Dam Concept Development Plan.***

BACKGROUND

Theresa Creek Dam (TCD) is a freehold Council asset that is one of the Isaac Region's most visited tourism destinations with approximately 16,000 overnight bookings, equating to +30,000 persons - not including day visitation numbers per year. The township of Clermont is closest to TCD and situated along The Great Inland Way. Having a large number of Isaac's tourism related experiences within proximity of the township, the potential to further develop tourism opportunities remains strong. The Theresa Creek Dam Concept Development Plan (the Plan) aligns with multiple Isacc Regional Council strategic documents, including:

- Tourism Development Strategy – 2.6.5 Conduct master planning for Council's premier campgrounds to inform prioritised tourism infrastructure development; and
- Strategic Recovery Plan - TR9 Develop enabling infrastructure – Item no. 3 Undertake TCD Master Plan.

This project will give strategic and planned asset management direction to the campground and recreation areas in the immediate and long-term future (+20 years), as the site has several assets requiring renewal or upgrades (e.g., playground, septic installation and enviro toilet connection, raw water treatment for amenities, boat ramp, swimming and road network etc.). The Plan is intended to provide a strong platform to seek external funding to deliver the required renewal and any proposed upgrades.

The draft Theresa Creek Dam Concept Development Plan was endorsed for community consultation (Resolution No.: 8033). Extensive internal stakeholder engagement, meetings and briefings have occurred

since project inception. This report seeks to present the consultation findings, their effect on proposed amendments to the plan, and then to discuss the future actions upon the plan's endorsement.

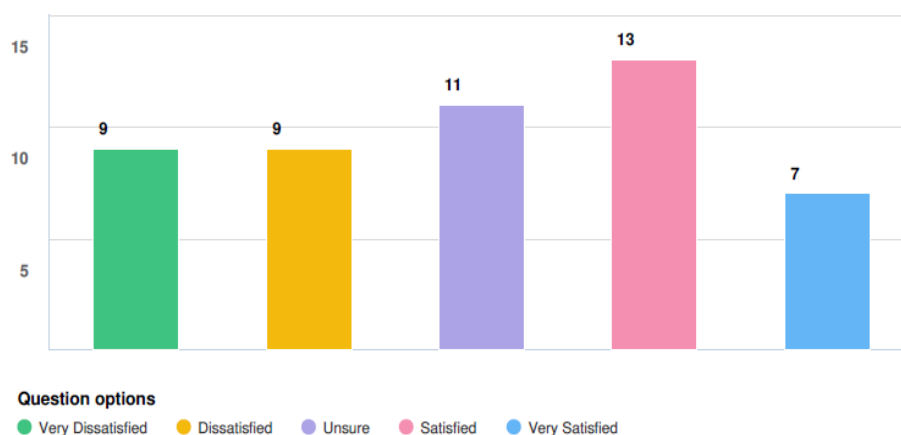
Consultation Report

A Comprehensive report detailing all consultation activities, gathered data, and analysis can be found in *Attachment 1 – Theresa Creek Dam Concept Development Plan – Consultation Report*. The section below provides a brief summary of the second round of public consultation.

From 01 October to 01 November 2022, the project team conducted community consultation of the draft plan. This was complemented through engagement activities including key stakeholder engagement, social media marketing, Speak-Up Isaac online engagement, and surveys. Community Hubs participated having the plan available at relevant Hubs and collecting feedback. Community Relations Officer-Clermont engaged with stakeholders on the concept. Speak Up platform used to gather feedback from participants.

Throughout this period, the draft plan reached 10,142 people through social media outlet. The amount reached converted to 566 Speak up visitors with the plan being downloaded 400 times. Of these downloads, 12% engaged with the accompanying survey, with 16 individuals requesting specific follow up engagements. A summary of the results is provided below:

Q1 How would you rate your satisfaction with the draft Theresa Creek Dam Concept Development Plan?



Q2. Why did you rate the TCD plan in Q1 that way	Responses (40 received; 9 skipped)	%
Supportive – no changes	13	32%
Fees	12	30%
Low key development, natural setting	9	22%
Site adjustment	7	17%
Engagement (Note; 4 responses from TCD ski club, pre- individual meeting)	3	7%
Boating facilities	3	7%

Amenity upgrades	3	7%
Playground Shade	1	2%
Q3. Do you have any further comments?	Responses (32 received;18 skipped)	%
Fees	10	31%
Low key development	6	18%
Site adjustment	7	17%
Accommodation options	3	9%
Boating facilities/Amenity upgrades/Walking trails	2	7%
Others; Other assets in Clermont requiring renewal, Cultural heritage, Digital connectivity, Sustainable infrastructure, Playground Shade, Water quality, Potable water, Dredging/submerged trees.	1	3%

Primarily, the information gathered from the survey recognised concerns relating to over development, Rates, Fees and Charges, environmental balance, and upgrades to existing infrastructure.

These survey results were then analysed and aligned to four emergent themes. These had been identified through the engagement process and in response to the opportunities and known constraints of TCD. These themes have been used to identify proposed future directions associated with the Plan. The four themes are: a natural place, a recreational playground, a place to stay, and a safe and inviting space.

Concept Development Plan

The complete Theresa Creek Dam Concept Development Plan is found in *Attachment 2 – Final Theresa Creek Dam Concept Development Plan*.

Information gathered from the survey and consultation/advice from key internal/external stakeholders, led to the development of proposing amendments to the draft plan. These include:

- a) Acknowledge Cultural Heritage - tells the story of the site's past and its evolution, contributing to sense of place and identity;
- b) Operating Model Investigation – consideration to conduct a business case into improved cost recovery models;
- c) Inclusion of Management Plans (recreation, environment and operations) - formalising planning that aims to design with the future planning, operations and compliance;
- d) Including the cost of the addition of the sites WTP and STP requirements – long term environmentally friendly, cost effective, pollution reducing, disease prevention as well as water and money saving. Indicative value to TCD septic (\$1.2m) and raw water (\$500k);
- e) Minor Site adjustment to camping localities – locations of tiered accommodation options adjusted to reflect desired low development and achieve environmental balance, and
- f) Modification to proposed recreational assets – removal of flying fox into water (\$150k saving), and increase the recreational water/boating activities (e.g., additional pontoon, expanded beach cove, paths realignment) (\$150k).

These proposed amendments have subsequent flow on effects on the estimated CAPEX indicated in draft plan. Construction costs have significantly risen due to supply chain constraints, increased material costs and labour shortages.

Therefore, the development costs and contingences to allow for impacts of project risks and uncertainty (Contingency 10%, Consultancy Costs 7%, Project management 15%, Government compliance fees/approvals 1%) have also increased.

The table below provides a summary of Estimated CAPEX:

Estimated CAPEX	Total
Total Development and Fit out Costs	\$9,042,020
Total Fees and Contingencies	\$2,983,867
Total Estimated CAPEX	\$12,025,887

Furthermore, the plan details short-, medium- and long-term activities to assist in delivering the various priority projects. The implementation plan proposes a three-stage development works schedule of

- a) Stage 1 (Essential actions) - These are works that must be undertaken due to health and safety concerns or the asset has reached end-of-life and needs to be replaced or creates significant savings and efficiencies. This stage will set the conditions necessary for stage 2 development.
- b) Stage 2 (Operational actions) - Improving site safety and the need for demarcation between pedestrian areas and separate parking and boat and caravan designated areas, Improvements to the swimming area and ensuring it is designated as a safe zone away from boats and offering a better camping experience. Furthermore, ensuring adequate infrastructure upgrades to cater for increased caravan and camping sites and covering Toilets and shower upgrades, M&E Services, electricity supply, Wi-Fi and telecommunications.
- c) Stage 3 (Tourism destination park) – these projects will establish a tourism destination park. They can be undertaken by either Council or a destination holiday park operator.

The table below outlines the Estimated CAPEX associated with each proposed stage:

Stage	Total Development Fit out	Total Fees	Total Estimated CAPEX
Stage 1 – Essential Infrastructure (WTP & STP), Playground, Boat Ramp, Envitube dewatering	\$2,400,000	\$792,000	\$3,192,000
Stage 2 – Site Operational Improvements Beach cove, pontoon, car parking, camp kitchen, boat trailer, signage, roads, associated infrastructure	\$2,921,000	\$963,930	\$3,884,930
Stage 3 – Tourism Destination Park upgrades Landscaping, waterfront decking, Café, powered sites, self-contained cabins, deck, unpowered sites, camping, unformalized, paths	\$3,721,020	\$1,227,937	\$4,948,957
Total*	\$9,042,020	\$2,983,867	\$12,025,887

The table above provides recommended prioritised projects for delivery and allows for staged pursuit of external funding programs should that be required. This implementation plan needs to be considered a

working document and, as such, it needs to remain fluid to take account of the needs of different stakeholders and their ability to undertake actions along with their other responsibilities.

Communication of endorsement and outcomes of consultation

The Theresa Creek Dam Concept Development Plan – Engagement Methodology (endorsed 29 September 2022, Resolution No.: 8033), outlines the communication engagement activities of the endorsement and outcomes of its consultation. These include a Media release, the plan's addition to the IRC website and onsite pop-up stall at TCD.

They will be enhanced by providing communication in consideration to consultation findings. Communication around keeping the site natural or low-key development, and fees concerns (e.g., misconception of day-use fees, and clear messaging of multiple price points for accommodation options being unpowered, powered and self-contained cabins). Further note to the project seeking external funding for delivery.

Management options

The timing of the Plan's endorsement enables investigation and business case development into improved cost recovery models to be considered towards the future management and operation of the site, with the current management agreement expiry on 31 Jan 2025 that does have a further option of 1 year for the incumbent managers. The Economy and Prosperity department Business plan has detailed this project to be proposed for the 2024/25 program. Intention will be to review and provide to Council options for improved cost recovery at the site. These will include investigation through:

- a) Improved management agreement;
- b) In house management and operation, and
- c) Commercial lease (which could enable third party funding of projects).

IMPLICATIONS

Safety

Whilst no immediate safety impacts from the report, improved safe functionality of the recreational asset will be achieved through the from delivery of the concept development plan.

Legal and Compliance

Not applicable

Assets

The Plan provides a strong platform for enhanced asset management planning for renewal and upgrades.

Environmental and Cultural

The concept development plan addresses environmental and cultural aspects specific to Theresa Creek Dam with the inclusion of management plans and onsite acknowledgment.

Media and Reputation

Theresa Creek Dam is one of the Isaac Region's most utilised and visited facilities. The Plan provides increased social and economic benefit to not only Clermont but the broader Isaac region. The Plan also

enhances Thresea Creek Dam's recreational park, and the region's reputation, as a premier tourist destination.

Financial

The expectation of this Plan is to provide an opportunity to apply for external grant funding, maximising potential growth opportunities and to rectify several current or latent reputational and asset risks within the broader precinct. This will further be developed to include an implementation plan and possible business case investigation.

Business Performance and Capability

Service levels may significantly increase if Council were to implement plan's proposals. This will be discussed and accounted for by producing a project timeline and implementation plan that aligns service levels across project stages and their associated costs.

CONSULTATION

Executive Leadership Team

Economy and Prosperity Department

Manager Brand, Media and Communications

Manager Engaged Communities

Manager Liveability and Sustainability

Manager Operations and Maintenance

BASIS FOR RECOMMENDATION

The endorsement of the plan will provide a strong platform to seek external funding to deliver the required renewal and proposed upgrades. Moreover, the plan provides a clear development path forward to ensure IRC retains its premier regional tourism destination.

ACTION ACCOUNTABILITY

The Economy and Prosperity department, with assistance from Brand, Media and Communications, and Engaged Communities, will lead strategic communications of the plan's endorsement ensuring clear key messaging addressing concerns raised from internal and external consultation.

Economy and Prosperity will conduct investigation and business case development into the management options prior to current management agreement expiry.

KEY MESSAGES

The Theresa Creek Dam Concept Development Plan is a low impact and affordable pathway that achieves balance through site renewal and development, all while retaining and enhancing the natural place, providing a host recreational offering, a range of places to stay, in a safe and inviting space. The final plan reflects a consensus of community views and will help ensure the best practicable range of amenities and opportunities is developed at Theresa Creek.

Report prepared by:

SHANE BRANDENBURG
Manager Economy and Prosperity

Date: 23 November 2023

Report authorised by:

DAN WAGNER
Director Planning, Environment and
Community Services

Date: 23 November 2023

ATTACHMENTS

- Attachment 1 – Theresa Creek Dam Concept Development Plan – Consultation Report
- Attachment 2 – Final Theresa Creek Dam Concept Development Plan

REFERENCE DOCUMENT

- Nil

CONSULTATION REPORT

THERESA CREEK DAM CONCEPT DEVELOPMENT PLAN

Current as at 01.09.2023

Presented by **Economy and Prosperity Department**



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CONSULTATION REPORT – THERESA CREEK DAM CONCEPT DEVELOPMENT PLAN

EXECUTIVE SUMMARY

The purpose of this report is to provide an analysis of the consultation activities for the Theresa Creek Dam Concept Development plan conducted by the Isaac Regional Council (IRC). The report will address the key themes, ideas and issues raised by an inclusive and collaborative community and stakeholder engagement process. This was conducted to inform and refine the Theresa Creek Dam concept development plan prepared by Stafford Strategy.

1.0 INTRODUCTION/BACKGROUND

The Theresa Creek Dam (TCD) Concept Development Plan Project (The project) was endorsed in the:

- Strategic Recovery Plan – TR9 Develop Enabling Infrastructure – Item no. 3 Undertake Theresa Creek Dam Master Plan.
- Isaac Tourism Strategy – 2.6.5 Conduct master planning for Council’s premier campgrounds to inform prioritised tourism infrastructure development.

The project will give strategic and planned Asset management direction to the campground and recreation areas in the immediate and long-term future (2 - 20yrs).

The scope of the Concept Development Plan is to guide the future development of the TCD recreation and campground area. Additionally, the Concept Development Plan will be conducted as such to complement the primary purpose of TCD being the town water supply and therefore, within the plan for the management of the recreation and camping assets opportunities that complement or improve water quality where applicable.

It is further considered through consultation with Council, that the project outcomes and engagement need to consider and account for the Clermont and broader Isaac communities’ development aspirations, but also the whole of life funding impacts of any proposed development existing or new. Noting that the Clermont community has a number of aged assets requiring renewal and funding for the TCD development projects would be primarily limited to competitive external grant funding programs.

1.1 Context

TCD was initially constructed in 1983 and is situated 22km southwest of the town of Clermont. The site covers 300 ha of freehold land under Council’s ownership. The site is bordered by large residential farming properties.

TCD functions as an important water source for the region and is also a highly important and valued community recreational asset. It offers a diverse range of activities and amenities, including:

- fishing (including Red Claw crayfish, Barramundi, Golden Perch, Eel-Tailed Catfish, Sleepy Cod, Silver Perch, and Bony Bream);
- swimming and boating areas (there are two boat ramps onsite);
- picnic and BBQ facilities;
- an on-site café/food kiosk;
- a children’s playground;

- paid unpowered caravan, RV, and camping sites;
- dump point, and
- camping shelters, showers, and toilet amenities.

It is noted as a key tourism asset within a large region, and with little competition in surrounding regions. It therefore holds highly strategic value for both the local community (who value it as a key recreational asset), and a wide range of visitor markets from interstate and intrastate.

2.0 APPROACH

Outlined in the Theresa Creek Dam Concept Development Plan – Engagement Methodology, the consultation approach was endorsed by council on the 29 September 2022 (Resolution No.: 8033). It is considered that the project outcomes and engagement need to account for the Clermont and broader community's development aspirations, along with the whole of life funding impacts of any proposed development either new or existing. As such, key messages included;

- The concept development plan is regarding the recreational assets at TCD.
- The town water supply is the primary purpose of the TCD asset.
- The Management Plan is to guide future development for the next 20 years.
- Data shows the asset has broad Clermont, Isaac region, and outer region visitation and is one of the Region's premier recreational tourism destinations and therein provides genuine community economic and social benefits.
- Council seeks feedback on community aspirations on the asset to consider in its planning considerations for the asset's management.
- Any development projects proposed would be targeted to seeking State, Federal or private investment.
- Any development needs to consider whole of life costs and Council's long term financial sustainable planning.
- Any development needs to be considerate of Clermont's other community asset funding needs.

2.1 Engagement objectives

Council's primary objective for consultation was to gather feedback and ideas from the residents of Clermont who utilise the space regularly and the wider Isaac Region community that could be used to inform development of a concept plan.

The engagement process invited the public to assist the design team in identifying issues or constraints currently impacting on the use of the recreation area, but also the opportunities to enhance the visitor's experience and their interpretation of the site.

Inviting public participation in the initial stages of the design process allows for greater transparency and engagement prior to decision-making, helping build the relationship between council and the community.

Specifically, the consultation objectives included:

- meaningful engagement that balances the constraints of the stakeholder expectations and delivers a realistic and deliverable development plan;
- Informed aspects of the Management Plan that aligns with Council and community expectations to guide the development of the TCD camping and recreation areas over the next 20+ years;
- Identify priority projects for the TCD camping and recreational assets;
- Informed Management Plan;

- Community and Council Strategic vision for the site, and
- Social and Economic benefits to Clermont and the broader community.

2.2 Engagement activities and materials

Community and key stakeholders to be engaged through direct methods such as face-to-face meetings, phone calls and email. This type of engagement will be enhanced by a range of community engagement techniques from simple information sharing and consult, and finally to active participation. The public consultation and community involvement component of the plan included community hubs, “Pop-up” stores over multiple days, and surveys.

Information will be distributed via various means including media releases and public notices, social media posts, flyers, FAQs, and hard copy materials at key locations. These methods will provide thorough opportunity for most Isaac residents and visitors to the region to “Have their Say.”

3.0 CONSULTATION

The plan seeks to conduct two (2), four (4) week consultation periods between 01 March to 01 April 2022 and 01 October to 01 November 2022. The periods will include key stakeholder engagement, social media, Speak-Up Isaac online engagement platform, and surveys.

3.1 Key stakeholder engagement

Key stakeholders were identified from the engagement methodology planning phase and were invited to participate in the engagement process. Stakeholder engagement ensures IRC has proactively considered the needs and desires of anyone who has a stake in Theresa Creek Dam. This activity can foster connections, build trust and confidence, and increase buy-in for IRC’s key initiatives. This can mitigate potential risks and conflicts with stakeholder groups, including uncertainty, dissatisfaction, misalignment, disengagement, and resistance to change. This ensures the wealth of relevant knowledge and experience to the plan will be more impactful, sustainable, and viable over the long-term.

It is not known how many stakeholders circulated the message through their channels; however, the Economy and Prosperity department did receive specific feedback from the Theresa Creek Dam Ski Club and conducted an onsite visit with their committee members.

Additionally, internal stakeholders participated in an onsite workshop to discuss the project outcomes and engagement need to account for the Clermont and broader community’s development aspirations, along with the whole of life funding impacts of any proposed development either new or existing.

By aligning stakeholders with their respective roles and responsibilities, organizations can create a framework for stakeholder engagement that is both effective and efficient. Additionally, stakeholder mapping can help to identify potential areas of conflict and misunderstanding, allowing organizations to address these issues before they become major problems.

Conducting a key internal stakeholder workshop for a concept development plan for can have several important benefits. Here are a few key reasons why such a workshop is important:

A key internal stakeholder workshop provided an opportunity to engage with the various stakeholders involved in the concept development plan, including department heads, elected officials, and staff members. By involving these stakeholders in the planning process, ensured that they have a voice in shaping the direction of the plan and that they are more likely to be invested in its success. This is especially important when it comes to securing funding or political support for the plan.

By engaging with internal stakeholders in a workshop setting, gained a better understanding of their needs and priorities for the plan. This helped tailor the plan to meet the specific needs of IRC, and to was used identify areas where additional research or input may be needed.

Finally, the key internal stakeholder workshop helped to ensure that the concept development plan is feasible and practical. By engaging with stakeholders who are intimately familiar with the workings of the TCD, the project team identified potential roadblocks or implementation challenges early on, and work to address them before the plan is finalized. This will help to ensure that the plan is more likely to be successful in the long term.

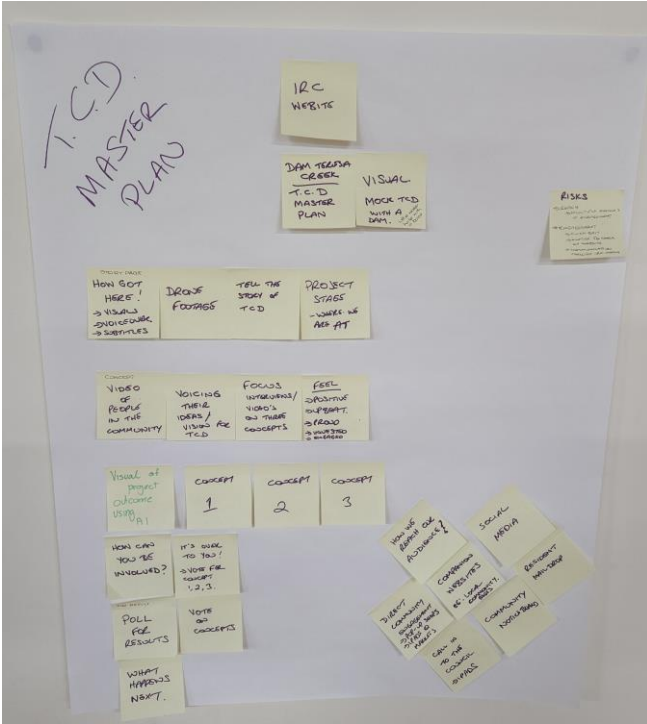


Figure 1 Internal Stakeholder Workshop

Additionally, a targeted survey was distributed to Councillors for their input and establish a guiding vision for the development of this Concept Development Plan.

For the completed Councillor Surveys see **Appendix A**.

3.2 Social-media

The Brand, Media and Communications team published social media posts via Facebook promoting the community consultation activities during the two consultation periods of 04-28 March and 03-24 October 2022.

To measure the success of both the campaigns, data is captured by social-media analytics tools focussing on the *Posts Engagement* whereby any social media status update, photo, or video, or an item shared on a blog or forum is engaged with in any form of interaction such as reactions, comments, and shares are all forms of engagement. This is further enhanced by quantifying *Reach* which refers to the total number of people who have been exposed to a social post or ad; however, this metric does not necessarily indicate that all these people have seen the content. Reach indicates that the content appeared in the user’s social feed at least once.

3.3 Speak-Up Isaac online engagement platform indicators

Isaac Regional Council’s Speak-Up platform reports using three key terms:

- a) *Aware* - An aware visitor, or a visitor is considered to be 'aware', has made at least one single visit to the site or project. Methodology suggests that a visitor who has not taken any further action, that means has not clicked on anything, can be considered to be aware that the project or site exists. An aware visitor will have visited at least one page.
- b) *Informed* - An informed visitor has taken the 'next step' from being aware and clicked on something. That might be another project, a news article, a photo, etc. We now consider the visitor to be informed about the project or site. This is done because a click suggests interest in the project.
- c) *Engaged* - Every visitor that contributes to a tool is considered to be 'engaged'. This means that the participant performed one or several of the actions below.

Engaged and informed are subsets of aware. That means that every engaged visitor is also always informed and aware. In other words, a visitor cannot be engaged without also being informed and aware. At the same time, an informed visitor is also always aware.

These indicators help determine how many people are actively looking at the project, seeking more information and the willingness to get involved. This varies greatly depending on a range of factors including how well the consultation is promoted, the extent and nature of the project and the opportunities provided for people to get involved.

3.4 Additional/other promotion

Additional promotion activities took place for the duration of the two separate community engagement periods. These included a recurring banner image link on the IRC home page, marketing materials displayed at the IRC community hubs and key visitor attraction sites such as the Clermont Historical Centre and the Theresa Creek Dam Kiosk. Other community consultation opportunities were seized when council supported events aligned with the consultation phases. For example, Figure 2 shows the IRC Stall display at the 2022 Beef Expo event at Clermont Saleyards and Showgrounds.



Figure 2 IRC Stall, 2022 Beef Expo Clermont Saleyards and Showgrounds (28 October 2022)

4.0 FIRST ROUND

The first round of engagement was to establish a baseline and guide the development of this Concept Development Plan.

A community survey was made available online via Speak-Up from 01 March to 01 April 2022 and promoted via the local newspaper, media releases, and social media.

4.1 First round social media metrics

The campaign posts received 48 reactions, 94 shares, 26 comments and 4,161 clicks. A subsequent “Thank You” post was published at campaign end rounding out a successful initiative with no negative reactions, 4,769 post engagements reaching over 28,586 people. Table 1 below shows the social media metrics for each post during the first round of the campaign.

Table 1 First Round Social Media Metrics

Post	Reactions	Shares	Comments	Clicks	Post Engagements	Reach
1 (04 Mar)	18	73	5	2,834	2,930	17,031
2 (16 Mar)	8	14	2	623	647	5,934
3 (28 Mar)	5	4	16	115	140	387
Thank You (01 Apr)	17	3	3	589	612	5,234
*Total	48	94	26	4,161	4,329	28,586

* Please note totals only include what was on the post on Council’s Facebook page. They do not include the totals from the shares, which is significantly higher.

Post engagement: The total post engagements across all four posts were 4,329, with most engagements (2,930) coming from the first post on March 4th. This indicates that the first post was the most successful in terms of engagement.

Reactions: The total number of reactions across all four posts was 48, with many reactions (18) coming from the Thank You post on April 1st. This could suggest that the Thank You post was particularly well-received by the audience.

Shares: The total number of shares across all four posts was 94, with most shares (73) coming from the first post on March 4th. This suggests that the first post was the most shareable and had the potential to reach a wider audience through shares.

Comments: The total number of comments across all four posts was 26, with many comments (16) coming from the third post on March 28th. This indicates that the third post was the most engaging in terms of sparking discussion and dialogue among the audience.

Clicks: The total number of clicks across all four posts was 4,161, with most clicks (2,834) coming from the first post on March 4th. This suggests that the first post had the most compelling content that motivated the audience to act and click on the post.

Reach: The total reach across all four posts was 28,586, with many reached (17,031) coming from the first post on March 4th. This indicates that the first post had the greatest potential to reach a wider audience and attract new followers.

Overall, the data suggests that the first post on March 4th was the most successful in terms of engagement, reach, and click-throughs. The Thank You post on April 1st also performed well in terms of reactions, while the third post on March 28th was the most engaging in terms of sparking discussion and dialogue among the audience. Understanding the strengths and weaknesses of each post can help in crafting future social media content that resonates with the audience and drives engagement.

Full First round Social Media Metrics can be found in **Appendix B**

4.2 First round Speak-Up metrics

The first round of community consultation saw 871 visitors to Isaac's Speak-Page with 545 engaged visitors contributing with a survey response. Table 2 below outlines the data collected during this phase of community consultation.

Table 2 First Round Speak-Up Metrics

Total Visitors	Max Visitors Per Day	New Registrations	Engaged Visitors	Informed Visitors	Aware Visitors
935	281	0	545	606	871

Figure 3 below details a timeline of the Speak-up page visitation.

Visitors Summary

Speak Up Isaac from 01 Mar'22 to 01 Apr'22

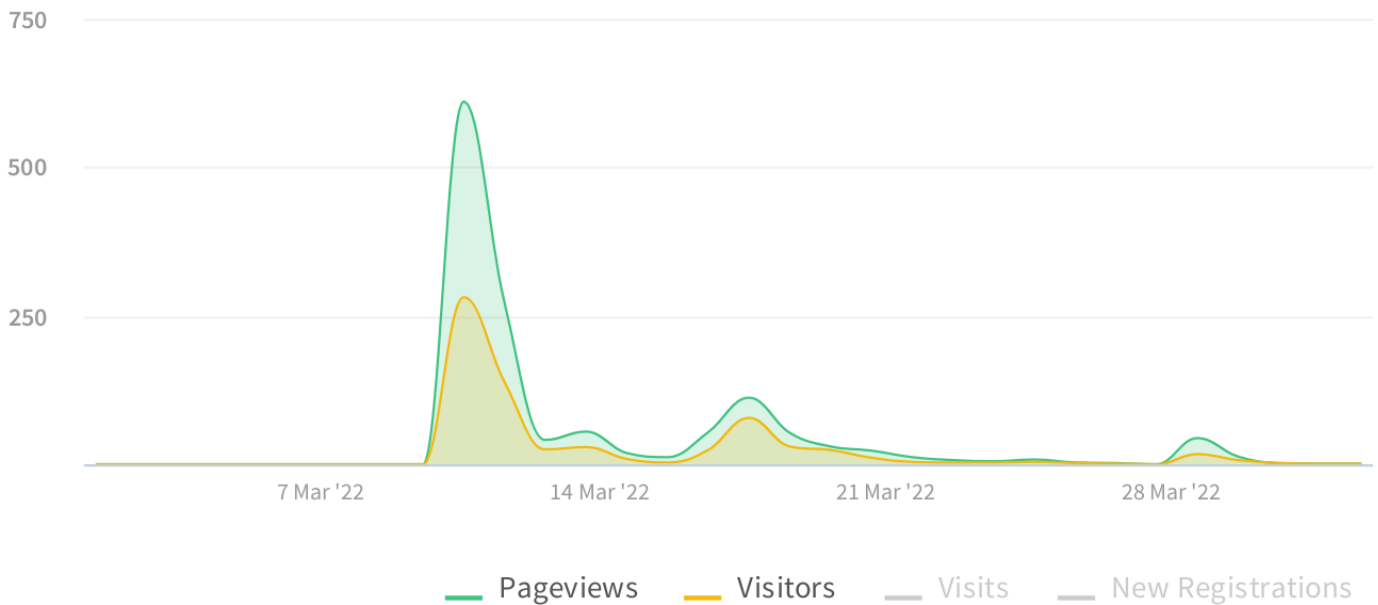


Figure 3 First Round Speak-Up Visitation Timeline

Total Visitors: The survey platform had a total of 935 visitors. This metric provides an overall view of the reach of the platform and the potential audience.

Max Visitors Per Day: The maximum number of visitors per day was 281. This metric is important to determine the days with the highest traffic, and to allocate resources accordingly.

New Registrations: There were 0 new registrations. This might indicate that the platform did not have any registration form or that there was a problem with the registration process. Alternatively, the platform might have been designed for visitors to participate in surveys without needing to register.

Engaged Visitors: Out of the 935 visitors, 545 engaged with the platform. Engaged visitors are those who took some action on the platform, such as answering surveys, leaving comments, or interacting with the platform in some other way. This metric is important because engaged visitors are more likely to provide valuable feedback and insights.

Informed Visitors: Out of the 935 visitors, 606 were informed visitors. Informed visitors are those who have learned about the platform but may not have engaged with it. This metric is important because it provides insights into the awareness of the platform among potential users.

Aware Visitors: Out of the 935 visitors, 871 were aware visitors. Aware visitors are those who have some level of awareness of the platform but may not necessarily have engaged with it or learned more about it. This metric provides insights into the reach and awareness of the platform among potential users.

Overall, the data suggests that while there was a high level of awareness of the survey platform among potential users, there were relatively few engaged visitors. To improve engagement and encourage more visitors to take action on the platform, it may be useful to investigate the reasons behind the low engagement rate and explore ways to improve the user experience. Additionally, the platform may benefit from implementing a registration process to encourage more repeat visitors and to better track engagement metrics over time.

4.3 Findings

Key observations are as follows:

Response Rate: The survey received a remarkably high response rate of 561, indicating a high level of community engagement and interest in the topic.

Support for TCD Upgrade: Most residents support the council's efforts to seek funding to upgrade TCD. This indicates a strong interest in the upkeep and improvement of the site.

Visitation Frequency: TCD is a popular recreational venue for locals, with many respondents visiting 1-5 times per annum. However, a sizeable proportion (32%) visit the site 13 or more times per annum, indicating an important level of engagement and interest in the site.

Social Benefit and Economic Return: Many respondents feel that TCD provides social benefit to the local community and generates an economic return to the Clermont community through visitation by non-residents. This demonstrates the importance of TCD as a community asset.

Camping and Caravanning: Camping and caravanning are the most popular activities to undertake at TCD, followed by boating & water skiing, attending events/picnics, and visiting the café.

Upgrades: Respondents want to see powered camping and caravan sites, improved toilet facilities, improved camping & caravan sites, and camp kitchen facilities to encourage greater use of TCD. If these upgrades were undertaken, respondents noted they would visit TCD more frequently.

Additional Activities: Most respondents want to see the playground upgraded, followed by the introduction of a water play area.

Pay-for-Use Model: Most respondents (55%) support a pay-for-use model at TCD, provided there were upgrades at the site. Clermont residents are more resistant to a charge being introduced, while non-residents are more open to this.

Nominal Charge: 41% of Clermont residents were prepared to pay a nominal charge for TCD upkeep, while 65% of Isaac region residents were prepared to. Only 29% of Clermont residents indicated they would not pay a nominal charge for TCD upkeep, while 69% of non-residents were willing to pay.

Overall, the survey results demonstrate a strong interest and engagement in TCD as a community asset, with respondents indicating a desire for upgrades and additional activities to be offered. A pay-for-use model is also supported by many respondents, with non-residents being more open to this than Clermont residents.

Full survey results can be found in Appendix C

5.0 SECOND ROUND

The second phase of community consultation was to receive commentary and feedback surrounding the draft plan concept development plan. This would allow the refinement of the draft and enable Council to analyse the data for informed amendments.

A community survey was made available online via Speak-Up from 01 October to 01 November 2022 and promoted via the local newspaper, media releases, and social media.

5.1 Second round social media metrics

Total posts received were in the form of 62 reactions, 58 shares, 52 comments and 1,468 clicks. Later a “Thank You” post was published finalising the marketing completion of the draft plan. There were no negative reactions, 1,622 post engagements and a reach of over 10,142 people. Table 3 below shows the social media metrics for each post during the second round of the campaign.

Table 3 Second Round Social Media Metrics

Post	Reactions	Shares	Comments	Clicks	Post Engagements	Reach
1 (03 Oct)	25	9	35	608	677	2,971
2 (10 Oct)	2	3	0	34	39	870
3 (17 Oct)	12	7	11	627	657	3,131
4 (24 Oct)	14	10	5	154	183	2,107
Thank You (01 Nov)	9	1	1	45	56	1,063
*Total	62	30	52	1,468	1,612	10,142

* Please note totals only include what was on the post on Council’s Facebook page. They do not include the totals from the shares, which is significantly higher.

Post 1 (03 Oct) had the highest engagement with a total of 677 post engagements and 2,971 reach. This post had a high number of comments (35) compared to the other posts, which may have contributed to its higher engagement.

Post 2 (10 Oct) had the lowest engagement with only 39 post engagements and 870 reach. This post had a small number of clicks and no comments, which may have contributed to its low engagement.

Post 3 (17 Oct) had a high engagement with 657 post engagements and 3,131 reach. This post had a high number of comments (11) and clicks (627), which may have contributed to its higher engagement.

Post 4 (24 Oct) had a moderate level of engagement with 183 post engagements and 2,107 reach. This post had a small number of clicks and shares, which may have contributed to its moderate engagement.

The Thank You post (01 Nov) had a low engagement with 56 post engagements and 1,063 reach. This post had a small number of reactions and shares, which may have contributed to its low engagement.

Overall, the posts received a total of 1,612 post engagements and 10,142 reach, indicating a moderate level of engagement from the audience.

Based on these insights, it might be worth exploring what factors contributed to the higher engagement on Posts 1 and 3 compared to the other posts and identifying ways to replicate that engagement on future social media posts. It might also be helpful to analyse the demographics of the audience who engaged with the posts to see if there are any patterns or trends that could inform future social media strategies.

Full Second round Social Media Metrics can be found in **Appendix B**

5.2 Second round Speak-Up metrics

The second round of community consultation saw over 566 persons aware of the project and a total of 49 survey respondents.

Table 4 below outlines the data collected during this phase of community consultation.

Table 4 Second round Speak-Up Metrics

Total Visitors	Max Visitors Per Day	New Registrations	Engaged Visitors	Informed Visitors	Aware Visitors
676	98	0	47	434	566

Figure 4 below details a timeline of the Speak-up page visitation.

Visitors Summary

Speak Up Isaac from 01 Oct'22 to 01 Nov'22

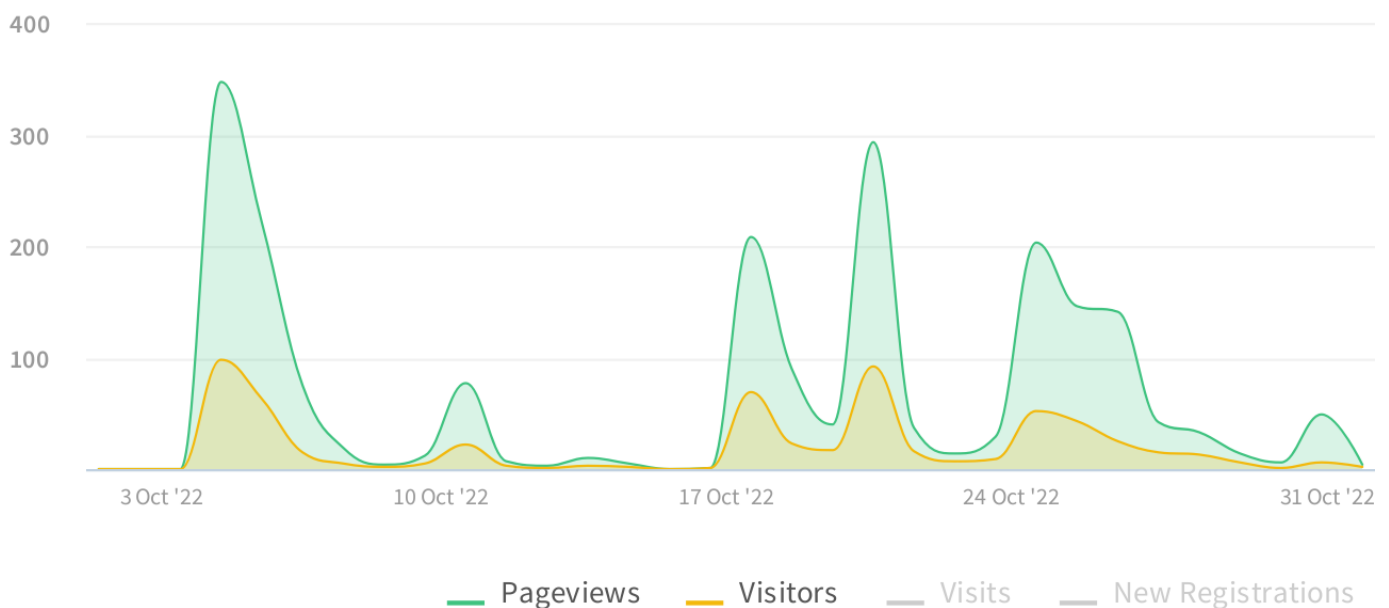


Figure 4 Second Round Speak-Up Visitation Timeline

The total number of visitors to the survey platform during the specified period was 676.

The maximum number of visitors in a single day was 98.

No new registrations were made during this time.

Out of the total visitors, only 47 visitors were engaged, meaning they interacted with the platform in some way (such as filling out a survey).

434 visitors were informed, meaning they visited the platform but did not engage with it.

566 visitors were aware, meaning they were made aware of the platform's existence (through marketing efforts or word-of-mouth), but did not visit the platform.

Based on this data, there is room for improvement in terms of visitor engagement with the survey platform. Further analysis could be done to identify potential reasons why visitors are not engaging, and to develop strategies to increase engagement and drive more registrations. Additionally, efforts could be made to increase awareness of the platform to reach a larger audience.

5.3 Findings

Key observations are as follows:

Conversion rate: Out of 400 concept development plans downloaded for further perusal by the aware user group, only 49 survey respondents responded, resulting in a conversion survey response rate of approximately 12.25%. This conversion rate is low, which could indicate that the awareness or interest level of the user group may not be as high as expected. However, this conversion rate could also indicate that most of the aware users were satisfied with the proposal.

Satisfaction levels: Among the 49 respondents, 18% were very dissatisfied, 18% were dissatisfied, 11% were unsure, 26% were satisfied, and 14% were very satisfied. The majority of respondents were either satisfied or very satisfied with the concept development plans, although a significant portion (36%) of respondents were either unsure or dissatisfied.

Feedback: Of the 49 responses, 15 respondents requested feedback, and 32 did not request feedback. Among those who requested feedback, only 3 were happy, 4 were unsure, and 8 were unhappy. This indicates that providing feedback could be an essential aspect of engaging the user group and improving their satisfaction levels.

Gender: Of the 49 respondents, 34% were male, 63% were female, and 3% preferred not to say.

Age: Most respondents were between the ages of 36 and 45 (26%), followed by those less than 16 (24%), 56-65 (14%), 26-35 (22%), over 65 (6%), and 16-25 (6%). There is some confusion regarding the age group less than 16, as it is unclear whether this represents respondents younger or older than 16.

Locality: Among the respondents, 47.9% were residents of Clermont, 29.1% were residents of the Isaac Region, 18.75% were visitors to Theresa Creek Dam (not living in the Isaac Region), and 4.25% did not specify their locality.

These insights can be used to identify the strengths and weaknesses of the Concept Development Plans and to make improvements based on feedback received from the survey respondents. Further analysis could be conducted to understand the reasons behind satisfaction levels, feedback requests, and demographics. Additionally, the conversion rate could be improved by analysing the factors that influenced the respondents' decision to take the survey.

established, the next step is to determine the layout of the campsite. This includes identifying areas for tent camping, RV camping, and cabin rentals, as well as communal spaces for activities and relaxation. To provide tiered options for visitors, the camping experience could be divided into different tiers based on amenities and price points. For example, basic tent camping could be offered at a lower price point, while more luxurious options such as cabins or glamping tents could be offered at a higher price point.

It is important to balance the amenities provided at each tier to ensure that visitors feel they are getting value for their money. For example, basic tent camping could provide access to communal bathrooms and showers, while higher-tier options could include private bathrooms, kitchenettes, and additional amenities such as fire pits or private outdoor spaces.

In developing the plan, consideration has been afforded towards the environmental impact of the camping experience. This could include incorporating sustainable practices such as composting toilets and solar power, as well as minimizing the impact on natural resources such as water and wildlife. To provide a well-rounded camping experience, it is important to plan for activities and amenities that will appeal to visitors of all ages and interests.

Finally, it is important to promote the low-key atmosphere of TCD in marketing and communications materials. This could include emphasizing the natural beauty of the area and the peacefulness of the camping experience, as well as highlighting the range of camping options available to visitors.

6.1 Considerations

Isaac Regional Council has recently undertaken a Tourism Trails Strategy that includes the development of four specific plans and documents. These include an RV and Camping Analysis Strategic Plan, a Recreational Prospecting and Fossicking Strategic Plan, a Visitor Information Assessment and Implementation Plan, and an Isaac Region Marketing Strategy. The key outcomes of the RV and Camping Analysis Strategic Plan include a review of current RV and Camping policy, an audit of existing RV and camping sites, identification of unauthorised sites, GIS mapping of caravan and camping assets, a review of the Isaac Region RV and Camping market, and the development of a criteria matrix model to assess existing and potential RV/Camping development projects.

The tourism trails strategy involves the development of a network of trails or routes that connect attractions, landmarks, or cultural sites in the Isaac region. The goal is to create a cohesive and compelling tourist experience that showcases the unique features of the destination and encourages visitors to explore beyond traditional tourist hotspots. By creating a unique and engaging tourism experience, the trails strategy can attract more visitors to the area, leading to increased revenue for local businesses and the tourism industry. The strategy has involved local communities in the planning and development process, leading to greater community involvement and investment in the tourism industry.

Directing visitors to specific trails or routes, helps minimize the impact of tourism on sensitive environmental areas, preserving the natural beauty of the destination for future generations and can highlight the unique cultural heritage of the Isaac region, promoting the preservation and celebration of local traditions and customs. The development of this strategy can lead to improvements in infrastructure such as hiking paths, signage, and transportation, making it easier for visitors to explore the destination and increasing the accessibility of the area.

Overall, the tourism trails strategy aligns with the TCD Concept Development Plan and has a range of positive outcomes for both the local community and the tourism industry, including economic, social, and environmental benefits.



Figure 6 Isaac Tourism Trails Moranbah Workshop (8 November 2022)



Figure 7 Isaac Tourism Trails Clermont Workshop (8 November 2022)

6.2 Recommended concept development plan amendments

Draft concept development plan amendments include:

- a. Acknowledgement of Cultural Heritage - tells the story of the site's past and its evolution, contributing to sense of place and identity;
- b. Market Investigation Modelling – consideration to conduct a business case into improved cost recovery models;
- c. Inclusion of Management Plans (recreation, environment and operations) - formalising planning that aims to design with the future planning, operations and compliance;
- d. Addition of site WTP and STP – long term environmentally friendly, cost effective, pollution reducing, disease prevention as well as water & money saving. Indicative value to TCD septic (\$1.2m) & raw water (\$500k);
- e. Minor Site adjustment to camping localities – locations of tiered accommodation options adjusted to reflect desired low development and achieve environmental balance, and

- f. Modification to proposed recreational assets – removal of flying fox into water (\$150k saving), and increase the recreational water/boating activities (e.g., additional pontoon, expanded beach cove, paths realignment) (\$150k).

A detailed list of amendments to the draft concept development plan can be found in **Appendix E**. This list is enhanced by visual mark-up in the current draft plan.

7.0 NEXT STEPS

7.1 Pathway to Endorsement

The specific pathway for IRC to adopt the TCD concept development plan can vary depending on the specific authority and the nature of the plan. The conceptualized plan and its goals, objectives, and scope has involved consultation with stakeholders, including community members, business owners, and other relevant parties. The established concept plan is to be developed in detail, including specific actions, timelines, and resource requirements. The plan should also identify any regulatory or legal requirements that must be met.

The plan has been reviewed and refined and is ready for IRC endorsement through resolution. Implementation may involve assigning resources, developing timelines, and establishing a framework for monitoring progress and assessing outcomes. It is worth noting that these steps may vary depending on specific context and authority, and additional steps or requirements may be involved. Additionally, local governments may need to comply with relevant laws, regulations, or procedures in adopting and implementing concept development plans.

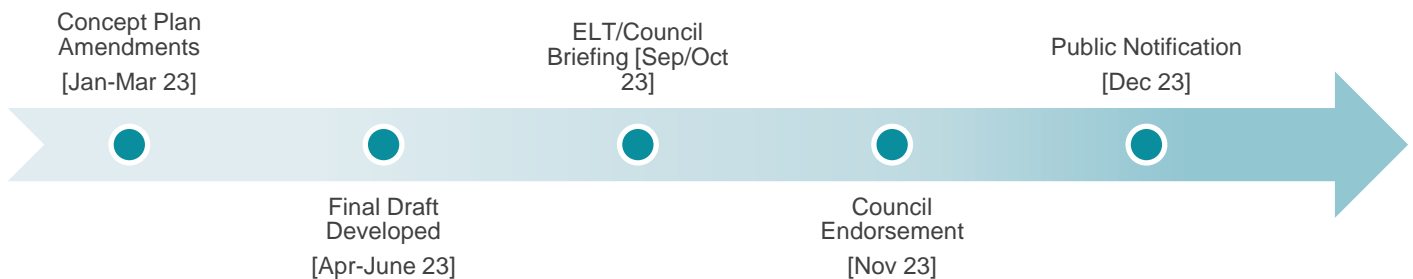


Figure 8 Theresa Creek Dam Concept Development Plan pathway to endorsement timeline

7.2 Further engagement

In accordance with *Theresa Creek Dam Concept Development Plan – Engagement Methodology*, key internal and external stakeholders will be connected through direct methods such as face-to-face meetings, phone calls and email. This engagement will be enhanced by a range of community engagement techniques from simple information sharing to consultation and finally to active participation. The public consultation and community involvement component of the plan will include Isaac community hubs, an on-site “Pop-up” stall held over multiple days, a survey, and a Community Forum at the Clermont Civic Centre (dates and times to be confirmed).

Information will be distributed via various means including media releases and public notices, social media posts, flyers, FAQs, and hard copy materials at key locations. These methods will provide thorough opportunity for most Isaac residents to review and provide feedback on the plan. Community Engagement would encourage the presentation of Council endorsed design options to the community for comment.

SUPPLEMENTARY INFORMATION

Acknowledgements

With grateful thanks to the participants involved in the study

Availability of data and materials

The datasets generated and analysed during the current study are not publicly available as they are part of the ongoing Theresa Creek Dam Concept Development Plan study but are available from the corresponding author on reasonable request.

Competing interests

The authors declare no financial and non-financial competing interests.

References

1. COVID19 Strategic Recovery Plan
2. Isaac Tourism Strategy 2019-2024
3. Theresa Creek Dam Concept Development Plan – Engagement Methodology

APPENDICES



APPENDIX A – FIRST ROUND COUNCILLOR SURVEY RESPONSES



APPENDIX B – FIRST & SECOND ROUND SOCIAL MEDIA METRICS



APPENDIX C – FIRST ROUND CONSULTATION SURVEY RESPONSES



APPENDIX D – DRAFT TCDCPD SURVEY RESPONSES AGGREGATED



APPENDIX E – TCDCDP CONCEPT DEVELOPMENT PLAN PROPOSED AMENDMENTS



APPENDIX F – THERESA CREEK DAM CONCEPT DEVELOPMENT PLAN DRAFT WITH AMENDMENTS

Divisional Councillor Theresa Creek Dam Survey

SURVEY RESPONSE REPORT

20 April 2020 - 23 November 2022

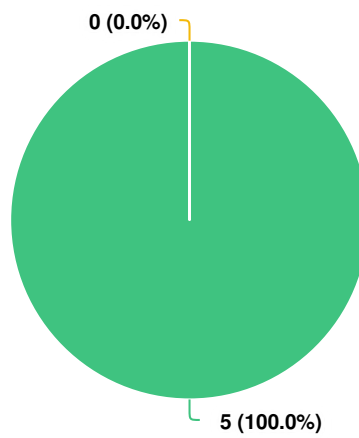
PROJECT NAME:

Councillor Theresa Creek Dam Concept Plan



SURVEY QUESTIONS

Q1 | Do you feel the TCD recreational assets provide the Clermont community with social benefits in using the asset?

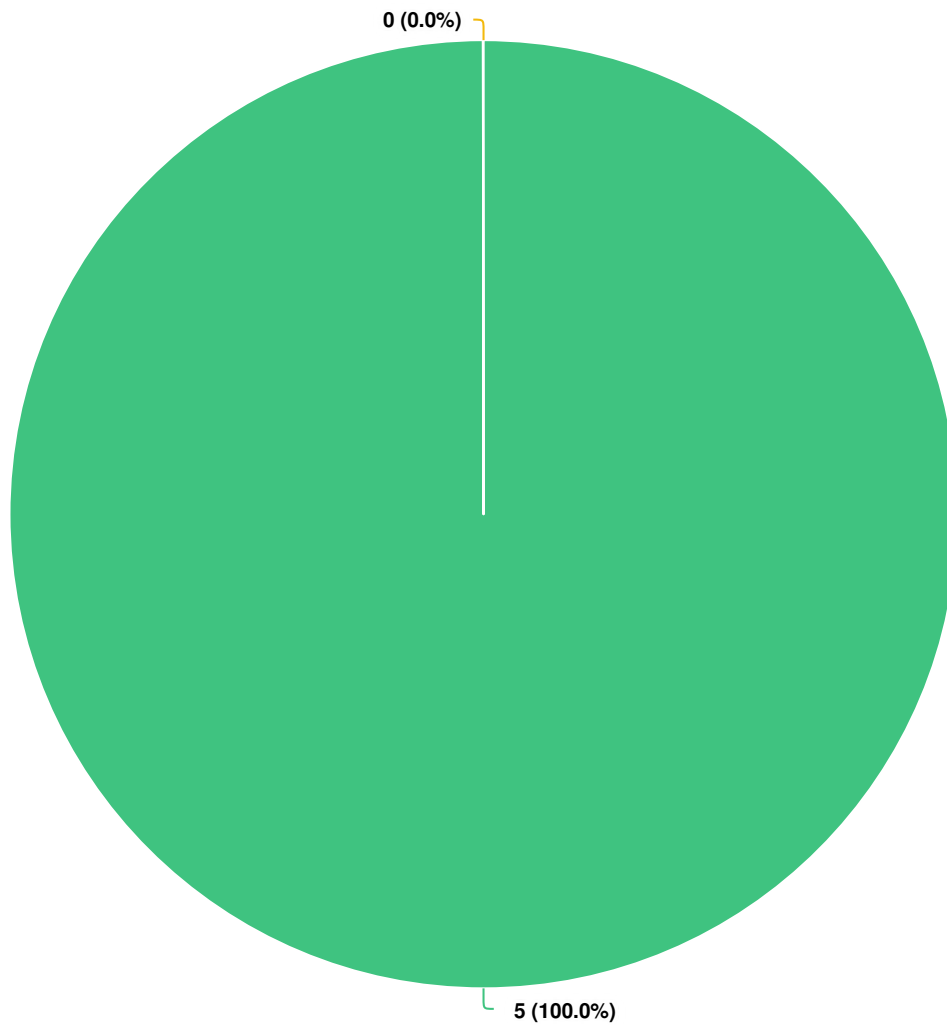


Question options

- Yes
- No

*Mandatory Question (5 response(s))
Question type: Radio Button Question*

Q2 Do you feel the visitation of non-Clermont residents to the TCD recreational assets provides an economic return to the Clermont community?

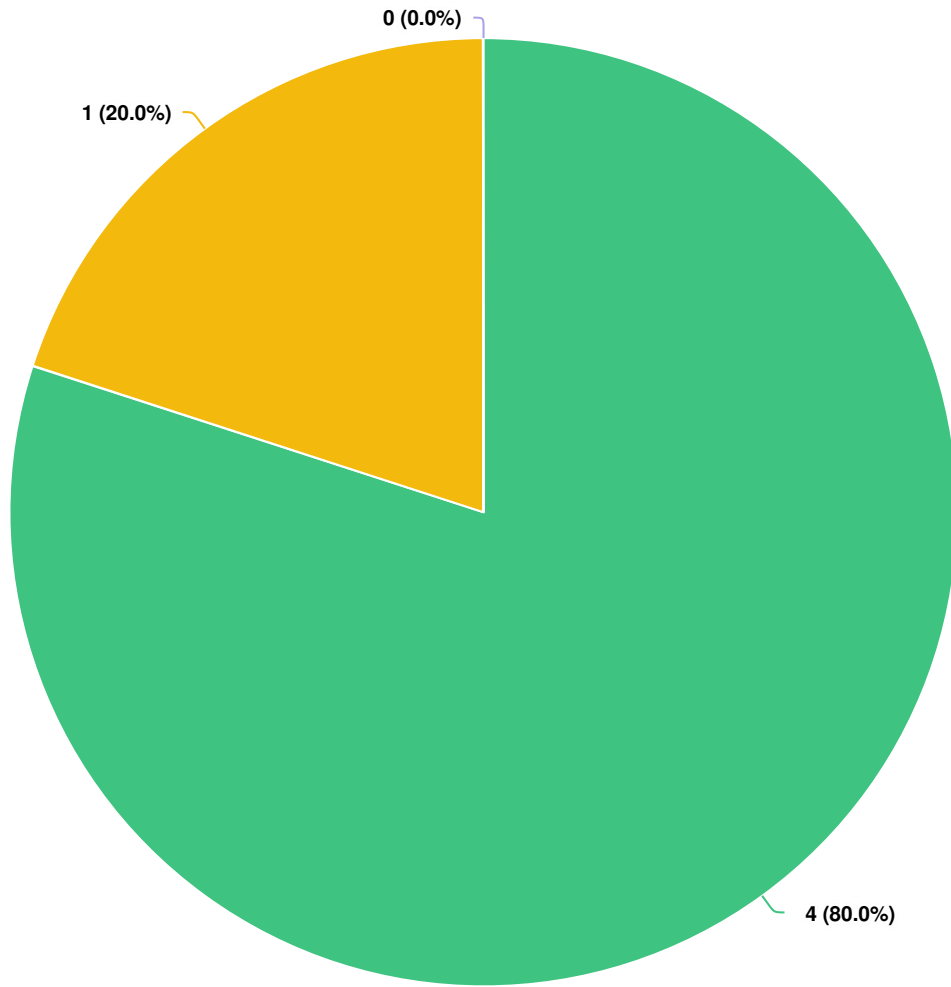


Question options

- Yes
- No

*Mandatory Question (5 response(s))
Question type: Radio Button Question*

Q3 | What level of development (renewal and additional infrastructure) do you think is appropriate for the TCD recreational asset?

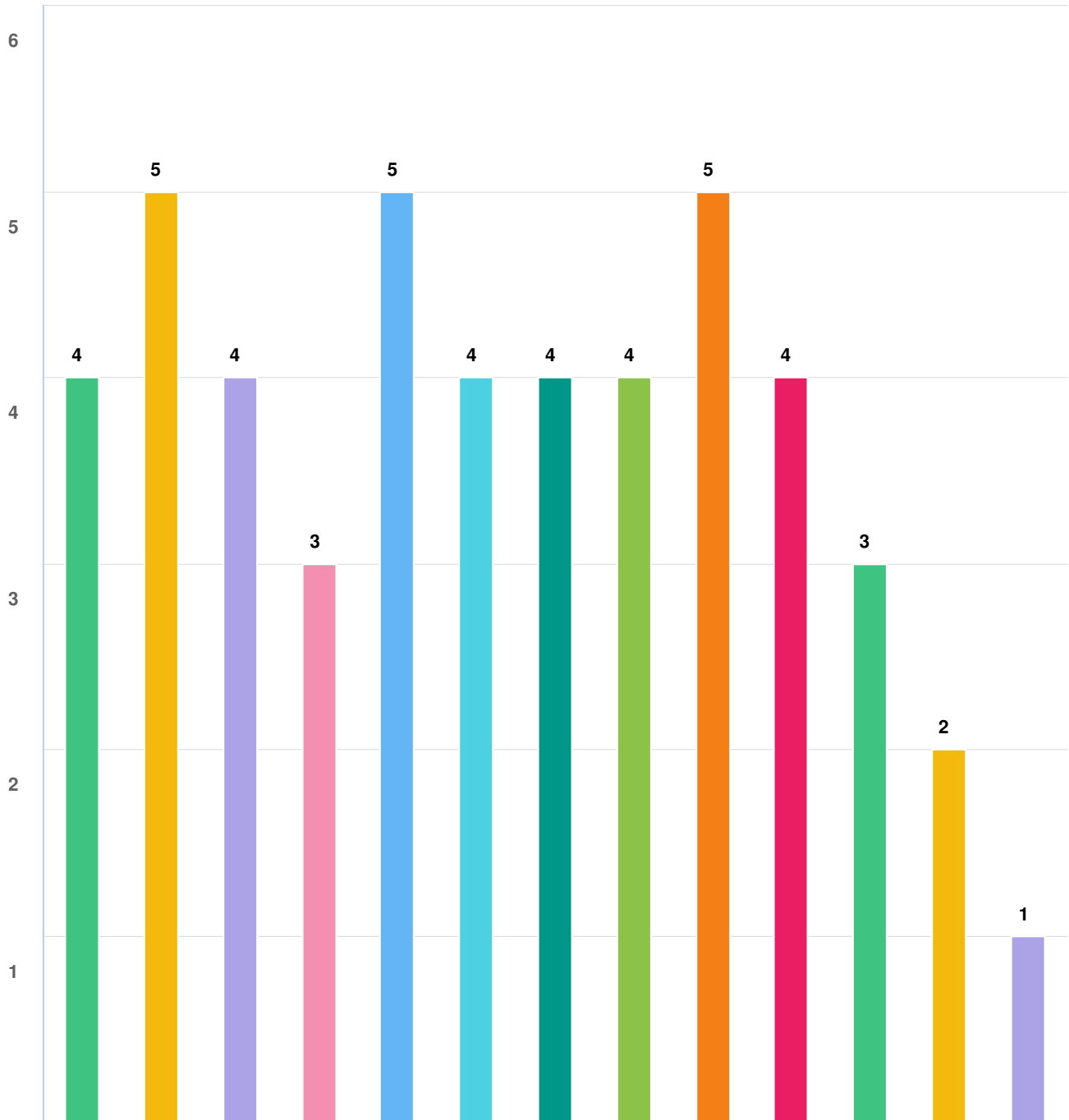


Question options

- Medium
- Low (renewal of existing assets only)
- High

*Mandatory Question (5 response(s))
Question type: Radio Button Question*

Q4 Which of the below infrastructure of Theresa Creek Dam do you feel is base/core elements that Council has responsibility for the ongoing renewal through Council’s Capital PAG program? (tick all that apply)



Question options

- Road access ● Water services ● Septic ● Power ● Ablution blocks ● Boat ramp ● Shade shelters
- Playgrounds ● Kiosk ● Telecommunication services ● Caretaker residence ● Or any existing asset
- Other (please specify)

Mandatory Question (5 response(s))
Question type: Checkbox Question

Q5 | If Theresa Creek Dam could be enhanced to encourage greater use and return benefit which of the below would be the most beneficial of investment? Please rank your choices with 1 being the most beneficial and 13 being the least beneficial.

OPTIONS	AVG. RANK
Camp kitchen facilities	2.80
Improved public toilet amenities	3.20
Kiosk area upgrades (food enhancement, larger retail store, increased shade/eating areas)	6.00
Children's activities on land (playgrounds, sandpits, zip lines, etc)	6.20
Water recreational upgrades (pontoon's, inflatable equipment, increased swimming areas, hire equipment, skiing upgrades)	7.20
Improved caravan sites (unpowered)	7.60
Improved camping sites (unpowered)	8.00
Improving the recreational fishing	8.00
Designated Laundry facilities	8.00
Better boating facilities	9.40
Unique tourism offerings (outdoor bathtubs, eco huts, stargazing equipment)	9.40
Powered caravan sites	9.80
Powered camping sites	10.00
Small scale accommodation facilities	10.00
Nothing, keep it as it is	14.40

Mandatory Question (5 response(s))

Question type: Ranking Question

Q6 | **Is there another enhancement you would like to present as beneficial?**

Anonymous

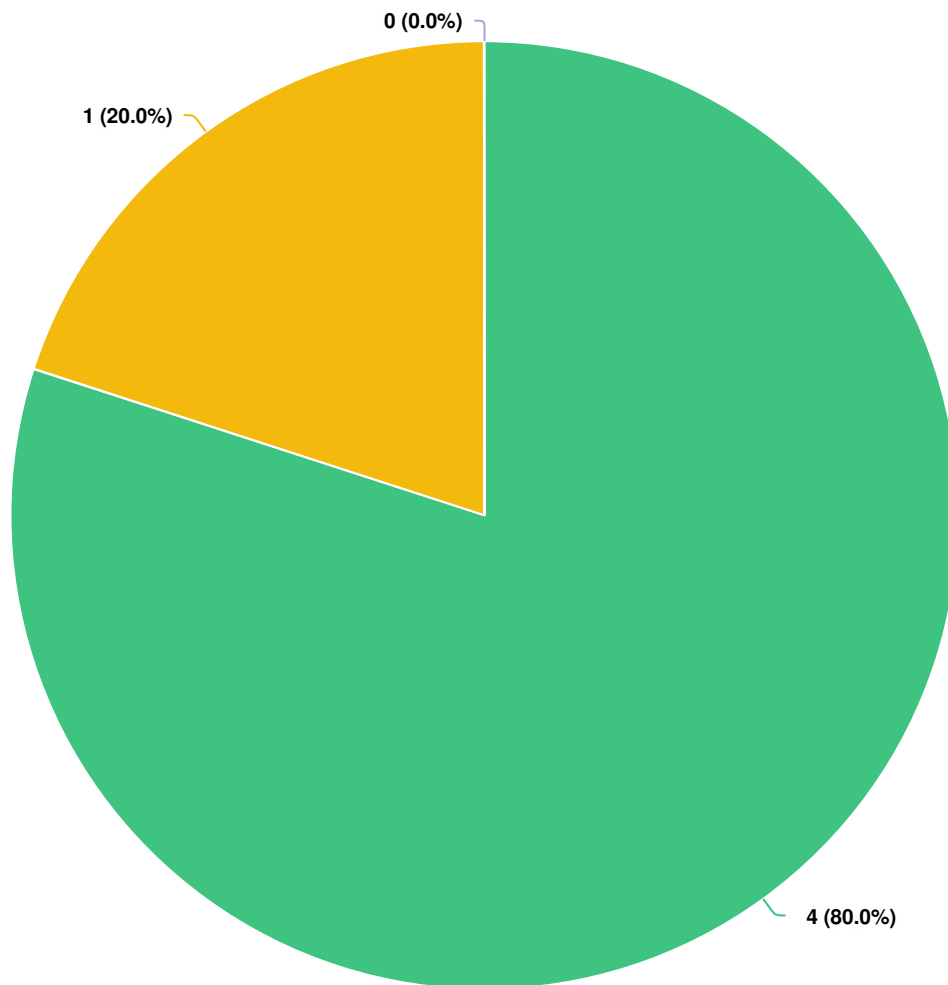
3/14/2022 08:44 PM

Undercover Hall, open space, that can be used for eatery or also events and dinners, weddings

Optional question (1 response(s), 4 skipped)

Question type: Essay Question

Q7 Do you think the TCD development plan should be seeking to opportunities to increase local business undertakings at the asset (i.e water equipment hire, eco-tours, glamping/camping provision, fishing, café operations, markets, events/festivals)?

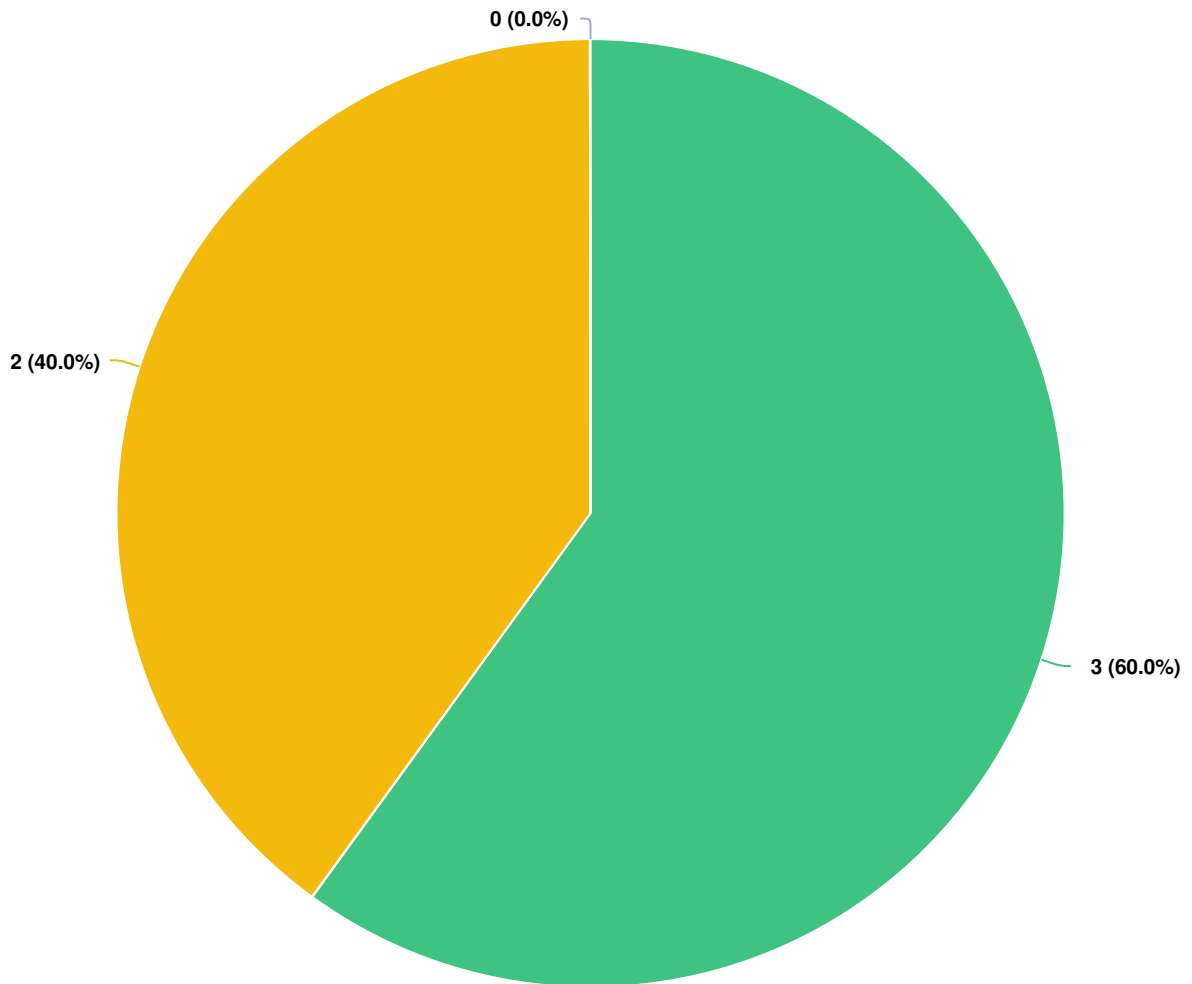


Question options

- Yes
- No
- Other (please specify)

Mandatory Question (5 response(s))
Question type: Radio Button Question

Q8 Do you think increased charges should occur to support investment upgrades?



Question options

- Yes
- No
- Other (please specify)

Mandatory Question (5 response(s))
Question type: Radio Button Question

Q9 Any other comments or suggestions you would like to make?

Anonymous

3/11/2022 10:32 AM

Any development should be mindful of encouraging visitors to go into town. I'm concerned that becoming too self sufficient with a store/restaurant etc would limit reasons to go into town and spread the economic benefits of the attraction itself.

Anonymous

3/12/2022 10:07 AM

TCD is already a social hub for locals and visitors - we need to be look at why they use it the way they do, and do everything to protect that while redeveloping it...is it the peace and quiet in which case you wouldn't want powered sites, is it the grassed area where you can sit close to the canteen and watch your kids on the playground in which case you would quarantine that area and not develop it at all??
Except fix the playground...



Anonymous

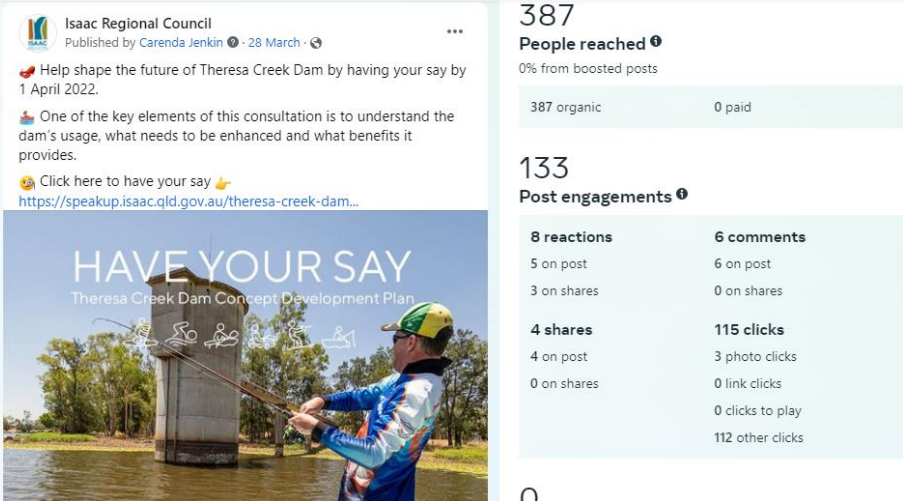
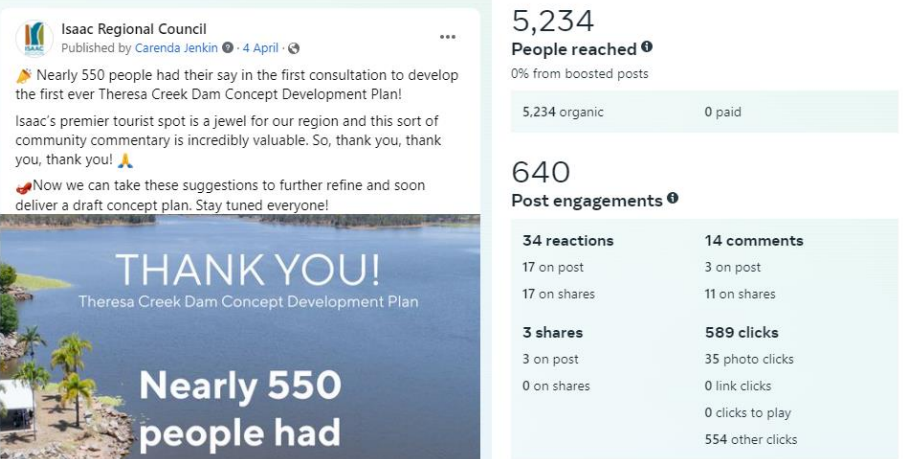
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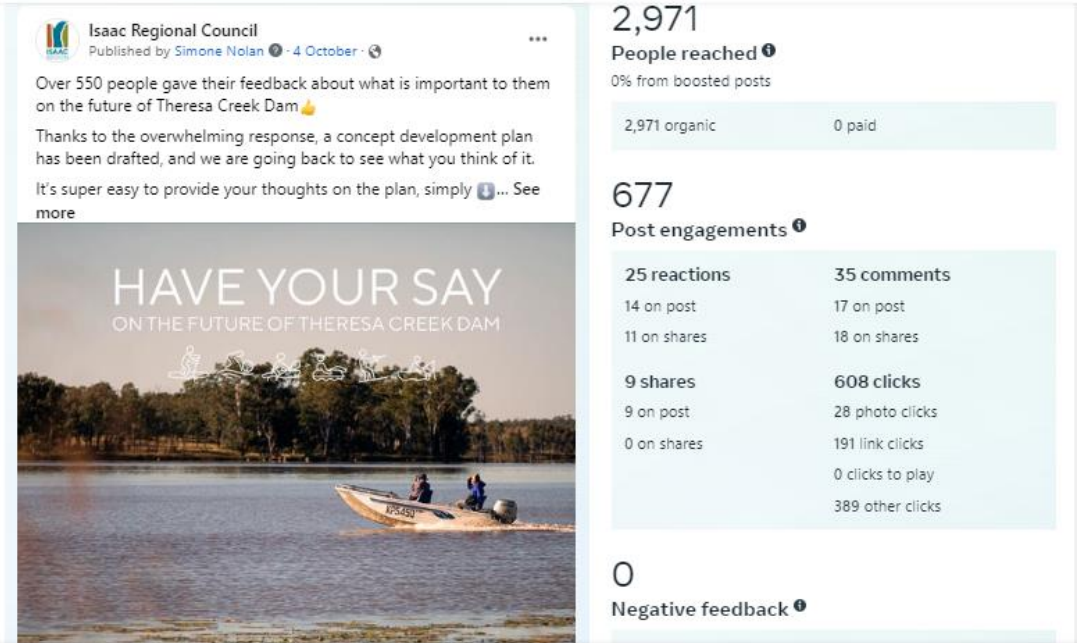
Nature Walks and fishing tours

Optional question (3 response(s), 2 skipped)

Question type: Essay Question

Post	Facebook posts	Reactions	Share	Comment	Clicks	Post engagements	Reach
1 (04 Mar)	 <p>Isaac Regional Council is at Theresa Creek Dam. Published by Carenda Jenkin · 10 March · Clermont, QLD ·</p> <p>Theresa Creek Dam is a community and tourism asset and has proven to provide economic and social benefit to Clermont and the Isaac region.</p> <p>We are seeking feedback to help shape its planning considerations for the dam's recreational management.</p> <p>One of the key elements of this consultation is to understand the dam's usage, what needs to be enhanced and what benefits it provides.</p> <p>See more</p> <p>HAVE YOUR SAY Theresa Creek Dam Concept Development Plan</p>	18	73	5	2834	3290	17031
2 (16 Mar)	 <p>Isaac Regional Council Published by Carenda Jenkin · 16 March ·</p> <p>The Theresa Creek Dam Concept Development Plan will focus on the recreational assets of the dam.</p> <p>This plan will help build a management plan to guide future development for the next 20 years.</p> <p>Help shape the future of our dam by having your say by 1 April 2022 https://speakup.isaac.qld.gov.au/theresa-creek-dam...</p> <p>HAVE YOUR SAY Theresa Creek Dam Concept Development Plan</p>	8	14	2	623	706	5934

<p>3 (28 Mar)</p>	 <p>Isaac Regional Council Published by Carenda Jenkin · 28 March ·</p> <p>Help shape the future of Theresa Creek Dam by having your say by 1 April 2022.</p> <p>One of the key elements of this consultation is to understand the dam's usage, what needs to be enhanced and what benefits it provides.</p> <p>Click here to have your say https://speakup.isaac.qld.gov.au/theresa-creek-dam...</p> <p>HAVE YOUR SAY Theresa Creek Dam Concept Development Plan</p> <p>387 People reached ⓘ 0% from boosted posts</p> <p>387 organic 0 paid</p> <p>133 Post engagements ⓘ</p> <p>8 reactions 6 comments 5 on post 6 on post 3 on shares 0 on shares</p> <p>4 shares 115 clicks 4 on post 3 photo clicks 0 on shares 0 link clicks 0 clicks to play 112 other clicks</p>	<p>5</p>	<p>4</p>	<p>16</p>	<p>115</p>	<p>133</p>	<p>387</p>
<p>Thank You (04 Apr)</p>	 <p>Isaac Regional Council Published by Carenda Jenkin · 4 April ·</p> <p>Nearly 550 people had their say in the first consultation to develop the first ever Theresa Creek Dam Concept Development Plan!</p> <p>Isaac's premier tourist spot is a jewel for our region and this sort of community commentary is incredibly valuable. So, thank you, thank you, thank you!</p> <p>Now we can take these suggestions to further refine and soon deliver a draft concept plan. Stay tuned everyone!</p> <p>THANK YOU! Theresa Creek Dam Concept Development Plan</p> <p>Nearly 550 people had</p> <p>5,234 People reached ⓘ 0% from boosted posts</p> <p>5,234 organic 0 paid</p> <p>640 Post engagements ⓘ</p> <p>34 reactions 14 comments 17 on post 3 on post 17 on shares 11 on shares</p> <p>3 shares 589 clicks 3 on post 35 photo clicks 0 on shares 0 link clicks 0 clicks to play 554 other clicks</p>	<p>17</p>	<p>3</p>	<p>3</p>	<p>589</p>	<p>640</p>	<p>5234</p>
<p>Total</p>	<p>Please note totals only include what was on the post on Council's Facebook page. They do not include the totals from the shares, which is significantly higher.</p>	<p>48</p>	<p>94</p>	<p>26</p>	<p>4161</p>	<p>4769</p>	<p>28586</p>

Post	Facebook posts	Like	Share	Comment	Reach
1 (04 Oct)	<div data-bbox="380 285 1451 334"> <p>Post details × ID: 509509677682744</p> </div> <div data-bbox="380 345 1451 984">  </div>	14	9	17	2,971

2 (10 Oct)

Post details
ID: 516154437218268

Isaac Regional Council
Published by Simone Nolan · 10 October at 16:34 · 🌐

📍💧 Theresa Creek Dam is a key water playground and campground with lots on offer, such as a kiosk, picnic areas, camping, boating, fishing and birdwatching. It is also Clermont's primary water source 🌊

👉 Because of the importance of the dam, we are asking for your feedback on the draft Theresa Creek Dam Concept Development Plan to shape the recreational assets of the dam.

👉 To read the plan and have your say, visit <https://speakup.isaac.qld.gov.au/theresa-creek-dam...>

870

People reached ⓘ

0% from boosted posts

870 organic 0 paid

39

Post engagements ⓘ

2 reactions 0 comments

0 on post 0 on post
2 on shares 0 on shares

3 shares 34 clicks

3 on post 5 photo clicks
0 on shares 25 link clicks
0 clicks to play
4 other clicks

0

Negative feedback ⓘ

0

3

0

870

3 (17 Oct)

Post details
ID: 523467849818260

 **Isaac Regional Council**
Published by [Simone Nolan](#) · 17 October at 12:48 · 🌐

We want to hear from 🗣️ about the future of Theresa Creek Dam!
A draft concept development plan has been developed and we are asking what you think about the plan 😊

The draft plan's objective is to shape the recreational assets of the dam near the historic coal and gold mining town of Clermont... [See more](#)



3,131

People reached ⓘ

0% from boosted posts

3,131 organic 0 paid

657

Post engagements ⓘ

12 reactions	11 comments
5 on post	4 on post
7 on shares	7 on shares
7 shares	627 clicks
7 on post	44 photo clicks
0 on shares	198 link clicks
	0 clicks to play
	385 other clicks

0

Negative feedback ⓘ

5

7

4

3,131

4 (24 Oct)

Post details
ID: 531074782392900

 **Isaac Regional Council**
Published by Simone Nolan · 24 October at 09:11 · 🌐

Don't miss out on giving your feedback on the future of Theresa Creek Dam.

A draft concept development plan has been created and we are asking dam users, locals and visitors to have their say on the draft plan by 31 October.

To provide your feedback on the plan, all you have to do is 🗨️ ... See more



2,107
People reached ⓘ

0% from boosted posts

2,107 organic 0 paid

183
Post engagements ⓘ

14 reactions 5 comments

3 on post 0 on post

11 on shares 5 on shares

10 shares 154 clicks

10 on post 16 photo clicks

0 on shares 107 link clicks

0 clicks to play

31 other clicks


0
Negative feedback ⓘ

3

10

0

2,107

<p>Thank You (01 Nov)</p>	<p>Post details ID: 539645921535786</p> 	9	1	1	1,063
<p>Total</p>	<p>Please note totals only include what was on the post on Council's Facebook page. They do not include the totals from the shares, which is significantly higher.</p>	31	30	22	10,142

<p>Post</p>	<p>Facebook posts</p>	<p>Like</p>	<p>Share</p>	<p>Comment</p>	<p>Reach</p>
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1 (04 Oct)

Post details
ID: 509509677882744

Isaac Regional Council
Published by Simone Nolan · 4 October · 🌐

Over 550 people gave their feedback about what is important to them on the future of Theresa Creek Dam 🙌

Thanks to the overwhelming response, a concept development plan has been drafted, and we are going back to see what you think of it.

It's super easy to provide your thoughts on the plan, simply [👉](#)... See [more](#)



2,971

People reached 📈

0% from boosted posts

2,971 organic

0 paid

677

Post engagements 📈

25 reactions

14 on post

11 on shares

9 shares

9 on post

0 on shares

35 comments

17 on post

18 on shares

608 clicks

28 photo clicks

191 link clicks

0 clicks to play

389 other clicks

0

Negative feedback 📈

14

9

17

2,971

2 (10 Oct)

Post details
ID: 516154437218268

x

0

3

0

870

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Response Q2. Please tell us why you rated the draft Theresa Creek Dam Concept Development Plan as you did.	Issue/s	Recommendation
This draft would bring in more tourists but I bet you would lose all your locals which make up the biggest % of visitors	Low Key development Fees	Keep development low key but formalised, Fees to be a price range and no day use fees Communication – Low key & fees
It looks great on paper, but does this come at a rate rise to IRC residents?	Cost to rate payer	Communication - External funding sources project
It shows clear plan of how council wish to improve the space	Nil	Nil
I have no issues with improving the dam however your trying to turn it into a big 4 your taking away the charm - I don't think you have considered the impact of how many tourists won't stay moving forward based on your new rates they stay at the moment because it is cheap. You need to think about this and the loss of revenue. Secondly 45-50 a night for power that would want to come with turf grass and water - clean water! It is not a big 4 where you can charge that- you need to review this or you will have no one camping. Or you will have heap of people become ski club members	Low Key development Fees	Keep development low key but formalised, Fees to be a price range and no day use fees Communication – Low key & fees
Increase in facilities and upgrades to powered sites, a great place to take the family, all year round if this was upgraded	Nil	Nil
Very thought out plan with plenty of community input	Nil	Nil
Overall some great ideas to attract both local and external tourists. You have to make sure it's not going to get 'over commercialised' as it will detract from the natural feel that TCD currently offers. It's also great to offer, in particular the caravan tourists more facilities, but one thing to consider is that they travel into town to get supplies and do laundry, whilst in town waiting for laundry they'll walk up the street and stop into the local stores for a browse. There's a possibility that if too much is offered at the TCD site, then they will have no need to stop in town and support our local businesses.	Low Key development	Keep development low key but formalised, Communication – Low key Remove laundry?
Good to see the potential improvements being considered for TCD	Nil	Nil
Worry about cost to camp skyrocketing for locals	Local impact - Fees	Fees to have a price range for all and no day use fees Communication fees

Know sure if the camper & van parks are in the right Place.	Site adjustment	Reviewed site layout amendments
I don't think it will satisfy the needs of everyone - accomodation is key	Accommodation	Range of accommodation options provided in plan
Each of the improvements suggested by the community have been considered	Nil	Nil
upgrades have been needed for a long time especially a camp kitchen, new amenities block and more family friendly activities	Nil	Nil
Looks like there is going to be a lot of variety. This plan should suit people of all ages, generate some interest in the community. Create employment for the locals and interest for tourist	Nil	Nil
powered sites, playground and kitchen areas!!	Nil	Nil
Over doing it. Keep it simple and cost affective	Low key development & fees	Keep development low key but formalised, Fees at a price range Communication – Low key & fees
The one unique feature of TCD is the low key non regimented camping and limited numbers. Leaving room for ad hoc local visitors. if you want build playground and water park features do it at the pool. Leave this a natural area. Walkways need constant maintenance and would block off shore fishing. A few discrete overnight cabins up the back maybe and expand swimming area but otherwise leave it alone. No concrete powered sites unless right up back away from the dam itself. And expanded kiosk needed	Low key Site adjustment	Keep development low key but formalised, Reviewed site layout amendments
This is will bring more visitors to the area. It such a great spot with these extra features this will attract people that dont have tents and caravans to able to use this beautiful spot	Nil	Nil
When you look at your lay out, those without a caravan or RV do not have access to water front sites. Hardly seems fair. We have been going there for near on 15 years and the upswing of caravans is huge, but the families who cannot afford \$100k van set ups have every right to have water front camping. You will have significant fall out from this component. This is the only criticism. Additional comment in next section	Site adjustment	Reviewed site layout amendments
This plan is way too over commercialized. The attraction with the current dam is its back to nature appeal. Adding cabins, way too pant power sites and designated	Low key development	Keep development low key but formalised

camping areas takes away the whole “natural camping” appeal that is currently our dam!!!!!! Sure upgrade the toilets and showers as well as the roads but leave it as is!!!!!!		
The road right near the dam where people already camp	Site layout	Reviewed site layout amendments
Because there was no mention of new shade for the play area. It gets very hot in summer, even with the shade cloth cover. It would have to be a hard top cover	Playground shade	Consider in playground project delivery scoping
No one will be able to afford to stay there	Fees	Communication on fees
Because you meet most of what’s needed	Nil	Nil
Desk jockeys point of view lacks on ground reality	Issue undefined	
Thorough plan with lots of ideas to upgrade the facilities	Nil	Nil
Great upgrade to facilities such as kitchen area and new infrastructure	Nil	Nil
Happy the way it is have been going there for 15 years and staying for 2 months	Low key	Keep development low key but formalised
So sad to see this area being turned into another high cost caravan park if this plan goes ahead. We have been regulars at TCD every year since 2007. The freedom camping and open spaces are what brings us to this place. We stay for 8 to 10 weeks per year and support Clermont Shops and pubs and golf and bowling club, because the rates at the dam are reasonable at the moment. If these concept plans goes ahead and sites are \$45 to \$50 we will be unable to afford these costs and will look for a area that offers what Clermont offers now at a reasonable cost. We travel 4000klms round trip to come to Clermont annually. If this plan goes ahead many of us will be unable to afford this annual trip, we feel Clermont will be the financial losers in all of this. Matty and Pat Moore. Talbingo nsw	Low key & fees	Keep development low key but formalised, Communication – Low key & fees
We stay for 6-8 weeks every year as do at least 30 couples that we meet up with year after year The rise in cost would make it unaffordable for all of us. We go for the red claw and the camp fires and the laid back spread out areas .no one camped on top of you plenty of space around you	Low key & fees	Keep development low key but formalised, Communication – Low key & fees
It is going to spoil a wonderful camping place where can have camp fires to chat around, also 80per cent of the people that have been going there for years will not come also the town of Clermont will suffer without all these people	Low key & fees	Keep development low key but formalised, Communication – Low key & fees
I feel that there should have been a much greater engagement of the community and relevant organisations that make us of the dam.	Engagement	Individual consultation occurred with Ski club post survey

<p>Basically no actual personal engagement was offered and the result is very basic things were totally missed in the process of developing this draft plan. This should not have been allowed to be the case.</p>	<p>Engagement</p>	<p>Individual consultation occurred with Ski club post survey</p>
<p>Your cost will stop people from coming to TCD . \$50 pn pensioners won't pay that</p>	<p>Fees</p>	<p>Fees to have a price range for all and no day use fees</p>
<p>You will not get all the local people that normally go up there every year.</p>	<p>Issue undefined</p>	
<p>I am happy to see some of the plan includes the upgrading of some of the infrastructure to the camp grounds. However I am disappointed to see that there has not been more consideration of the upgrades to amenities such as toilets and showers. Particularly there is no increase in the number and access to amenities which is currently over capacity with it's current usage. There also does not appear to be any access to potable water to caravan sites, nor any potable watering point which is considered a large part of the reason people do not stay longer than approximately 3 days at the campground due to campers capacity for water storage is unable to support campers for longer than that. Making all of the caravan sites formal other than the designated overflow areas takes away from the existing appeal and charm of the dam. It takes away from it's unique qualities that make it attractive to the current majority of travellers who attend the campground. I appreciate the need for formal delineated sites in some of the more compact sites but disagree with the idea of the whole campground becoming formal. The plan has also not taken into consideration the leasehold area of the Theresa Creek Water Sports Club grounds which has been encroached by a parking bay dedicated to boat trailers. The plans also omit the fact that the nature corridor between the Club and the parking bay actually blocks the entrance point to the Club grounds by which our is our sole access point to the club grounds. There is also a footpath drawn from the Fishing club area to the kiosk that passes through the Clubs leasehold area. In terms of the representation of the Theresa Creek Water Sports Club, it is disappointing to see that the photo that appears is in excess of 10 years old. All of these omissions show that those who have participated in developing the plan have not actually been out the Theresa Creek Dam to actually see for themselves it's uniqueness in our regions, nor consulted with the stakeholders that will be directly impacted. Additionally the plan shows a pontoon that will be erected from the boat ramp across the current path of outgoing and incoming water craft to and from the Club waterfront. This waterfront area is not solely dedicated to members, it is also where</p>	<p>Amenity upgrades Site adjustment Boating facilities</p>	<p>Individual consultation occurred with Ski club post survey - Amenity upgrades incorporated Site adjustment conducted Boating pontoon and mooring improvements included</p>

<p>many campers moor there smaller water craft in the protected area between the boat ramp and the Club water frontage. This will make the traffic in and out of this area very congested, particularly if with the development there will be increased numbers potentially utilising the dam with such water craft for fishing and water sports. This will also impact on our Club activities as members use the area to pick up and drop off from. Considering the potential increase in numbers of dam users, there has been no general consideration of making more accessible areas for boats to be moored around the edge of the dam. In relation to the Kiosk area, I welcome the idea of extending/rebuilding the kiosk as it is not fit for purpose as it is currently. The upgrades to the playground would be good to see. But I fail to see how a water park is required when there is ample areas to enjoy the water by going for a swim in the attraction that is Theresa Creek Dam. I am also against the idea of having to pay an entry fee to use the facilities offered. I think some capital investment within the Clermont region with the focus centred on attracting more visitors for a larger portion of the year will pay dividends in injecting income into our community and the region as a whole.</p>		
<p>There appears to be no consideration for long term stays. Pricing. What is happening to all the current toilet blocks, showers and dump point. Are the sights big enough to have car and boat.</p>	<p>Fees & site adjustment</p>	<p>Communication on fees range and site adjustments, amenity upgrades incorporated</p>
<p>Boat trailer parking is a long way from the ramp, high possibility of causing congestion at the boat ramp. The proposed boat ramp parking also seems to encroach on the Ski Clubs lease, vehicle access to the club also appears it would be affected. The proposed footpath also appears to go through the Ski club's lease, causing possible liability issues. Adequate consultation with the Ski Club was not carried out as was indicated would happen. The effect on day visitors is not clear (will there be a charge etc). It is also not clear whether there will be different standards/pricing/access for non-Isaac Region residents ('Are you an Isaac resident' was a prominent question in the original survey & the resulting concept plan). Keep in mind Theresa Creek Dam is close to both Central Highlands Region & Barcaldine Region, which in turn attracts regular day visitors & campers from those areas, I hope the greater region is considered here also. There doesn't appear to be any consideration for improved boat mooring/anchoring for boaters. The shower & toilet upgrades only refer to one amenities block, there is no</p>	<p>Engagement Boating facilities, Site adjustment Fees Amenity upgrades</p>	<p>Individual consultation occurred with Ski club post survey – Site adjustment incorporated, Communication on fees, and amenity upgrades incorporated</p>

mention of the other block, which also requires upgrading. There is also no mention of the size of the expansion (how many extra toilets & showers?)		
You have put a pontoon in the start and drop off point of the ski club house. How can this benefit the members?? It makes it a huge safety risk. You haven't mentioned any safety signs, showing the direction of travel on the dam. Jet skis travel in all directions with no concern to anyone else. There needs to be signs telling everyone to respect all other dam users. Tubing should only be done in the bays out to the side of the main dam. No tubing up the creek.	Boating facilities	Individual consultation occurred with Ski club post survey – Water recreation management plan proposed
Very comprehensive. Good job!	Nil	Nil
As a Ratepayer, I do not feel we have to be charged to visit Our TCDam, we pay enough rates to cover. The Clermont Historical/Museum/ Information Centre. encourages and sends a lot of Campers, Visitors to stay at TCDam, there are over 300 campers over the school holidays. The Tourism Information Board needs updating as well as is very messy and hard to pin information on the board (as per photo included) taken today. We came to Clermont in 2000 after retiring, stayed in Clermont Caravan Park , enjoyed looking for Gold with some success. In 2004 bought our home here, we had a Gold Detecting Business for 8 years, hubby died in 2010, my daughter lives with me.Now I enjoy my time as a Volunteer at the Clermont Historical Museum /Information Centre .	Fees	Communication on fees
Q3. Do you have any further comments?		
If the plans were to go ahead a local discount would go a long way to help locals keep coming.	Fees	
This dam was built on using private property. My only concern is your comment “ Livestock effluent needs to be reduced going into TCD” Where did the dam fill from? Cattle country. It has never been a problem and never will be. You can't blame the poor water quality in Clermont township on cattle.	Water quality	
No	Nil	
Think through your charges placed on your list that can charge 45-50 for power is because it comes with beautiful turf area immaculate facilities clean non smelling water, power and water and a resort to match you do not have this at the dam.	Fees	
Well done on a great plan, let's get it happening	Nil	

In particular I like the concept of a few cabins. I'm local and don't like camping, however I would use these even though I live locally, so don't just think they'll be for tourists. Powered sites for the caravans would definitely increase people staying. Another option to consider is marketing TCD, even in its current form to surrounding regions. It still offers so much, but still a bit of a hidden gem. I think a simple campaign structure completed by Isaac Regional Council would increase local interest overnight.	Accommodation options & marketing	
Was with fish stocking group when council Amalgamation and the local camping cost went from free to \$10 ,,,,we were working at the dam for free and ask to pay to stay there , so I stop working and fishing there.....	Fees	
The pricing. It could be a bit high as we need to attract people for short term	Fees	
5 Cabins is certainly not enough people will never be able to book into stay in the region unless they have a their own camping equipment/trailer/caravan etc	Accommodation options	
5 cabins won't be enough. Atleast 10 is more realistic. When people camp in big groups there will be a mix of tents and caravan. As long as those people can all still camp together.	Accommodation options	
Hopefully the timeframe is sooner than later	Timing	
Do not pour money into this to further disadvantage locals when there are more important priorities for Clermont	Other Clermont asset priorities	
When showers down the both where the sheds are	Amenities	
Many people camp between the farthest boat ramp/jetty back toward the ski club at water front. In your plan you eliminate this as a camp area and define as path. This is an issue and can easily be developed (and is actually fine now). I refer to water front not back up the hill	Site adjustment	
Add a floating pontoon with a slide	Water/Boating facilities	
This commercial approach will ruin the status quo for us locals!!!! When u add power u add lights so u may as well camp at a big 4 is Brisbane!!!! Pointless!!	Low key	
There was no mention of better shade for the play area. It gets very hot with shade cloth over it in summer	Shade	
Leave it as is	Low key	
Better phone service and awesome be lessors	Digital connectivity	
Why change is change needed	Low key	

As locals we enjoy TCD the way it currently is but understand that upgrading the facility keeps it more accessible to visitors outside our area. Upgrading the recreational options keeps it appealing to locals.	Nil	
Looks like could limit access to ski club area, doesn't seem very 'future proof' for further expansion in the future, would look at adding additional walking/riding trails around the dam	Site adjustment Walking trails	
Just the toilets	Amenity upgrades	
The money that we spend in the town of Clermont is quite considerable and if this goes ahead we will find somewhere else to go for our winter	Low key/Fees	
<p>The best part about the dam is the relaxed feel about the caravanning and camping. Creating formalised sites will really result in the dam losing the very reputation, which is the main drawn card to the travelling public. Being forced to camp in a uniformed grid pattern will more than likely shorten the length of peoples stays. Maybe only have a small section as a formalised section, to cater to the overnigheters etc. It is possible to have powered sites in a natural setting. Brim in Victoria has successfully done this in their van park on the edge of a lake. Powered sites spread out randomly in the native trees / bush. Suggest do some research into this model. Nowhere in the plan is there mentioned the fact that Potable water needs to be piped out to the dam from the town treatment plant. Or in the short term it could be trucked to a large tank reservoir on site at the dam and then plumbed to the camping sites. Potable water to most sites. Not only does there need to be potable water to powered sites but also the option of potable water to unpowered sites. Nearly all caravans are set up with solar panels and by simply being hooked up to potable water the people are not limited to the length of stay. Currently most people only stay for about 3 days which is the time it takes to empty their onboard water supply. I believe this basic addition of potable water to most sites will result in a major increase to the visitors length of stays and in turn the overall site bookings per year will exceed all expectations. In winter having access to powered sites is not the pressing issue. In summer powered sites are going to be the main draw card. Consider sites with the option of power and potable water, other sites with just potable water and of course some people will always want the option to have neither power or water. Have simple charges for the 3 types of sites. The prices per site need to be kept reasonable. \$40/night powered site, \$20/night</p>	<p>Low key Potable water Fees Boating facilities</p>	

<p>water only, \$15/night for the bare basic site. Charge too much and people will simply find another spot to visit. Need to somehow attract all the free campers staying at the Clermont BP and around the town lagoon to head out to the dam. Keeping the rates cheap is the key. The added bonus of having potable water to your vans, is the pressure on the shower and toilets blocks will reduced. This is the case in all caravan parks around Australia, the toilet blocks are never really that busy anymore, because most people are preferring to use their own in their caravans. Just need to be able to hook up to the potable water. There needs to be multiple toilet blocks spread out across the dam camping grounds. Can't expect people to walk 500m. Pit toilets need to be removed from the dam they are not coping with the increased visitor numbers. The smell is drifting across the camping grounds is not a good look. With regards to boats ramps, another area needs to be created down near the water intake tower for safely launching and anchoring boats on a beach. With the increasing number of boats on the water, too many boats are being anchored in front of the swimming area and randomly in the path of the incoming boats. This is a dangerous situation that needs to be addressed with a new design to the waterfront. Another boat trailer parking area down near the suggested new boat ramp near the water intake tower. Boat ramp to boat trailer parking distance needs to be kept as short as possible. Hopefully I have provided some new ideas, I am very willing to talk these through if a better understanding is sort.</p>		
<p>Just leave the place as it is The biggest influx of caravaners from May till September are grey nomads . Chase them away and there goes all your money. It will also have an impact on the business in Clermont if the grey nomads are kept away with a price increase like that . \$15 pn to \$50pn you won't see them and they keep TCD going and also Clermont business. DONT DO IT.</p>	<p>Low key, Fees</p>	
<p>Won't be spending the money in the town if people don't turn up.</p>	<p>Fees</p>	
<p>Clermont will suffer greatly. People staying long term will reconsider the length of their stay with the hefty increase in the rate per night</p>	<p>Fees</p>	
<p>You need more showers in the all areas. When the camping areas are full there is a huge lineup for showers. There is so much potential for this dam but no real commitment to make it a better place. Certain places of the dam need dredging. This is a safety concern. Dead trees need removing.</p>	<p>Amenity upgrades Dredging/ submerged trees</p>	

Consider sustainability of power supply, water collection, waste treatment. Renewable energy options/recycling/reuse of treated greywater for lawns. Ensure pathways are wide enough to cater for multi-use pedestrian/pram/cycling. Consider also unsealed MTB/hiking tracks around undeveloped waterfront sections. Ensure recognition of cultural heritage in signage for places, flora and fauna. Ensure web presence is current, some links are non-specific, land on Council homepage. Online booking options do not appear to be available, would assist visitor planning and reduce admin for facility managers.	Sustainability infrastructure, Cultural heritage, walking trails, Web presence/marketing	
Will try an include the photo somehow.	Nil	
The visitors and campers that come to the Historical / Information Centre go to the Theresa Creek Dam because it's \$15 a night,if you make it into a caravan park or upgrade, the price it wouldn't look as inviting or affordable to most of the retirees or campers as they have sold their houses, used their Super to get the mobile home, they will use the "free camps" more often.	Fees	

Survey Consolidation of responses		
Total 49 Survey responses as a percentage of total (400) downloads of plan	49	12%
Q2. Why did you rate the TCD plan that way in Q1.		
Total responses	(40, 9 skipped)	
Nil issues	13	32%
Fees	12	30%
Low key development	9	22.5%
Site adjustment	7	17%
Engagement (Note; 4 responses from TCD ski club)	3	7%
Boating facilities	3	7%
Amenity upgrades	3	7%
Playground Shade	1	2%
Q3. Do you have any further comments?		
Total responses	(32, 18 skipped)	
Fees	10	31%

Low key development	6	18%
Site adjustment	7	17%
Accommodation options	3	9%
Boating facilities/Amenity upgrades/Walking trails	2	7%
Other 1 reference each – Other assets in Clermont requiring renewal, Cultural heritage, Digital connectivity, Sustainable infrastructure, Playground Shade, Water quality, Potable water, Dredging/submerged trees,	1	3%

Theresa Creek Dam Concept Plan

SURVEY RESPONSE REPORT

20 April 2020 - 23 November 2022

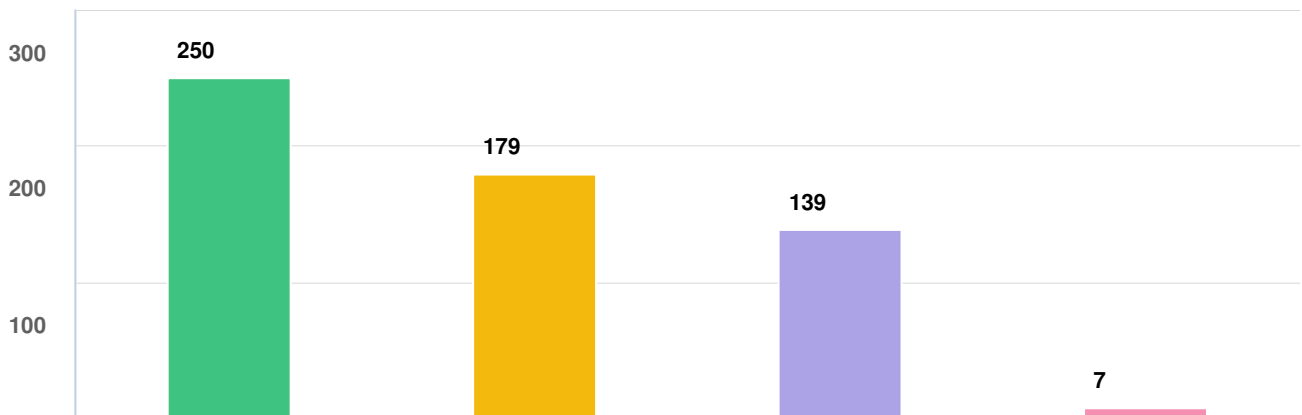
PROJECT NAME:

Theresa Creek Dam Concept Plan



SURVEY QUESTIONS

Q1 What would you classify yourself as?

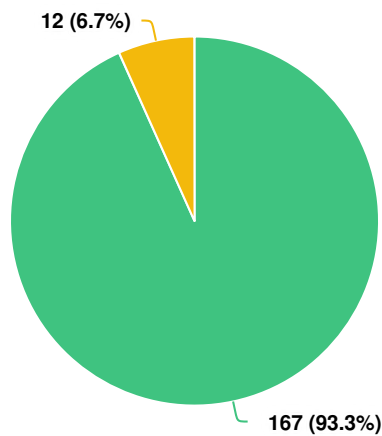


Question options

- A local resident of Clermont
- A resident of the Isaac Region
- A visitor to Theresa Creek Dam (non Isaac Region resident)
- Other (please specify)

Mandatory Question (561 response(s))
 Question type: Checkbox Question

Q2 Do you feel the TCD recreational assets provide the Clermont community with social benefits in using the asset?

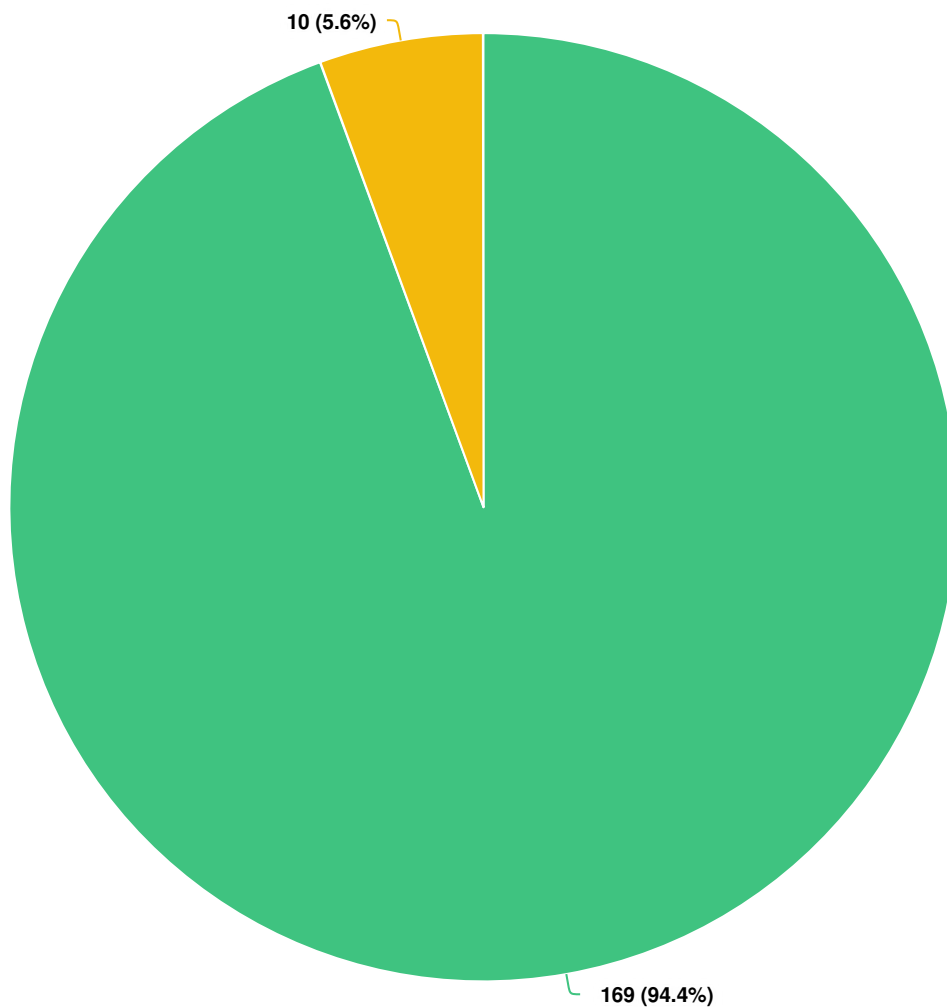


Question options

- Yes
- No

Mandatory Question (179 response(s))
 Question type: Radio Button Question

Q3 Do you feel the visitation of non-Clermont residents to the TCD recreational assets provides an economic return to the Clermont community?

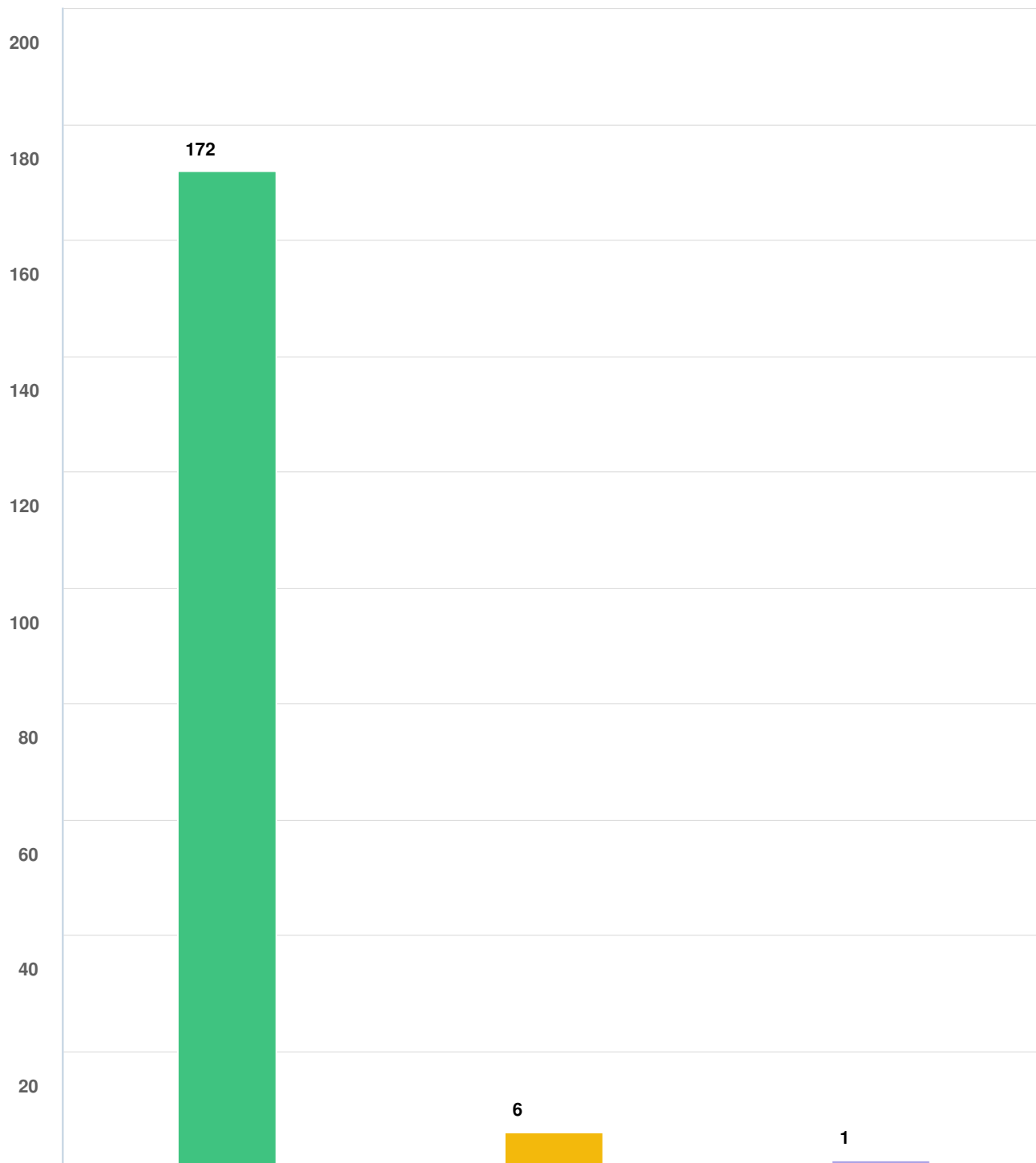


Question options

- Yes
- No

Optional question (179 response(s), 382 skipped)
Question type: Radio Button Question

Q4 Would you support Council to seek external (State/Federal) competitive funding programs to achieve investment in the Theresa Creek Dam recreational assets or would you prefer funding to be invested in other existing Council assets?



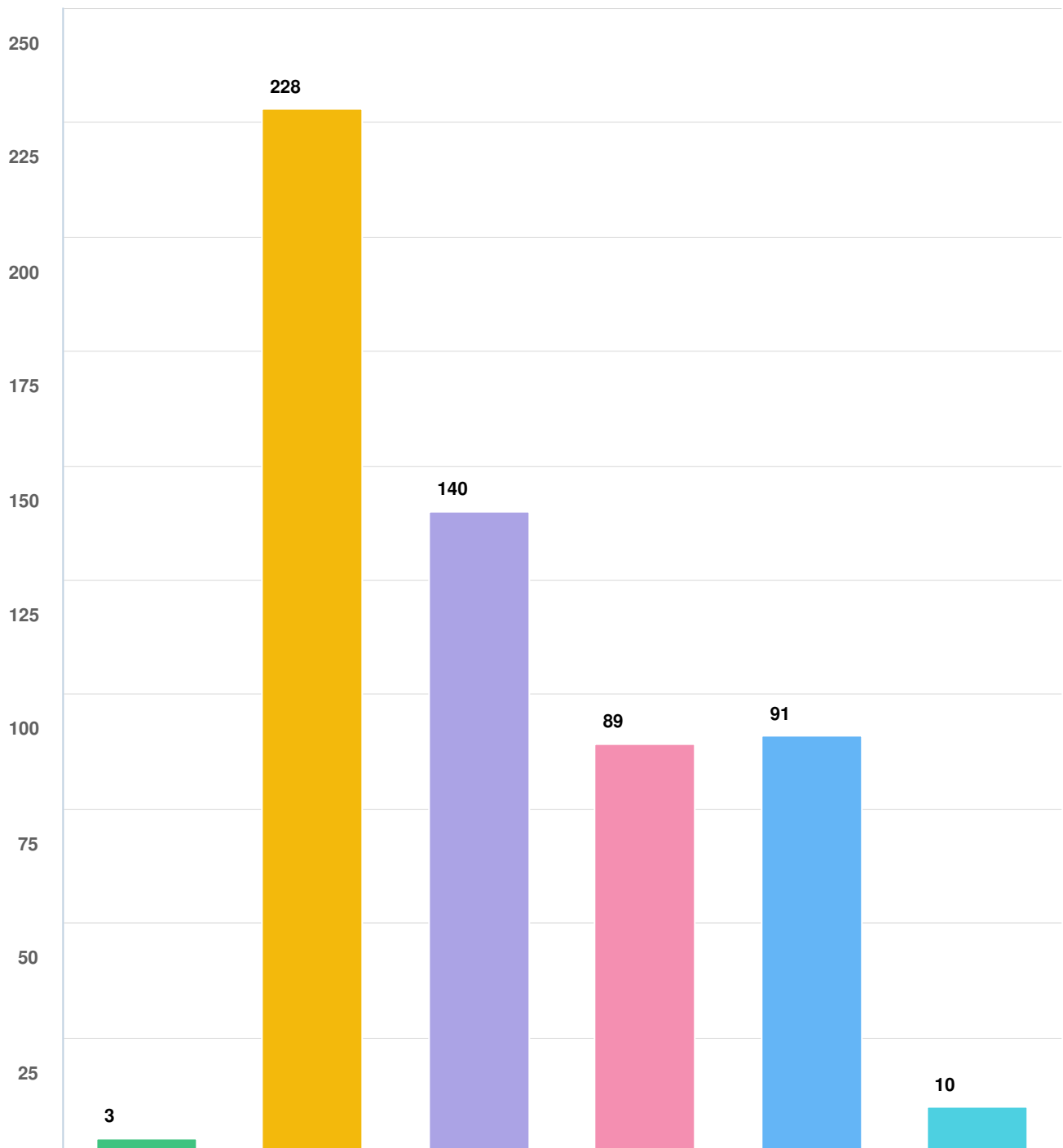
Question options

- Support funding investment in Theresa Creek Dam
- Prefer investment in other Council assets
- Other (please specify)

Optional question (179 response(s), 382 skipped)

Question type: Checkbox Question

Q5 How often, on average, do you use Theresa Creek Dam

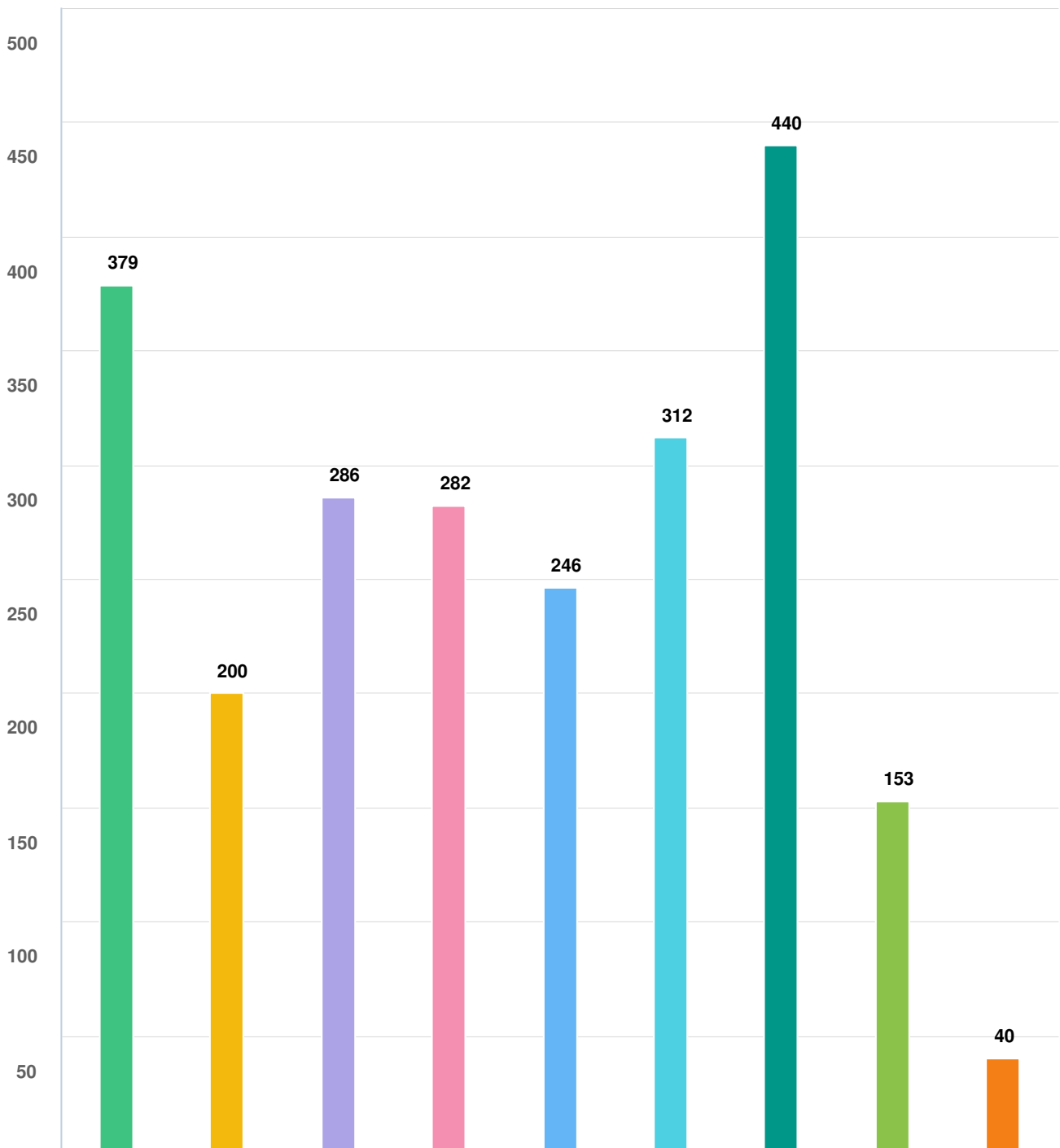


Question options

- I have never been
- 1-5 times per year
- 6-12 times per year
- 13-24 times per year
- More than 24 times on average per year
- I haven't been in the last 5 years

Mandatory Question (561 response(s))
Question type: Checkbox Question

Q6 Please indicate what activities you tend to undertake when visiting Theresa Creek Dam

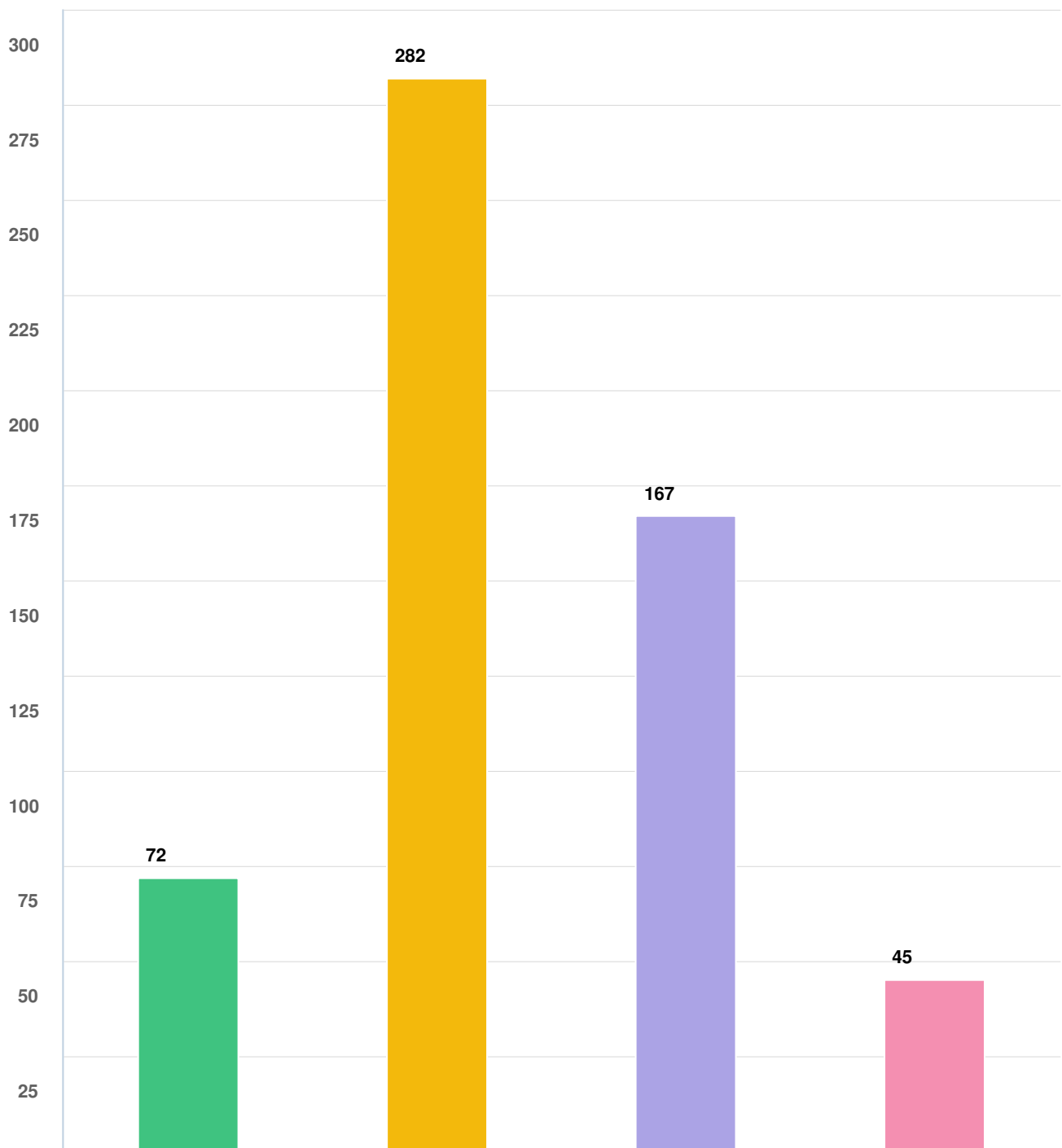


Question options

- Camping
- Caravanning
- Fishing
- Boating
- Water skiing
- Picnics
- Dining at the cafe
- Attending an event
- Other (please specify)

Mandatory Question (561 response(s))
 Question type: Checkbox Question

Q7 When you visit Theresa Creek Dam, how often do you camp overnight there?

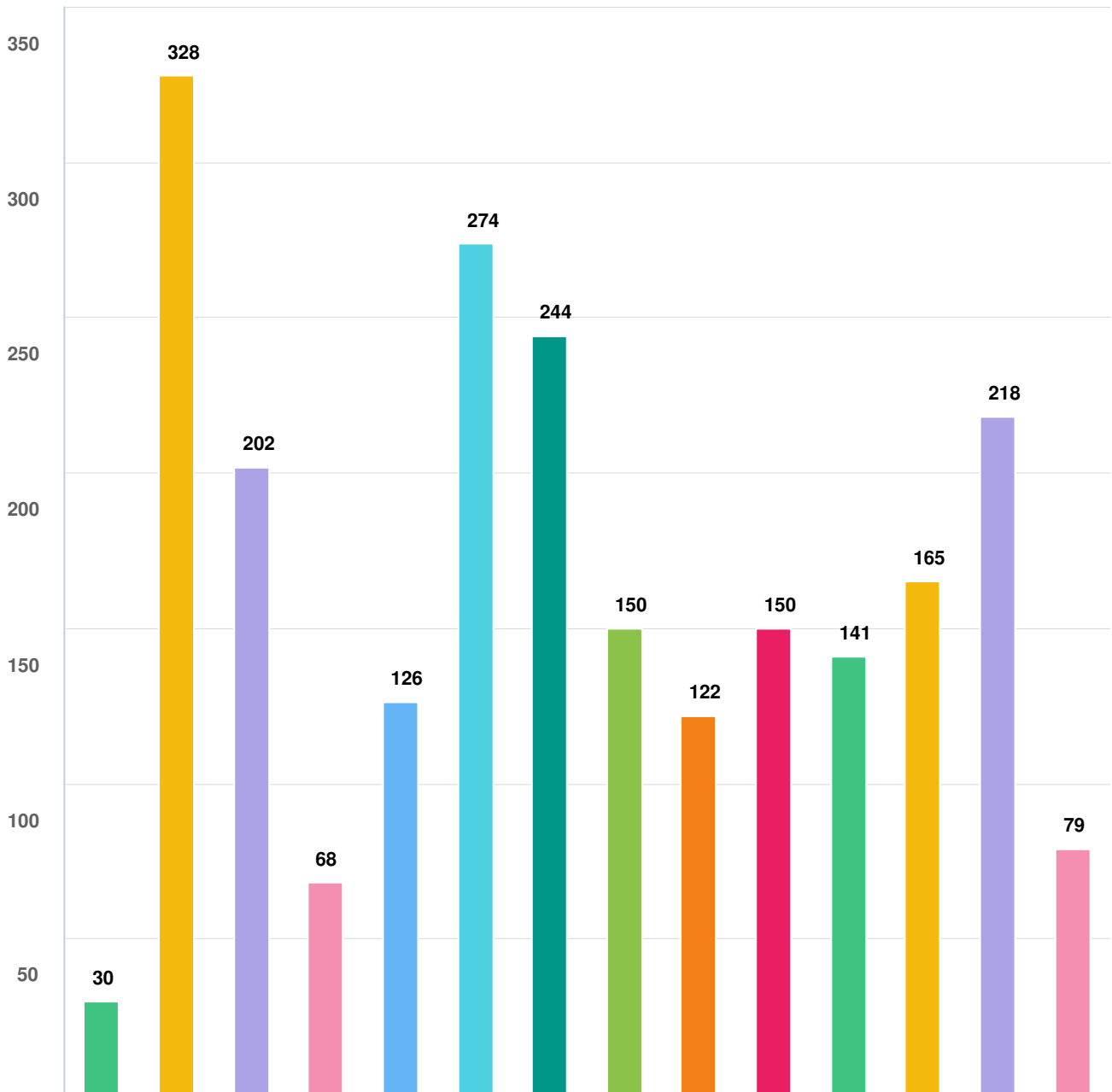


Question options

- Never, I only undertake day visits
- 1-5 nights in total per year
- 6-20 nights in total per year
- More than 21 nights in total per year

Mandatory Question (561 response(s))
Question type: Checkbox Question

Q8 If Theresa Creek Dam could be enhanced to encourage greater use by you, what would you like to see introduced on-site?

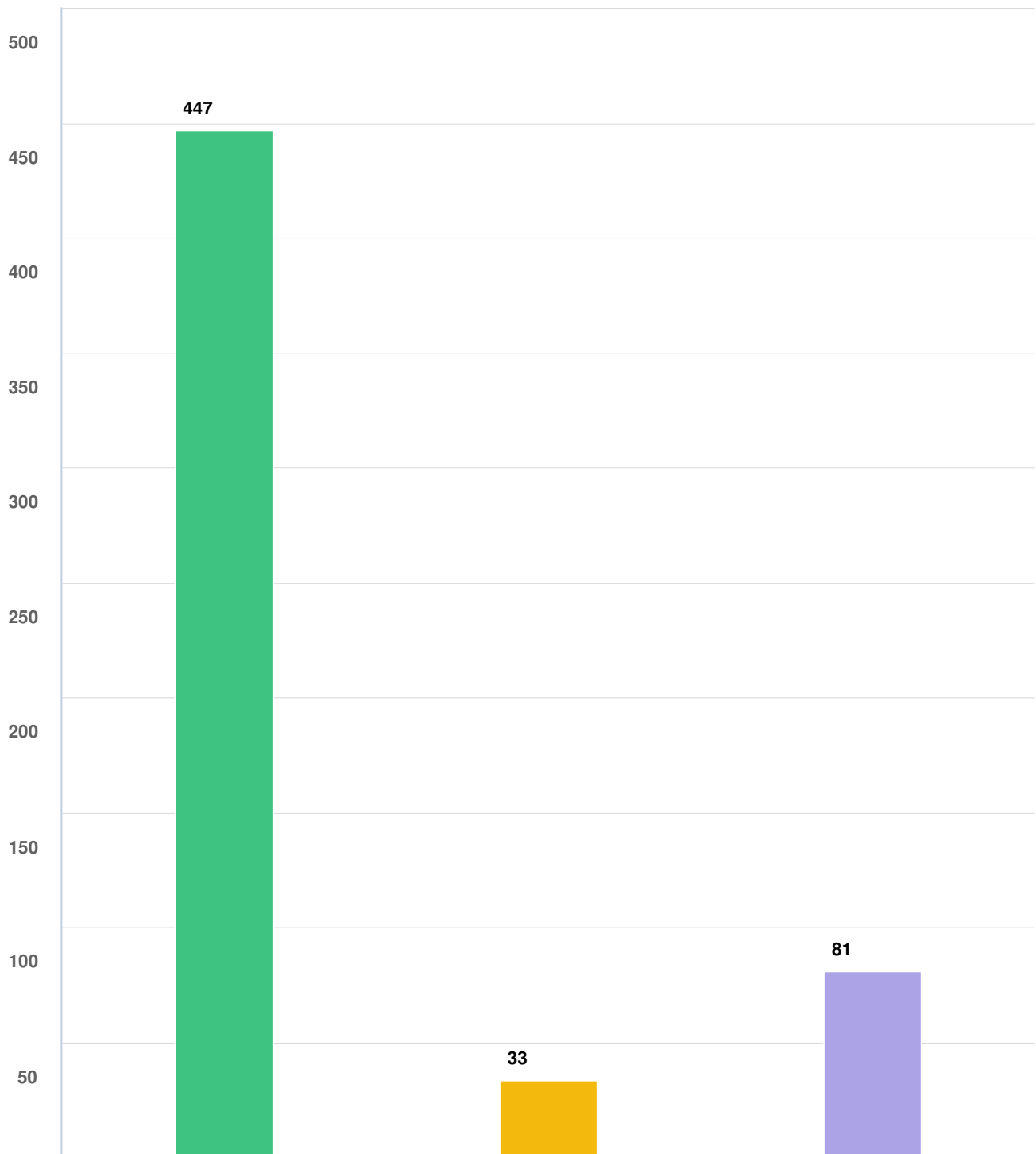


Question options

- Nothing, keep it totally as is ● Improved public toilets ● Small scale (self-contained) onsite accommodation facility
- A seasonal retail store (e.g. pop up store) ● Children's activities (e.g. playground etc.) ● Powered camping sites
- Powered caravanning sites ● Improved camping sites ● Improved caravanning sites ● Designated laundry facility
- Better boat launching facilities ● Specialty events (e.g. triathlon, fishing competition etc.) ● Camp kitchen facilities
- Other (please specify)

Mandatory Question (561 response(s))
 Question type: Checkbox Question

Q10 Would you go to Theresa Creek Dam more regularly if any of the above facilities were introduced?

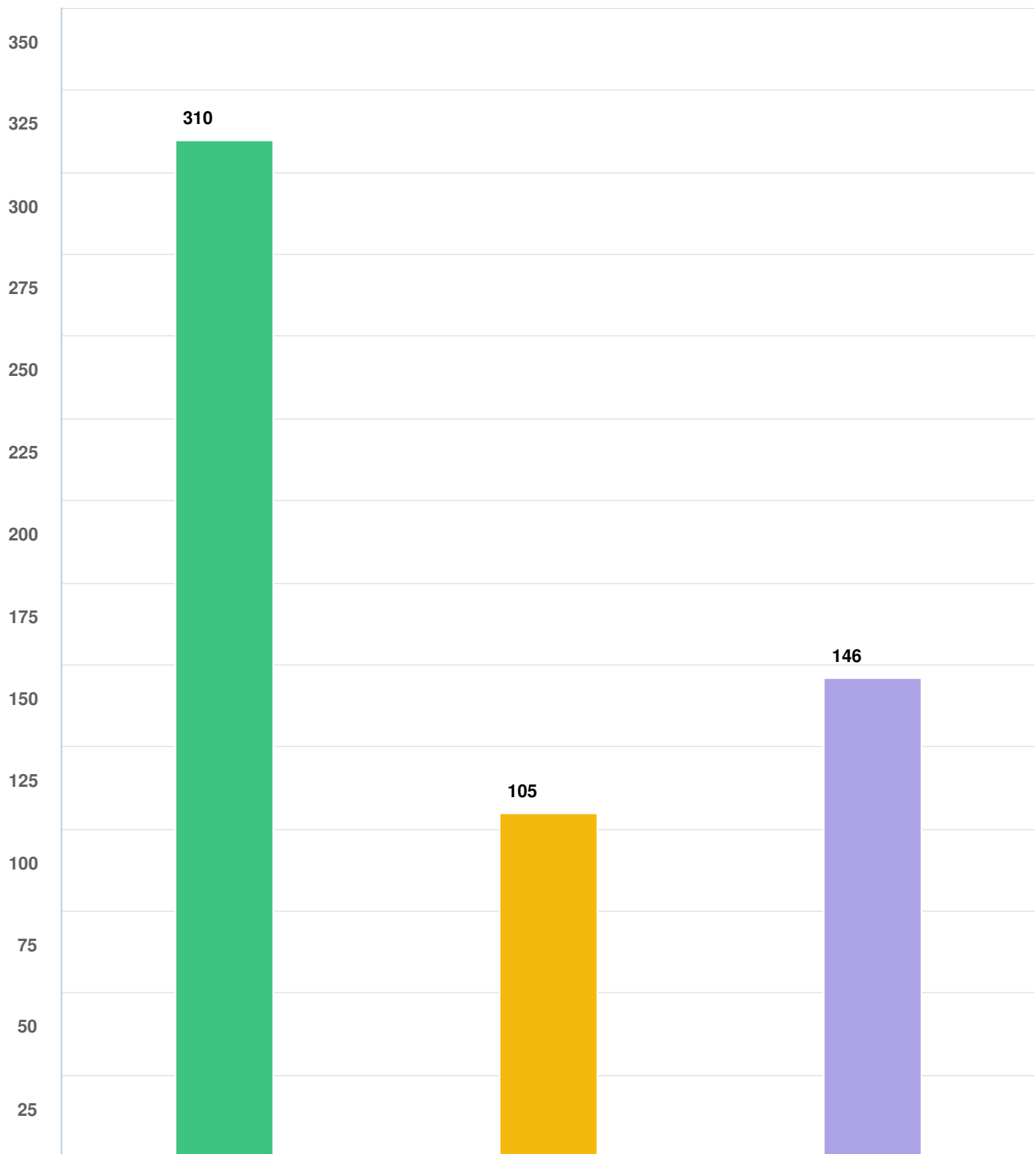


Question options

- Yes
- No
- Maybe

Mandatory Question (561 response(s))
Question type: Checkbox Question

Q14 If there was a nominal charge for using Theresa Creek Dam to help pay for its upkeep, would you be prepared to pay it, assuming some upgrades occurred?



Question options

- Yes
- No
- Maybe

Mandatory Question (561 response(s))
Question type: Checkbox Question

THERESA CREEK DAM CONCEPT DEVELOPMENT PLAN - PROPOSED AMENDMENTS

Serial	Page	Section	Amendment	Comment
1	1	Cover	addition of Isaac Regional Council Logo	please use the following link for IRC approved branding https://www.dropbox.com/scl/fo/g356qtb4jiab0b1eo2cz/h?dl=0&rlkey=aezdhyff6z261olsk2xfuwlf
2	1	Cover and Throughout	Update older, low-res photo of Theresa Creek Dam	please see IRC Owned TCD photos from the following Link https://www.dropbox.com/scl/fo/cy0x7at4yfkI9h1fjkwwv/h?dl=0&rlkey=rgoyswyazjddcikylvp7qk5e If using images from the link provided, these images can <u>only</u> be used in the concept development plan FYI - Michael Pugh and Bush Heli has some good drone photos he may be willing to share/photo credit OR use alternative source
3	2	Supplementary Information	Update date of last modification	as required
4	3	TOC	Update Table of Contents	as required
5	4	TOC	Update Tables and Figures	as required
6	6	1.2 The Approach Followed	Remove "a major public survey" and insert "multiple public surveys and community engagement"	
7	8	2.1 About Theresa Creek Dam	Amend to "dump point"	Only a single dump station at TCD site
8	8	Footnote	Charged at a nominal rate for overnight camping (maximum of 2 adults per family, under 18 at no charge). https://www.isaac.qld.gov.au/about-council/rates-fees-and-charges	Reference as per the description in the Fees and Charges Schedule https://www.isaac.qld.gov.au/about-council/rates-fees-and-charges
9	12	3.2 TCD Visitor Profile	Isaac "region", not Shire	consistent terminology

10	18	4.3.3 Heritage	Addition of Cultural Heritage section. Western Kangoulu People	<p>Cultural Heritage to be mentioned in other sections in document QC2013/002 and QUD17/2019 https://westernkangoulu.com.au/ see overlay - http://www.nntt.gov.au/searchRegApps/NativeTitleClaims/Pages/details.aspx?NTDA_Fileno=QC2013/002</p> <p>Isaac Regional Council acknowledges the Western Kangoulu People, the Traditional Custodians of lands and waters throughout Clermont Area and their enduring cultural connection to country and community. We pay our respect to Elders past, present and emerging for they hold the stories, culture and traditions of Aboriginal and Torres Strait Islander Peoples</p>
11	21	4.4.1 Current facilities	Review bullet point 6	Rewording required. Also need to consider the "typical site booking spend" or remove
12	21	4.4.1 Current facilities	update bullet point 7	updated charge of \$20 for overnight camping
13	24	4.5 Primary site challenges	update bullet point 7	Should consider cultural heritage of Western Kangoulu People
14	32	6.2 Distanation holiday parks vs traditional caravan parks	Replace "Shire" with "Region's"	consistent terminology
15	32	6.2 Distanation holiday parks vs traditional caravan parks	Replace "Shire" with "region"	consistent terminology
16	32	6.2 Distanation holiday parks vs traditional caravan parks		consider an alternative than pricing system
17	35	7.2.1 A natural Plance	inclusion of "cultural"	consider cultural heritage of Western Kangolu People


18	38	8.1.3 A place to stay	Formalised RV & Caraban Powered Sites to be changed and the number of sites amended	All respective site numbers need to be revisited in accordance with updated site layout
19	38	8.1.2 A recreational playground	Move "Flying Fox into the Water" section to 8.2. Add "Investigate"	This should be a consideration
20	38	8.1.3 A place to stay	Physical location of Powered RV & Caravan Powered Sites within Existing Trees to be changed and the number of sites amended. Sites will not be powered. Powered sites will be to the north of the site Indicative costs also removed OR remove last sentence of this section	change in location of powered sites
21	38	8.1.2 A recreational playground	Move "Pontoon" information to below the "Expanded Beach Cove Area" information	Logical flow
22	38	8.1.3 A place to stay	Decks Facing Water section	Seems cut short. Sentence/paragraph should be finished.
23	39	8.2 Other options to consider	In "Operational Model", change 2023 to 2025	New managers currently in place
24	39	8.1.4 A safe and inviting space	Boat Trailer Parking	Boat Trailer Parking numbers need to be revisited in accordance with updated site layout. Needs Adjustment - will not allow for Ski Club lease. Perhaps 15-20 Boat Trailer Parking bays and the rest near existing use Should consider boat parking at camp site and/or at NE of site behind kiosk OR as existing boat trailer parking
25	39	8.1.3 A place to stay	All respective site numbers need to be revisited in accordance with updated site layout and potentially name/number the sections so they a clearly distinguishable	Ease of reading. It seems confusing as it is the same paragraph 5 times and no description of where the differing sections are

26	39	8.2 Other options to consider	"Isaac Regional Council" not "Isaac Shire Council"	consistent terminology
27	40	8.2 Other options to consider	Introduce sewage treatment facility to help future proof the site	Ensure this section is reflected in costs and implementation plan to be reflected costs and implementation plan Also need to add the distribution of raw water to other toilet and shower facilities
28	40	8.2 Other options to consider	Investigate powered sites at market rate	Remove dollar figure and price range in the "Investigate powered sites at market rate section". Evaluate the viability of a new service or product through research conducted directly with potential customers and benchmarking against similarly placed facilities. To ensure longevity of plan
29	40	8.2 Other options to consider	Delete Figure 28. Information for these key components should be incorporated into implementation plan	Although visually beneficial - readers may become confused with the amount of maps.
30	40	8.2 Other options to consider	Remove dollar figures OR remove all information in brackets for the "Investigate differential rates for weekdays and weekends" section	To ensure longevity of plan
31	40	8.2 Other options to consider	Delete Figure 29. Information for these optional components and elements should be incorporated into implementation plan	Although visually beneficial - readers may become confused with the amount of maps.
32	40	8.2 Other options to consider	Replace "Shire" with "region"	consistent terminology
33	40	8.2 Other options to consider	Inclusion of drafting a "Tourist Park Operational Management Plan", "TCD Recreation Management Plan", "Environmental Management Plan: TCD" and a "Infrastructure Upgrade Management Plan".	ensure ongoing operational efficiencies Also need to conduct a Flood Study to better define the nature and extent of a flood risk assessment and management. The flood study will rely on some form of hydrologic and / or hydraulic model to improve IRC's understanding of flood behaviour at the recreation and campground.

34	41	Figure 26: Site Concept Development Plan	Update Revision number and Date	
35	41	Figure 26: Site Concept Development Plan	Location of powered sites	
36	41	Figure 26: Site Concept Development Plan	upgrade shower and toilet facilities	
37	41	Figure 26: Site Concept Development Plan	additional camping area	
38	41	Figure 26: Site Concept Development Plan	adjustment of boat trailer parking to accommodate Ski Club	
39	41	Figure 26: Site Concept Development Plan	shower and toilet facilities	
40	41	Figure 26: Site Concept Development Plan	existing toilets	
41	41	Figure 26: Site Concept Development Plan	existing toilets	

42	41	Figure 26: Site Concept Development Plan	update legend	
43	41	Figure 26: Site Concept Development Plan	unpowered sites	
44		Figure 26: Site Concept Development Plan	Extend Pontoon around whole headland to south. Then update costs	
45	42	Figure 27: Precinct Plan	Title to reflect Figure name or vice-versa	Precinct Plan
46	42	Figure 27: Precinct Plan	Different colour green as it is too similar to the Fomalised Unpowered Sites(Camping)	
47	42	Figure 27: Precinct Plan	powered sites	
48	42	Figure 27: Precinct Plan	existing building (toilets and showers)	
49	42	Figure 27: Precinct Plan	extend Unformalised over flow camping OR extend Formalised unpowered sites (Camping)	
50	42	Figure 27: Precinct Plan	Reduce by 25-50% 15-20 bays	
51	42	Figure 27: Precinct Plan	existing building (toilets) - to be connected to sewer	
52	42	Figure 27: Precinct Plan	proposed foral boat parking in existing section. Just formalised 5-10 bays	
53	42	Figure 27: Precinct Plan	existing building (toilets) - to be connected to sewer	

54	42	Figure 27: Precinct Plan	adjustment of the ski club section of footpath to be 50m north	
55	42	Figure 27: Precinct Plan	Add Ski club lease area	
56	42	Figure 27: Precinct Plan	existing building (toilets) - to be connected to sewer	
57	42	Figure 27: Precinct Plan	powered sites	
58	42	Figure 27: Precinct Plan	unpowered sites	
59	43	Figure 28: Key components	Delete and combine with Figure 26	Although visually beneficial - readers may become confused with the amount of maps.
60	44	Figure 29: Optional components	Delete and combine with Figure 26	Although visually beneficial - readers may become confused with the amount of maps.
61	44	Figure 29: Optional components	location of Proposed Sewage Treatment Facility - not an upgrade	
62	44	Figure 29: Optional components	Incorrect location - see serial 59	
63	45	8.4 Capex	typo - "not"	
64	45	8.4 Capex	Review paragraph and include STP	
65	46	8.4 Capex	Review Table	
66	46	8.4 Capex	to add: Raw water connection and distribution - cost \$500,000 Sewage Treatment Plant facility - cost \$1.5m Cost for Envitube is "TBC"	
67	46	8.4 Capex	Remove Flying fox into water and update costs	
68	46	8.4 Capex	Revisit all costs at 2023 and state all costs	Contingency escalation @ 10% then 15% project management?

69	48	9. Implementation Plan	extend all time fames by 12months	
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69				
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THERESA CREEK DAM RECREATION & CAMPGROUND CONCEPT DEVELOPMENT PLAN

November 2023



PREPARED BY STAFFORD STRATEGY
FOR ISAAC REGIONAL COUNCIL





Date of last modification: 18/11/23

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1. INTRODUCTION & CONTEXT

1.1. The Project

Theresa Creek Dam (TCD) covers 300 ha of freehold land in Clermont within the Isaac Regional Council Local Government Area (LGA). It contains a number of features including the dam itself (which contains a number of fish species), camping and picnic facilities, walking trails and a café/kiosk. The site is valued highly as a major recreational asset by the local community and attracts visitors from a broader regional catchment.

Stafford Strategy (Stafford) was commissioned by Isaac Regional Council (Council) to develop a Concept Development Plan for TCD. The overarching purpose of the Concept Development Plan is to guide the future investment and development of the recreation and campgrounds at the Dam to ensure it reaches its potential as both a tourism attraction for visitors and recreational asset for locals.

1.2. The Approach Followed

The development of this Concept Development Plan has involved a comprehensive review of background documents as well as extensive consultation with Council personnel and users of TCD via multiple surveys and community engagement.

Informed by consultation and site understanding, key recommendations have been developed for the overall site. Importantly, the Concept Development Plan picks up on the needs of both visitors and locals through its key concepts and improvements required.

Figure 1 outlines the eight-stage process which was followed in developing this Concept Development Plan.

Figure 1: Stages followed to complete this Concept Development Plan





2. PROJECT CONTEXT

2.1. About Theresa Creek Dam

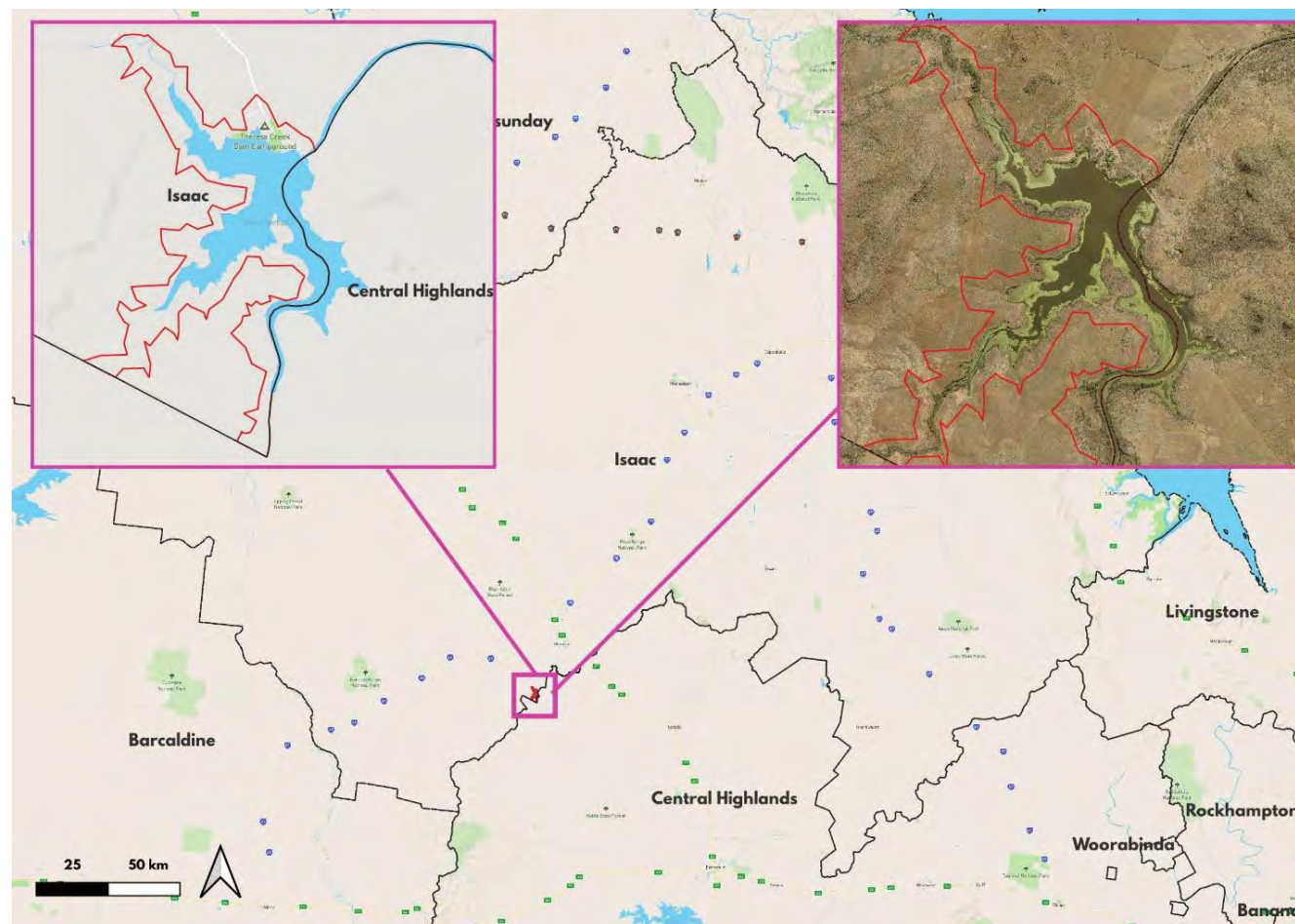
TCD, which was initially constructed in 1983, is situated 22km southwest of the town of Clermont. The site covers 300 ha of freehold land under Council's ownership. The site is bordered by large residential farming properties. The site Concept Development Plan area is outlined in red in Figure 2.

TCD functions as an important water source for the region and is also a highly important and valued community recreational asset. It offers a diverse range of activities and amenities, including:

- fishing (including Red Claw crayfish, Barramundi, Golden Perch, Eel-Tailed Catfish, Sleepy Cod, Silver Perch, and Bony Bream);
- swimming and boating areas (there are two boat ramps onsite);
- picnic and BBQ facilities;
- an on-site café/food kiosk;
- a children's playground;
- paid unpowered caravan, RV, and camping sites¹;
- dump point;
- camping shelters, showers, and toilet amenities.

It is noted as a key tourism asset within a large region, and with little competition in surrounding regions. It therefore holds highly strategic value for both the local community (who value it as a key recreational asset), and a wide range of visitor markets from interstate and intrastate.

Figure 2: Site context



¹ These are charged at a nominal rate of \$20 per night per couple



3. VISITATION & PROFILE ASSESSMENT

3.1. Historic Visitation to Isaac LGA

3.1.1. How data was derived

Visitor data has been compiled using the National and International Visitor Survey (NVS and IVS) data published by Tourism Research Australia (TRA). The NVS and IVS provide visitation data based on 'Statistical Area 2' (SA2) boundaries. Every LGA in Australia is made up of one or more SA2s. The SA2s included in Isaac LGA are Broadsound – Nebo, Clermont, and Moranbah.

As per the methodology applied by TRA for LGAs², visitation data is averaged across three-year periods, rather than being provided on an annual basis. This minimises the impact of variability in estimates from year to year and provides more robust estimates. The data average periods are as follows.

- 2013: reflects the average over 2011-2013;
- 2016: reflects the average over 2014-2016;
- 2019: reflects the average over 2017-2019; and
- 2021: reflects the average over 2020-2021 (this reflects a two-year period because they are both COVID-19 impacted years).

December YE data (unless otherwise specified) has been applied as this is the most recent iteration of data released by TRA via the NVS and IVS at the time of writing this report.

3.1.2. Visitation

Figure 3 on the following page provides a summary of visitation to Isaac region.

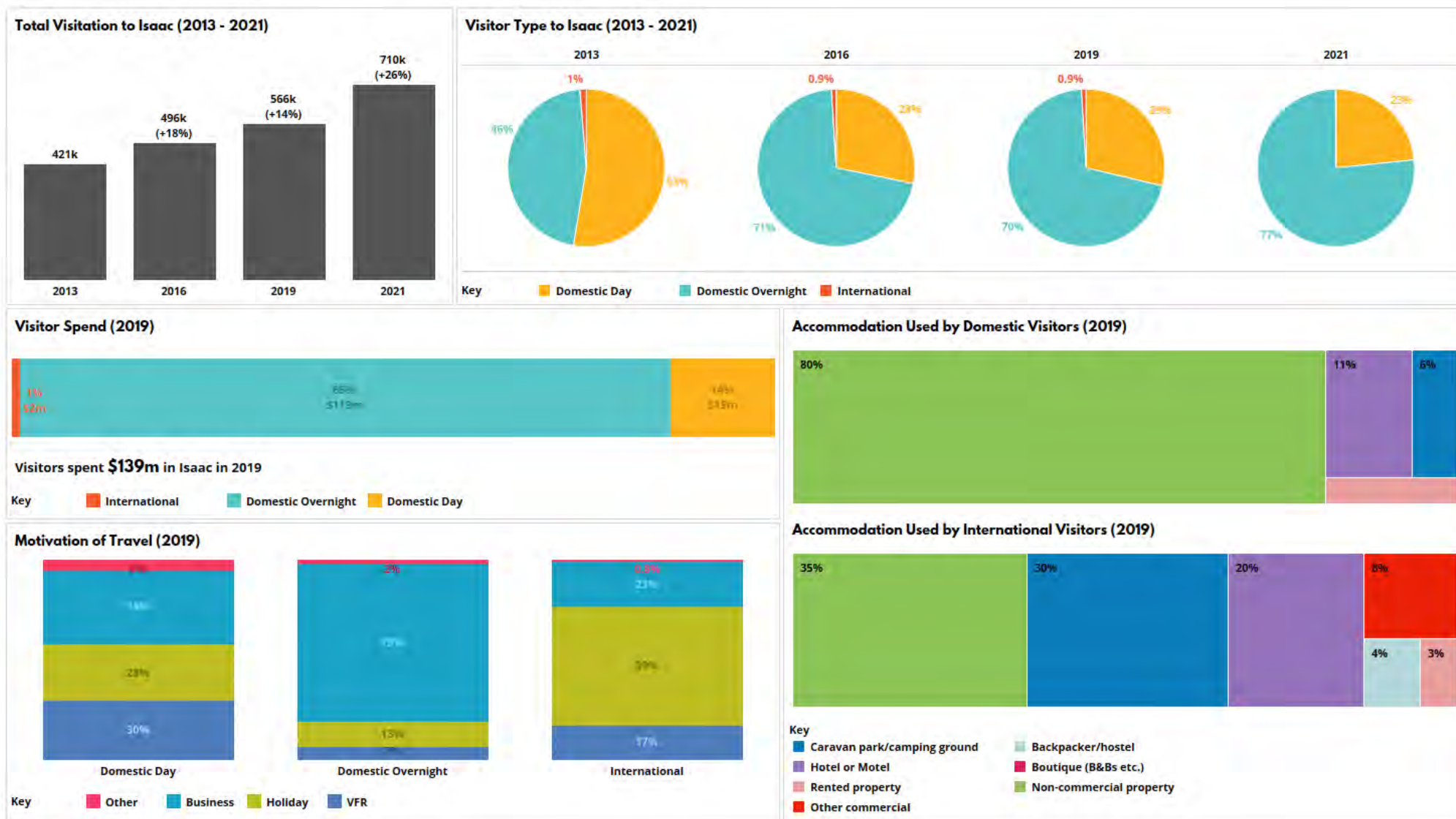
- Isaac challenged the national trend of decreasing visitation due to COVID-19, with a 26% increase in visitation between 2019 and 2021. Many regional locations in Queensland (and those in other parts of Australia) experienced strong growth and unanticipated demand as a result of a surge in intrastate visitors who were unable to travel elsewhere due to state and international border lockdowns. Those is regional and outback parts of Queensland were particularly beneficiaries of this. While Isaac is not officially part of the Outback region, The Great Inland Way traverses through Clermont and is a key route for accessing the Outback. These regions saw strong growth in the drive market, including family visitation as well as grey nomad and caravan/RV visitors. This growth, however, is likely to struggle to be sustained as state and international borders open back up and markets look to a far wider range of destination options to travel to.
- Isaac is primarily a domestic destination. In 2019, 99% of travel was undertaken by domestic visitors.
- Isaac also saw a growth in the number of visitors staying overnight in the region – up 7% between 2019 and 2021. This is a strong positive as overnight visitors typically contribute far more to the visitor economy through increased spend on

accommodation, F&B, transport etc. In 2021, domestic overnight visitors comprised 77% of visitors but their spend amounted to 85% of total visitor spend.

- For the domestic market, business travel dominates, comprising 79% of domestic overnight travel and 36% of domestic day travel. International visitors (albeit a very small market) are far more likely to visit for a holiday. In 2019, this comprised 59% of international travel.
- In 2019, domestic overnight visitors primarily stayed in non-commercial accommodation including with friends/family (80% of domestic overnight visitors). This was followed by those staying at a hotel or motel (11%) and at commercial caravan parks/camping grounds (6%). and at commercial caravan parks/camping grounds (6%). This result could be influenced by a number of things and does not illustrate if pent up demand exists. Such factors that could be influencing this result include whether the current accommodation stock offered in Isaac and its quality and price point is meeting market expectations and whether there is sufficient product on offer to cater to demand etc.
- International visitors, however, were far more likely to stay in commercial accommodation, with 30% staying at a commercial caravan park/camping ground and 20% at a hotel/motel. As stated previously, however, this market represents a very small share of total overall visitation to Isaac.

² <https://www.tra.gov.au/research/regional-tourism/local-government-area-profiles/local-government-area-profiles>

Figure 3: Summary of visitation to Isaac³



³ All data has been sourced from TRA's NVS and IVS and compiled by Stafford Strategy. Data is December YE unless specified.



3.2. TCD Visitor Profile

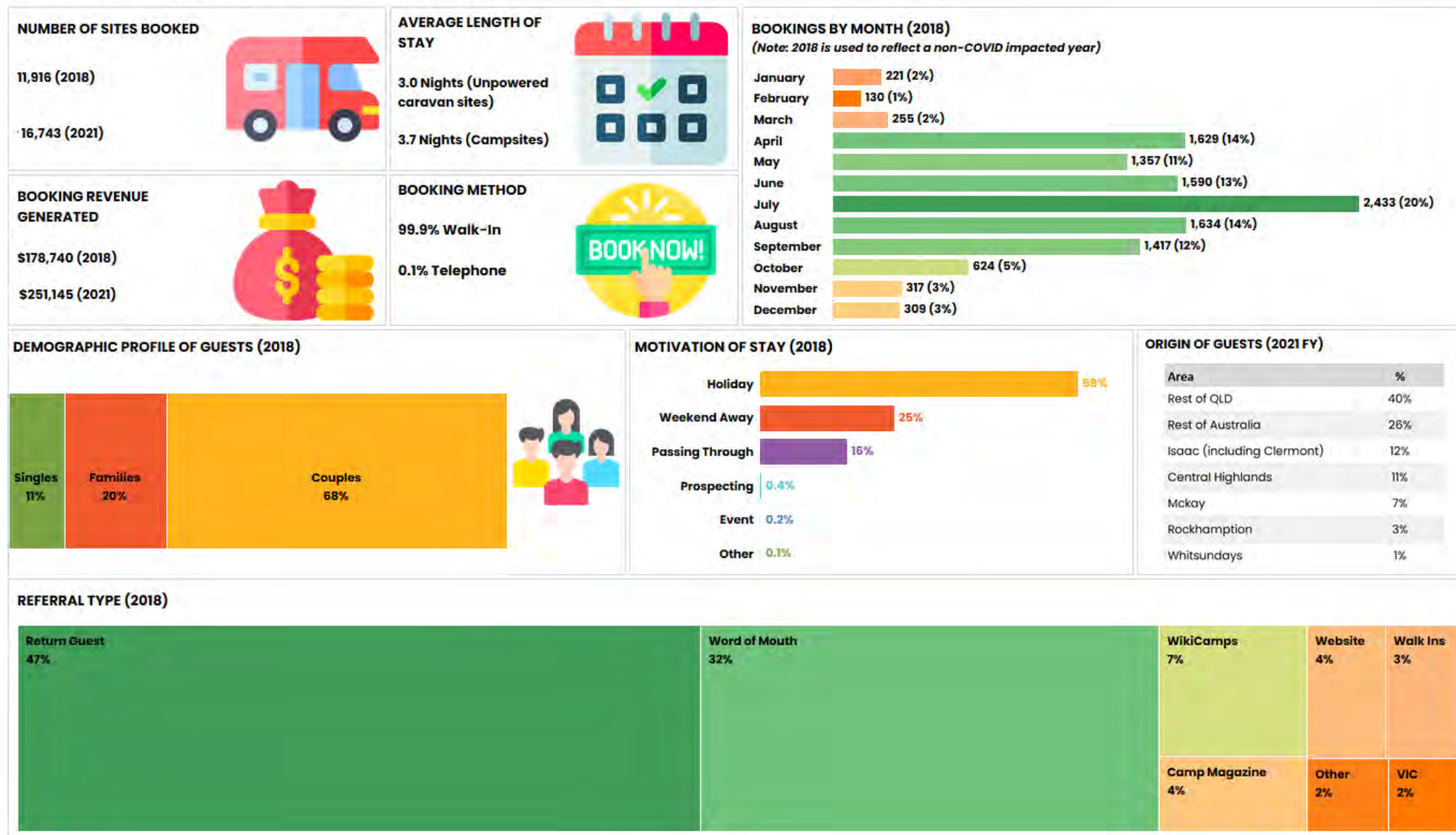
Figure 4 provides a breakdown of the overnight guest profile at TCD. This is based on booking data provided by Council. It shows the following.

- In 2018 (which reflects a pre-COVID-19 year), TCD received 11,916 site bookings. 2021 (which reflects a COVID-19 impacted period), saw 16,743 bookings. This data includes only those staying overnight at TCD, it does not include day trippers who frequent the site for a number of recreational and leisure-based purposes.
- Almost all bookings (99.9%) were generated through walk-ins.
- Guests stayed, on average, 3.4 nights per trip. This is broken down into those staying in unpowered caravan sites (3.0 nights) and campsites (3.7 nights).
- In 2018, TCD generated just under \$179k in booking revenue. This equates to average site booking revenue of \$15 and excludes revenue generated through the café or from other sources. This increased to \$251k in 2021.
- Interestingly, the site booking numbers by month (shown for 2018 as it reflects a non-COVID impacted year) shows that winter months, particularly July, is the busiest (again, though, it is important to note that this does not include day trips). 20% of all camping guests visited in July in 2018.
- Over two-thirds (68%) of guests staying overnight were couples, followed by families (20%) and singles (11%).

- As expected, TCD is very much a leisure-based destination. 58% of guests were visiting for a holiday, followed by those travelling for a weekend away (25%).
- Almost half of all bookings (47%) were generated by return guests. This was followed by word of mouth (32%) and WikiCamps (7%).
- On average there were an estimated 2 visitors per camp site booking so overnight visitation is expected to have grown to 33k at least in 2021.
- Though no data is captured on day visitors coming to TCD, anecdotal feedback indicated that total day visitation is likely to be circa 7k+, taking total site visitation per annum to 40k approximately.
- 88% of overnight visitors to TCD are from outside of the region and 66% are travelling quite some distance from other states and territories as well as from more distant parts of Queensland. Whilst the regional Isaac market (especially from Clermont who make up 45% of day visitors as well) are also 12% of overnight visitors to TCD, 88% of overnight TCD visitors are not Isaac regional residents or ratepayers. These make up a very valuable and important component of the visitor economy to Isaac region and generate important visitor spend not only at TCD but also in other parts of the region.

Figure 4: Theresa Creek Dam Guest Profile⁴ (overnight visitors only)

THERESA CREEK DAM GUEST PROFILE



⁴ All data is for the 2018 calendar year unless specified otherwise. No day visitor day was available.



4. SITE ANALYSIS & EXISTING CONDITIONS

4.1. Land Ownership

The 300-ha freehold site, situated at 580 Percy Albert Drive, is entirely owned by Council (see Figure 5). There is a commercial management agreement in place with a third-party provider for the operation of the camping ground and kiosk. Theresa Creek Power Boat and Ski Club Inc. also have a supportive relationship with Council. This provides them with exclusive use rights for camping and water sports activities along part of the TCD's waterfront. TCD is also supported through the Clermont Fish Stocking Group who are a community-based group who fundraise to assist with the stocking of fish in Theresa Creek Dam.

4.2. Isaac 2035 Community Strategic Plan

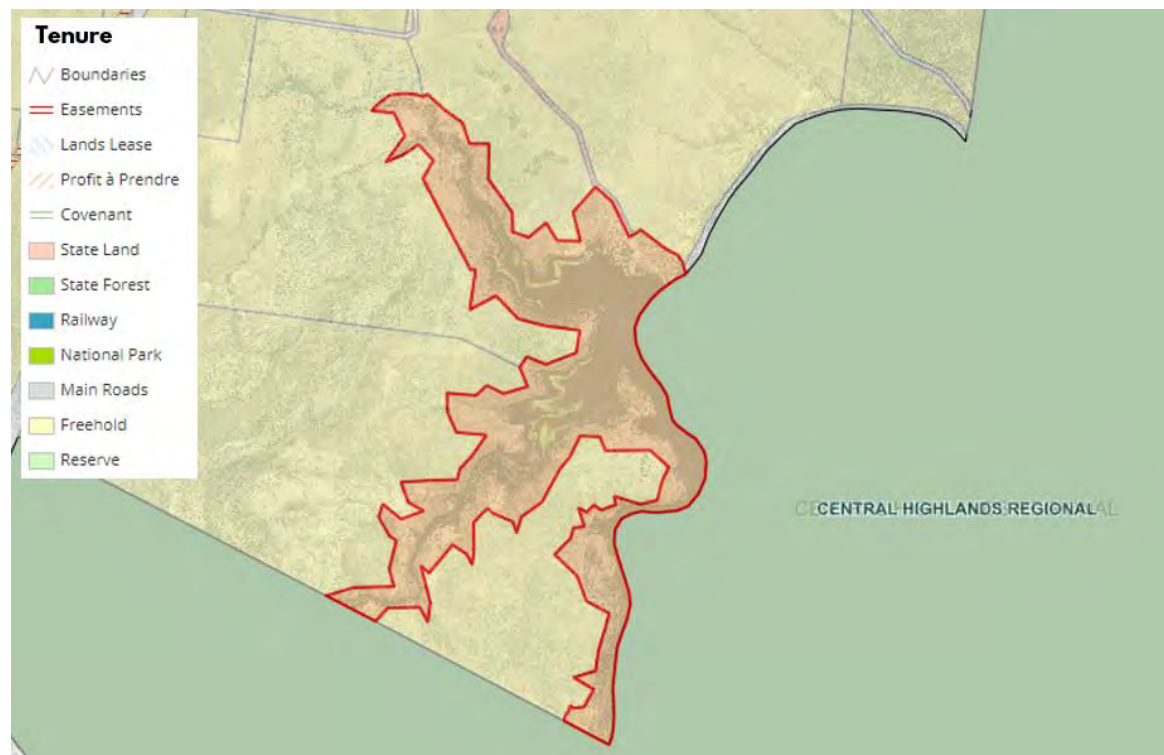
The Isaac 2035 Community Strategic Plan (CSP) reflects community aspirations. Isaac's recreational infrastructure is recognised as a strength for the region. TCD is one of these core pieces of infrastructure. This Concept Development Plan (and the ultimate upgrades that may result) fits into each of the four themes identified in the CSP, including:

- **Communities:** Isaac will have strong and diverse communities that support all to live, work and raise families (recreational infrastructure is a play a key role in attracting residents to the region and enhancing the health and wellbeing of residents).
- **Economy:** Isaac will continue to be Queensland's number one performing regional economy based upon a thriving, resilient and diverse mix of industry sectors (TCD attracts many visitors from outside of the LGA who contribute to the regional economy through spend on groceries, food and beverage, petrol, and services etc.).
- **Infrastructure:** Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and its economic sectors

(TCD is an important water source for the region and will continue to be going into the future).

- **Environment:** Isaac will have an appropriate and sustainable balance between environment, economy, and community to ensure our natural resources are sustainably managed and protected (while TCD is a built resource, it supplies the region's water and is environmentally important from and fauna perspective including bird and fish life. It also allows the community to easily engage with the natural environment. Continuing to maintain and enhance this access is important).

Figure 5: Site tenure



4.3. Planning controls

4.3.1. Site zoning

As demonstrated in Figure 6, the entire TCD site is zoned “Special Purpose”. The purpose of this zone is to: (a) provide for public facilities and infrastructure that are publicly or privately owned or operated; and (b) ensure that incompatible uses do not encroach on the public facilities and infrastructure. This includes utility infrastructure network elements such as water supply facilities, water treatment plants, water reservoirs and other related network elements”.

The non-water parts of the site (and surrounding sites) are classified as Agricultural Land (Class C) which is “pastureland that is suitable only for improved or native pastures due to limitations which preclude continuous cultivation for crop production. Some areas may tolerate a short period of ground disturbance for pasture establishment.”⁵

Figure 6: Site zoning



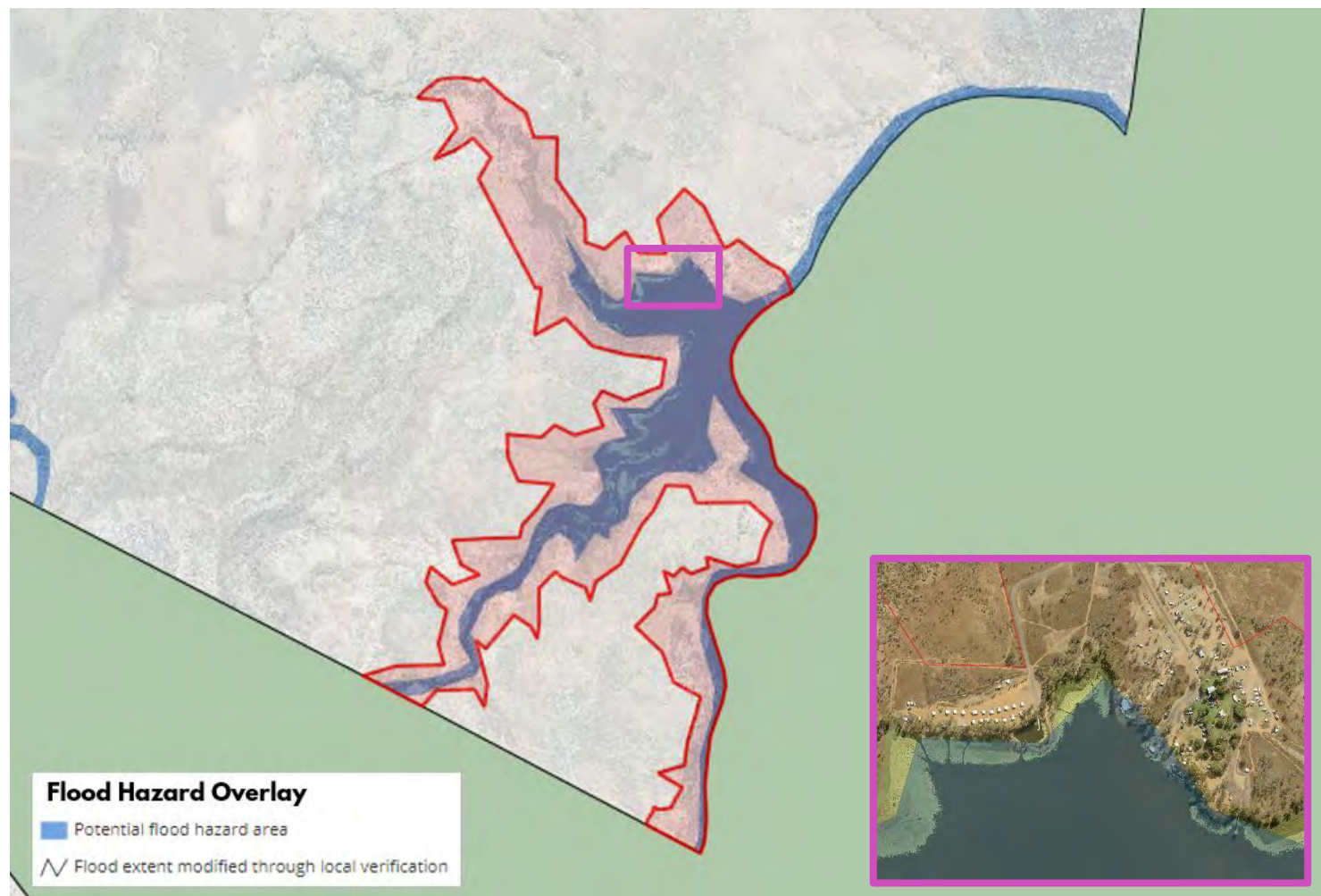
4.3.2. Flooding

Figure 7 demonstrates that potential flood hazard area for the site as per the Queensland Floodplain Assessment Overlay. This “represents a floodplain area within drainage sub-basins in Queensland. It has been developed for use by local governments as a potential flood hazard area. It represents an estimate of areas potentially at threat of inundation by flooding. The data has been developed through a process of drainage sub-basin analysis utilising data sources including 10 metre contours, historical flood records, vegetation and soils mapping and satellite imagery.”⁶

Given that the site comprises a dam, the water areas and the immediate frontage is classified as a potential flood hazard area. The parts of the site where the majority of the camping, caravan and land-based recreation takes place is not within this overlay.

Further anecdotal information may need to be gathered from TCD local users to ascertain if any parts of the camping and caravanning area have ever suffered flooding and if so, how regularly. From available information at least, there doesn't appear to have been a flooding issue historically.

Figure 7: Potential flood hazard area overlay

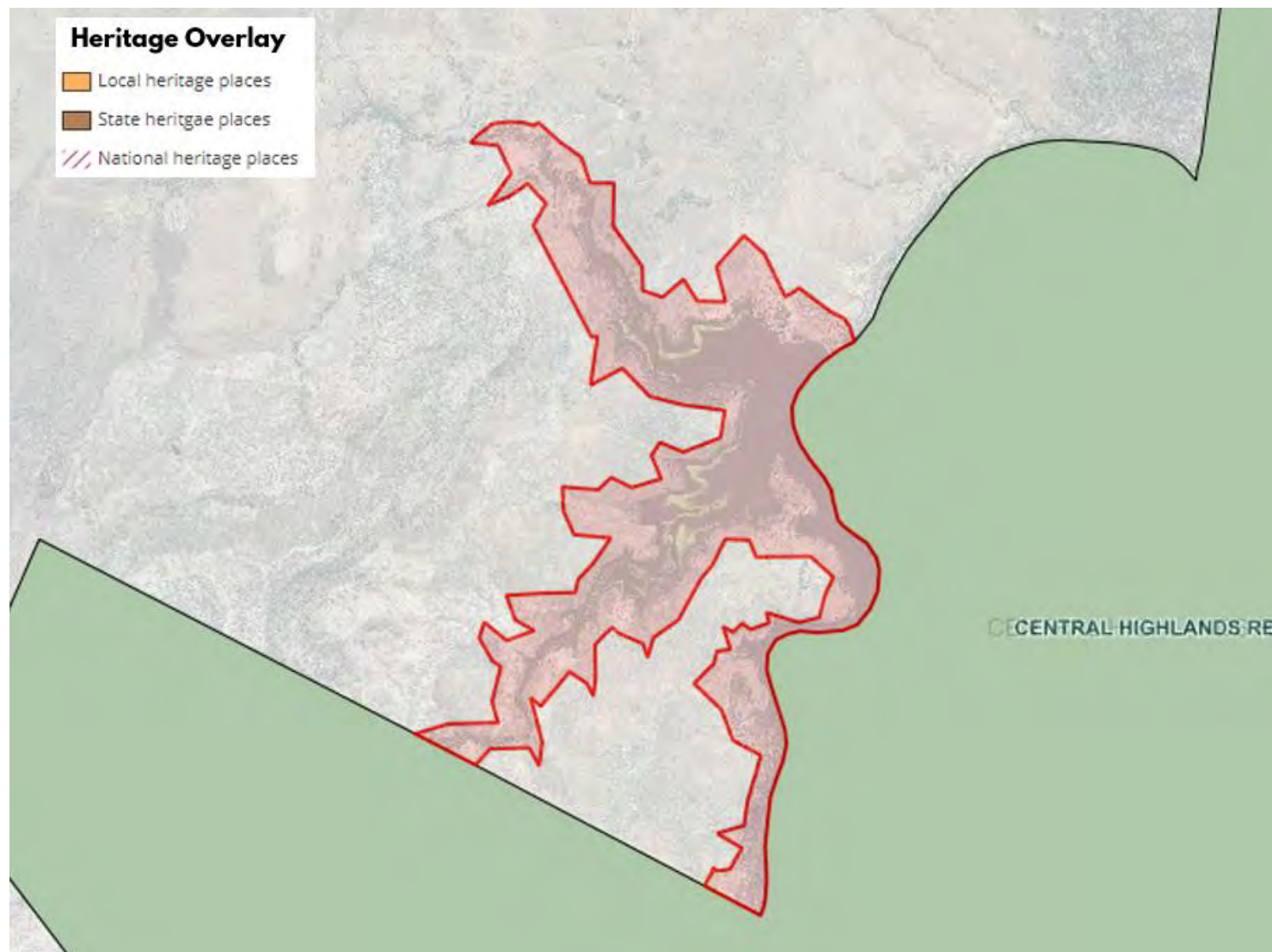


⁶ Queensland floodplain assessment overlay, data.qld.gov.au

4.3.3. Heritage

A cultural heritage overlay (Western Kangoulu People) is applied to any heritage place that has been formally recognised on the heritage register or identified in local heritage studies. As per Figure 8, none of the TCD site has this overlay.

Figure 8: Heritage overlay

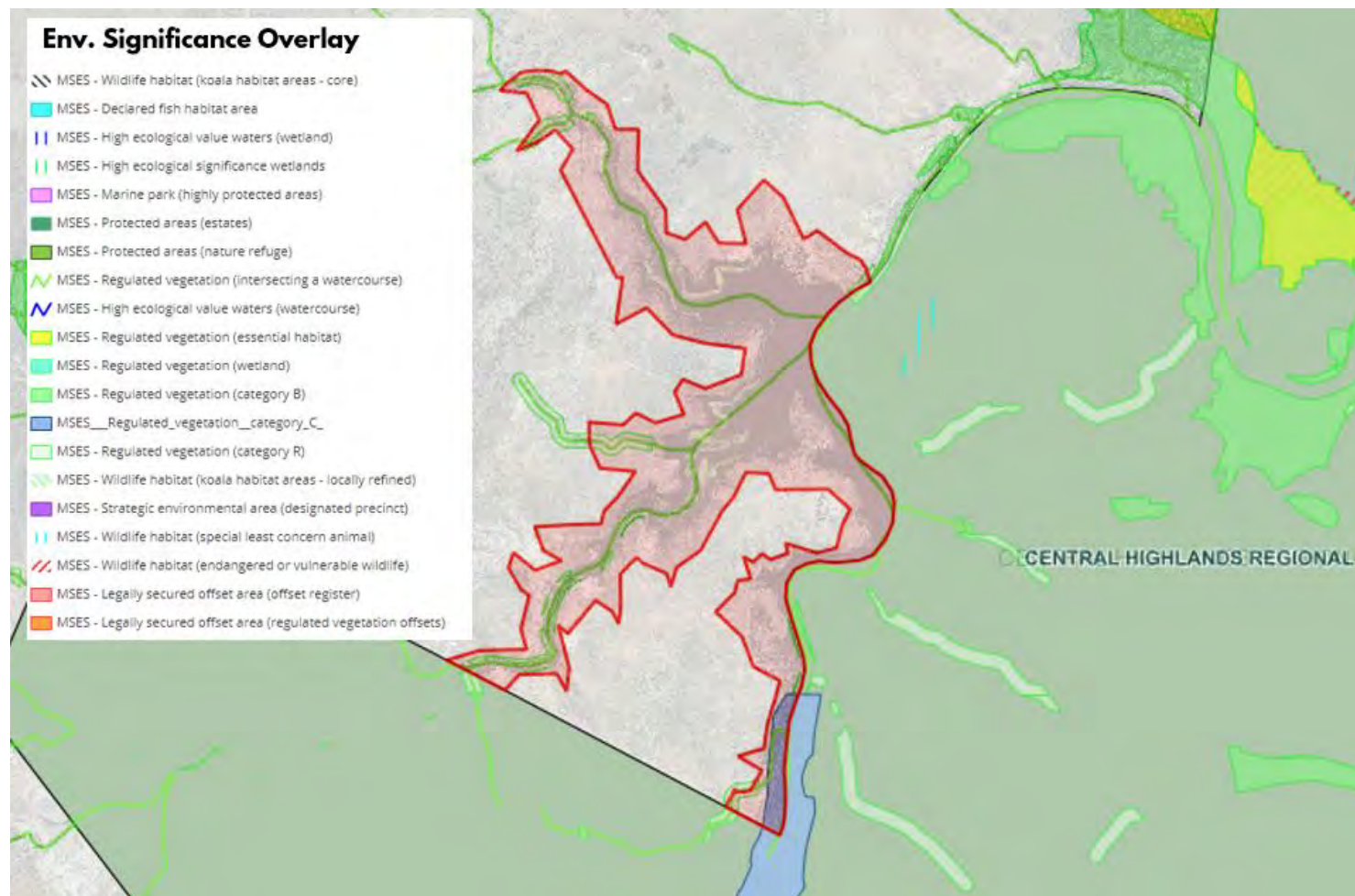


4.3.4. Environmental Significance

Figure 9 provides the environmental significance overlay for the site. The purpose of this overlay is to “manage development to avoid or minimise and mitigate, and in some instances offset, significant impacts on matters of national, state, and local environmental significance. This includes protecting and enhancing native vegetation and wildlife habitat areas”.⁷

It shows that part of the dam area is classified as “high ecological significance wetlands” as well as “regulated vegetation (intersecting a watercourse)” both of which are considered matters of state environmental significance.

Figure 9: Environmental Significance overlay



4.3.5. Bushfire hazard

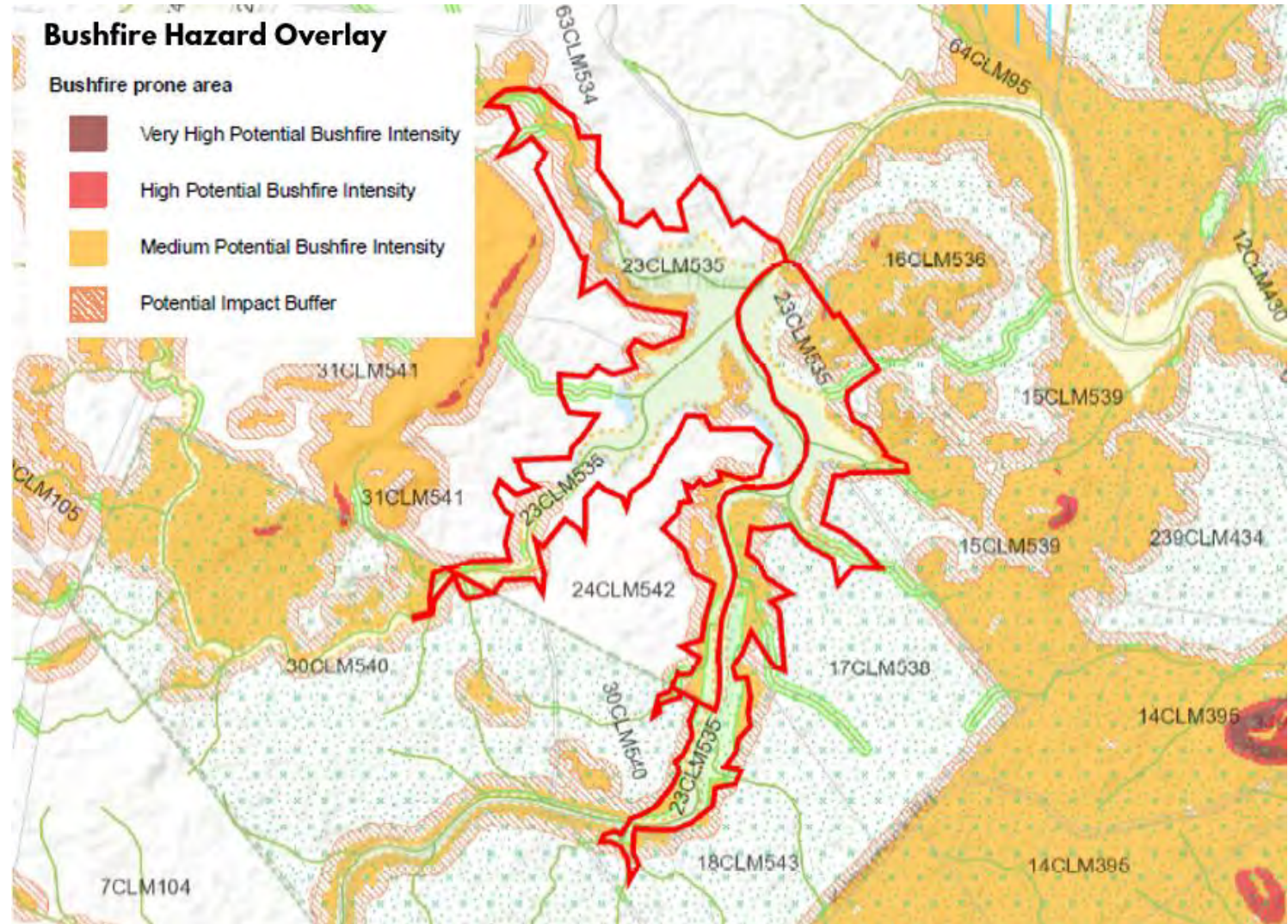
The Queensland State Government manages bushfire hazard through the State Planning Policy. The state-wide mapping identifies bushfire hazard areas using three key factors to determine the potential intensity of a bushfire:

- potential fire weather severity;
- landscape slope; and
- potential fuel load.

Figure 10 demonstrates that parts of the site are designated by State Government as having a Medium Potential Bushfire Intensity. Part of the site is also classified as being a Potential Impact Buffer.

These parts of the site are situated primarily on areas which are not currently developed.

Figure 10: Bushfire hazard overlay



4.4. Existing conditions

This section considers the existing site, its current uses and identified challenges associated with the site.

4.4.1. Current facilities

As noted previously, TCD is well-loved and used by the local Isaac community, along with a broader visitor market. It is used for a variety of recreation and social purposes. The site is large, extending 300 ha and has a number of built facilities and amenities. Figure 11 on the following page provides an overview of the site's key assets and features.

Some key findings include the following.

- The Theresa Creek Power Boat and Ski Club Inc is noted as strong and well-supported within the community and with a good relationship with Council.
- The café/kiosk facility is popular and is noted as the only place in the wider area for locals to come to get weekend breakfast. The quality of the food offering is noted as good.
- The children's playground (though dated) is very popular with families.
- The site offers a range of picnic settings and BBQ facilities.
- TCD provides a major recreational asset for locals all year round and especially at weekends.
- In the tourism season, 90% of campsite users are grey nomads who are mostly visiting for 3-5 nights on average. Grey nomads typically have an average site booking spend of \$20 per day. However, on Wednesday's (pension payments), grey nomads typically spend and this spend is important for local businesses with the purchase of groceries, dining out etc.
- While not formalised, the camping capacity of TCD can reach up to 170 sites occupied per night (with an estimated 500 guests on-site). However, on average, this tends to be closer to 60 sites (150 guests on average) occupied. Peak numbers do create parking issues.
- TCD currently only offers unpowered camping at a charge of \$20 per site per night
- Easter weekend is when TCD typically receives peak demand.
- Locals primarily utilised TCD on weekends and they have an estimated average spend of \$25 per day due to kiosk spend. Many also come as day visitors.
- TCD has over 140 species of bird and attracts a birdwatching market. This could be leveraged further.
- The fact that TCD is pet-friendly is considered a major positive by visitor markets.



Figure 11: Key site assets and features



KIOSK/CAFE



PLAYGROUND



ABLUTION FACILITIES (2)



COVERED PICNIC AREAS



BEACH SWIMMING AREA



BOAT RAMPS (2)



BOAT & SKI CLUB



FLOATING PONTOON



CAMPING SHELTERS



NO CAMPING/SWIM AREA



VISITOR CAR PARKING AREA



OPEN CAMPING AREA



OPEN SPACE CAMPING AREA



OPEN SPACE CAMPING AREAS

The water-ski club has a designated area within the TCD site, as confirmed by Council (see Figure 12). Changes to where boat trailers are currently able to be parked is considered within the Concept Development Plan created, to help create better separation between vehicle movements and pedestrians and to better manage boat launching and trailer parking especially during peak periods.

The relationship between Council and the water ski club is supportive with both parties respecting the needs of the other and the wider users of TCD which need to be accommodated (kayakers, swimmers, jet skiers, other boaties etc.) as well.

Figure 12: Water ski club site



4.5. Primary site challenges

The following are noted as some of the key challenges with the site. These are based on a site visit and consultation with a variety of stakeholders.

- While the dam used to be well-stocked with barramundi and other fish species, there have been challenges maintaining this.
- There is currently no riparian corridor protecting the lake edge from cattle and camels grazing which has created land management issues.
- The current sewer system capacity is limited and requires upgrading.
- The kiosk/café is popular and requires larger facilities to continue to cater to a growing market. This primarily relates to the back-of-house cooking/kitchen area.

Figure 13: Back-of-house kitchen facilities are constrained



- There is a lack of attractive way-finding signage on the highway which profiles TCD and the facilities it offers.

Figure 14: Dated & non-standardised signage



- Within the TCD precinct, signage is dated and in a multitude of designs/formats. This should be standardised.
- There is no interpretive signage to enable guests to better understand the flora and fauna, surrounding cultural heritage and also the dam's function.
- There is currently no camp kitchen on site. As a result, visitors utilise the bathroom facilities to wash dishes which does not have drinking quality water creating OH&S issues.
- There are safety conflicts, at times, between lake users (swimmers, kayakers, jet skiers, ski boats).
- The swimming/beach area is very popular and usage can exceed capacity at times.

Figure 15: Current beach/swimming area



- The site has a range of ageing infrastructure and some deferred site maintenance
- Parking can be a challenge when the site is nearing capacity. This is also compounded by the lack of formalisation of sites and parking areas. The formalised parking that does exist is limited (fitting approximately 10-15 vehicles only).

Figure 16: Existing formalised parking



- There is no laundry area available to guests (guests are directed to a laundromat facility in town).
- While there are two ablution blocks, these are often at capacity when the site is busy.
- There are no powered sites available for RV/camping vehicles.
- There is limited marketing collateral profiling TCD and what it offers.
- The current playground facility is popular but is considered dated and in need of expansion and upgrades.

Figure 17: Existing playground



- Water quality is noted is generally good but there are quality challenges at times.
- There are few pathways to enable pedestrians to safely perambulate the site (particularly when busy).
- There is no ability to hire/rent watercraft (such as kayaks and paddleboards) and this is noted as a desire by survey respondents.
- There may be a need for better signage around dog controls (including where on-lead and off-lead areas are situated throughout TCD).
- While TCD is generally well-landscaped, some areas require revegetation/landscaping.

Figure 18: Areas that could benefit from some revegetation



4.6. Infrastructure upgrades required

We note that AECOM undertook a study at TCD in 2019 to look at sedimentation analysis and the feasibility of dredging to help improve water storage capacity. Sedimentation has resulted in the lakebed being 6 metres higher due to this build up.

AECOM was engaged to undertake an investigation into the impacts of historical climate variability and climate change on water availability (yield) in the Theresa Creek Catchment. As part of this investigation, comparisons between original stage-storage relationships and the stage-storage relationship developed from the 2019 bathymetric survey of the Theresa Creek impoundment area, flagged that there is significant change to the available water storage. The comparison of various bathymetric datasets indicated that significant amounts of sedimentation is present within the dam catchment affecting the storage availability. This has consequently led to the investigation of sedimentation and dredging feasibility within the Theresa Creek Dam. Refer to appendix 1 for further detail.

Through comparison of the 1981 and 2019 Digital Elevation Model's (DEM), areas were identified where bed levels have been raised by approximately 6 metres as a result of sedimentation over the period between construction to present. The results from the cross sections analysed, indicate that the dredging of Theresa Creek, particularly in the channels closer to the dam wall, as a proposed solution to increase storage volume and consequently the reliability of the yield is feasible.

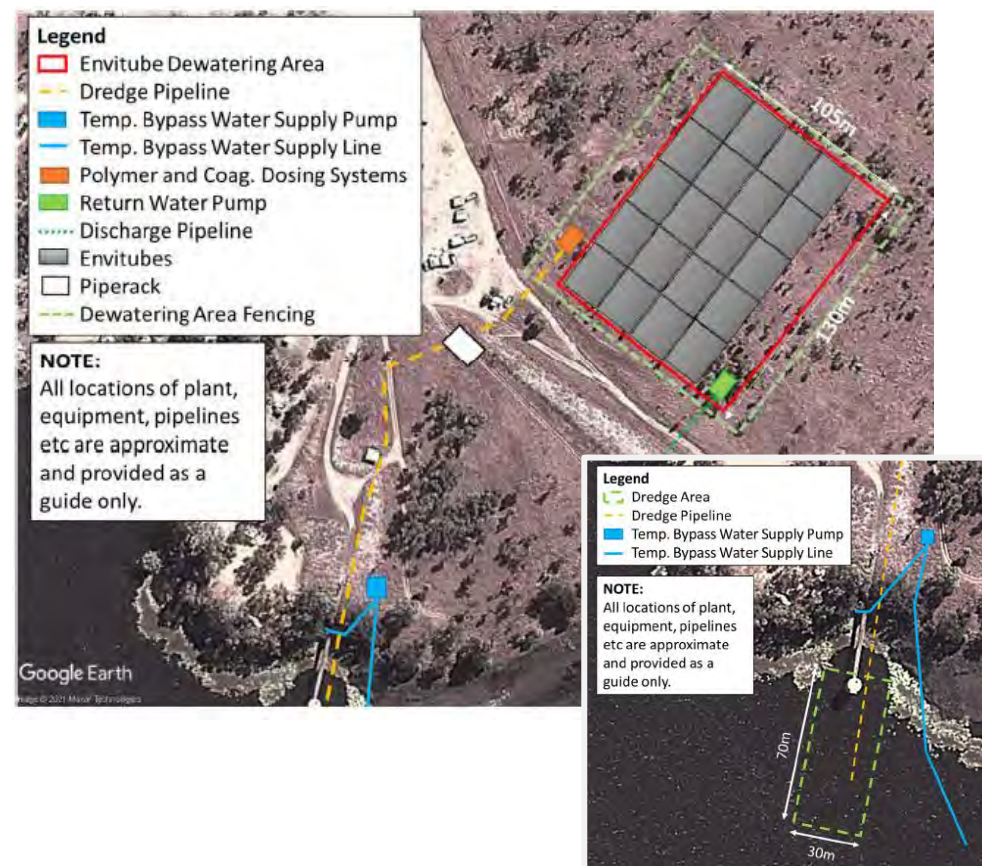
In order to provide insight as to how to improve dam storage and to maximise storage efficiency, it was suggested that hydrodynamic modelling be undertaken. The hydrodynamic modelling would be used in order to represent how dredging will impact the impoundment area, specifically in regard to particle plumes and the consequent dispersion of particles consequent of the dredging activities. The hydrodynamic modelling will also be used to assess the viability of a floating intake.

In order to establish a hydrodynamic model that can be used to model sediment transfer, details regarding the sediment particles within the catchment would need to be understood. To obtain the relevant data, it was proposed that a total of 13 suspended sediment samples and 3 core sediment samples be collected and analysed within the impoundment area. It is proposed that for the Theresa Creek Dam Impoundment area, suspended sediment sampling be implemented, with the intent to

collect data from the upper 100mm of the bed surface to the water surface level. The information collected should provide insight on such things as size, specific gravity, shape, and mineralogy of the particles that make up the bed; stratigraphy, density, and compaction of the deposits; and the quantity and distribution of contaminants.

Figure 19 illustrates the location set aside to address the sedimentation issues and to allow for dredging work to be undertaken safely While TCD users are in and on the water but kept sufficiently far away to avoid any risk to public safety.

Figure 19: Proposed dredge and dewatering site layout





5. CONSULTATION

To guide the development of this Concept Development Plan and to ensure community were provided with the chance to input into TCD's future, a survey was distributed. The survey was made available on Council's SpeakUp platform. An additional more targeted survey was also distributed to Councillors.

5.1. Visitor Survey

Figure 20 and Figure 21 provide a summary of the community survey results. The questions indicated have been shortened to fit the graphic, however, the full questions that were provided to survey respondents have been included in Appendix 2. Key observations are as follows.

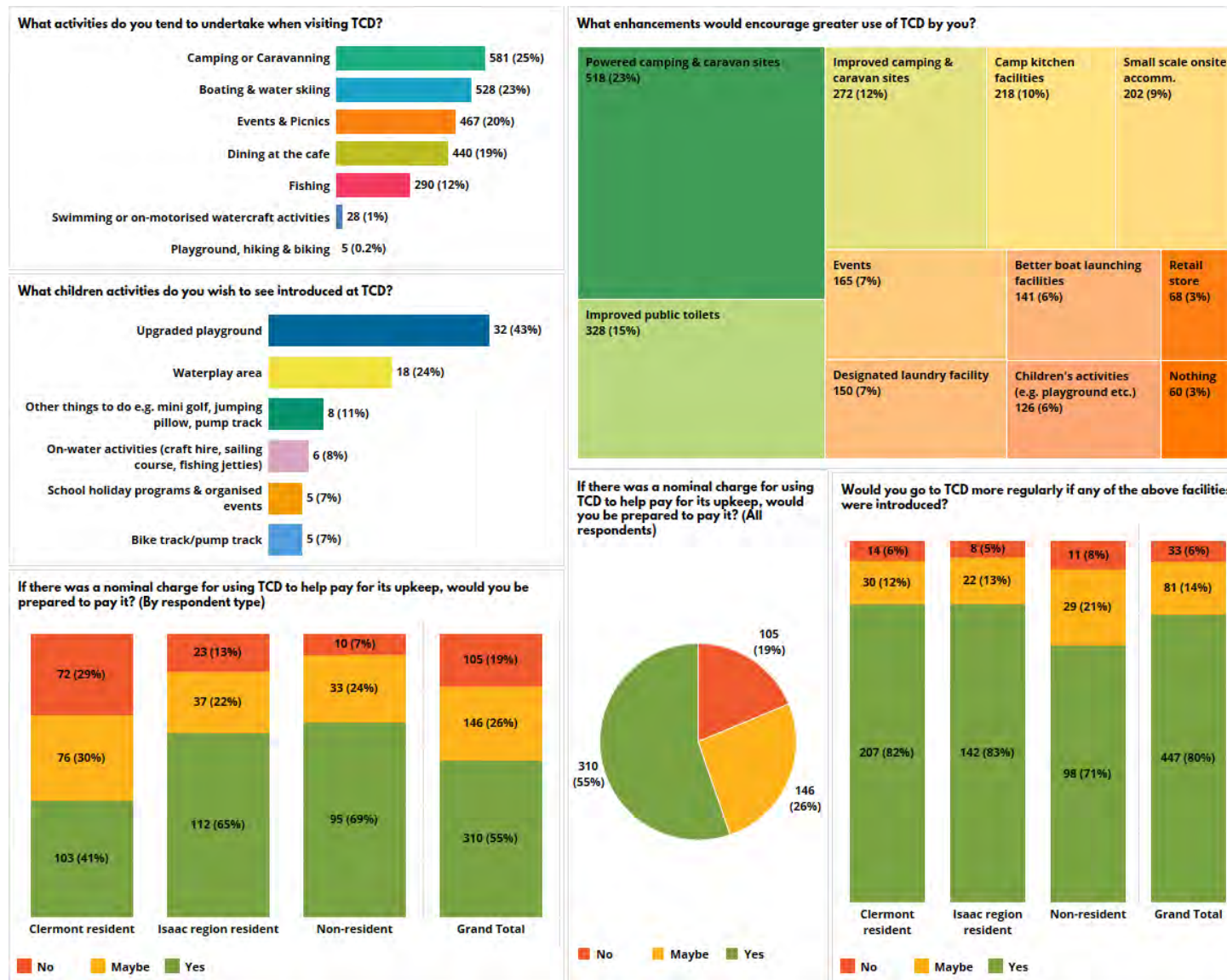
- A total of 561 responses were received which is a very high response rate.
- The vast majority of residents support Council seeking funding to upgrade TCD. The few who responded no, typically want investment in other Council assets.
- Most respondents (41%) visit TCD 1-5 times per annum, although 32% indicated they visit 13 or more times per annum. The site is therefore very popular with locals especially as a recreational venue.
- The vast majority of resident respondents, feel that TCD provides social benefit to the local community (93%) and that visitation to TCD by non-residents generates an economic return to the Clermont community (94%).
- Clermont residents have a higher tendency to visit more often, with 91% of those who indicated they visited more than 24 times per annum being from Clermont.
- Most of those who camp at TCD (49%) typically camp for 1-5 nights per annum.

Figure 20: Visitor Survey – Results Summary 1



- Camping/caravanning is the most popular activity to undertake at TCD (25% of respondents indicated this), followed by boating & water skiing (23%), attending events/picnics (20%), and visiting the café (19%).
- To encourage greater use of TCD, respondents want to see powered camping and caravan sites (23%), followed by improved toilet facilities (15%), improved camping & caravan sites (12%) and camp kitchen facilities (10%).
- If upgrades were undertaken, respondents noted they would visit TCD more frequently.
- In terms of additional activities that could be offered, most respondents want to see the playground upgraded (43%), followed by the introduction of a water play area.
- 55% of respondents support a pay-for-use model at TCD providing there were upgrades at the site.
- Clermont residents are more resistant to a charge being introduced. Of the 105 total respondents who indicated “no” to this question, 69% were Clermont residents.
- Non-residents are far more open to this with only 7% of these respondents indicating they would not be prepared to pay this (7%).
- For Clermont residents, 41% were prepared to pay a nominal charge for TCD upkeep, whilst 65% of Isaac region residents were prepared to. Only 29% of Clermont residents indicated they would not pay a nominal charge for TCD upkeep.
- 69% of non-residents were willing to pay.

Figure 21: Visitor Survey – Results Summary 2





6. COMPARATIVE BENCHMARKING

6.1. Common factors of success

Looking at other destinations that have developed caravan and destination holiday parks provides the ability to identify factors of success. As part of this Concept Development Plan, a number of best-practice destination holiday parks at a variety of lake, coastal and hinterland locations were assessed.

Figure 22 highlights some of the common factors of success that were identified.

Figure 22: Common factors of successful caravan & holiday parks



6.2. Destination holiday parks vs. traditional caravan parks

The following section offers the rationale for why a destination holiday park has been recommended for TCD rather than a traditional transit caravan park or camping ground.

The caravan and camping industry is constantly evolving. Many parks have responded to consumer demand for better standards and facilities by transforming from traditional transit caravan parks (Figure 23) into holiday/destination parks (Figure 24 on the following page).

Figure 23: Examples of traditional caravan parks⁸



Holiday parks differ from traditional caravan parks as they offer a full holiday experience providing facilities such as swimming pools and aquatic parks, kids clubs, camp kitchens, mini-golf, group entertainment and shops etc. Consequently, these parks are attracting a growing number of families who utilise the park as their holiday destination rather than solely utilising them as a means of accommodation.

One of the primary benefits of destination parks is the scale of accommodation they can provide, from higher-yielding cabins to lower-yielding camping spots.

⁸ Wonnangatta Caravan Park, VIC; Batlow Caravan Park, NSW; Bridgewater Public Caravan Park, VIC.

Figure 24: Examples of destination holiday parks⁹



While there are several parks throughout the wider region and further afield, many of these reflect more traditional caravan/transit styles of parks. The opportunity exists for TCD to differentiate itself and appeal to the growing number of caravan and camping travellers who are seeking destination parks.




Of the 21 holiday/caravan parks identified in the region, almost all of these (86% or 18 properties) reflect a more traditional caravan park model. Many also have a significant number of permanents who reside at the parks year-round. We are not discounting the importance of these facilities – they fill a gap in the market and provide lower-cost residential housing for some of the regions population. However, facilitating stronger market demand for any proposed new facility is likely going to require offering a unique product that is not already saturated in the region. Destination holiday parks offer this product.

In summary, it is going to be important to ensure that the cost of accessing TCD for locals is not prohibitive. In addition, while every effort is needed to keep TCD as natural as possible, the feedback from the local community is for improvements to support a more family friendly destination at TCD, including many of the attributes which a destination holiday park is able to offer.




6.3. Examples of Best Practice Holiday Parks




Table 1 provides a summary of several existing, higher-quality destination holiday parks. The purpose of this is to offer examples of the types of accommodation and facilities that are typically included in these higher-quality destination holiday parks. Refer to Appendix 3 for other examples of best practice.

Table 1: Comparative Assessment

Name	Units	Accommodation type	Activities/Attractions
BIG4 Traralgon Park Lane Holiday Park 	<ul style="list-style-type: none"> 48 cabins 31 caravan & camping sites 	<ul style="list-style-type: none"> Cabins (superior, family, studio, standard, budget, outdoor spa) Powered caravan & camping sites Pet-friendly options Ensuite sites 	<ul style="list-style-type: none"> 3 level adventure ropes course 18-hole mini-golf course Giant jumping cushion Indoor play centre
Ingenia Holidays Queenscliff Beacon 	<ul style="list-style-type: none"> ~64 self-contained cabins 37 caravan & camping sites (mix of short-and longer-term) 	<ul style="list-style-type: none"> Studio, two- and three-bedroom villas, apartments, and cabins Three-bedroom beach house Powered caravan & camping sites Ensuite sites 	<ul style="list-style-type: none"> Mud day spa Yoga and pilates Indoor heated pool and adventure centre Go-kart and bike hire Giant jumping pillow Kids clubhouse Tennis and basketball courts Private function room for hire Giant chessboard
All Seasons Holiday Park, Mildura 	<ul style="list-style-type: none"> ~35 self-contained cabins/villas 37 caravan & camping sites 	<ul style="list-style-type: none"> Standard, deluxe, family, executive and superior cabins Aqua rise villas Powered & unpowered sites Ensuite sites 	<ul style="list-style-type: none"> Go-kart and bike hire Jumping pillow Kids clubhouse Giant chessboard 5 hole putting green Pump track Splash waterpark

⁹ BIG4 Traralgon Park Lane Holiday Park, VIC; BIG4 Adventure Whitsunday Resort, QLD; NRMA Ocean Beach Holiday Park, NSW.

Name	Units	Accommodation type	Activities/Attractions
Ingenia Holidays Hunter Valley 	<ul style="list-style-type: none"> 26 self-contained 41 caravan & camping short-term 	<ul style="list-style-type: none"> Villas (2 bedroom & 3 bedroom) Standard (2 bedroom & 1 bedroom) Budget cabin (2 bedroom & 1 bedroom) Powered caravan sites 	<ul style="list-style-type: none"> Pool/spa Onsite café/restaurant Kids club & kids playground Giant chessboard Giant jumping pillows BBQ
Ingenia Holidays Mudgee 	<ul style="list-style-type: none"> 33 self-contained 42 caravan & camping 	<ul style="list-style-type: none"> Deluxe unit (1 bedroom) Standard Cabin (1 bedroom & 2 bedroom) Family studio cabin Powered caravan & camping sites Ensuite sites 	<ul style="list-style-type: none"> Games room Inflatable trampoline Kids playground Pool & Sauna BBQ
Ingenia Holidays Lake Macquarie 	<ul style="list-style-type: none"> 21 self-contained 50 caravan & camping short-term 	<ul style="list-style-type: none"> Waterview cottage (2 bedroom) Waterfront villa (2 bedroom) Poolside villa (2 bedroom) Parkside cabin (2 bedroom) Cottage (1 bedroom) Waterfront powered camping & caravan site Powered camping & caravan site 	<ul style="list-style-type: none"> BBQ Bike hire Giant jumping pillows Boat ramp Jetty Kids activities/kid's playground Pool

Name	Units	Accommodation type	Activities/Attractions
Ingenia Holidays Sydney Hills 	np ¹⁰	<ul style="list-style-type: none"> Cabins Ensuite cabins Ensuite sites Motorhome sites Powered/unpowered camping & caravan site 	<ul style="list-style-type: none"> Swimming Pool Children's Playground Barbecues Camp Kitchen Pet friendly
NRMA Ocean Beach Holiday Park 	np	<ul style="list-style-type: none"> Villas (3 bedroom & 2 bedroom) Seabreeze townhouse (2 bedroom) Playground cabin (2 bedroom) Cottages (2 bedroom) Loft (2 bedroom) Tent (1 bedroom) Ensuite caravan site Premium caravan site Powered & unpowered tent site Powered caravan site 	<ul style="list-style-type: none"> Basketball/netball ring Conference facilities Kiosk and BBQ facilities Function and games rooms Giant jumping pillows Go-karts Kid's playground Pool, toddler pool & spa Recreation lounge Tennis court Waterpark
NRMA Sydney Lakeside Holiday Park 	np	<ul style="list-style-type: none"> Villa (2 bedroom) Cabin (2 bedroom & 1 bedroom) Bungalow (2 bedroom) Bunkhouse (1 bedroom) Ensuite powered caravan site Powered caravan site Powered and unpowered tent site 	<ul style="list-style-type: none"> Conference facilities Kiosk & BBQ facilities Function and games rooms Boat ramp Kids activities & playground Lending library Recreation lounge TV/video room Water playground

¹⁰ Note: 'np' denotes not published



7. VISION & THEMES

7.1. Vision

The Concept Development Plan vision for Theresa Creek Dam, a major recreation asset for the Isaac region, is to preserve, enhance and encourage greater use and enjoyment of the precinct's diverse natural, environmental, and recreational qualities.

7.2. Themes

Four emerging themes have been identified through the engagement process and in response to the opportunities and known constraints of TCD. These themes have been used to identify proposed future directions associated with the Concept Development Plan. The four themes are:

Figure 25: Concept Development Plan themes



A NATURAL PLACE



**A RECREATIONAL
PLAYGROUND**



A PLACE TO STAY



A SAFE & INVITING SPACE

7.2.1. A natural place

Ensure the existing cultural, historic and landscape character, including native trees and vegetation is preserved and enhanced. New landscape planting should be sustainable and in keeping with the precinct's character.

Enhance public knowledge about the precinct, its character, vegetation, points of interest and history through improved interpretative and way finding signage.

7.2.2. A recreational playground

TCD plays a key role as a major recreational asset for local residents and visitors. Residents, particularly those in Clermont, are major users of the site, undertaking a range of activities including fishing, camping, boating, walking, cycling, visiting the café, and utilising the playground. It is important that the ability to undertake these activities is retained and that additional opportunities for new/enhanced recreational pursuits are considered. There is a strong appetite for more family-friendly activities to be introduced.

While the natural features of TCD are the major drawcard, the built infrastructure and provision of activities also plays a key role in encouraging visitation and extending length of stay.

TCD also plays an important role as a space for the local community to gather, socialise and interact. The café is noted as a popular location to meet friends and dine over the weekend. The proximity of this space to the children's playground supports this.

TCD is also used by residents as a location for events and gatherings, including family picnics, birthday parties and other social engagements.

7.2.3. A place to stay

TCD is a popular caravan, RV and camping destination used by locals and visitors. Further investment in the site's camping facilities, including the addition of powered sites, formalisation of some sites and the upgrade of supporting infrastructure may not only increase demand but can potentially grow revenue streams that can be reinvested back into the site.

7.2.4. A safe and inviting space

Ongoing investment will help ensure TCD continues to be a safe and inviting space for locals and visitors. There is a need to undertake an infrastructure improvement program within the precinct to remove and replace infrastructure that is ageing or in poor condition. This could include toilets, showers, picnic facilities, signage, paths, shelters etc. Upgrades to facilities should be high quality, sustainable, durable, and underpinned by Ecologically Sustainable Design (ESD), Disability Access (DDA) and Healthy Active by Design principles. These infrastructure elements should be appropriately designed and located to be sympathetic with the informal and natural character of TCD.

7.3. Key principles

Key principles guiding the development of this Concept Development Plan are as follows.





8. EXISTING USE & FUTURE OPPORTUNITIES

8.1. Site Concept Development Plan

8.1.1. A natural place

Landscaping upgrades: While the site offers a fairly natural environment interlaced with supporting infrastructure, opportunities exist to improve the overall amenity with upgrades to landscaping involving the planting of more shade trees where appropriate, landscaping of areas with vegetation to offer buffer zones between the various precincts identified and to avoid an overall look of too much hard surface (access roads, parking areas, caravan and RV sites, boat ramp upgrades etc).



Envitube Dewatering Area: this major piece of infrastructure is provided to help address the siltation issues facing TCD and to ensure the depth of the dam lake can be improved.

8.1.2. A recreational playground

Waterfront Deck Seating: Offering visitors a place to be able to sit and enjoy noting that currently there are some picnic tables around part of the shoreline for visitors to use but further round the lake edge past the ski club building the potential exists to offer an attractive seating area for those staying on this side of the TCD.



Widened and Lengthened Boat Ramp: The existing boat ramp needs resurfacing, widening, and lengthening. This will address capacity issues and also allow for easier access and egress from the water noting that changes in lakebed sediment have meant at times the water level is lower so the boat ramp needs to extend further to help address this.

Expanded Beach Cove Area: This space is the kid friendly swimming area and needs to be expanded -widened and a pontoon introduced to allow for safety and jumping off. There is a need for stronger separation between the swimming area and the remainder of the dam lake to avoid conflict between swimmers, boaties, and kayakers etc.

Pontoon: The pontoon is to be introduced as part of the expanded beach cove area noted above.

Investigate Flying Fox into The Water: This component is there to offer a more exciting recreation option and should appeal to both kids, teenagers, and adults. Its seen as an important value add and a free thing to do.

Play Area: This component effectively would replace the existing playground and offer a highly attractive and more expansive kid friendly play area. This would need to appeal to kids of a wide age range from 3-15-year old's, depending on the components on offer.

Kiosk Cafe Kitchen: Based on discussions with the existing manager of TCD there is a need to redo the café kitchen which is in need of both modernising and expanding to be more functional.

8.1.3. A place to stay

Formalised RV & Caravan Powered Sites (37): Offering expanded capacity for RVs and caravans for powered sites is important.

While the preferred sites are expected to be closer to the water, additional new powered sites need to be offered back further from the water but be easier to access for longer RVs and caravans.

Powered and Unpowered RV and Caravan Sites within Existing Trees (24): These sites are what we would refer to as the premium waterfront sites and developed within the existing trees which offer shade and a vegetated barrier from other amenities. The highest level of demand is expected to be for these waterfront sites. These sites should be able to command a higher rate due to their proximity to the water's edge.

Eco Cabins (up to 5): This is a new product and there is likely to be strong demand from both locals and visitors. Quality eco-cabins with capacity for a family of 4-5 or 2 couples will offer a year-round product. It may also be possible to extend the number of eco cabins over time if demand is shown for this. The suggestion is for five eco-cabins, but to ensure that site planning allows for a potential stage 2 encompassing a further 5 cabins if and when market demand is shown to support this.

Decks Facing Water: These decks are part of the eco cabins and offer unobstructed views of the water. They offer the indoor-outdoor facilities which would be expected to command a premium price and offer a new product.





Car Spaces (10): These increase the capacity of those visiting as day visitors only and using the café and other facilities.

Camp Kitchen (80 sqm): A camp kitchen for those staying was seen as missing from the mix of amenities so is a new building and would offer cooking, cleaning, and related facilities. Currently, some visitors are using the ablutions block for washing dishes etc. This facility is, therefore, required to also address public health issues with some guests washing their dishes in the ablutions block etc.

Formalised Unpowered RV and Caravan Sites: These sites offer the potential for expansion of TCD caravan, camping and RV sites either on a staged basis or as part of composite site redevelopment

Formalised Unpowered Camping Sites: These sites offer the potential for expansion of TCD caravan, camping and RV sites either on a staged basis or as part of composite site redevelopment

Formalised Unpowered RV and Caravan Sites: These sites offer the potential for expansion of TCD caravan, camping and RV sites either on a staged basis or as part of composite site redevelopment

Formalised Unpowered RV and Caravan Sites: These sites offer the potential for expansion of TCD caravan, camping and RV sites either on a staged basis or as part of composite site redevelopment

Formalised Unpowered Camping Sites: These sites offer the potential for expansion of TCD caravan, camping and RV sites either on a staged basis or as part of composite site redevelopment

Uniformalised Overflow Camping: This is a large area close to the main access road into TCD and is suggested as an uniformalised overflow area to offer greater capacity for events and festivals held at TCD.

8.1.4. A safe and inviting space

Formalised Pathways: This is designated to offer an attractive pathway around the developed parts of the dam lake to enable kids to ride bikes on a hardened surface, prams/strollers to be easily pushed and as a comfortable walking surface

Boat Trailer Parking (15-20 Bays): To help separate out boat and trailer parking from the boat ramp area and to create less safety risks to pedestrians throughout the site, a dedicated boat trailer parking area is designated.

Car Park (5): These relate to the 5 eco cabins and enable a parking space per cabin to be provided.

Signage upgrades: Many of the signs throughout TCD need to be updated and replaced. These are in various locations such as around the boat ramp. New signs will be required to help designate the different precincts for the TCD Concept Development Plan and to help direct visitors to both powered and unpowered sites (with numbering) along with other amenities.

Introduce traffic counter as day visitor numbers are not yet included – need to know carrying capacity of overall site (parking etc.): Determining the actual level of visitation at TCD is very important to help better manage the site, and to determine its actual carrying capacity per day. While obtaining numbers of overnight stayers is relatively easy, a system is required to determine day visitor numbers so a traffic counter-people counter is required to be introduced on the entrance gate and possibly into the café-kiosk precinct.

Digital Connectivity Improvements: introduce stronger wifi connection than currently so entire site has good coverage. We note that the current site operator has a satellite connection within the kiosk with a 50m range. Ideally a wifi range of 500m should be provided to support health and safety requirements and in case of an emergency.

8.2. Other options to consider

Operational Model: A decision will need to be made on a preferred future operating model of TCD by Council, noting that the amenity strongly supports both a local recreational requirement and a seasonal visitor market requirement. The site is also in need of upgrades to aspects of existing infrastructure so the net cost to Council over the next few years is expected to rise from its ongoing maintenance. A different operational model may provide for some of this ongoing infrastructure cost to be shared or passed across to an operator.

Create riparian boundary around lake to improve water quality: While initial research identified problems with livestock using TCD for drinking water and other uses, the option of fencing off the lake from surrounding private land holdings was not seen as viable. This is because of long standing arrangements between neighbouring land holders and TCD and the lack of formalized boundaries over many years. Regardless, a mechanism needs to be found to protect the quality of water in TCD as it is a major water supply to Isaac Regional Council residents for drinking water. Livestock effluent needs to be reduced going into TCD.

Expanded kiosk operating hours: Ensure kiosk is operational 7 days per week in peak tourist season and assess increasing size of cooking area. With greater site capacity comes a stronger need for a 7 day per week operator for the café-kiosk. We understand that locals especially enjoy coming down to the café-kiosk on weekends to relax and have breakfast; this should extend into mid-weekdays during peak and shoulder periods. In addition, as the uptake of the eco cabins is expected to be strong, these visitors will expect to have breakfast options available at the café-kiosk throughout the year.

Introduce sewage treatment facility to help future proof the site:

We note that as capacity grows in the number of sites and the expected number of visitors onsite at any one time, upgrades to the sewage system may be required. This also need to include the distribution of raw water to other toilet and shower facilities to be installed. Determination of when this is likely to be required needs to be investigated, along with the options for introducing best practice technology which may be available for a dam site. The potential capital costs are reflected in the financial development estimates as part of the implementation plan.

Investigate powered sites at market rate: The market rates being achieved for powered sites continue to increase.

Reintroduce fish stocking program: It is known that TCD did have a regular fish stocking program. Reintroducing this will help establish TCD as a venue for fishing events, competitions and also encourage stronger visitation by locals especially.

Address issue of micro plastics polluting lake: Finding ways to improve the water quality is an essential outcome because of the dependence on TCD to provide potable water to Isaac region communities.

Introduce a laundromat facility (user pays): With a focus on a higher quality destination holiday park rather than a more traditional form of caravan park, a user pays laundromat facility should be investigated, especially as the average length of time at TCD is over 3 days.

Upgrade toilet facilities and shower facilities: It is suggested that the existing toilet facilities and shower facilities be extended and upgraded to better reflect the needs of a more discerning local and visitor market to TCD. Expanded camping and caravan sites will put additional pressure on the limited number of shower and toilet facilities.

Investigate a heli pad for scenic flights and emergency services:

Investigation into introducing a heli pad for various uses is suggested, especially to enhance the visitor experience and for events and festival goers amongst others.

Create tours for visitors including gold fossicking: The potential may exist to offer TCD as a visitor accommodation and recreational hub for those visitors wanting to base themselves within the Isaac region. With TCD as a hub, a number of tour options can be investigated including for gold fossicking, to visit heritage and historic sites, for mountain biking, trekking and horse riding etc.

Investigate differential rates for weekdays and weekends (different \$ per site for weekdays and per site for weekends for unpowered sites):

While weekend periods are known to be very busy and attract many locals, weekdays can be much quieter. A system of differential rates to encourage and incentivise visitation during mid-week periods needs to be investigated.

Investigate series of smaller scale non-peak season events (music, fishing competitions, triathlons):

The site lends itself to the development of various events and festivals which might include fishing competitions, swimming, running, and cycling triathlons, music festivals etc. We note the success of more remote regional areas with various festivals and events including the 2,500 pax who turn up to the Outback Film Festival in Winton, the 10,000 who attend the Big Red Bash in Birdsville and the 4,000 who attend the Mount Isa Rodeo, just by way of examples.

Additional plans required for ongoing site management and maintenance:

Develop a TCD Recreation and Campground Operational Management Plan and a TCD Environmental Management Plan.

Conduct a Flood Study: needed to define flood risk extent, assessment of impacts and management. The flood study will need to be based on hydrological modelling which can be

regularly updated to take into consideration any flooding activity and ongoing changes.

8.3. Site Concept Development Plan

Figure 26 which follows offers a site Concept Development Plan layout. This offers a concept level Concept Development Plan to allow for the various development needs being both formalised facilities and unformalised.

Figure 27 offers a precinct plan to help simplify where the separate development components could be located to maximise usage but at sustainable levels.

Figure 26: Concept Development Plan



Figure 27: Precinct Plan



8.4. Capex

Analysis is provided at a concept design level of likely capital development costs to provide the various components desired (see Table 2). Due to the current challenges of supply system constraints and rapidly increasing construction material and labour costs, contingency escalation has been included to attempt to offer greater realism.

While the estimated capital cost may appear high, especially as many facilities already exist at TCD, what is provided as development components are elements noted by those survey respondents and from our own observations.

Until detailed design work is undertaken, it must be remembered that these costs are at a concept design level only, based on previous experience with similar projects. Total development costs are estimated at circa \$9.04m and contingencies and fees are estimated at circa \$2.98m, creating a total estimated construction and development cost of \$12m.

By way of example, a new destination holiday park on a 7-9 ha. site and excluding land costs, would typically cost in the range of \$20-\$26m.

While it would be far cheaper to just offer a more traditional caravan and camping park which reflects more basic upgrades to what is at TCD currently, this, in our opinion, would not address the concerns and needs expressed by local stakeholders especially for:

- Improving site safety and the need for demarcation between pedestrian areas and separate parking and boat and caravan designated areas
- Offering a better range of sites to include powered and non-powered caravan and camping sites and introducing a small number of eco-cabins

- Improvements to the swimming area and ensuring it is designated as a safe zone away from boats etc
- improving the kid friendly elements so that TCD has more for families to do and enjoy, especially for locals.
- Having the ability to both stage development if required and in addition, to retain the ability to close off areas if demand is lower in offseason periods or mid-week.

Finally, by offering the upgrades and new amenities as suggested, the potential exists to go to the market to find either a destination holiday park operator with a strong marketing network already, and/or a range of contractors with vast experience and who can see the potential for additional revenue stream development.

Table 2: Estimated CAPEX

Estimated Capex	Size / Qty.	Unit	Rate per sqm	Subtotal	Total
Cabins + café upgrades					\$1,824,000
Star Rating	3 star	5			
Size of larger cabins	50	sqm	\$3,600	\$180,000	\$900,000
Café kitchen upgrade	30	sqm	\$3,600	\$108,000	\$108,000
Open space/outdoor covered areas	120	sqm	\$1,200	\$144,000	\$144,000
Fitout Cost (cabins and other facilities)	280	sqm	\$2,400	\$672,000	\$672,000
Powered and unpowered sites					\$1,519,020
No. powered sites (RV and Caravan)	43				
Size of sites	21.0	sqm	\$540	\$11,340	\$487,620
No. unpowered sites (RV and Caravan)	84				
Size of sites	21.0	sqm	\$450	\$9,450	\$793,800
No. unpowered sites (Camping)	55				
Size of sites	18	sqm	\$240	\$4,320	\$237,600
Camp Kitchen + Toilet-shower upgrades					\$960,000
Kitchen (new building)	80	sqm			
Construction Cost	80	sqm	\$3,600	\$288,000	
Fitout Cost	80	sqm	\$2,400	\$192,000	
Toilet + shower expansion and upgrades	80	sqm			
Construction Cost	80	sqm	\$3,600	\$288,000	
Fitout Cost	80	sqm	\$2,400	\$192,000	
Playground and waterfront deck seating					\$550,000
upgraded play ground	200	sqm	\$2,000	\$400,000	
Waterfront deck seating	100	sqm	\$1,500	\$150,000	
Car park + boat ramp + boat trailer park					\$966,000
Number of car spaces additional	10				
Car space area additional	15	sqm	\$240	\$36,000	
Boat trailer parking spaces (2 areas)	30				

Estimated Capex	Size / Qty.	Unit	Rate per sqm	Subtotal	Total
Boat trailer parking area	50	sqm	\$420	\$630,000	
Boat ramp upgrades	100	sqm	\$3,000	\$300,000	
Landscaping/gardens/pathways/etc					\$507,000
Landscape area	2,000		\$30	\$60,000	
Expanded beach cove	200	sqm	\$180	\$36,000	
Pontoon	65	sqm	\$1,800	\$117,000	
Formalised pathways	1,000	sqm	\$60	\$60,000	
Signage upgrades (7)	70	sqm	\$1,800	\$126,000	
Unformalised overflow camping (100 sites)	1,800	sqm	\$60	\$108,000	
Supporting infrastructure/misc.					\$2,716,000
Road upgrades	400	sqm	\$1,200	\$480,000	
M&E Services	-	-	-	\$200,000	
Incoming Hv/Lv Power Supply, Water Supply	1	-	-	\$240,000	
Sewage Treatment Plant + water treatment plan	1			\$1,700,000	
Envitube dewatering area - waste water	TBC			\$0	
upgraded Wi-Fi connectivity	500			\$96,000	
Contingency & fees					\$2,983,867
Contingency escalation provision	10%				\$904,202
Consultancy Charges (Financial, Legal, Planning, design)	7.00%				\$632,941
project management	15.00%				\$1,356,303
Government Compliance Charges & Approvals	1.0%				\$90,420
Total development and fitout costs					\$9,042,020
Total fees and contingencies					\$2,983,867
Total CAPEX					\$12,025,887



9. IMPLEMENTATION PLAN

The following provides the action implementation plan to assist in delivering the various priority projects identified in this document. It highlights the:

- activations needed to kick start this Concept Development Plan;

- key stakeholders who should collectively be engaged to drive public projects;
- indicative budget required for feasibility studies, or strategies required to be undertaken; and
- key performance indicators to ensure actions are implemented.

This implementation plan needs to be considered a working document and, as such, it needs to remain fluid to take account of the needs of different stakeholders and their ability to undertake actions along with their other responsibilities.

Stage 1

Recommendation	Action	Who	Budget	KPIs
Infrastructure upgrades	<ul style="list-style-type: none"> ■ Ensure adequate infrastructure for onsite Water Treatment Plant and Sewage Treatment Plant 	Council	\$1.7m	<ul style="list-style-type: none"> ■ Follow TCD Concept Development Plan approach and determine infrastructure corridors to be designated for utility supplies ■ Ensure adequate capacity for future growth and to allow for peak periods ■ Ensure utility facilities are well maintained
Playground upgrade	<ul style="list-style-type: none"> ■ To replace existing playground with a far more exciting and bigger play area ■ A free family focussed value add to take TCD to the next level in quality 	Council	\$400k est.	<ul style="list-style-type: none"> ■ Designate area and get quotes from suppliers ■ Select preferred quote ■ Construct and develop a regular maintenance program
Widened and Lengthened Boat Ramp	<ul style="list-style-type: none"> ■ Determination of width requirements and lengthening ■ Address existing safety concerns and associated congestion 	Council	\$300k est.	<ul style="list-style-type: none"> ■ Detailed concept design work and plans ■ Tender for construction ■ Undertake construction
Envitube Dewatering Area	<ul style="list-style-type: none"> ■ Investigate introducing the Envitube dewatering system recommended by Aecom in July 2019 as a mechanism to address sediment levels and improve water capacity levels within TCD 	Council	TBC	<ul style="list-style-type: none"> ■ Complete required studies ■ Obtain a fixed price quote ■ Introduce as proposed by Aecom if viable and preferred by Council or assess alternative options

Stage 2

Recommendation	Action	Who	Budget	KPIs
Expanded Beach Cove Area	<ul style="list-style-type: none"> To offer a larger and safer swimming area Earthworks required to widen beach area 	Council	Est. \$36k	<ul style="list-style-type: none"> Undertake design work to ensure expansion occurs within site constraints Council or contractor to undertake the work to widen the cove and improve access into the water
Pontoon	<ul style="list-style-type: none"> Needed as part of expanded swimming area 	Council	\$117k est.	<ul style="list-style-type: none"> Options for best pontoon identified by Council Potential to possibly locate near new or new pontoon Secure pontoon in optimal location at beach cove
10 Car Spaces	<ul style="list-style-type: none"> Additional formalised car parks to support the café and to allow for more casual diners- visitors rather than those staying on site 	Council	\$36k	<ul style="list-style-type: none"> Follow TCD Concept Development Plan approach and refine area if required Develop formal car parking sites and introduce landscaping at same time if required
Camp Kitchen	<ul style="list-style-type: none"> Required to address current lack of formalised cooking facility Address health issue with visitors washing dishes in bathroom area 	Council or operator	\$480k	<ul style="list-style-type: none"> Follow TCD Concept Development Plan approach and refine area if required Develop with expanded bathroom facilities construction at same time Ensure all supporting infrastructure is included Investigate prefab options along with unique build option Engage contractor
Boat Trailer Parking 30 Bays	<ul style="list-style-type: none"> Improve site safety and remove congestion by creating a large, designated area for boat trailer parking 	Council	\$630k	<ul style="list-style-type: none"> Follow TCD Concept Development Plan approach and refine area if required Develop formalised parking bays Ensure all supporting infrastructure is included such as unsealed access roads and signage
Signage upgrades	<ul style="list-style-type: none"> Introduce new and improved signage to support park safety, use of pedestrian only areas and swimming areas 	Council	\$126k	<ul style="list-style-type: none"> Follow TCD Concept Development Plan approach and determine signage locations Ensure quality signs are erected which are easy to maintain Ensure consistency in signage style
Supporting road upgrades	<ul style="list-style-type: none"> With more formalised caravan and camping sites and separate areas for boat trailer parking and car parking, existing roads need upgrading and new roads need to be formed 	Council	\$480k	<ul style="list-style-type: none"> Determining location of access ways-roads throughout the site to update the Concept Development Plan for TCD Ensure clear separation between vehicles and pedestrians for improved site safety Ensure quality road base is applied which is appropriate to the site Ensure roads are well maintained
Infrastructure upgrades	<ul style="list-style-type: none"> Ensure adequate infrastructure upgrades to cater for increased caravan and camping sites and covering toilets and shower upgrades, M&E services, electricity supply, Wi-Fi and telecommunications 	Council	\$1.016m	<ul style="list-style-type: none"> Follow TCD Concept Development Plan approach and determine infrastructure corridors to be designated for utility supplies Ensure adequate capacity for future growth and to allow for peak periods Ensure utility facilities are well maintained

Stage 3

Recommendation	Action	Who	Budget	KPIs
Landscaping upgrades	<ul style="list-style-type: none"> Link to a staging plan for development of TCD so each precinct gets its landscape upgraded when development occurs 	Council	\$60k	<ul style="list-style-type: none"> Follow the current vegetation study requirements for the site to ensure consistency Ensure sufficient shade trees to offer attractive camping, caravan, and picnicking sites
Waterfront Deck Seating	<ul style="list-style-type: none"> Determination of exact locations for seating platforms 	Council	\$150k est.	<ul style="list-style-type: none"> Detailed concept design work and plans Tender for construction Undertake construction
Cafe Kiosk Kitchen	<ul style="list-style-type: none"> Upgrade to existing café kitchen as too small and needs updating Expanded camping and caravan capacity supports need for expansion as well 	Council or operator	\$324k includes fit out	<ul style="list-style-type: none"> Redesign of kitchen area required and council approval Construction contract with design drawings let Upgrade kitchen undertaken and operational
43 Formalised Powered Sites (RV and Caravan)	<ul style="list-style-type: none"> New powered sites up behind ski club building to increase site capacity Includes formalising the existing sites near the waterfront and changing them to powered sites 	Council or operator	\$488k est.	<ul style="list-style-type: none"> Follow TCD Concept Development Plan approach and refine area if required Develop formal sites and introduce landscaping at same time Ensure all supporting infrastructure is included
Up to 5 Eco Cabins	<ul style="list-style-type: none"> A new facility to expand accommodation options for a broader market 	Council or operator	\$1.38m	<ul style="list-style-type: none"> Follow TCD Concept Development Plan approach and refine area if required Develop formal sites and introduce landscaping at same time Ensure all supporting infrastructure is included Investigate prefab options along with unique build Engage contractor
Decks Facing Water	<ul style="list-style-type: none"> Attached to each of the eco cabins offering indoor-outdoor entertainment area 	Council or operator	\$120k	<ul style="list-style-type: none"> Follow TCD Concept Development Plan approach and refine area if required Develop with eco cabin construction at same time Ensure all supporting infrastructure is included Investigate prefab options along with unique build option Engage contractor
84 Formalised Unpowered RV and Caravan Sites	<ul style="list-style-type: none"> This will formalise new sites along main access route into TCD These sites are existing within the area between the café and the lake but are yet to be formalised These sites are around the lake further beyond the ski club building 	Council or operator	\$794k	<ul style="list-style-type: none"> Follow TCD Concept Development Plan approach and refine area if required Develop formal sites and introduce landscaping at same time Ensure all supporting infrastructure is included
55 Formalised Unpowered Camping Sites	<ul style="list-style-type: none"> Introduced to help formalise sites and expand capacity These sites are around the lake further beyond the ski club building 	Council or operator	\$238k	<ul style="list-style-type: none"> Follow TCD Concept Development Plan approach and refine area if required Develop formal sites and introduce landscaping at same time Ensure all supporting infrastructure is included

<p>Unformalised Overflow Camping</p>	<ul style="list-style-type: none"> ■ This is a large area on the access road into TCD and needs minimal work to ensure it remains available for peak periods such as Easter and for larger events and competitions and offers 60 potential unpowered sites 	<p>Council or operator</p>	<p>\$108k</p>	<ul style="list-style-type: none"> ■ Follow TCD Concept Development Plan approach and refine area if required ■ Develop unformalised sites and introduce landscaping at same time where required ■ Ensure all supporting infrastructure is included such as unsealed access roads
<p>Formalised Pathways</p>	<ul style="list-style-type: none"> ■ The pathway extends from the boat ramp around the lake edge to the northwestern side 	<p>Council</p>	<p>\$60k</p>	<ul style="list-style-type: none"> ■ Follow TCD Concept Development Plan approach and refine alignment if required ■ introduce landscaping at same time where required ■ Ensure all supporting infrastructure is included such as signage etc



10. APPENDICES

Appendix 1 TCD Dredging and Water Improvement Systems

Appendix 2 Full Survey Questions

Appendix 3 Benchmarks

20th May 2021

Theresa Creek Post Dredge Volume Report

Attn: Andrew Cochrane

The total volume removed from the Theresa Creek dredge area has been calculated by a TIN to TIN surface comparison using the Terramodel V10.61 CAD software package. The calculation was limited by a boundary string and a maximum triangle side of 10m used.

Surface 1 – Pre dredge survey 8/4/21 Surface 2 – Post dredge survey 19/5/21

Total volume removed = 15,222m³

Project: C:\Terramodel Data\1362 Dredging Solutions Theresa Ck\1362 Theresa Ck.pro
Report Generated: Thursday, 20 May 2021 9:07:41 PM

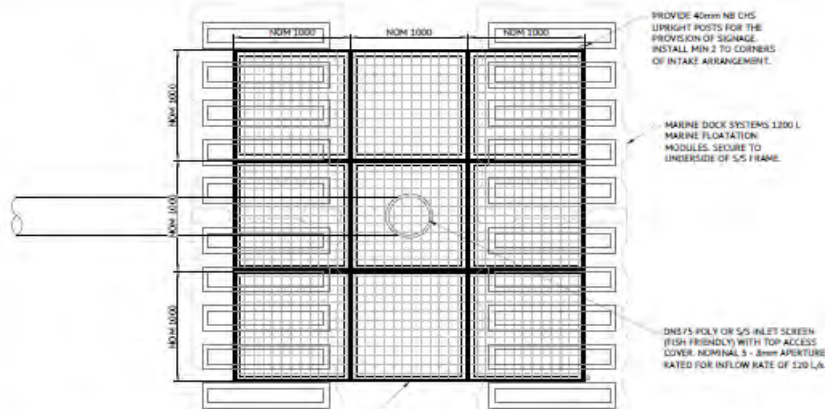
Where the second surface is above the first the volume is reported as fill.
Where the second surface is below the first the volume is reported as excavation.

Shrinkage/swell factors:	Excavation Number of Points	Excavation Second Surface Layer Name	Fill Number of Points
210408 ppg	3,311	210519 POST	4,049
Volume limited to that within the constraining boundary - object: 5911			
Area within boundary: 18,340.86 m ² (1.83 Ha)			
Total triangulated area: 18,301.83 m ² (1.83 Ha)			
Excavation Volume (m3)			Fill Volume (m3)
15,222.2			13.6

Kind regards



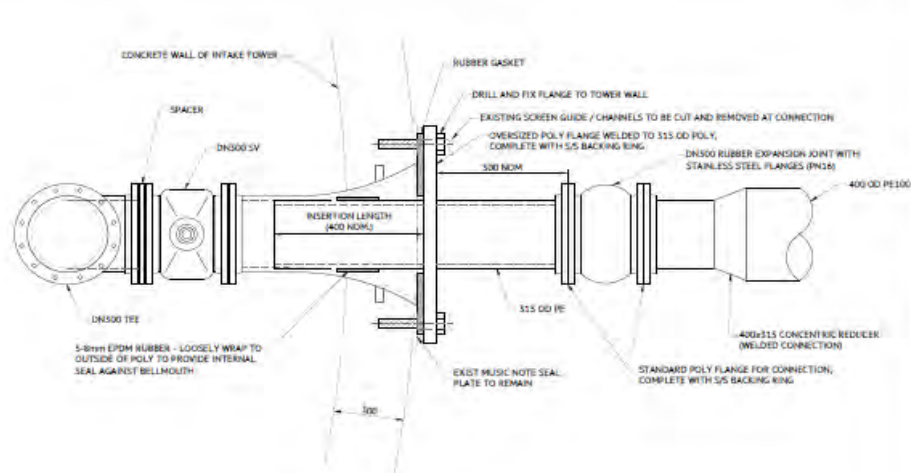
Jon Pike
Director
GPS & Hydrographic Services Pty Ltd



NOM 3000x3000 S/S FRAME (40x40 EA) WITH 38mm THICK FRP GRATED PANELS (TYPICAL). ALL PANELS TO BE BOLTED DOWN / FASTENED, WITH CENTRAL PANEL CAPABLE OF BEING UNBOLTED AND REMOVED FOR MAINTENANCE.

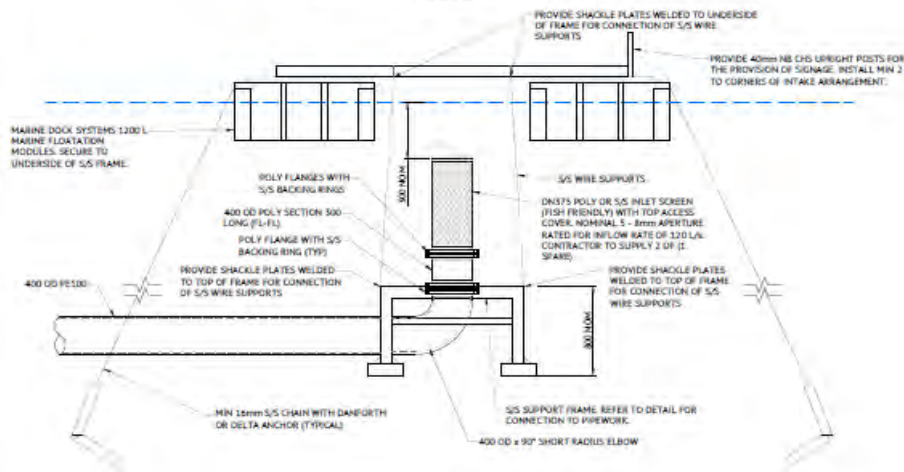
PLAN - FLOATING INTAKE ARRANGEMENT

SCALE 1:20



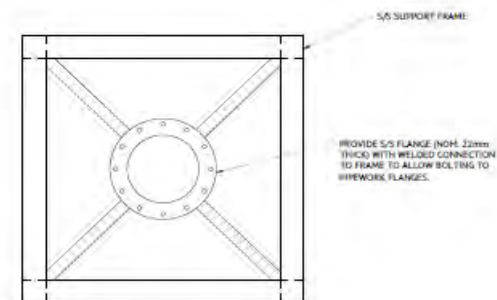
TOWER INTAKE CONNECTION

SCALE 1:10



ELEVATION - FLOATING INTAKE ARRANGEMENT

SCALE 1:20



SUPPORT FRAME PIPEWORK CONNECTION DETAIL

SCALE 1:10

PRELIMINARY ISSUE

NO.	DESCRIPTION	DATE	BY	CHKD
1	PRELIMINARY ISSUE			
2	REVISION			
3	REVISION			
4	REVISION			
5	REVISION			
6	REVISION			
7	REVISION			
8	REVISION			
9	REVISION			
10	REVISION			

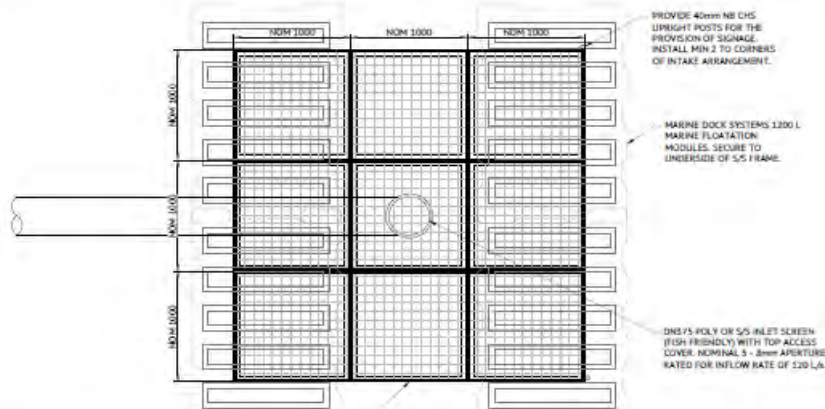
Premise
 MACKAY OFFICE
 LEVEL 2, 45 VICTORIA STREET
 PO BOX 1322
 MACKAY, QLD 4740
 PH: (07) 4629 3660
 WEB: www.premise.com.au

DATE:	10/11/2023
PROJECT:	CLERMONT RAW WATER SUPPLY (IMPROVEMENT & AUGMENTATION) PROJECT
LOCATION:	THERESA CREEK DAM, CLERMONT QLD
SCALE:	SCALE 1:20 (A1) SCALE 1:10 (A2)
DESIGNER:	ISAAC REGIONAL COUNCIL
CLIENT:	ISAAC REGIONAL COUNCIL
DATE:	10/11/2023

PROJECT:	CLERMONT RAW WATER SUPPLY (IMPROVEMENT & AUGMENTATION) PROJECT
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DATE:	10/11/2023

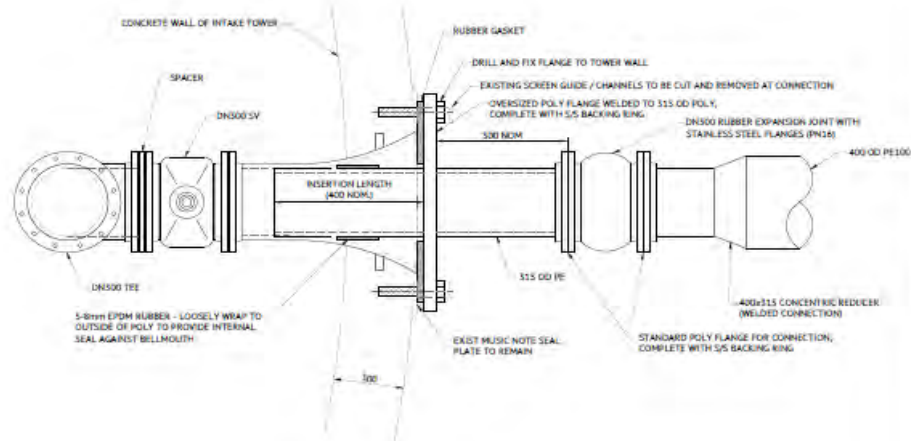
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LOCATION:	THERESA CREEK DAM, CLERMONT QLD
SCALE:	SCALE 1:20 (A1) SCALE 1:10 (A2)
DESIGNER:	ISAAC REGIONAL COUNCIL
CLIENT:	ISAAC REGIONAL COUNCIL
DATE:	10/11/2023



NOM 3000x3000 S/S FRAME (40x40 EA) WITH 38mm THICK FRP GRATED PANELS (TYPICAL). ALL PANELS TO BE BOLTED DOWN / FASTENED, WITH CENTRAL PANEL CAPABLE OF BEING UNBOLTED AND REMOVED FOR MAINTENANCE.

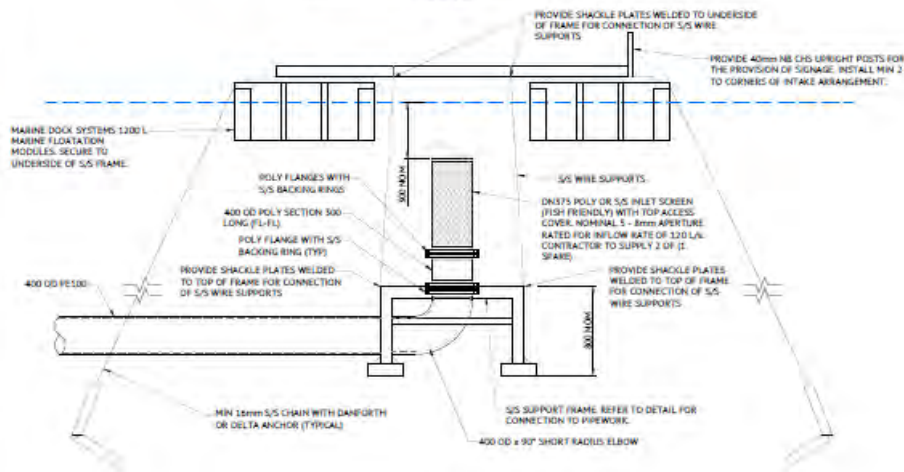
PLAN - FLOATING INTAKE ARRANGEMENT

SCALE 1:20



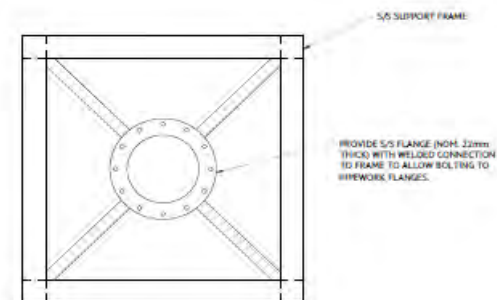
TOWER INTAKE CONNECTION

SCALE 1:10



ELEVATION - FLOATING INTAKE ARRANGEMENT

SCALE 1:20



SUPPORT FRAME PIPEWORK CONNECTION DETAIL

SCALE 1:10

PRELIMINARY ISSUE

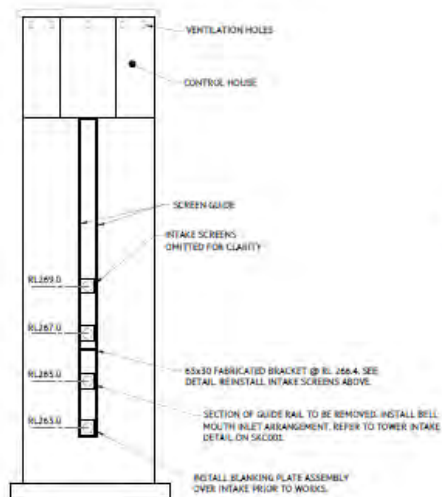
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2	ISSUE FOR TENDER			
3	FOR APPROVAL			
4	FOR INFORMATION			
5	FOR INFORMATION			
6	FOR INFORMATION			

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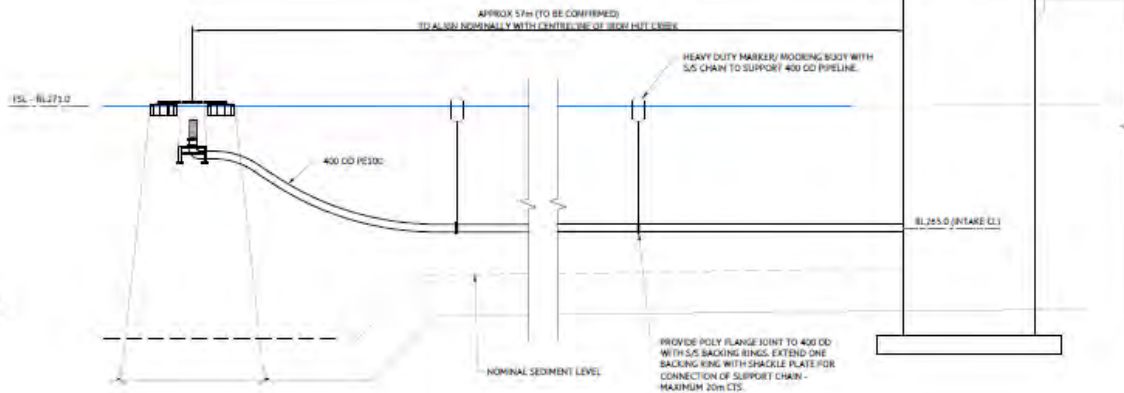
DATE: 10/11/2021
 DRAWN: J. WELLS
 CHECKED: J. WELLS
 PROJECT: THERESA CREEK SUPPLY
 SCALE: 1:20 (A1)
 SCALE: 1:10 (A2)

CLIENT: ISAAC REGIONAL COUNCIL
 PROJECT: CLERMONT RAW WATER SUPPLY (IMPROVEMENT & AUGMENTATION) PROJECT
 LOCATION: THERESA CREEK DAM, CLERMONT QLD
 SHEET TITLE: FLOATING INTAKE ARRANGEMENT DETAILS

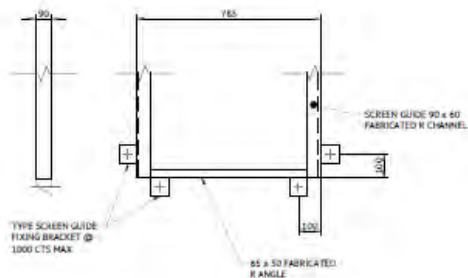
ISSUE NO: IRC-0062
 SHEET NUMBER: SKC001
 OF: 5



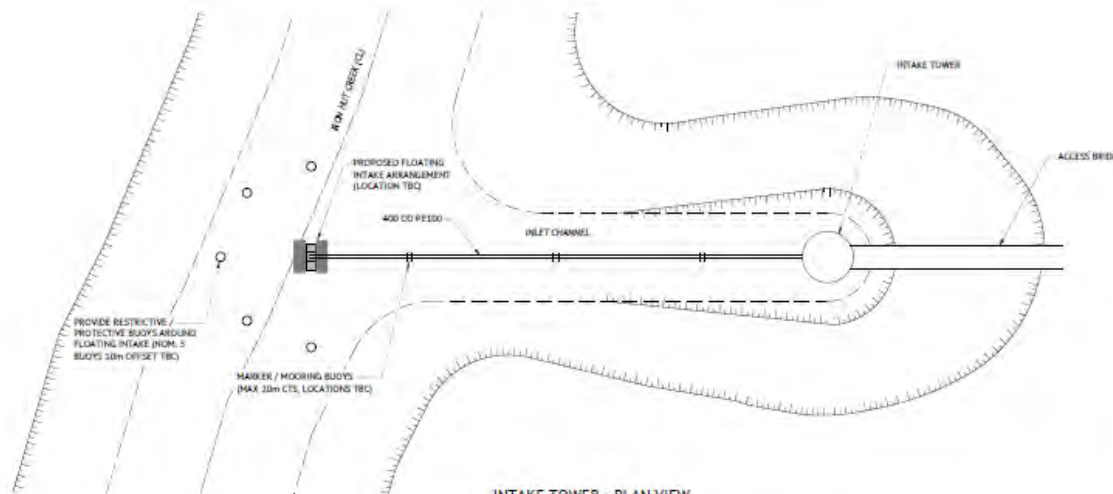
INTAKE TOWER - SOUTHERN ELEVATION
NTS



INTAKE TOWER - EASTERN ELEVATION
NTS



TYPICAL BRACKET DETAIL
NTS



INTAKE TOWER - PLAN VIEW
NTS

PRELIMINARY ISSUE			
NO.	DATE	DESCRIPTION	BY
1		PRELIMINARY ISSUE	
2		FOR APPROVAL	
3		FOR APPROVAL	
4		FOR APPROVAL	
5		FOR APPROVAL	
6		FOR APPROVAL	
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9		FOR APPROVAL	
10		FOR APPROVAL	



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DESIGNED BY	DATE
DRAWN BY	DATE
CHECKED BY	DATE
PROJECT MANAGER	DATE
CUSTOMER	DATE

SCALE 1:20 (A1)
SCALE 1:50 (A2)
SCALE 1:100 (A3)
SCALE 1:200 (A4)

CLIENT	ISAAC REGIONAL COUNCIL
PROJECT	CLERMONT RAW WATER SUPPLY (IMPROVEMENT & AUGMENTATION) PROJECT
LOCATION	THERESA CREEK DAM, CLERMONT QLD
SHEET TITLE	INTAKE TOWER CONNECTION DETAILS

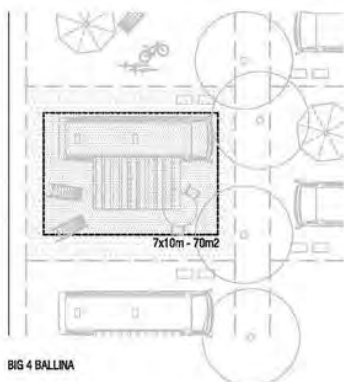
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SHEET NUMBER	SKC002
REV	5

Appendix 2 Full Survey Questions

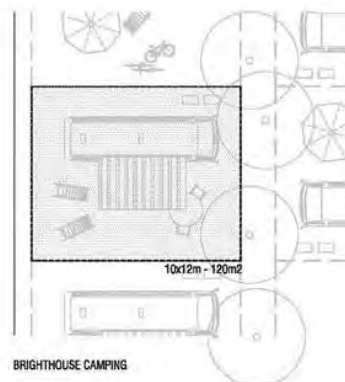
+ User Survey

1. What would you classify yourself as?
2. Do you feel the TCD recreational assets provide the Clermont community with social benefits in using the asset?
3. Do you feel the visitation of non-Clermont residents to the TCD recreational assets provides an economic return to the Clermont community?
4. Would you support Council to seek external (State/Federal) competitive funding programs to achieve investment in the Theresa Creek Dam recreational assets or would you prefer funding to be invested in other existing Council assets?
5. How often, on average, do you use Theresa Creek Dam
6. Please indicate what activities you tend to undertake when visiting Theresa Creek Dam
7. When you visit Theresa Creek Dam, how often do you camp overnight there?
8. If Theresa Creek Dam could be enhanced to encourage greater use by you, what would you like to see introduced on-site?
9. If Theresa Creek Dam could be enhanced to encourage greater use by you, what would you like to see introduced on-site? (Other (please specify))
10. Do you have any specific examples of what children activities you wish to see?
11. Would you go to Theresa Creek Dam more regularly if any of the above facilities were introduced?
12. Why?
13. If there was a nominal charge for using Theresa Creek Dam to help pay for its upkeep, would you be prepared to pay it, assuming some upgrades occurred?
14. Do you have any other comments or suggestions you would like to make?

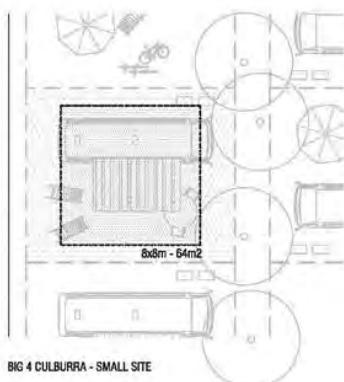
Appendix 3 Benchmarks



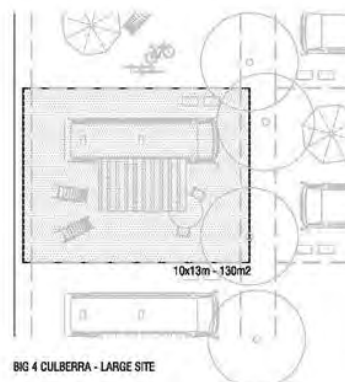
BIG 4 BALLINA



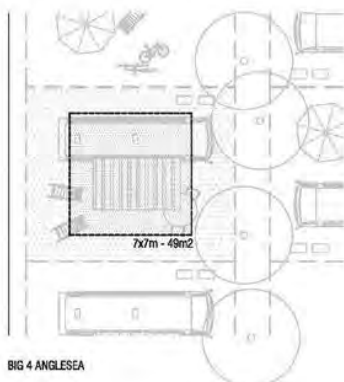
BRIGHTHOUSE CAMPING



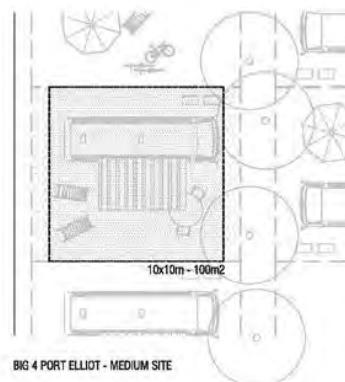
BIG 4 CULBERRA - SMALL SITE



BIG 4 CULBERRA - LARGE SITE



BIG 4 ANGLESEA



BIG 4 PORT ELLIOT - MEDIUM SITE

PROJECT EXAMPLES - SITE DIMENSIONS

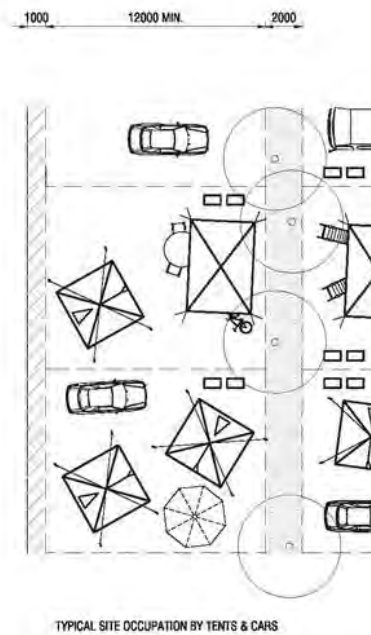
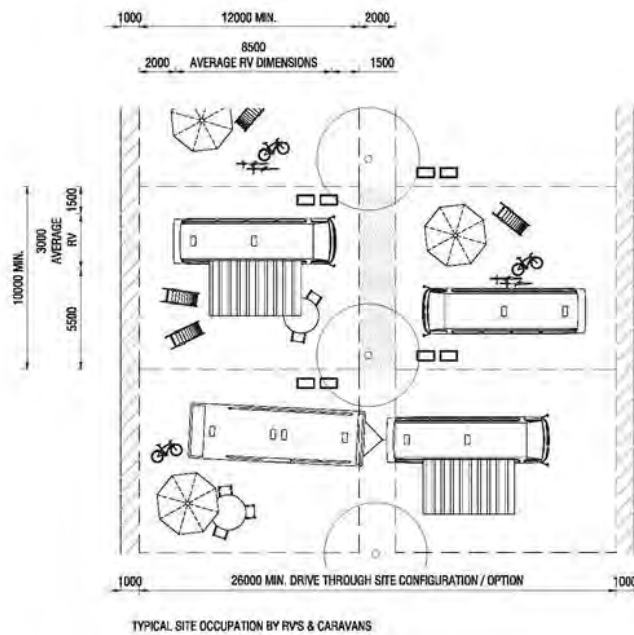
BENCHMARK DIMENSION AVERAGES:

AVERAGE BENCHMARK DIMENSIONS: 8x11m - 88M²

PROPOSED RV / POWERED CAMPING SITE DIMENSIONS: 10x12m MINIMUM - 120M²

APPROXIMATELY 35% INCREASE OF SIZE FROM AVERAGE BENCHMARK DIMENSIONS.

PROJECT EXAMPLES - SITE DIMENSIONS



PROJECT EXAMPLES - ECO CABINS



- 1-2. Les Échasses Golf & Surf Eco Lodge, Saubion
- 3. Tree Snake Houses
- 4-5. Ecocamp Cocoon Comporta
- 6-7. Stinessen Arkitektur Manshausen Island Resort

PROJECT EXAMPLES



1-3. Werribee South Boat Ramp

4. Werribee South Boat Ramp Plan - 1:1250 @A3

PROJECT EXAMPLES



1. Bums Old Mill Park
- 2-3. Saltwater Coast Crocodile Park
4. Camp Kitchen
5. Flying Fox into Water
6. Timber Decking
7. Beach

MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2023

AUTHOR

Maggi Stanley

AUTHOR POSITION

Manager Strategic Policy and Projects

10.11

CLIMATE CHANGE RESPONSE POLICY

EXECUTIVE SUMMARY

This report presents the Climate Change Response Policy for Council's consideration and endorsement. The objective of the policy is to promote and apply Council's commitment to improve its knowledge and capability to appropriately respond to climate change risks and opportunities through meaningful and inclusive actions which simultaneously foster the conditions which create positive and socially sustainable futures for our communities.

OFFICER'S RECOMMENDATION

That Council:

- 1. Notes and endorses the white paper 'Isaac Climate Change Response: Towards a Policy Position'.***
- 2. Adopts the Climate Change Response Policy.***

BACKGROUND

As an organisation Council has acknowledged the risks a changing climate pose to the future of the Isaac region and has commenced action relating to coastal hazard adaptation, strategic profiling of climate change risk, governance assessment, economic development, greenhouse gas emissions reduction and advocating for a collaborative approach to the formulation of climate change responses. Currently however this action is occurring in something of a policy vacuum which may not achieve the consistent and highly coordinated approach which will be necessary to deliver effective and equitable climate action and reduce potential liability. The adoption of a Climate Change Response Policy will assist to consolidate existing initiatives within a coherent framework, confirm Council's commitment to responding to climate change risks in our operations and communities and provide guiding principles for the design of a first tranche set of initiatives which will provide a strong footing for transformative adaptation and a positive and equitable future for the Isaac region.

Science and expert opinion suggest a changing climate may lead to a number of undesirable impacts:

- Weather – higher temperatures, more frequent hot days, more intense downpours, less frequent but more intense cyclones, rising sea levels & warmer, more acidic oceans.
- Structural economic change – global attitudes towards support for decarbonisation and relevant modelling indicates 75% of jobs in the Isaac Region (including non-resident worker jobs) are exposed to the decarbonisation agenda, the highest of any LGA in Australia.

-
- Risk of legal liability – legislative and government policy recognition of climate change impacts, and emerging case law is generating increased risks in legal liability on many fronts, including negligence in planning decisions and drainage management, control of roads, provision of advice, conduct of events, back burning and landslides from Council land. Current legal opinion is that the science is sufficiently precise that failure of local governments to act now to factor in the effects of climate change will lead to greater exposure to liability in the future.
 - Direct and indirect financial risks - disaster management and clean ups, accelerated deterioration of assets, reduced productivity (particularly from heat stress), changes to the costs and availability of insurance, access to funding and loan finance.

The Climate Change Response Policy is intended to guide the development of a ‘first tranche’ of climate change actions and investigations which test conditions and establish the foundation for future, more granular, initiatives which can be considered on a case-by-case basis. The Policy is supported by the ‘Isaac Climate Change Response: towards a Policy Position’ white paper which has in turn drawn on extensive review of multi-disciplinary academic literature, government issued guidance materials, current legal and financial opinion, the issues raised by organisational stakeholders during the compilation of the Corporate Sustainability and Regional Resilience Investigative Framework (CSRRIF), officer level discussions with neighbouring Councils, advice from climate change governance specialists, officer participation in relevant forums including the CRC TiME Breaking Barriers forum and Queensland Climate Resilient Councils Symposium and review of any community sentiment evident in Council’s most recent Customer Satisfaction Survey. The white paper identifies three dimensions as the basis of the policy framework:

- Institutional dimension – Operational concerns over which Council has direct influence from an organisational perspective such as reducing greenhouse gas (GHG) emissions, governance and leadership, asset management, disaster management and communication.
- Social dimension - Ultimately profound societal change may be required to meet global climate goals while simultaneously improve people’s quality of life and ensure thriving economies and eco systems. Realistically this is unlikely to be achieved by climate scientists and engineers alone and placing people at the heart of climate action is likely to be required. There is opportunity to improve the social adaptive capacity of Isaac communities to the risks and opportunities presented by climate change, by intentionally considering these in Council’s existing community development efforts.
- Transformative Adaptation dimension - Adaptation to human-induced change in climate has largely been envisioned as incremental, intending to avoid disruptions of systems at their current locations. In some places, and for some systems, however, vulnerabilities and risks may be so sizeable that they require transformational rather than incremental adaptations. Three classes of transformational adaptations are those that are adopted at a much larger scale, that are truly new to a particular region or resource system, and that transform places and shift locations. Given the scale of change facing the Isaac region transformative, in preference to incremental, adaptation may be required. This dimension includes advocacy for equitable outcomes for resource communities highly exposed to the decarbonisation agenda and the pursuit of alternative economies in a low carbon future.

The Climate Change Response Policy seeks to establish a position which recognises the dimensions outlined above and ultimately enables Council to lead the Isaac region towards a safe and prosperous future through:

- Building organisational adaptive capacity through engaged leadership, knowledge and professional development, culture, collaboration, integration, governance and decision making.
- Being innovative, adaptive, and flexible in our approach to climate change and supporting community led mitigation and adaptation action.
- Rigorously pursuing transformative adaptation opportunities which improve our communities' and ecological, political, economic and cultural conditions.
- Prioritising the development of the social capital necessary for communities to respond positively to the risks and opportunities presented by a changing climate through facilitating the delivery of appropriate social infrastructure.
- Using the best available science and sub-regional climate change projections to understand and respond to short and long-term climate change risks.
- Understanding and fostering social adaptive capacity within our communities.
- Enriching climate change response programs with concepts and insights from social science disciplines to simultaneously address broader societal goals and enable inclusive and equitable systemic change.
- Working collaboratively with all levels of government, industry and community to develop policies and projects which meet the on-the-ground needs of our region's residents.
- Recognising people's values, attitudes and participation as central to becoming a resilient and adaptive region.
- Actively seeking to drive down greenhouse gas emissions from Council operations and adopting net-zero pathways and targets.
- Incorporating and responding to climate change risk in long-term financial planning, asset management, infrastructure delivery, social and land use planning, disaster management and other key Council processes, strategies, plans and programs.
- Fostering the enabling conditions of, and addressing barriers to, transformative adaptation.

IMPLICATIONS

Financial

No significant financial implications are identified. Strategies, plans, and initiatives arising from the implementation of the policy framework will be presented on a case-by-case basis for consideration.

Risks

No significant risks are identified. Strategies, plans, and initiatives arising from the implementation of the policy framework will be presented on a case-by-case basis for consideration. Any changes in organisational reputation are anticipated to be positive.

Compliance

No compliance implications are identified. The policy is consistent with the Local Government Act and Community engagement undertaken in relation to this policy and outputs is subject to Council's statutory Community Engagement Policy.

Anticipated benefits

The anticipated benefits of the policy framework and development of subsequent strategies and plans include

- Reduced exposure to organisational liability
- Potential cost savings from energy efficiencies and circular economy initiatives
- Improved social adaptive capacity in the face of climate change and social capital development.
- Improved organisational knowledge and capacity to appropriately respond to climate change risks and opportunities through meaningful and inclusive actions that simultaneously foster the conditions which create positive and socially sustainable futures for our communities.

CONSULTATION

All Councillors on the draft policy – via email 17/11/2023

Manager Liveability and Sustainability, Program Leader Environment and Sustainability, Acting Manager Engaged Communities, Manager Economy and Prosperity and Acting Head of Advocacy and External Affairs on the Policy action accountability – via email 17/11/2023

Councillors and ELT attending strategic planning day presentation 15/11/2023 on the white paper snapshot draft policy guiding principles and emissions reduction roadmap.

ELT on the draft 'Isaac Climate Change Response: Towards a policy position white paper – presentation 23/05/2023.

SLT (formerly MLT) on the compilation of the Corporate Sustainability and Regional Resilience Investigative Framework (CSRIF) as a precursor to the white paper and policy framework – 2021

Director Corporate Governance and Financial Services

BASIS FOR RECOMMENDATION

The basis for recommendation is to confirm Council's commitment to improving its knowledge and capability to appropriately respond to climate change risks and opportunities through meaningful and inclusive actions that simultaneously foster the conditions which create positive and socially sustainable futures for our communities.

ACTION ACCOUNTABILITY

Mayor and Councillors – promote the policy framework and advocate for transformative adaptation opportunities for the Isaac region.

Executive Leadership Team - provide leadership and support to deliver policy outcomes across Council's services and works.

Office of the Director Planning, Environment and Community Services - subject matter expertise on the policy framework, delivery of subsequent strategies plans and guidelines which deliver policy outcomes, lead internal engagement on policy framework and implementation pathways, monitoring and reporting on Council-wide implementation and effectiveness of the policy.

Liveability and Sustainability department - Subject matter expertise on carbon reduction in Council operations, develop and implement carbon reduction strategies and plans.

Engaged Communities department – implement any social adaptive capacity and social capital building programs.

Economy and Prosperity Department - Pursue transformative adaptation opportunities towards a low carbon economy.

Brand, Media and Communications department - Consider models of receptivity and drivers of voluntary behaviour change in communications relating to climate change responses.

Governance and Corporate Services Department – Ensure policy framework abides by corporate governance standards and protocols.

Council Officers - Consider provisions of the policy in operational and capital works planning and delivery, consider climate change impacts in the development of Council recommendations and decisions.

Manager Strategic Policy and Projects to ensure resolved documents are provided to Governance for document control prior to public release.

KEY MESSAGES

The adoption of a Climate Change Response Policy will assist to consolidate existing initiatives within a coherent framework, confirm Council’s commitment to responding to climate change risks in our operations and communities and provide guiding principles for the design of a first tranche set of initiatives which will provide a strong footing for transformative adaptation and a positive and equitable future for the Isaac region.

The policy calls for climate action to be designed in a manner which simultaneously improves Isaac communities’ ecological, political, economic, and cultural conditions, promoting a positive and socially sustainable future for the Isaac region.

Report prepared by: MAGGI STANLEY Manager Strategic Policy and Projects Date: 23 November 2023	Report authorised by: DAN WAGNER Director Planning, Environment and Community Services Date: 23 November 2023
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ATTACHMENTS

- Attachment 1 - Draft Isaac Climate Change Response Policy
- Attachment 2 - IRC White Paper – Isaac Climate Change Response: Towards a Policy Position

REFERENCE DOCUMENTS

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CLIMATE CHANGE RESPONSE POLICY - DRAFT

APPROVALS

POLICY NUMBER	Draft	DOC.ID	Draft
CATEGORY	Community		
POLICY OWNER	Office of the Director Planning, Environment and Community Services		
APPROVAL DATE	Draft	RESOLUTION NUMBER	Draft

OBJECTIVE

To promote and apply Council's commitment to improve its knowledge and capability to appropriately respond to climate change risks and opportunities through meaningful and inclusive actions that simultaneously foster the conditions which create positive and socially sustainable futures for our communities.

SCOPE

This policy applies to all IRC activities and services including elected members, employees, volunteers, contractors, departments, business units and service delivery units. It is intended to guide the development of the first tranche of Council's responses to climate change.

POLICY STATEMENT

Council recognises climate change presents both risks and opportunities for the Isaac region. This policy confirms Council's commitment to placing people at the heart of our responses to climate change, through managing risks, building our knowledge and capability as an organisation, reducing our own carbon footprint and fostering the social and transformative adaptive capacity that will enable our communities to thrive in a changing world.

Guiding principles

Council seeks to lead the Isaac region towards a safe and prosperous future through:

- Building organisational adaptive capacity through engaged leadership, knowledge and professional development, culture, collaboration, integration, governance and decision making.
- Being innovative, adaptive and flexible in our approach to climate change and supporting community led mitigation and adaptation action.
- Rigorously pursuing transformative adaptation opportunities which improve our communities' ecological, political, economic and cultural conditions.
- Prioritising the development of the social capital necessary for communities to respond positively to the risks and opportunities presented by a changing climate through facilitating the delivery of appropriate social infrastructure.
- Using the best available science and sub-regional climate change projections to understand and respond to short and long-term climate change risks.
- Understanding and fostering social adaptive capacity within our communities.
- Enriching climate change response programs with concepts and insights from social science disciplines to simultaneously address broader societal goals and enable inclusive and equitable systemic change.
- Working collaboratively with all levels of government, industry and community to develop policies and projects which meet the on-the-ground needs of our region's residents.

- Recognising people’s values, attitudes and participation as central to becoming a resilient and adaptive region.
- Actively seeking to drive down greenhouse gas emissions from Council operations and adopting net-zero pathways and targets.
- Incorporating and responding to climate change risk in long-term financial planning, asset management, infrastructure delivery, social and land use planning, disaster management and other key Council processes, strategies, plans and programs.
- Fostering the enabling conditions of, and addressing barriers to, transformative adaptation.

Actions required to ensure compliance

- Quarterly reporting to council on operational implementation of the policy framework.
- Climate Change impacts considered in Council strategic planning and decision making.

STAKEHOLDER	ACTION/S
COUNCILLORS	<ul style="list-style-type: none"> • Promote the policy framework and advocate for transformative adaptation opportunities for the Isaac region.
ELT	<ul style="list-style-type: none"> • Provide leadership and support to deliver policy outcomes across Council’s services and works.
OFFICE OF THE DIRECTOR PLANNING, ENVIRONMENT AND COMMUNITY SERVICES	<ul style="list-style-type: none"> • Subject matter expertise on the policy framework • Delivery of subsequent strategies plans and guidelines which deliver policy outcomes. • Lead internal engagement on policy framework and implementation pathways. • Monitoring and reporting on Council-wide implementation and effectiveness of the policy.
LIVEABILITY AND SUSTAINABILITY DEPARTMENT	<ul style="list-style-type: none"> • Subject matter expertise on carbon reduction in Council operations • Develop and implement carbon reduction strategies and plans
ENGAGED COMMUNITIES DEPARTMENT	<ul style="list-style-type: none"> • Implement any social adaptive capacity and social capital building programs

ECONOMY AND PROSPERITY DEPARTMENT	<ul style="list-style-type: none"> Pursue transformative adaptation opportunities towards a low carbon economy
BRAND, MEDIA AND COMMUNICATIONS DEPARTMENT	<ul style="list-style-type: none"> Consider models of receptivity and drivers of voluntary behaviour change in communications relating to climate change responses
COUNCIL OFFICERS	<ul style="list-style-type: none"> Consider provisions of the policy in operational and capital works planning and delivery Consider climate change impacts in the development of Council recommendations and decisions

DEFINITIONS

TERM / ACRONYM	MEANING
Climate Change	A change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is addition to natural climate variability observed over comparable time periods.
Greenhouse Gases	Gaseous constituents of the atmosphere, both natural and anthropogenic, that absorb and re-emit infrared radiation.
Greenhouse Gas Emissions (GHG)	The release of greenhouse gases and/or their precursors into the atmosphere over a specified area and period of time.
Net-zero	Achieving and overall balance between greenhouse gas emissions produced and greenhouse gas emissions taken out of the atmosphere
Climate Change Adaptation	The process of adjustment to actual or expected climate and its effects
Climate Change Mitigation	Actions that reduce the rate of climate change
Social Sustainability	<p>The capacity and capability of communities to develop intergenerational net-positive social change and achieve social development objectives that are informed and underpinned by the broad and diverse premises of social equity and capital, wellbeing and public participation.</p> <p>This concerns how the region’s individuals and communities live with each other and set out to achieve the objectives of development models which they have chosen for themselves, also taking into account the physical boundaries of their places and planet earth as a whole. At a more operational level, social sustainability stems from actions in key thematic areas,</p>

	encompassing the social realm of individuals and societies, which ranges from capacity building and skills development to environmental and spatial inequalities. In this sense, social sustainability blends traditional social policy areas and principles, such as equity and health, with emerging issues concerning participation, needs, social capital, the economy, the environment, and more recently, with the notions of happiness, wellbeing and quality of life.
Social Infrastructure	The physical conditions, assets and attributes (built, natural and service-based) which enable social capital development within communities and society.
Transformative adaptation	Climate change adaptation which involves deep systemic change which addresses underlying inequalities, uses people-centric planning, produces behaviour and lifestyle changes, ensures the integrity of urban and regional ecosystems and ultimately envisions new communities, institutions and economies.
Social Adaptive Capacity	The properties of a social system which enable it to modify itself in order to maintain or achieve a desired state in the face of perceived or actual stress.
Social Capital	The networks and reciprocal relationships which help people gain access to resources, information and support.
Organisational Adaptive Capacity	The ability of an organisation to adjust to climate change to moderate potential damages, take advantage of opportunities and cope with consequences
Public Participation	Any process that involves the community in problem-solving or decision-making and uses community input to make better decisions and refers to a broad range of practices characterised by two-way communication between council and the community affected by the issue
Institutional Dimensions of Climate Change	Those operational concerns over which Council has direct influence from an organisational perspective such as reducing greenhouse gas emissions, governance & leadership, asset management, disaster management and communication.
Social Dimensions of Climate Change	Community characteristics and attributes such as social adaptive capacity, social capital and social infrastructure as they relate to climate change.
Transformative Dimensions of Climate Change	Climate Change Adaptations which that are adopted at a much larger scale, that are truly new to a particular region or resource system, and that transform places and shift locations, including transition to low carbon economy and nature based transformative adaptation.

LEGISLATIONS AND RELATED GUIDELINES

- Climate Change Act 2022 (C'wlth)
- Local Government Act 2009

REFERENCES

ID	NAME
IRC WHITE PAPER	Isaac Climate Change Response – Towards a Policy Position 2023
CORP-POL-002	IRC Environmental Policy
DRAFT FRAMEWORK	Carbon reduction roadmap
PECS-POL-116	IRC Social Sustainability Policy
Definitions	<i>Climate Change</i> , United Nations Framework Convention on Climate Change, Article 1, definitions.
Definitions	<i>Greenhouse Gases</i> , United Nations Framework Convention on Climate Change, Article 1, definitions
Definitions	<i>Greenhouse Gas Emissions (GHG)</i> , United Nations Framework Convention on Climate Change, Article 1, definitions
Definitions	<i>Net-zero</i> , Climate Council
Definitions	<i>Climate Change Adaptation</i> Intergovernmental Panel on Climate Change
Definitions	<i>Climate Change Mitigation</i> Intergovernmental Panel on Climate Change
Definitions	<i>Social Sustainability</i> , adapted from: Calontonio, A., (2008) Measuring Social Sustainability: Best Practice from Urban Renewal in the EU. Traditional and Emerging Prospects in Social Sustainability Oxford Institute for Sustainable Development – International Land Markets Group
Definitions	<i>Social Infrastructure</i> , adapted from: Klinenberg, E., (2018) Palaces for the people – How Social Infrastructure can help fight inequality, polarisation and the decline of civil life.
Definitions	<i>Transformative Adaptation</i> , adapted from: Kates, R., Travis, W., Wilbanks, T. (2012) Transformational Adaptation when incremental adaptations to climate change are insufficient PNAS Vol.109 No.19
Definitions	<i>Social Adaptive Capacity</i> , adapted from:

	Jakku, Emma & Lynam, Tim. (2010). What is adaptive capacity. South East Queensland Climate Adaptation Research Initiative. Climate Adaptation National Research Flagship. CSIRO.
Definitions	Social Capital, adapted from: <i>Klinenberg, E., (2002) Heat Wave: A Social Autopsy of Disaster in Chicago</i>
Definitions	<i>Organisational Adaptive Capacity, adapted from:</i> How well are we adapting. Local Government Adaptive Capacity Checklist
Definitions	<i>Public Participation, adapted from:</i> International Association for Public Participation (IAP2) https://iap2.org.au/
Definitions	<i>Institutional Dimensions of Climate Change, IRC White Paper: Isaac Climate Change Response – Towards a Policy Position</i>
Definitions	<i>Social Dimensions of Climate Change, IRC White Paper: Isaac Climate Change Response – Towards a Policy Position</i>
Definitions	<i>Transformative Dimensions of Climate Change, IRC White Paper: Isaac Climate Change Response – Towards a Policy Position</i>

ISAAC CLIMATE CHANGE RESPONSE

WHITE PAPER – towards a policy position - DRAFT

Presented by: Manager Strategic Policy and Projects

Adopted: xx/xx/xxxx

Resolution No: xxxx

Current as at: November 2023

ISAAC
REGION 
HELPING TO ENERGISE THE WORLD

ACKNOWLEDGMENT

Isaac Regional Council acknowledges the Traditional Owners of 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.

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EXECUTIVE SUMMARY

We are living in times of increasingly complex and rapid change driven by technological advances, geo-political and demographic shifts and a changing climate. Isaac Regional Council, in partnership with our community, other levels of government and industry stakeholders has a responsibility for providing services, managing local risks, fostering social adaptive capacity and pursuing transformative adaptation opportunities for a positive socially sustainable future for the Isaac region.

A changing climate means we can expect higher temperatures, hotter and more frequent hot days, more intense downpours, less frequent but more intense tropical cyclones, rising sea levels and warmer and more acidic oceans. Local Governments will face increased exposure to liability and mounting costs from disaster clean ups, greater demand for services and prematurely deteriorating assets. Global responses including the interrelated Paris Agreement on Climate Change, 2030 Agenda for Sustainable Development and Sendai Framework for Disaster Reduction together with societal megatrends will inevitably influence the local land scape.

As an organisation Council has acknowledged the risks a changing climate pose to the future of the Isaac region and has commenced action relating to coastal hazard adaptation, strategic profiling of climate change risk, governance assessment, economic development, greenhouse gas emissions reduction and advocating for a collaborative approach to the formulation of climate change responses. Currently however this action is occurring in something of a policy vacuum which may not achieve the consistent and highly coordinated approach which is necessary to deliver effective and equitable climate action. This paper proposes the adoption of a Climate Change Response Policy to consolidate existing initiatives within a coherent framework, confirm Council's commitment to responding to climate change risks in our operations and communities and provide guiding principles for the design of a first tranche set of initiatives which will provide a strong footing for transformative adaptation and a positive and equitable future for the Isaac region.

The considerations presented in this paper have been collated into three broad themes:

Institutional dimensions – those operational concerns over which Council has direct influence from an organisational perspective such as reducing greenhouse gas emissions, governance & leadership, asset management, disaster management and communication.

There is a clear opportunity to strengthen Isaac's climate change governance to manage risk, support long-term financial sustainability and reduce exposure to liability. To align with federal and state governments on emissions reduction and deliver on the provisions of Council's own Environmental Policy there is also an imperative to explore and establish pathways and targets for net-zero emissions from Isaac operations. A net-zero target needs to consider current emissions and organisational capability to reduce them. It would require the organisation to achieve an overall balance between the GHG emissions it produces and the GHG emissions it can sequester, potentially through its environmental assets.

A fundamental basis of Council's climate change response is that climate change action, relating to both mitigation and adaptation, should happen with, not to, communities. It is peoples values and attitudes which shape responses, and it will be participation which makes Isaac resilient and adaptive. An appreciation of receptivity and the drivers of behaviour change is central to community engagement processes.

“Twenty years ago, we thought that if we got the science right and told people loudly enough, that would be enough. But it wasn't. We're learning that actually it is people's values and attitudes that shapes responses. We would have done things differently if we had realised that...it will be participation that makes us resilient and adaptive”.

Professor Dave Griggs 2012

High levels of organisational adaptive capacity which support effective climate change responses rely on engaged leadership, knowledge, strategic responses, organisational culture, collaboration, integration, governance and decision making. Enhancing this capacity will also be central to effective climate change responses.

Social dimensions – Until recently, the social dimensions of climate change have not been explicitly considered within climate change response frameworks. However, understanding and tackling climate change cannot be done by engineers or natural scientists alone. All climate change solutions will involve people in one way or another – as citizens, consumers, employees, employers, leaders, parents, investors activists and members of communities.

Sociotechnical transition theory, and particularly the Multi-Level Perspective (MLP) framework provides useful insights into how the social dimension shapes transitions. MLP emphasises the importance of radical innovations, while taking into account the fact that socio-technical transitions involve multiple social groups (such as companies, consumers, social movements, policymakers, researchers, media and investors), who engage in multiple types of activities (such as

‘Profound societal change along with continued technical improvements will be required to meet our climate goals, as well as to improve people's quality of life and ensure thriving economies and ecosystems. Achieving the urgent and necessary transformations laid out in the recently published IPCC report will require placing people at the heart of climate action. Tackling climate change cannot be achieved solely through technological breakthroughs or new climate models...we need to design interventions that are both effective at reducing emissions and achieve wider societal goals such as wellbeing, equity, and fairness. Given that all climate solutions will involve people in one way or another, the social sciences have a vital role to play.’

exploration, learning, debate, negotiation, power struggle, conflict, investment, coalition-building and goal-setting), in the context of the rules and institutions of society and social groups, including their belief systems and norms.

A concrete definition of social resilience is likely to remain elusive. Key concepts involve resistance, return to previous state and transformation. Resilience has relationships to vulnerability and sustainability and there is often a tendency in the literature to view vulnerability and resilience as opposite ends of the same spectrum when in reality they are different scales. To further complicate the debate, resilience occurs at multiple scales; each with the potential to influence the other.

Devine-Wright et al (2022)

change. It has a wide range of interrelated determinants along themes of equity, institutions, technology, infrastructure, economic resources, information and skills and social capital. Insofar as most current human action across all these themes will become unsustainable, social adaptive capacity can essentially become the new social sustainability.

Social adaptive capacity refers to the conditions which enable people to anticipate and respond to

Social Adaptive Capacity is arguably a more useful focus than social resilience in climate change responses and complements Council's overarching position on social sustainability. Ultimately Council can tailor responses which

enhance and prioritise interventions by defining social adaptive capacity in terms of ‘of who, to what’ aligned with local government areas of responsibility and influence.

Transformative dimensions – Adaptation to human-induced change in climate has largely been envisioned as increments of these adaptations intended to avoid disruptions of systems at their current locations. In some places, for some systems, however, vulnerabilities and risks may be so sizeable that they require transformational rather than incremental adaptations. Three classes of transformational adaptations are those that are adopted at a much larger scale, that are truly new to a particular region or resource system, and that transform places and shift locations. Given the scale of change facing the Isaac region transformative, in preference to incremental, adaptation is required.

Transformative adaptation involves deep systemic change which addresses underlying inequalities, uses people-centric planning, produces behaviour and lifestyle changes, ensures the integrity of urban and regional ecosystems and ultimately envisions new communities, institutions and economies. Robust advocacy efforts and meaningful, authentic partnerships are central to leveraging the benefits of climate change mitigation and adaptation for Isaac. Enablers of transformative adaptation include strong leadership, inclusion and equity, finance and local capacity, synergies across regional, national and global scales, knowledge data and partnerships, evaluation and learning and accountable institutions and governance.

Structural economic change is an inevitable result of global efforts to decarbonise the economy. However, it also presents a once-in-a-lifetime opportunity to simultaneously boost economic growth, create sustainable jobs, build more resilient and cleaner energy systems and to steer global emissions into structural decline. However, the challenges and opportunities presented by decarbonisation of the economy will not be experienced equally and consideration of what Australia’s regions need on the path to net zero economies is gaining traction in debate at all levels. As a region with 75% of current jobs in Isaac highly exposed to the decarbonisation agenda, planning for the decline of fossil fuels as the key driver of the Isaac economy and pursuing economic opportunities associated with the decarbonisation of the economy will be a vital component of Isaac’s climate change response.

‘Strong climate action is not a threat to, but the foundation of, our future economic wellbeing’.

Angel Gurría, OECD Secretary-General

New opportunities can ease the transition to a low carbon economy, however regions need to be able to come together for inclusive and constructive conversations about what they want for their future if they are to successfully navigate the winding path to net zero emissions. Managing this is a huge and complex task that requires a level of leadership, vision, honest, coordination, planning and financial investment which Australia hasn’t seen in decades.

A further aspect of transformative adaptation which provides a useful perspective is using nature for transformative adaptation. Ecosystem based adaptation approaches can provide solutions to multiple climate change-related hazards at lower costs and risks and support human wellbeing in the face of climate change. Identified benefits of Ecosystem based transformative adaptation have been demonstrated to include improved food security and water provision, increased income, job creation, diversified livelihoods, asset protection, human and wildlife security and cultural heritage protection. While more aligned with second and third tranche policy settings, the potential for Isaac’s natural assets to deliver multiple benefits alongside carbon sequestration should be considered from the outset.

Ultimately Council can commence leading the Isaac region towards a safe and prosperous future through:

- Being innovative, adaptive and flexible in our approach to climate change
- Using the best available science and sub-regional climate change projections to understand and respond to short and long-term climate change risks.
- Understanding and fostering social adaptive capacity within our communities.

- Enriching climate change response programs with concepts and insights from social science disciplines to simultaneously address broader societal goals and enable inclusive and equitable systemic change.
- Rigorously pursuing transformative adaptation opportunities which improve our communities' ecological, political, economic and cultural conditions.
- Working collaboratively with all levels of government, industry and community to develop policies and projects which meet the on-the-ground needs of our region's residents.
- Recognising people's values, attitudes and participation as central to becoming a resilient and adaptive region.
- Actively seeking to drive down greenhouse gas emissions from Council operations and adopting net-zero pathways and targets.
- Incorporating and responding to climate change risk in long-term financial planning, asset management, infrastructure delivery, social and land use planning, disaster management and other key Council processes, strategies, plans and programs.
- Fostering the enabling conditions of, and addressing barriers to, transformative adaptation.
- Building organisational adaptive capacity through engaged leadership, knowledge, culture, collaboration, integration, governance and decision making.
- Supporting innovative community led mitigation and adaptation action

The novel, complex and cross-cutting nature of climate change problems means no one sector or level of society can deal with it. The challenges and opportunities presented to society by climate change requires wide-spread action that is both consistent and coordinated. At the regional level Council has direct roles to play in corporate action, council-led community action and supporting community led action while simultaneously ensuring meaningful, inclusive and action-focussed partnerships are developed and maintained to ensure a just transition to a low-carbon future.



INTRODUCTION

Isaac Regional Council has recognised climate change presents both risks and opportunities for the region and is committed to leading and enabling in a changing world. A changing climate means we can expect higher temperatures, hotter and more frequent hot days, more intense downpours, less frequent but more intense tropical cyclones, rising sea levels and warmer and more acidic oceans. Local Governments will face increased exposure to liability and mounting costs from disaster clean ups, greater demand for services and prematurely deteriorating assets. World leaders have committed to rapid decarbonisation of the economy which has significant implications for the Isaac region in terms of the high number of current jobs exposed to the decarbonisation agenda and opportunities arising from new economies.

Profound societal changes together with continued technical improvements will be required to meet climate goals and to improve people's quality of life across their economic, ecological, political and cultural conditions. Climate change cannot be tackled through technological breakthroughs and climate models alone. Achieving the urgent and necessary transformations for a positive socially sustainable future for Isaac requires placing people at the heart of climate action.

Council has commenced climate action in a number of areas however the organisation is currently operating in a policy vacuum which may impact the effectiveness of current initiatives and cause some level of uncertainty for both internal and external stakeholders. This paper proposes Council adopts a Climate Change Response Policy to guide the initial analysis of climate change risks and opportunities and formulation of proposed response initiatives and mechanisms.

PURPOSE

The purpose of this white paper is to facilitate discussion and provide the basis for an initial policy position which consolidates existing initiatives within a coherent framework, confirms Council's commitment to responding to climate change risks in our operations and communities and provides guiding principles for the design of a first tranche set of initiatives which will provide a strong footing for transformative adaptation and a positive and equitable future for the Isaac region.

SCOPE

This paper relates to a 'first tranche' set of policy settings which test conditions and establish the foundations of future, more granular, action. Responding to climate change can be understood as a process, as illustrated by the model proposed by the LGAQ Queensland Climate Resilient Councils (QCRC) program in which Council participates:



This model indicates Council’s current initiatives largely align with Phase 1 – Strategic Climate Risk Profiling with some tending towards Phase 2 – Detailed Climate Risk Planning, notably Isaac’s planning scheme and Coastal Hazard Adaptation Strategy (CHAS).

The scope of this paper aligns with Phase 1 and early Phase 2 of the QCRC model as above, however recognises the Isaac region, as Queensland’s premier metallurgical coal producer, will experience an unique set of challenges and opportunities arising from the decarbonisation agenda and provides a clear line of sight to the provisions of Council’s Social Sustainability Policy which places people’s social experiences across their ecological, cultural, political and economic conditions at the centre of decision making. On this basis the scope of this paper extends beyond the institutional, or organisational, dimensions of climate change over which Council has direct influence and as described within the QCRC model to consider social and transformative adaptation dimensions.

The adoption of an Isaac Climate Change Response Policy is intended to guide early investigations and formulation of responses to climate risks and opportunities and is anticipated to apply for 24 months from adoption. Given the multiple possible outcomes arising from climate change adaptation and mitigation an adaptive management approach will be critical to respond effectively to what could be rapidly changing circumstances.

MITIGATION, ADAPTATION AND TRANSFORMATIVE ADAPTATION

In essence adaptation can be understood as the process of adjusting to the current and future effects of climate change. Mitigation relates to making the effects of climate change less severe through preventing or reducing the emission of greenhouse gasses (GHG) into the atmosphere. Adaptation to human-induced change in climate has largely been envisioned as increments of these adaptations intended to avoid disruptions of systems at their current locations. In

¹ LGAQ Queensland Climate Resilient Councils (2020) *Climate Risk Management Guideline for Local Government: A companion guideline to the Climate Risk Management Framework*

some places, for some systems, however, vulnerabilities and risks may be so sizeable that they require transformational rather than incremental adaptations. Given the scale of change facing the Isaac region this paper necessarily considers transformative adaptation alongside mitigation and incremental adaptation.

APPROACH

The development of the *Isaac Climate Change Response White Paper* has drawn on extensive review of multi-disciplinary academic literature, government issued guidance materials, current legal and financial opinion, the issues raised by organisational stakeholders during the compilation of the Corporate Sustainability and Regional Resilience Investigative Framework (CSRRIF), officer level discussions with neighbouring Councils, advice from climate change governance specialists, officer participation in relevant forums including the CRC TiME Breaking Barriers forum and Queensland Climate Resilient Councils Symposium and review of any community sentiment evident in Council's most recent Customer Satisfaction Survey.

Since the focus of this white paper is to gain consensus on policy settings which guide the design of a first tranche of implementation actions it is not intended to be an exhaustive paper which considers every facet of climate change in the Isaac context but rather to ensure sound footings for effective climate change responses.



PREDICTED CLIMATE CHANGE IMPACTS (THE BAD)





SUMMARY

KEY POINTS

- Climate change means the Isaac region can expect higher temperatures, hotter and more frequent hot days, more intense downpours, less frequent but more intense tropical cyclones, rising sea levels and warmer, more acidic seas.
- This will lead to a number of undesirable impacts on human settlements and infrastructure, Tourism, business and industry, Agriculture, biodiversity and eco-systems and human health
- As the world pledges dramatic decarbonisation, even conservative scenarios predict global demand for fossil fuel exports will halve by 2050. Modelling indicates 75% of jobs in the Isaac Region (including non-resident worker jobs) are exposed to the decarbonisation agenda, the highest of any LGA in Australia. However, global decarbonisation is a predictable, manageable long-term industrial transition.
- Current legal opinion suggests climate change science is sufficiently precise that failure of local governments to act now to factor in the effects of climate change will lead to greater exposure to liability in the future in the event of foreseeable loss or damage occurring to parties with whom Council has dealings and should have had in its contemplation. Liability can arise in many contexts, however the more prominent include negligence in planning decisions and drainage management, control of roads, provision of advice, conduct of events, back burning and landslides from Council land.
- Climate change exposes local governments to both direct and indirect financial risks from disaster management and clean ups, accelerated deterioration of assets, reduced productivity (particularly from heat stress), changes to the costs and availability of insurance, access to funding and loan finance where Councils are unable to demonstrate they are managing climate change risk.

Implications for policy settings

- Acknowledging climate change presents a material risk to the Isaac region
- Incorporating and responding to climate change risk in long-term financial planning, asset management, infrastructure delivery, social and land use planning, disaster management and other key Council processes, strategies, plans and programs.

First Tranche Policy implementation focus

- Initiate first stages of Queensland Climate Resilient Council's framework and process for local government climate change response in accordance with Council's Climate Change Response Policy Guiding Principles

While Queensland often experiences climate extremes such as floods, droughts, heatwaves and bushfires, climate change is likely to exacerbate the frequency and severity of these events. Projections indicate the Greater Whitsunday region, including Isaac, will be increasingly affected by changes in temperature, rainfall, sea level rise and extreme weather conditions. Particularly, the region can expect:

- Higher temperatures
- Hotter and more frequent hot days
- More intense downpours
- Less frequent but more intense tropical cyclones
- Rising sea levels
- Warmer and more acidic seas

This will lead to a number of undesirable impacts:

- **Human Settlements and Infrastructure** - on the coast, inundation and erosion events will become more frequent resulting in high clean up and asset maintenance costs. Flooding resulting from more intense storms could affect water, sewerage, stormwater, transport and communications infrastructure. Flash flooding and wind damage will exacerbate these impacts closer to the coast. The cost of insurance to business and community may increase as a result. Inland, the impact of hotter days and extreme heat events will affect infrastructure.
- **Tourism** – The loss of biodiversity values and deteriorating natural assets combined with disruptions from extreme weather events and hotter temperatures may make reduce Isaac’s visitor appeal or alter typical visitation patterns.
- **Business and Industry** - More intense extreme storm events and associated increased flooding will impact infrastructure and cause disruptions to the resource sector as the key driver of the Isaac economy. This may increase the costs of insurance to industry. Reduced availability of water for mine operations would create competition for water resources with other users including community and the agriculture sector.
- **Agriculture** – Conditions may become more favourable for an increase in plant diseases, weeds and pests. Increasing evaporation will result in more frequent depletion of soil moisture, reduced ground cover and lower stock carrying capacity. Increased animal stress is likely, particularly away from the coastline, resulting in decreased reproductive performance and higher mortality rates. More frequent and intense extreme weather events will damage crops particularly those grown closer to the coast.
- **Biodiversity and ecosystems** – Isaac includes the Brigalow belt, the largest bioregion in Queensland which is rich in species, including large numbers of flora and fauna which are particularly threatened by a changing climate. There are small, isolated populations of endangered native animals in the region including the northern hairy-nosed wombat and Capricorn Yellow Chat which will be vulnerable to climate change. Warming seas and increased coastal inundation will harm coastal ecosystems with important biodiversity and recreation values.
- **Human Health** – Tropical diseases such as Ross River Fever and Dengue Fever are expected to increase in prevalence and range. Changes in rainfall, high tides and maximum temperatures have all been shown to be

key determinants of Ross River virus transmission. Weather extremes, such as floods and tropical cyclones can cause injury and death. Higher temperatures and more hot days can result in heat exhaustion and increased mortality among vulnerable people including the very young and very old. Increases in extreme events can lead to additional pressure on health services including higher demand for health professionals, ambulance and hospital workers. Given service providers in the Isaac region already face challenges in recruiting health and social service professionals this is likely to further aggravate regional inequities.



DECARBONISATION

The world has pledged dramatic decarbonisation with significant impact on Australia's fossil fuel export industries. Conservative future scenarios which account for only pledges made prior to April 2021 predict global demand for coal exports will halve by 2050. Scenarios accounting for further policy responses and demand shifts consistent with a global net zero carbon position by 2050 indicate much steeper and sharper declines for fossil fuel exports.

The decline in demand for fossil fuels will ripple across the Australian economy affecting more than the roughly 80,000 jobs in coal, oil and gas export industries. Mine closure does not just affect mine employees it also affects local retailers and service providers and those in nearby 'service centre' towns. The impact on output across Australia is substantial. Even in minimal scenarios over \$50 billion of output per year (in 2020 dollars) is dependent on global demand which will be gone by 2050. Less conservative scenarios put this figure at \$175 billion per year.

In the national context, the impact on employment has been described as 'modest' with between 100,000 and 300,000 Australian jobs exposed to falling export demand for affected products. However, the impacts of global decarbonisation are not evenly spread, but concentrated in key regions and affect people and communities in specific areas disproportionately. While the decline in demand for metallurgical coal is not expected to be as abrupt as that predicted for thermal coal, there will be little change to the long-term consequences.

Modelling by the Centre for Policy Development (CPD) indicates nearly 75% of jobs in the Isaac region are exposed to international decarbonisation, the highest proportion of any LGA in Australia. This includes around 10,000 jobs directly employed by the mining industry and an estimated 6,000 spread across other sectors including 256 sales positions, 179 hospitality roles, 101 storepersons and 30 legal, social and welfare professionals. Further, while renewable energy industry development will create jobs, the broader Central Queensland region stands out as having many more jobs exposed than potentially created.

Nevertheless, global decarbonisation is a predictable, manageable, long-term industrial transition. The impacts are highly concentrated, placing some communities at great risk unless long-term plans are made now. So too then should responses be highly concentrated. The task ahead for Australian policymakers is to make sure that the location of projects in emerging industries, the skills profile of local workers, and the transition pathways for economies and communities, are aligned so the people and places who are most affected by changing exports are most able to benefit from emerging opportunities.²

² Toby Phillips and Warwick Smith (2022) *The impact of global decarbonisation on Australia's regions*, CPD discussion paper, Centre for Policy Development



LEGAL IMPLICATIONS

The legal system withing Australia is such that the civil standard of proof is on the balance of probabilities. Scepticism of the veracity of climate change is therefore irrelevant in court systems. Current legal opinion suggests climate change science is sufficiently precise that failure of local governments to act now to factor in the effects of climate change will lead to greater exposure to liability in the future in the event of foreseeable loss or damage occurring to parties with whom Council has dealings and should have had in its contemplation. Liability can arise in many contexts, however the more prominent include:

- **Negligence in Planning decisions** - The State Planning Policy notes that the effects of climate change are projected to impact on the footprint, frequency and intensity of natural hazards. It requires assessment managers to avoid or mitigate the effects of climate change, and to build resilience.
- **Negligence in Drainage Management** - It is foreseeable failure to construct drainage systems that are capable of dealing with projected increased water flows, could potentially lead to liability.
- **Control of roads** - Areas which can be impacted by climate change include where a road is known to be cut by floodwaters or bushfire, and there is a risk of motorists suffering injury. Numerous claims in the context of failing to warn of flooded roads, or flood heights over those roads have been made against local governments in the past, and increased intensity of rainfall will likely lead to an increase in exposure for local governments. Additionally, damage caused by events such as flood, bushfire and landslides also have the potential to expose local governments to liability.
- **Provision of Advice** - It is common for local governments to provide information concerning land within their area, for example, searches on flood levels or the potential for landslip. Any inaccuracies, or ambiguities in this advice (whether written or oral) can potentially lead to liability, often significantly later than the provision of the advice.
- **Conduct of events** - Numerous matters which can potentially lead to liability where Council is organising and delivering events. However, from a climate change perspective increased temperatures particularly can increase capacity for heat injuries to participants and staff. A failure to consider all risks, and take reasonable steps to prevent them, could lead to liability.
- **Backburning** - The projected increase in weather conducive to fire will increase the risk from back burning. If fires started, or managed, by local governments get out of hand, there is potential for liability where people are injured, or adjacent properties, livestock, or other items are damaged.
- **Landslides from Council land** - Councils have been found liable in the Courts in the past, albeit in a development approval context, from landslides, and claims have been made against Queensland Councils concerning landslides emanating from areas within their control. The greater incidence of extreme weather events arising from climate change may increase the likelihood of landslides.

- **Other claims**

Although less common, a variety of other actions may be commenced against local governments, including breach of statutory duty, nuisance, judicial reviews and prosecutions (for example EPA breaches). Each has their own peculiarities, but climate change has the potential to impact, and increase, such claims.³

³ Williams, M (2017) *Climate Change Liability* retrieved Jan 2023 from <https://www.kingandcompany.com.au/blog/climate-change-liability>



FINANCIAL IMPLICATIONS

Beyond increased legal costs climate change exposes local governments to both direct and indirect financial risks. Direct effects can be chronic or acute. Rising sea levels and coastal inundation means Council's face increasingly complex challenges when it comes to managing the coastline. Implementing coastal adaptation measures and policies can not only attract significant costs but also requires reconciling competing social values including economic development, scenic amenity, public health and safety and the preservation of natural resources. Increased temperatures will cause the accelerated deterioration of infrastructure and extreme weather events can also significantly affect the maintenance costs and lifespan of Council owned assets. Heatwaves, in particular, can result in loss of productivity and push the mental and physical capacity of workers beyond what is safe. Heat exposure can increase the risk of workplace accidents through physical fatigue and slowed decision making capacity.⁴

The costs associated with disaster management at the local level go beyond damage to infrastructure and other assets. During disasters, including those from extreme weather events, Councils take on additional activities above and beyond core service delivery. Isaac Regional Council has committed to *'Facilitate urgent and visible support during times of stress to the community (such as mental health support, crime prevention and assisting those from a lower socio-economic level).'*⁵ The costs of emergency management support measures can add up quickly for Councils. Following the 2019/2020 Bushfires Shoalhaven City Council (NSW) identified the following rapid-response interventions which had been undertaken:

- Waste disposal
- Road and bridge repairs
- Telecommunications reinstatement
- Water supplies and sewer repairs
- Power supply provision
- Temporary accommodation
- Food and urgent necessities
- Mental health support
- Fencing repairs to contain livestock
- Distribution and storage of donations and supplies
- Establishment and staffing of recovery centres and assistance points
- Financial assistance

In this example waiving the fees for disposal of green waste and food spoiled due to the numerous power cuts cost the Council \$630,000 and \$193,600 respectively.⁶

⁴ Rowlinson et al 2014

⁵ IRC Corporate Plan 2017-2022

⁶ Shoalhaven City Council 2020

Beyond this, many of the decisions Council must make to preserve resources during times of stress can ultimately deepen inequality within and between communities:

Case study – Millennium drought – Victoria

Water availability was particularly limited during the millennium drought due to mandated water restrictions. Many compacted playing fields across Victoria were closed both as a safety precaution and also because of the difficulties in obtaining public liability insurance. When water allocations had been reached, some community level sports clubs paid for water to be carted in even during periods of inflated prices due to demand pressure. Ultimately more wealthy communities which could afford to pay for water had usable fields and communities which could not had their fields closed, losing one of the typically low-cost recreational pursuits available to them. In this sense, while unintended, decisions to restrict water supply ultimately deepened community inequity.

Indirect effects include the legal costs arising from increased exposure to litigation described previously, changes to the costs and availability of insurance and decreased access to grants and other public monies if Council is unable to demonstrate robust consideration of climate related risks in its strategic planning and decision-making processes and mechanisms.

Average home insurance premiums rose by 178% in northern Australia and 52% for the rest of Australia in real terms during the decade between 2007-08 and 2018-19. Over the same period combined home and contents insurance rose by 122% in northern Australia and 71% in the rest of Australia.⁷ While rising insurance premiums will require Council's to spend more to protect their assets the rising incidence of underinsurance and non-insurance in the community is also likely to impact Council. When households which are uninsured or under-insured are affected by extreme weather events, they often face costs they cannot meet. If this happens costs can be transferred to governments through financial support claims and increased demand for governments to contribute to the costs of rebuilding. Eurobodalla Shire Council (NSW), again following the 2019/20 bushfires noted '*up to one third of people are not insured...The lack of insurance places increased pressure on governments, not for profit groups and the broader community to provide financial support to this impacted by natural disasters.*'⁸

Another factor which may have indirect financial implications for local governments is increasing demand from investors for improved climate related financial disclosure. Climate change presents real financial risks to the global economy and consequently to actors in the global economy. It is necessary for companies to consider not only their impact on climate change, but the impact climate change will have on them. The Task Force on Climate-related Financial Disclosures (TCFD) has developed recommendations for businesses on how to assess and report on climate change related financial risks and opportunities which can be communicated to in a consistent format to investors, lenders, insurers and other stakeholders thereby reducing the risk of the misallocation of capital. Companies which are better prepared for climate risks and transparently disclose this information will be inherently more attractive to investors. Governments around the world are increasingly looking at making climate related financial risk reporting mandatory and many industry commentators suggest local governments will ultimately be subject to the same rules as private companies. While Councils do not typically deal directly with the global capital markets, other levels of government do,

⁷ ACCC 2020

⁸ Eurobodalla Shire Council 2020 p22

and it is not unreasonable to assume expectations of climate related financial risk disclosure may be transferred to the local level when accessing state and federal funding programs. At a minimum the demonstrated consideration of climate change impacts on infrastructure proposals for which Council seeks funding is likely to be a requirement. This may also have implications for investment attraction in the region – where Council can be seen to be positively responding to the predicted impacts of climate change on existing infrastructure and services may reassure potential investors.



GLOBAL AND NATIONAL CONTEXT





SUMMARY

KEY POINTS

- While intrinsically linked, climate change is not the only driver of a changing world. Megatrends see the global community becoming leaner, cleaner and greener, diving into digital, becoming increasingly autonomous and unlocking the human dimension against the backdrop of an escalating health imperative and geopolitical shifts.
- The provisions of the Paris Agreement (limiting global warming to well below 2°C), The 2030 Agenda for Sustainable development (goals which envision a secure world free of poverty and hunger, with full and productive employment, access to quality education and universal health coverage, the achievement of gender equality and the empowerment of women and girls and an end to environmental degradation) and the Sendai Framework for Disaster Reduction (advocating for the substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries) will be increasingly felt at the local level.
- The three agreements work hand in hand and call for climate change actions which simultaneously improve human wellbeing and actively reduce disaster risk in preference to solely managing the consequences.
- The Intergovernmental Panel on Climate Change (IPCC) is the international body for assessing the science related to climate change. As the best available science its findings are embedded within national and domestic climate change policy.
- Domestic policy at the national and state level sets clear mandates for reducing greenhouse gas (GHG) emissions to net zero by 2050.

Implications for policy settings

- Acknowledging climate change presents a material risk to the Isaac region
- Using the best available science and sub-regional climate change projections to understand and respond to short and long-term climate change risks.
- Actively seeking to drive down greenhouse gas emissions from Council operations and adopting net-zero pathways and targets.
- Rigorously pursuing transformative adaptation opportunities which improve our communities' ecological, political, economic and cultural conditions.

First Tranche Policy implementation focus

- Establish emissions reduction frameworks with agreed pathways and targets, based on the best available science and including consideration of potential eco-system based transformative adaptation.
- Investigate mechanisms to incorporate disaster reduction instruments within existing disaster management strategies.



GLOBAL MEGATRENDS

A megatrend is a trajectory of change which is likely to have a substantial and transformative impact on individuals, organisations and societies. Megatrends typically unfold over years or decades and occur at the intersection of multiple interconnected trends that are narrower in scope. The CSIRO has identified the following which will change the way we live over the coming decades:

Adapting to a changing climate - Extreme and unprecedented weather events are increasing in their frequency and scale of impact. Current climate forecasts predict that we are likely to experience extreme weather conditions that exceed the bounds of historical norms and concurrent climate hazards are likely to compound the overall climate risk for sectors and regions. Adapting the healthcare system, critical infrastructure and settlement patterns to climate change and extreme weather conditions will become a growing reality for many countries in the years and decades to come. This megatrend speaks to the new ways of operating that organisations and communities will need to adapt to in the face of a changing climate.

Leaner, cleaner and greener - As the size of the global population continues to grow and as more people transition from lower to higher income brackets. There will be escalating pressures placed on finite food, water, mineral and energy resources. At the same time these constraints are driving cutting-edge innovations that aim to more with less, achieve carbon neutrality, reduce biodiversity loss and address the global waste challenge. This megatrend explores opportunities pushing us towards a more sustainable horizon and the importance of science, technology and innovation in helping organisations operate within much tighter envelopes.

The escalating health imperative - Healthcare expenditure continues to show an upwards trajectory and this trend will likely be exacerbated as global populations age and as new health challenges emerge (e.g. antimicrobial resistance, future pandemics). The COVID-19 pandemic has revealed and intensified existing health challenges around the burden of chronic illness and mental health difficulties. But it has also emphasised the importance of social and economic determinants of health. This megatrend highlights the opportunities provided by preventative health and precision health in supporting better health outcomes for all Australians.

Geopolitical shifts - Recent geopolitical developments are likely to have long lasting impacts. The Ukraine crisis and ongoing tensions in the Asia-Pacific region pose challenges for democratic countries with advanced economies seeking to ensure peace and stability. These events have led to record-level defence spending, in Australia and globally, and increasing collaboration and cooperation across matters of security, technology and defence capability. This megatrend explores the implications of emerging geopolitical shifts relating to science, technology, trade, supply chains and defence strategy.

Diving into digital - The rapid adoption of digital and data technologies in recent times has meant that many sectors and organisations have experienced years' worth of digital transformation in the space of months. This is evident in the growth of online retail, remote working, telehealth, virtual education, digital currencies and data-driven organisations. While this progress has been significant, experts predict that this is just the tip of the iceberg, with the vast majority of digitisation yet to occur. This megatrend details the next wave of digitisation for organisations and the opportunities enabled by digital and data technologies.

Increasingly autonomous - We have seen astonishing improvements in the ability of software and machines to solve problems and perform complex tasks without explicit human guidance. This is driven by ongoing scientific breakthroughs in artificial intelligence (AI) and global investments in technology driven research and development (R&D). Today, practically all industries and policy spheres in all regions of the world are increasingly adopting AI technology and developing their AI capabilities. This megatrend unpacks how AI and related science, research and technology capabilities are helping to boost productivity and solve humanity's greatest challenges and the socio-economic considerations of these technology developments.

Unlocking the human dimension - Emerging social trends have heightened the influence of human perspectives and experiences on future community, business, technology and policy decisions. Consumers are demanding increased transparency from organisations, governments and scientists to maintain their trust, and there are concerns around the spread of misinformation. The rapid rate of change associated with technology is also driving new considerations around ethical design and deployment. This megatrend highlights the social drivers influencing future consumer, citizen and employee behaviours.⁹

⁹ Naughtin C, Hajkowicz S, Schleiger E, Bratanova A, Zamin T, Dutta A (2022) Our Future World: Global Megatrends impacting the way we live over coming decades, Brisbane, Australia: CSIRO



PARIS AGREEMENT, 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT & SENDAI DISASTER REDUCTION FRAMEWORK

The Paris Agreement, 2030 Agenda for Sustainable Development and Sendai Disaster Reduction Framework were negotiated in parallel and adopted in 2015 within a few months of each other and provide a clear mandate for increased coherence in countries' approaches to climate and disaster risk reduction and improved human wellbeing. These international agreements are largely responsible for driving the changes we experience at the local level.

THE PARIS AGREEMENT

The Paris is a legally binding international treaty on climate change. It was adopted by 196 Parties at COP 21 in Paris, on 12 December 2015 and entered into force on 4 November 2016. Its goal is to limit global warming to well below 2°C, preferably to 1.5°C, compared to pre-industrial levels.

The Agreement includes commitments from all countries to reduce their emissions and work together to adapt to the impacts of climate change and calls on countries to strengthen their commitments over time. The Agreement provides a pathway for developed nations to assist developing nations in their climate mitigation and adaptation efforts while creating a framework for the transparent monitoring and reporting of countries' climate goals.

The Paris Agreement provides a durable framework guiding the global effort for decades to come. It marks the beginning of a shift towards a net-zero emissions world. Implementation of the agreement is also essential for the achievement of the Sustainable Development Goals.

THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

The 2030 Agenda for Sustainable Development is a 15-year global framework centred on an ambitious set of 17 Sustainable Development Goals (SDGs), 169 targets and over 230 indicators. The 2030 Agenda envisions a secure world free of poverty and hunger, with full and productive employment, access to quality education and universal health coverage, the achievement of gender equality and the empowerment of women and girls and an end to environmental degradation.¹⁰

The SDGs which form the centrepiece of the 2030 Agenda include SDG 13 on tackling climate change and its impacts. While this goal embeds action to tackle climate change firmly in the 2030 Agenda, there are multiple targets elsewhere in the SDGs which relate to climate change mitigation, adaptation and resilience building even if this language is not explicit. This reflects the recognition that many global goals, from poverty eradication and ending hunger to conserving biodiversity and protecting our oceans, will be unattainable if climate change is left unchecked while also recognising actions to achieve objectives across people's cultural, political, ecological and economic conditions will need to be aligned with climate change objectives.

¹⁰ Government of Canada (2013) accessed at https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/priorities-priorites/agenda-programme.aspx?lang=eng

SUSTAINABLE DEVELOPMENT GOALS



THE SENDAI FRAMEWORK FOR DISASTER REDUCTION

The Sendai Framework was the first major agreement of the post-2015 development agenda and provides Member States with concrete actions to protect development gains from the risk of disaster. The Sendai Framework works hand in hand with the other 2030 Agenda agreements, including The Paris Agreement on Climate Change, ultimately the Sustainable Development Goals. It was endorsed by the UN General Assembly following the 2015 Third UN World Conference on Disaster Risk Reduction (WCDRR), and advocates for:

The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

It recognises that the State has the primary role to reduce disaster risk, but that responsibility should be shared with other stakeholders including local government, the private sector and other stakeholders.¹¹ The Australian Government has integrated the Sendai Framework into its disaster management planning.

The Sendai framework presents a number of innovations. Many commentators have identified the most significant shifts as a strong emphasis on disaster risk management as opposed to disaster management, the definition of seven global targets, the reduction of disaster risk as an expected outcome, a goal focused on preventing new risk, reducing existing risk and strengthening resilience, as well as a set of guiding principles, including primary responsibility of states to prevent and reduce disaster risk, all-of-society and all-of-State institutions engagement. In addition, the scope of

¹¹ United Nations Office for Disaster Risk Reduction accessed Jan 2023 at <https://www.undrr.org/implementing-sendai-framework/what-sendai-framework>

disaster risk reduction has been broadened significantly to focus on both natural and man-made hazards and related environmental, technological and biological hazards and risks. Health resilience is strongly promoted throughout. The Sendai Framework also articulates the following: the need for improved understanding of disaster risk in all its dimensions of exposure, vulnerability and hazard characteristics; the strengthening of disaster risk governance, including national platforms; accountability for disaster risk management; preparedness to “Build Back Better”; recognition of stakeholders and their roles; mobilisation of risk-sensitive investment to avoid the creation of new risk; resilience of health infrastructure, cultural heritage and work-places; strengthening of international cooperation and global partnership, and risk-informed donor policies and programs, including financial support and loans from international financial institutions.¹²



SYNERGIES BETWEEN THE PARIS AGREEMENT, SUSTAINABLE DEVELOPMENT GOALS AND THE SENDAI FRAMEWORK


The objectives of all three agreements have clear synergies and are highly interrelated, however critics have argued that frequently climate change, disaster management and sustainable development initiatives are developed and deployed through administrative siloes. The wide range of institutions and government officials responsible for managing climate hazard exposures and reducing vulnerability often miss potential synergies and duplicate efforts.

¹² United Nations, *Sendai Framework for Disaster Risk Reduction* accessed Jan 2023 at https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf

While these criticisms are levelled in the global context, there are clear implications for the approach Isaac will deploy in responding to climate change across the depth and breadth of its operations while responding to external stakeholders.

OVERVIEW OF SYNERGIES BETWEEN THE PARIS AGREEMENT, SUSTAINABLE DEVELOPMENT GOALS AND THE SENDAI FRAMEWORK

	Sustainable Development Goals	Paris Agreement on Climate Change	Sendai Framework for Disaster Risk Reduction
Background	Global agenda for action towards sustainable development	Agreement on the global response to climate change; adaptation, mitigation and finance	Global framework to guide multi-hazard management of disaster risk
Climate change adaptation and disaster risk reduction	Climate action and disaster risk reduction are crosscutting issues, but explicitly mentioned in: <ul style="list-style-type: none"> – Goal 13 to combat climate change and its impacts, – Goal 11 to make cities inclusive, safe, resilient and sustainable. Climate action also contributes to the achievement of many of the other goals	Articles 7 and 8 explicitly focus on CCA and DRR: <ul style="list-style-type: none"> – Article 7.1, on enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change – Article 8.1, on averting, minimising and addressing loss and damage associated with the adverse effects of climate change 	Paragraph 13 recognises climate change as a driver of disaster risk, and points to the opportunity to reduce disaster risk in a meaningful and coherent manner
Role of development co-operation	Stresses the need for strengthened global solidarity, with the participation of all countries, all stakeholders and all people (Goal 17.16-17.17)	Recognises the “importance of support for and international cooperation on adaptation efforts” (Article 7.6) and the provision of scaled-up financial resources that aims to achieve a balance between adaptation and mitigation (Article 9.4)	Recognises that the ability of developing countries to manage risks may be strengthened through the provision of “adequate, sustainable and timely provision of support, including through finance, technology transfer and capacity building from developed countries and partners” (Paragraph 19)



INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE

The Intergovernmental Panel on Climate Change (IPCC) is the international body for assessing the science related to climate change. The IPCC was set up in 1988 by the World Meteorological Organization (WMO) and United Nations Environment Programme (UNEP) to provide policymakers with regular assessments of the scientific basis of climate change, its impacts and future risks, and options for adaptation and mitigation.

IPCC assessments provide a scientific basis for governments at all levels to develop climate related policies and underpin negotiations at the UN Climate Conference – the United Nations Framework Convention on Climate Change (UNFCCC). The assessments are policy-relevant but not policy prescriptive: they may present projections of future climate change based on different scenarios and the risks that climate change poses and discuss the implications of response options, but they do not tell policymakers what actions to take.

The IPCC embodies a unique opportunity to provide rigorous and balanced scientific information to decision-makers because of its scientific and intergovernmental nature. Participation in the IPCC is open to all member countries of the WMO and United Nations. It currently has 195 members. The Panel, made up of representatives of the member states, meets in Plenary Sessions to take major decisions. The IPCC Bureau, elected by member governments, provides guidance to the Panel on the scientific and technical aspects of the Panel's work and advises the Panel on related management and strategic issues.

The IPCC publishes climate assessment reports every six years with the most recent having been released in 2022. The report emphasises:

- Climate change will increase in all regions of the globe over the coming decades and even with 1.5°C of global warming, there will be increasing heatwaves, longer warm seasons, and shorter cold seasons which will become more intense at 2°C of warming.
- Wind, snow, ice, dryness and humidity patterns, amongst others, are also changing and will bring further challenges.
- Sea levels will continue to rise throughout the 21st century further adding to the risk of flooding in low-lying areas.
- Marine heatwaves are projected to increase around the globe, while ocean deoxygenation is projected to persist for thousands of years and ocean acidification is expected to increase due to warming absorption.
- Cities and urban areas will be warmer than surrounding rural areas due to the urban heat island effect. This effect is mainly caused by little ventilation and heat trapping due to the proximity of tall buildings, heat generated directly from human activities, the heat absorbing properties of concrete and other urban building materials and the limited amount of vegetation.
- Human actions still have the potential to determine the future course of the climate, mainly by cutting emissions down to net zero however it could still take decades for air temperatures to stabilise and many phenomena including sea level rise may take hundreds of years to reverse.

The data and projections produced by the IPCC are the most rigorous and respected available and it essential local climate change responses are based on their latest projections as the best possible scientific basis.



DOMESTIC POLICY

In September 2022 the Australian federal government legislated national emissions reduction targets of 43% below 2005 levels by 2030 and net zero emissions by 2050. As of 2020 all states and territories have a net zero emissions target in place and most have interim targets to lower emissions this decade. Implications of both federal and state and territory climate action by sector include:

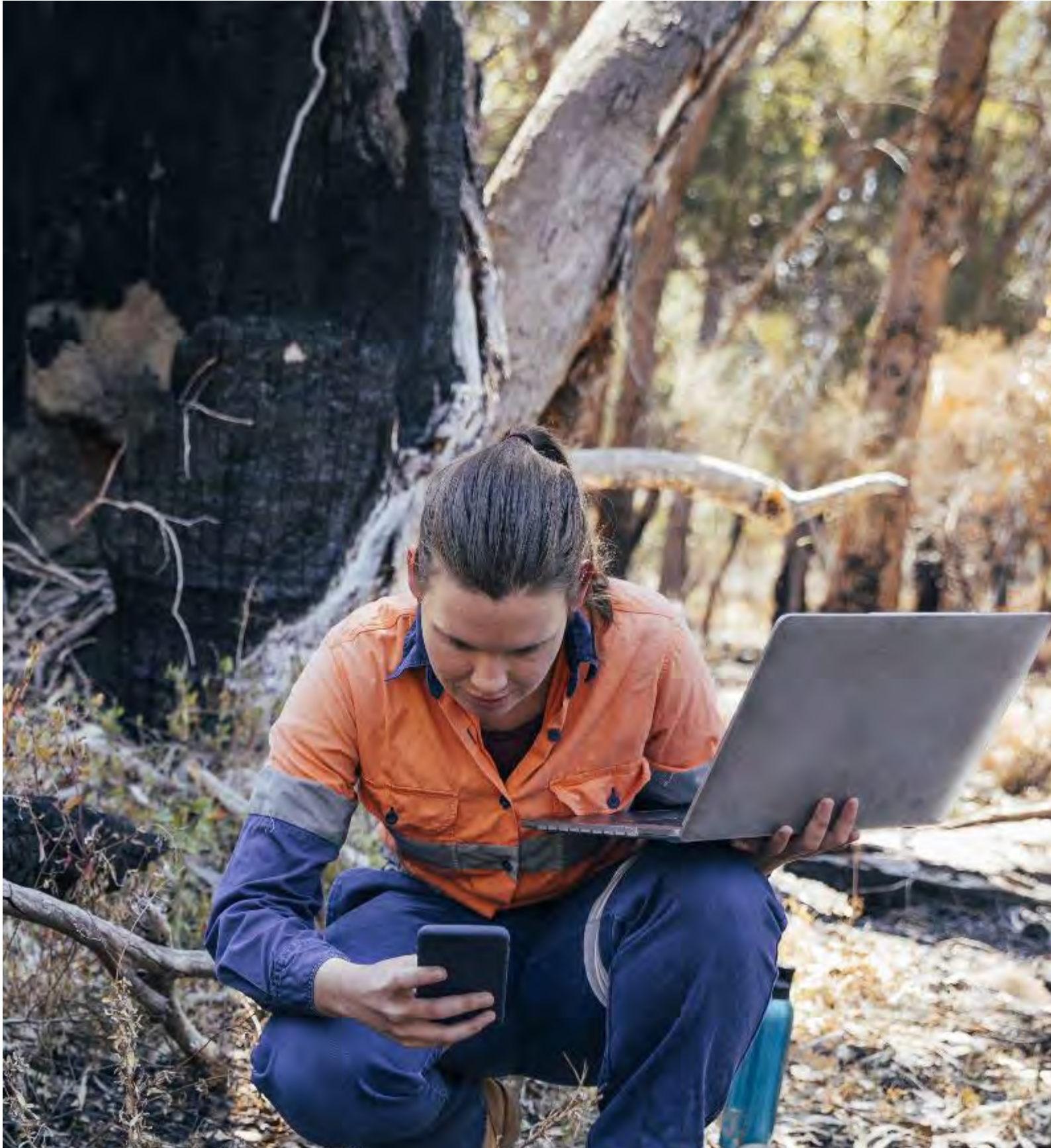
- **Electricity** - state and territory renewable energy targets represent an implied Australia-wide target of 69% reduction by 2030 – a significant increase on the 2021 calculation of The federal government has announced that it will invest \$20 billion in improving the capacity of the transmission network and will implement a National Energy Performance Strategy to accelerate energy efficiency and action on the demand side.
- **Transport** - state and territory targets represent an implied Australia-wide zero-emission vehicle sales target of 46% by 2030 – an increase on the 2021 calculation of 30%. The federal government has opened a consultation on fuel efficiency standards, focusing on light and commercial vehicles but also including heavy vehicle classes.
- **Buildings** – In 2022, federal, state and territory Building Ministers agreed to update the National Construction Code to improve the minimum energy performance of new homes from six to seven stars.
- **Industry** - State and federal governments have announced funding for hydrogen hubs in Western Australia, Tasmania, South Australia, New South Wales and Queensland. To help decarbonise existing industries and develop new low-carbon industries, the federal government is investing \$1.9 billion through the Powering the Regions fund and \$3 billion through the National Reconstruction Fund.
- **Land and Agriculture** - While progress in these sectors is less advanced, states and territories have begun introducing a range of initiatives, including biodiversity and carbon certification as well as research and development to reduce emissions from agriculture. The federal government has announced plans for a biodiversity certificates scheme.

For its part the Queensland Government has committed to net zero emissions by 2050 and 30% reduction in emissions on 2005 levels by 2030 although these targets are not currently legislated. Other recent targets, commitments and policies include:

- 70% renewable energy generation by 2032.
- All publicly owned coal-fired power stations to operate as clean energy hubs by 2035 with a Job Security Guarantee to be developed with unions.
- \$280 million budget commitment for transmission infrastructure upgrades.
- \$500 million to fund large-scale and community batteries.
- \$ 203.5 million to assess two potential pumped hydro storage projects which could provide 7GW of storage capacity.
- \$10 million for the Queensland Microgrid Pilot Fund in regional and remote communities.
- 50% of new passenger vehicle sales to be zero emissions vehicles by 2030 and 100% sales by 2035.
- \$10 million in co-funding for charger installation under the Electric Vehicle Charging Infrastructure Scheme
- New South Wales, Queensland, Victoria and the federal government are collaborating to develop a hydrogen refuelling network.

- Queensland Resources Industry Development Plan - working with industry to develop a decarbonisation plan.
- Commitment to investigate renewable hydrogen targets.
- \$15 million for further planning for renewable hydrogen hubs
- Additional funding for Collaborative Exploration initiative for new economy mineral exploration.
- \$262.5 million for Queensland's Protected Area Strategy 2020–2030 to expand protected areas and provide carbon positive outcomes.¹³

¹³ Climateworks Centre (2022) *Government Climate Action: Leading Policies and Programs in Australia – Summary Report*



INSTITUTIONAL DIMENSIONS



SUMMARY

KEY POINTS

- As an organisation Council has already intuitively begun to respond to climate change risks through advocacy (e.g. for a Transformation Authority), Strategic planning (e.g. Isaac futures strategy, Next Economy Project) and investigations into emissions reduction (e.g. Emissions reduction Framework).
- There is a clear opportunity to strengthen Isaac’s climate change governance to manage risk, support long-term financial sustainability and reduce exposure to liability.
- To align with federal and state governments on emissions reduction and deliver on the provisions of Council’s own Environmental Policy there is an imperative to explore and establish pathways and targets for net-zero emissions from Isaac operations. A net-zero target needs to consider current emissions and organisational capability to reduce them. It would require the organisation to achieve an overall balance between the GHG emissions it produces and the GHG emissions it can sequester, potentially through its environmental assets.
- Climate change action, relating to both mitigation and adaptation, should happen with, not to, communities. It is peoples values and attitudes which shape responses, and it will be participation which makes Isaac resilient and adaptive. An appreciation of receptivity and the drivers of behaviour change is central to climate change community engagement processes.
- High levels of organisational adaptative capacity which support effective climate change responses rely on engaged leadership, knowledge, strategic responses, organisational culture, collaboration, integration, governance and decision making.

Implications for policy settings

- Incorporating and responding to climate change risk in long-term financial planning, asset management, infrastructure delivery, social and land use planning, disaster management and other key Council processes, strategies, plans and programs.
- Actively seeking to drive down greenhouse gas emissions from Council operations and adopting net-zero pathways and targets.
- Recognising people’s values, attitudes and participation as central to becoming a resilient and adaptive region.
- Building organisational adaptive capacity through enhanced leadership, knowledge, culture, culture collaboration, integration, governance and decision making.

First Tranche Policy implementation focus

- Initiate the implementation of findings of QCRC Governance Assessment to increase Council’s climate change governance rating from ‘none’ to ‘basic’

- Establish emissions reduction frameworks with agreed pathways and targets, based on the best available science and including consideration of potential eco-system based transformative adaptation.
- Integrating receptivity models and drivers of behaviour change within existing community engagement processes where they relate to climate change.
- Investigate adapting Council's biennial customer satisfaction survey to include indicators which gauge community levels of receptivity and perception of risk.
- Conduct gap analysis of the determinants of enhanced organisational adaptive capacity.

THE JOURNEY SO FAR

Existing actions identified through the Corporate Sustainability and Regional Resilience Investigative Framework Green Paper investigations:

- Adopted technology position and development of ICT/Data strategy
- SCADA, use of satellites vs top of water infrastructure
- Digital Infrastructure Working Group to support GW3 study
- Medical and Hospital Services Planning Advocacy Position Adopted - May 2019
- LGAA motion for the Australian Government to conduct an inquiry and engage rural communities to assess the effectiveness of the Stronger Rural Health Strategy June 2021
- Environmental Policy
- Isaac Regional Biosecurity Plan 2020-2023
- LG Sherlock
- Roadside vegetation management strategy
- Planning Scheme
- Coastal Hazard Adaptation Strategy (CHAS)
- Reef Guardian Council Program
- Engaging in QLD Climate Resilient Councils (QCRC) program
- Disaster Management Planning
- Social Sustainability Policy
- Social Impact Assessments
- Social Infrastructure Strategy development
- Economic Development Framework
- Support for renewable energy start up in region
- Resources Centre of Excellence
- Participant in the MIW Regional Water strategy
- Water network improvements and renewals
- Landfill strategic plan including remediation (IRC waste management strategy)
- Water demand strategies in place
- IMS certification 14001 – environment
- Increased frequency of street cleaning and reserve maintenance to reduce silt and sediment run off into waterways
- Supply of safe and reliable recycled water
- Glenden Futures Work
- Investment attraction framework

More recently Council has strengthened its advocacy efforts to ensure local concerns are adequately voiced in the national climate change conversation and state government strategies such as the Queensland Resources Industry Development Plan and highlight the need for a Transformation Authority to guide the region towards an equitable, safe and socially sustainable future. Council is also developing its own futures strategy which envisions and responds to long-term opportunities for the region and has committed to participate in *'The Next Economy'* project which seeks to deliver an Economic Development plan capitalising on opportunities arising from decarbonisation and membership of the CRC TiME program which conducts research into opportunities associated with mine closure. Early investigations into a Carbon Reduction Framework which seeks to deliver operational efficiencies and benefits from moving to net-zero have also commenced.

GOVERNANCE

Incorporating climate change governance within corporate frameworks is a key risk management tool for local governments which can reduce exposure to liability. As part of Council's participation in the Queensland Climate Resilient Councils program a detailed assessment of the organisations' climate change governance has been undertaken. The assessment was undertaken in two stages:

- **Stage 1 – information analysis** – a typology-based review of local government inclusion and influence of climate change in publicly available corporate documents. This also included staff members understanding of climate change related impacts, their department's capacity to adapt and their perceived barriers and enablers to improved consideration of climate change in Council decision making.
- **Stage 2 – governance assessment** – a qualitative review of local government consideration of climate change adaptation governance in corporate documents. This also included a qualitative analysis of information gathered from face-to-face meetings with staff.

As part of the process an online survey was distributed to Council staff. 84 Isaac employees completed the survey, a high participation rate compared with other Councils who had undertaken a similar process. This means the results of the survey are relevant in the statistical sense with the 10% margin of error being only slightly in excess of typical statistical parameters. Face-to-face interviews with staff from all directorates were also conducted.

The survey and interviews found many staff had a willingness to further incorporate climate change into key governance mechanisms. It was clear during the face-to-face meetings that there was a strong appetite for implementing management solutions for climate-related risks. During the meetings, many staff also noted that there was a great need for a climate change policy to help Council officers respond to climate-related issues in a robust and consistent way. The survey found many staff believed they could comfortably incorporate and consider climate change in their work:

Understanding of climate change impacts and adaptation	#	%
I am not sure of my understanding	8	9.5%
I have no understanding	8	9.5%
My understanding is limited	31	37%
I could comfortably incorporate/ consider climate change adaptation	37	44%
Total	84	100%

The assessment of corporate documents was found there were significant opportunities for Council to enhance climate change governance. The assessment returned ratings on a scale of 0 (no data or none) to 4 (Advanced) across the following indicators:

Indicator	Justification for indicator	Assessment rating	Recommendations (to transition to next rating)
Corporate Planning	Corporate planning directs how decision makers in local government must discharge their responsibility under State legislation. Strategic and corporate plans are local governments core guiding documents combining community aspirational visions with Council's commitments and actions to achieve these goals. Including consideration of climate change here will Lilley result in a better likelihood for mainstreaming the issue in Council's operations and financial structures	None (0)	<ul style="list-style-type: none"> At a minimum include general statements about climate change within Council's corporate plan. Council staff should be actively supported to adopt and integrate relevant tools from the QCRC resource package and regularly participate in the QCRC Local Government Community of practice
Financial Management	Climate change is increasingly seen as a financial management issue. The cost of direct and indirect impacts will cascade through the economy and affect costs associated with local government activities and responsibilities. Further, climate change adaptation requires an initial and ongoing outlay of resources and commitment of staff time. The Local Government Act 2009 requires Council to prepare a Long-Term Financial Forecast and Investment Policy as part of its financial management system.	None (0)	<ul style="list-style-type: none"> At a minimum insert general statements into financial planning documents as soon as possible.
Public Risk Disclosure	There is substantial evidence to suggest climate change will have a material impact on local government operations and it is therefore prudent to assess the consideration of climate change in Council's public risk registers. Over time insurers and finance providers, among others, can be expected to request Council to disclose how climate change risk is being addresses within the organisation. Currently there is no regulatory requirement for Councils to maintain a public risk register, however the Local Government Regulation requires Councils to manage their risk.	None (0)	<ul style="list-style-type: none"> At a minimum, provide general statements about climate change in the public versions of Council's risk registers.
Asset Management	Local governments have millions of dollars invested in assets. Some of the assets Councils maintain, or are likely to install and maintain have long life expectancy and as such may be exposed to direct and indirect climate change risks.	None (0)	<ul style="list-style-type: none"> At a minimum, include climate change statements in Council's asset management documents.
Land Use Planning	Land use planning plays a critical role in climate change adaptation. Strategic	Intermediate (2)	<ul style="list-style-type: none"> To increase the score for this indicator Council should ensure

	and local planning decisions can both increase or decrease the exposure of human settlements to climate change impacts. The primary risk extends well beyond sea level rise and can include increased riverine or urban flood risk, increased severity and frequency of heatwaves, increased bushfire risk and the potential for increased intensity of extreme storm events		at least two elements of climate change or are listed as an objective or desired outcome in the local element within the planning scheme. <ul style="list-style-type: none"> • Council should ensure spatial hazard studies which consider climate change such as bushfire, flood, coastal erosion, sea level rise and heat island mapping.
Disaster Management	Opportunities exist to drive climate change adaptation decision making through disaster management planning. Adapting to the effects of climate change has numerous supporting benefits for emergency management including the implementation of risk planning for disaster mitigation and preparedness, building appropriate response capacity and minimising exposure to reoccurring situations.	None (0)	<ul style="list-style-type: none"> • At a minimum include general statements about climate change in disaster management documents.
GHG emissions reduction	Climate change mitigation actions are listed as a core governance process for adaptation, as they allow for an exploration and promotion of resilient energy systems and passive solar design which may reduce human health related issues, for example heat stress. Further it is likely all climate change adaptation will need to occur in a carbon constrained economy.	Basic (1)	<ul style="list-style-type: none"> • Formally identify a net zero target out to 2050 and state how it intends to broadly meet the target. • Ensure energy savings are captured in financial reporting and inform the public of the return on investment.
Risk Management	The risk management indicator assesses the extent to which climate change is embedded into council's traditional risk management policies or strategies. While complementary it differs from the information captured in indicator 3, Public Risk Disclosure, by taking a higher level approach to risk management. Climate change is a complex issue which will exacerbate risks and present new ones. Some direction mandating how climate change risk is identified and disclosed will greatly improve Council adaptation planning.	None (0)	<ul style="list-style-type: none"> • Review the Enterprise Risk Management Policy (2018) as soon as possible to include, at a minimum, general statements about climate change.
Adaptation Planning	A climate change adaptation plan helps councils implement a stage process for adapting to climate change. Good adaptation plans also identify the actions required for specific risks and has mechanisms in place to respond to	No data (0)	<ul style="list-style-type: none"> • No publicly available climate change adaptation strategy and/or action plan was found to assess this score. At a minimum Council should ensure any relevant reports

	<p>direct and indirect climate change risks. In particular, good practice adaptation planning helps to:</p> <ul style="list-style-type: none"> • Clarify roles and responsibilities • Identify prioritised activities and focus areas • Allocate resources • Identify triggers for action or change/review • Establish monitoring and evaluation mechanisms • Affectively manage any maladaptation risks 		<p>associated with this indicator are publicly available. Transparency supports community confidence in Council and enables businesses and residents to ascertain the extent of Council’s decision making associated with adaptation planning and climate change.</p>
Climate change policy	<p>An internal climate change policy (or corporate standard) allows the organisation to place a climate change lens over all of a Council’s activities and use the existing system to drive adaptation. It can allow for the consistent application of standards, agreed use of information sources and specific triggers for change. Staff members in local government have a wide range of viewpoints regarding the existence of climate change. Adopting a formal policy places limitations on the extent that personal views affect the professional judgements of people who may be sceptical or deny the existence of climate change.</p>	<p>Basic (1) based on inclusion of climate change in Environmental Policy</p>	<ul style="list-style-type: none"> • Adopting a climate change policy will help ensure Council’s method for adapting to climate change is consistent and robust. If Council is to implement a climate change policy it should include all of the following: <ul style="list-style-type: none"> ▪ Specific IPCC scenarios it is aligning to (e.g. RCP 8.5) ▪ Identified roles and responsibilities ▪ Timing for delivery ▪ Triggers for review ▪ Activities for improving governance scores ▪ Commitment to community and stakeholder engagement

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While the Climate Change Governance Assessment largely focusses on improving the climate change governance ratings in Isaac’s publicly available corporate documents the outcomes have implications for further review across all Council’s leading policy frameworks and associated strategies to ensure climate change risk is adequately acknowledged and managed across all facets of the organisation and supports long-term financial sustainability.

¹⁴ Local Government Association Queensland, Q CRC Program (2022) *Detailed Climate Change Governance Assessment Report for Isaac Regional Council*



CARBON REDUCTION

Both federal and state governments have set clear mandates for the reduction of greenhouse gas (GHG) emissions and many local governments across Australia have also moved to reduce their carbon footprint and continue to move towards their adopted 'net-zero' targets. There are many broad benefits for local governments to reduce their emissions including:

- Enhanced reputational benefits
- Greater resilience in disasters
- Lessening the impacts of future disasters
- Opportunities for partnerships with new industries
- Reduced liability
- Ability to demonstrate risk mitigation to insurers and financiers
- Cost savings from energy efficiencies.

To align with federal and state governments on emissions reduction and deliver on the provisions of Council's own Environmental Policy¹⁵ there is an opportunity for Council to explore and establish pathways and targets for net-zero emissions from Isaac operations. A net-zero target would need to consider current emissions and organisational capability to reduce them. It would require the organisation to achieve an overall balance between the GHG emissions it produces and the GHG emissions it can sequester, potentially through its environmental assets.

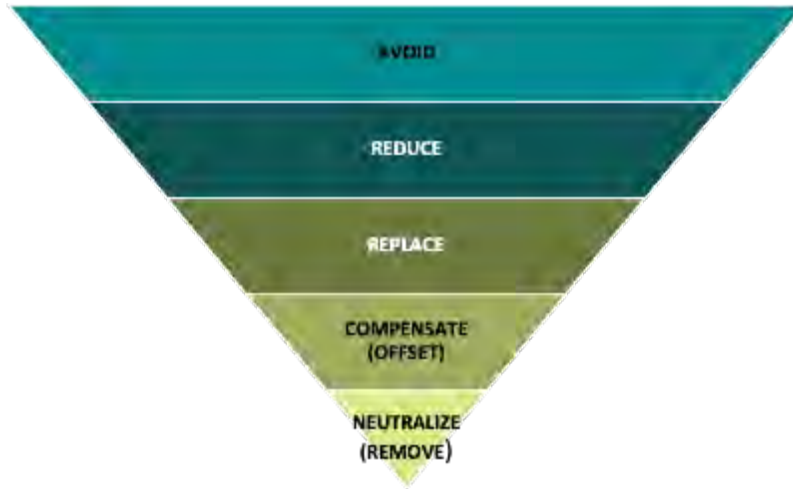
The Australian Government's National Clean Energy Regulator prescribes the international conventions of categorising emissions as Scope 1, 2 and 3 emissions. In a Council context:

- **Scope 1 GHG emissions** are the emissions released to the atmosphere as a direct result of a Council activity. Scope 1 emissions are sometimes referred to as direct emissions and include the fuel consumption of Council's fleet and emissions from Councils landfills
- **Scope 2 GHG emissions** are Council's emissions released to the atmosphere from the indirect consumption of an energy commodity like the use of electricity produced by the burning of coal in another facility. This encompasses Council's electricity consumption
- **Scope 3 GHG emissions** are indirect greenhouse gas emissions other than scope 2 emissions that are generated in the wider economy. They occur as a consequence of the activities of a facility, but from sources not owned or controlled by that facility's business. Some examples are extraction and production of purchased materials, transportation of purchased fuels, use of sold products and services, and flying on a commercial airline by a person from another business.

Adhering to an emissions hierarchy would enable Council to follow best practice methodology in reducing its future emissions and ensuring areas initially targeted would have the most impact and value:

¹⁵ Isaac Regional Council (2021) *CORP-POL_002 Environment Policy*

EMISSIONS MITIGATION HIERARCHY



Initial investigations by Council Officers suggest there are a number of initiatives which would address some of Council’s scope 1 emissions through education and behaviour change and require little or no capital investment. These include familiar energy efficiency initiatives such as turning off monitors and lights, procurement practices which prioritise high efficiency plant in its operations such as treatment plants and in appliances such as fridges and air conditioners or low energy solutions such as hot water boilers in lunchrooms, prioritising online meetings and minimising vehicle use, full utilisation of printer efficiency features and waste reduction measures in line with the Isaac Waste Reduction and Recycling Plan.

The development of a Carbon Reduction Framework and Strategy could provide a clear and achievable pathway for Council towards net-zero.



COMMUNICATION AND COMMUNITY ENGAGEMENT

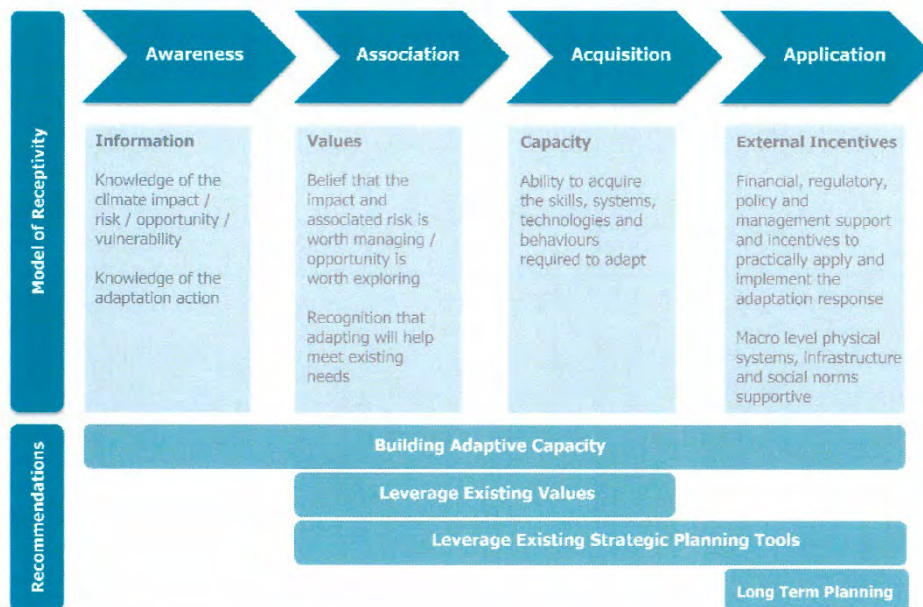
Local governments have a responsibility to communicate climate change risks and adaptation and mitigation strategies to their communities and often to combat misinformation. However, it is generally accepted the presence of factual information about climate change ('the science') does not, in isolation lead to broad changes in human or institutional behaviour to ameliorate or respond to such impacts. Social norms play a powerful role in both reinforcing the status quo and in behaviour change and it is fundamentally important that any climate change mitigation and adaptation actions by Council happen with, not to, communities. For this to occur community engagement models need to intentionally consider receptivity and the enablers of voluntary behavioural change as central to inclusivity. As Professor Dave Griggs noted at the 2012 National Climate Change Adaptation Research Facility conference,

'Twenty years ago, we thought that if we got the science right and told people loudly enough, that would be enough. But it wasn't. We're learning that actually it is people's values and attitudes that shapes responses. We would have done things differently if we had realised that...it will be participation that makes us resilient and adaptive'. Professor Dave Griggs (2012)

The world bank has identified "behavioural and institutional inertia' in other words a lack of responsiveness and capacity to act flexibly' as a key barrier to climate change adaptation. Scientific data and evidence presented in support of a need to address risks and vulnerabilities will inevitably be interpreted differently according to values, attitudes and beliefs held by individuals, institutions, and societies. Navigating the complexities of these interpretations with the intent of building resilience to climate change impacts, requires consideration of, and engagement with, social and institutional mechanisms that operate to define and reinforce values and attitudes, and in turn drive behaviour and behaviour change. The World Bank has emphasised the powerful role of social norms in driving climate change adaptation, arguing that people will 'rely on others to determine their own behaviour', and that 'ensuring that adaptive decision making is more visible publicly has been found to increase people's willingness to cooperate in changing their behaviours.

Emerging from an appreciation of the social and institutional dimensions of adaptation, the Model of Receptivity is a tool for considering factors influencing the willingness and ability of communities (and indeed other organisations including Council itself) to undertake climate change adaptation actions. In this model, for change to occur, capacity must exist or be created across the following four attributes:

- **Awareness** –stakeholders' access to relevant information
- **Association** –links between climate change risks, opportunities, and adaptation actions, and stakeholder needs and values
- **Acquisition** –the practical capacity of stakeholders to undertake adaptation actions
- **Application** – broad social and institutional conditions that support adaptation actions



Many, if not all, climate change mitigation and adaptation actions will require some level of behaviour change on the part of the community, Council as an organisation or, perhaps more typically, both. This behaviour change can be achieved by three main methods:

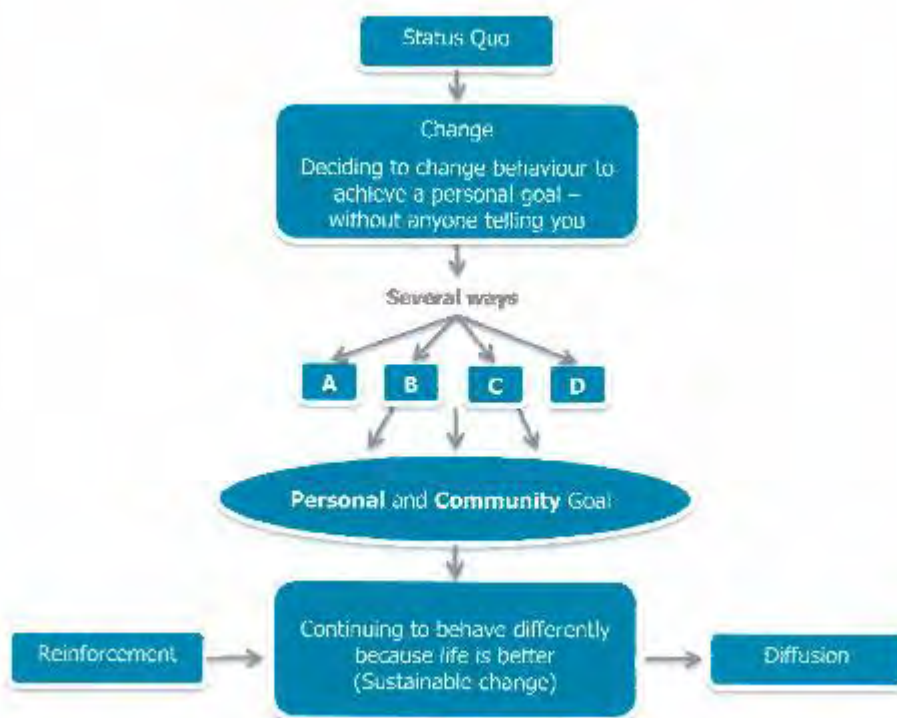
- **Supply measures** - for example provision of infrastructure or modification of the environment
- **Demand measures** - that can relate to pricing, regulation (such as codes and fines), information provision and education programs, and the implementation of alternative technologies
- **Voluntary measures** which support self-initiated behaviour change.

Three factors are involved in supporting voluntary behaviour change:

- **Information** - when individuals and groups are considering changes they want to make, they often need more information than they currently have. The important factor in a voluntary behaviour change approach is that information is only provided when people ask for it or when it follows on from a previous interaction that was not designed to transfer that information. Traditional communications activities such as the wholesale provision of information packs in the absence of previous relationships and interactions is less effective approach in a voluntary behaviour change context.
- **Trust** - individuals need to feel that the initiative is part of a credible program or has been suggested by people they can trust.
- **Common actions allowing different drivers** – in a voluntary behaviour change approach, while the end goal is common (e.g. adaptation to climate change), the approach recognises that different stakeholders may take action for different reasons, which relate to their own respective values and aspirations.


A process occurs when individuals, stakeholder organisations or communities make changes based on identifying a problem and voluntarily take personal and/or shared responsibility. In the first instance, an individual or organisation decides to make a change so that he or she will improve their personal, business or community life in some way. The change may be triggered by any of the following:

- Arriving at a point where the negative effects of an existing activity reach a certain level of intolerance
- Realising for the first time that it is possible to change
- Hearing of someone else who has changed – particularly a “trusted other”
- Experiencing a change moment, e.g., new job, house, partner (personal life), relocating, restructuring, new legislation (business);
- Feeling that change is the new way of doing things (new social norm).



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Another component central to the design of community engagement models and processes is Linking Social Capital. The role of social capital is discussed in more detail in the ‘Social Dimensions’ section of this white paper however, in essence it relates to concerns the relationships between communities and institutions. It can be viewed as an extension of bridging social capital, however in this case involves the norms of respect and networks of trusting relationships between people who are interacting across explicit, formal or institutionalised power or authority gradients in society. The key feature is differences in social position or power. An example could be the relationship between a community organisation and government or other funders. High levels of linking social capital increase social adaptive capacity (also discussed as a concept in the ‘Social Dimensions’ section of this white paper) to climate risks, particularly within a disaster context.



To align the considerations above to the International Association for Public Participation (IAP2) spectrum, solely ‘informing’ the community of climate change risks is unlikely to be effective. Climate change messages will have greater success if the process of diffusing them is based on broad collaborative approaches and embedded over time. An appreciation of receptivity, risk as a feeling and the enablers of behaviour change should be central to the design of engagement processes.

ORGANISATIONAL ADAPTIVE CAPACITY

Adaptive capacity is the ability of a system to adjust to climate change to moderate potential damages, take advantage of opportunities and cope with consequences. Organisations with greater adaptive capacity will be better placed to manage the risks and uncertainties posed by climate change and successfully adapt to future challenges. Adaptive capacity in a local government context has numerous determinants:



- **Leadership Engagement** - Having high leadership action authorises action across the organisation, provides visibility to the issues and ensures adequate resources are applied.
- **Climate Adaptation Knowledge** - Adaptation will not be effective without a good understanding of the impacts and risks faced by the organisation as a whole, and within individual teams.
- **Strategic Response** – A well-considered strategic response will prioritise the issues and coordinate responses across the organisation. It also legitimises action to help overcome barriers to organisational change
- **Organisational Culture** - An organisational culture of agency, innovation and learning allows room for autonomous change, flexibility and ability to absorb and respond to new information. Ultimately, these adaptive capacities demonstrate sufficient organisational resources have been applied to enable staff a greater chance to realise action.

- **Collaboration** - Effective collaboration allows organisations to share information across different dimensions of decision making to achieve the best possible outcomes. Poor collaboration results in lost opportunities for advocacy, poor decision outcomes and lack of coordination with external partner agencies.
- **Integration** - The integration of adaptation into formal policies helps authorise action and overcome barriers to change within the organisation. Reaching the stage of formalising and codifying adaptation priorities into key organisational strategies and operational processes demonstrates a maturity in the change process that suggests adaptation response is well progressed.
- **Adaptation Governance and Decision Making** - It is important for local governments to practice decision making that is accountable, transparent, fair and robust to maintain legitimacy and build trust within the organisation and externally the community. It is also important to consider these principles of decision making to meet state government decision making guidelines on climate change.¹⁷

¹⁷ How well are we adapting. *Local Government Adaptive Capacity Checklist*



SOCIAL DIMENSIONS

SUMMARY

KEY POINTS

- Until recently, the social dimensions of climate change have not been explicitly considered within climate change response frameworks. However, as Devine-Wright et al more recently noted *‘Profound societal change along with continued technical improvements will be required to meet our climate goals, as well as to improve people’s quality of life and ensure thriving economies and ecosystems. Achieving the urgent and necessary transformations laid out in the recently published IPCC report will require placing people at the heart of climate action. Tackling climate change cannot be achieved solely through technological breakthroughs or new climate models...we need to design interventions that are both effective at reducing emissions and achieve wider societal goals such as wellbeing, equity, and fairness. Given that all climate solutions will involve people in one way or another, the social sciences have a vital role to play.’*
- Sociotechnical transition theory, and particularly the Multi-Level Perspective (MLP) framework provides useful insights into how the social dimension shapes transitions. MLP emphasises the importance of radical innovations, while taking into account the fact that socio-technical transitions involve multiple social groups (such as companies, consumers, social movements, policymakers, researchers, media and investors), who engage in multiple types of activities (such as exploration, learning, debate, negotiation, power struggle, conflict, investment, coalition-building and goal-setting), in the context of the rules and institutions of society and social groups, including their belief systems and norms.
- A concrete definition of social resilience is likely to remain elusive. Key concepts involve resistance, return to previous state and transformation. Resilience has relationships to vulnerability and sustainability and there is often a tendency in the literature to view vulnerability and resilience as opposite ends of the same spectrum when in reality they are different scales. To further complicate the debate, resilience occurs at multiple scales; individual/psychological, organisational/institutional, community/social and Social-Ecological Scale.
- Social adaptive capacity refers to the conditions which enable people to anticipate and respond to change. It has a wide range of interrelated determinants along themes of equity, institutions, technology, infrastructure, economic resources, information and skills and social capital. Insofar as most current human action across all these themes will become unsustainable, social adaptive capacity essentially becomes the new social sustainability. Social Adaptive Capacity is arguably a more useful focus than social resilience in climate change responses and complements Council’s overarching position on social sustainability. Ultimately Council can tailor responses which enhance and prioritise interventions by defining social adaptive capacity in terms of ‘of who, to what’ aligned with local government areas of responsibility and influence.
- Social Infrastructure plays a key role in the climate conversation, particularly in relation to fostering enhanced social capital which promotes increased social resilience to disasters.

Implications for policy settings

- Being innovative, adaptive and flexible in our approach to climate change
- Supporting innovative community led mitigation and adaptation action

- Enriching climate change response programs with concepts and insights from social science disciplines to simultaneously address broader societal goals and enable inclusive and equitable systemic change
- Understanding and fostering social adaptive capacity within our communities.
- Recognising people’s values, attitudes and participation as central to becoming a resilient and adaptive region.

First Tranche Policy implementation focus

- Develop social adaptive capacity baseline indicators to inform strategic intervention proposals which can be embedded within existing community development efforts
- Explore how Social Impact Assessments and Social Impact Management Plans developed by the resource sector as part of the major project approvals process might be leveraged to foster enhanced social adaptive capacity.



SOCIO-TECHNICAL TRANSITIONS

Until comparatively recently much research regarding how transitions might occur have focussed largely on ‘technical transitions’ largely bereft of considerations of the contributions which may be made to the patterning of technological development by scientists, policy makers, users and special interest groups. However, as discussed below there are clear social dimensions to technological transitions which can provide useful insights for policy development at the local level.

In industrialised countries, energy, transport, housing and agro-food systems — which between them deliver essential supplies and services to society — account for 70–80% of the negative environmental impacts of those countries. Such systems can be described as ‘socio-technical’ since they are comprised of not only technologies, but also social components such as consumer practices, public policies, cultural norms, business models, markets and infrastructures.

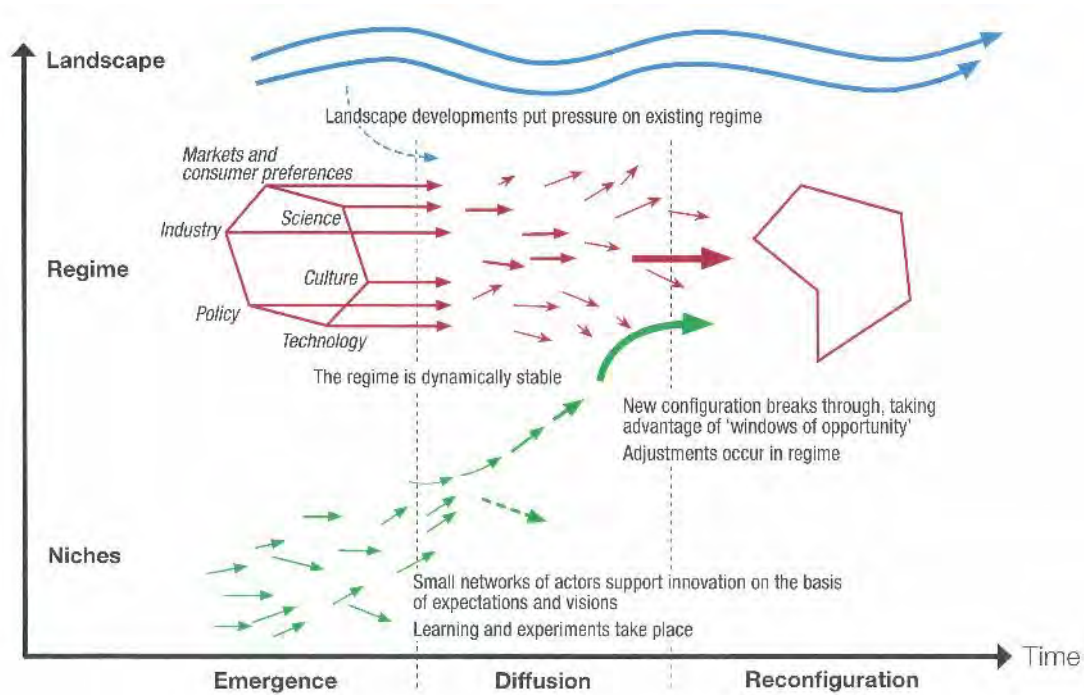
Addressing persistent and worsening global environmental problems, such as climate change, biodiversity loss and resource depletion, therefore requires those systems to undergo fundamental change and, in some cases, total transformation. There are several research approaches geared to understanding how such changes might be brought about. One of these, termed ‘socio-technical transitions (STT) research’, which emerged in the field of innovation studies, has been widely applied to the analysis of unfolding and future sustainability transitions, such as renewable electricity, urban mobility and agroecology.

One of the core frameworks within the field of STT research is the Multi-Level Perspective (MLP). Designed to help understand complex transitions that involve multiple actors and activities, the MLP emphasises the importance of radical innovations, while taking into account the fact that socio-technical transitions involve multiple social groups (such as companies, consumers, social movements, policymakers, researchers, media and investors), who engage in multiple types of activities (such as exploration, learning, debate, negotiation, power struggle, conflict, investment, coalition-building and goal-setting), in the context of the rules and institutions of society and social groups, including their belief systems and norms.

The MLP has been used to analyse both ‘green’ technologies and social innovations like alternative food networks, bike sharing, telework and community energy. Comparative sociotechnical transitions research has used the MLP to explain why the speed and character of unfolding transitions varies between countries; for example, electricity transitions in the UK, Germany and Japan; electric mobility in the UK and Germany; and mobile money systems in Kenya and Nigeria.

The MLP framework specifies three scales of analysis:

1. The small-scale and **local niche level** in which radical innovations emerge, through the pioneering activities of entrepreneurs, activists or other outsiders. Niches refer to ‘protected spaces’ that shelter radical innovations from mainstream market selection and nurture learning and development processes.
2. **The socio-technical system (regime)** within which those innovations will need to survive; this encompasses existing systems that steer, promote and limit behaviours, such as food networks and transport infrastructure.
3. **The socio-technical landscape**: the wider context in which large-scale developments occur (such as slow-moving changes in demographics, geopolitics and macroeconomics; or abrupt shifts such as those caused by wars or financial crises).

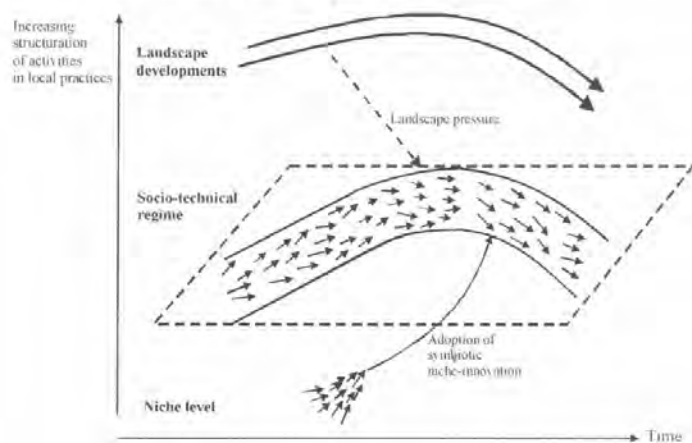


The entrenched shared rules and institutions that shape the perceptions and actions of social groups and stabilise the systems are called ‘socio-technical regimes’. Innovation in existing systems and regimes is normally gradual because of various lock-in mechanisms — including social and cognitive lock-in mechanisms that blind people to the possibilities or advantages of change, and institutional lock-in mechanisms such as policy frameworks and vested interests. The specifics of transitions vary between places, but the general dynamic is that niche-innovations gradually build up internal momentum; the niche-innovations together with landscape changes then create pressure on the system and regime; and the ensuing destabilisation of the regime creates windows of opportunity for niche-innovations to diffuse and disrupt the existing system.¹⁸

The MLP offers four main transition pathways:

1. **P1 - Transformation Path** – if there is moderate landscape pressure (disruptive change) at a moment when niche innovations have not yet been sufficiently developed, then regime actors will respond by modifying the direction of development paths and innovation activities. In this pathway moderate landscape changes create pressure on the regime, leading to reorientations by regime actors. Moderate landscape pressure occurs early in disruptive landscape change. Niche-innovations cannot take advantage of landscape pressure on the regime, because they are not sufficiently developed. Landscape changes only exert pressure if they are perceived and acted upon by regime actors.

¹⁸ International Science Council (2019) *Frameworks for understanding transformations to sustainability – the ‘Multi-Level Perspective Knowledge Briefs, Number 3*



Transformation Pathway

Outsiders are important in this respect, because they translate landscape pressures and draw attention to negative externalities, which regime insiders tend to neglect. Societal pressure groups and social movements may voice protest and demand solutions. They can mobilise public opinion and lobby for tougher regulations. Outside professional scientists or engineers may have specialist knowledge that allows them to criticise technical details of regimes and propose alternative courses of action. Outsider firms, entrepreneurs or activists may develop alternative practices or technologies.

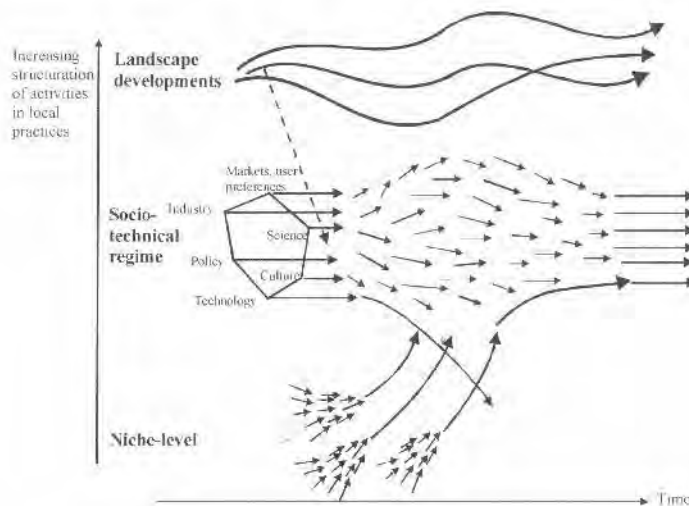
An example of a transformation pathway transition is the Dutch hygienic transition from cesspools to sewer systems (Geels, 2006a). Regime insiders were city governments, city councils and Departments of Public Works. Outside criticism first came from hygienist doctors, who in the 1850s found statistical correlations between infectious diseases and filthy environmental conditions, resulting from over-flowing cesspools and waste-dumping on streets and in canals. They criticised regime actors and demanded better options to deal with human excrements. But regime actors downplayed the problems and took little action. Health was seen as an individual responsibility, and city authorities wanted to limit involvement in public life to keep taxes low for the middle classes that had the right to vote (about 15% of population). Regime actors only implemented incremental changes, e.g. dredging canals to improve water circulation, using steam engines to pump fresh water into canals.

In the 1870s and 1880s urban waste-disposal problems exacerbated, because of landscape developments. Industrialisation, for instance, drew more workers to cities, who lived in filthy slums without sanitary facilities. Hygienist doctors increased pressure on the regime. Pasteur’s micro-organisms theory provided a causal explanation of the spread of infectious disease. This stimulated the emergence of a hygiene movement that emphasised the importance of cleanliness. Hygienist doctors linked up with engineers (who could develop alternative technical designs) to form a coalition of sanitary reform. In response to increased pressures, city governments somewhat altered their goals, strategies and activities. Several cities implemented dry-collection systems for the removal of human excrements. In one system people deposited excrements in barrels, which were collected several times a week. In another, pneumatic system, people used privies. Steam pumps were used to create a vacuum in underground funnels to collect excrements in a central reservoir. Both systems aimed to remove faeces and earn money by selling processed excrements as fertilizer. The scale of implementation was too small, however, to solve hygiene problems.

In the 1890s, perceptions, belief systems, norms and goals further changed. Cleanliness became a widespread cultural value as the hygiene movement gathered pace. Urbanites no longer saw filth as a nuisance to be tolerated, but as moral stain on civilisation and as health danger. A new civic spirit emerged that called for more active involvement from public authorities. More active governance was also stimulated by democratisation, which created incentives for city authorities to pay more attention to working class living conditions. Hence, city governments implemented more encompassing health and hygiene solutions. Sewer systems were implemented in The Hague in 1893 with Amsterdam following in 1914.

This example followed a transformation path with gradual adjustments in regime rules, such as perceptions of disease and waste, roles of public authorities, ideology of cleanliness and waste-disposal practices. Landscape developments and struggles between regime actors and outsiders were important to bring about these changes. The example also has some aspects of substitution because sewer systems replaced cesspools. But sewer systems were technically not disruptive. Knowledge of bricks, pipes, water flows and pumps already existed. Some additional knowledge had to be developed (about the shape of sewer pipes, sewer slopes, flow speeds, soil conditions). But this new knowledge was more an add-on to existing knowledge than a disruption. Hence, the example is closer to transformation with symbiotic niche innovations than to technological substitution (P3).

2. **P2 - Dealignment and realignment path** - If land-scape change is divergent, large and sudden ('avalanche change'), then increasing regime problems may cause regime actors to lose faith. This leads to de-alignment and erosion of the regime. If niche-innovations are not sufficiently developed, then there is no clear substitute. This creates space for the emergence of multiple niche-innovations that co-exist and compete for attention and resources. Eventually, one niche-innovation becomes dominant, forming the core for re-alignment of a new regime.



De-alignment and realignment path

An example of a dealignment and re-alignment transition is the American transition from horse-drawn carriages to automobiles. America in the late 19th century was a society in flux, with major political, social and cultural changes: urbanisation, immigration, hygiene movement, electricity as pervasive technology, political reform movements, expanding middle classes with more money and free time, and new values such as excitement, fun and active sporting.

These 'avalanche changes' created many problems in the existing horse-based urban transport regime: (a) the hygiene movement heightened concerns about horse excrements on streets, (b) urban expansion led to longer travel distances, which were hard to meet with horse-based transportation and (c) horse-tram companies, who operated stables with thousands of horses, complained about high cost.

The landscape changes also created opportunities for niche-innovations. Electric trams benefited from general enthusiasm about electricity, and support from powerful actors (utilities). Electric trams were also supported by incumbent horse-tram companies, an indication of regime discontent. As a result, electric trams diffused rapidly. Bicycles and automobiles were other popular niche-innovations. The safety-bicycle (1885), based on two wheels of the same size, was widely used for touring in the countryside, linking up with macro-values such as recreation, health and fun. Automobiles in the 1890s gained a foothold in small, but visible niches. Electric vehicles were used in the taxi-niche and luxury-niche (for promenading in parks and on boulevards). Gasoline cars were used in the racing-niche and the touring-niche, both popular applications that linked up with macro-values. Steam automobiles were used mainly by enthusiasts, but had less clear applications. Gasoline cars raced ahead especially because of the popularity of touring.

The T-Ford (1908) established a dominant design, providing clear directions for further improvement and process innovations. Ford's mass production system enabled price decreases (from \$850 in 1908 to \$360 in 1916), which stimulated diffusion. The 1920s saw increasing competition between electric trams and automobiles. For political, economic, cultural and infrastructural reasons, tram ridership began to decline in the mid-1920s, while cars further diffused, supported by a powerful road lobby. The car became strongly embedded in society, supported by new institutions such as fast-food restaurants, shopping malls on the edge of cities, drive-in movies.

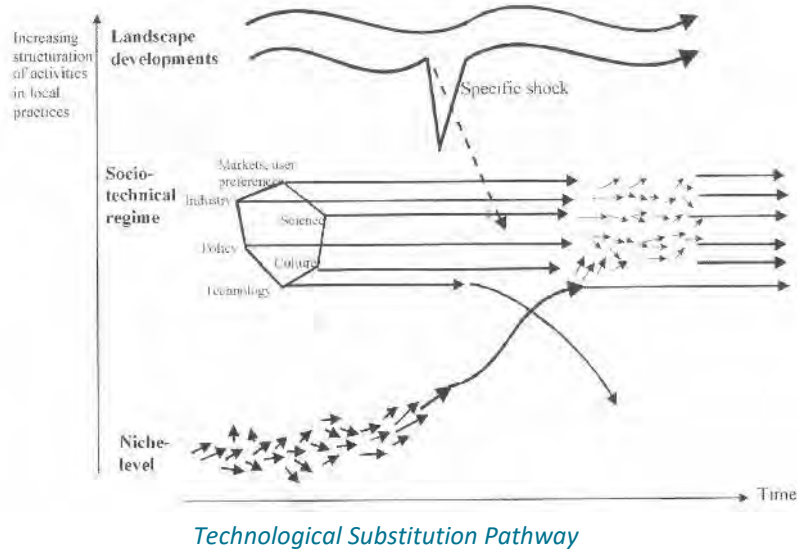
This example shows de-alignment of the horse-based transport regime, because of many landscape development and internal problems. Multiple novelties emerged and co-existed in the 1890s. But the example deviates from the predicted pathway, because one of the novelties, the electric tram, rapidly became dominant. It did not maintain this position, however, because it was eventually replaced by another novelty, the automobile. So this transition is a mix of de-alignment and re-alignment and two subsequent technological substitutions.

3. **P3 – Technological Substitution path** - If there is much landscape pressure ('specific shock', 'avalanche change', 'disruptive change') at a moment when niche-innovations have developed sufficiently, the latter will break through and replace the existing regime. This pathway assumes that radical innovations have developed in niches but remain stuck because the regime is stable and entrenched. There may be minor problems but regime actors think these can be solved with incremental innovations.

Without landscape pressure this remains a reproduction process. It becomes a technological substitution path when a specific shock 'avalanche change' or 'disruptive change' exerts much landscape pressure on the regime. This pressure leads to major regime tensions, and windows of opportunity for niche-innovations. Niche-innovations can use these windows, because they have stabilised and gathered internal momentum (this is another difference with the de-alignment and re-alignment path). Diffusion usually takes the form of 'niche-accumulation', with innovations entering increasingly bigger markets.



Fig. 7. Trajectory of niche-accumulation (Levinthal, 1998).



An example of a technological substitution transition is the British transition from sailing ships to steamships. The sailing ship regime was stable and innovative in the 1850s and 1860s, pioneering large and fast clipper ships. Steamships already existed, but were confined to small niches (inland waterways, steam tugs in ports to manoeuvre large sailing ships). In 1838 the British government created a subsidised market niche for mail steamers, to improve communication within the Empire. Although more expensive, steamships were faster and had reliable arrival times. This subsidised market provided space for the emergence of a dedicated community of steamship builders, with new competencies in steam technology and iron working.

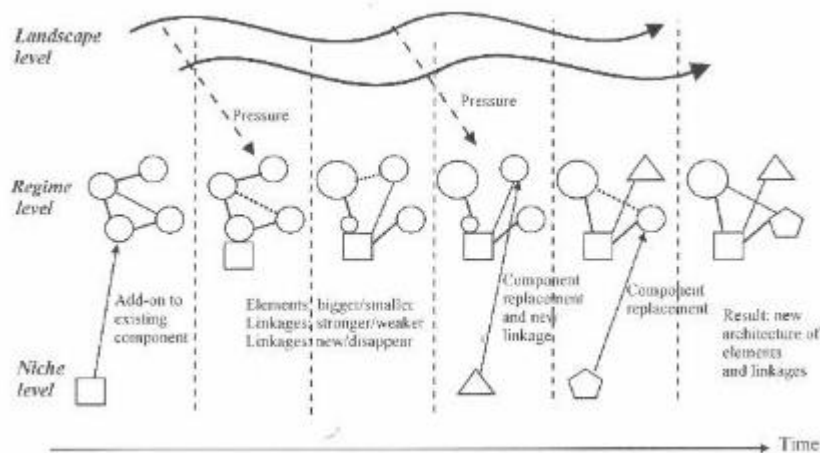
Political revolutions (1848) and the Irish potato famine (1845–1849) formed landscape changes (‘specific shocks’) that led to mass emigration from Europe to America, which boosted the trans-Atlantic passenger market in the late 1840s and continuing decades. Steamships could take advantage of this window of opportunity, because technical innovations had improved performance: (a) screw propellers replaced paddle wheels, (b) coal efficiency was improved with heavier steam engines and (c) shift to iron hulls, which were capable of carrying heavier steam engines and allowed the building of bigger ships.

Diffusion accelerated when steamships entered oceanic freight trade. The opening of the Suez Canal (1869) was a crucial stimulus, because it gave steamships a major distance advantage in the India and China trades (sailing ships could not use the Canal and had to go around Africa). Also transport costs declined, because of higher coal efficiency and the building of larger ships with economies of scale. Hence, steamships replaced sailing ships between 1870 and 1890 through economic competition. This was accompanied by broader changes in the sociotechnical regime (enlarging of ports to accommodate bigger ships, creation of a world-wide coal infrastructure, new machines for loading and unloading in ports, transformation of shipbuilding yards). Incumbent sailing ships manufacturers were unable to make the shift to iron and steam. Nevertheless, for a while they defended themselves by introducing more masts and sails to increase speed, and building larger ships to increase cargo capacity.

In this example, new technologies emerged in small niches (inland waterways, ports, mail transport) while the regime was relatively stable. Technological substitution occurred, because of price/performance improvements and major landscape changes (mass emigration, Suez Canal). The transition had a technology-push character, because many adjustments in the sociotechnical regime followed the breakthrough of steamships.

4. **P4 – Reconfiguration pathway** – Symbiotic innovations, which developed in niches, are initially adopted in the regime to solve local problems. They subsequently trigger further adjustments in the basic architecture of the regime. Radical innovations are initially developed in niches. If they have symbiotic relations with the regime they can be easily adopted as add-on or component replacement.

In the reconfiguration pathway the new regime grows out of the old regime (similar to transformation path P1). The difference with P1 is that the reconfiguration path experiences substantial changes in the regime’s basic architecture. The reconfiguration pathway is especially relevant for distributed sociotechnical systems that function through the interplay of multiple technologies (agriculture, hospitals, retailing). In these distributed systems, transitions are not caused by the breakthrough of one technology, but by sequences of multiple component-innovations. While regime actors survive in the reconfiguration path, competition and tensions occur among component suppliers.



Reconfiguration Pathway

An example of a reconfiguration pathway is the American transition from traditional factories to mass production. Factory production is a complex, distributed sociotechnical regime, with many technical and social elements. Sequences of smaller and larger component changes led to architectural reconfiguration that culminated in mass production. One cluster of processes was division of labour, mechanisation, and the application of machine tools. This cluster gathered speed in the 1850s and 1860s with the emergence of general-purpose machine tools (turret lathes, planers, boring machines, milling machines). These machine tools were operated by semi and unskilled labourers performing limited tasks. Line shafts mechanically distributed power from steam engines to machines via by belts and pulleys (direct-drive system). Problems in this arrangement were energy loss from friction and inflexibility, because machines were fixed to the line shafts.

In the 1860s and 1870s, processing industries (canning, meat packing, steel making) experimented with continuous movement in materials handling (overhead conveyors, endless chains, moving benches). Another niche-innovation of the 1870s were small, battery-driven electric motors, used for light power-usages such as operating dentists’ drills, jewellers’ lathes and small fans.

The 1880s and 1890s saw the development of special-purpose machine tools which facilitated the production of precise, interchangeable parts. This, in turn, speeded up assembly (in the bicycle and sewing machine industry). Another development was the rise of big business in industries such as chemicals, petroleum, rubber, electrical equipment, steel, transportation equipment. The expanding scale and proliferation of machine tools intensified problems in the factory regime: (a) the direct-drive system was inflexible and constrained the size and lay-out of factories; inflexibility became more problematic as machine tools proliferated and (b) manual materials handling was also problematic, as more components had to be carried between the increasing number of machine tools and workstations.

Previously developed niche-innovations now entered the regime. Continuous materials handling techniques diffused in sectors such as cigarette making, furniture, cloth, grain products, soap and canned foods. The canning industry pioneered combinations of machine tools and conveyor belts. Electricity also entered factories, first as electric light and as electric-powered fans to remove dust. But in the early 1890s, industries such as clothing, electrical machinery, printing and publishing began to use electric motors to power machine tools. By 1899, electric motors accounted for 5% of aggregate power in American industry.

In the first decade of the 20th century, industrial engineers became spokespersons for broader change. They developed new ideas about the use of space and positioning of machine tools. Flow, throughput and efficient factory layout became important guiding principles. Steel and reinforced concrete enabled the construction of larger buildings. And electric motors, which increased their share in aggregate power from 5 to 25% between 1899 and 1909, created opportunities to escape the direct-drive system and its inflexibilities. With unit-drive electric motors, machine tools could be placed more flexibly according to the sequence of work. This created opportunities for new factory layouts that made better use of floor space and minimised material flows between workstations.

The new opportunities were most actively explored in the automobile industry. Ford's innovation consisted of new combinations of existing elements. Special-purpose machine tools, division of labour, interchangeable parts, electric motors and the assembly line were reconfigured into a new production system. While early experiments occurred at the Highland Park factory (1913), the new form of mass production came into full realisation at the River Rouge plant (1920) with large, single-storey buildings that combined rational factory planning with modern production, power and construction technologies.

Several external landscape developments influenced this transition, e.g. the emergence of a national market, population growth, economic growth and rising purchasing power, the rise of engineers, electricity as pervasive technology, and the Efficiency Movement. While these landscape developments create opportunities and pressure, the main characteristic of this transition path was the interaction between multiple component innovations and the regime. The transition to mass production was not driven by one breakthrough innovation, but by sequences of multiple component innovations. The innovations were initially adopted to solve particular problems, but eventually enabled major changes in the basic architecture of factory production.

While the MLP can appear largely academic in nature, it provides useful insights into how transitions might occur as noted much research arising from the framework emphasises policy makers can nurture the conditions for niche innovations. In the broader community context, it has implications for Council's role as part of the 'regime' insofar as how positive niche community climate action and innovation can be supported diffused. From an organisational perspective it could be applied to how niche innovation from the lower scale of the organisational hierarchy might be considered and incorporated at the board and executive levels. On a national scale Council could be understood as part of the Niche level – advocating for change to other levels of government.



CONCEPTUALISING SOCIAL RESILIENCE

To consider how resilient Isaac communities may, or may not be, to the effects of climate change we first need to consider what is meant by resilience. Klein *et al* (2003), considering the utility of the concept of resilience in the context of natural hazards concluded:

*'...the problem with resilience is the multitude of different definitions and turning them into operational tools. After thirty years of academic analysis and debate, the definition of resilience has become so broad as to render it meaningless...resilience has become an umbrella concept for a range of system attributes that are deemed desirable. Without an explicit operational definition, resilience has only the broadest meaning and remains a vague concept rather than a practical policy or management tool.'*¹⁹

Zhou *et al.* (2010) identified at least 28 definitions of the concept of social resilience.²⁰ However a more recent analysis makes some sense of the confusion surrounding resilience. Dale *et al.* contend there are questions of whether it is viewed as a resistance, a tendency to stasis and/or as a transformative concept; the relationship with vulnerability, adaptive capacity and sustainability and the level of scale at which it is being discussed. Once these issues are resolved then it is possible to approach the issue of developing indicators in order to measure and make decisions about resilience.

BETTER UNDERSTANDING THE MEANING OF RESILIENCE

Much of the literature and research relating to social or community resilience is framed within an acute disaster or emergency management context. However, the concepts and notions of resilience can equally be applied to broader impacts such as structural change across peoples ecological, cultural, political and economic conditions.

CONCEPTS OF RESILIENCE

The concepts of resistance to change, a return to a previous state, transformation and a combination of all three of these concepts have been applied to the resilience debate:

Resistance

Resilience is considered to be the capacity to resist a shock or perturbation, that is disaster, or other event, resistance brought about through effective land use planning and mitigation strategies.

Return to a Previous State ('bounce back')

Here, resilience is *'the capacity of a system to absorb disturbance and re-organize while undergoing change so as to still retain essentially the same function, structure, identity and feedbacks'*.²¹ This understanding has been widely

¹⁹ Klein, R.J.T., Nicholls, R.J. and Thomalla, F. (2003) Resilience to natural hazards: How useful is this concept? *Environmental Hazards* 5:35-45

²⁰ Zhou, H., Wang, J. and Jia, H. (2010) Resilience to natural hazards: a geographic perspective.

²¹ Walker, B., Holling, C.S., Carpenter, S.R. and Kinzig, A. Resilience adaptability and transformability in social-ecological systems. *Ecology and Society* 9 (2):5. [online] URL <http://www.ecologyandsociety.org/Vol9/iss2/art5>

adopted in the emergency management context and is considered a key feature of safeguarding or building safe communities. That is, resilience is considered to be the ability to bounce back. By reducing vulnerability and enhancing resilience the impacts of natural hazards may be lessened and the community bounces back in recovery to a general return to the pre-disaster status quo.

Transformation

While considering resilience to be the capacity to ‘bounce back’ is pervasive, climate change predicts a state of change in which things will or may not be the same again. Society may not bounce back but rather necessarily bounce forward to adapt to a significantly different environment. Transformational definitions of resilience consider the abilities of an individual organisation or system to meet challenges, survive and do well despite adversity. In this sense resilience is understood to be ‘*the capacity for complex systems to survive, adapt, evolve and grow in the face of turbulent change*’.²²

Combination of capacities

For others resilience is understood to be a combination of capacities. For Kirmayer et al resilience is a combination of

- **Resistance** – the community may resist change, adjusting and adapting in ways that counter-act the impact of the challenge. A resilient community can withstand considerable disruption before undergoing any lasting change.
- **Recovery** – with severe or prolong[ed] challenges, the community is changes but after the challenges resolve, the community may work its way back to its original situation. A resilient community returns to its pre-disaster state more quickly than a community which is less resilient.
- **Creativity** – a community may be transformed by adversity, developing new modes of functioning that take it along a new path. A resilient community can adapt to new circumstances and create new institutions and practices that carry its values forward.²³

RELATIONSHIPS TO VULNERABILITY AND SUSTAINABILITY.

Part of the problem of defining and conceptualising resilience arises from its intersection with the concepts of Vulnerability and Sustainability.

Vulnerability to disasters has been given considerable attention and tends to focus on negative impacts and loss. It is also often understood to be the polar opposite of resilience, where vulnerability is seen as a function of susceptibility to loss and the capacity to recover from a negative impact is seen as resilience. However, vulnerability and resilience are not for the most part at opposite ends of a continuum but are different measures which can be envisaged as parallel sets of indicators. Whereas vulnerability measures susceptibility, resilience draws on the strengths and capacity of people and communities. In this sense people can be both vulnerable and resilient at the same time.

Sustainability relates to resilience because its purpose is to maintain a working eco-system which will sustain communities and their resource use into future generations. The concept of sustainability is extensively used in strategies for disaster mitigation and climate change adaptation. However, many of the things humans do are not sustainable when confronted by the impacts of climate change. Adaptation demands change. Mitigating the process of

²² Opstal, D.van (2007) *The Resilient Economy: Integrating competitiveness and Security*. Council on Competitiveness. https://www.researchgate.net/publication/236514525_The_Resilient_Economy_Integrating_Competitiveness_and_Security

²³ Kirmayer, K.L., Whitley, R., Dandeneau, S.F. and Isaac, C (2009) *Community Resilience: Models, Metaphors and Measures*. *Journal of Aboriginal Health* November 2009:62-117

climate change demands change; change in our economy, resource use patterns, organisation, governance and social priorities and relationships. In the context of climate change, adaptation could conceivably form into a new sustainability.

RESILIENCE AT MULTIPLE SCALES

An additional layer of the adaptive capacity debate relates to the recognition of multiple scales at which vulnerability, resilience and adaptation might occur.²⁴

Individual/Psychological

Measures of resilience at the individual level are typically drawn from psychological and social welfare sectors and often from clinical observation of responses to adverse childhood experiences. These observations suggest many children do well despite difficult childhood experiences and implies some combination of coping and growth or transformation despite chronic risk, stress, trauma or catastrophe.²⁵ In this definition resilience at the Individual/psychological level includes change and long-term exposure to chronic stress which is relevant to climate change scenarios and longer-term planning.

Individuals may exhibit resilience not only in adversity but also in more routine everyday challenges. When many individuals are resilient this can contribute to resilience at the community level and similarly a resilient community may contribute to individual resilience. However, in some circumstances individual and community resilience may sit in tension with one another. In response to both acute and chronic stressors a resilient individual may choose to migrate out of a community which could potentially detract from community resilience.

Organisations/Institutions

As discussed in the Institutional dimensions section of this white paper Luers et al's categories of indicators of social adaptive capacity organisations and institutions play a key role in community and social resilience. Stephenson et al (2010) suggest resilience in organisations is intimately connected to adaptive capacity and offer seven indicators of adaptive capacity in organisations:

- Freedom from a silo mentality
- Capability of internal resources
- Staff engagement and involvement
- Leadership, management and
- Innovation and creativity
- Devolved and responsive decision making
- Internal and External monitoring and reporting

Council, as an organisation, can readily enhance the adaptive capacity of its business operations. However, there are key organisations within the region including government agencies, service providers and non-government organisations (NGOs), small to medium business enterprises (SME's) and community groups which may influence community and social resilience. SMEs and Community groups particularly represent an opportunity for Council to facilitate greater overall social resilience through incorporating adaptive capacity building within existing community and small business programs.

²⁴ Paton, D. and Gow, K. (2008) Rising from the Ashes: Empowering the Phoenix In: Phoenix of Natural Disasters: Community Resilience. Editors K. Gow and D. Paton pp.1-9

²⁵ Kirmayer et al 2009

Community/Social

While 'community' and 'social' resilience are sometimes considered interchangeable, a more useful understanding is 'social' being a larger aggregation encompassing perhaps many communities within a region. Social implies a higher level of complexity but is nonetheless connected to community. In this case 'social' can be taken to refer to the broader Isaac region while 'community' could refer to the discrete communities within the Isaac region.

However, 'community' is also problematic to define. Emergency management literature tends to consider a community to be a geographical locality with connections due to proximity. In reality people form complex, spatially extensive communities based on networks and associations which transcend the geographic neighbourhood. Beyond 'communities of place', that is community as a group of people bound by a common geographic location, other common examples of communities include:

- **Communities of Interest** – a group of connected individuals who share a common passion in their lives. Technically all communities are communities of interest however the term usually refers to things people mentally enjoy including games, films, music and so on.
- **Community of Action** – a group of connected individuals who want to change something in the world. In the climate change context Extinction Rebellion is a prominent example of a community of action.
- **Community of Practice** – a group of people who participate in the same activity. The most common is a community of profession, however they can also include a group of people who participate in the same sports, use metal detectors or even raise chickens. Communities of practice differ from communities of interest insofar as practice leans towards an active rather than cerebral pursuit. Local business groups and sports clubs are examples of communities of practice.
- **Community of Circumstance** – A community of circumstance is a group of people who find themselves experiencing similar situations, usually beyond their control. Health related support groups are examples of communities of circumstance.

It is also important to note people may simultaneously be members of multiple communities of each broad category and have social networks through their workplace, school, place of worship and so forth.


Social-Ecological System

A further scale at which resilience may be conceptualised is at the social-ecological level. Social ecological systems are complex adaptive systems composed of many diverse human and non-human entities which interact within networks. The individual behaviours of entities are interdependent. The entities adapt to changes in their social and ecological environment and their social-ecological environment changes as a result. From all these diverse elements adapting and interacting, a new behaviour of the whole social-ecological system emerges, causing entities to adapt to a new environment again. The social ecological system is continuously changing since that is what complex adaptive systems do.²⁶

The dissociation of the human/social from the ecological within social resilience research has been criticised by a number of systems thinkers. Zhou et al (2010) stress resilience must encompass 'the intersection of both social resilience and biophysical resilience that create the resilience of locations'²⁷.

²⁶ Transcribed from Stockholm Resilience Centre <https://www.youtube.com/watch?v=1WrMK-cgmkc>

²⁷ Zhou et al (2010:29)



Understanding resilience from a social-ecological lens aligns with Council’s Social Sustainability Policy insofar as it considers environmental impacts to be social impacts as people value natural habitat and biodiversity conservation. If we choose to focus in social resilience to increased uncertainty with climate change, and we accept the social and ecological are intimately connected, then the question becomes how to go about investigating the matter. The key implication is there needs to be a binding integration between processes associated with building community and ecological resilience in the face of climate change.

While, as a local government, Council operations would be largely focussed on the social dimension of social-ecological systems, with little capacity to determine or influence the ‘ecological’ dimension, viewing resilience in terms of social-ecological systems can enrich resilience discourse at the local level.



THE ROLE OF SOCIAL CAPITAL

At the community level much research has focussed on demographics and has been constrained by an understanding of vulnerability and resilience as opposite ends of a spectrum rather than two separate but interlinked scales. This has detracted from conversations which seek to understand social resilience from a social network perspective. More recent research has applied ‘bonding, bridging and linking’ as a network perspective of social capital to understand social relationships and their connection to climate resilience.

- **Bonding social capital** typically refers to the relationships between people with a common social background and is often associated with local communities where many people know many people within the social group (network closure). Bonding social capital is often associated with strong norms, mores and trust which have both positive and negative manifestations and implications for social exclusion. Many members have access to similar social assets so, while providing solidarity, bonding social capital may not provide useful network assets in some situations.
- **Bridging social capital** describes the social ties between individuals which cross social divides or between social groups. From a network perspective bridging social capital places the actors at structural holes where each is able to tap into the social network resources of each other’s social group. Bridging Social capital may not involve many shared norms but is likely to be associated with reciprocity and ‘thin trust’. It may provide access to network resources outside of an individual’s normal circles and as such can provide significant individual (and group) benefits.
- **Linking social capital** concerns the relationships between communities and institutions. It can be viewed as an extension of bridging social capital, however in this case involves the norms of respect and networks of trusting relationships between people who are interacting across explicit, formal or institutionalised power or authority gradients in society. The key feature is differences in social position or power. An example could be the relationship between a community organisation and government or other funders.²⁸

Research has highlighted the role relational social capital plays within a disaster context. In terms of bonding, families and close social networks may devise ways to prepare and these relationships provide physical, emotional and financial support during an event. Local residents may pool their resources as mechanisms for handling the risks to their livelihoods caused by climate change. Beyond support and knowledge, bonding social capital can strongly influence decisions to evacuate or stay in hazardous areas. After disasters these close networks can be likened to first responder units, providing immediate relief and triage to those within the network.

Bridging social capital is also instrumental in helping people survive the aftermath of a disaster. Following Hurricane Katrina which devastated New Orleans and communities in the Gulf of Mexico in America, researchers found ‘connections across geographical, social, cultural and economic resources provided access to essential resources for families’.²⁹ Communities with more connections can draw on the informal insurance they have created and borrow or acquire resources otherwise unavailable at a time of crisis. Similarly, linking social capital, which connects residents to decision makers, can facilitate access to additional local resources and speed up political transformation.

²⁸ Institute for Social Capital accessed at <https://www.socialcapitalresearch.com/explanation-types-social-capital/>

²⁹ Hawkins and Maurer 2010 p 1789

However, far less is known about the role of relational social capital and adaptation behaviours in terms of the choices people make to accommodate changes across their ecological, political, cultural and economic conditions. The research that has occurred however, indicates bonding, bridging and linking social capital do influence community adaptation responses.

Bonding social capital underpins the sharing of resources, information and labour in adaptation behaviours. Such connections also ensure a similar vision and buy-in to the process where people can more easily cooperate to alter behaviours and norms and create viable and sustainable responses to climate change. Bridging social capital in this context provides the means for gaining exposure and to innovations and for managing extra-local resources in response to climate change. Linking social capital provides the opportunity for decision makers at the regional and national levels to improve adaptation resources and actions.

Examples of relational social capital indicators relevant to climate change include:

- **Bonding social capital** - trust level in neighbours, levels of reciprocity and exchange with nearby residents, sense of community/place, tenure in current home, volunteer work in immediate neighbourhood and how often individual sees family and friends.
- **Bridging social capital** – trust-level in extra-local residents of community and in local decision makers, amount of interaction with dissimilar residents, participation in local religious groups, sports clubs, civic activities etc, number of non-profit organisations and NGOs in the community (e.g. focussed on smart cities and renewable energy), volunteer work for regional organisations & crime rates.
- **Linking social capital** – Trust level in regional, national and international decision-makers, regularity of communication with authority figures (NGO leaders, government officers, elected officials etc, voter turnout in local, state and commonwealth elections, volunteer work for national or international organisations, participation in political protest, belief authority figures and elected officials have best interests at heart.

Clearly social capital, and particularly relational social capital, has a role to play in climate change resilience both in terms of acute shocks (disasters) and capacity to adapt to the chronic stressors associated with a changing climate and mitigation measure such as decarbonisation. Council's community development efforts can play a lead role in fostering the bridging and linking social capital which delivers benefits in a changing world.



SOCIAL ADAPTIVE CAPACITY

A shared view of constitutes resilience generally and social/community resilience in particular is likely to remain elusive. Similarly, consensus on universally applicable indicators on which to measure and foster social resilience across its many facets is likely to also remain obscure. Nevertheless, conversations about resilience in regional, sub-regional and local communities in the context of climate change can inform conversations about adaptation. The dynamic relationship between vulnerability, resilience, hazard impact, hazard change, adaptive capacity and social change can inform community-based approaches to adaptation.

The novel, complex and cross-cutting nature of climate change problems means no one sector or level of society can deal with it. The challenges and opportunities presented to society by climate change requires wide-spread action that is both consistent and coordinated. However, a major barrier to this is society is not typically organised in a way which easily enables such widespread action which limits adaptive capacity to climate change.³⁰

In the local government context particularly, social adaptive capacity is an important element of adaptation to climate change and can inform long-term adaptative planning in response to both biophysical changes and those bought about by global efforts to mitigate climate change such as decarbonisation. Many argue the window for effective mitigation of climate change effects has closed and adaptation is the only remaining response.

Identifying the determinants of social adaptive capacity is the subject of a growing body of research. Drennan and Rasheed (2020) suggest the following:

- **Equity** – *The nature of access to all resources in society - how fair or unfair this access is.*
This underpins the ability of communities to access and apply all other resources. Equity of access to resources is fundamental to a community’s ability to adapt to a changing climate.
- **Institutions** – *Formal rules (laws, government policy and local/regional programs) and Informal rules (practices, norms and cultures of a community or their social institutions.*
Interplay between formal institutions and communities can support or impede adaptation; impacts differ depending on community, place and policy sector.
- **Technology** – *Hard and soft technology, for example high speed internet, weather monitoring systems, advance farming methods, integration of advanced technology in daily life.*
Technology acts as a supporting resource to other determinants and can help develop and enable access to other determinants resources.
- **Infrastructure** – *Transport systems, utility, water and sewerage systems, road systems, housing farming and forestry systems.*
Type, diversity and resilience of infrastructure may influence adaptation options for communities.

³⁰ Drennan, L. & Rasheed, A., 2020 *Determinants of adaptive capacity for climate change adaptation: Considerations for regional Victoria*. Griffith University, Brisbane

- **Economic Resources** – *Economic assets and capital resources*
The size and type of resources affect the ability of an economy to adapt to climate change impacts; the ability to diversify and increase access to resources builds a regional adaptive capacity.
- **Information and skills** – *may take the shape of local knowledge and expertise, education, or the diversity of skills within a community.*
Generates awareness and knowledge among policy actors and communities. Also enables communities to lead and determine their own adaptation outcomes.
- **Social Capital** – *Resource developed and stored by a given social system.*
Implementation of policy is affected by the capacity and willingness of the community to adopt changes; this capital will be determined by exploring the community motivation, community ability, and community agency. It enables communities to build trust and work together to address large-scale problems which affect their place of living.

Luers et al define adaptive capacity as ‘the extent to which a system can modify its circumstances to move to a less vulnerable state’³¹ and suggest a more expansive set of indicators grouped into four broad categories.

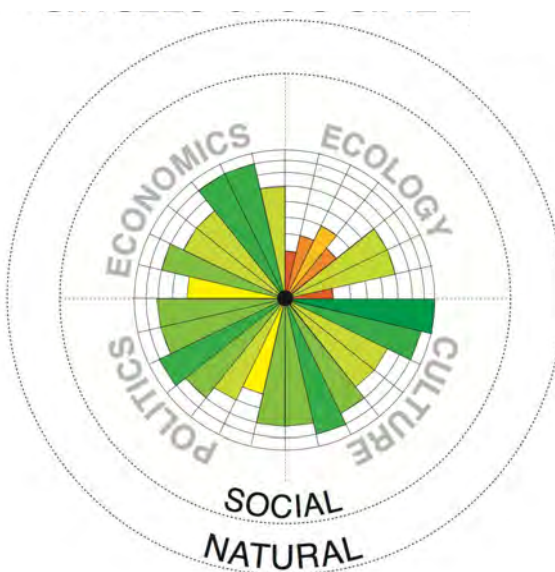
Category	Indicators
Diversity and Flexibility	<ul style="list-style-type: none"> • Livelihood and income diversity • Economic Opportunities • Level of dependence on natural resources • Occupational Mobility • Place attachment • Migration Patterns • Willingness to change
Access to assets	<ul style="list-style-type: none"> • Household material assets • Community infrastructure • Levels of education • Financial status and access to sources of credit • Access to markets • Bridging social capital and institutional supports • Natural Capital • Equity, rights and access to resources • Cultural memory traditions and assets
Learning and knowledge	<ul style="list-style-type: none"> • Resource monitoring and feedback mechanisms • Knowledge of disturbance (e.g. Climate change) • Perceptions of risk • Spaces and platforms for learning (RCoE)

³¹ Luers, A.L., Lobell, D.B., Sklar, L.S., Addams, C.L. and Maston P.A. (2003) A method for quantifying vulnerability, applied to the agricultural system of the Yaqui Valley, Mexico. *Global Environmental Change* (13) 255-267

	<ul style="list-style-type: none"> • Diversity of knowledge and information sources • Ability to anticipate change • Recognition of causality and human agency • Intergenerational learning capacity
Governance and institutions	<ul style="list-style-type: none"> • Levels of trust, social capital and networks • Gender and race relations • Levels of participation and quality of decision-making processes • Planning capacity • Presence of local environmental institutions and strength of social norms • Quality of governance and leadership in environmental policies and agencies • Accountability of managers and governance bodies • Active risk management and adaptive governance processes.

Understanding and assessing the determinants of adaptive capacity at both the community and social levels in the Isaac region will be central to the development of strategies which enhance social resilience and enable positive transformations in the face of climate change. Communities with greater adaptive capacity are better able to transform.

As noted earlier social adaptive capacity has a potent relationship to sustainability to the extent it has been suggested that it effectively becomes the new sustainability. As such it makes sense to assess social adaptive capacity as an extension of Council’s earlier Social Sustainability Policy (SSP) development, effectively applying a social adaptive capacity overlay to the Circles of Sustainability model³² which underpins the SSP.



³² Paul James et al

DOMAINS OF THE SOCIAL WHOLE

Economics	Ecology
<ol style="list-style-type: none"> 1. Production and Resourcing 2. Exchange and Transfer 3. Accounting and Regulation 4. Consumption and Use 5. Labour and Welfare 6. Technology and Infrastructure 7. Wealth and Distribution 	<ol style="list-style-type: none"> 1. Materials and Energy 2. Water and Air 3. Flora and Fauna 4. Habitat and Settlements 5. Built-Form and Transport 6. Embodiment and Sustainance 7. Emission and Waste
Politics	Culture
<ol style="list-style-type: none"> 1. Organization and Governance 2. Law and Justice 3. Communication and Critique 4. Representation and Negotiation 5. Security and Accord 6. Dialogue and Reconciliation 7. Ethics and Accountability 	<ol style="list-style-type: none"> 1. Identity and Engagement 2. Creativity and Recreation 3. Memory and Projection 4. Belief and Meaning 5. Gender and Generations 6. Enquiry and Learning 7. Well-being and Health

Critically, while much research has focussed on approaches to assessing social adaptive capacity, this has rarely translated into policy changes or actions which promote adaptive capacity. While there is an identified need to foster adaptive capacity which will enable communities to capitalise on opportunities presented by decarbonisation, in the Isaac context it will be essential to initially determine an adaptive capacity baseline upon which policy interventions could be based.

Much social adaptive capacity indicator research presents clear synergies, if framed and organised somewhat differently. Importantly all indicators can be readily mapped within Isaac’s existing social sustainability policy framework. The critical task will be to determine the social adaptive capacity, or social resilience more broadly, ‘of who’ and ‘to what’ in the context of both climate risks and opportunities. This will enable a frugal synthesis of indicators which can be readily utilised at the organisational level to develop a baseline analysis and identify strategic action to foster social adaptive capacity in Isaac.



THE ROLE OF SOCIAL INFRASTRUCTURE

Social infrastructure is typically categorised in terms of ‘hard’ infrastructure and ‘soft’ infrastructure. ‘Hard’ social infrastructure relates to community facilities and public buildings essential in supporting community life such as libraries, schools, hospitals, community halls, sports and recreation facilities, neighbourhood centres, open space, childcare centres and public toilets. ‘Soft’ social infrastructure is the programs, resources, services and community and cultural development responding to community need and building capacity. Examples of ‘soft’ social infrastructure include. Community services, building skills knowledge and abilities through education and capacity building programs, local networks, relationships and collaborative responses.

However, it is defined, it usually reflects an attempt to distinguish it from what experts and policy suggest is ‘critical’ infrastructure: large scale systems for the efficient circulation of people and vital resources (or the protection of those systems) including transit, electricity gas, oil, food, finance, sewage, water, heat, communications and storm water. Again, the ‘social’ becomes fragmented and considered somehow separately to the overall functioning of society. However, there is an element of risk that if we seek to define social infrastructure too narrowly, we can miss out on opportunities to leverage its benefits. Not all social infrastructure delivers outcomes which align with sustainable social development and not all critical or enabling infrastructure is bereft of alignment with its principles.

A recent ethnographic study of the New York subway system shows people form ‘transient communities’ as they ride through the metropolis. The daily experience of spending time on crowded trains rarely leads to long term relationships but it helps passengers learn to deal with difference, density, diversity and other people’s needs. It exposes people to unexpected behaviour and challenges stereotypes about group identify.³³

Conversely some infrastructure apparently purely social in nature reinforces bonds between people that already have a lot in common. In elite American Communities private country clubs, some of which formally exclude women and informally exclude some ethnic and racial minorities, help build strong social ties and business networks which ultimately deepen the nations divisions and inequities and serve to undermine social sustainability.³⁴ These institutions are not solely an American phenomenon. In Australia, so-called ‘Gentlemen’s clubs’ are alive and well. It would seem then, that again when we attempt to define the social realm as somehow separate, we again lose value and opportunity for sustainable social development.

Through the Isaac Social sustainability Policy, Council has recognised the limitations of some of the more rigid definitions of social infrastructure and adopted a position of avoiding narrow interpretations. This is consistent with more contemporary understanding of the nature and role of social infrastructure. Klinenberg (2018), for example, defines social infrastructure capaciously, and beyond the confines of definitions often arising from governments, as:

‘Public institutions such as libraries, schools, playgrounds, parks, athletic fields, and swimming pools are vital parts of the social infrastructure. So too are sidewalks, courtyards, community gardens, and other green spaces that invite people into the public realm. Community organizations, including churches and civic

³³ Stephanie Tonnelat and William Kornblum 2017 *International Express: New Yorkers on the 7 train* in Klinenberg 2018

³⁴ Klinenberg, E. 2018 *Palaces for the people – How social infrastructure can help fight inequality, polarization and the decline of city life*

associations, act as social infrastructures when they have an established physical space where people can assemble, as do regularly scheduled markets for food, furniture, clothing, art, and other consumer goods. Commercial establishments can also be important parts of the social infrastructure, particularly when they operate as what the sociologist Ray Oldenburg called "third spaces," places (like cafes, diners, barbershops, and bookstores) where people are welcome to congregating and linger regardless of what they've purchased.'

Klinenberg further notes infrastructure is largely invisible to people going about their daily lives, until it fails. The electricity grid is rarely front of mind for people until the power goes out. This is also true of social infrastructure:

*'The components of social infrastructure rarely crash as completely or visibly as a fallen bridge or a downed electrical line, and their breakdowns don't result in immediate systemic failures. But when social infrastructure gets degraded, the consequences are unmistakable. People reduce the time they spend in public settings and hunker down at home. Social networks weaken. Crime rises, older and sick people grow isolated. Younger people become addicted to drugs and become more vulnerable to lethal overdoses. Distrust rises and civic participation wanes.'*³⁵

When social infrastructure is robust it fosters contact, mutual support and collaboration among friends and neighbours. When degraded it inhibits social activity leaving families to fend for themselves.

Implications for Climate change

Social Infrastructure plays a key role in the climate conversation, particularly in relation to fostering enhanced social capital which promotes increased social resilience to disasters. The role of social capital in social resilience to the effects of climate change has been explored earlier in this section

However, in terms of resilience against climate change the majority of public resources are frequently spent on large engineering projects for 'critical' or 'lifeline' infrastructure. While there is value in these projects when catastrophe strikes power grids and communications systems can, fail, transit networks can be crippled, fuel supplies can be exhausted, food supplies can be unable to be delivered and water taps can run dry. When that happens, social infrastructure can become community's main lifeline.³⁶ The significance of well-functioning social infrastructure in fostering the social capital necessary for social and community resilience in a disaster context is illustrated by analysis of the 1995 Chicago heatwave which resulted in 739 fatalities:

³⁵ Klinenberg, E. 2018 *Palaces for the people*

³⁶ Adapted from Klinenberg, E *Social Infrastructure – the surprising missing ingredient in urban resilience* Urban Solutions, Issue 7 accessed at <https://www.clc.gov.sg/research-publications/publications/urban-solutions/view/issue-7>

Case study – Chicago Heatwave

Chicago experienced an unusually severe summer in 1995. For nearly a week, thermostats registered tropical highs of 41°C. Infrastructure was not spared. Roads buckled, bridges locked and train rails melted in the heat. The power grid failed, and water pressure fell after residents in poor neighbourhoods opened fire hydrants to cool down. Half the city's hospitals closed their emergency rooms to new patients due to insufficient capacity. In typical years, heat waves kill more Americans than all other natural disasters combined, but Chicago was unprepared for this calamity. The result was one of the most devastating – but least remembered – urban disasters in U.S. history. From 14 July to 20 July, 739 Chicago residents in excess of the norm died, and thousands more suffered debilitating heat related illnesses. The heat wave damaged relatively little property and killed mainly poor, old, and isolated residents, with many dying alone in their sweltering apartments. Many of the deaths occurred in poor areas of the city but conversely some poor areas fared better than wealthier areas.

Klinenberg compared two side-by-side neighbourhoods, Englewood and Auburn Gresham similar socio-demographics – 99% African American with similar proportions of elderly residents, both with high rates of poverty, unemployment and violent crime. Yet in terms of mortality rates, Englewood saw 33 deaths per 100,000 people while Auburn Gresham saw only 3 deaths per 100,000. Ultimately Klinenberg discovered the difference in the mortality rates had nothing to do with race, ethnicity, culture, poverty rates or household composition, nor was it related to the performance of “hard” infrastructure such as electricity, water and transportation. What mattered was the social infrastructure: the sidewalks, streets, stores, parks, public facilities and community organisations that, when robust, promote contact and enhance social support among friends and neighbours, or, when decrepit, leave residents isolated and estranged.

For most of the past 50 years, Englewood had been stuck in a downward spiral of abandonment and decay. Its major employers are gone, and today the population is less than half compared to 1960. The housing stock, much of it burned from arson during the tumultuous 1960s and 1970s, has been depleted. The banks, grocery stores, restaurants, and local shops that once drew residents – particularly older and more vulnerable people – out of their homes and into neighbourhood life, have also dwindled. The sidewalks and curbs are crumbling. Empty lots are ubiquitous. Local conditions encourage people to hunker down in their houses even, perhaps especially, when disasters hit and social support can make the difference between life and death.

Auburn Gresham had a strikingly different social infrastructure. It similarly experienced a sharp drop in local employers over the past 50 years, but residents remained in the neighbourhood, the housing stock is still intact, and it has had almost no population loss. Instead, Auburn Gresham has a rich supply of apartment buildings and single-family houses, connected by well-maintained sidewalks and streets. Instead of shuttered stores, it had diners, groceries, and shops. Local churches and community organisations do extensive outreach on a regular basis, and step up their efforts when a heat wave strikes. During the 1995 heat wave, residents and community groups in Auburn Gresham knew who was likely to be home, alone, and imperilled, and who was available to help. They also benefited from the neighbourhood's social infrastructure, which – in striking contrast to Englewood – encouraged even the most vulnerable to seek companionship outside.

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More recently Klinenberg has considered the role of social infrastructure not only in fostering social capital and consequently social resilience to disaster situations over the long term but also in the immediate aftermath of, and to

³⁷ Adapted from heatwave

some extent during, a disaster situation. Typically, in times of disaster, or in the immediate aftermath, those affected are directed to various public institutions be that emergency services such as Police, Fire and Rescue of SES units or government bodies and relief agencies. On social spaces as safe spaces he notes:

'Think about this: you're in the midst of an extraordinary crisis, it's so profound that the systems in your city have shut down. You don't have power, you might not have water, you don't have communications. Is that the moment you want to go into some strange, random public institution you've never spent time in before — one that's likely to be overwhelmed by people with real needs and problems, and that might not be capable of giving you what you need. Or is that the moment you want to go a place that you feel comfortable in and familiar with, a place where you know the faces and are likely to see a lot of your neighbours. It's kind of a no-brainer.'

and

*'Every neighbourhood in this country should have a designated emergency safe space, and it will work well if it's also a place that people use in their lives everyday, or every week. And if we can do that right, we can do something amazing. Not just protecting ourselves from the next crisis but improving the quality of our lives and our communities all the time.'*³⁸

While specific actions in the Isaac region in the face of climate change will ultimately be informed by a deeper understanding of all facets of social resilience, it is highly likely social infrastructure will be a central component of Isaac's climate change response. There is considerable value in social connectivity in combatting the effects of climate change as the first responders during disasters are usually neighbours and the people living around the area; denouncing total reliance on physical infrastructure as they might fail even at the most critical times. Having open and accessible public spaces such as human scaled sidewalks, encourages this connection and congregation of communities.

³⁸ Here & Now, *Sociologist: for better disaster readiness build more libraries*, Here & Now (2013) accessed at <https://www.wbur.org/hereandnow/2013/10/25/disaster-public-spaces>



TRANSFORMATIVE DIMENSIONS





SUMMARY

KEY POINTS

- Adaptation to human-induced change in climate has largely been envisioned as increments of these adaptations intended to avoid disruptions of systems at their current locations. In some places, for some systems, however, vulnerabilities and risks may be so sizeable that they require transformational rather than incremental adaptations. Three classes of transformational adaptations are those that are adopted at a much larger scale, that are truly new to a particular region or resource system, and that transform places and shift locations. Given the scale of change facing the Isaac region transformative, in preference to incremental, adaptation is required.
- Transformative adaptation involves deep systemic change which addresses underlying inequalities, uses people-centric planning, produces behaviour and lifestyle changes, ensures the integrity of urban and regional ecosystems and ultimately envisions new communities, institutions and economies. Robust advocacy efforts and meaningful, authentic partnerships are central to leveraging the benefits of climate change mitigation and adaptation for Isaac.
- Enablers of transformative adaptation include strong leadership, inclusion and equity, finance and local capacity, synergies across regional, national and global scales, knowledge data and partnerships, evaluation and learning and accountable institutions and governance.
- New opportunities can ease the transition to a low carbon economy, however regions need to be able to come together for inclusive and constructive conversations about what they want for their future if they are to successfully navigate the winding path to net zero emissions. Managing this is a huge and complex task that requires a level of leadership, vision, honest, coordination, planning and financial investment which Australia hasn't seen in decades.
- A further aspect of transformative adaptation which provides a useful perspective is using nature for transformative adaptation. Ecosystem based adaptation approaches can provide solutions to multiple climate change-related hazards at lower costs and risks and support human wellbeing in the face of climate change. Identified benefits of Ecosystem based transformative adaptation have been demonstrated to include improved food security and water provision, increased income, job creation, diversified livelihoods, asset protection, human and wildlife security and cultural heritage protection. While more aligned with second and third tranche policy settings, the potential for Isaac's natural assets to deliver multiple benefits alongside carbon sequestration should be considered from the outset.

Implications for policy settings

- Being innovative, adaptive and flexible in our approach to climate change
- Rigorously pursuing transformative adaptation opportunities which improve our communities' ecological, political, economic and cultural conditions.
- Working collaboratively with all levels of government, industry and community to develop policies and projects which meet the on-the-ground needs of our region's residents.

- Enriching climate change response programs with concepts and insights from social science disciplines to simultaneously address broader societal goals and enable inclusive and equitable systemic change
- Fostering the enabling conditions of, and addressing barriers to, transformative adaptation.

First Tranche Policy implementation focus

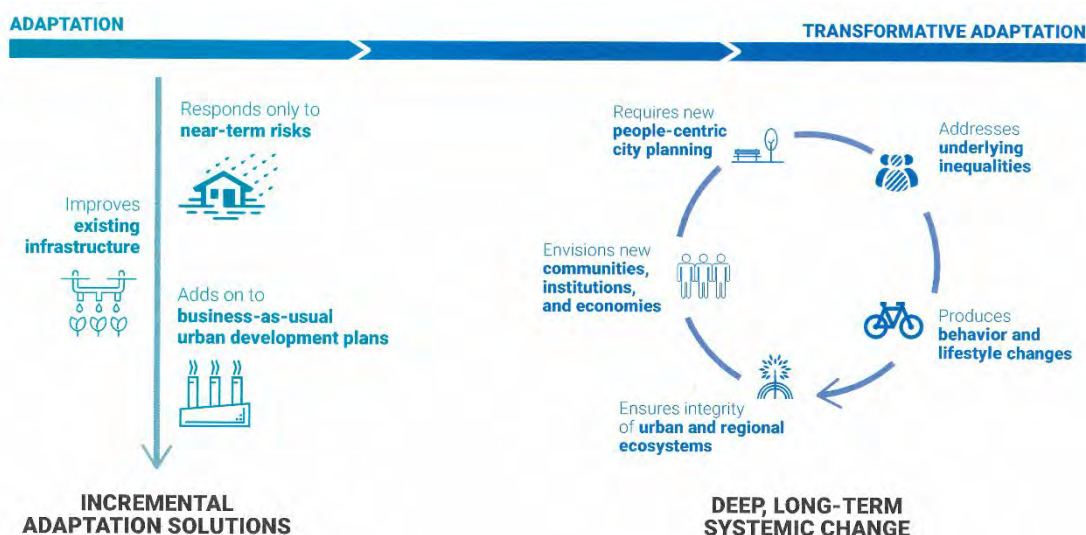
- Develop social adaptive capacity baseline indicators to inform strategic intervention proposals which can be embedded within existing community development efforts
- Identify and identify the viability of strategies which could promote the enabling conditions of, and address barriers to, transformative adaptation in the local context.
- Establish emissions reduction frameworks with agreed pathways and targets, based on the best available science and including consideration of potential eco-system based transformative adaptation.
- Continue existing advocacy, strategic planning and economic development efforts.

TRANSFORMATIVE VS INCREMENTAL ADAPTATION

All human–environment systems adapt to climate and its natural variation. Adaptation to human-induced change in climate has largely been envisioned as increments of these adaptations intended to avoid disruptions of systems at their current locations. In some places, for some systems, however, vulnerabilities and risks may be so sizeable that they require transformational rather than incremental adaptations. Three classes of transformational adaptations are those that are adopted at a much larger scale, that are truly new to a particular region or resource system, and that transform places and shift locations.

Two conditions set the stage for transformational adaptation to climate change: large vulnerability in certain regions, populations, or resource systems; and severe climate change that overwhelms even robust human use systems. However, anticipatory transformational adaptation may be difficult to implement because of uncertainties about climate change risks and adaptation benefits, the high costs of transformational actions, and institutional and behavioural actions that tend to maintain existing resource systems and policies. Implementing transformational adaptation requires effort to initiate it and then to sustain the effort over time. In initiating transformational adaptation focusing events and multiple stresses are important, combined with local leadership. In sustaining transformational adaptation, it seems likely that supportive social contexts and the availability of acceptable options and resources for actions are key enabling factors. Early steps would include incorporating transformational adaptation into risk management and initiating research to expand the menu of innovative transformational adaptations.³⁹

Transformative adaptation involves deep systemic change which addresses underlying inequalities, uses people-centric planning, produces behaviour and lifestyle changes, ensures the integrity of urban and regional ecosystems and ultimately envisions new communities, institutions and economies. Robust advocacy efforts and meaningful, authentic partnerships are central to leveraging the benefits of climate change mitigation and adaptation for Isaac.



³⁹ Kates, R., Travis, W., Wilbanks, T. (2012) *Transformational Adaptation when incremental adaptations to climate change are insufficient* PNAS Vol.109 No.19

Transformative adaptation approaches require action at all levels, from grass roots community groups and private actors to government planning departments and private actors to regional and national agencies. With careful planning and through mobilising resources, harnessing synergies between climate adaptation and mitigation and simultaneously tackling persistent problems such as inequality and basic infrastructure deficits, transformative adaptation efforts can put regions on a stronger path and higher quality of life for all.



ENABLERS OF TRANSFORMATIVE ADAPTATION

Research suggests all transformative adaptation strategies require common enabling conditions:

Enabling Conditions	Recommendations to make progress	Time scales
Strong leadership	Nurture political leaders, knowledge entrepreneurs, and social movements that can raise awareness and advocate for climate adaptation.	Short/Medium
	Reframe current and future urban development trajectories through the “climate lens,” taking into account recent scientific projections and the need for more innovative and inclusive visions of urban futures.	Medium/Long
	Promote transformative resilience thinking in decision-making and planning.	Medium/Long
Inclusion and equity	Prioritise engagement with urban poor, vulnerable, and marginalised stakeholders in climate adaptation planning.	Short
	Design participatory arenas to ensure the coproduction of adaptation solutions between public, private, community-based, informal actors, as well as international experts.	Short/Medium
	Ensure strong community ownership and buy-in to adaptation interventions and resilient development outcomes.	Short/Medium
	Devise parameters to ensure procedural and distributive inclusiveness, social equity, and climate justice.	Medium/Long
Finance and local capacity	Step up financial support for urban adaptation, and ensure international financial institutions, donors, and the private sector prioritise valuing and incentivising such investments.	Short
	Harness and share the value created from adaptation investments between local governments and private actors, ensuring equitable distribution of benefits across population groups.	Short

	Create funding incentives or commit resources for local engagement and demonstration projects with cross-agency coordination at regional level. Design intergovernmental funds that support adaptation planning and action.	Short
	Address and analyse capacity and skills gaps in the context of climate adaptation, risk management, and resilient development at the local level.	Short
	Recognise the resilience dividend in the design, prioritisation, and implementation of both 'soft' and 'hard/engineered' adaptation actions. Increase climate-resilient investments and capture value from adaptation benefits.	Short/Medium
	Revisit regulatory frameworks to allow for more effective pooling and steering of public, private, and community-based sources of adaptation finance.	Short/Medium
	Provide training and institutional support to local authorities to prevent outsourcing of adaptation planning and to better reflect local priorities.	Short/Medium
	Delineate financial logic and investment criteria for socially responsible, sustainable, and equitable forms of infrastructure and service delivery.	Short/Medium
Synergies across regional, national, and global scales	Facilitate more comprehensive adaptation strategies by harnessing networks and partnerships with transnational actors, rural districts, nongovernmental organizations (NGOs), and transboundary institutions.	Short
	Ensure that regional and local adaptation plans build upon major national policies and commitments, particularly in the context of urbanisation trajectories; other subnational climate strategies; economic development plans; land use and transportation plans; critical infrastructure policies; and strategic, fiscal, and investment plans.	Short
	Support global scientific assessments and toolkits that include regional-level knowledge and experiences.	Short
	Embed and synchronize adaptation planning within national, regional, and international resource distribution, regulations, and financing strategies through incentives and guidance.	Short/Medium
	Offer incentives for sharing knowledge, capacity, and resources across city networks, focusing on South-South collaborations, in particular.	Short/Medium
Knowledge, data, and partnerships	Require and support cross-agency and cross-sectoral knowledge exchange and consultation on urban climate adaptation and resilient development.	Short
	Foster data and knowledge co-production platforms between city government, civil society and community groups, and research and academic institutions to make climate science and possible adaptation pathways specific to the needs of local decision-makers and users.	Short/Medium
	Enable multiscalar partnerships, mechanisms for resource transfer, and knowledge communities between cities and global, national, regional, and community-level institutions.	Short/Medium
	Support long-term science-policy-practitioner coordination with effective citizen communication strategies.	Medium/Long
Evaluation and learning	Devise and apply inclusive monitoring, assessment, and evaluation metrics for co-beneficial urban adaptation actions.	Short/Medium

	Facilitate South-North and South-South models of peer learning and evaluation of urban adaptation actions.	Medium
	Create a global open access repository of data at the city level capturing climatic and socioeconomic variables, thereby generating lessons that can be replicated across scales.	Medium
Accountable institutions and governance	Ensure and encourage planning for urban adaptation at the national level because many cities depend heavily on national transfers and policies.	Short
	Break the silos of urban governance and management to incentivise more holistic and multi-jurisdictional spatial planning and policymaking around climate adaptation.	Short
	Promote autonomy and flexibility in local government policymaking to support more innovative forms of adaptation action.	Short/Medium
	Develop robust institutional mechanisms to manage potential economic losses and navigate tensions and conflicts in climate adaptation.	Medium
	Develop governance accountability frameworks to ensure transparency, equity, and inclusivity in climate adaptation.	Medium

BARRIERS TO TRANSFORMATIVE ADAPTATION

Key Barrier	Description
Data, knowledge, and awareness gap	There is often a lack of robust downscaled climate models and datasets that are suitable, applicable, and accessible for local decision-making. Scientists often take a technocratic approach. Policymakers take a political or bureaucratic perspective, while urban residents may rely on personal experiences of climate or weather impacts. Even if data are available, regions may lack technical capacity to apply them in decision-making.
Lack of effective leadership, compounded by incomplete or competing planning and policy mandates	This can include the absence of strong political mandates and conflicting departmental development agendas. Many regions also do not have adequate planning and technical capacity for acting upon climate data and models. Economic priorities, bureaucratic staffing, cultures, and mandates, and resource consumption patterns may thwart environmental protection.
High levels of social and economic inequality	This encompasses socioeconomic differences, disparate access to public services, gaps in skills and attainment, as well as outright discrimination and prejudice. Inequalities can be both intentional or an outcome of unjust political and economic processes. Potential implications include being excluded from adaptation decision-making and distribution of adaptation resources, information, and support.
Spatial and scalar mismatch in authority	Political jurisdictions often do not correspond to ecosystem boundaries. The location, scale, and scope of challenges can make them difficult to manage for those confronting them. They may lack authority or responsibility because of how power is divided and distributed between national/regional and local governments or between municipalities and traditional power systems.
Diminishing public sector prerogatives due to lack of accountability	Adaptation can be further constrained by diminishing confidence in the public sector. Worries over corruption and calls for democratisation can curtail local governments' power to act. So can ideologies and rhetoric shift away from collective welfare and toward purely market-oriented strategies, private gains, and personal liberties.

<p>Lack of adequate financial resources, local capacity, and skill sets</p>	<p>To change mindsets and practices, adaptation actions require expertise around climate science, infrastructure planning, communication, social science and community engagement, and monitoring and evaluation. Many regions may lack the required expertise, skill sets, as well as the associated financial resources and technical capacities to support comprehensive adaptation actions.</p>
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Although the barriers and enablers described above have been conceptualised at the global scale they present clear synergies with the climate action Council has intuitively commenced particularly advocacy efforts towards a Transformation Authority, establishing a local Resource Centre of Excellence, identifying the need for a climate change response policy, equipping officers with the skills to incorporate climate change information into their work through participation in the QCRC program, and strengthening relationships and formal partnerships at the local, regional and national scales. A gap analysis of enablers and barriers as they relate to transformative adaptation and development of responsive strategies will further improve the coherence of Council’s holistic climate change response.

⁴⁰ Adapted from Chu, E., A. Brown, K. Michael, J. Du, S. Lwasa, and A. Mahendra. 2019. *Unlocking the Potential for Transformative Climate Adaptation in Cities*. Background Paper prepared for the Global Commission on Adaptation, Washington, DC and Rotterdam. Available online at www.gca.org.



A LOW CARBON ECONOMY

Structural economic change is an inevitable result of global efforts to decarbonise the economy. However, it also presents a once-in-a-lifetime opportunity to simultaneously boost economic growth, create sustainable jobs, build more resilient and cleaner energy systems and to steer global emissions into structural decline. Some forecasts suggest that pursuing a ‘new growth’ pathway could result in the Australian economy growing by \$680 billion (in present value terms) and adding 250,000 jobs by 2070, while failure to do so could result in loss of 6% of GDP and 880,000 by 2070. However, the challenges and opportunities presented by decarbonisation of the economy will not be experienced equally and consideration of what Australia’s regions need on the path to net zero economies is gaining traction in debate at all levels.

The Isaac local government area (LGA) has the greatest proportion of workers dependent on international fossil fuel demand in Australia, with an estimated 75% of all jobs in the region (including jobs held by people who do not live within the LGA) exposed to the decarbonisation agenda. About 10,000 of the affected jobs are employed by the mining industry, the other 6,000 are spread throughout the broader community. As an example of the flow-on effects within Isaac and the broader region, modelling indicates that 265 sales positions are exposed, 179 hospitality roles, 101 storepersons and 30 legal, social and welfare professionals.

New opportunities can ease this transition. The pace of global change presents immense opportunities for an economy with a strategic need to diversify. New green industries and sectors will emerge to prominence and with them export opportunities including batteries and battery raw materials, hydrogen, low emissions steel, alumina and aluminium and clean energy professional services. There are also opportunities beyond those expected to be delivered by emerging green industry sectors. As global value chains continue to be reshaped after COVID-19 there are opportunities in niche high-value added manufacturing, bio-medical production and digital trade in services.⁴¹

Planning for the decline of fossil fuels as the key driver of the Isaac economy and pursuing economic opportunities associated with the decarbonisation of the economy will be a vital component of Isaac’s Climate change response. While decline in demand for metallurgical coal is not expected to be as abrupt as that for thermal coal, early planning will be critical in ensuring robust and inclusive economic conditions for the future. Cahill notes:

‘If regions are to take advantage of the opportunities on offer and do it in a way that creates more liveable, vibrant and resilient communities, it’s not enough just to know that the opportunities exist. The complexity of managing change so that regions can mitigate risk and take advantage of economic opportunities to build long term resilience and prosperity cannot be understated. Regions need to be able to come together for inclusive and constructive conversations about what they want for their future if they are to successfully navigate the winding path to net zero emissions. Managing this is a huge and complex task that requires a level of leadership, vision, honest, coordination, planning and financial investment that Australia hasn’t seen in decades’.

⁴¹ Phillips, T. and Smith, W. (2022) *The impact of global decarbonisation on Australia’s regions*, CPD discussion paper, Centre for Policy Development

Cahill (2022) engaged with regional leadership to assess the types of support regions with close ties to the fossil fuel industry reported to diversify their economies and manage the transition to net zero emissions. Key questions arising from forums included:

- What are the risks and opportunities related to changes in the energy sector and efforts to decarbonise all sectors of the economy for regional areas?
- How can regions take advantage of the changes necessitated by decarbonisation to build stronger and more diversified economies?
- What are the key challenges to managing the energy transition?
- What is the role of different levels of government in managing change and how does this differ from the roles of other stakeholders such as industry?
- What can we learn from the roles of other countries that have taken a more proactive approach to managing the transition?
- What does good coordination and planning look like?
- What support do regions need to better manage the transition?

Cahill found a high degree of consensus with five key themes despite the geographic, sectoral and political diversity of participants:

1. The expansion of renewable energy and decarbonisation of Australia's economy offers an historic opportunity to create a wide range of new industries and jobs in renewable energy generation, storage and transmission; critical minerals mining and processing; renewable energy component manufacturing; batteries; biofuels; and food and fibre processing. These industries are well suited to regional areas.
2. It is not enough just to focus on attracting investment to develop renewable energy powered industries. Additional planning, regulation and investment is needed to manage the eventual decline of fossil fuel use which is impacting both the domestic energy sector as well as the international demand for Australian thermal and metallurgical coal exports.
3. The lack of government leadership and policy certainty at the national level is making it difficult for investment to flow and for new industries to develop. Even industry leaders are now calling for the federal government to develop the national policy settings and regulations needed to de-risk investment and ensure development outcomes are positive and lasting.
4. Managing the decarbonisation of the entire economy (not just the energy sector) necessitates a more proactive approach to planning and coordination, one that is led by independent and well-resourced transition authorities with the power to coordinate change across all levels of government and across different sectors.
5. While there is an abundance of investment opportunities across regional Australia and plenty of international finance available to invest in efforts to decarbonise the economy, we need more creative, diverse and responsive financial mechanisms to be able to meet the needs of regional communities in a meaningful and timely way.⁴²

Recognising the need for an economic transition plan which is fine-tuned to the attributes and characteristics of the Isaac Region and considers peoples cultural, political and ecological conditions as equal to their economic conditions,

⁴² Cahill, A (2022) *What Regions Need on the Path to Net Zero Emissions* The Next Economy

Council has already committed to developing a road map to the next economy. This 'first tranche' initiative will lay the foundations for further inclusive economic development opportunities.

NATURE BASED TRANSFORMATIVE ADAPTATION

A further aspect of transformative adaptation which provides a useful perspective is using nature for transformative adaptation. An approach called ecosystem based adaptation (EbA) has emerged among practitioners in the past few years. This approach refers to the 'use of biodiversity and ecosystem services as part of an overall adaptation strategy to help people adapt to the adverse effects of climate change' This approach includes the conservation, restoration and sustainable management of ecosystems, ecosystem services and processes, as well as maintaining biodiversity to address climate-related risks.

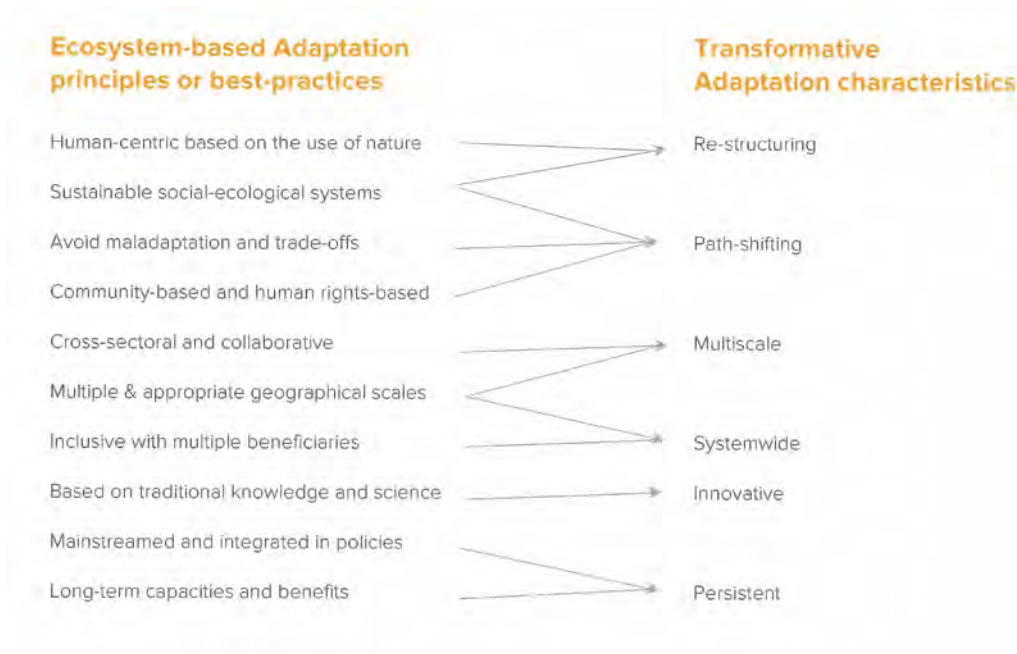
EbA measures aim to strengthen the delivery erosion and protect water supply in case of major changes in precipitation. Conserving mangroves can protect coastal settlements from storms and waves. Ecosystem based adaptation can complement or substitute other adaptation strategies based on hard infrastructure. EbA and hybrid measures often provide solutions to multiple climate change-related hazards at lower costs and risks, while providing several additional advantages of ecosystem services and processes that support human well-being in the face of climate change. For example, restoring forests can help people adapt to climate change by increasing livelihood diversification and providing alternative sources of food during extreme weather events. Reforesting slopes can reduce erosion and protect water supply in case of major changes in precipitation. Conserving mangroves can protect coastal settlements from storms and waves.

Ecosystem-based adaptation can complement or substitute other adaptation strategies based on hard infrastructure. EbA and hybrid measures often provide solutions to multiple climate change-related hazards at lower costs and risks, while providing several additional advantages over hard infrastructure. For example, while hard infrastructure might have more immediate and visible effects on reducing specific climate change impacts, it can be expensive and deliver few or no co-benefits. In contrast, EbA tends to be more cost-effective, locally available, and generate multiple benefits simultaneously, such as carbon sequestration, livelihood diversification, and biodiversity conservation.



Ecosystem-based adaptation (EbA) can be transformative when designed as part of an integrated approach that fully takes into consideration best practices and future changes. To help people adapt, EbA strategies require healthy ecosystems and sustainable uses. The principles or best-practices of EbA can be linked to several characteristics of Transformative Adaptation. EbA measures can include a mix of interventions related to ecosystem management and policies (e.g. protection or restoration of wetlands), but also socio-economic interventions (e.g. livelihoods diversification, payment for ecosystem services, improved value chains), as well as technical interventions (e.g. climate-hazards early warning systems, infrastructure improvements).

Well-designed EbA projects re-shape unsustainable interactions between people and nature, which is a main feature of transformative adaptation. However, to be transformative, EbA should go beyond managing ecosystems for immediate material benefits or climate-proofing existing development to current conditions. Depending on the context, examples of transformative EbA include changing land uses (e.g. implementing agroforestry, restoring wetlands), establishing social institutions for natural resources (e.g. multi-stakeholder water management committees), revitalising ecological values (e.g. reconsidering farmers’ traditional practices) or altering social behaviours (e.g. driving consumers’ choices towards sustainable agricultural products).



Identified benefits of Ecosystem based transformative adaptation have been demonstrated to include improved food security and water provision, increased income, job creation, diversified livelihoods, asset protection, human and wildlife security and cultural heritage protection.

EbA strategies are necessarily long-term and likely to align with later tranches of climate change policy implementation. However insofar as it has been noted Council can potentially sequester a portion of its operational emissions through its own natural assets this can provide a useful perspective on how this might eventually deliver broader benefits to the community.⁴³

⁴³ Fedele, G., Donatti C.I., Corwin, E., Pangilinan, M.J., Roberts, K., Lewins, M., Andrade, A., Olvera, D., Frazee, S., Grover, M., Lalaina Rakotobe, Z., Rabeloson, A. (2019) *Nature-based Transformative Adaptation: a practical handbook*, Conservation International, Arlington, VA, USA.



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MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Michael St Clair
AUTHOR POSITION	Manager Liveability and Sustainability

10.12	COMMENCE	INTERIM	LOCAL	GOVERNMENT
	INFRASTRUCTURE	PLAN	AMENDMENT	OF ISAAC REGIONAL
	PLANNING SCHEME	2021		

EXECUTIVE SUMMARY

This report seeks Council resolution to undertake an Interim Amendment to the Local Government Infrastructure Plan of the *Isaac Regional Planning Scheme 2021* in accordance with section 21 of the *Planning Act 2016*. The Interim Amendment will support Council to ensure that the content of the Local Government Infrastructure Plan remains consistent with Council's long term trunk infrastructure capital planning.

OFFICER'S RECOMMENDATION

That Council:

- 1. Resolves to make an Interim Local Government Infrastructure Plan Amendment to the Isaac Regional Planning Scheme 2021 in accordance with section 21 of the Planning Act 2016 and Chapter 5, Part 2 of the Ministers Guidelines and Rules.***

BACKGROUND

- A Local Government Infrastructure Plan (LGIP) was formulated and incorporated into the Isaac Region Planning Scheme (Planning Scheme) which was adopted in 2021.
- The LGIP is a statutory document that integrates infrastructure planning with the land-use planning outcomes identified in the Planning Scheme and provides transparency regarding council's intentions for the provision of trunk infrastructure.
- The LGIP identifies trunk infrastructure required to service the region's growth across the transport, water supply, public parks, land for community facilities and sewerage networks.
- The LGIP is the primary mechanism to plan and deliver key trunk infrastructure for our communities over the next 10 to 15 years and ensures that trunk infrastructure is planned and delivered in an efficient manner which aligns with the region's development.
- A key purpose of the LGIP is to align the provision of infrastructure with the local government's long-term financial forecast (LTFF) and asset management plans (AMPs) to ensure local government expenditure on infrastructure maintenance and establishment is financially sustainable.
- An LGIP contains the following elements that need to be incrementally updated over the life of the Planning Scheme:

Population Assumptions	Past projected populations need to be verified with current data from the census and other sources. A new set of population projections need to be prepared based on reviewed economic conditions.
Development Projections	The actual development that has occurred needs to be ascertained and verified against the past development projections. A new set of development projection needs to be prepared based on reviewed economic conditions.
Projected Demand of Infrastructure	Calculations related to what trunk infrastructure is required to be brought on line at what time to match the expansion needs of the communities need to be examined to ensure they are fit for purpose. This is how the planning scheme links land use and infrastructure planning.
Priority Infrastructure Area (PIA)	This is fixed. No change to the PIA can be undertaken as part of an Interim Amendment.
Desired Standard of Service (DSS)	Network Manager can alter the level of service to be provided which in turn alters the cost of delivering future trunk infrastructure. The actual rate of infrastructure demand also has to be ascertained relative to what had been historically projected. Based upon changing circumstances future infrastructure demand has to be locked in as part of the forward planning for adequate services to be maintained.
Schedule of Works Model (SoW) and Plans for Trunk Infrastructure. (PFTI)	Trunk infrastructure can be added, rescheduled for delivery or removed from the anticipated costed trunk infrastructure to be provided by the LGIP to align with the 10 year capital works programme. Completed projects also need to be reallocated from the future to the existing category. The location of all identified trunk infrastructure is mapped as either existing or future. These maps need to be updated as future infrastructure is constructed or more detailed planning is undertaken as delivery date approaches.
Financial Sustainability	A local government must be able to fund the trunk infrastructure identified in its LGIP from a combination of sources including infrastructure charges and rates revenue. Consistency between the LGIP, AMP and LTFF allows council to consider the affordability of the proposed trunk infrastructure identified. The prediction of revenue and expenditure on trunk infrastructure will support Council's future budgeting.

- The LGIP must be fully reviewed at a minimum of once every 5 years. An interim amendment can be undertaken at any time and provides an additional opportunity for incremental adjustments to the LGIP so that it continues to align with Council's Asset Management Plans, Capital Works Programme and Long-Term Financial Forecast.
- Council has engaged Foresight Partners Pty to undertake an Economic and Population Review. This will generate the latest population and development projections for the LGIP which is one of the required inputs into the Interim LGIP Amendment. This study is expected to be finalised in December 2023.

-
- The Liveability and Sustainability Department has commenced pre-engagement with internal infrastructure partners to seek the necessary inputs required to advance an Interim LGIP Amendment.
 - A new Adopted Infrastructure Charges Resolution will be prepared following delivery of the draft LGIP. An Infrastructure Charges Resolution is the policy tool for levying infrastructure charges to recover the cost of trunk infrastructure in the LGIP. It is best practise for both documents to be publicly notified and adopted in tandem to ensure alignment.
 - The process to undertake an Interim LGIP Amendment is contained within Chapter 5, Part 4 of the Ministers Guidelines and Rules. This process is summarised below and contained in Attachment 1:
 1. Local government decides to make an interim LGIP amendment.
 2. Local government prepares the LGIP amendment which may include consultation with State Government agencies.
 3. Local government undertakes public consultation for a period of 15 days.
 4. Local government reviews submissions and make amendments as required. If significant changes are made in response to the amendment, public consultation step must be repeated.
 5. Local government resolves to proceed with changes or no changes to the amendment.
 6. Local government resolves to adopt or not adopt the Interim LGIP amendment.
 7. Following adoption, the Local Government must give notice to the Minister.

Council resolution is required at several of the steps identified above.

IMPLICATIONS

Benefits

The Interim LGIP Amendment will support the identification and prioritisation of trunk infrastructure needed to support current and future urban development and growth based on the most contemporary assumptions available to Council.

The LGIP will support the alignment of infrastructure delivery with council's long-term financial forecast (LTFF) and asset management plans (AMPs) to ensure council's expenditure on infrastructure maintenance and establishment is financially sustainable.

Financial

The Liveability and Sustainability Department currently has operational budget in the 2023/24 Financial Year for the progression of these works.

The Liveability and Sustainability Department will project manage the delivery of the Interim Amendment utilising existing staffing resources.

Legal

There are no foreseeable legal risks related to the endorsement of this resolution.

CONSULTATION

The Liveability and Sustainability Department has commenced in-house consultation with network asset managers in the Water and Waste Department and Engineering and Infrastructure Department. This initial engagement has been focussed on reviewing the current LGIP content with a view to updating it to reflect Isaac's capital trunk work needs into the future.

Council's Principal Planner has also commenced initial discussions with operational staff in the Finance Department.

A Council briefing was held in November with Foresight Partners Pty Ltd, regarding the Economic and Population Isaac Region Review which will provide the population projections that partially underpin demand in the LGIP.

After the formulation of the draft LGIP amendment there is mandated consultation process with both the State Government and the general public.

BASIS FOR RECOMMENDATION

The head of power to make an Interim Amendment to the Local Government Infrastructure Plan amendment is the *Planning Act 2016*. It is a requirement of the Ministers Guidelines and Rules that Council must make a resolution to commence an Interim LGIP Amendment to the planning scheme. This resolution forms part of the mandatory requirements that council must provide the Minister when providing formal notice of Council's intent to undertake an amendment.

ACTION ACCOUNTABILITY

Manager Liveability and Sustainability to prepare correspondence notifying Department of State Development, Infrastructure, Local Government and Planning of Council's resolution to prepare an Interim LGIP Amendment to the Isaac Regional Planning Scheme 2021.

Manager Liveability and Sustainability to engage external consultant to assist with the drafting of the revised Local Government Infrastructure Plan and associated Infrastructure Charges Resolution.

Principal Planner to collaborate with Manager Brand, Media and Communications to prepare communication material to the public regarding the proposed major amendment.

KEY MESSAGE

Council will responsibly plan for future trunk infrastructure to enable our orderly development and ensure that there is a long-term plan in place to fund it over the next 15 years.

Report prepared by:

ALEXIS AYLWARD
Principal Planner

Date: 23 November 2023

Report authorised by:

DAN WAGNER
Director Planning, Environment and
Community Services

Date: 23 November 2023

ATTACHMENTS

- Attachment 1 - Ministers Guidelines and Rules – Chapter 5, Part 2 – Interim LGIP Amendment

REFERENCE DOCUMENT

- *Planning Act 2016 and Planning Act Regulation 2017*
- Ministers Guideline and Rules (version 2.0)
- Local infrastructure planning Guidance for local governments and applicants

Part 2 — Interim LGIP Amendment

3 What this part applies to

- 3.1. This part applies to making an interim amendment (*Interim LGIP amendment*).
- 3.2. An interim LGIP amendment is an amendment to a planning scheme that is not made pursuant to a LGIP review under section 25(3) of the Act, and where the amendment does not propose to reduce the size of, remove an area from, or remove, a PIA from the LGIP.¹²
- 3.3. The definitions and abbreviations used in this part are set out in Schedule 8 and the Act.

4 Planning and preparation

- 4.1. For an interim LGIP amendment, the local government must decide to make an interim LGIP amendment.
- 4.2. The local government must prepare the proposed interim LGIP amendment in accordance with Part 6 of this chapter and the *LGIP template*.
- 4.3. The local government must consult with—
 - (a) to the extent a state agency responsible for infrastructure or property matters in the area may be affected by the proposed amendments – the relevant state agency; and
 - (b) to the extent a distributor-retailer responsible for providing water and wastewater services for the area may be affected by the proposed amendments—the distributor-retailer.
- 4.4. The local government must complete the relevant sections of the *Review checklist*.

5 Public consultation

- 5.1. The local government must carry out public consultation in relation to making an interim LGIP amendment in accordance with the following requirements—
 - (a) for a period of at least 15 days;
 - (b) the public notice requirements prescribed under schedule 4; and
 - (c) the content, function and calculations of the *SOW model*, which is part of the LGIP, must be visible and accessible to all stakeholders.
- 5.2. The local government must consider every properly made submission received as a result of the consultation undertaken.
- 5.3. After considering the submissions, the local government—
 - (a) may make changes to the interim LGIP amendment to—
 - (i) address issues raised in a submission;
 - (ii) amend a drafting error; or
 - (iii) address new or changed planning circumstances or information;
 - (b) must ensure any changes continue to comply with and address the requirements identified in Part 6 of this chapter; and
 - (c) must advise each person in writing who made a properly made submission about how the local government has dealt with their submission.
- 5.4. The local government must update the Review checklist to reflect any changes made to the interim LGIP amendment.
- 5.5. If the local government makes changes under section 5.3(a) and the local government considers the changes result in the interim LGIP amendment being significantly different to the version released for public consultation, the local government must—
 - (a) repeat the public consultation process; and
 - (b) take the actions required under sections 5.2, 5.3 and 5.4 for the repeated consultation.

- 5.6. The local government may choose to limit the public consultation to those aspects of the interim LGIP amendment that have changed.
- 5.7. After complying with sections 5.2 to 5.6 for the interim LGIP amendment, where relevant, the local government must decide to—
- (a) proceed with no change; or
 - (b) proceed with changes if it reasonably believes the changes do not result in the interim LGIP amendment being significantly different to the version released for public consultation.

6 Adoption

- 6.1. The local government, after making a decision under section 5.7 for an interim LGIP amendment, must—
- (a) decide to adopt the proposed amendment; or
 - (b) decide not to adopt the proposed amendment; and
 - (c) publish a notice in accordance with the requirements prescribed in Schedule 5.
- 6.2. If the local government decides to adopt an interim LGIP amendment under section 6.1(a), the local government must also—
- (a) include on its website—
 - (i) a copy of the interim LGIP amendment, including the SOW model (the content, function and calculations of the SOW model must remain visible and accessible to all stakeholders);
 - (ii) the Review checklist;
 - (iii) extrinsic material.
- 6.3. The local government must, as soon as possible after adopting the interim LGIP amendment, give the chief executive—
- (a) a copy of the public notice; and
 - (b) a certified copy of the interim LGIP amendment.

MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Michael St Clair
AUTHOR POSITION	Manager Liveability and Sustainability

10.13

COMMENCEMENT OF MAJOR AMENDMENT (FLOOD HAZARD) OF ISAAC REGIONAL PLANNING SCHEME 2021

EXECUTIVE SUMMARY

Since the adoption of the *Isaac Regional Planning Scheme* (Planning Scheme) in 2021 a number of flood studies have been initiated within the Isaac local government area that have provided a more detailed understanding of our flood hazards. This report seeks Council's resolution to commence a Major Amendment to the Planning Scheme, in accordance with section 20 of the *Planning Act 2016*, to incorporate the outcomes of these flood studies and amend the regulatory planning framework for flood hazards to better align with the State Planning Policy.

OFFICER'S RECOMMENDATION

That Council:

- 1. Resolves to prepare a Major Amendment to update mapping and provisions related to flood hazard in the Isaac Regional Planning Scheme 2021 in accordance with section 20 of the Planning Act 2016 and the Ministers Guidelines and Rules.***

BACKGROUND

Flood Study Programme

A flood study programme that covers Isaac's urban communities and extended rural localities commenced in 2019. These studies are listed below:

- Isaac River Regional Flood Study – completed by KBR Pty Ltd in 2021
- Clermont, Moranbah and Nebo Flood Model and Hazard Mapping – completed by GHD Pty Ltd in 2023
- Styx River and Plane Creek (South) - due for completion in 4th quarter 2023 -2024 by KBR Pty Ltd

Current Flood Hazard Planning Scheme Approach

The Planning Scheme was adopted in 2021 and contains the Flood Hazard Overlay and supporting mapping which regulates development over land located in a 'potential flood hazard area'.

'Potential flood hazard areas' identified in the Flood Hazard Overlay mapping align with mapping from the State Planning Policy (SPP) which is based on the Queensland Flood Plain Assessment prepared in 2013 by Queensland Reconstruction Authority. This mapping shows the extent of flood waters only and does not depict depth or volume of flood waters which is required to categorise a site's flood risk to assess a development application in accordance with the Planning Scheme. This mapping is defined as Level 1 Flood Mapping which is the most basic form of flood mapping in accordance with the SPP.

In the context of development assessment, if assessable development is proposed in a 'Potential flood hazard area', the applicant is required to submit a Site-Specific Flood Hazard Assessment to identify the level of flood risk over a site. The Flood Hazard Assessment includes the identification of a risk category (based on depth and volume of flood water) which then allows an applicant to demonstrate compliance with the Planning Scheme.

Proposed Flood Hazard Planning Scheme Approach

On completion of the flood studies Council will be able to introduce more detailed mapping into the Planning Scheme for areas covered by the flood studies. The new mapping will introduce a six (6) level flood hazard categorisation system showing the velocity, depth and extent of different flood modelled events. In accordance with the SPP, this mapping is defined as Level 3 Flood Mapping which is the most comprehensive flood modelling available.

To support the introduction of the new mapping and align with the six (6) level flood hazard categorisation system, the Planning Scheme's Strategic Framework and Flood Hazard Overlay Code will also be reviewed and updated.

In order to incorporate the flood studies and undertake these amendments to the Planning Scheme, Council is required to undertake a Major Planning Scheme Amendment in accordance with the statutory process prescribed by the Ministers Guidelines and Rules. This process is summarised below and contained in Attachment A:

1. Local government decides to amend the Planning scheme.
2. Local government prepares the proposed amendment.
3. Local government provides amendment and required material to Minister for state interest review.
4. State interest review undertaken.
5. Minister approves or directs council to undertake changes and resubmit once changes are made.
6. Local government undertakes public consultation.
7. Local government reviews submissions and make amendments as required. If significant changes are made in response to the amendment, public consultation step must be repeated.
8. Local government provide notice to adopt the Planning Scheme amendment to the Minister.
9. Minister considers amendment and advises if amendment can be adopted or not, and any conditions.
10. If approved by Minister, Local Government adopts amendment.

Council resolution is required at several of the steps identified above. The process to adopt a Major Amendment typically takes approximately one (1) year however there are instances where this has taken up to three (3) years due to unforeseen circumstances.

IMPLICATIONS

Benefits

- The development of the flood studies will support Council to better understand and manage existing risks and to avoid new and future risks through more efficient development assessment processes and improvement strategic planning and infrastructure outcomes.

- The proposed amendment will facilitate development by removing the time, cost and uncertainty associated with the current requirement to undertake a 'Site Specific Flood Hazard Assessment' during the development application process (for sites included covered by a flood study area).
- The proposed amendment will incorporate several defined flood events, including the 0.5% Annual Exceedance Probability (AEP), 0.2% AEP, 1% + 50 year climate change (AEP) and Possible Maximum Flood (PMF). This will allow Council to better understand flood risks and to include appropriate development controls which align to an acceptable level of risk. This will enable a more nuanced approach to matching land uses to acceptable risk profiles so that development can proceed where appropriate. For example, the Planning Scheme could be drafted to require that certain land uses with a vulnerability to flood (i.e. retirement villages and electrical sub stations) are not located in flood areas with a certain risk category.
- The use of the six (6) level flood hazard categorisation will achieve alignment with Council's Safety and Resilience Department which will assist in consistent messaging from Council about flood risk.
- A community engagement exercise will be undertaken as part of the public notification regarding the Major Amendment. This exercise will provide an opportunity to improve the communities awareness regarding flood risk and preparedness.

Resources

- The Liveability and Sustainability Department will engage a suitably qualified consultant to assist with the delivery of the Major Amendment, including public consultation, mapping and Planning Scheme drafting. The Liveability and Sustainability Department currently has operational budget in the 2023/24 Financial Year for the engagement of this consultant.
- The Liveability and Sustainability Department will project manage the delivery of the Major Amendment and the consultant. This will be undertaken utilising existing human resources.

Legal

There are no foreseeable legal risks related to the endorsement of this resolution.

CONSULTATION

The following consultation has been undertaken in preparation of this proposed planning scheme amendment:

- Briefing to Councillors regarding Flood Study Programme on the 7 November 2023.
- Liaison with officers of the Department State Development, Infrastructure, Local Government, and Planning (Mackay Regional Office) regarding amendment process.
- Discussion with Officers of Queensland Reconstruction Authority regarding incorporation of latest flood study outputs and State Planning Policy matters.
- Ongoing updates provided to Council's Safety and Resilience Department and the Infrastructure and Resilience Internal Working Group.
- Engaged with Acting Manager of Community Engagement, Programs and Events regarding community engagement including options for website, mail outs and SpeakUp page.

Community engagement will be undertaken in accordance with a future Community Engagement Strategy which will be developed in collaboration with a consultant to guide both non-statutory and statutory public consultation activities. It is intended that an engagement campaign will be developed which includes broader engagement than that required under the legislation and at an earlier stage in the amendment process.

BASIS FOR RECOMMENDATION

Council has a responsibility to manage the risks from natural hazards of which land use planning is an integral component.

Council is in the process of completing Flood Studies which will provide more comprehensive information to inform flood risk than that which is currently provided in the Planning Scheme.

The head of power to make a Major Amendment is prescribed in the *Planning Act 2016*. It is a requirement of the Ministers Guidelines and Rules that Council must make a resolution to commence a Major Amendment of the planning scheme.

ACTION ACCOUNTABILITY

Manager Liveability and Sustainability to prepare correspondence notifying the Department of State Development, Infrastructure, Local Government and Planning of Council's resolution to prepare a Major Amendment (Flood Hazard) to the Isaac Regional Planning Scheme 2021 and post this notification on Council's web page.

Manager Liveability and Sustainability to engage external consultant to assist with the progression of the Major Amendment including drafting of revised regulatory framework for flood hazard in the *Isaac Regional Planning Scheme 2021*.

Manager Liveability and Sustainability to prepare Community Engagement Strategy.

KEY MESSAGES

Council recognises its responsibility to manage flood risks through land use planning and is committed to ensuring the Planning Scheme is providing a best practice regulatory framework which incorporates the most contemporary flood information available.

Report prepared by:	Report authorised by:
ALEXIS AYLWARD Principal Planner	DAN WAGNER Director Planning, Environment and Community Services
Date: 23 November 2023	Date: 23 November 2023

ATTACHMENTS

- Attachment 1 - Ministers Guideline and Rules – Part 4 – Major Amendment

REFERENCE DOCUMENT

- Planning Act 2016 and *Planning Act Regulation 2017*

- Ministers Guideline and Rules (ver 2.0)
- State Planning Policy
- Isaac River Regional Flood Study
- Clermont, Moranbah and Nebo Flood Model and Hazard Mapping
- Styx River and Plane Creek (South)

Part 4 — Major amendment

15 What this part prescribes

- 15.1. This part prescribes the process for making a *major amendment* to a planning scheme for section 20 of the Act.
- 15.2. All references in Part 4 to a proposed amendment are taken to be a proposed major amendment.
- 15.3. If the proposed amendment includes a planning change under section 30 of the Act, the local government may decide to take the actions prescribed in Chapter 4.

16 Planning and preparation

- 16.1. To make a major amendment, the local government must decide to amend the planning scheme.
- 16.2. After deciding to amend the planning scheme, the local government may give the chief executive a notice requesting an early confirmation of state interests that includes—
 - (a) the nature and details of the proposed amendment; and
 - (b) a statement of the state interests expressed in a regional plan or SPP the local government considers relevant to the proposed amendment.
- 16.3. If the chief executive receives a notice requesting an early confirmation of state interests from the local government under section 16.2, the chief executive must, within 20 days—
 - (a) consider the nature and details of the proposed amendment;
 - (b) consult with relevant state agencies, if appropriate; and
 - (c) write to the local government to confirm the matters, including state interests, that the local government must consider when preparing the proposed amendment.
- 16.4. The local government must prepare the proposed amendment.
- 16.5. After preparing the proposed amendment, the local government must give a notice to the Minister that includes—
 - (a) the decision to amend its planning scheme; and
 - (b) the required material for a proposed major amendment as prescribed in Schedule 3.

17 State interest review

- 17.1. Within 5 days of receiving the notice from the local government under section 16.5, the Minister must—
 - (a) commence the state interest review; and
 - (b) give the proposed amendment to other relevant state agencies for consideration of the effect of the amendment on state interests, including those identified in legislation, the State Planning Policy (SPP), or a regional plan.
- 17.2. As part of the state interest review, the Minister must consider if the proposed amendment—
 - (a) advances the purpose of the Act;
 - (b) is consistent with section 16(1) of the Act;
 - (c) is consistent with the regulated requirements prescribed in the Planning Regulation;
 - (d) is well drafted and clearly articulated; and
 - (e) accords with the result of any relevant study or report, or review required under section 25(1) of the Act.

- 17.3. During the state interest review, the Minister may advise the local government how the proposed amendment may be changed to appropriately address state interests.
- 17.4. If the local government decides to change the proposed amendment in response to a notice given by the Minister under section 17.3, the local government must—
- (a) advise the Minister, as soon as practicable after deciding to change the proposed amendment, that the proposed amendment will be changed to appropriately address the state interests; and
 - (b) resubmit the proposed amendment to the Minister when the change has been made.
- 17.5. The Minister must, within 60 days of receiving the notice under section 16.5, or upon receiving a changed proposed amendment under section 17.4, whichever is the later, give notice to the local government of—
- (a) the outcome of the state interest review; and
 - (b) a communications strategy that the local government must implement.
- 17.6. The notice under section 17.5 must state—
- (a) if the local government may proceed with public consultation for the proposed amendment;
 - (b) the Minister's conditions, if any, that apply to the proposed amendment.⁶
- 17.7. Any Minister's conditions stated on a notice given under section 17.5 must be complied with before the local government may commence public consultation of the proposed amendment, unless stated otherwise in the notice.

18 Public consultation

- 18.1. The local government may only commence public consultation after—
- (a) complying with the Minister's conditions, if any, that apply to the proposed amendment given under section 17.5; and
 - (b) if relevant, giving notice under Chapter 4, part 1, section 3.3(b).
- 18.2. Public consultation must be undertaken—
- (a) for a period of at least 20 days; and
 - (b) in accordance with—
 - (i) the public notice requirements prescribed in the Act;
 - (ii) the public notice requirements prescribed under Schedule 4; and
 - (iii) the communications strategy given by the Minister under section 17.5.
- 18.3. The local government must consider every properly made submission about the proposed amendment and may consider other submissions.
- 18.4. Following the end of public consultation, the local government must prepare a consultation report about how the local government has dealt with properly made submissions, which is—
- (a) provided to each person who made a properly made submission;⁷ and
 - (b) available to view and download on the local government's website; or
 - (c) available to inspect and purchase in each of the local government's offices.
- 18.5. If the local government proposes to make changes to the proposed amendment under section 19, the actions under sections 18.3 and 18.4 may be deferred until after all applicable actions under section 19 have been undertaken.

19 Changing the proposed amendment

- 19.1. The local government may make changes to the proposed amendment to—
- (a) address issues raised in submissions;
 - (b) amend a drafting error; or
 - (c) address new or changed planning circumstances or information.

20 Effect of changes on public consultation

- 20.1. If the local government changes the proposed amendment and the change results in the proposed amendment being significantly different to the version released for public consultation, the local government must repeat the public consultation required for the proposed amendment.
- 20.2. The local government may limit the public consultation to only those aspects of the proposed amendment that have changed.
- 20.3. If consultation has been repeated, the local government must take the actions required under sections 18.3 and 18.4 for the repeated consultation.

21 Minister's consideration

- 21.1. After all actions under sections 18, 19 and 20 have been completed, the local government must give a notice of a request to adopt the proposed amendment to the Minister.
- 21.2. If the proposed amendment has not changed since the state interest review, the notice under section 21.1 must include an electronic copy of—
 - (a) the proposed planning scheme amendment; and
 - (b) the consultation report prepared under section 18.4.
- 21.3. If the proposed amendment has been changed since the state interest review, the notice under section 21.1 must include—
 - (a) an electronic copy of the proposed amendment that clearly identifies any changes that have been made to the proposed amendment since the state interest review;
 - (b) the consultation report prepared under section 18.4;
 - (c) a report that includes—
 - (i) the changes made to the proposed amendment;
 - (ii) when the changes were made;
 - (iii) why the changes were made;
 - (iv) how the changes relate to any relevant regional plan or SPP or affect a state interest; and
 - (v) what issues the changes respond to; and
 - (d) a statement whether the local government considers any proposed amendment is significantly different from the version for which public consultation has been undertaken, and the reasons why the local government formed this view.
- 21.4. The Minister must consider if the local government may adopt the proposed amendment by considering—
 - (a) the information given with the notice under section 21.1;
 - (b) if any Minister's conditions or further actions set out in the notice under section 17.5 have been complied with;
 - (c) if the adoption version of the proposed amendment is significantly different to the version released for public consultation; and
 - (d) if the proposed amendment—
 - (i) advances the purpose of the Act;
 - (ii) is consistent with section 16(1) of the Act;
 - (iii) is consistent with the regulated requirements prescribed in the Planning Regulation;
 - (iv) is well drafted and clearly articulated; and

- (v) accords with the result of any relevant study or report, or review required under section 25(1) of the Act.

- 21.5. Within 40 days of receiving the proposed amendment under section 21.1, the Minister must give the local government a notice stating—
- (a) if proposed amendment may be adopted; and
 - (b) the Minister's conditions, if any, that apply to the proposed amendment; or
 - (c) if the proposed amendment may not be adopted, and the reasons why it may not be adopted.
- 21.6. Any Minister's conditions stated on a notice given under section 21.5 must be complied with before the local government may adopt the proposed amendment, unless stated otherwise in the notice.

22 Adoption

- 22.1. If the Minister has notified the local government that it may adopt the proposed amendment, the local government must—
- (a) decide—
 - (i) to adopt the proposed amendment; or
 - (ii) not to proceed with the proposed amendment; and
 - (b) publish a public notice in accordance with the Act and the requirements prescribed in Schedule 5; and
 - (c) give notice as required under Chapter 4, Part 1, section 3.13.
- 22.2. The local government must, within 10 days of giving public notice under this section, give the chief executive—
- (a) a copy of the public notice; and
 - (b) if adopted, a certified copy of the major amendment including—
 - (i) an electronic copy of the amendment or instrument; and
 - (ii) a copy of all electronic planning scheme spatial data files (mapping) relevant to the major amendment.

MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Kelly Shepherd
AUTHOR POSITION	Senior Community Leasing Officer

10.14 ST LAWRENCE & DISTRICT BOWLS CLUB INC. – TENURE ARRANGEMENTS

EXECUTIVE SUMMARY

The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose of part of Lot 132 on MC676, located at 5 Railway Parade, St Lawrence, by way of a ten (10) year lease to St Lawrence and District Bowls Club Inc and part of Lot 122 on MC676, located at 7 Railway Parade, St Lawrence, by way of a three (3) year Licence to Occupy, plus a three (3) year option.

OFFICER'S RECOMMENDATION

That Council:

- 1. Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolve that an exception from inviting written quotes or tenders is granted for tenure over part of Lot 132 on MC676, 5 Railway Parade, St Lawrence (being the bowling green and outside shed area) and part of Lot 122 on MC676, 7 Railway Parade, St Lawrence (being the external facing bar and undercover shade area plus access to and use of internal amenities).**
- 2. Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations 2012 resolve to enter into a ten-year lease agreement with St Lawrence and District Bowls Club Inc. over part of Lot 132 on MC676, 5 Railway Parade, St Lawrence (being the bowling green and outside shed area).**
 - a. Lease fees to be charged in accordance with 2023-2024 Fees & Charges – annual rent/usage fee \$580.00 ex GST, matrix attached.**
 - b. Survey the land on which the greens and shed are located as per Attachment 4.**
 - c. All outgoings will be at the expense of the Trustee Lessee as detailed in the Standard Terms Documents.**
 - d. Acknowledging that all built assets are owned by the St Lawrence and District Bowls Club Inc. therefore all repairs and maintenance will be the responsibility of the club.**
- 3. Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations 2012 resolve to enter into a three-year Licence to Occupy, with a three-year option with St Lawrence and District Bowls Club Inc. over part of Lot 122 on MC676, 7 Railway Parade, St Lawrence (being the bar area, external facing bar servery and undercover shade area plus access to and use of internal amenities).**

-
- a. Lease fees to be charged at a peppercorn rate of \$1.00 per annum, recognising the lease fee contributions being collected over part of Lot 122 on MC676 for the bowling green and outside shed area, and the non-exclusive licence-to-occupy arrangement for the bar area, external facing bar servery and undercover shade area plus access to and use of internal amenities on Saturdays and Sundays.***
 - b. Acknowledging that all built assets are owned by Isaac Regional Council therefore repairs and maintenance responsibilities will be in accordance with the Base Building Inclusions and Exclusions over the area subject to the Licence to Occupy.***
 - 4. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 2 and 3 above.***

BACKGROUND

The St Lawrence and District Bowls Club Inc. initially secured tenure over the land by way of a 30-year lease which expired in 2018. Following the lease, a Licence to Occupy with pre-determined days of use was implemented which ran from 2019 to 2022.

In March 2022, St Lawrence and District Bowls Club Inc. requested extended use of the Centenary Hall to include Wednesday to Friday which would equate to six (6) days in total to be included in the tenure. This was presented to Council as part of the reporting of Minutes from the Community Tenure and Facilities Advisory Committee at Ordinary Meeting of Council on 27 April 2022 and was not supported, as per Resolution 7797.

The club held a Community Club Liquor Licence over the premises allowing trading Monday to Sunday which restricted the service of alcohol at any other event unless the patrons utilise the bar services provided by the Club. This arrangement significantly impeded fundraising events and other community usage under the terms of the Liquor Licence held over the hall by the Club.

At the Ordinary Meeting of Council on 27 April 2022 and subsequent Council Resolution 7797 a decision was made to defer the renewal of the Licence to Occupy pending the outcome of an investigation into the wider community and user group impacts of the current licensing and usage terms and conditions.

In May 2022, officers received several concerns raised by members of the St Lawrence community relating to the fair and equitable usage of the hall. On 25 May 2022, officers convened a community meeting to receive and hear concerns before proceeding with arrangements to renew the Licence to Occupy over the hall between the Club and Isaac Regional Council. Multiple concerns were raised in relation to the ability to access the hall to hold events and sell refreshments as part of fundraising activities due to the restrictions of the liquor licence over the facility. It was recommended that the club be instructed to remove their liquor licence over the facility, so Council was able to offer full usage of the St Lawrence Centenary Hall to all users on a casual hire basis.

Further meetings were held with the Club on 16 September 2022 and 15 March 2023 to discuss the requirement for the Club to remove their Community Club Liquor Licence over St Lawrence Centenary Hall and options for alternate arrangements. Council wrote to the St Lawrence and District Bowls Club Inc. on 25 January 2023 to instruct the Club to remove said Licence. On 28 August 2023 Council again wrote to the Club acknowledging the Club's renewal of the Licence for another 12 months. The letter further demanded the surrender of the Licence.

On 10 November 2023 a final meeting was held with the St Lawrence and District Bowls Club Inc. involving the Club, Councillor, Council officers and local MP, Stephen Andrew. The meeting again discussed the Community Club Liquor Licence, the requirement for its removal and the replacement with a Restricted Liquor Permit. The Club agreed to this arrangement and subsequently lodged an application with Council for approval of the Restricted Liquor Permit. With the resolution of this outstanding issue, Tenure negotiations recommenced.

Lot 132 on MC676, on which the greens and shed are located, was originally leased to the St Lawrence and District Bowls Club Inc. in its entirety. The greens were constructed with intent to access them from Centenary Hall. To lease the entire lot on plan to the Club again would make them responsible for maintaining the entire 16,881 square metres instead of the approximately 4,000 square meters which they use. This would also prevent use of the balance of the land by the public.

Lot 122 on MC676, is the location of Centenary Hall, which was originally leased to the St Lawrence and District Bowls Club Inc. in its entirety with an included clause stating that the Club must make it available for use as a Public Hall at no charge.

The original Licence to Occupy was developed to bring Centenary Hall back under the management of Council rather than the Club with the Club having tenure during their days and times of use. At the time they had use on Tuesdays for a game of Hoy, and Saturdays and Sundays when they bowled. The purpose of this was to eliminate the discontent of the local community when they wished to use Centenary Hall for purposes other than Bowls.

The recommended Licence to Occupy eliminates Tuesdays as Hoy is no longer held in St Lawrence. It is recommended to offer this tenure at a peppercorn tenure fee as the location of the Hall and greens is essentially one space divided by a line on a map.

Leasing Process Followed:

- Meeting of Internal Stakeholders including the Division Councillor
- Meeting of all Stakeholders
- In-Principle Agreement prepared, presented and signed
- Report written for Standing Committee

BUILDING INSPECTION

A Building Compliance Inspection was not required as there are limited built assets.

IMPLICATIONS

Preparation of tenure to be completed internally by the Senior Community Leasing Officer.

Lease fees and conditions attached to the proposed tenure will be applied in accordance with the 2023-2024 Fees & Charges.

CONSULTATION

Internal

Director PECS – In principle support requested via email 13/11/2023

Division 8 Councillor – In principle support requested via email 13/11/2023

Manager Community Facilities – In principle support received via email 14/11/2023

Manager Council Operated Community Facilities – In principle support via email 20/11/2023

Community Relations Officer – In principle support requested via email 13/11/2023

External

St Lawrence and District Bowls Club Inc President

St Lawrence and District Bowls Club Inc Vice President

St Lawrence and District Bowls Club Inc Secretary

St Lawrence and District Bowls Club Inc Treasurer

Member Parliament for Mirani

BASIS FOR RECOMMENDATION

To enter into tenure with a long-term tenant that provides valuable access to activities to St Lawrence and the surrounding community; and at the same time provides Council with strong management capacity.

ACTION ACCOUNTABILITY

Manager Community Facilities to progress tenure documentation.

KEY MESSAGES

Council is committed to transparent decision making.

Council is committed to ensuring access to community facilities for clubs and groups to provide beneficial services to the region.

Council is taking a considered and logical approach to the long-term life cycle of the Region's Community Facilities.

Report prepared by:

KEN TUCKER

Manager Community Facilities

Date: 23 November 2023

Report authorised by:

DAN WAGNER

Director Planning Environment and Community Services

Date: 23 November 2023

ATTACHMENTS

- Attachment 1 - Tenure Fee Matrix
- Attachment 2 - In Principle Agreement – St Lawrence & District Bowls Club_Redacted
- Attachment 3 - In Principle Agreement – St Lawrence & District Bowls Club - Greens_Redacted
- Attachment 4 - St Lawrence & District Bowls Club Proposed Lease and Licence to Occupy Area

REFERENCE DOCUMENT

- PECS-POL-128 Community Tenures Policy for Council Owned and/or Controlled Facilities

ATTACHMENT 1 – TENURE FEE MATRIX

COMMUNITY GROUP: ST LAWRENCE & DISTRICT BOWLS CLUB INC

LAND SIZE	POINTS	COMMENT	SCORE	OLD FEE
Land < 500m2	1			\$450.00
Land 501m2 – 5,000m2	2	~4,000m2	2	\$600.00
Land 5,0001m2 – 15,000m2	3			\$700.00
Land 15,001m2 – 50,000m2	4			\$800.00
Land > 50,001m2	5			\$900.00
Facility/building provided by Council	5	Centenary Hall	5	
ON COSTS				
Council pays electricity	5	For Hall	5	
Council pays water	5	N/A		
Council maintains field/courts	5	N/A		
MEMBERSHIP				
20 or less	1			
21 – 50	2	40	2	
51 – 100	3			
101 – 200	4			
201 or more	5			
COUNCIL CAPEX EXPENDITURE – NON BASE BUILDING				
In past 3 years \$0 - \$5,000	1	N/A		
In past 3 years \$5,001 - \$10,000	2	N/A		
In past 3 years \$10,001 - \$15,000	3	N/A		
In past 3 years \$15,001 - \$20,000	4	N/A		
In past 3 years > \$20,000	5	N/A		
RISK TO COUNCIL				
Low – Fully compliant tenure holder	1		1	
Medium – Compliant with outstanding works under management	2			
High – Non-compliant, unmanaged outstanding works, operating issues, new Incorporated Association, new lessee	3			
TOTAL POINTS			15	
Category Fee Points Score 5 – 10	\$300.00			
Category Fee Points Score 11 - 15	\$450.00		\$450.00	
Category Fee Points Score 16 - 20	\$600.00			
Category Fee Points Score > 20	\$750.00			
Base Fee (State Rent as per Part1, Section 37A, 2(a))	\$130.00		\$130.00	
Total Tenure Fee per annum excluding GST			\$580.00	

IN PRINCIPLE AGREEMENT

SUBJECT TO COUNCIL AND MINISTERIAL APPROVAL AND EXECUTION OF TENURE

Type of Tenure: 3-year Licence to Occupy + 3-year option

Address of Premises: 7 Railway Parade, St Lawrence, Qld, 4707

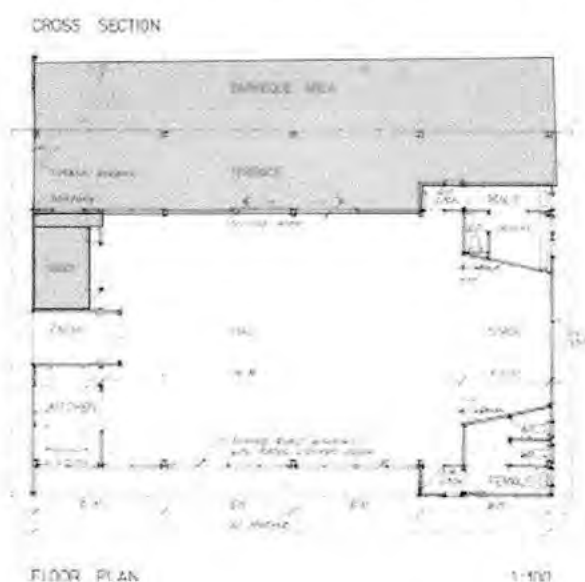
Lot on Plan Description: Lot 122 on MC676

Areas (Subject to Survey): ~210 sq metres: external facing bar and undercover shade area plus access to and use of internal amenities on the following days:

- Saturday
- Sunday

Additional dates can be negotiated with suitable notice.

All bookings to be entered into the IRC bookings calendar.



The above image is a representation of the area subject to this License to Occupy.

The St Lawrence and District Bowls Club Inc. will work with Council to provide access for private bookings should a request be received indicating a preference for a day usually utilised by the Club.

The St Lawrence and District Bowls Club Inc. agree to suspend their Liquor Permit as required to provide the ability for private bookings to serve alcohol.

Council will maintain Base Building for Isaac Regional Council assets. Refer to the tables below for clarification of Inclusions and Exclusions under Base Building.

INCLUSIONS:

Base Building INCLUSIONS	Examples
Council will perform maintenance and renewals on the structural building envelope (on structures built or provided by the Lessor)	i.e. Roof, foundations, slabs, stumps, external walls, window framing, structural flooring, external doors, access/egress elements stairs, balustrades, decks.
Council will perform maintenance and renewals on the external Hydraulic (water/sewer) services from the boundary point of the allotment to the point of connection. Note: "Point of connection" being to the fitting with the fitting being the tenants responsibility i.e. repair/replace toilet is the tenants responsibility repair leaking behind wall of toilet is base building	i.e. existing plumbing fixture services (hot water systems), external stormwater drainage and connections, external and internal sewer to the fitting, site drainage, all water supply pipework and connections to the point of connection (fitting)
Council will perform maintenance and renewals to the Electrical Services from the boundary to the point of connection. Note: "Point of connection being to the electrical fittings i.e. - GPO/light switch/light fitting/bulbs are tenants responsibility	i.e. inclusive of electrical main feed line to the building, point of attachment, all distribution/switch boards, and cabling to the fixture/fittings
Council will provide Statutory compliance for Building & Fire safety at start of lease only for structures under lease that are built/provided by the Lessor Note: The ongoing maintenance of Fire and life safety systems is the tenants responsibility	Provision of start of lease BCA statutory compliance requirements in building fire safety installations including portable extinguishers, fire hose reels, emergency & exit lighting, detection systems, hydrants, access/egress for structures built or provided by Lessor at the start of Lease

INSURANCE	Refer Part 8: Insurances, Indemnities and Guarantee within the Standard Terms Document
Public Liability Insurance:	\$20,000,000
Certificate of Currency:	To be supplied by applicant with a copy of the receipt showing payment
Damage Policy:	Insure under a Damage Policy all insurable items located upon the Premises, including plate glass, irrespective of who owns the items
Workers Compensation:	Insure under the Workers Compensation Act, all persons it employs to work upon the Premises

Make Good Clause:	<p>The lessee agrees to submit to the Lessor for approval a complete scope of works prior to installation for any fit-out works.</p> <p>Return the premises to the Lessor in the same or better condition as was at the lease commencement date. Make good works, as specified by the Lessor, may include but not be limited to:</p> <ul style="list-style-type: none"> • removal of any structures erected by the Lessee; • commercial cleaning of the premises; • removal of any fittings and fixtures installed by the Lessee; • repair of any surface damaged or altered by the Lessee; and • any other rectification works as directed by the Lessor. <p>Ensure the land and buildings are clear of all waste, etc and is clean, tidy and in a reputable state.</p>
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Information Update:	<p>The Lessee must complete a Community Group Annual Update each year and provide a copy of Annual General Meeting Minutes and Certificate of Currency for all policies held.</p> <p>Additionally, if the Committee changes at a time other than at the Annual General Meeting this information must be provided to Council.</p>
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Lessor: Isaac Regional Council

Contact: Senior Community Leasing Officer

Telephone: 1300 ISAACS (472 227)

Facsimile: 07 4941 8666

Email: records@isaac.qld.gov.au

Lessee: St Lawrence and District Bowls Club Inc.

Incorporation #: IA03529

ABN: 37 847 382 890

Contact for Lessee: Attention: Brian Henricks

Telephone: 0428 488 861

Email: saintybowlsclub@gmail.com

TENURE

Commencement Date: To be advised

Term: 3 years + 3-year option

Expiry Date: To be advised

RENTAL

Gross Rental: \$1.00 ex GST per annum

Rent Review: Annual adjustment proportionate with CPI movement each anniversary of the Commencement Date

Terms and Conditions: In accordance with the Standard Terms Document supplied to the Lessee.

Maintenance: The community group will remain responsible for all repairs and maintenance to their own assets.

The community group will remain responsible for repairs and maintenance to the area subject to this License to Occupy as shaded in blue on the included image.

EXCLUSIONS:

Base Building EXCLUSIONS	Examples
Maintenance/Renewal/Upgrade of any building structure or additions/alterations not built/provided by the Lessor	i.e. additional new structures, extensions, alteration of partitions, refurbishment of tenant's fitout. i.e. roof repair/renewal on an extension built by Lessee
Provision of and maintenance/renewal and upgrade of Statutory building compliance requirements for any building addition/alteration or structure not built or provided by the Lessor	Building & Fire compliance requirements for any alteration or addition by the Lessee. i.e. new internal partitions trigger a requirement for additional exit lighting – tenants responsibility
Maintenance/renewal/upgrade to the non-structural building elements (tenancy fitout) of the building, inclusive of fixtures and fittings	i.e. internal wall linings, floor coverings, internal ceilings, kitchen, bathrooms, lighting, benches, cupboards, shelving, racks, fixed & loose furnishings
Maintenance/renewal/upgrade of the internal of the building hydraulic services fixtures and fittings.	i.e. all plumbing hardware/ fixtures/fittings being toilets, hand basins, taps, water dispensers, vanities, sinks, wet areas etc.
Maintenance/renewal/upgrade of Mechanical Services –Air conditioning, Heating	i.e. repairs/maintenance/servicing of air conditioning units in place at time of tenancy, as well as replacement or upgrades for air conditioning/heating
Maintenance/renewal/upgrade of the internal of the building Electrical fixtures/fittings	i.e. Lighting - bulbs & fittings, GPO's (power points), switches, stoves, fans and other electrical goods e.g. fridges, microwave etc.
Proactive maintenance & servicing of each the building systems including Mechanical, Hydraulic, and Electrical, Air conditioning and termite barrier protection	i.e. rodent/vermin/termite inspections and treatment, gutter & downpipe cleaning, servicing air conditioning units/systems, Electrical earth leakage testing – (RCD's tests)
Maintenance of building systems statutory compliance requirements i.e. Fire protection and life safety systems.	Maintenance of statutory compliance systems i.e. Inspection and testing programs for Electrical test & tag/RCD testing and fire safety installations as in portable fire equipment fire extinguishers/fire blankets, fire hose reels, fire panels, emergency & exit lighting servicing and electrical items.
Maintenance & renewal of external & internal painting	Maintenance & renewal of internal & external painting

Outgoings:

All outgoings to be at the expense of the Lessee including but not limited to the following:

If premises are not currently metered separately Council will provide a minimum of three (3) months' notice prior to charging user groups for electricity and water consumption.

SPECIAL CONDITIONS

Department of Resources Stated Use:	Local Government
Intended Use:	Lawn Bowls
Tenure Documentation:	Licence to Occupy
Legal Fees:	Each party to pay their own

For & on behalf of: St Lawrence and District Bowls Club Inc.

Name:

[Redacted Name]

Committee Position:

TREASURER

Signature:

[Redacted Signature]

Date:

16 Nov 2023

IN PRINCIPLE AGREEMENT

SUBJECT TO COUNCIL AND MINISTERIAL APPROVAL AND EXECUTION OF TENURE

Type of Tenure: 10-year lease
Address of Premises: 5 Railway Parade, St Lawrence, Qld, 4707
Lot on Plan Description: Lot 132 on MC676
Areas (Subject to Survey): ~4,000 sq metres

Lessor: Isaac Regional Council
Contact: Senior Community Leasing Officer
 Telephone: 1300 ISAACS (472 227)
 Facsimile: 07 4941 8666
 Email: records@isaac.qld.gov.au

Lessee: St Lawrence & District Bowls Club Inc.
 Incorporation #: IA03529
 ABN: 37 847 382 890
Contact for Lessee: Attention: Brian Henricks
 Telephone: 0428 488 861
 Email: saintybowlsclub@gmail.com



TENURE

Commencement Date: To be advised

Term: 10 years

Expiry Date: To be advised

RENTAL

Gross Rental: \$580.00 ex GST per annum

Rent Review: Annual adjustment proportionate with CPI movement each anniversary of the Commencement Date

Terms and Conditions: In accordance with the Standard Terms Document supplied to the Lessee.

Maintenance: The community group will remain responsible for all repairs and maintenance to their own assets.
Council will maintain Base Building for Isaac Regional Council assets.
Refer to the tables below for clarification of Inclusions and Exclusions under Base Building.

INCLUSIONS:

Base Building INCLUSIONS	Examples
Council will perform maintenance and renewals on the structural building envelope (on structures built or provided by the Lessor)	i.e. Roof, foundations, slabs, stumps, external walls, window framing, structural flooring, external doors, access/egress elements stairs, balustrades, decks.
Council will perform maintenance and renewals on the external Hydraulic (water/sewer) services from the boundary point of the allotment to the point of connection. Note: "Point of connection" being to the fitting with the fitting being the tenants responsibility i.e. repair/replace toilet is the tenants responsibility repair leaking behind wall of toilet is base building	i.e. existing plumbing fixture services (hot water systems), external stormwater drainage and connections, external and internal sewer to the fitting, site drainage, all water supply pipework and connections to the point of connection (fitting)
Council will perform maintenance and renewals to the Electrical Services from the boundary to the point of connection. Note: "Point of connection being to the electrical fittings i.e. - GPO/light switch/light fitting/bulbs are tenants responsibility	i.e. inclusive of electrical main feed line to the building, point of attachment, all distribution/switch boards, and cabling to the fixture/fittings
Council will provide Statutory compliance for Building & Fire safety at start of lease only for structures under lease that are built/provided by the Lessor Note: The ongoing maintenance of Fire and life safety systems is the tenants responsibility	Provision of start of lease BCA statutory compliance requirements in building fire safety installations including portable extinguishers, fire hose reels, emergency & exit lighting, detection systems, hydrants, access/egress for structures built or provided by Lessor at the start of Lease

EXCLUSIONS:

Base Building EXCLUSIONS	Examples
Maintenance/Renewal/Upgrade of any building structure or additions/alterations not built/provided by the Lessor	i.e. additional new structures, extensions, alteration of partitions, refurbishment of tenant's fitout. i.e. roof repair/renewal on an extension built by Lessee
Provision of and maintenance/renewal and upgrade of Statutory building compliance requirements for any building addition/alteration or structure not built or provided by the Lessor	Building & Fire compliance requirements for any alteration or addition by the Lessee. i.e. new internal partitions trigger a requirement for additional exit lighting – tenants responsibility
Maintenance/renewal/upgrade to the non-structural building elements (tenancy fitout) of the building, inclusive of fixtures and fittings	i.e. internal wall linings, floor coverings, internal ceilings, kitchen, bathrooms, lighting, benches, cupboards, shelving, racks, fixed & loose furnishings
Maintenance/renewal/upgrade of the internal of the building hydraulic services fixtures and fittings.	i.e. all plumbing hardware/ fixtures/fittings being toilets, hand basins, taps, water dispensers, vanities, sinks, wet areas etc.
Maintenance/renewal/upgrade of Mechanical Services –Air conditioning, Heating	i.e. repairs/maintenance/servicing of air conditioning units in place at time of tenancy, as well as replacement or upgrades for air conditioning/heating
Maintenance/renewal/upgrade of the internal of the building Electrical fixtures/fittings	i.e. Lighting - bulbs & fittings, GPO's (power points), switches, stoves, fans and other electrical goods e.g. fridges, microwave etc.
Proactive maintenance & servicing of each the building systems including Mechanical, Hydraulic, and Electrical, Air conditioning and termite barrier protection	i.e. rodent/vermin/termite inspections and treatment, gutter & downpipe cleaning, servicing air conditioning units/systems, Electrical earth leakage testing – (RCD's tests)
Maintenance of building systems statutory compliance requirements i.e. Fire protection and life safety systems.	Maintenance of statutory compliance systems i.e. Inspection and testing programs for Electrical test & tag/RCD testing and fire safety installations as in portable fire equipment fire extinguishers/fire blankets, fire hose reels, fire panels, emergency & exit lighting servicing and electrical items.
Maintenance & renewal of external & internal painting	Maintenance & renewal of internal & external painting

Outgoings:

All outgoings to be at the expense of the Lessee including but not limited to the following:

If premises are not currently metered separately Council will provide a minimum of three (3) months' notice prior to charging user groups for electricity and water consumption.

SPECIAL CONDITIONS**Department of**

Resources Stated Use: Recreation

Intended Use: Lawn Bowls

Tenure Documentation: Form 7 Lease Document
Form 20 Standard Terms Document

Legal Fees: Each party to pay their own



INSURANCE	Refer Part 8: Insurances, Indemnities and Guarantee within the Standard Terms Document
Public Liability Insurance:	\$20,000,000
Certificate of Currency:	To be supplied by applicant with a copy of the receipt showing payment
Damage Policy:	Insure under a Damage Policy all insurable items located upon the Premises, including plate glass, irrespective of who owns the items
Workers Compensation:	Insure under the Workers Compensation Act, all persons it employs to work upon the Premises

Make Good Clause:	<p>The lessee agrees to submit to the Lessor for approval a complete scope of works prior to installation for any fit-out works and/or improvements..</p> <p>Return the premises to the Lessor in the same or better condition as was at the lease commencement date. Make good works, as specified by the Lessor, may include but not be limited to:</p> <ul style="list-style-type: none"> • removal of any structures erected by the Lessee; • commercial cleaning of the premises; • removal of any fittings and fixtures installed by the Lessee; • repair of any surface damaged or altered by the Lessee; and • any other rectification works as directed by the Lessor. <p>Ensure the land and buildings are clear of all waste, etc and is clean, tidy and in a reputable state.</p>
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Information Update:	<p>The Lessee must complete a Community Group Annual Update each year and provide a copy of Annual General Meeting Minutes and Certificate of Currency for all policies held.</p> <p>Additionally, if the Committee changes at a time other than at the Annual General Meeting this information must be provided to Council.</p>
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For & on behalf of: St Lawrence and District Bowls Club Inc.

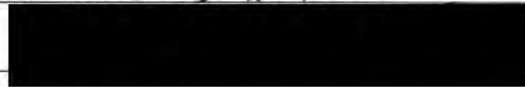
Name:



Committee Position:

TREASURER

Signature:



Date:

20 NOV 2023



ATTACHMENT 4 – ST LAWRENCE & DISTRICT BOWLS CLUB PROPOSED LEASE AND LICENCE TO OCCUPY AREA

COMMUNITY GROUP: ST LAWRENCE & DISTRICT BOWLS CLUB INC



Lease – part of Lot 132 on MC676
5 Railway Parade, St Lawrence

10 year lease agreement

~4000 sq metres being over the Bowling Greens

Licence to Occupy – Lot 122 on MC676
7 Railway Parade, St Lawrence

Three-year Licence to Occupy with a three-year option

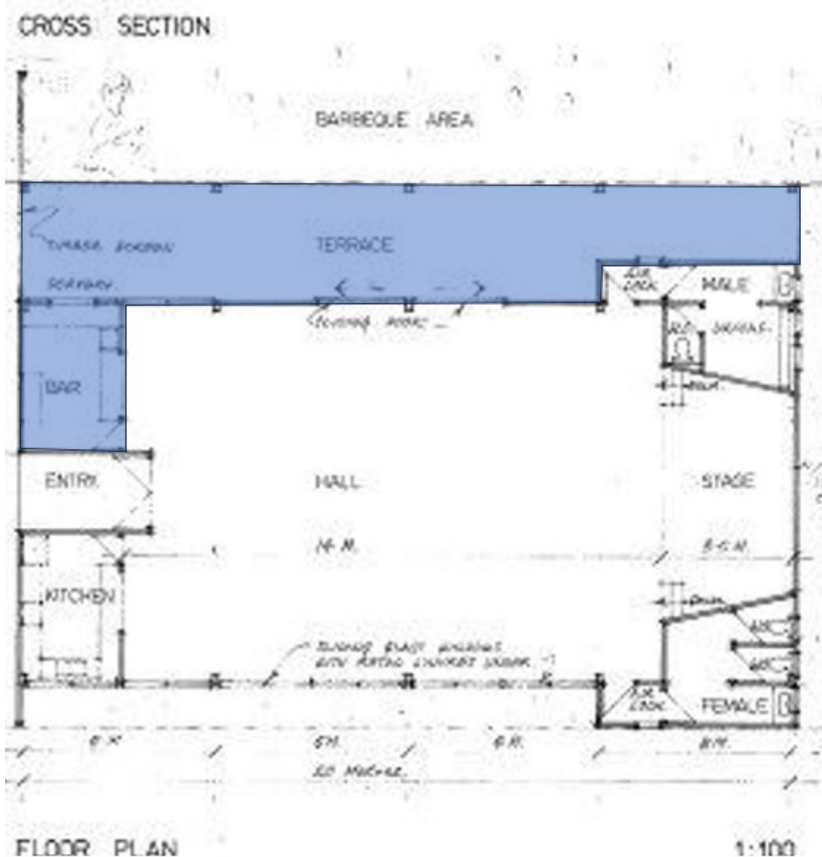
~210 sq metres: being the bar area, external facing bar servery and undercover shade area plus access to, and use of internal amenities on the following days.

Saturday
Sunday

The internal facing bar must not be used to serve within Centenary Hall.

Any additional bookings must be applied through Council's booking system and will be subject to Council's Fees and Charges.

All bookings to be enters into the IRC booking calendar.



MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2023

AUTHOR

Mark Davey

AUTHOR POSITION

Program Manager – Capital Delivery

10.15

**PLANNING, ENVIRONMENT AND COMMUNITY SERVICES
FY2023-24 CAPITAL PROJECTS PROGRESS REPORT AS AT 20
NOVEMBER 2023**

EXECUTIVE SUMMARY

This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2023-2024 Capital Works Program.

OFFICER'S RECOMMENDATION

That Council:

- 1. Receives and notes the monthly Planning, Environment and Community Services 2023-2024 Capital Progress Summary Report as at 20 November 2023.***

BACKGROUND

Progressive updates of the financial and physical position of projects in the 2023-2024 PECS Capital Works program have been identified as a requirement to ensure that Council is aware of the progress of and risk to the delivery of the program.

IMPLICATIONS

The attached PECS 2023-2024 Capital Projects Progress Summary (Attachment 1) identifies the financial and physical position of all projects. Commentary is provided to briefly explain the position of projects. Where the risk is considered low or of insignificant impact to council or the community no additional commentary is provided. Where risks are significant separate commentary is provided in the Identified Issues section of this report.

IDENTIFIED ISSUES

Nil

CONSULTATION

Director Planning, Environment and Community Services

Director Planning, Environment and Community Services Leadership Team

Monthly engagement with the Capital Peer Review members on program delivery progress

BASIS FOR RECOMMENDATION

To improve business within the Planning, Environment and Community Services Directorate by providing more appropriate and relevant reporting, transparency, and a clear monitoring tool for Council. This report will help identify and communicate any project delays or possible project failures.

ACTION ACCOUNTABILITY

The Program Manager – Capital Delivery in conjunction with the PECS leadership team and under the guidance of Director PECS hold responsibility for the scoping, procurement and the completion of the projects identified within the 2023-2024 Capital Program.

KEY MESSAGES

Council's continued investment, oversight, and engagement in the delivery of the Planning, Environment and Community Services Capital Works Program will ensure Isaac region communities continue to enjoy access to high quality facilities and services that improve community liveability, wellbeing, and visitor satisfaction.

<p>Report prepared by: MARK DAVEY Program Manager – Capital Delivery Date: 23 November 2023</p>	<p>Report authorised by: DAN WAGNER Director Planning, Environment and Community Services Date: 23 November 2023</p>
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ATTACHMENTS

- Attachment 1 - PECS 2023-2024 Capital Projects Progress Summary as at 20 November 2023

REFERENCE DOCUMENT

- Nil

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2023/2024 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 20 NOVEMBER 2023



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

PECS 2023_2024 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 23 OCTOBER 2023

Project	Budget	Actual	Commit	Remaining budget	Project Complete Percent	Project Stage	Predict End Date	Latest Project Comment
MBH Community Centre - Design	\$ 2,850	\$ 6,120	\$ 321,080	-\$ 324,350	75%	Construction	30/10/2024	Please note, the continued engagement was undertaken as a variation to stage 2 design works and has been allocated to the previous year's budget, this will be reallocated to main Refurbishment project during Q1, and this line item will be closed.
MBH Community Centre - Refurbishment	\$ 10,000,000	\$ 114,582	\$ 320,925	\$ 9,564,493	25%	Procurement	30/10/2024	Tender pending award
IRC Pools - Equipotential bonding	\$ 166,882	\$ 0	\$ 166,881	\$ 1	35%	Construction	5/12/2023	Discussions with contractor to reach consensus on whether to go back out for further responses.
CLM Sale & Show Revitalisation Stage 2	\$ 9,804	\$ 13,262	\$ 0-	-\$ 3,458	100%	Complete	30/09/2023	Construction completed; finalisation of grant underway
DYS Community Hub Design and Construct	\$ 120,000	\$ 5,000	\$ 73,612	\$ 41,388	25%	Construction	30/06/2024	Options analysis paper and design solution awarded. Alternate emergent project - Clermont Hub - project awarded and underway
STLAW Community Hub Design	\$ 125,000	\$ 0	\$ 29,650	\$ 95,350	25%	Construction	30/06/2024	Options analysis paper and design solution awarded
CORP Abandoned Vehicle Facility	\$ 19,526	\$ 0	\$ 0	\$ 19,526	50%	Construction	31/12/2023	Project pending successful disposal of currently held abandoned cars
CORP Facilities Proactive Capital Program	\$ 15,278	\$ 13,962	\$ 0	\$ 1,316	100%	Complete	30/11/2023	Complete

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2023/2024 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 20 NOVEMBER 2023



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Corp Pools Proactive Capital Program	\$ 12,511	\$ 14,939	\$ 0	-\$ 2,428	100%	Complete	31/10/2023	Complete
CLM Aerodrome Refuelling Tank Upgrade	\$ 58,790	\$ 0	\$ 58,790	\$ 0	25%	Construction	31/12/2023	Delivery pending contractor availability
CLM Caravan Park Emergent Electrical Works	\$ 238,380	\$ 11,780	\$ 142,000	\$ 84,600	50%	Construction	31/12/2023	Second stage awarded and construction commenced
NBO Truck Wash Renewal	\$ 99,487	\$ 1,389	\$ 82,252	\$ 15,847	18%	Construction	31/03/2024	Parts in transit from Europe, expected delivery 1/12/2023
CORP Tourism Signage Stage 2	\$ 98,149	\$ 8,563	\$ 79,951	\$ 9,635	15%	Construction	31/03/2024	Project underway
NBO Hall, Admin, Lib, Museum External Re	\$ 59,734	\$ 167	\$ 42,848	\$ 16,719	95%	Construction	30/10/2023	Final stage of construction with sealed glass cabinet to be installed and tinting of Library windows.
Pioneer Slab Hut Restoration	\$ 74,043	\$ 61,956	\$ 6,373	\$ 5,714	100%	Complete	31/07/2023	Construction complete
MMT Pool Amenities Refurbishment	\$ 21,043	\$ 23,386	\$ 0	-\$ 2,343	100%	Complete	31/10/2023	Works completed
MMT Wading Pool Shade Replacement	\$ 460	\$ 497	\$ 0	-\$ 37	100%	Complete	31/07/2023	Project Complete
MBH Animal Management Centre Renewal	\$ 200,000	\$ 0	\$ 0	\$ 200,000	15%	Procurement	31/03/2024	RFQ released to market
NBO Museum	\$ 25,000	\$ 0	\$ 0	\$ 25,000	15%	Planning	31/12/2023	Seeking alternative scope of works through Q1 review and endorsement
Flaggy Rock Septic - Partial replacement	\$ 220,000	\$ 0	\$ 73,100	\$ 146,900	10%	Procurement	30/06/2024	Procurement docs completed and sitting with Procurement
DYS Civic & Rec Centre Furniture Replace	\$ 25,000	\$ 15,134	\$ 8,428	\$ 1,438	90%	Construction	18/10/2023	Purchases almost complete
MBH GCAC 25m pool Dosing Regime	\$ 65,000	\$ 0	\$ 0	\$ 65,000	40%	Procurement	20/02/2024	Out to market with site inspections in progress

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

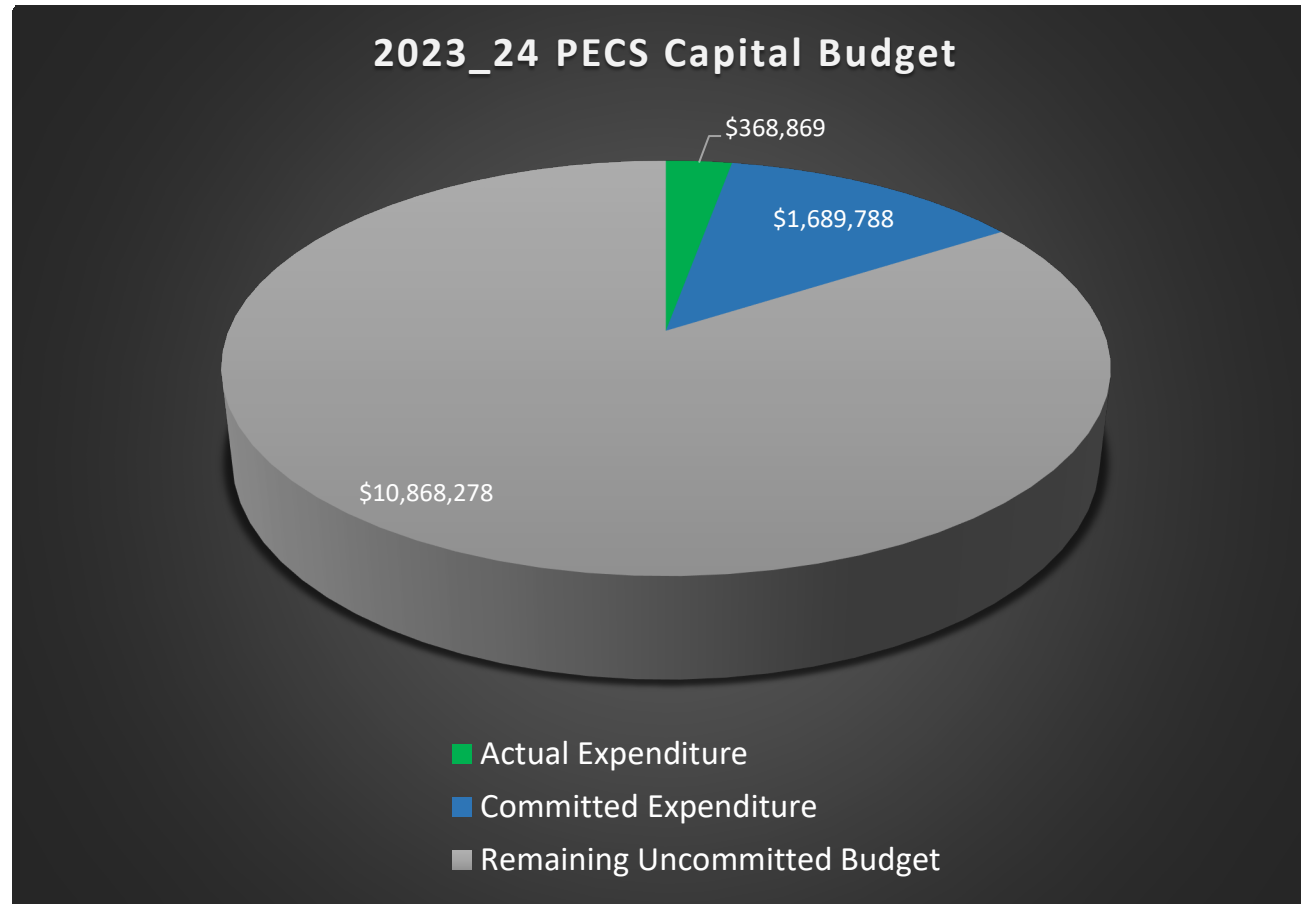
2023/2024 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 20 NOVEMBER 2023



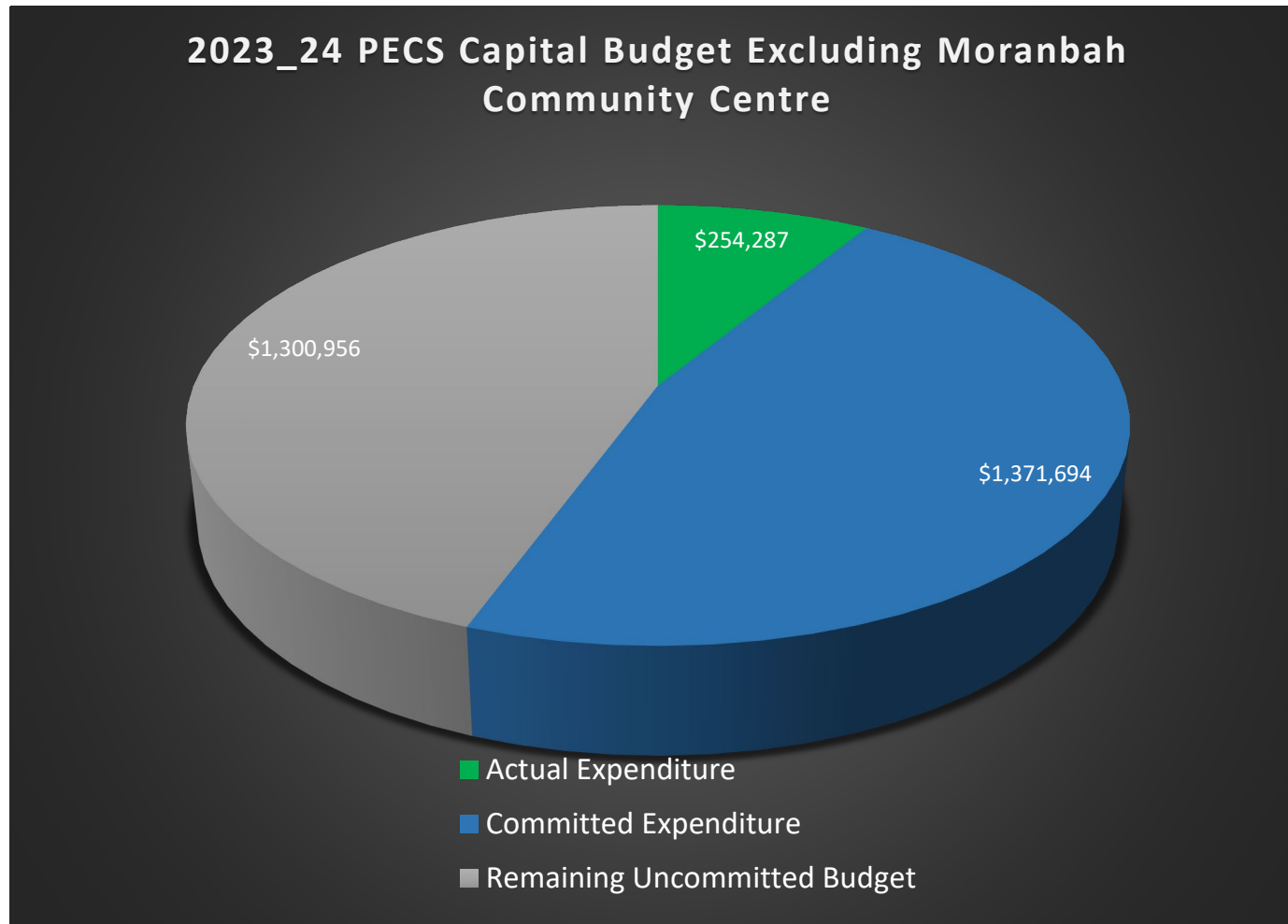
HELPING TO ENERGISE THE WORLD

MMT & DYS Swim Pool Dive block renewals	\$ 70,000	\$ 32,627	\$ 0	\$ 37,373	50%	Construction	31/12/2023	Dive blocks purchased for both pools. Installation going back to market and expected to be completed during Dec/Jan 24 school holidays. Procurement for installation to be offered to market for Middlemount only.
CORP Pools Emergent and/or Prog Renewals	\$ 100,000	\$ 23,276	\$ 40,397	\$ 36,328	60%	Construction	30/06/2024	Major purchases being finalised
CLM Swim Pool design and emergent works	\$ 100,000	\$ 9,740	\$ 19,830	\$ 70,430	25%	Construction	31/12/2023	First meeting with contractor Mon 16 October. Face to face Tuesday 24 October.
CLM Civic Centre Roof replacement	\$ 500,000	\$ 0	\$ 145,684	\$ 354,316	10%	Planning	30/06/2024	Tender in drafting stage
GLN Rec Centre - Cold Room replacement	\$ 20,000	\$ 0	\$ 0	\$ 20,000	10%	Procurement	31/12/2023	Request to amend scope included in Q1
GLN Swimming Pool Storage Upgrade	\$ 85,000	\$ 0	\$ 0	\$ 85,000	10%	Procurement	31/12/2023	With procurement for sending to market
CORP Halls/Centres Emergent and/or Prog	\$ 200,000	\$ 0	\$ 24,588	\$ 175,412	25%	Procurement	30/06/2024	First purchase completed, remaining scopes in progress.
CLM Caravan Park Utilities Renewal	\$ 40,000	\$ 0	\$ 18,841	\$ 21,159	10%	Procurement	31/12/2023	Procurement underway
NBO Showgrounds Disability Access	\$ 45,000	\$ 0	\$ 25,188	\$ 19,813	25%	Procurement	31/12/2023	Out to market, closing on Friday 27th October
NBO Showgrounds Arena Irrigation	\$ 60,000	\$ 0	\$ 0	\$ 60,000	10%	Construction	31/12/2023	Construction scheduled
DYS Miners Memorial	\$ 50,000	\$ 0	\$ 12,200	\$ 37,800	10%	Construction	30/06/2025	Contractor awarded - community consultation to take place
	\$ 12,926,937	\$ 356,380	\$ 1,692,618	\$ 10,877,938				

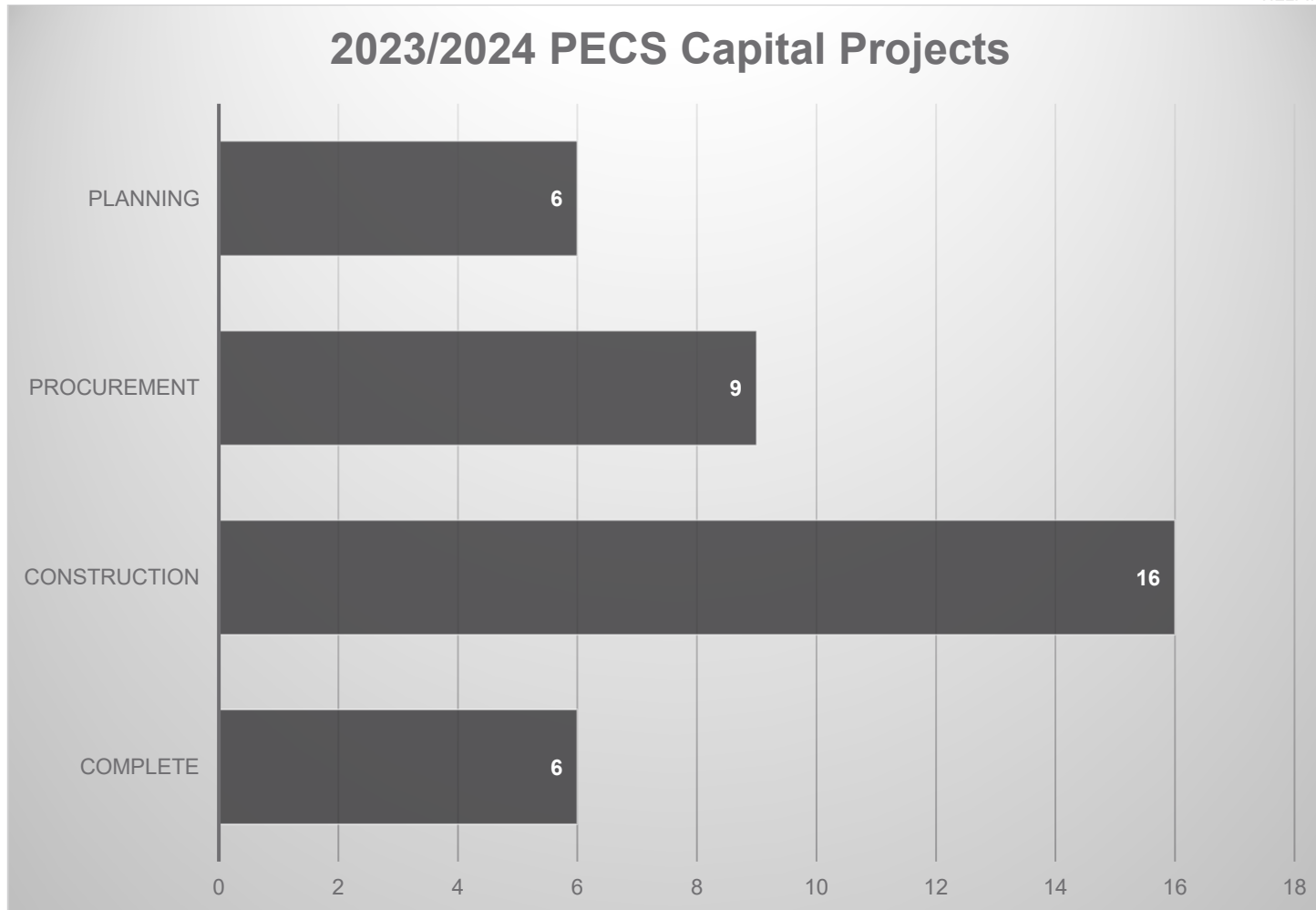
2023/24 PECS Capital Budget as at 20 November 2023



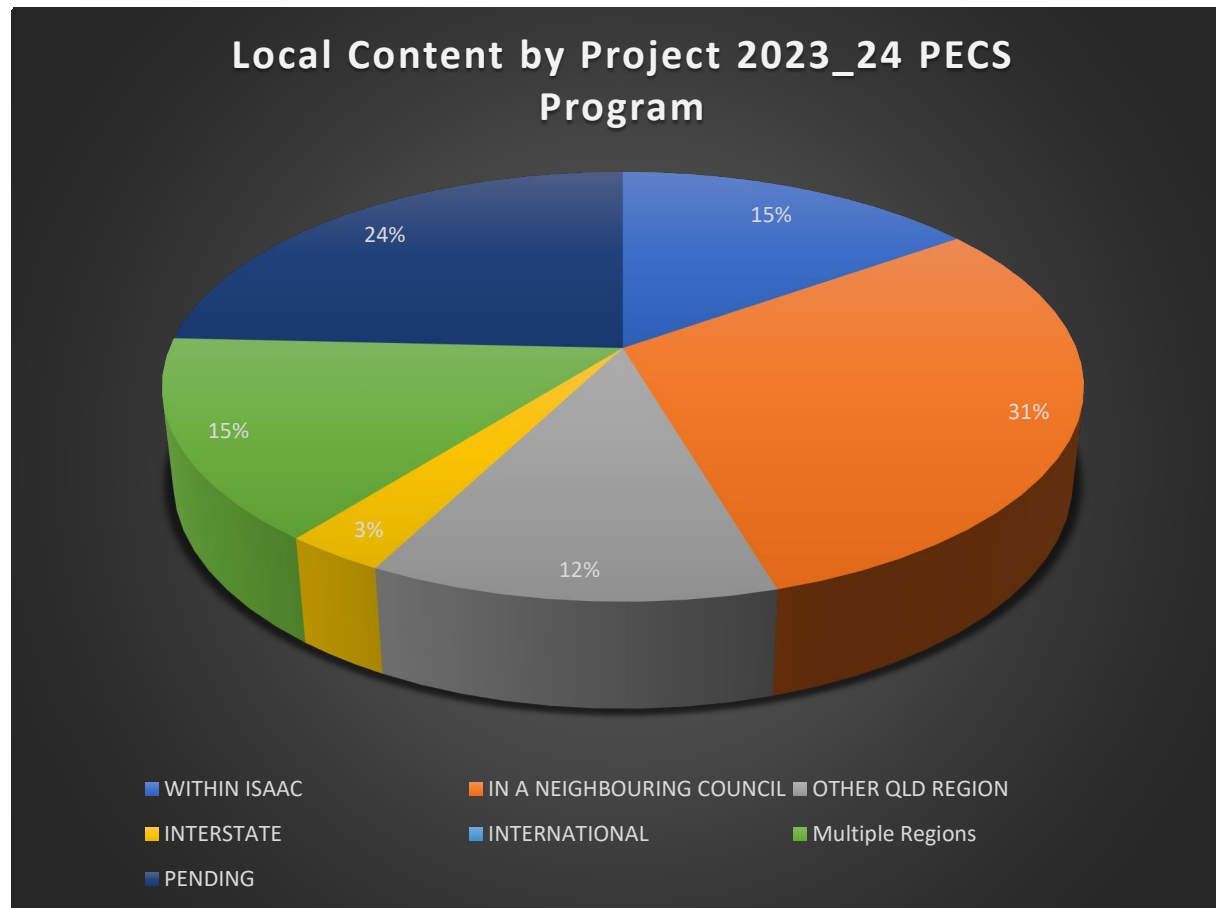
2023_24 PECS Capital Budget Excluding Moranbah Community Centre as at 20 November 2023



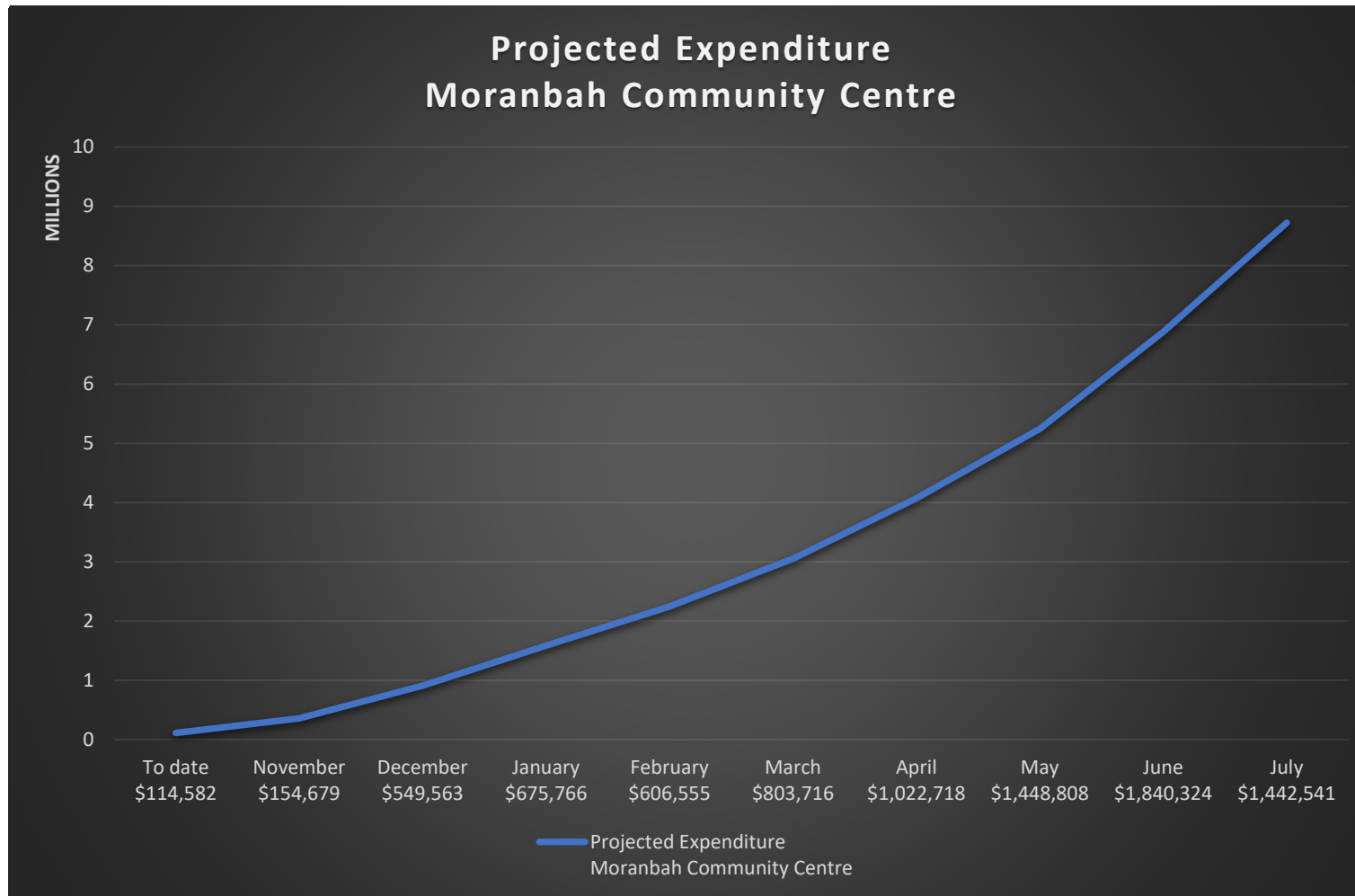
Project Status as at 20 November 2023



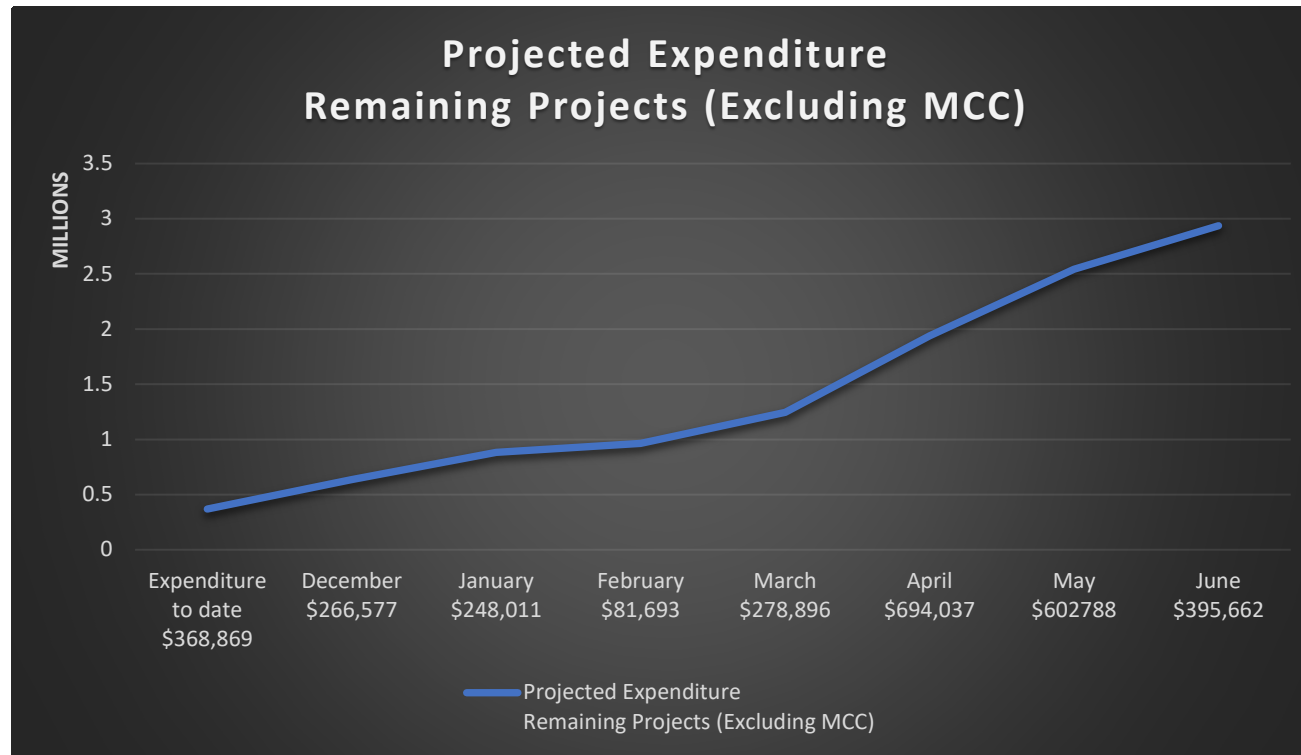
Supplier location for each project.



Projected Expenditure – Moranbah Community Centre Revitalisation Project



Projected Expenditure for Remaining Projects excluding Moranbah Community Centre



MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Robert Perna
AUTHOR POSITION	Director Engineering and Infrastructure

10.16

ENGINEERING AND INFRASTRUCTURE 2023/2024 CAPITAL PROJECTS PROGRESS REPORT

EXECUTIVE SUMMARY

This report is to provide an update to the Engineering and Infrastructure Standing Committee and Council of the progress in delivery of the Engineering and Infrastructure 2023/2024 Capital Works Program.

OFFICER'S RECOMMENDATION

That Council:

- 1. Receives and notes the monthly Engineering and Infrastructure 2023/2024 Capital Projects Progress Summary Report.***

BACKGROUND

Progressive updates of the financial and physical position of projects in the 2023/2024 Engineering and Infrastructure Capital Works program are required to ensure that Council is aware of the progress of and risk to the delivery of the program.

IMPLICATIONS

The attached Engineering and Infrastructure 2023/2024 Capital Projects Progress Summary spreadsheet identifies the financial and physical position of all projects. A red flag indicates either a time or budget issues, yellow indicates the project is of concern and green indicates no issues. Commentary is provided to briefly explain the position of projects. Where the risk is considered low or of insignificant impact to council or community no additional commentary is provided. Where risks are significant separate commentary is provided in the Engineering and Infrastructure Issues Report.

Compliance

To ensure that the Engineering and Infrastructure 2023/2024 Capital Works Program is achieved within the identified timeframes of the 2023/2024 financial year.

Project Highlights

This month saw the release of the Federal government review of their infrastructure funding commitments with the commitments to Phillips Creek Bridge, Dysart Clermont and Eaglefield road being retained. The team are working through the formal funding approval process.

The month also saw substantial completion of the annual reseal program. There has been an issue with loose stones in the kerbs and on some footpaths and this matter has been raised with Council's contractor for action. Currently a street sweeper is planned to undertake works across the region to remove any loose stone from

the kerb and channel where reseal works have occurred. There needs to be a delay/ time gap between the initial works and the street sweeping activities to allow the bitumen to settle and the stone to adhere to the surface, this is particularly relevant noting the hot temperatures we have had over the past few weeks. The loose stones that were impacting footpaths in Moranbah have now been cleaned and the contractor has been asked to provide a Non-Conformance under the contract as to why the loose material on the footpath was allowed to be left so long. This will be recorded against the contract and discussed as part of the Contractors post contract evaluation.

Benefits

Council can see a monthly progress report detailing progress of projects in the Engineering and Infrastructure 2023/2024 Capital Program. This report communicates risks/failures/delays that have been identified within the Engineering and Infrastructure 2023/2024 Capital Works program.

CONSULTATION

- Director Engineering and Infrastructure
- Manager Infrastructure Planning and Technical Services
- Manager Corporate Properties and Fleet
- Manager Galilee and Bowen Basin Operations
- Manager Infrastructure Manager Parks and Recreation
- Department Coordinators

BASIS FOR RECOMMENDATION

To improve business within Engineering and Infrastructure Directorate by providing more appropriate and relevant reporting, transparency and a clear monitoring tool for Council. This report will help identify and communicate any project delays or possible project failures.

ACTION ACCOUNTABILITY

That the Mangers and the Director of Engineering and Infrastructure oversee the scoping, procurement and the completion of the projects identified within the 2023/2024 Capital Projects Progress Summary spreadsheet. Furthermore, that the appropriate Managers and the Director Engineering and Infrastructure are held accountable for the delivery of the project stages are completed within the identified timeframes.

KEY MESSAGES

That Council has open communication, oversight and transparency of the Engineering and Infrastructure 2023/2024 Capital Works Program, to ensure Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.

Report prepared by:

ROBERT PERNA
Director Engineering and Infrastructure

Date: 30 November 2023

Report authorised by:

KEN GOULDTHORP
Chief Executive Officer

Date: 1 December 2023

ATTACHMENTS

- CONFIDENTIAL Attachment 1 - EI Capital Project Progress Summary Spreadsheet Dec-23

REFERENCE DOCUMENT

- Nil

PAGES 687 TO 688 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Sean Robinson
AUTHOR POSITION	Manager Galilee and Bowen Basin Operations

10.17 PEAK DOWNS MINE ROAD – ASSET INSTALLATION AND MAINTENANCE LICENCE

EXECUTIVE SUMMARY

The report seeks to delegate the authority to the Chief Executive Officer to execute a Licence for the installation and maintenance of powerline infrastructure and relocated pipelines along the Peak Downs Mine Road.

OFFICER’S RECOMMENDATION

That Council:

- 1. Delegates Authority to the Chief Executive Officer to negotiate, execute and vary the Asset Installation and Maintenance Licence – Peak Downs Mine Road for the installation and maintenance of powerline infrastructure, relocated pipelines and access track in accordance with the terms of the Pipeline Installation and Maintenance Licence.***

BACKGROUND

BM Alliance Coal Ops Pty Ltd, (the Grantee) has approached Council in relation to the expansion of the Ripstone Pit area of Peak Downs Mine (most immediate pit to the south of the Peak Downs Mine Road as it crosses through the mine between the railway crossing and the underpass).

	<p>BMA, as part of this expansion, has lodged a simultaneous permanent road closure and amalgamation of land application in relation to a large ‘teardrop’ area of road reserve on Peak Downs Mine Road [depicted in blue below]. Council provided support to this road closure under Resolution No. 8046 at the September 2022 Ordinary Meeting. This teardrop area performs no function from a roadway carriage perspective.</p> <p>Once the State has determined the application, on the basis it is granted, the road reserve through this area will be generally consistent with contiguous sections of Peak Downs Mine Road.</p>
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The Grantee seeks a licence that will enable it to commence the construction of new and relocation of existing Assets [BMA owned 66Kv powerline and pipeline] and undertake any necessary maintenance as it exists in the current 'teardrop' road reserve area. If the State grants the permanent road closure and amalgamation of land application, the pipelines subject to this licence will be contained wholly within BMA owned area (former teardrop) and the powerlines will be the only asset remaining in the road corridor and subject to this licence.

The relevant area where the infrastructure subject to this licence is to be located is within the area under a Compensation Agreement with Council for the grant of ML 1775 SA13 [ECM 4589851].

LICENCE

The licence is based on Council's template licence document and accordingly no external legal assistance was engaged. The licence acknowledges the permanent road closure and amalgamation of land application and that, if a relevant area is permanently closed, the obligations under the licence will only apply to any BMA Assets where they remain within a Council controlled area.

The licence contains the following key terms –

- The licence applies to the 'Assets' defined to include, the Pipeline, Power Poles, fence and Access Track as detailed in the licence and at the location identified in Schedule 1.
- The Grantee are responsible for the installation, maintenance and removal of the pipeline with specific works identified in a Schedule to the Licence.
- A security to the value of \$5,000.00 to be received upon execution and held to secure the obligations under this licence as detailed in clause 20. Noting this is a nominal amount that has been determined based on councils' costs if required to attend site on a call out to undertake temporary repairs.
- Clause 3.2 – Provides that Council may require the Grantee to relocate the powerline and/or pipeline at their cost to a different location, upon suitable notice and at the Grantees cost, if required.
- Clause 4 - Requirement to obtain a Works Approval before commencement of installation and removal works onsite.
- Clause 5 – requirement to carry out necessary maintenance to the Assets and remedy any defects caused by the Assets in the road reserve.
- Clauses 8 and 9 - Indemnity and insurance provisions in the terms standard in other recently executed Council licences.
- Clause 10 - Dispute resolution provisions including clauses for external expert determination of a dispute.
- Clause 18 – The Grantee is liable for Council's costs of preparation and execution of the licence and any reasonable costs of project managing the obligations.

IMPLICATIONS

The Galilee and Bowen Basin Operations Department shall ensure obligations under the Licence are met, facilitate processing of necessary works approvals, ensure the appropriate planning approval is obtained, ensure installation of the pipeline is as directed by the licence and provide ongoing monitoring of those obligations.

The Grantee shall undertake the works required to install, maintain and ultimately remove the pipeline.

CONSULTATION

- Manager Governance and Corporate Services
- Senior Legal and Governance Officer
- Galilee and Bowen Basin Operations Officer
- BM Alliance Coal Ops Pty Ltd

BASIS FOR RECOMMENDATION

Plan, provide and maintain effective and sustainable road infrastructure to meet the needs of key economic and community activities.

ACTION ACCOUNTABILITY

Chief Executive Officer to execute the Licence.

Manager Galilee and Bowen Basin Operations to ensure a copy of the executed document is provided to the proponent and obligations under the Licence are adhered to.

KEY MESSAGES

Plan, provide and maintain effective and sustainable road infrastructure to meet the needs of key economic and community activities.

Report prepared by: SEAN ROBINSON Manager Galilee and Bowen Basin Operations Date: 24 November 2023	Report authorised by: ROBERT PERNA Director Engineering and Infrastructure Date: 24 November 2023
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ATTACHMENTS

- CONFIDENTIAL Attachment 1 – Pipeline Installation and Maintenance Licence – Peak Downs Mine Road

REFERENCE DOCUMENT

- Capricorn Municipal Development Guidelines

PAGES 692 TO 739 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2023

AUTHOR

Amal Meegahawattage

AUTHOR POSITION

Manager Planning and Projects

10.18

WATER AND WASTE 2023-2024 CAPITAL PROJECTS PROGRESS REPORT

EXECUTIVE SUMMARY

This report is to provide an update to the Water and Waste Standing Committee and Council of the progress in the delivery of the Water and Waste 2023/24 Capital Works Program.

OFFICER'S RECOMMENDATION

That Council:

- 1. Receives and notes the monthly Water and Waste 2023/2024 Capital Projects Progress Summary Report.***

BACKGROUND

Progressive updates of the financial and physical position of projects in the 2023/24 Water and Waste Capital Works program are required to ensure that Council is aware of the progress of and risk to the delivery of the program.

IMPLICATIONS

The attached Water and Waste 2023/24 Capital Projects Progress Summary spreadsheet provides an overview of the financial and physical status of all projects, with red indicating a projected cost overrun of over 10% or completion after November 2023, yellow indicating a cost overrun of 0-10%, and green indicating no issues. Brief commentary is provided to explain the status of each project, with additional commentary provided in the Water and Waste Issues Report for significant risks.

COMPLIANCE

Compliance with the Water and Waste 2023/24 Capital Works Program is essential to meet the identified timeframes of the 2023/24 financial year.

KEY CAPITAL PROJECTS

1. CW222974 - CORP SEWER RELINING

The project's contract was awarded in September 2023, followed by a successful pre-commencement meeting on 11 October 2023. Site possession was granted on 23 October 2023, and the contractor has mobilised to commence CCTV camera works. The Project Manager is collaborating with Operations to finalise priority sewerage links to facilitate camera works.

2. CW233156 - CLM WMF WEIGHBRIDGE INSTALLATION

This project involves the design and construction of a weighbridge, an associated gatehouse, and access road, along with the integration of a waste data recording system at the Clermont landfill facility. The tender closed on 14 November 2023, and the tender evaluation was completed on 23 November, outlining the preferred contractor to undertake the construction phase.

3. CW222983 - CLM TCD FLOATING OFF-TAKE STRUCTURE

All materials have been delivered to the site. However, work came to a halt in September 2023 due to an unexpected silting issue, necessitating a variation for dredging around the intake tower. The contractor then attended to dredging and successfully completed the connection in late November 2023. The floating off-take became operational on 28 November.

4. CW223000 – MBH LANDFILL PHASE 2 STAGE 2

Construction commenced in August 2023, and the installation of the Geosynthetic Clay Layer and Geomembrane Liner is progressing seamlessly. The advancement is under close scrutiny for quality control, with the Superintendent directing intermittent welding pauses in response to elevated temperatures. Accordingly, adjustments to working hours on site have been implemented during November to ensure progress is maintained in hot weather.

5. CW222983 MBH WTP ROOF REPLACEMENT

Confirming the readiness of materials, the contractor is progressing towards the delivery of steel and roof sheeting materials, aligning with the planned construction program for the new roof, scheduled to commence before Christmas.

6. CW233151 ST LAWRENCE RAW WATER STORAGE AND RAW WATER MAIN

The RFQ documentation for the Water Storage component of the project has been submitted to procurement for issuance to the Vendor Panel, with an anticipated market release on 27 November 2023 and a tender closure on 18 December 2023. The project award is scheduled for mid-January, contingent upon the preferred contractor's pricing falling within the approved budget. Construction of the water storage is expected to be completed by 30 June 2024.

Simultaneously, the construction of the new Raw Water Main commenced in October 2023. Pipeline installation, as well as the installation of valves and connections, is now complete. The new water main was commissioned on 24 November.

7. CW222971 - CLM WATER NETWORK AUGMENTATION

The project is currently striving to finalise 80% progress in the design drawings, ensuring it remains on track for the December 2023 completion.

8. CW233150- CLM WTP FILTER MEDEA REPLACEMENT AND PLANT MODERNISATION

This project comprises three distinct sub-projects: the installation of Turbidity Analysers, the Design and Construct of the Switchgear Upgrade, and the Design of the Chemical Dosing Upgrade.

The tender for the Turbidity Analysers is in its final stages of preparation for submission to Procurement. Anticipated milestones include advertising the tender on 23 November 2023 and awarding the contract in January 2024.

The Design and Construct Switchgear Upgrade focuses on modernising the plant infrastructure, and this phase is scheduled to commence with the tender advertisement in late November, concluding with the contract award in late January 2024.

For the Design of the Chemical Dosing Upgrade project component, the tender process for the Chemical Dosing Upgrade design is set to begin with the advertisement on 07 December 2023, leading to the contract award in February 2024.

This coordinated approach ensures the seamless progression of each project element, contributing to the successful implementation of the CLM WTP Filter Media Replacement and Plant Modernisation initiative.

9. CW243205 - MBH Rectification of Landfill Cell

In response to the ongoing challenges at the site, the Council has allocated \$4.2 million in a dedicated project within the 2023/24 financial year budget to address outstanding issues. To ensure effective execution, an external consultant has been engaged to oversee the project, including the management of the tendering procedures. The consultant has submitted a comprehensive briefing report and project timeline, both of which are currently under review by Council officers who have provided initial feedback.

Given the magnitude of the tasks involved in finalising the project's scope and developing a high-level rectification methodology, there is a notable risk that the project may not be concluded within the current financial year. Consequently, an extension into the next financial year is likely to be necessary to ensure the thorough completion of the rectification efforts.

BENEFITS

Council can see a monthly progress report detailing the progress of projects in the Water and Waste 2023/24 Capital Program. This report communicates risks/failures/delays that have been identified within the Water and Waste 2023/24 Capital Works program.

CONSULTATION

- Director Water and Waste
- Manager Operations and Maintenance
- Manager Waste Services

- Planning and Project Department Project Managers

BASIS FOR RECOMMENDATION

To improve business within the Water and Waste Directorate by providing more appropriate and relevant reporting, transparency, and a clear monitoring tool for Council. This report will help identify and communicate any project delays or possible project failures.

ACTION ACCOUNTABILITY

The Managers and the Director of Water and Waste oversee the scoping, procurement, and completion of the projects identified within the 2023/24 Capital Projects Progress Summary spreadsheet. Furthermore, the appropriate Managers and the Director Water and Waste are held accountable for the delivery of the project stages which are completed within the identified timeframes.

KEY MESSAGES

That Council has open communication, oversight, and transparency of the Water and Waste 2023/24 Capital Works Program, to ensure Isaac will have effective and sustainable water and waste infrastructure that supports the needs of the region's communities and economic sectors.

Report prepared by:	Report authorised by:
AMAL MEEGAHAWATTAGE	SCOTT CASEY
Manager Planning and Projects	Director Water and Waste
Date: 20 November 2023	Date: 24 November 2023

ATTACHMENTS

- CONFIDENTIAL Attachment 1 – Water and Waste Capital Projects Progress Summary Spreadsheet November 2023

REFERENCE DOCUMENT

- Water and Waste Strategic Procurement Plan

PAGES 744 TO 745 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS

Ordinary Meeting

Tuesday 12 December 2023

AUTHOR

Zoe Behrendt

AUTHOR POSITION

Manager Business Services

10.19

WATER QUALITY INVESTIGATION ACTION PLAN UPDATE

EXECUTIVE SUMMARY

The purpose of this report is to present to Council a report for the Water Quality Reliability Investigation Action Plan Deliverables.

OFFICER'S RECOMMENDATION

That Council:

- 1. Receives and notes the Report for the Water Quality Reliability Investigation Action Plan Deliverables.***

BACKGROUND

Over the Christmas/New Year period 2021/2022 there were water quality incidents in four (4) townships across the Isaac Region, which caused disruption and impacted the water supply service levels experienced by those communities. The Chief Executive Officer (CEO) of Isaac Regional Council (IRC) committed to a thorough investigation into the incidents. The terms of reference (TOR) for the investigation were approved by Council. An internal investigation was conducted and peer reviewed by an independent third-party consultant.

Arising from the investigation an action plan was prepared and presented to Council. At the November 2022 Ordinary Meeting (refer resolution number 8126) Council received and acknowledged the Water Quality Investigation Report, received and endorsed the Water Quality Investigation Report Action Plan and requested that a regular quarterly report be presented to Council. The report will contain progress against the action plan deliverables.

IMPLICATIONS

The risk of a reoccurrence of the water quality incidents remained after the events had been resolved, and it was clear from the subsequent investigation that there was no single solution which would entirely remove the risk of such water supply failures. The investigation report gave rise to an action plan which set out a suite of actions which will address the root causes of the water quality events.

The action plan contains both short term interventions and actions that form part of a longer-term strategy. Some of the short-term interventions such as the replacement of failed equipment will have an immediate impact on the likelihood of a reoccurrence but will not eliminate it entirely. Expected delivery dates have been identified in the action plan so that progress may be tracked and effectively managed. It should be noted that implementation of the recommended actions has taken a significant commitment from the Water and Waste management team and Isaac Regional Council.

In the period from July to October 2023 continued progress has been made on delivery of the water quality action plan. Progress to date is shown in detail in Attachment 1 - Water Quality Investigations Action Plan - Quarter 1 Update – October 2023 but can summarised as follows:

Status	March 2023	June 2023	October 2023
Action Complete	5	5	12*
Action On-Track	28	28	23**
Action Needs Improvement	2	3	1
Action Yet to Commence	1	0	0
Ongoing	1	1	1

* Where actions have become embedded as business-as-usual activities they have been considered as complete.

** Some of the identified actions are scheduled to be delivered over several years.

CONSULTATION

- Director Water and Waste
- Manager Operations and Maintenance
- Program Leader Compliance and Integrated Management System (IMS)
- Water and Waste Process Engineer

BASIS FOR RECOMMENDATION

The Action Plan in Attachment 1 forms the basis of a future risk mitigation measures, and its implementation significantly reduces likelihood of similar water quality incidents occurring in the future. This report shows that progress has been made against all actions and all but one actions are on track for successful delivery. This continuing implementation of this action plan will further reduce the risk of future water quality events occurring.

The scope and nature of many of the actions in the plan are multi-year initiatives which will embed a culture of continuous improvement in the Water and Waste directorate. Funding relating to some of the actions has been included in the budget submissions for Financial Year 2023/2024.

The action plan is one mechanism being used to improve water quality in response to specific water quality events. It is complimented by broader activities such as the Water and Waste Integrated Management System (IMS) and review of the Drinking Water Quality Management Plan (DWQMP).

ACTION ACCOUNTABILITY

The Director Water and Waste will continue to lead the improvement in reliability of the water supply schemes across the Region.

KEY MESSAGES

WATER AND WASTE

The management team of Water and Waste are committed to improving performance and implementing change to minimise the risk of water quality failures in the future, in a focused way in response to specific risks and also more systemically through continuous process improvement mechanisms.

There are several inter-related initiatives encompassed by this action plan and also in complimentary business improvement frameworks. The ultimate success in preventing future water quality events will be dependent upon delivering them all, so that they complement each other.

Report prepared by:

ZOE BEHRENDT
Manager Business Services

Date: 21 November 2023

Report authorised by:

SCOTT CASEY
Director Water and Waste

Date: 22 November 2023

ATTACHMENTS

- Attachment 1 - Water Quality Investigations Action Plan - Update – October 2023

REFERENCE DOCUMENT

- Nil

WATER QUALITY INVESTIGATIONS – ACTION PLAN

Q1 UPDATE – OCTOBER 2023

Key

Lead – Is the resource identified to lead and co-ordinate the implementation of an action.

Support – Is a resource that will be required to contribute to the delivery of an action but will support the Lead.

Input - Is a resource that will be required to contribute to achieve the successful delivery of an action but will only contribute as required.

BAU – Business as Usual

CAPEX – Capital Expenditure

DWQMP – Drinking Water Quality Management Plan

IMS – Integrated Management System

OPEX – Operational Expenditure

RMIP - Risk Management Improvement Program

SWIMS – State Wide Information Management System

WWILT – Water and Waste Influencers and Leadership Team

WTP – Water Treatment Plant

WWTP – Wastewater Treatment Plant

NO.	FACTORS	ACTION	TIMELINE	PROGRESS MARCH 2023	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023
1.	System Documentation/Knowledge Management	<ul style="list-style-type: none"> Review existing operational documentation to identify gaps. 	<p>4 months per site (across all 8 water treatment plants) Start Jan 2023 End Dec 2024</p>	<p>OPEX (Process Engineer)</p> <ul style="list-style-type: none"> Operations checklist has been developed for use at all WTPs. Clermont WTP document search is nearing conclusion. In addition to the document search gaps in work instructions are identified through IMS audits. <p>ON TRACK</p>	<ul style="list-style-type: none"> There are significant gaps in engineering documentation across both WTP and WWTP. The majority of engineering documentation is Capital Projects folders of I drive rather than O&M folders. Strategic decisions are required to address existing gaps and prevent future gaps. Recommend a Technical Standard for documentation is produced, that is released with all capital project tenders. <p>ON TRACK</p>	<p>A strategy using IMS procedures and capital projects to manage and resolve engineering documentation gaps and inaccuracies has been recommended.</p> <p>There is a cost to this approach so needs to be well defined and endorsed.</p> <p>ON TRACK</p>
1A	System Documentation/Knowledge Management	<ul style="list-style-type: none"> Develop specific SOPs for lab testing 	<ul style="list-style-type: none"> 2 months per site 	<p>OPEX (Process Engineer)</p>	<ul style="list-style-type: none"> Four work instructions have 	<p>Existing work instructions (WI) pending</p>

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		procedures (specific to the instrumentation that is at the sites).	(across all 8 water treatment plants following on from action 1A) Start Jan 2023 End April 2024	<ul style="list-style-type: none"> Fifteen work instructions have been identified across eight water treatment plants. Standardisation of benchtop test equipment is underway. <p>ON TRACK</p>	<ul style="list-style-type: none"> been submitted for safety consultation. Six work instructions are in-draft waiting for submission to safety consultation. Progress continues to be affected by access to I and U drive, which are currently unavailable. <p>ON TRACK</p>	<p>endorsement and publishing on Iris.</p> <p>Second phase Wis identified and awaiting commencement.</p> <p>ON TRACK</p>
1B	System Documentation/Knowledge Management	<ul style="list-style-type: none"> Document procedure for how to respond to changing raw water quality etc. 	<ul style="list-style-type: none"> 5 months (across all 8 water treatment plants following on from action 1B) May need to prioritise in high-risk sites. 	<p>OPEX (Process Engineer)</p> <ul style="list-style-type: none"> A draft document has been produced for Clermont. <p>ON TRACK</p>	<ul style="list-style-type: none"> Progress continues to be affected by access to I and U drive, which are currently unavailable. <p>ON TRACK</p>	<p>A procedure has been generated as part of the St Lawrence turbidity event. This procedure has been circulated.</p> <p>Development of the procedure has continued for raw</p>

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			Start Jan 2023 End December 2026			water changes due to seasonal impacts. This will be circulated to the Supervisor North and IMS Officer once complete. ON TRACK
1C	Process Robustness (previously action 19)	<ul style="list-style-type: none"> Review processes, identify gaps or processes that would provide more robust response to variability in raw water quality (eg the use of a coated media processes rather than potassium permanganate). Consider what additional monitoring (including on-line) to provide early warning or automated process changes. For example, pH and DO monitoring to provide early warning that coated media manganese removal might be compromised. Also, 	<ul style="list-style-type: none"> 5 months (across all 8 water treatment plants following on from action 1B) May need to prioritise in high-risk sites. <p>Start Jan 2023 End December 2026</p>	<p>OPEX (Process Engineer)</p> <ul style="list-style-type: none"> Improvements have been identified through investigation of drinking water incidents. Process reviews have not commenced for other water treatment plants due to resource constraints. Separable portions will be included in the RFQ for the 'DWQMP 2023 Review' to conduct risk assessments to identify gaps and to include site-based assessments. 	<p>OPEX Project bid submitted for the review of the DWQMP and report preparation within the FY2324 budget.</p> <p>ON TRACK</p>	<p>DWQMP review has been conducted by external consultant which will inform and refresh the RMIP (Risk Management Improvement Program). These audits identify gaps and improvements prioritised on a risk basis including changes in raw water quality.</p> <p>Additional process audits conducted by the process engineer for all sites which will feed into the investment decision process.</p>

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		raw water turbidity monitoring with automated step change to the coagulant dose rate. Consider using on-line manages analyser results with alarms and also feed forward change to the potassium permanganate dose rate. The changes to dose rates would be based on information gathered from previous events and jar testing.		<ul style="list-style-type: none"> See attachment B for details. ON TRACK		<p>Project scoping underway for process improvement opportunities for Carmila WTP.</p> <p>Some of the RMIP actions are to investigate options for improvement and this work will be assessed in the investment decision making process.</p> ON TRACK
2.	System Documentation/Knowledge Management	Ensure one updated operation and maintenance manual exists for each plant with the manuals all being consistent in format to enable operators from other plants to easily find information.	<p>3 year project (average 4 months per site)</p> <p>Start 1 July 2023</p> <p>End June 2026</p>	<p>OPEX Project requiring Process Engineer skillset)</p> <ul style="list-style-type: none"> Collation of information town by town plant by plant from ECM is underway to assist with this project. Budget submission 23-24, 24-25 & 25-26 to have these manuals written. See Lucidity action 6978 for comment. 	<p>Funding for this action has been submitted as a PAG bid for the FY2324 financial year.</p> ON TRACK	<p>Data acquisition for water treatment sites has commenced to update the Operations and Maintenance Manuals.</p> ON TRACK

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				ON TRACK		
3.	System Documentation/Knowledge Management	Ensure manuals are electronic enabling search mechanisms to quickly find relevant information.	No timeframe – as documents are created	<p>Business as Usual</p> <ul style="list-style-type: none"> This is an ongoing task which is managed through the IMS. <p>IMS system reviews are conducted quarterly.</p> <ul style="list-style-type: none"> See Lucidity action 6978 for comment. <p>ON TRACK</p>	<p>IMS recertification was undertaken in May 23.</p> <p>Documents will be integrated into the IMS system as they are completed.</p> <p>ON TRACK</p>	<p>IMS surveillance audit completed in June 2023.</p> <p>Separate report to Council submitted to November Council meeting.</p> <p>ON TRACK</p>
4.	SCADA	The reviewers understand that a SCADA strategy is currently being prepared. It is important that this strategy addresses the lack of a centralised system, ensures all sites have similar screen layouts to facilitate operators moving from one plant to another.	Completed	<p>Endorsed by Council Resolution</p> <p>COMPLETE - ACTION CLOSED</p>	<p>SCADA projects for Glenden and Nebo have been out to tender and together without the general refresh of the SCADA platform are ready for award subject to approved by the W&W Standing Committee.</p> <p>COMPLETE</p>	COMPLETE - ACTION CLOSED

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5.	SCADA	Consider having a "Head Office" SCADA that receives alarms for all important operation sites (raw water sources pump stations, key water treatment processes and monitoring results etc). These alarms should be monitored/automatically escalated to key personnel via SMS and/or voice dialling system (eg SCADA phone) to message or call people. If no answer, call goes to the next person until acknowledged.	Start Jan 2023 End June 24 Deadline extended in line with SCADA Strategy. End Dec 2025	Consideration has been given to this action and it is being considered as a pathway to improve the overall Service Delivery Model. There are long term budgetary and operational factors and impacts to be taken into account. new Scada upgrades will have oversight on the alarm and escalation of alarms. <ul style="list-style-type: none"> • Discussion and collaborations at a regional level continue as part of the WIM Alliance. • See Lucidity action 6981 for comment. ON TRACK	This item will be encompassed as one element of the Service Delivery Model Review. ON TRACK	The development of the new service delivery model is likely to take longer to implement than June 2024. However the SCADA development projects will continue despite this. Discussions are underway through the WIM Alliance on the feasibility of regional control room options. ON TRACK
6.	SCADA	Ensure the SCADA system can be remotely accessed by authorised personnel. Those authorised personnel should only be authorised to change set points or operate	Completed for sites that have SCADA installed Start Jan 2023	Complete COMPLETE - ACTION CLOSED	As more sites are SCADA enabled the visibility and access will be expanded. COMPLETE	COMPLETE - ACTION CLOSED

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		remotely within their area of expertise.	End March 23			
		Review who our authorised personnel will be	<ul style="list-style-type: none"> • 12 months (guideline?) • Annual review to be undertaken each year 	Business as Usual <ul style="list-style-type: none"> • This is an ongoing task. • Reviews will be done annually or when staff changes occur. • See Lucidity action 6983 for comment. ON TRACK	ON TRACK	This is embedded in BAU processes. COMPLETE - ACTION CLOSED
		For sites that do not have SCADA – how do we get those sites accessible	2.5 years Start Jan 2023 End July 25	CAPEX - (Project already identified in capital program) <ul style="list-style-type: none"> • Identify and prioritise the treatment plant sites and SPS to have upgrades of SCADA so that remote visibility and alarming can be achieved. • Ongoing project – 2 sites underway FY2223. 	SCADA projects for Glenden and Nebo have been out to tender and together without the general refresh of the SCADA platform are ready for award subject to approved by the W&W Standing Committee. ON TRACK	SCADA project was offered to preferred supplier but not accepted. Price escalation prompted a redefinition of the project scope and a return to the market for re-tender. ON TRACK

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				<ul style="list-style-type: none"> Additional site roll out planned for subsequent FY. See Lucidity action 6984 for comment. <p>ON TRACK</p>		
7.	SCADA	Ensure the SCADA system has the capability to put logic to alert discrepancies when variance between actual and recorded information is detected. (eg if X filters on-line then expected flow is Y ML, have a discrepancy alarm)	3.5 years Start July 2022 End Dec 25	CAPEX - (Project already identified in capital program) <ul style="list-style-type: none"> Functionality included in the scope of works for SCADA upgrades in line with the SCADA strategy endorsed by Council. See Lucidity action 6985 for comment. <p>ON TRACK</p>	Capital projects continue to be delivered in line with the SCADA Strategy <p>ON TRACK</p>	Delays experienced in tender process for SCADA projects due to disruption to the preferred supplier however the project has been re-scoped and will return to market. <p>ON TRACK</p>
8.	SCADA	As part of the strategy development review systems and processes to identify gaps in monitoring and control. Ensure there is sufficient on-line instrumentation for monitoring key water quality parameters	3.5 years Start July 2022 End Dec 25	OPEX will lead into a CAPEX project <ul style="list-style-type: none"> Monitoring and control gaps will be identified as part of the process reviews. Equipment lists for online analysers at 	PAG submission for upgrades to Carmilla WTP has been submitted for FY2324. <p>ON TRACK</p>	DWQMP review has been completed, report is being written. Process audits have been undertaken, results are being collated.

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		including Critical Control Points (CCPs). Related to this, there is a need to ensure there is sufficient control of the plant, such as plant shutdowns on breaches of CCP limits.		<p>water treatment plants have been produced.</p> <ul style="list-style-type: none"> • Within the RFQ for 'DWQMP 2023 Review', there will be a separable portion to assess the current online analysers. • Additional functionality included in the scope of works for SCADA upgrades in line with the SCADA strategy endorsed by Council. • See attachment B for details. • See Lucidity action 6986 for comment. <p>ON TRACK</p>		<p>CCP's have been reviewed.</p> <p>From these activities monitoring and control requirement will be identified.</p> <p>ON TRACK</p>
9.	SCADA	The strategy should consider installing instrumentation to monitor raw and treated water quality, production and delivery with trends being monitored to alert operators in advance of	<p>3.5 years</p> <p>Start July 2022</p> <p>End Dec 25</p>	<p>CAPEX - (Project already identified in capital program)</p> <ul style="list-style-type: none"> • CAPEX SCADA Project identified to complete this action. 	<p>Capital projects continue to be delivered in line with the SCADA Strategy</p> <p>ON TRACK</p>	<p>DWQMP review and process audits have assessed requirements for additional online instrumentation to monitor water quality.</p>

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		the need to start adjusting their plant operation.		<ul style="list-style-type: none"> See Lucidity action 6987 for comment. ON TRACK		ON TRACK
10.	Escalation Processes are not Working to Raise all the Critical Issues	Ensure staff receive CCP response refresher training (Apply the risk management principles of the water industry standards, guidelines and legislation) as a refresher which covers the 12 elements of the Australian Drinking Water Guidelines as well as critical control points, critical limits and response plans.	<p>Ongoing program</p> <p>Start Oct 2022</p> <p>End Ongoing</p>	<p>Business as Usual</p> <ul style="list-style-type: none"> This is an ongoing task. CCP review completed. CCP signage printed for each site and training carried out at Dec 2022 Treatment Plant Operators Meeting. Future reviews and process improvement will result in CCP revisions as needed. <ul style="list-style-type: none"> See Lucidity action 6988 for comment. ON TRACK	<p>Operator training completed on CCP and the need to escalate issues to supervisory staff.</p> <p>ON TRACK</p>	<p>The review of the DWQMP has reduced the number of CCPs (critical control points), (no longer includes treated water turbidity or treated water pH).</p> <p>The CCP online analysers are within the capital plan.</p> <p>Department of Resource Development Manufacturing and Water (DRDMW) presented to operators team meeting on events and incident reporting.</p> <p>The importance of escalation reinforced along with advice to</p>

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						contact pollution hotline in an event for timely reporting. ON TRACK
		Consider undertaking the Water Industry Training Package Unit of Competency NWPGEN017	Stephen to confirm the training package is equivalent to Cert 3 – review the qualification Start March 2023 End Dec 2023	<ul style="list-style-type: none"> Investigating if this module has been completed by operators with cert 3 and if trainees have this module in training plan. Kielly Glanville assisting this info. See Lucidity action 6989 for comment. ON GOING	ON GOING	ON GOING
11.	Escalation Processes are not Working to Raise all the Critical Issues	Display the CCP limits and response plans in each plant in poster form so levels are clearly understood by any operator working in the plant. Council should review these CCP responses and limits to ensure they are in line with ADWG guidelines	Reviewed yearly. New CPP will be installed at plants by end January 2023 Start Oct 2022 End	Business as Usual <ul style="list-style-type: none"> This is an ongoing task. All were provided at the January Ops Meeting to be displayed on the walls of each plant. This has been reinforced through additional meetings and via email. All 	Initial CCP review and visibility complete. COMPLETE Further updates to CCP will be completed as part of annual reviews.	COMPLETE - ACTION CLOSED

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			Jan 23	<p>staff are fully aware of their limits.</p> <ul style="list-style-type: none"> • See Lucidity action 6990 for comment. <p>ON TRACK</p>		
	Ineffective Alarms to Identify Problems and then Escalation (H2O action item 15)	Implement Critical Operating Point (COP) limits in the water supply network, covering low and high limits for free chlorine.	<p>3.5 years – phased implementation based on risk</p> <p>Start July 2022</p> <p>End Dec 25</p>	<p>OPEX Project & CAPEX (Project already identified in capital program)</p> <ul style="list-style-type: none"> • Review has been carried out and released to operations team. • See Lucidity action 6991 for comment. <p>ON TRACK</p>	<p>Capital project for MMT Cleanwater Reservoir included in PAG submissions for FY2324.</p> <p>ON TRACK</p>	<p>MMT Cleanwater Reservoir project sent to market and prices returned were many times over budget.</p> <p>Operational control measures remain in place whilst alternatives options are considered for the project.</p> <p>NEEDS IMPROVEMENT</p>
12.	Escalation Processes are not Working to Raise all the Critical Issues	Review emergency response/escalation procedures. Review existing procedures and identify gaps (eg Business Continuity Plans, Raw Water Quality Changes due to rain/drought/fires/etc).	<ul style="list-style-type: none"> • 4 months across all 8 water treatment plants to complete the review (aligns with 1A) 	<p>OPEX (Process Engineer)</p> <ul style="list-style-type: none"> • The DWQMP 2021 is currently conditional on updating the incident management system. This is in the process of being 	<p>OPEX Project bid submitted for the review of the DWQMP and report preparation within the FY2324 budget.</p> <p>Progress continues to be affected by</p>	<p>Raw water quality changes due to rain/drought/fires is covered in action 1B.</p> <p>DWQMP review has been</p>

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			<ul style="list-style-type: none"> • 5 months across all 8 water treatment plants to write the documents (aligns with 1C) • <p>Start Jan 2023</p> <p>End Dec 25</p>	<p>drafted by IRC. A peer review will be included as a separable portion in the RFQ for the DWQMP 2023 Review.</p> <ul style="list-style-type: none"> • A work instruction has been drafted that outlines responsibility and response during drinking water quality incidents. • A flow chart has been produced to guide operators in requirements related to critical control points; response to a breach in target limits or critical limits. • See attachment B for details. • See Lucidity action 6992 for comment. <p>ON TRACK</p>	<p>access to I and U drive, which are currently unavailable.</p> <p>ON TRACK</p>	<p>completed, and the final report is being prepared by external consultant.</p> <p>ON TRACK</p>

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		Conduct mock incident response to these incidents, including significant incidents that require escalation and potentially need the formation of an incident response team such as boil water alert or involvement of emergency services, etc as a means of training staff.	<ul style="list-style-type: none"> Already have a mock trial schedule <p>Start July 2022</p> <p>End On going</p>	<p>Business as Usual</p> <ul style="list-style-type: none"> Mock trials were carried out at Monthly Operator meetings in November and December 2022 to prepare for incidents relating to water quality. See attachment B for details. See Lucidity action 6993 for comment. <p>ON TRACK</p>	<p>An actual boil water notice was implemented in Moranbah and involved standing up the Emergency Management Committee.</p> <p>Additional mock trials will be conducted during the year to prepare for future events.</p> <p>ON TRACK</p>	<p>IMS surveillance audits are scheduled at multiple sites each year.</p> <p>ON TRACK</p>
13.	Ineffective Alarms to Identify Problems and then Escalation	Ideally results from on-line instruments, on-site tests and external NATA lab need to be consolidated into one database with results alarmed if discrepancies are identified. The results should be regularly and promptly reviewed and acted on where necessary.	<ul style="list-style-type: none"> 3.5 years - SWIMS Project <p>NOTE - SWIMS will become the daily data log</p> <p>NOTE – links to SCADA implementation.</p> <p>Start July 2022</p>	<p>BAU & OPEX Project Supported by CAPEX SCADA program</p> <ul style="list-style-type: none"> QLD Water SWIMS report program will allow for this action to be completed. One treatment plant has been moved to this platform as a trial with others transferred on a progressive program. 	<p>Service Delivery Model Review will consider the best resource to complete the SWIMS data capture and submission.</p> <p>Discussions with Mackay Laboratory and QWD continue regarding the</p>	<p>Discussions with Mackay Laboratory and QWD continue regarding the automatic upload of lab results.</p> <p>Consideration of the best resource to complete the SWIMS data capture and submission is ongoing as part of</p>

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			End Dec 25	<ul style="list-style-type: none"> QLD Water Directorate is in negotiations with Mackay Lab to have their Lab results able to be uploaded directly into SWIMS report. See Lucidity action 6994 for comment. <p>ON TRACK</p>	<p>automatic upload of lab results.</p> <p>ON TRACK</p>	<p>organisational changes.</p> <p>ON TRACK</p>
14.	Ineffective Alarms to Identify Problems and then Escalation	Trends should also be automatically calculated to alert before critical levels are reached.	<ul style="list-style-type: none"> 3.5 years - SWIMS Project <p>NOTE - SWIMS will become the daily data log</p> <p>NOTE – links to SCADA implementation.</p> <p>Start July 2022</p> <p>End Dec 25</p>	<p>OPEX Project & CAPEX</p> <ul style="list-style-type: none"> Capex Scada Project already identified to address this action. See Lucidity action 6995 for comment. <p>ON TRACK</p>	<p>SCADA projects for Glenden and Nebo have been out to tender and together without the general refresh of the SCADA platform are ready for award subject to approved by the W&W Standing Committee.</p> <p>ON TRACK</p>	<p>Delays experienced in tender process for SCADA projects due to disruption to the preferred supplier.</p> <p>ON TRACK</p>

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15.	Ineffective Alarms to Identify Problems and then Escalation	Consider the inclusion of regular reservoir inspections to check integrity. (e.g. roof intact and prevents rainwater entering, suitable bird proofing, no vandalism breaches, etc) ACTION - Development of the program – inspection/cleaning	12 months Start Jan 2023 End Dec 23	Business as Usual • This is an ongoing task. • Reservoir cleaning and inspection program has been included in the preventive maintenance program. • This tender has not been released yet. • • See Lucidity action 6996 for comment. ON TRACK	Preventative Maintenance Program is being rolled out with initial tenders being released. OPEX project included in FY2324 budget submission. Speed of roll out is dependent upon levels of funding. ON TRACK	Additional Preventative Maintenance contracts have been let in line with the FY23/24 program. ON TRACK
16.	Loss of Long-Term Historical Knowledge – Staff Turnover	Review existing operator worksheets to ensure all relevant tasks are included. Also review the frequencies of those tasks to ensure that changes are identified (e.g. algal levels) to ensure responses to changes are actioned before they become a problem.	Copy details from 1A & 1C Start Jan 2023 End BAU	OPEX (Process Engineer) • Review of daily, weekly and monthly task has begun. Supervisors are leading this action. • See Lucidity action 6997 for comment. ON TRACK	Daily log sheets have been improved for CLM WTP and STL WTP. Water quality testing at MMT WTP has increased due to the transition to potassium permanganate.	Aeration of raw water dams is contained in Capital Plan. Operational monitoring revised within the DWQMP Review. WTP checklists being improved by Integrated

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					<p>The current focus is on improvements in testing and monitoring at MMT WWTP due to 4 consecutive months of breaches.</p> <p>ON TRACK</p>	<p>Management System (IMS).</p> <p>Transition to the Statewide Water Information Management System (SWIMS) in 6 to 8 weeks (so no requirement for updating log sheets)</p> <p>BGA Management Plan scheduled to be updated in 2024-25.</p> <p>ON TRACK</p>
		<p>Ensure there is sufficient information available for staff who are not fully conversant with the plant to be able to effectively complete the tasks on the worksheets.</p>	<p>Ongoing action</p> <p>Start Jan 2023</p> <p>End BAU</p>	<ul style="list-style-type: none"> Some work in this space has started to update tasks. Training of operators when they arrive on site with continued follow up training. See Lucidity action 6998 for comment. 	<p>Additional work needs to be undertaken in conjunction with P&C Training on on-boarding and on-site training.</p> <p>NEEDS IMPROVEMENT</p>	<p>Training of staff in the capture and recording of water data is ongoing.</p> <p>Discussions about improving onboarding of new staff continues with P&C.</p>

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				ON TRACK		Recruitment and retention activities continue along with discussions with P&C on how this might be improved. ON TRACK
		Competency review/audit – to ensure the employee understands the process	Ongoing action Start Jan 2023 End BAU	Business as Usual • This work is captured as part of the regular IMS audits. • See Lucidity action 6999 for comment. ON TRACK	Regular IMS audits are being delivered and validated with a quarterly management reviews and annual external audits. ON TRACK	Operator training continues in operator team meetings along with quarterly IMS audits checking competency. Recent annual IMS surveillance audit and DWQMP audits have also interviewed operational staff to check their understanding of operational processes. COMPLETE
17.	Loss of Long-Term Historical Knowledge – Staff Turnover	Ensure one updated operation and maintenance manual	3 year project	OPEX Project requiring Process Engineer skillset	Funding for an OPEX Project been submitted for the	Recruitment of Process Engineer

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		exists for each plant with the manuals all being consistent in format to enable operators from other plants to easily find information.	(average 4 months per site) Start Jan 2023 End June 24	<ul style="list-style-type: none"> This is an ongoing action that is being considered as inclusion as an operational project. See Lucidity action 7000 for comment. <p>YET TO COMMENCE</p>	FY2324 financial year. ON TRACK	will be presented to Council in Q4. ON TRACK
18.	Loss of Long-Term Historical Knowledge – Staff Turnover	Ensure manuals are electronic enabling search mechanisms to quickly find relevant information.	No timeframe – as documents are created Start Jan 2023 End BAU	<p>Business as Usual</p> <ul style="list-style-type: none"> This is an ongoing task which is managed through the IMS and general business processes to ensure that documents are stored and easily accessed. Missing documents identified from earlier actions will also be captured and made visible as they are prepared. See Lucidity action 7001 for comment. <p>ON TRACK</p>	Documents will be integrated into the IMS system as they are completed. ON TRACK	<p>Operating procedures continue to be integrated into the IMS.</p> <p>Discussions with Governance team are seeking to streamline the document control process.</p> <p>COMPLETE</p>

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19.	Process Robustness (renumbered to action 1d)	Review processes, identify gaps or processes that would provide more robust response to variability in raw water quality (eg the use of a coated media processes rather than potassium permanganate). Consider what additional monitoring (including on-line) to provide early warning or automated process changes. For example, pH and DO monitoring to provide early warning that coated media manganese removal might be compromised. Also, raw water turbidity monitoring with automated step change to the coagulant dose rate. Consider using on-line manages analyser results with alarms and also feed forward change to the potassium permanganate dose rate. The changes to		Renumbered as Action 1C. COMPLETE	COMPLETE	COMPLETE

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		dose rates would be based on information gathered from previous events and jar testing.				
20.	Review Plant Bench Monitoring Equipment	Need better bench-scale lab equipment for operators to overcome the issue of operators using Palin test kits with the incorrect range.	Completed Start Jan 2023 End July 24	Delivered under CAPEX • See Lucidity action 7002 for comment. COMPLETE	Lab equipment purchases have commenced and additional funding has been included into the FY2324 budget. COMPLETE	COMPLETE
21.	Asset Management	An asset management system needs to be implemented to identify asset condition and replacement schedules.	2 years Start July 2023? End July 25?	CAPEX for asset replacement OPEX – W&W Asset Management resource – currently no resource. • Draft asset management plan complete. • Asset revaluation scheduled for FY2324. • Revaluation will include asset condition. • Needs resource to implement.	Revaluation scope does not include asset condition assessment. No resource currently available to develop asset management plans and integrate with preventative maintenance program. This constraint will be considered as part of the Service Delivery Model Review.	Asset revaluation is complete. Asset management plan currently being updated. Resources reallocated to work on asset management and long term capital investment programs. IRC Assets team invited to work with W&W in development of

NO.	FACTORS	ACTION	TIMELINE	PROGRESS MARCH 2023	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023
				<ul style="list-style-type: none"> See Lucidity action 7009 for comment. <p>NEEDS IMPROVEMENT</p>	NEEDS IMPROVEMENT	<p>investment programs.</p> <p>ON TRACK</p>
	Asset Management	Amend the draft AMPs with focus on the improvement plan	<p>12 months from engagement of resource</p> <p>Start June 23</p> <p>End June 24</p>	<p>OPEX – W&W Asset Management resource – currently no resource.</p> <ul style="list-style-type: none"> Needs resource to implement. First step to develop implementation plan. See Lucidity action 7010 for comment. <p>NEEDS IMPROVEMENT</p>	<p>Will be considered as part of the Service Delivery Model Review.</p> <p>NEEDS IMPROVEMENT</p>	<p>Asset management plan currently being updated.</p> <p>Resource allocation reviewed and existing resources reallocated to work on asset management and long term capital investment programs.</p> <p>ON TRACK</p>
	Asset Management	To ensure preventative maintenance is carried out on a scheduled basis. Develop a system to enable breakdowns to be recorded and actioned appropriately to ensure critical equipment and instrumentation is working correctly with minimal downtime.	<p>Initial development of program – 12 months</p> <p>Ongoing program</p> <p>Start Jan 23</p> <p>End</p>	<p>BAU/OPEX</p> <ul style="list-style-type: none"> Process implemented for reporting of failed equipment, data base developed to capture failed equipment reports and failed equipment reports are sent to 	<p>Preventative maintenance program is being delivered. Additional funding has been requested in the FY2324 budget.</p> <p>Asset failure and repair data capture</p>	<p>Funding of \$750k budget for FY23/24.</p> <p>Tech 1 roll out for maintenance management not scheduled for a couple of years.</p> <p>Preventative maintenance</p>

NO.	FACTORS	ACTION	TIMELINE	PROGRESS MARCH 2023	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023
			BAU	<p>relevant person to action with finalisation report entered to data base to close out action.</p> <ul style="list-style-type: none"> 28 preventative maintenance items have been identified and prioritised. 10 underway with 5 near completion for contract s to be issued. See Lucidity action 7003 for comment. <p>ON TRACK</p>	<p>and work request management will likely be included as a module in the Tech1 rollout.</p> <p>Initial program development complete.</p> <p>ON TRACK</p>	<p>program continue to be rolled out in line with the delivery schedule.</p> <p>ON TRACK</p>
22.	Workplace Culture	Continue the workplace cultural reforms that have currently been initiated.	<p>Ongoing</p> <p>Start July 22</p> <p>End BAU</p>	<p>Business as Usual</p> <ul style="list-style-type: none"> This is a continuous long-term initiative to improve the working environment and team effectiveness. It involves engagement of the OLT in culture regeneration and business improvement initiatives. 	<p>Continuation of BAU activities and development of a Directorate staff survey.</p> <p>IRC Cultural Guidelines circulated to staff and discuss with OLT members.</p> <p>ON TRACK</p>	<p>Reward and recognition initiative has been implemented and reinforces IRC values and outstanding performance within the Directorate.</p> <p>Cultural development is discussed monthly at the WWILT</p>

NO.	FACTORS	ACTION	TIMELINE	PROGRESS MARCH 2023	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023
				<ul style="list-style-type: none"> • Culture leadership is also translated into operational team meetings. • See Lucidity action 7004 for comment. <p>ON TRACK</p>		<p>meetings and future initiatives are proposed.</p> <p>Team development activities are delivered through WWILT in collaboration with P&C.</p> <p>Cultural development and improvement is embedded in BAU across the Directorate.</p> <p>COMPLETE</p>
23.	Workplace Culture	Emphasise the approach/philosophy of continuous improvement.	<p>Ongoing</p> <p>Start July 22</p> <p>End BAU</p>	<p>Business as Usual</p> <ul style="list-style-type: none"> • This is an ongoing initiative and prosecuted through Leadership team and WWILT meetings as well as regular team meetings specifically targeting the continuous improvement register. 	<p>The WWILT group continues to meet and thrive and has identified multiple projects to provide business improvements to the W&W directorate.</p> <p>These activities are complimented by the structured</p>	<p>The WWILT group continues to meet and thrive and has identified multiple projects to provide business improvements to the W&W directorate.</p> <p>These activities are complimented by the structured</p>

NO.	FACTORS	ACTION	TIMELINE	PROGRESS MARCH 2023	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023
				<ul style="list-style-type: none"> See Lucidity action 7005 for comment. <p>ON TRACK</p>	<p>approach of the IMS and external audits and certification.</p> <p>ON TRACK</p>	<p>approach of the IMS and external audits and certification.</p> <p>This is complimented by ongoing training and information session at Operational team meetings.</p> <p>These activities are now embedded in BAU.</p> <p>COMPLETE</p>
24.	Drinking Water Quality Management Plan	Review and audit of existing DWQMP	<p>November 2022</p> <p>Start July 22</p> <p>End BAU</p>	<p>OPEX Project</p> <ul style="list-style-type: none"> DWQMP audit completed October 2022. Final report complete November 2022. See Lucidity ID 384. <p>COMPLETE</p>	<p>Budget included for DWQMP review in FY2324.</p> <p>COMPLETE and ONGOING</p>	<p>DWQMP audit is complete and final report is being prepared.</p> <p>COMPLETE</p>

NO.	FACTORS	ACTION	TIMELINE	PROGRESS MARCH 2023	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023
	Drinking Water Quality Management Plan	Risk assessment of water supply schemes	6 years (one identified plant per year) Start July 22 End June 28	OPEX Project <ul style="list-style-type: none"> • DWQMP audit completed October 2022. • Final report complete November 2022. • IMS processes will also reinforce the management of risk in the water treatment processes. • See Lucidity ID 384. ON TRACK	This will be a long-term cycling process where we review process at one plant each year and integrate this with reviews of the DWQMP and the continuation of the IMS. ON TRACK	Risk assessment of plant through the DWQMP review have been completed for FY23/24. COMPLETE

MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2022

AUTHOR

Darren Fettell

AUTHOR POSITION

Director Corporate, Governance and Financial Services

10.20

DRAFT 2022-2023 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 2022-2023 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 Council

- Adopts the Isaac Regional Council's 2022-2023 Annual Report and delegates authority to the Mayor and Chief Executive Officer to approve minor editorial and administrative changes and to finalise the annual report, no later than 21 December 2023.***

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 2022-2023 Annual Report 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 13 November 2023, the Queensland Audit Office forwarded the certified General-Purpose Financial Statements, which are being presented to Council at its December Ordinary meeting. These are included in the Annual Report, with the financial statements provided via a QR Code at the front (page 4) of the Annual Report and will also be available as a link on our website.

Please note that the version attached to this report is in low resolution due to storage limitations. The final version that will be published and printed will be in high resolution.

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*).

Isaac Regional Council's 2022-2023 Annual Report will be finalised and published by no later than 21 December 2023.

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 to for the 2022-2023 financial year.

ACTION ACCOUNTABILITY

Senior Governance Officer to finalise Annual Report with Mayor and Chief Executive Officer and publish on Council's website within legislative timeframes.

KEY MESSAGES

Council is committed to transparent decision making.

Report prepared by: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 1 December 2023	Report authorised by: DARREN FETTELL Director Corporate, Governance and Financial Services Date: 1 December 2023
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ATTACHMENTS

- Attachment 1 – Draft 2022-2023 Annual Report

REFERENCE DOCUMENT

- Nil



Annual Report

Isaac Regional Council **2022-2023** Helping to energise the world



the isaac story

OUR REGION

We service
17 unique communities
Modern mining, historical,
coastal and rural towns

Our population is

22,550 permanent residents*

13,405 non-permanent population*

59.45% of our population do not live here,
but they enjoy the region's benefits

We produce **\$28.422 billion**
annual economic output**

Mining is the largest industry employer
generating 14,361 jobs in the mining sector**

\$437.532 million agricultural industry output**

ABOUT COUNCIL

We employ
407 full-time equivalent staff across the region

Come visit us at one of our ...
7 customer service offices
8 libraries

We supported and hosted
over **240 events and programs** in 2022-23

We maintain **99 parks and playgrounds**

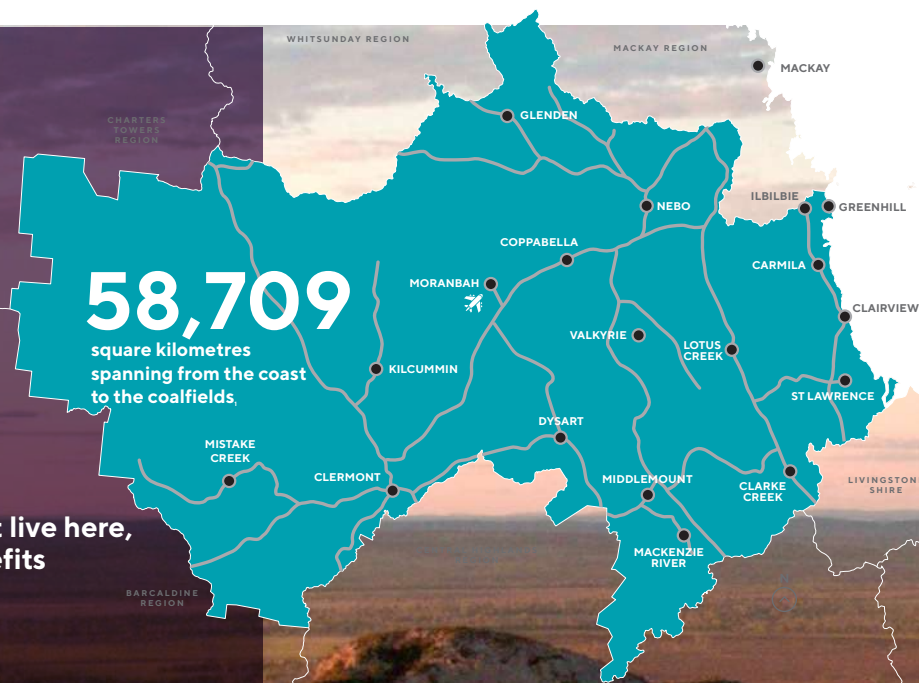
We look after **19 community facilities**,
civic centres, recreation centres, museums,
galleries, halls and showgrounds

We own and operate **8 aquatic facilities**
which is more than many
significantly larger councils

We maintain
8 water treatment plants
6 wastewater treatment plants
9 waste management facilities for
9,400 domestic and 900 commercial customers

and ... we maintain **4,500km of roads**
= sealed 2,400km + unsealed 2,100km

That's like driving from Moranbah to Perth!



58,709

square kilometres
spanning from the coast
to the coalfields,

*QLD Government Statisticians Office QGSO, Bowen Basin population report, 2022 <https://www.qgso.qld.gov.au/issues/3366/bowen-basin-population-report-2022.pdf>

**REMPLAN: <https://app.remplan.com.au/isaac/economy>

ISAAC REGIONAL COUNCIL
ACKNOWLEDGES THE KOINJMAL,
WIDI, BIRRIAH, BARADA KABALBARA
YETIMARALA, JANGGA, BARADA
BARNA, WESTERN KANGOULU 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.

RECONCILIATION

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.

introduction

Isaac Regional Council is pleased to present the Annual Report for 2022-23.

This report describes Council's progress and performance over the 2022-23 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 181 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.

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how to contact us

For a digital copy of the annual report, scan the QR code shown below or manually input into your desktop browser the following:

<https://www.isaac.qld.gov.au/Your-Council/Corporate-Information/Publications-and-Reports>

Hard copies of the report are available 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

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Adopted by Council on Tuesday, 12 December 2023
Resolution #XXX

TOP FOUR CUSTOMER SERVICE REQUESTS



Water Services
1,547 requests



Regulatory Services
1,482 requests



Roads
905 requests



Waste Services
962 requests



who we are



OUR VISION

Helping to energise the world.
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 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.

At Isaac, the how matters.

our towns and 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.



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.



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.



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.



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.



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.



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.



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/ILBILBIE is an idyllic location approximately 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.

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

message from our Mayor

As I reflect on the past 12 months, our Council and our communities have faced their fair share of challenges.

From a cybersecurity incident to fighting for Glenden's survival and securing investment for our 17 unique communities, this year has had it all.

For me personally, it has laid the foundation to help us create more sustainable, inclusive, and thriving communities.

I am so very proud of the Isaac region.

We are home to world class steelmaking coal, beef, grains and aquaculture, including Queensland's second largest cattle herd and one of the state's oldest agricultural shows.

Our Isaac spirit has powered through as we rallied together to secure a bright future for the Isaac region.

In 2022-23, Council budgeted \$40.1 million for around 100 projects to be delivered across an area that is the size of Tasmania for a population of more than 22,000 people.

We balance services with projects that will make sure our Isaac region is well-positioned to embrace new opportunities.

Everything that our team has achieved this year is through maintaining and making new partnerships with First Nations Peoples, government of all levels but most of all our communities.

These strong relationships are a major factor in the runaway success of St Lawrence Wetlands Weekend each year and the upgraded Clermont Showgrounds and J.R. Saleyards, which has allowed traditions to continue in modern times.

It is no easy feat lobbying government to change policy or balancing budgets in the middle of hard economic times.

When a door closes, we look for a window to find a glimmer of hope to fight for our communities.

We secured \$120 million in both state and federal funding by knocking on Brisbane and Canberra's doors.

Our increased advocacy efforts include fully committed funding for Phillips Creek Bridge, the Isaac Resource Excellence Hub, Nebo Showgrounds Stage 1 and the Moranbah Hospital.

All these projects are about economic prosperity, health and social connectedness. While funding is essential, we also need security for our region.

This has led us to advocate to close loopholes in legislation to ensure major projects have a community conscience.

In step with residents, we launched a strategic campaign to highlight the slow death of a town that has supported mining for 40 years.

Our Council has an excellent reputation in leading the way. We fight the good fight when it comes to issues in the too-hard basket.

I couldn't do what I do without the support, advocacy, and strength of our Council, our communities, our industries and our businesses.

Thank you for stepping up every day to help steer the Isaac region towards a brighter future.

MAYOR ANNE BAKER
Isaac Regional Council

our elected representatives



Mayor Anne Baker

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

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

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

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

Her priority for the Isaac region is to work towards delivering diversity and promoting social prosperity together with economic growth to ensure a sustainable future.

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

Mayor Baker sits on each of Council's Standing Committees. She is also chair of the Local Disaster Management Group, Isaac Affordable Housing Trust and the Moranbah Early Learning Centre.

She is a member of the Advocacy Group Steering Committee and Mackay District Disaster Management Group.

She is currently the chair of the Greater Whitsunday Council of Mayors and is representing the Isaac, Mackay and Whitsunday regions on the Policy Executive of the Local Government Association of Queensland.

She is also the director and deputy chair of the Australian Mining Cities Alliance.

Mayor Baker has lived in the Bowen Basin with her family for nearly 40 years with the last 30 years spent in Moranbah.

She and husband Frank have two adult children and three grandchildren.

our elected representatives



Cr Greg Austen Division 1

Cr Greg Austen is known as a strong supporter of local businesses and is well aware of the issues faced in the region.

Cr Austen was first elected to represent Division 1 following a by-election on 18 November 2017.

He was later elected unopposed at the 2020 elections.

He is a member of Council's Engineering and Infrastructure Standing Committee, Water and Waste Standing Committee and Special Community Grants Standing Committee.

He is also a member of the Clermont Community Business and Community Group, Clermont Saleyards Committee, Clermont Saleyards and Showgrounds Revitalisation Advisory Committee and Glenden Development and Industry Group, Jangga ILUA Consultative Committee and the Burdekin Dry Tropics Pest Management Group.

Cr Austen has lived in the Clermont district for more than 30 years with his wife Marie and their three children. He has worked as a horse breaker, ringer, professional singer and musician.

Cr Austen also owns a small cattle block north of Clermont and local businesses - Clermont Carrying Company and Clermont Signage and Frames.



Cr Sandy Moffat Division 2

When Cr Sandy Moffat first moved to Dysart for work almost 13 years ago, she immediately fell in love with the Isaac lifestyle. Dysart quickly became her home and she has since been on a mission to make it liveable and loveable. Cr Moffat was elected to represent Division 2 in 2020.

Cr Moffat has owned and operated a small business in Dysart and thanks to her 20 years' experience in hospitality and management following her early childhood teaching days working in rural and remote areas. Cr Moffat has been an active member and supporter of the Dysart community with her involvement with the local Business Group, Smart Transformation Advisory Committee, Dysart Community Support Group, Dysart Men's Shed Steering Committee as well as supporting various other groups and clubs across the community.

She has been a staunch advocate for better access to health services with a particular focus on men's mental health as well as a greater recognition of our rural sector and volunteers her time towards Variety Queensland. Cr Moffat sits on Council's Corporate, Governance and Financial Services and Engineering and Infrastructure Standing Committees. She is also Chair of the Isaac Arts and Cultural Advisory Committee, sits on the board of the Isaac Affordable Housing Trust and Childcare Leadership Alliance and a participant of the Dysart Interagency Network. Cr Moffat is a big believer on giving back to others and continually works towards a more sustainable community.



Cr Gina Lacey

Division 3

Cr Gina Lacey is a proud advocate for the long-term liveability and sustainability of Isaac communities. She is dedicated to the Isaac region being valued for its enormous contribution to state and federal economies. She is committed to a serious focus on social inclusion and determined to capitalise on all opportunities for Isaac in this changing world.

Cr Lacey was re-elected unopposed to represent Division 3 in 2020, her fifth term in local government. She served on the Belyando Shire Council and was a foundation councillor of Isaac Regional Council in 2008.

She has lived in Moranbah for more than 45 years, is married to Clint and they have two children. Cr Lacey spent 15 years as CFMEU's office manager and also coordinated many regional events during this time and also owned businesses in Moranbah for 15 years.

Cr Lacey is a member of Council's Advocacy Group Steering Committee, Audit and Risk Committee, Engineering and Infrastructure, Planning, Environment and Community Services Standing Committees, and Glenden Futures Steering Committee.

Cr Lacey is a board member of the Mackay Mayor's Taskforce for Suicide Prevention and is also a director on the Isaac Affordable Housing Trust, Greater Whitsunday Communities and Regional Development Australia boards.



Cr Simon West

Division 4

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

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.

With his wife Fiona and son Oliver, Cr West has lived in Moranbah since 2001 and is an active community member and leader. Cr West is a director of the Moranbah Community Scholarship Fund and a founding member and treasurer of the Moranbah Miners' Memorial Committee, also assisting in multiple fundraising ventures such as the May Day Festival and mental health projects.

Cr West is the chair of the Water and Waste Standing Committee and is a member of the Engineering and Infrastructure Standing Committee and an alternate member for Council's Audit and Risk Committee. He is also a member of the Isaac Arts and Cultural Advisory Committee, Land Development Advisory Committee and Local Authority Waste Management Advisory Committee. Cr West is also a board member of the Mackay Hospital Foundation and director of the Moranbah Early Learning Centre.

our elected representatives



Deputy Mayor **Kelly Vea Vea** Division 5

Deputy Mayor Kelly Vea Vea is a strong advocate for the Isaac region on the key issues of population balance, fair funding methodologies for resource communities, liveability and infrastructure investment.

She is passionate about lobbying for policy change and a strong future for our region.

Cr Vea Vea was first elected to Council in 2012 and re-elected in 2016 and 2020.

In 2018 she was appointed as Deputy Mayor and was re-elected by her peers unopposed following the 2020 elections.

She has spent most of her life in Central Queensland mining towns, growing up in Collinsville and moving to Moranbah with her young family in 2007.

She is deputy chair of the Local Disaster Management Group, chair of the Planning, Environment and Community Services Standing Committee and a member of the Water and Waste Standing Committee and Advocacy Group Steering Committee.

She is also a board director of Moranbah Early Learning Centre, director of Isaac Mayor's Charity Trust, Council representative on the Moranbah Miners' Memorial Committee and Glenden Futures Steering Committee.



Cr Carolyn Franzmann Division 6

Cr Carolyn Franzmann moved to Clermont in 1990 as a primary school teacher. She is a mother-of-four, a grandmother-of-seven and a proud fifth-generation North Queenslander who loves rural communities and the people who choose to live in these areas. After 17 years in the classroom, Cr Franzmann turned her talents to various other roles including roles in the tourism industry, manufacturing industry, real estate industry, even a stint for Parliamentary services.

Cr Franzmann is passionate about ensuring the sustainability and liveability of Clermont for future generations to enjoy. She believes the future of Australia depends on the strength of rural towns just like Clermont. Cr Franzmann sits on the Waste and Water, and Corporate Governance and Financial Services standing committees. She chairs the Community Engagement Committee (Clermont Work Camp) and is a director on the Isaac Affordable Housing Trust board. Locally, she represents Council on the Clermont Historical Centre Working Group, Clermont Coal Community Consultative Committee, Clermont Community Housing and Other Services (CCHAOS Inc), Rural Aid Community Builders Program and the JCU Health Project Local Reference group. Outside Council, Cr Franzmann is actively involved in community groups including President of the Clermont Community Business Group, board member of Clermont Connect, Life Member and volunteer of the Clermont Senior Rugby League Club and band member of the Clermont Musicmakers. She is also the founding editor of the Clermont Telegraph and continues to write for the publication.



Cr Jane Pickels

Division 7

Moving to Queensland in 1984, Cr Jane Pickels quickly became involved through committee work and volunteering. She is married to Greg and they have four children, and three grandchildren.

When not taking part in hiking and adventure travels, she loves to play and watch sport and is also involved at an administrative level. She is a member of the Middlemount Community Sports Association, and volunteers for the Middlemount Rugby League and Middlemount Race Clubs.

Cr Pickels was re-elected unopposed to represent Division 7 in both 2016 and 2020, having been first elected in 2012.

Prior to her election, Cr Pickels had eight years' customer service experience with Isaac Regional Council and the former Broadsound Shire.

Cr Pickels chairs Council's Corporate, Governance and Financial Services Standing Committee and Engineering and Infrastructure Standing Committee. She is also a member of the Planning, Environment and Community Services Standing Committee.

Cr Pickels represents Isaac Regional Council on the boards of Mackay Isaac Tourism Limited and the North Queensland Sports Foundation, and is a member of the Isaac Arts and Cultural Advisory Committee, Bowen Basin Regional Roads and Transport Committee, Great Inland Way Promotions Group and Anglo American Community Reference Forums.



Cr Viv Coleman

Division 8

Living and working in St Lawrence, having property in the Isaac area for over 20 years, Cr Viv Coleman has a long-term personal connection to the region.

Cr Coleman has a local business background in construction, waste, agriculture, tourism and real estate.

Cr Coleman has a passion to connect community with Council and advocating for our region, volunteering and engaging with local not-for-profit organisations and working alongside our residents and local Traditional Owners in the region.

She actively supports and encourages social sustainability within our communities and enjoys assisting in community events to encourage growth opportunities and liveability. Cr Coleman also has a continued commitment to charity organisations such as Variety Queensland and the Cancer Council.

Cr Coleman is a member of Council's Corporate, Governance and Financial Services, Planning, Environment and Community Services and Special Community Grants Standing Committees.

She is also a member of the Women in Local Government Advisory Committee, Advocacy Group Steering Committee, Clarke Creek Wind Farm Community Consultative Committee, Road Accident Action Group, River to Reef, Great Barrier Reef Marine Park Authority and Local Marine Activity Group.

our advocacy

ADVOCACY AND EXTERNAL AFFAIRS UNIT

The Isaac region is at the coalface of transformational change. To safeguard our region and deliver thriving communities, Council made the strategic decision to invest in a dedicated advocacy function.

Advocacy serves as the vital catalyst for securing essential investments in community infrastructure, ensuring that our towns and neighbourhoods flourish with robust amenities and shared spaces.

By championing policies that align with our communities' values and needs, advocacy becomes the cornerstone of a resilient and forward-thinking region. In 2022-23, Council's advocacy efforts included securing millions in funding, completing 52 submissions to the Australian and Queensland governments and fighting for legislative change to save Glenden.

Projects secured through advocacy include:

- \$48.5 million Moranbah Hospital upgrade
- \$40 million Isaac Resources Excellence Precinct
- \$18 million Phillips Creek Bridge replacement
- \$2.8 million Nebo Showgrounds Master Plan Stage 1
- \$400 million Beef Corridors road upgrades (partnership with seven regional councils)

STRATEGIC PARTNERSHIPS

Council strongly believes in working collaboratively with many appropriate organisations and associations to tackle a range of shared challenges.

We are active participants in the following strategic partnerships as part of Council's advocacy efforts:

- Australian Local Government Association
- Local Government Association of Queensland
- Australian Mining Cities Alliance
- Cooperative Research Centre of Transformation in Mining Economies
- Queensland Beef Corridors
- Road Accident Action Group
- Mackay Isaac Tourism
- Greater Whitsunday Alliance
- Greater Whitsunday Communities
- Country Universities Centre

2022 LGAQ ANNUAL CONFERENCE

A total of 76 other local governments backed Council's five motions at the 126th Local Government Association of Queensland's (LGAQ) 2022 Annual Conference in Cairns.

The motions were pre-emptive actions to ensure communities and local governments are not responsible for the social, economic and financial impacts from end of mine life and the climate change response.

The conference was an opportunity for Council to help form policy positions and for the LGAQ, a representative for all Queensland councils, to advocate to federal and state governments for the betterment of the regions represented.

The five motions included:

- The need for a regional transformational authority in conjunction with Central Highlands Regional Council
- Resourcing state regulators for major resource and renewable projects
- Establishing a contemporary framework for the resource, renewables and clean energy sector
- Regional university centres program funding
- Cost recovery on over dimensional permits from the national heavy vehicle regulator

SAVE GLENDEN CAMPAIGN LAUNCH

On 29 June 2023, a campaign was launched in a bid to ask the Queensland Government to save Glenden.

The Resources Minister announced a preliminary decision to approve a 450-bed mine camp at the Byerwen coal mining lease, following the Planning and Environment Court's judgement to uphold a decision of Council to refuse a development application for such a camp.

The campaign, which was a joint Council and community effort, called on the Minister to step in and save Glenden. Council has fought to ensure the future sustainability of the Glenden township continues following three positive court outcomes.

COMMUNICATION AND MEDIA

Council continues to be a trusted source of information, with the community tuning to our social and digital communication channels for news and updates that are relevant to them.

The corporate website plays an essential function in Council's communication strategy and it is also used as an engagement tool for our 17 unique communities and fulfills statutory public notice requirements.

One of the key findings was that our corporate website lacked usability and needed refreshing to meet the digital needs of our community.

In mid-2022 the website redevelopment commenced undertaking early work to prepare the site for a full redesign.

The new and improved website was expected to go live in early 2023, however a cybersecurity incident had delayed its launch until the later part of 2023.

Council's focus on improving our digital communication channels will continue in 2023 as we seek to find a balance between our traditional communication channels (community newsletters and Isaac News) and new digital platforms.



Social media Isaac Regional Council manages:

f 11,706 followers
@isaacregionalcouncil
1,349 posts in 2022-23

in 5,211 followers
Search isaac-regional-council
65 posts in 2022-23

ig 1,180 followers
@isaacregionalcouncil
105 posts in 2022-23

tw 630 followers
@isaaccouncil
28 posts in 2022-23

We delivered messages through ...

 isaac.qld.gov.au
website page views
increased to
634,138 in 2022-23
compared to
410,675 in 2021-22

 public notices
average minimum of 7 per week

local, state and national media

253 media inquiries	51 media releases	84 community newsletter advertisements
5 Isaac News editions	22 radio talkback interviews	

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 2017–2022 Corporate Plan derived key themes from Isaac 2035 in order to identify clear goals, strategies and performance indicators to demonstrate how we will achieve our vision for the future. The themes were:

- communities,**
- economy,**
- infrastructure,**
- environment,**
- governance.**

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. 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 at 30 June 2023, had 407 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

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

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

Parks and gardens | Engineering design and projects | Roads and drainage service | Plant and fleet management | Depot management | Infrastructure planning | Roads construction and maintenance | Corporate properties and tenancy | Company housing

WATER AND WASTE

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

assessment snapshot



2022-23 SNAPSHOT

The following provides a snapshot of how we performed in our projects and activities in 2022-23:

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

	Completed	On Target*	Monitor	Not Met/ Below Target	Did Not Proceed	Total
Communities	13	1	2	8	1	25
Economy	10	2	1	7	1	21
Infrastructure	19	1	0	11	1	32
Environment	11	0	2	7	0	20
Governance	30	2	1	12	1	46
Total of Corporate Plan/ Operational Plan Links	83 58%	6 4%	6 4%	45 31%	4 3%	144 100%

*does not include actions on target to meet project planning post 30 June 2023.

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

our people



RECOGNITION OF SERVICE

Council is 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 110 years of dedicated service towards building a better Isaac. In 2022-23 we recognised:

- 45 years of service: Desley Jeffs
- 35 years of service: William Bruggemann
- 25 years of service: Allan Greenough
- 20 years of service: Nadine Cluff, Donna Skinner and Linda Esquire

WORK EXPERIENCE PROGRAM

Council hosted 11 work experience students across libraries, engineering, systems, trades, customer service, information and communication technology, safety, human resources and business administration.

DEVELOPING OUR LEADERS

Leadership development equips our employees to make a difference not only in the workplace but in their community. Some highlights included:

- Implementation of internal Leading and Managing Program
- Development of our leaders through programs including Ignite, Propeller, Women and Leadership
- Development of people focused initiatives

ANNUAL EDUCATION AND CAREER PATHWAY EXPO

The Education and Career Pathway Expo hosted by Moranbah State High School is an excellent way for students across the Isaac region to engage in meaningful discussions with education providers and employers. Council engaged with students to give an overview of Council careers and our Apprentice and Trainee Program, along with hosting presentations throughout the day.

LGMA RURAL MANAGEMENT CHALLENGE

Isaac Energise-Hers competed in the Rural Management Challenge in November 2022 with a team comprising of Amanda Bendle, Elizabeth Strauss, Tenelle Bird and Kayler Comerford along with team mentor Zoe Behrendt in Rockhampton, giving their all to the competition and performing



their best on the day. Acknowledgment to Melissa Clifford-Death for her support with the challenge.

MENTOR PROGRAM

The 2022-23 cohort consisted of six pairings from different areas of Council. The mentoring program offers employees the opportunity to grow, improve and enhance their skills for current and future work.

TRAINEE AND APPRENTICESHIP PROGRAM

The 2023 intake of apprentices and trainees witnessed the engagement of nine new employees taking the advantage to live, work and invest in their local government futures. The program is part of creating career paths for those looking to expand their horizons in Local Government.

Apprentice and trainees were engaged in a number of areas including Plumbing, Electrical, Business, Human Resources, Information and Communication Technology and Water Operations.

Council’s 2023 Energise Your Career trainee and apprentice program is proudly funded by the Queensland Government through the Skilling

Queenslanders for Work program. Council continues its commitment to the development of our community through apprenticeships and traineeships.

QUEENSLAND TRAINING AWARDS

Tenelle Bird was the winning finalist at the 2023 Queensland Training Awards – Central Queensland Bob Marshman Trainee of the Year.

Tenelle advanced to the State Queensland Training Awards representing Central Queensland.

GRADUATE AND VACATION PROGRAM

A focus area for graduates this year has been the matching of graduates to mentors and to engage with all levels of Local Government.

Council has supported graduates and vacation students in Engineering and Town Planning.

The Council graduates and vacation placements seized the opportunity to develop their skills, acquire real work experience and further their training and development.

celebrating our communities

CITIZENSHIP CEREMONIES

The Isaac region is a wealth of opportunity and diversity. It embraces people from all over the globe to accessing the wealth and prosperity of the region and making a home for themselves and their families. During the 2022-23 financial year, 43 new Australian citizens were welcomed into the Isaac region.



AUSTRALIA DAY AWARDS

A Clermont cattle grazer who shot to national TV stardom for building community bonds, a Nebo barrel racing champion and a rainbow gala event that is leading social change were among the major Australia Day winners in the Isaac region.

Frank Finger won the 2023 Isaac Region Australia Day Citizen of the Year award for his determination to the agricultural and tourism industry, love for his muster dogs and for sharing his stories with residents at MontCler.



Layne Deguara has been named the 2023 Young Citizen of the Year for her passion and dedication to her sport, local club and her community.

Moranbah Rainbow Collective's inaugural Rainbow Gala won the 2023 Community Event of the Year for breaking barriers and creating an inclusive and socially aware safe space.

2023 Corporate Contribution of the Year is Dysart News and Post for demonstrating a strong commitment to their continuous support of local groups, sporting clubs and events.



Former Isaac Regional Councillor and long-time Dysart resident Nick Wheeler accepted the 2023 Spirit of Isaac Award for 44 years of countless achievements and contributions to his community.

The 2023 Australia Day Awards is an Isaac Regional Council event assisted by the Australian Government through the National Australia Day Council.



Council held eight ceremonial events in seven towns announcing 51 award winners on 26 January 2023.



**2022-23
EVENT HIGHLIGHTS**

JULY Middlemount Races

AUGUST NAIDOC Celebrations



SEPTEMBER Mayor's Charity Ball

OCTOBER Nebo Bush Poets



NOVEMBER Moranbah Miners' Memorial

DECEMBER Christmas Lights Competition



JANUARY Australia Day

FEBRUARY Mayor's Breakfast



MARCH Inspiring Women in Isaac

APRIL Anzac Day



MAY Clermont Show - the Isaac region's show

JUNE St Lawrence Wetlands Weekend



ON TARGET / COMPLETED

- ✔ Deliver library programs and services
- ✔ Facilitate, support and deliver a calendar of events and programs which celebrate the Isaac region, its diverse communities and interests in partnership with external community groups and organisations
- ✔ Provide culturally supportive and historically relevant museum and gallery services at regional venues
- ✔ Collaborate on cultural development through initiatives such as Regional Arts Development Fund
- ✔ Administer Annual Community Grants Program (18 Minor Grants, 16 Major Grants)
- ✔ Continue to deliver the COVID-19 Strategic Recovery Plan
- ✔ Deliver best practice community engagement initiatives
- ✔ Maintain wellbeing check-ins with local businesses to inform strategies
- ✔ Plumber provides customer responses on same business day



BELOW TARGET

- ✘ 50% of population that are library members (currently 28% completed)
- ✘ Moranbah Community Centre revitalisation (tender stage)*
- ✘ Regular audits of Council's aquatic centres
- ✘ Implement the Community Education and Compliance policy regime
- ✘ Identify priorities from Youth Unmet Needs Study*
- ✘ Adopt a Social Infrastructure Strategy
- ✘ Develop and implement Council's Reconciliation Action Plan* (currently 55% completed)
- ✘ Investigate MiWater system enquiries and provide customers a response in less than seven business days



* refers to activities carried over to 2023-24

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



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.

INSPIRING WOMEN IN ISAAC

Inspiring Women in Isaac had a record smashing year for nominations. A total number of 104 nominations for 84 nominees were received for women of all ages to recognise the inspiring, empowering and energising women in our region

who make a difference to their communities. In Dysart, a posthumous recognition for the late Rosslyn Sigvart was announced for her dedication, compassion and caring nature towards her family, nursing and community.

COALFACE ART GALLERY

Moranbah's Coalface Art Gallery was host to several exhibits in 2022-23 including:

- The *Moranbah Miners' Memorial Community Exhibition*, developed with Moranbah miners of years gone by, workers of today, kids in our local schools, community organisations and leaders of working-class men and women past, current and emerging;
- A private collection of historical military memorabilia as a moving tribute to Australian and New Zealand service personnel;
- *Asia Pacific Video*, on loan from the Queensland Art Gallery | Gallery of Modern Art;
- The *Zoonoses* exhibition showcasing the artworks of artist Nicola Hooper;
- *Light on Landscape*, featuring paintings by artist Lyn Laver-Ahmat; and
- *Then and Now: Celebrating the QCWA in Moranbah*, curated by members of the Moranbah branch of the Queensland Country Women's Association.

Dysart Art Space also hosted the *Australia Wide Eight* exhibition.



SENIORS MONTH

The month-long celebrations in October were a chance for all residents to recognise the knowledge, experience and value that older Isaac residents bring to the region.

A program of 13 free events and activities were held in Carmila, Clermont, Dysart, Glenden, Middlemount, Moranbah and Nebo. Seated and floor yoga, scam awareness, an art workshop, trivia and games, digital literacy and a cyber security workshop, technology session, macrame workshop and bingo were the activities held regionally.

NAIDOC CELEBRATIONS

The theme of NAIDOC Week 2022 was *Get Up! Stand up! Show up!* In Middlemount, Dysart and Moranbah, community members joined Barada Barna Peoples for traditional dance displays and performances from local students.

The importance of the Widi People was recognised at Nebo State School with a school parade and activities. Glenden NAIDOC celebrations were hosted at the Glenden State School with students painting, dancing, cooking and learning about historical artefacts.

In Clermont, the community event saw Wiridi Peoples host a flag raising ceremony and traditional dance displays. An educational day, focusing on wetlands and their importance, with a host of interactive activity stations at the Isaac Coastal NAIDOC celebrations.

NATIONAL RECONCILIATION WEEK

The theme for National Reconciliation Week 2023 was *Be a Voice for Generations*. In June 2023, Council partnered with the Wangan and Jagalingou to join in a Yarning Space, at the Wangan Cultural site, Clermont.

REGIONAL ARTS DEVELOPMENT FUND

Local artists and community groups were encouraged to take advantage of \$45,000 in grant funding made available through a Queensland Government and Isaac Regional Council partnership.

The Regional Arts Development Fund (RADF) promotes the role and value of arts, culture and heritage as key drivers of diverse these inclusive communities and strong regions such as Isaac.

Delivered via three rounds, the intention of the grants was to help re-energise arts to power our communities by improving our health and sense of wellbeing and provide opportunities for cultural tourism that feeds creative industry development.

MAYOR'S CHARITY BALL

A 300-strong crowd gathered at the sold-out 2022 Mayor's Charity Ball held at the Moranbah Community Centre on September 2022.

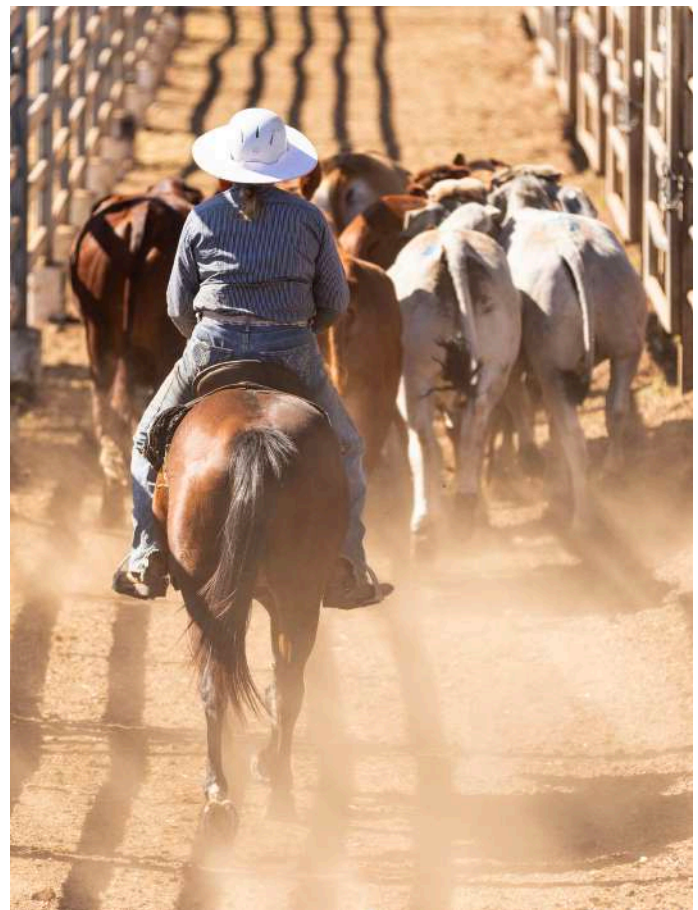
The ball raised over \$105,000 to support on-the-ground mental health initiatives for residents in the region thanks to the Isaac Regional Charity Fund and valued sponsors.

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



ON TARGET / COMPLETED

- ✔ Develop, through engagement, the Isaac Region business alliance network*
- ✔ Implement and support residents, community and business through the COVID-19 Strategic Recovery Plan
- ✔ Delivery of Economic Development Strategy Framework Action Plan priorities
- ✔ Deliver Small Business Month program
- ✔ Engage in business development planning for the J.R. Turner Saleyards in Clermont
- ✔ Implement the Tourism Strategy marketing project planning
- ✔ Town entry signage
- ✔ Raise the Isaac region's tourism profile
- ✔ Continue promotion of Isaac businesses through the Shop Isaac program
- ✔ Support through Council's Local Preference Policy



BELOW TARGET

- ✘ Deliver Stage 2 of the Clermont Saleyards and Showgrounds Revitalisation Project*
- ✘ Delivery of the Nebo Showgrounds Master Plan*
- ✘ Develop the Theresa Creek Concept Development Plan*
- ✘ Implement Investment Attraction Framework*
- ✘ Develop land sale strategy for Council residential land developments*
- ✘ Tourism Trails initiative*
- ✘ Tourism signage program*

NOT PROCEEDING

- ✘ Delivery of the Land Development Advisory Committee Work Plan

* refers to activities carried over to 2023-24



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

ST LAWRENCE WETLANDS WEEKEND

Nearly 3,000 visitors and locals enjoyed the First Nations, foodie and nature adventures at the award-winning three-day, St Lawrence Wetlands Weekend in June 2023.

With 167 camp sites and 27 glamping sites occupied, attendees enjoyed 43 different stalls showcasing an array of food, art, educational and uniquely sustainable trinkets, the festival features on the It's Live! in Queensland events calendar.

The event was proudly brought to the region by Isaac Regional Council in partnership with the community and supported by the Queensland Government through Tourism and Events Queensland.

SHOP ISAAC

This region-wide campaign is designed to support local businesses and encourage residents and industry to shop in our local communities.

Shop Isaac's buy local program has produced more than \$730,000 loaded on cards to be redeemed at local businesses.

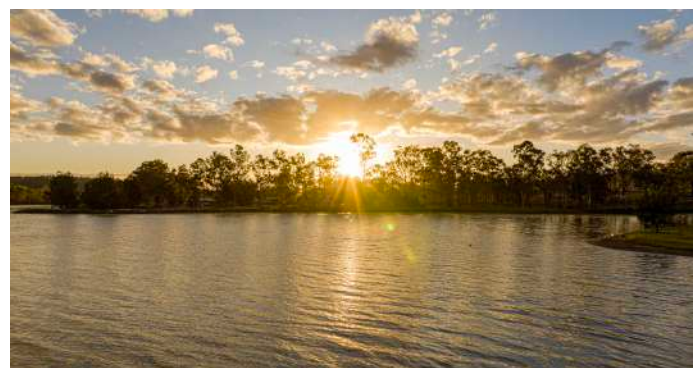
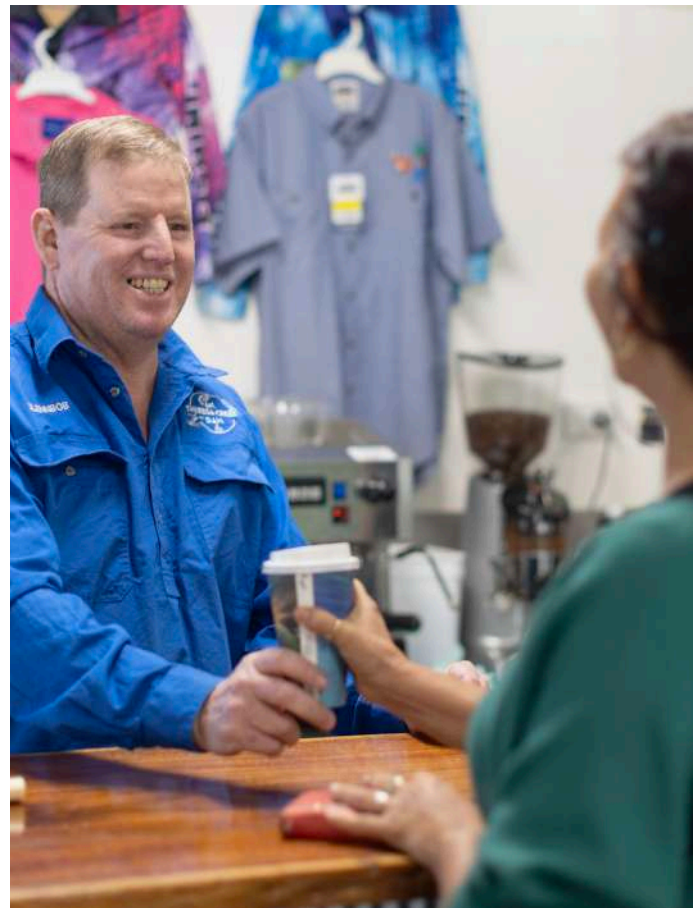
The 2022 Shop Isaac Christmas competition received more than 300 entries with social media posts reaching over 28,000 people.

THERESA CREEK DAM

Theresa Creek Dam, a family favourite near Clermont, is a core social and economic pillar. Early 2023, public consultation was utilised to assist Council in understanding the usage, areas and benefits the dam provides.

Residents and visitors had their say to help chart the next phase of one of Isaac region's premier recreational hubs which was built 40 years ago.

The Theresa Creek Dam Concept Development Plan will be developed to focus on the recreational assets of the dam and to help build a management strategy for the next 20 years.



CLERMONT SALEYARDS AND SHOWGROUNDS REVITALISATION MASTER PLAN

The Clermont Saleyards and Showgrounds Revitalisation Master Plan articulates adaptive pathways for economic, social and community development for Clermont and the region.

Stage 2 of the \$3.2 million major community and agricultural precinct project was funded through the Australian Government's Regional Recovery Partnerships.

Highlights from this stage included the saleyards area second draft, rodeo ring renewal, yard renewal and elevated walkway platforms and the southern pavilion refurbishment.

This platform of continued investment has delivered a strong year for throughput of stock with more than 60,000 head of cattle processed through the J.R. Turner Saleyards in 2022-23.

COPPERFIELD STORE

The original grocery items at the old Copperfield Store capture a moment in time. Breakfast cereal, tins of biscuits and cakes, herbs and spices, and even sheet music line the shelves as if time stood still back in 1974 when the store closed.

The store is the last remaining building on what was once the bustling main street of Copperfield, a thriving frontier town of over 2000 people, and home to Queensland's first large-scale copper mine.

The current store building was constructed in 1927, on the site of Howard Smith's original newsagency. Smith arrived in Copperfield in 1869, and became a prominent figure in the Copperfield community.

Upon his death, the store passed to his daughter, Lilian Mabel Duncan, and remained in the Duncan family until 1974 when it ceased operation as a general store, many decades after the town of Copperfield had disappeared.

Now, thanks to a preservation project, Isaac Regional Council has installed multiple, tamper proof, viewing



windows around the building, to share a glimpse into the colourful past of Copperfield. Access is closed to the public to help protect the structure and keep visitors safe. Council has made all efforts taken to preserve this snapshot of history in the Isaac region. This project was delivered by Isaac Regional Council under the Australian Government's Local Roads and Community Infrastructure Program.

TOURISM AWARDS

Isaac again stamped its star power in front of nearly 200 people at the Entertainment and Convention Centre at the 2022 Mackay Isaac Region Tourism Awards.

The Wetlands Weekend received yet another gold award, but this time in the Outstanding Regional Event category. Clermont Historical Centre took home gold in the Outstanding Tourism Attraction category for its *Faces of the Peak Downs* exhibition.

The exhibition focused on the town's history, the families who have lived there for generations, and the pioneers who built our communities. This win was made possible through the longstanding partnership between volunteers and Council staff. Another fantastic win for the Isaac region was from

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



Clermont local, Michael Pugh who took home gold in the Outstanding Volunteer Individual category. His not-for-profit group Central Queensland Hike and Explore won silver for Outstanding Volunteer Group.

These are exceptional wins as Mr Pugh and his crew of volunteers work hard to promote the Isaac region's rugged beauty.

A group of graziers who brought the Homestead at Lotus Creek back to life received a special mention from the tourism body on the night.

Another special mention was given to the region's biggest and beloved Nebo Rodeo which continues to bring social and economic prosperity to the Isaac annually.

St Lawrence Wetlands Weekend was also awarded bronze at the Queensland Tourism Awards in the Festival and Events category at the Brisbane Entertainment and Convention Centre in October 2022.

ROAM YOUR OWN WAY TOURISM CAMPAIGN

The Isaac region is one of the most visited places for business in Australia due to the major resource,

renewables, and agricultural industries. Council in collaboration with Mackay Isaac Tourism developed a tourism campaign designed to showcase a region that's more than mining.

Roam Your Own Way was launched in June 2023 to encourage locals and visitors to explore the road less travelled with self-guided drive itineraries.

COOPERATIVE RESEARCH CENTRE OF TRANSFORMATION IN MINING ECONOMIES

Council became a supporting participant to the Cooperative Research Centre of Transformation in Mining Economies, to progress the transformational project of sustainable resource communities through open-cut mining rehabilitation.

THE SMALL BUSINESS FRIENDLY PROGRAM

Council joined the Small Business Friendly Program in 2022-23 to help its role in supporting small businesses.

By bringing people together around a common goal, the program aims to enhance the operating environment for small businesses and provide the opportunities they need to thrive.



ON TARGET / COMPLETED

- ✓ Deliver annual Transport Infrastructure Program maintenance works
- ✓ Implement Recreation and Open Space Strategy
- ✓ Complete footpath renewal and extension works
- ✓ Continue to liaise, consult and strengthen relationships with key stakeholders for emergency management
- ✓ Continue new and replacement/maintenance program of flood monitoring cameras
- ✓ Continue to enhance the Capital Works Program development process (Project Accountability Gateway)
- ✓ Develop a Roads and Transport Infrastructure Management Plan
- ✓ Sewer main breaks, chokes, blockages (target: less than 40 per 100km, per annum)
- ✓ Sewerage complaints – overflow on properties and odour (target: less than 15 per 1,000 connections, per annum)
- ✓ Review and report Drinking Water Quality Management Plan
- ✓ Whole of Region Landfill Plan
- ✓ Review of 2020-25 Waste Management Strategy
- ✓ St Lawrence Water Supply and Security Study
- ✓ Produce System Leakage Management Plan

BELOW TARGET

- ✗ Implement the Roadside Vegetation Management Strategy*
- ✗ Deliver the annual Road Infrastructure Capital Works Program*
- ✗ Lighting upgrades to parks, sporting fields and precincts
- ✗ Develop Residential Housing Strategy (incorporating the long-term acquisition and disposal plan)
- ✗ Develop a TV/Radio service transition strategy (coastal regions)
- ✗ Maintain 5-10 year residential facility upgrade and renewal program
- ✗ Compliance with the Australian Drinking Water Quality Guidelines (target: less than 5 reportable incidents per annum)
- ✗ Compliance with Environmental Authority – wastewater services (target: less than 5 reportable incidents per annum)

NOT PROCEEDING

- ✗ Hydraulic modelling of sewer networks

* refers to activities carried over to 2023-24

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



ISAAC AQUATIC FACILITIES CAPITAL WORKS

More than \$1.1 million in capital works was undertaken in the 2022-23 financial year for the region's swimming pools and connected car parks.

These projects included significant civil works and amenities refurbishments at Clermont Swimming Centre and Middlemount Pool plus pool safety fencing upgrades for Nebo, Moranbah, and Glenden swimming pools.

It also included the finalisation of the replacement of the Greg Cruickshank Aquatic Centre children's water park.

These funds are a representation of Council's positive commitment to the wider community to maintain all assets to a high standard and create a safe and inviting destination for all to share.

A number of these projects were proudly funded by the Australian and Queensland Governments in association with Council.

NEBO PRECINCT REVITALISATION PROJECT

The Nebo Precinct Revitalisation's intent is to create an active and engaged space where local residents can visit the library, museum, hall and customer service.

It is also a place to engage in community programs and events, all in the one location with linkages to the Nebo Memorial Hall and Historic Nebo Museum.

The project was delivered by Isaac Regional Council under the Australian Government's Local Roads and Community Infrastructure Program.

ST LAWRENCE RAW WATER MAIN UPGRADE

For the Isaac Coast and its water security, Council is committed to delivering the two-year \$1.7 million St Lawrence Water Storage and Raw Water Main Project.

This upgrade has been identified as critical to ensuring that local residents and visitors have access to water and also to enhancing economic development in the area. The installation of 1.2km of water main, from the east side of the Bruce Highway to the weir dam pump station, is underway and nearing completion in 2023.

The project also includes the installation of the new raw water reservoir beside the existing treatment plant, which is expected to be completed by mid-2024. This project was proudly funded through the Queensland Government's Local Government Grants and Subsidies Program in association with Council.

ROAD INFRASTRUCTURE AGREEMENTS

Through entering into agreements with industry, Council ensures that the community is not burdened by increased rates or use of depreciation.

This ensures the user of the infrastructure is paying for the benefit they receive. Council continues to be supportive of the sustainable development of industry and that includes the responsible mitigation of impacts to the local road and transport network. This includes either financial contributions from industry, such as mining, that directly support road and transport infrastructure, and/or entering into infrastructure agreements that obligate mining proponents to maintain roads at a standard or contribute funds to Council.

ROAD AND BRIDGE INFRASTRUCTURE RENEWAL AND UPGRADES

Council continues to maintain the view that road infrastructure and maintenance represent a core service with a massive impact on safety, travel time, flood access, freight and business throughout the region.

A total of \$11.9 million was allocated for roads, drainage and major infrastructure during 2022-23.

One of the major projects was the delivering of the \$2.35 million rural resheeting program.

It included various sections of Lotus Creek Road, Wuthung Road, Collaroy Tierawoomba Road, Collaroy Killarney Road, McKenzie River Capella Road and Landells Road.

Another project was the \$1.19 million rural pavement stabilisation rehabilitation program which included works along various sections of Peak Downs Mine Road, Saraji Road, Barmount South Road, Barmount Road and Greenhill Road.

Other major projects included:

- \$3.86 million: Regional Surface Renewal Program for the renewal of bituminous surfacing on the sealed road network to improve the running surface and reduce reactive maintenance.
- \$868,000: Floodway Upgrade Program constructing concrete floodways at strategic locations to improve access in wet weather and reduce reactive maintenance costs.
- \$226,000: Gravel upgrade of sections of Colloroy Killarney Road to improve access in wet weather and reduce reactive maintenance costs.
- \$35,000: Drapers Lane stop, drop and go at Dysart Primary School to improve safety and minimise impact on traffic in the immediate area.
- \$18,000: Greenhill bus shelter replacement to provide a safe area sheltered from the weather for school children.

UPGRADES TO COMMUNITY FACILITIES

A total of \$1.26 million in capital works have been



undertaken across Council's community facilities during 2022-23.

These works included but were not limited to:

- Clermont Civic Centre air-conditioning upgrade;
- Dysart Civic Centre car park partial upgrade and partial replacement;
- Dysart Civic Centre air-conditioning upgrade and facade renewal.

These facilities are the social cornerstone for communities, hosting dance performances,

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



events, conferences, workshops and many other community gatherings.

During the refurbishment of these facilities, energy efficient plant and electrical equipment were utilised.

These projects were made possible by the Queensland Government in association with Isaac Regional Council.

PIONEER ROAD PAVE AND SEAL PROJECT

About 10km of Pioneer Road has been upgraded in

a \$3.03 million pave and seal project during 2022-23. Council used subcontractors from the local area and adjoining local government areas to create significant work opportunities.

The extent of works was developed in consultation with the Mistake Creek State School and the local community.

The works were predominately gravel pavement overlaying the existing road alignment and bitumen seal.

The project was jointly funded by the Queensland Government and Isaac Regional Council.

ON TARGET / COMPLETED

- ✔ Isaac Regional Council Planning Scheme implementation and review
- ✔ Undertake detailed flood hazard studies for coastal and inland communities
- ✔ Develop and implement a Community Education and Compliance Program
- ✔ Revise Irrigation Management Plan – Nebo
- ✔ Implement Theresa Creek Dam Catchment Management Plan
- ✔ Comprehensive Theresa Creek Dam safety review
- ✔ Environmental Authority compliance for landfills and transfer stations (target: less than 5 reportable incidents per annum)
- ✔ Implement Recycled Water Strategy

BELOW TARGET

- ✘ Finalise the Biosecurity Strategy to implement the Biosecurity Plan 2020-2023*
- ✘ Implement actions of the Social Infrastructure Framework and Social Sustainability Action Plan*
- ✘ Develop and adopt a Corporate Sustainability and Regional Resilience Policy and Strategy
- ✘ Implement a reduction of illegal dumping campaign*
- ✘ Develop and implement engaging education and awareness program to ensure the community is aware of both the rules that apply throughout the region and for which Council has a regulatory or enforcement function*
- ✘ Conduct Theresa Creek Dam wall survey
- ✘ Less than 25% of all Council-managed waste diverted from landfill

* refers to activities carried over to 2023-24



SAFE HOUSEHOLD BATTERY DISPOSAL

Council has joined forces with Ecobatt and now offers battery recycling buckets and bins across all our Waste Management Facilities, libraries and administration offices.

Ecobatt specialises in the safe collection, processing and recycling of battery products. There are no fees to dispose of batteries and all battery types are accepted.

RESPONSIBLE WASTE DISPOSAL AND ILLEGAL DUMPING MANAGEMENT

To encourage responsible domestic waste disposal, Council ran Domestic Waste Amnesty Days at Clermont, Dysart, Moranbah, Nebo, Middlemount, Glenden, St Lawrence, Carmila and Greenhill.

Council collected 725 unwanted items, weighing in at 29.3 tonnes. The most popular items for disposal were tyres (540 items) and fridges, freezers and air conditioners, grouped together as gassed whitegoods (101 items). The days were delivered in line with the Illegal Dumping Management and Intervention Plan adopted by Council in November 2022.

PAWS-ITIVE BLUEPRINT FOR RESPONSIBLE DOG OWNERSHIP

Council has many programs in place to support responsible dog ownership. In March 2023, there was a Chip 'N' Check program where Council issued 48 free microchipping vouchers.

The program offered free microchipping to eligible residents of the Isaac region via a voucher system, redeemable at one of our five partner veterinary practices at seven clinic locations.

Council also gave away multiple Shop Isaac gift cards for the dog desexing incentive draw to encourage responsible pet ownership and to reduce the incidence of wandering.

FLYING FOX MANAGEMENT

Council recognises the need for flying foxes to be managed in a way that both addresses community expectations around public amenity, and the

longterm conservation of these important, protected native species.

Council received funding from Round 2 of the 2021-24 Flying-Fox Roost Management in Queensland Program through the Department of Environment and Science to deliver three projects:

- Hoods Lagoon Roost Management Plan
- Vegetative mapping of Urban Flying Fox Management Areas
- Improving the uptake of flying fox messaging

The three projects are being delivered to better manage Council's and the communities' cohabitation with flying foxes, which includes proactive planning for Hoods Lagoon and improved community messaging and information around preparedness and management of flying foxes on private property.

Development of the Hoods Lagoon Roost Management Plan will help guide decisions about the future management of the park and roost.

This includes the ongoing management of the site as a roost, considers actions to mitigate roost impact and address community concerns such as moving playground equipment, layout change to Centenary Park or sheltering of footpaths in sections.

The project also involves the development of vegetative mapping which includes desktop analysis using satellite imagery and GIS analysis to identify high-risk locations (based on vegetation type, size and density) for flying fox incursions within Council's urban areas. This information will assist Council to proactively engage with landowners who are at-risk of flying foxes locating to within their private property and to encourage vegetation management practices.

The funding will also support a holistic review of Council's previous community messaging regarding flying foxes. This review will ensure that Council's messaging is contemporary and that the community are actively engaged and educated regarding flying fox management in the Isaac region.

GREAT BARRIER REEF ROAD RUN OFF PROJECT

Isaac Regional Council is participating in the Cleaner Road Runoff research project which monitors unsealed roads and their impact on water quality at test sites.

Fine sediments washed from unsealed roads and drains is one of the three greatest water quality risks to the reef, reducing light to seagrass beds and inshore coral reefs.

It is estimated on average 25mm of road material washes off the top of 38,000km of unsealed roads in the reef catchment every year.

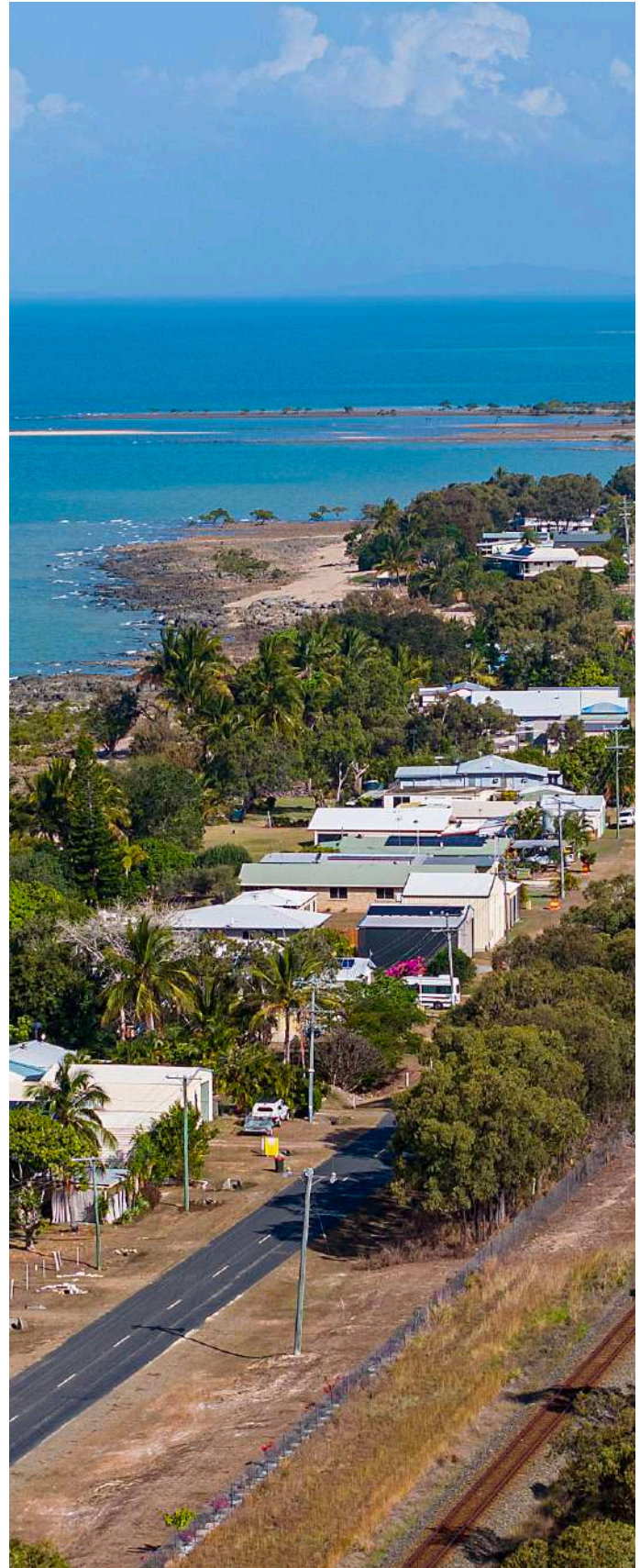
Isaac has 2,100km of unsealed roads that span the Fitzroy, Burdekin and Styx River and Plane Creek catchments.

Different drain profiles and treatments are being trialled at seven sites along Wuthung Road including flat bottomed drains, sediment dams and polymer treated road that 'glues' the finer sediments in the road together.

During rain events large enough to move sediment, automatic samplers begin pumping the water from the drain into a sample tube that is collected and sent to Griffith University for analysis.

The Cleaner Road Runoff project results are expected to form the basis of guidelines to improve road design and maintenance to reduce sediment run off. It will also determine if unsealed roads contribute significantly to the sediment flowing to the Great Barrier Reef and assist Councils advocating for funding to seal roads in their network.

The Cleaner Road Runoff Project is funded by the partnership between the Australian Government's Reef Trust and the Great Barrier Reef Foundation with support from Griffith University, IPWEAQ, Department of Environment and Science, Office of the Great Barrier Reef and participating Councils and runs until May 2024.



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



PROTECTING OUR WETLANDS

Council recognises the environmental, social, economic, cultural, and amenity values that wetlands provide across the region.

Aquatic weed control has been a key focus of Council, with the free-floating aquatic weed *Salvinia* (*Salvinia Molesta*) covering Hoods Lagoon in Clermont and affecting water supply in St Lawrence.

Hoods Lagoon underwent physical weed removal to remove the weed blanket from the lagoon and ongoing management will be required for the next 10 years to achieve complete eradication.

Water quality is being tested throughout the management process and is being used to guide best management decisions.

Salvinia weevils (*Cyrtobagous salviniae*) are being raised in a newly developed environmental laboratory as a supplementary biocontrol with releases occurring around St Lawrence and Clermont.

Feral pigs (*Sus scrofa*) continue to impact our wetlands and rivers and our beef and cropping enterprises by reducing water quality, destroying crops, and spreading disease.

Isaac Regional Council partnered with NQ Dry Tropics and Barcaldine Regional Council to engage with property owners in the Belyando catchment to form an aerial shooting syndicate.

Round one of the shooting program was completed and 879 feral pigs destroyed in March 2023.

Council engaged with the Koinmerburra Indigenous Corporation and Conservation Volunteers Australia to support the regeneration of the iconic St Lawrence wetlands as part of the Healing Mixing Water on Koinmerburra Country project.

The two-year project has so far undertaken ecological surveys, weed management and tree plantings as part of the St Lawrence Wetland Weekend.

Council will continue to look for new and innovative ways to manage wetland environments and continue to engage with stakeholders to achieve broader outcomes in aquatic health.





ON TARGET / COMPLETED

- ✔ Indigenous Land Use Agreement (ILUA) development and implementation with First Nations Peoples
- ✔ Maintain and implement workplace health and safety programs and activities
- ✔ Maintain and monitor of strategic and operational Risk Registers
- ✔ Conduct a plant and fleet review and develop a Fleet, Plant and Equipment Acquisition and Disposal Program (10-Year Replacement Plan and Strategy)
- ✔ Develop and adopt ICT, Digital and Data Strategy
- ✔ Review and adopt three-year rolling Internal Audit Plan
- ✔ Water rates notice errors due to incorrect data input (target: less than 5 per annum, per 1000 connections)
- ✔ Water main breaks (target: less than 40 per 100km, per annum)
- ✔ Incidents of unplanned interruptions (target: less than 70 per 1,000 connections, per annum)
- ✔ Water quality related complaints (target: less than 20 per 1,000 connections, per annum)
- ✔ Maintain interruptions due to capital works projects on essential services to a minimum



BELOW TARGET

- ⊗ Develop new Community-Corporate Plan
- ⊗ Systemic review of local laws*
- ⊗ Review innovative customer service opportunities and develop a Customer Experience Strategy *
- ⊗ Draft and implement Social Investment Prospectus and guideline*
- ⊗ Continue to enhance the Enterprise Risk Management Framework reporting regime
- ⊗ Facilitation of an internal audit program*
- ⊗ Develop a Water Rates Five-Year Price Path
- ⊗ Missed waste collection services (target: less than 10 per 5,000 services)

NOT PROCEEDING

- ⊗ Establish integrated planning framework

* refers to activities carried over to 2023-24

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

ICT AND DIGITAL STRATEGY

Council has endorsed a five-year digital and data strategy which includes technology and process improvements across all areas of the organisation.

This will ensure all systems are integrated and Council can support its community and customers in streamlined and efficient services now and into the future.

CYBERSECURITY INCIDENT

Council was faced with a cybersecurity incident in late March 2023, with the malware attack confirmed on 1 April 2023. Council’s servers hosting critical IT services were immediately switched off.

Council’s Emergency Management Committee stood up to manage the incident and external incident response assistance was sought. In the interest of maintaining trust and accountability, Council elected to communicate developments both internally and externally. Manual processes were enacted to continue basic operations in relation to payroll, accounts payable, receipting and procurement.

Due to the encryption of servers, Council opted to rebuild its server environment. A series of security upgrades were introduced and access restrictions increased. To date, Council is comfortable that no core data was compromised or exported.

DISASTER MANAGEMENT

The Isaac Local Disaster Management Group (LDMG) continues to meet and further establish the Community Advisory Sub Groups across the region. The sub groups aim to broaden the LDMG activities across the region by developing strong relationships which are a vital connection to build the capacity for locally-led disaster response. Internally, the Infrastructure Resilience Working Group is addressing an action plan outlining disaster preparation and resilience activities that were identified through the Resilient Queensland projects undertaken by Queensland Reconstruction

Authority. This action plan will assist with planning for future projects to embed resilience and risk reduction into future investments, whilst matching them to funding opportunities as they emerge.

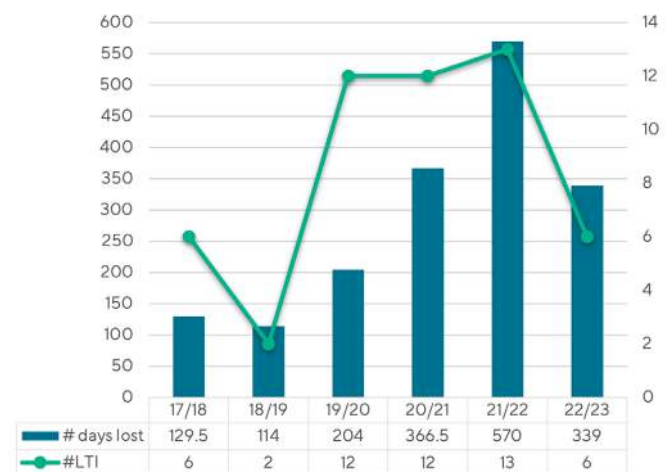
Isaac’s Fire Management Group facilitated by the Rural Fire Service met biannually with relevant stakeholders and state agencies to identify high risk areas and undertake hazard mitigation activities in Isaac communities.

HEALTH, SAFETY AND WELLBEING

Safety and Resilience has focused on integrating health and wellbeing initiatives into our management systems, to ensure that we are identifying and addressing psychosocial hazards and risks. This has seen a move towards a range of proactive or leading indicator activities for management to drive continuous improvement of our processes and provision of safe work practices.

There has been an overall reduction in our lost time injury rate and the number of days lost. We continue to monitor these trends, focusing on our leading indicators. Council actively supports worker’s health and wellbeing through our worker support (intervention) program and by supporting workers to return to work as soon as possible, for both work-related and non-work-related injuries.

Isaac Lost Time Injuries (LTI) days per month comparison



community grants

2022-23 ISAAC COMMUNITY GRANTS

In 2022-23 Council delivered and provided support to over 145 events and programs in the Isaac region.

Council provided \$350,219 through Isaac Community Grants Program in 2022-23 with a further contribution of \$105,000 budgeted funding for major community organisations, that deliver vital services, events and created 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 the operations of Capricorn Rescue Helicopter	\$15,000
Heart of Australia	Contribution to offset monthly travel expenses for the Heart of Australia service	\$15,000
CQ Rescue	Contribution to the operations of CQ Rescue Helicopter	\$55,000

c Region's Show
ON
OOSTER



Clermont Showgrounds

community grants

DIVISION 1 (RURAL CLERMONT AND GLENDEN)

A total of \$31,643 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 1 community groups.



Grant Recipient	Description	Amount
Clermont Artslink	Clermont Gold and Coal Festival	\$2,500
Moranbah State High School P&C	The Education and Career Pathway Expo	\$1,143
Clermont Rodeo and Show (Hoch and Wilkinson)	Beef Expo	\$2,500
Clermont Men's Shed	Purchase and install new router	\$2,500
Twin Hills Race Club	Twin Hills Race Day	\$8,000
Life Church Clermont	Christmas in the Park	\$2,500
St Mary's Church Clermont	Christmas Fair	\$1,000
Twin Hills Rodeo and Show	Additional bathrooms for their events	\$1,000
Twin Hills Race Club	Rubbish removal	\$1,000
Moranbah and District Support Services	Star program	\$1,250
Twin Hills Campdraft	Christmas event	\$1,000
Glenden State School	School bursary grant	\$1,250
Twin Hills Gala Committee	New Year's Eve cocktail party	\$1,000
Twin Hills Rodeo and Show	Toilets for the Twin Hills Weekend	\$5,000



DIVISION 2 (DYSART)

A total of \$33,393 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 2 community groups.



Grant Recipient	Description	Amount
Moranbah State High School P&C	The Education and Career Pathway Expo	\$1,143
Dysart Kindergarten	Upgrades to premises	\$5,000
Moranbah and District Support Services	Star program	\$1,250
Dysart State School	School bursary grant	\$250
Dysart State High	School bursary grant	\$1,000
Dysart High School P&C	Valedictory celebrations	\$1,000
Dysart Gun Club	Upgrades to premises	\$4,000
Ciara Storch	Individual grant	\$750
Dysart Golf Club	Purchase of materials for repair jobs	\$1,000
Dysart Junior Rugby League	Entertainment for mental health round	\$1,000
Dysart Pony Club	Jumping clinic	\$1,000
Dysart Golf Club	Dysart Pro Am	\$5,000
Dysart Junior Rugby League	Dysart JRL Bulls and Barrels 50 Years Celebration	\$10,000
Dysart Pony Club	Gymkhana	\$1,000



community grants

DIVISION 3, 4 & 5 (MORANBAH)

A total of \$109,795 was given 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
Moranbah Campdraft	Septic pumping	\$1,000
Moranbah Arts Council	Roald Dahl	\$1,000
Moranbah Race Club	Moranbah Miners' Memorial Spring Races	\$11,500
Moranbah BMX Club	Canteen cooling	\$4,200
Moranbah Miners' Memorial	Moranbah Miners' Memorial Ceremony	\$7,500
ELAM (Emergency and Long Term Accommodation in Moranbah Inc)	Debutante Ball	\$2,300
4RFM (Rock FM Association)	Moranbah State High School defensive driving course	\$418
Oasis Life Church	Carols by Candlelight	\$7,500
4RFM (Rock FM Association, auspicing for Miners' Memorial)	Moranbah Miners' Memorial Ceremony	\$1,000
Gymnastics Moranbah	Casino Night	\$1,000
Moranbah Arts Council	Teddy Bears' Picnic	\$1,000
Oasis Life Lounge	School holidays activities	\$750
Moranbah State High School P&C	Year 12 formal	\$1,000
Moranbah Race Club	Concept drawings	\$5,000
Moranbah Miners' Memorial	In-kind donation	\$37.50
Moranbah Miners' Memorial	In-kind donation	\$493.40
Moranbah State High School	School bursary grant	\$1,000
St Joseph the Worker Parish	Christmas Fair	\$1,000
Moranbah East State School	School bursary grant	\$250

Grant Recipient	Description	Amount
Moranbah State School	School bursary grant	\$250
Moranbah Highlanders Swim Club	In-kind donation	\$840
4RFM (Rock FM Association)	Queensland Community Achievement Awards	\$1,000
Moranbah Community Workers Club	John Allen Golf Day	\$1,000
Moranbah Community Workers Club	Purchase of new rugby league goals at Darryl Bourke Oval	\$5,000
Moranbah Highlanders Swim Club	Movie night	\$1,000
ELAM (Emergency and Long Term Accommodation in Moranbah Inc)	Youth activity	\$1,000
Moranbah Rainbow Collective	Rainbow Gala	\$1,000
Moranbah Gymnastics	Easter Country Fete	\$1,000
Piper and Isla Earl	Individual grant	\$1,000
Moranbah Community Gardeners	Fencing for new community garden	\$5,000
4RFM (Rock FM Association)	Magazine paper	\$1,000
Moranbah Arts Council	Upgrades to premises	\$10,000
4RFM (Rock FM Association)	Traffic management for Moranbah May Day celebrations	\$9,825
Oasis Life Church	Youth Camp	\$5,000
Moranbah Rainbow Collective	Rainbow Gala	\$10,000
Moranbah Touch Football Association	Assistance in lighting repairs	\$4,191
Declan Baggow	Individual Grant	\$250
Moranbah Junior Motocross Club	Motocross events	\$990
Douglas Earl	Individual Grant	\$250
Billy Earl	Individual Grant	\$250
Moranbah Arts Council	Mr Snotbottom	\$1,000
ELAM (Emergency and Long Term Accommodation in Moranbah Inc)	Adventure Quest	\$1,000

community grants

DIVISION 6 (CLERMONT)

A total of \$78,887 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 6 community groups.



Grant Recipient	Description	Amount
Clermont Men's Shed (auspicing for Rotary)	Long Drive for Drought event	\$1,000
Clermont Artslink	Roald Dahl	\$1,000
Clermont Artslink	Clermont Gold and Coal Festival	\$2,500
Moranbah State High School P&C	The Education and Career Pathway Expo	\$1,143
Clermont Rodeo and Show Society (Hoch and Wilkinson)	Clermont Beef Expo	\$2,500
Clermont Men's Shed	Purchase and install new router	\$2,500
Life Church Clermont	Christmas in the park	\$2,500
St Mary's Church Clermont	Christmas fair	\$1,000
Clermont Clay Target Club	Annual two day shoot out	\$1,000
Clermont State High School	School bursary grant	\$1,000
Clermont Bowls Club	Annual Bowls Carnival	\$1,000
Moranbah and District Support Services	Star program	\$1,250
Clermont State School	School bursary grant	\$250
Clermont Artslink	Wombat Festival	\$5,000
QLD Blue Light - Clermont Branch	Bike safety program	\$998
Clermont Golf Club	10 golfing events	\$1,000
Clermont Rodeo and Show Society (Hoch and Wilkinson)	Beef Expo	\$5,000
Rotary Club Clermont	Movie Night	\$1,000
Clermont Race Club	Clermont Races	\$5,000



Grant Recipient	Description	Amount
Clermont Community and Business Group	Lily's Mission	\$5,000
Clermont Kindy Day Care	Facility renovations	\$5,000
Life Church Clermont	Kids Club Extreme	\$1,000
Clermont Golf Club	Three new signs	\$990
Clermont Netball Association	Annual Carnival	\$1,000
Clermont Pony Club	Campdraft School	\$1,000
Clermont Men's Shed (auspicing for Clermont Connect)	Purchase of equipment	\$10,000
Clermont Community Business Group	The Inaugural Outback Sailing at Theresa Creek Dam	\$5,000
Clermont State High School P&C	Community Trivia Night	\$5,000
Clermont ICPA (Isolated Children's Parents' Association)	Children's camp	\$5,000
Kilcummin State School P&C	Cultivating the Kilcummin community	\$3,256

community grants

DIVISION 7 (MIDDLEMOUNT AND PARTS OF MORANBAH)

A total of \$51,701 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 7 community groups.



Grant Recipient	Description	Amount
Middlemount Community Sports Association (MCSA)	Box Gully Trail Run	\$1,000
MCSA	Middlemount Junior Tennis Tournament	\$1,000
Middlemount Rugby League Football Club	Purchase of club equipment	\$595
MCSA	Netball Carnival	\$1,000
Middlemount Community School	School bursary grant	\$1,250
Middlemount Race Club	Middlemount Race Day	\$12,000
Moranbah State High School P&C	The Education and Career Pathway Expo	\$1,149
Moranbah Miners' Memorial	Moranbah Miners' Memorial Ceremony	\$2,500
Hinterland Community Care	Wellness Expo	\$1,000
Oasis Life Church	Carols by Candlelight	\$2,500
Middlemount Community Gardeners	Middlemount Pavilion Show	\$1,000
Moranbah and District Support Services	Star program	\$1,250
Middlemount Boxing and Fitness	Purchase of new equipment	\$3,114
MCSA	Christmas Carnival	\$5,000
Moranbah Miners' Memorial	In-kind support	\$12.50
Moranbah Miners' Memorial	In-kind support	\$164.50
MCSA	Embrace Kids swimming activity	\$1,000
Middlemount Rodeo	Rodeo and Campdraft events	\$5,000
MCSA	Equipment	\$3,266
Capella, Tieri, Middlemount Community Support Network Inc (CTM Links)	Middlemount Men's Health Week	\$5,000
Middlemount Junior Rugby League	Glow Party Fundraising	\$900
Middlemount Junior Rugby League	Women in League	\$1,000
CTM Links Middlemount	NAIDOC resources	\$1,000

Council does not facilitate a Councillor discretionary fund (s189) policy. Grants listed in Division 1 to 8 may include grants approved in the 2021-22 financial year and dispersed in the 2022-23 financial year.

DIVISION 8 (NEBO AND ISAAC COAST)

A total of \$44,800 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 8 community groups.



Grant Recipient	Description	Amount
Nebo ICPA	Nebo Slouch Hat Campdraft	\$1,000
Ilbilbie Hall Management	Melbourne Cup Luncheon	\$1,000
Nebo Community Sports and Recreation Club (NCS&RC)	Christmas Fair	\$4,000
Nebo Bushman's Carnival Inc (NBCI)	Nebo Slouch Hat Campdraft	\$8,000
NCS&RC	Charity Day	\$750
Valkyrie State School P&C	Mini Olympics and Fun Day	\$1,000
Nebo State School	School bursary grant	\$200
Broadsound Memorial Hall	Purchase of equipment	\$1,000
Carmila Sports Reserve	Purchase of equipment	\$1,000
Valkyrie State School	School bursary grant	\$250
Carmila State School P&C	100 Year Centenary celebrations	\$3,150
Moranbah and District Support Services	Star program	\$1,250
Carmila Sports Reserve Association Inc	Christmas Tree Event	\$2,000
Ilbilbie Hall Management	Melbourne Cup	\$786
Central Rodeo Cowboys Association	Annual Rodeo	\$1,000
Carmila State School	School bursary grant	\$250
Clarke Creek State School P&C	Cluster Swimming Carnival	\$914
St Lawrence State School	School bursary grant	\$250
St Lawrence Recreation Group	Campdraft	\$1,000
St Lawrence Public Sportsground Committee	Purchase and installation of new water tank	\$2,539
Nebo State School P&C	Purchase of equipment	\$3,061
NBCI	Nebo Cutting Show	\$3,300
Carmila Sports Reserve	Kid Fit Program	\$1,000
Nebo State School	School bursary grant	\$100
Nebo ICPA	Nebo Campdraft	\$1,000
NCS&RC	Christmas fair	\$5,000

legislative information





 Wolfgang Peak

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. Scheduled Ordinary Council Meetings are available on the website at <https://www.isaac.qld.gov.au/Your-Council/Council-Meetings>



SPECIAL MEETINGS

Council held four Special Meetings in 2022-23:

16 August 2022

- CONFIDENTIAL Tender Consideration Plan and the Award of Management Agreements for the Clermont and Middlemount Pools
- CONFIDENTIAL Nebo Swimming Pool – Management Arrangements – 2022-2025

21 September 2022

- Revised Meeting Details for the September 2022 and October 2022 Ordinary Meetings

28 November 2023

- Notifiable Road Use Agreement – Saraji South Mine to Saraji Mine Terms
- Local Roads and Community Infrastructure Program Round 3 Variation

22 March 2023

- 2023 Australian Local Government Association – National General Assembly – Isaac Regional Council Motions

DURING 2022-23, COUNCIL HELD 12 COUNCIL MEETINGS:

DIVISION	COUNCILLOR	ORDINARY MEETINGS	SPECIAL MEETINGS	STANDING COMMITTEE MEETINGS			
				CG&FS	E&I	PECS	W&W
Mayor	Cr Anne Baker	11	4	6	2	7	2
1	Cr Greg Austen	11	3		8		8
2	Cr Sandy Moffat	10	4	8	8	6	
3	Cr Gina Lacey	12	4		5	6	
4	Cr Simon West	11	4		9		8
5	Cr Kelly Vevea	11	2			6	6
6	Cr Carolyn Franzmann	12	2	7			7
7	Cr Jane Pickels	11	4	9	7	8	
8	Cr Viv Coleman	12	4	8	8	8	1

STANDING COMMITTEES

Council has four standing committees: Corporate, Governance and Financial Services Standing Committee (CG&FS), Engineering and Infrastructure Standing Committee (E&I), Planning, Environment and Community Services Standing Committee (PECS) and Water and Waste Standing Committee (W&W).



STANDING COMMITTEE MEMBERSHIP:

	CG&FS	E&I	PECS	W&W
July 2022 to June 2023	Cr Pickels (Chair)	Cr Pickels (Chair)	Cr Vevea (Chair)	Cr West (Chair)
	Mayor Baker	Mayor Baker	Mayor Baker	Mayor Baker
	Cr Moffat	Cr Austen	Cr Lacey	Cr Austen
	Cr Coleman	Cr Moffat	Cr Pickels	Cr Vevea
	Cr Franzmann	Cr Lacey	Cr Coleman	Cr Franzmann
		Cr West		

councillor conduct

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

Updates to the legislation over the years introduced a mandatory Code of Conduct for Councillors and new processes for complaint handling, including the introduction of the Office of the Independent Assessor to investigate complaints against Councillors. The subsequent amendments

to the *Local Government Act 2009* and *Local Government Regulation 2012* have resulted in a change 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)	LGR s186	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)
Matters, mentioned in section 150P(3) of the LGA, notified 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	LGR s186 (1)(f)(v) and s353	1

remuneration

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 2023, 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*

\$ 2,421,853.00

Band \$200,000 - \$300,000	1
Band \$300,000 - \$400,000	5
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	COUNCILLOR	TOTAL REMUNERATION*	TOTAL EXPENSES**
Mayor	Cr Anne Baker	\$151,975	\$55,008
Division 1	Cr Greg Austen	\$79,650	\$3,687
Division 2	Cr Sandy Moffat	\$79,650	\$5,069
Division 3	Cr Gina Lacey	\$79,987	\$14,920
Division 4	Cr Simon West	\$79,650	\$2,298
Division 5	Cr Kelly Vea Vea [^]	\$93,708	\$18,660
Division 6	Cr Carolyn Franzmann	\$80,735	\$9,878
Division 7	Cr Jane Pickels	\$79,650	\$10,784
Division 8	Cr Viv Coleman***	\$79,655	\$27,517
		\$804,660	\$147,821

* Includes superannuation.

** Expenses cover mileage, mobile phone and representation at Council meetings, regional meetings, conferences and forums on behalf of Council, e.g. Local Government Association of Queensland Annual Conference, Greater Whitsunday Council of Mayors, LGAQ memberships, Mackay Isaac Tourism meetings, National General Assembly Function, Regional Housing Summit, Resource and Innovation Forum, Department of Resources QRIDP and Local Economic Opportunities Workshop.

***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

POLICIES

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.

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.

DEBT POLICY

Loans are used to fund major capital and infrastructure works so that repayments are spread over a number of years, as they have extended used lives. Our Debt Policy details new borrowings, the purpose of the borrowings and repayment terms.

AUDIT AND RISK COMMITTEE

Council manages its risk via its Audit and Risk Committee.

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

- Key risk areas within Council are determined and controls are established to reduce or manage such risks

- Appropriate internal controls exist within Council's policies, processes and procedures
- The internal and external audit functions are effective
- The audit programs are sufficiently comprehensive
- Council's Annual Financial Statements are endorsed

As per the Audit and Risk Committee Policy and Audit and Risk Committee Charter, the Audit and Risk Committee consists of two independent members and two Councillors.

The members as at 30 June 2023 are:

- Mr Hayden Wright (Independent Chair)
- Mr Stephen Coates (Independent Member)
- Cr Gina Lacey
- Cr Sandy Moffat

Alternative Members:

- Cr Simon West
- Mayor Anne Baker (Ex-Officio)

Independent Chair Hayden Wright will come to the end of his term on July 2023.

Mr Wright has extensive experience as an audit committee member, being a member of several local government audit committees for a number of years. Mr Wright has executive level experience in local government and is the Principal of HGW Consulting.

Stephen Coates has been a member since July 2019 and has been a director of a number of private and not-for-profit organisations, as well as having a lengthy career in governance, risk and compliance, particularly as it relates to technology.

Mr Coates is involved with numerous audit and risk management committees in the public sector, both from a membership perspective and advisor. Council, in May 2021, endorsed the extension of Mr Wright and Mr Coates' tenure on the Audit and

Risk Committee for a further two years. All other Councillors are invited as guests to all meetings, as is the CEO and senior management who are required to report on matters of interest. The Committee meets bi-monthly, or as required for urgent matters.

INTERNAL AUDIT

During the 2022-23 financial year the following reviews were undertaken across Council:

- Water and Waste Regulatory Compliance
- Emergency Recovery and Planning including Business Continuity Management
- Stakeholder Engagement

Of these reviews, findings and recommendations arising are being actioned to facilitate business improvement and enhance Council's internal control environment. To facilitate the internal audit function, a panel of pre-qualified providers was endorsed by Council in May 2021, these are:

- KPMG
- O'Connor Marsden and Associates
- PKF Integrity Services; and
- Crowe

The above panel expired on 31 May 2023.

COMPETITIVE NEUTRALITY COMPLAINTS

During 2022-23 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 2022-23 one invitation to change tenders under section 228(8) of the *Local Government Regulation 2012* was 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 Register
- Building and Plumbing Register
- Cemeteries Register
- Commercial Use of Roads 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

rates, charges and concessions

SERVICE FACILITY OR ACTIVITY EXPENDITURE

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

BUSINESS ACTIVITIES

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

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

*During the 2022-23 financial year, waste management continued to be a significant business activity as it exceeds the prescribed threshold.

A public benefit assessment was undertaken during the 2022-23 financial year which determined not to apply the competitive neutrality principle in relation to the significant business activity for the 2022-23 financial year.

RATES, REBATES 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:

SUMMARY OF CONCESSIONS FOR RATES AND CHARGES

Concession Total*	Financial Cost
Discount	\$6,515,096
Pensioner concession	\$224,476
Economic or social incentives	\$392,810

*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 of 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.

customer service

CUSTOMER SERVICE

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

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

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

Complaints can be made in a number of ways:

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

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



ADMINISTRATIVE ACTION COMPLAINTS SUMMARY 2022-23

ADMINISTRATIVE ACTION COMPLAINTS	NUMBER
Administrative action complaints made to the local government	7
Administrative action complaints resolved under the complaints management process	6
Administrative action complaints not resolved under the complaints management process	1
Administrative action complaints not resolved that were made in a previous financial year	0

financials





financial reporting and position

This section outlines our financial performance and position during 2022-23, including a summary in plain language and financial statements that have been prepared in accordance with relevant legislation and accounting standards.

COMMUNITY FINANCIAL REPORT

The community financial report provides a plain English explanation of our financial statements so they can be easily understood by our community and others who wish to read the annual report. Financial statements are often difficult to understand when prepared in accordance with accounting standards. The following is a summary and an analysis of Isaac

Regional Council's financial performance and position for the 2022-23 financial year. It is important that Council remains financially sustainable. The Regulation states that the relevant measures of financial sustainability are the following measures:

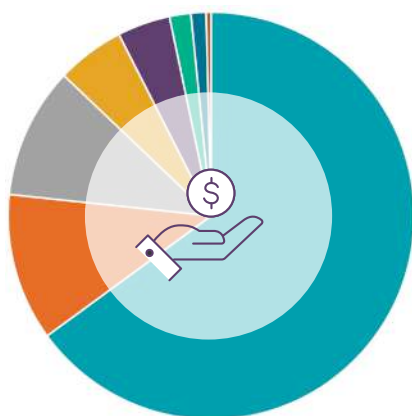
- asset sustainability ratio;
- net financial liabilities ratio; and
- operating surplus ratio.

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

The Community Financial Report is a simplified version of the information contained in Council's Financial Statements.

INCOME

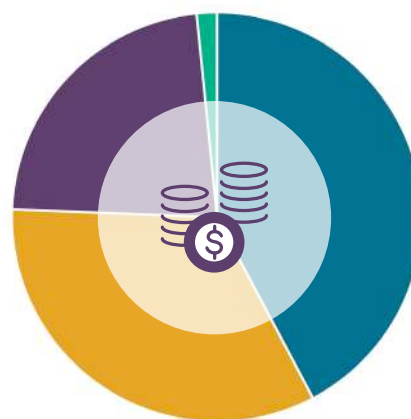
The total income for the financial year was approximately **\$151.7 million**. This included operating revenue of **\$140 million** and capital revenue of **\$11.7 million**. The graph below shows the breakup of operating revenue, which is predominantly derived from rates and levies.



64.9%	Rates and levies \$90,765,656
11.7%	Operating grants, subsidies and contributions \$16,441,796
10.4%	Sale of contract and recoverable works \$14,621,671
5.4%	Sale of goods and major services \$7,609,929
4.2%	Fees and charges \$5,889,711
1.7%	Interest received \$2,360,445
1.2%	Rental and levies \$1,667,601
0.4%	Other recurrent revenue \$594,577

EXPENSES

The total expenditure incurred for the year in providing services to the community was approximately **\$145.9 million**. Council undertook regular reviews of expenditure levels to ensure that funds were expended in the most efficient and effective way possible. Council operating expenses as shown in the graph below totalled **\$133.7 million**. Capital expenses, typically the costs of replaced assets that were written off and re-valuation adjustments totalled **\$12.2 million**. Council also invested over **\$38.1 million** on capital projects over the year.

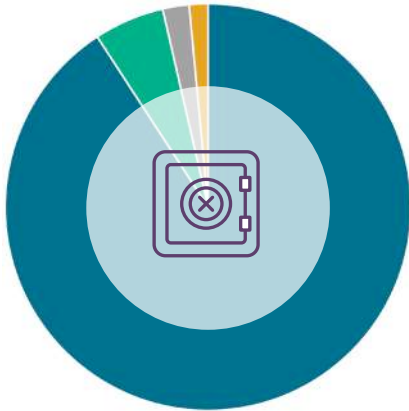


42.5%	Materials and services \$56,880,422
33.6%	Employee costs \$44,885,100
22.3%	Depreciation and amortisation \$29,850,764
1.6%	Finance costs \$2,090,786

ASSETS: WHAT WE OWN

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.

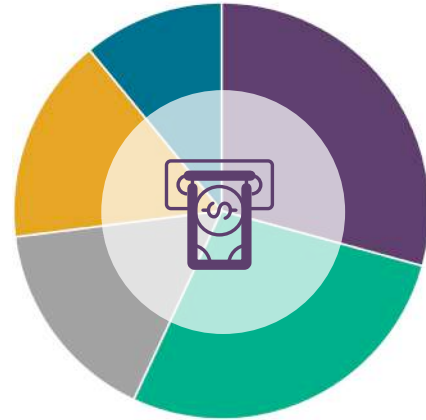
As at 30 June 2023 the total value of assets held by Council was around **\$1.3 billion**, which has been broken up into the respective components in the graph below.



90.9%	Property, plant and equipment	\$1,212,099,307
5.5%	Cash assets and cash equivalents	\$73,414,123
1.5%	Inventories	\$19,753,482
2.1%	Trade, other receivables and other assets	\$28,114,174

LIABILITIES: WHAT WE OWE

Our liabilities are reviewed regularly as part of our long term financial strategy. As at 30 June 2023 the value of total liabilities of Council was approximately **\$72.1 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.



28.3%	Borrowings	\$20,373,658
29.9%	Property restoration provision	\$21,540,327
16.4%	Trade and other payables	\$11,876,077
14.2%	Employee entitlement provisions	\$10,200,251
11.2%	Contract/lease liabilities and other obligations and retentions	\$8,093,970

OUR NET WORTH

Our community's net worth (what we own less what we owe) at the end of the financial year was approximately **\$1.3 billion**. In the Statement of Financial Position, this represents the Total Community Equity.

RESOLUTIONS

In July 2015, under resolution number 4186, Council resolved to appropriately identify Commonwealth grant funding in Council publications, including annual reports. In accordance with this resolution, Council received **\$12,873,065** in federal funding through the Financial Assistance Grants program for 2022- 23. This funding makes a valuable contribution towards Council's continued delivery of important

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

On 28 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. A copy of the agenda and minutes can be viewed at: <https://www.isaac.qld.gov.au/Your-Council/Council-Meetings>

financial health

FINANCIAL SUSTAINABILITY RATIOS

Financial Ratios assist in determining the current and future financial health of Council.

These ratios provide a snap shot of the financial performance without having to read the complete Financial Statements (as at 30 June 2023).



Ratio Type	Description	Performance
Asset sustainability ratio (Target >90%)	Capital expenditure on the replacement of assets divided by depreciation expense	70.5%
Operating surplus ratio (Target 0-10%)	Operating surplus divided by total operating revenue	4.5%
Net financial liability (Target <=60%)	Total liabilities less current assets divided by total operating revenue	-18.2%

CONTROLLED ENTITIES

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

IAHT is a company limited by guarantee and does not have any share capital.

Council is the sole shareholder however the board operates autonomously to Council.

Of the seven directors, four positions are allocated to Council representatives, with remaining members being the Company Secretary, 1 x external Corporate and 1 x Community (Vacant).

Moranbah Early Learning Centre is a company limited by guarantee and does not have any share capital.

Council is the sole shareholder however the board operates autonomously to Council.

Of the five directors, three positions are allocated to

Council representatives (the five members includes the Company Secretary). 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 2023, refer to note 28 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 at the back of this Annual Report.



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.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2023, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the *Local Government Regulation 2012* and *Australian Accounting Standards*.

The financial report comprises the statement of financial position as at 30 June 2023, 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.

Basis for opinion

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

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

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

Other information

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

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2023 was the current year financial sustainability statement and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the *Local Government Regulation 2012*, I have 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

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

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

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

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2023:

- 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*, any other Act 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

31 October 2023

Queensland Audit Office
Brisbane

ISAAC REGIONAL COUNCIL

Current-year Financial Sustainability Statement
For the year ended 30 June 2023

Measures of financial sustainability

(i) Operating surplus ratio

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

(ii) Asset sustainability ratio

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

(iii) Net financial liabilities ratio

Total liabilities less current assets divided by total operating revenue.

Council's performance at 30 June 2023 against key financial ratios:

	Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
Target	between 0% and 10%	greater than 90%	not greater than 60%
Actual	4.46%	70.47%	-18.20%

Note 1 - Basis of preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2013. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2023.

Certificate of Accuracy
For the year ended 30 June 2023

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 Anne Baker

Date: 31, 10, 2023



Chief Executive Officer

Name: Mr Ken Gouldthorp

Date: 31, 10, 2023

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 2023, 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 2023 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* (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 2013 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

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

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2023 was the general purpose financial statements and long-term financial sustainability statement.

The councillors are responsible for the other information.

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 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 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.
- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.



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

A handwritten signature in black ink that reads "Lisa Fraser". The signature is fluid and cursive.

Lisa Fraser
as delegate of the Auditor-General

31 October 2023

Queensland Audit Office
Brisbane

ISAAC REGIONAL COUNCIL

Unaudited Long-Term Financial Sustainability Statement
Prepared as at 30 June 2023

Measures of financial sustainability

(i) Operating surplus ratio

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

(ii) Asset sustainability ratio

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

(iii) Net financial liabilities ratio

Total liabilities less current assets divided by total operating revenue.

Council's performance at 30 June 2023 against key financial ratios:

	Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
Target	between 0% and 10%	greater than 90%	not greater than 60%
Actuals at 30 June 2023	4.46%	70.47%	-18.20%
Projected for the years ended			
30 June 2024	0.94%	70.54%	-5.54%
30 June 2025	1.48%	94.71%	-5.99%
30 June 2026	1.53%	102.88%	-7.60%
30 June 2027	1.66%	98.04%	-9.65%
30 June 2028	1.67%	97.18%	-11.49%
30 June 2029	1.68%	97.17%	-13.03%
30 June 2030	1.63%	97.17%	-14.58%
30 June 2031	1.66%	97.17%	-16.26%
30 June 2032	1.71%	97.16%	-18.15%

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 2023

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

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



Mayor

Name: Cr Anne Baker

Date: 31, 10, 2023



Chief Executive Officer

Name: Mr Ken Gouldthorp

Date: 31, 10, 23

MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Ken Gouldthorp
AUTHOR POSITION	Chief Executive Officer

10.21

SCHEDULE OF ORDINARY MEETINGS AND STANDING COMMITTEE MEETINGS OF COUNCIL – JANUARY 2024 TO MARCH 2024

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 2024 to March 2024.

OFFICER'S RECOMMENDATION

That Council:

- Adopt the following meeting schedule for Ordinary Meetings of Council for the period of January 2024 to March 2024.***

ORDINARY MEETINGS

MEETING DATE	TIME	LOCATION
Wednesday 24 January 2024	9.00am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
Wednesday 28 February 2024	9.00am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room
Wednesday 13 March 2024	9.00am	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room

- Adopt the following meeting schedule for Standing Committee Meetings of Council for the period of January 2024 to March 2024.***

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES AND PLANNING, ENVIRONMENT AND COMMUNITY SERVICES STANDING COMMITTEE MEETINGS

MEETING DATE	TIME	LOCATION
Wednesday 21 February 2024	9.00am – 12.30pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room

ENGINEERING AND INFRASTRUCTURE AND WATER AND WASTE STANDING COMMITTEE MEETINGS

MEETING DATE	TIME	LOCATION
Wednesday 21 February 2024	1.00am to 4pm	Isaac Regional Council, Batchelor Parade, Moranbah – Chamber Room

BACKGROUND

In accordance with the 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.

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 Mayor and Chief Executive Officer
Councillors

BASIS FOR RECOMMENDATION

Providing transparent and quality decision making.

ACTION ACCOUNTABILITY

Office of the Chief Executive Officer and Brand, Media and Communication Team to advertise meeting dates, times and locations as per legislative requirements.

KEY MESSAGES

Providing transparent and quality decision making.

Report prepared by:	Report authorised by:
KEN GOULDTHORP	KEN GOULDTHORP
Chief Executive Officer	Chief Executive Officer
Date: 8 December 2023	Date: 8 December 2023

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2023

AUTHOR

Beau Jackson

AUTHOR POSITION

Acting Head of Advocacy and External Affairs

10.22

NAMING OF COUNCIL ROADS AND COMMUNITY INFRASTRUCTURE DOCUMENTS

EXECUTIVE SUMMARY

This report seeks Council's consideration to review and adopt the updated Naming of Council Roads and Community Infrastructure Policy and note the supporting procedure and form.

OFFICER'S RECOMMENDATION

That Council:

- 1. Repeals the Naming of Council Roads and Private Roads Policy (EI-POL-093).***
- 2. Adopts the updated Naming of Council Roads and Community Infrastructure Policy (CORP-POL-093).***
- 3. Notes the Naming of Roads and Community Infrastructure Procedure (CORP-PRO-107) and Request to Name/Rename Road or Community Infrastructure Form (CORP-FRM509).***

BACKGROUND

The Isaac region has a rich history shared between many Australians and is host to multiple Traditional Owners and native title claims.

Isaac Regional Council (IRC) currently has eight (8) Native Title consent determinations, four (4) undetermined, five (5) Indigenous Land use agreements (ILUA's). The ILUA's place specific obligations on IRC to take certain actions and progress in delivering these obligations is discussed at Consultative Committee meetings.

Clause 3 of the existing ILUA's require Council to formally recognise the Native Title Peoples as the traditional owners of the ILUA Area and that Council will develop a place naming policy for the naming of certain public places using the traditional names of places or by using other appropriate words drawn from the traditional language.

The policy and related documents meets compliance requirements, best practice principles and forms the basis of decision making in the future.

IMPLICATIONS

- Community expectations
- ILUA compliance and development
- Ensure Council is meeting legislative requirements

CONSULTATION

Two rounds of consultation across Council have occurred with feedback incorporated into the documents. Consultation included:

- Chief Executive Officer
- Executive Leadership Team
- Manager Infrastructure, Parks and Recreation
- Manager Galilee and Bowen Basin Operations
- Manager Community Facilities
- Manager Corporate Properties & Fleet
- Strategic Asset Manager
- Coordinator Parks & Recreation

BASIS FOR RECOMMENDATION

Endorsement of the recommendation will allow important progress on building further the relationship with our First Nations Peoples through addressing of the actions outlined in the ILUA's.

ACTION ACCOUNTABILITY

The Head of Advocacy and External Affairs will be responsible for engaging with the ILUA Consultative Committees across Isaac region on the adequacy of the documents and will ensure (through the Manager Governance and Corporate Services) ensure the Corporate Policy Register is updated, including Isaac Regional Information System (IRIS) and the website.

KEY MESSAGES

Council acknowledges the values, history and culture of First Nations People and the new policy will facilitate the development of stronger relationships with First Nations People of the Isaac Region through the recognition of traditional names.

Report prepared by:

BEAU JACKSON
Acting Head of Advocacy and External Affairs

Date: 6 December 2023

Report authorised by:

KEN GOULDTHORP
Chief Executive Officer

Date: 7 December 2023

ATTACHMENTS

- Attachment 1 – Draft Naming of Roads and Community Infrastructure Policy (CORP-POL-093)
- Attachment 2 - Naming of Roads and Community Infrastructure Procedure (CORP-PRO-107)
- Attachment 3 - Request to Name/Rename Road or Community Infrastructure Form (CORP-FRM-509)

REFERENCE DOCUMENT

- Community Engagement Policy (STAT-POL-058)
- Community Engagement Framework and Toolkit (PECS-POL-077)
- First Nations Peoples Policy (CORP-POL-120)

POLICY



~~NAMING OF COUNCIL ROADS AND PRIVATE ROADS – COUNCIL~~ COMMUNITY INFRASTRUCTURE

APPROVALS

POLICY NUMBER	EI-POL-093 EI-CEO-093	DOC.ID	4624869
CATEGORY	Community		
POLICY OWNER	Infrastructure Planning and Technical Services Office of the CEO		
APPROVAL DATE	29 July 2020	RESOLUTION NUMBER	6720

Doc Number: EI-POL-093
Date Effective: ~~29/07/2020~~
This document is uncontrolled when printed.

Document Owner: Infrastructure Planning and Technical Services
Version ~~21~~
Page 1 of 8

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isaacregionalcouncil isaacregionalcouncil Isaacouncil
ISAAC REGIONAL COUNCIL ABN 39 274 142 600

POLICY



OBJECTIVE

To set out Council's requirements for naming and renaming of existing and proposed roads and roads assets/infrastructure and to ensure a consistent approach to the naming of roads throughout the Isaac region.

SCOPE

This policy applies to the naming or renaming of all roads and Roads Council-owned and managed infrastructure or assets. in the jurisdiction of Isaac Regional Council. This policy does not apply to State Controlled Roads or a place under the *Place Names Act 1994*.

DEFINITIONS

TERM / ACRONYM

MEANING

<u>Asset/Infrastructure</u>	<u>Includes but is not limited to bridges, parks, reserves, buildings, paths, trails, sporting grandstands/courts, pools, halls, libraries, community buildings, roads, raceways/tracks, properties and structures (or part thereof) or any other facility owned and/or maintained by Council.</u>
Council / IRC	Isaac Regional Council.
<u>Park</u>	<u>A piece of land designated as a park under the Town Plan, a garden, open space, or sportsground/field open to the public and primarily dedicated for recreational use.</u> <u>A park does not include national parks, conservation parks, resources reserves, nature refuges, coordinated conservation areas, wilderness areas, World Heritage management areas, international agreement areas and forest reserves for which responsibility for naming is prescribed in the Nature conservation Act 1992.</u>
<u>Private Road</u>	<u>As described in Section 60(4) of the Local Government Act 2009 – a road over land which is owned by a person who may lawfully exclude other persons from using the road.</u>
Road	<u>Road is As described as per in Ssection 59(2) of the Local Government Act 2009.</u> However, a road for the purposes of this Policy does not include: <ul style="list-style-type: none">• a state-controlled road, or• a public thoroughfare easement.

POLICY

When used in this policy road shall also mean a private road:-

- Private road — Section 60(2) of the Local Government Act 2009 states that a private road is a road over land which is owned by a person who may lawfully exclude other persons from using the road.

Road Register

A register showing a list of all roads within the IRC region. A road register does not include all private roads, unformed or unmade roads.

POLICY STATEMENT

The intent of this policy is to reflect Council commitment to a consistent approach to naming of roads and infrastructure and assets and ensure that:

- the names of roads and infrastructure are reminders of local history, culture and citizens;
- names used are appropriate for the region;
- emergency services and utility services are able to identify and locate properties with expediency; and
- pedestrians and vehicles can navigate easily within the region.

Requests to Name or Rename Road Naming

A request for the naming or renaming of roads or a road infrastructure may arise:

- From IRC or the community for an existing named or unnamed road or road asset, or
- From the requirement to rename a current named road, or
- As a result of new roads or assets being constructed as part of IRC works or development works.

Upon receipt of a formal application in writing, all requests are assessed against the provisions and guiding principles contained in this policy. Requests to name or rename roads or assets will require the applicant to demonstrate that the name chosen meets the provisions and principles.

Proposals for naming/renaming of roads or asset should include:

- Proposed name.
- Location of the road or asset, including a map.
- Background information on why the proposed name is considered appropriate (include any history, cultural or local relevance) and reasons for the application. In the case of renaming, explain why the current name is not considered appropriate or any other relevant information.
- Contact details of the proposer(s).

Prior to considering a proposed name, and before submitting for approval, officers will assess the proposed name in accordance with this policy, the Queensland Government policy and principles and intergovernmental principles. Public consultation will also be considered to ensure all residents, elected members and interested parties have had opportunity to comment on the proposed name.

Renaming of Infrastructure

Roads and infrastructure may be renamed upon request if:

- The person or body or entity after which the road or infrastructure was named has been discredited or dishonoured;
- The name is no longer appropriate or likely to cause distress to members of the community;
- There is very strong community desire for a name change;
- The name is duplicated elsewhere in the IRC area;
- It has been discovered that the information submitted regarding the naming of the road or infrastructure has been found to be factually incorrect;
- The road name does not comply with the AS/NZS 4819:2011 for Rural and Urban Addressing; and/or
- Roads with multiple names exist.

Infrastructure Naming Categories

Roads or assets may be named after one of the following categories:

- Geographic/natural features located nearby or flora and fauna native to the area.
- Events, moments or people of historic significance from the local area, for example, pioneering families, early settlers, or historical events.
- Names with local cultural significance for Aboriginal and Torres Strait Islander Peoples with a strong connection to the subject land.
- Any other category, subject or topic deemed appropriate at the discretion of Council.

Acknowledgment of Aboriginal and Torres Strait Islander Place Names

Council recognises the connection between language and land including place names for Aboriginal and Torres Strait Islander Peoples with the lands and waters of the Isaac region. To acknowledge the connection, roads and infrastructure may be named with a culturally appropriate and significant name cultural links and association to the specific location can be demonstrated. The name used may be derived from local language and may describe the characteristics of the infrastructure or location or tell its story or songline.

Council may need consult with Aboriginal and Torres Strait Islander Peoples upon receipt on any request to use traditional names to determine spelling, pronunciation, origin and history and to determine the appropriateness of the request.

POLICY

Likewise, Council may contact Aboriginal and Torres Strait Island Peoples to invite them to provide culturally appropriate names for unnamed roads or assets.

The use of local Aboriginal and Torres Strait Islander names will be consistent with the Principles for the Consistent Use of Place Names governed by the Permanent Committee on Place Names (Intergovernmental Committee) which includes:

- a. the need for consultation with groups within the community;
- b. the acceptance of local Aboriginal and Torres Strait Peoples' right to have input into the process of adopting approved asset, infrastructure, road or place names;
- c. the recognition that traditional names exist;
- d. the recognition that multiple names of local Aboriginal and Torres Strait Islander origin, together with a European name, may exist;
- e. the recognition that local Aboriginal and Torres Strait Islander names may predate the arrival of Europeans in Australia;
- f. the equal status of oral recording of asset, infrastructure, roads and place names with that of documentation;
- g. the recognition that the use of some names will be subject to restrictions;
- h. consideration to be given to using local Aboriginal and Torres Strait Islander names for those features with an unrecorded name, in accordance with Resolution 22 'Aboriginal/native geographical names' of the Fifth United Nation Conference on the Standardisation of Geographical Names;
- i. the need to comply with the written form of the local Aboriginal and Torres Strait Islander language, where one exists, from which a name is drawn; and
- j. the need for consultation with bodies affected by the naming proposal.

Road Renaming

~~Roads with multiple Road Names must be reviewed for renaming.~~

A road may be renamed upon request if:

- ~~• The person or body or entity after which the road was named has been discredited or dishonoured;~~
- ~~• There is very strong community desire for a name change;~~
- ~~• The name is duplicated elsewhere in the IRC area;~~
- ~~• It has been discovered that the information submitted regarding the naming of the road has been found to be factually incorrect;~~
- ~~• The name does not comply with the AS/NZS 4819:2011 for Rural and Urban Addressing.~~

~~Roads with multiple Road Names must be reviewed for renaming.~~

Guiding principles

Council reserves the right to allocate names in accordance with this Policy. Following community consultation (where required), Council will draw upon feedback received to add value to the decision-making process. However, Council has no obligation to accept any name proposed by any group, entity, developer, or individual. ~~Where approvals are granted, conditions may be imposed.~~

Where Council receives a written request for road or infrastructure a road-naming or renaming, the application will be considered against ~~the the required government strategy and principles and the~~ criteria listed below.

- All Roads that are open to or used by the public must be named in accordance with the provisions defined in the Australian Standard "AS/NZS4819:2011 – Rural and urban addressing" and be recorded on the Roads Register maintained by Council.
 - Road names must remain unique within significant landmarks – any name change along a road, outside intersections or triggered by local government boundaries must be avoided.
 - Promotion of pPublic sSafety and sService delivery – All proposed names must be unique to ensure no confusion or delay in any way for public safety and service delivery (e.g. mail delivery, communication, transport, ambulance, fire).
 - ~~Road name to stay unique within significant landmarks – Name change along a road outside intersections or triggered by local government boundaries must be avoided. Names must not identify a corporate, commercial or business entity however charitable organisations may be permitted at Council's discretion.~~
- Note: The use of names that seem to identify a corporate, commercial or business entity may still be used so long as the purpose for the name use relates to another criteria listed in this policy. E.g. Smith Street may be still be used to recognise the contributions of a local identity with the surname Smith, regardless of whether there is a local business or corporation etc. with Smith in its title.
- Sensitivity to diverse cultural situations should be applied and derogatory or discriminatory terms or terms likely to cause offence should be avoided.
 - Recognition and use of Indigenous-Aboriginal and Torres Strait Islander Peoples' languages are encouraged, ~~including consultation with Traditional Owners.~~
 - Names must comply Compliance with to relevant State-Indigenous L and U use a Agreement (ILUA) conditions (where applicable).
 - Demonstration of linkage to locality and reflection of local themes such as local historical, ancestral, cultural, landscape, biodiversity, feature etc are encouraged.
 - All names must adherence with state to Queensland, and federal naming frame-works guidelines and World Heritage naming convention requirements.
 - Review and consideration of IRC "Historic Names" list. All names must be clear and unambiguous.

POLICY

• While roads are required to be known by one name only, dual naming to recognise Aboriginal and Torres Strait Islander Peoples' languages and place names may be used.

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• If personal names are used, the person commemorated should:

a. have been directly involved in, was instrumental in or had made a significant contribution to the development of the land or area;

b. have demonstrated outstanding levels of civic service;

c. have achieved role-model status in the wider community or have donated property or funds for community benefit;

d. be recognised in memoriam. The adoption of a personal name during the lifetime of the person concerned should only be made in exceptional circumstances and where the following can be demonstrated:

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• Councillors with three or more terms of office at Council.

• Twenty or more years association with a local community group or service club.

• Twenty or more years of association or service with a local or state government or organisation.

• Recorded long-term action (15 years) by an individual to protect, restore, enhance or maintain an area that produces substantial long-term improvements for the community.

In rare circumstances, Council may grant an exception to this policy based on the above grounds.

LEGISLATIONS AND RELATED GUIDELINES

• [Local Government Act 2009](#)

• [Local Government Regulation 2012](#)

• [Place Names Act 1994](#)

• [Transport Operations \(Road Use Management Act\) 1995](#)

• [Transport Infrastructure Act 1994](#)

• AS/NZS4819:2011 – Rural and urban addressing

• [Strategy for Naming and Co-naming of Public Buildings and Facilities – Queensland Government](#)

• [Queensland Government Place Names Principles](#)

• [Principles for the Consistent Use of Place Names](#)

REFERENCES

ID	NAME
EI-PRO-107	Naming of Roads and Community Infrastructure Procedure

NAMING OF ROADS AND COMMUNITY INFRASTRUCTURE

APPROVALS

POLICY NUMBER	EI-CEO-093	DOC.ID	4624869
CATEGORY	Community		
POLICY OWNER	Office of the CEO		
APPROVAL DATE	RESOLUTION NUMBER		

OBJECTIVE

To set out Council's requirements for naming and renaming of existing and proposed roads and assets/infrastructure throughout the Isaac region.

SCOPE

This policy applies to the naming or renaming of all roads and Council-owned and managed infrastructure or assets. This policy does not apply to State Controlled Roads or a place under the *Place Names Act 1994*.

DEFINITIONS

TERM / ACRONYM

MEANING

Asset/Infrastructure

Includes but is not limited to bridges, parks, reserves, buildings, paths, trails, sporting grandstands/courts, pools, halls, libraries, community buildings, roads, raceways/tracks, properties and structures (or part thereof) or any other facility owned and/or maintained by Council.

Council / IRC

Isaac Regional Council.

Park

A piece of land designated as a park under the Town Plan, a garden, open space, or sportsground/field open to the public and primarily dedicated for recreational use.

A park does not include national parks, conservation parks, resources reserves, nature refuges, coordinated conservation areas, wilderness areas, World Heritage management areas, international agreement areas and forest reserves for which responsibility for naming is prescribed in the *Nature conservation Act 1992*.

Private Road

As described in Section 60(4) of the *Local Government Act 2009* – a road over land which is owned by a person who may lawfully exclude other persons from using the road.

Road

As described in Section 59(2) of the *Local Government Act 2009*

However, a road for the purposes of this Policy does not include:

- a state-controlled road, or
- a public thoroughfare easement.

- When used in this policy road shall also mean a private road.

Road Register

A register showing a list of all roads within the IRC region. A road register does not include all private roads, unformed or unmade roads.

POLICY STATEMENT

The intent of this policy is to reflect Council commitment to a consistent approach to naming of roads and infrastructure and assets and ensure that:

- the names of roads and infrastructure are reminders of local history, culture and citizens;
- names used are appropriate for the region;
- emergency services and utility services are able to identify and locate properties with expediency; and
- pedestrians and vehicles can navigate easily within the region.

Requests to Name or Rename

A request for the naming or renaming of roads or infrastructure may arise:

- From IRC or the community for an existing named or unnamed road or asset, or
- As a result of new roads or assets being constructed as part of IRC works or development works.

Upon receipt of a formal application in writing, all requests are assessed against the provisions and guiding principles contained in this policy. Requests to name or rename roads or assets will require the applicant to demonstrate that the name chosen meets the provisions and principles.

Proposals for naming/renaming of roads or asset should include:

- Proposed name.
- Location of the road or asset, including a map.
- Background information on why the proposed name is considered appropriate (include any history, cultural or local relevance) and reasons for the application. In the case of renaming, explain why the current name is not considered appropriate or any other relevant information.
- Contact details of the proposer(s).

Prior to considering a proposed name, and before submitting for approval, officers will assess the proposed name in accordance with this policy, the Queensland Government [policy](#) and [principles](#) and intergovernmental [principles](#). Public consultation will also be considered to ensure all residents, elected members and interested parties have had opportunity to comment on the proposed name.

Renaming of Infrastructure

Roads and infrastructure may be renamed upon request if:

- The person or body or entity after which the road or infrastructure was named has been discredited or dishonoured;
- The name is no longer appropriate or likely to cause distress to members of the community;
- There is very strong community desire for a name change;
- The name is duplicated elsewhere in the IRC area;
- It has been discovered that the information submitted regarding the naming of the road or infrastructure has been found to be factually incorrect;
- The road name does not comply with the AS/NZS 4819:2011 for Rural and Urban Addressing; and/or
- Roads with multiple names exist.

Infrastructure Naming Categories

Roads or assets may be named after one of the following categories:

- Geographic/natural features located nearby or flora and fauna native to the area.
- Events, moments or people of historic significance from the local area, for example, pioneering families, early settlers, or historical events.
- Names with local cultural significance for Aboriginal and Torres Strait Islander Peoples with a strong connection to the subject land.
- Any other category, subject or topic deemed appropriate at the discretion of Council.

Acknowledgment of Aboriginal and Torres Strait Islander Place Names

Council recognises the connection between language and land including place names for Aboriginal and Torres Strait Islander Peoples with the lands and waters of the Isaac region. To acknowledge the connection, roads and infrastructure may be named with a culturally appropriate and significant name cultural links and association to the specific location can be demonstrated. The name used may be derived from local language and may describe the characteristics of the infrastructure or location or tell its story or songline.

Council may need consult with Aboriginal and Torres Strait Islander Peoples upon receipt on any request to use traditional names to determine spelling, pronunciation, origin and history and to determine the appropriateness of the request.

Likewise, Council may contact Aboriginal and Torres Strait Island Peoples to invite them to provide culturally appropriate names for unnamed roads or assets.

The use of local Aboriginal and Torres Strait Islander names will be consistent with the [Principles for the Consistent Use of Place Names](#) governed by the Permanent Committee on Place Names (Intergovernmental Committee) which includes:

- a. the need for consultation with groups within the community;

- b. the acceptance of local Aboriginal and Torres Strait Peoples' right to have input into the process of adopting approved asset, infrastructure, road or place names;
- c. the recognition that traditional names exist;
- d. the recognition that multiple names of local Aboriginal and Torres Strait Islander origin, together with a European name, may exist;
- e. the recognition that local Aboriginal and Torres Strait Islander names may predate the arrival of Europeans in Australia;
- f. the equal status of oral recording of asset, infrastructure, roads and place names with that of documentation;
- g. the recognition that the use of some names will be subject to restrictions;
- h. consideration to be given to using local Aboriginal and Torres Strait Islander names for those features with an unrecorded name, in accordance with Resolution 22 'Aboriginal/native geographical names' of the Fifth United Nation Conference on the Standardisation of Geographical Names;
- i. the need to comply with the written form of the local Aboriginal and Torres Strait Islander language, where one exists, from which a name is drawn; and
- j. the need for consultation with bodies affected by the naming proposal.

Guiding principles

Council reserves the right to allocate names in accordance with this Policy. Following community consultation (where required), Council will draw upon feedback received to add value to the decision-making process. However, Council has no obligation to accept any name proposed by any group, entity, developer, or individual.

Where Council receives a written request for road or infrastructure naming or renaming, the application will be considered against the required government strategy and principles and the criteria listed below.

- All Roads that are open to or used by the public must be named in accordance with the provisions defined in the Australian Standard "AS/NZS4819:2011 – Rural and urban addressing" and be recorded on the Roads Register maintained by Council.
- Road names must remain unique within significant landmarks – any name change along a road, outside intersections or triggered by local government boundaries must be avoided.
- Promotion of public safety and service delivery – All proposed names must be unique to ensure no confusion or delay in any way for public safety and service delivery (e.g. mail delivery, communication, transport, ambulance, fire).
- Names must not identify a corporate, commercial or business entity however charitable organisations may be permitted at Council's discretion.

Note: The use of names that seem to identify a corporate, commercial or business entity may still be used so long as the purpose for the name use relates to another criteria listed in this policy. E.g. Smith Street

may be still be used to recognise the contributions of a local identity with the surname Smith, regardless of whether there is a local business or corporation etc. with Smith in its title.

- Sensitivity to diverse cultural situations should be applied and derogatory or discriminatory terms or terms likely to cause offence should be avoided.
- Recognition and use of Aboriginal and Torres Strait Islander Peoples' languages are encouraged.
- Names must comply with relevant Indigenous Land Use Agreement (ILUA) conditions (where applicable).
- Demonstration of linkage to locality and reflection of local themes such as local historical, ancestral, cultural, landscape, biodiversity, feature etc are encouraged.
- All names must adhere with state, federal and World Heritage naming convention requirements.
- All names must be clear and unambiguous.
- While roads are required to be known by one name only, dual naming to recognise Aboriginal and Torres Strait Islander Peoples' languages and place names may be used.
- If personal names are used, the person commemorated should:
 - a. have been directly involved in, was instrumental in or had made a significant contribution to the development of the land or area;
 - b. have demonstrated outstanding levels of civic service;
 - c. have achieved role-model status in the wider community or have donated property or funds for community benefit;
 - d. be recognised in memoriam. The adoption of a personal name during the lifetime of the person concerned should only be made in exceptional circumstances and where the following can be demonstrated:
 - Councillors with three or more terms of office at Council.
 - Twenty or more years association with a local community group or service club.
 - Twenty or more years of association or service with a local or state government or organisation.
 - Recorded long-term action (15 years) by an individual to protect, restore, enhance or maintain an area that produces substantial long-term improvements for the community.

In rare circumstances, Council may grant an exception to this policy based on the above grounds.

LEGISLATIONS AND RELATED GUIDELINES

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Place Names Act 1994*
- *Transport Operations (Road Use Management Act) 1995*

-
- *Transport Infrastructure Act 1994*
 - AS/NZS4819:2011 – Rural and urban addressing
 - [Strategy for Naming and Co-naming of Public Buildings and Facilities](#) – Queensland Government
 - [Queensland Government Place Names Principles](#)
 - [Principles for the Consistent Use of Place Names](#)

REFERENCES

ID	NAME
EI-PRO-107	Naming of Roads and Community Infrastructure Procedure
EI-FRM-509	Request to Name/Rename Roads and Community Infrastructure Form

NAMING OF ROADS AND CONSTRUCTED ASSET COMMUNITY INFRASTRUCTURE NAMING/RENAMING PROCEDURE

APPROVALS

PROCEDURE NUMBER	EI-PRO-107 <u>CEO-PRO-107</u>	DOC. ID	4785562
DATE EFFECTIVE	21 February 2022		
PROCEDURE OWNER:	Manager Infrastructure Planning and Technical Services <u>Office of the CEO</u>		
APPROVED BY THE DIRECTOR	Engineering and Infrastructure <u>CEO</u>		
ENDORSED BY	ELT-5.4		
POLICY REFERENCE NUMBER	EI-CEOPOL-093 <u>Naming of Council Roads and Private Roads</u>		

AIM

This procedure ~~provides~~ outlines the process for the naming or renaming of existing and proposed Council Roads and Private Roads assets/infrastructure throughout the Isaac region and ensures a consistent and transparent procedure is implemented and followed. ~~The procedure does not apply to State Controlled Roads or a place under the Place Names Act 1994.~~

SCOPE

~~To ensure a consistent and transparent procedure to implement Policy No. EI-POL-093 Naming of Council Roads and Private Roads.~~ This policy applies to the naming or renaming of all roads and Council-owned and managed infrastructure or assets. This procedure does not apply to State Controlled Roads or a place under the Place Names Act 1994.

ROLES & RESPONSIBILITIES

~~Manager Infrastructure Planning & Technical Services—Responsible for implementing the procedure.~~

~~Director Engineering & Infrastructure—Responsible for approval of Stakeholder Engagement Management Plan.~~

~~Executive Leadership Team Responsible for approval to proceed with Stakeholder engagement.~~ **Managers**

- ~~• Ensure a general awareness by staff of the process for naming/renaming and ensure compliance with this procedure.~~

Directors

- ~~• Responsible for approval of Stakeholder Engagement Management Plan.~~

Executive Leadership Team

- ~~• Responsible for approval to proceed with Stakeholder engagement/report to Council.~~

DEFINITIONS

TERM

MEANING

<u>Asset/Infrastructure</u>	<u>Includes but is not limited to bridges, parks, reserves, buildings, paths, trails, sporting grandstands/courts, pools, libraries, community buildings, roads, raceways/tracks, properties and structures (or part thereof) or any other facility owned or maintained by Council.</u>
<u>Asset Owner</u>	<u>The Isaac Regional Council manager responsible for the management of the road or infrastructure/asset.</u>
<u>Council / IRC</u>	<u>Isaac Regional Council.</u>
<u>New Development</u>	<u>Development which has been approved by IRC in accordance with the IRC Planning Scheme.</u>

<u>Park</u>	<p><u>A piece of land designated as a park under the Town Plan, a garden, open space, or sportsground/field open to the public and primarily dedicated for recreational use.</u></p> <p><u>A park does not include national parks, conservation parks, resources reserves, nature refuges, coordinated conservation areas, wilderness areas, World Heritage management areas, international agreement areas and forest reserves for which responsibility for naming is prescribed in the <i>Nature conservation Act 1992</i>.</u></p>
Private Road	<p><u>As described in Section 60(4) of the <i>Local Government Act 2009</i> – a road over land which is owned by a person who may lawfully exclude other persons from using the road.</u> Means a Road as per section 59(2) of the <i>Local Government Act 2009</i>, that is over land that is owned by a person who may lawfully exclude other persons from using the road.</p>
Proposed Road Name Register	Means the document titled Register – Street Name Requests.xls registered in ECM Document ID # 3176576.
<u>Road</u>	<p><u>As described in Section 59(2) of the <i>Local Government Act 2009</i>. However, a road for the purposes of this Policy does not include:</u></p> <ul style="list-style-type: none"><u>a state-controlled road, or</u><u>a public thoroughfare easement.</u> <p><u>When used in this procedure road shall also mean a private road.</u></p>
Constructed Asset	A constructed structure e.g. bridge that is located on a Council Road or Private Road.
Road Register	A register showing a list of all roads within the IRC region. A road register does not include all private roads, unformed or unmade roads.
State Controlled Road	Means a Road as per section 59(2) of the <i>Local Government Act 2009</i> , that is under the control of State Government (Department of Transport and Main Roads) as listed within the adopted Road Register.

PROCEDURE

~~IRC may identify the need to name or rename a Council Road, Private Road or Constructed Asset infrastructure/asset may arise from~~ in a number of circumstances including (but not limited to):

- A Request from a community member or neighbouring Local Government for the reasons outlined in Council's Naming of Council Roads and Private Roads Community Infrastructure Policy. ~~El-POL-093.~~
- Internal identification of a potential operational efficiency of the manner identified in Council's Naming of Roads and Community Infrastructure Policy. ~~Naming of Council Roads and Private Roads Policy El-POL-093.~~

A ~~n~~New ~~d~~Development is approved/constructed in accordance with approvals under the IRC Planning Scheme with road names identified as part of the assessment process, ~~and accordingly~~ Consequently this procedure does not apply to ~~n~~New ~~d~~Development.

STEP 1 – EVALUATION

Following receipt of a written request to name/rename a ~~Council Road, Private Road or community Constructed a~~Asset the Asset Owner, Manager Infrastructure Planning & Technical Services shall evaluate the request against the guiding principles listed in Naming of Roads and Community Infrastructure Policy including assessment against the Queensland Government policy and principles and intergovernmental principles, EI-POL-093 Naming of Council Roads and Private Roads and if required, the Proposed Names Register will be reviewed-consulted for appropriate names.

~~A report shall be presented to the Executive Leadership Team with a recommendation to proceed or not to proceed with the renaming and proposal for consultation for the naming/renaming of the Council Road, Private Road or Constructed Asset.~~

STEP 2 – CONSULTATION/ENGAGEMENT

Once a proposed name has been assessed and considered appropriate, initial consultation can occur with Councillors via email. If no concerns are raised, the matter may progress to the Executive Leadership Team. Where concerns are raised the matter will progress directly to an ordinary meeting of Council for discussion and a resolution including the process to be followed.

Where the matter is to progress to the Executive Leadership Team, a report shall be presented and will include:

- a recommendation on whether to proceed or not to proceed with the proposed name; and
- a proposal for public consultation (if required).

If the Executive Leadership Team resolves not to proceed with consultation, the Asset Owner will ~~Manager Infrastructure Planning & Technical Services shall~~ provide a report to the ordinary meeting council proposing a resolution by Council to adopt the name.

If the Executive Leadership Team resolves to proceed with consultation, Manager Infrastructure Planning & Technical Services shall the Asset Owner will prepare a Stakeholder Engagement Plan in consultation with Manager Engaged Communities. The Stakeholder engagement plan ~~shall~~ will include the following:

1. Direct Consultation
 - a. Original Applicant
 - b. Adjacent Landowners
 - c. Aboriginal and Torres Strait Islander Peoples (Native Title Determination and/or Claimant)
 - d. The family in which the proposed name is in response to (If the proposal is after a person)

- e. Neighbouring Local Government if the ~~Council Road, Private Road or Constructed Asset~~ road or community infrastructure is situated on a Local Government Boundary; and

~~and;~~

2. Broader Community Engagement e.g. Public notice, Speak Up Isaac, etc.

Prior to commencing the Stakeholder Engagement, the ~~p~~Plan shall be endorsed by Director of the Asset Owner. Engineering & Infrastructure.

Once ~~the Stakeholder Engagement Plan is approved by the Director Engineering & Infrastructure,~~ Councillors will be notified of the intent to commence consultation and be provided a 48-hour opportunity to ~~identify concerns/~~review the Stakeholder Engagement Plan and identify concerns prior to progressing to community consultation.

If the Executive Leadership Team resolves not to proceed with consultation, the Asset Owner will provide a report to the ordinary meeting council proposing a resolution by Council to adopt the name.

During community engagement with following principles will be utilised:

- Council will apply the adoptive community engagement approaches of International Association for Public Participation IAP2 frameworks when engaging the community about naming/renaming roads or community infrastructure.
- All community engagement and will be conducted in a way that demonstrates a genuine commitment and desire to hear the community views.
- In order to add value to the decision-making process, an open and accountable process will be employed during consideration of naming/renaming roads or community infrastructure.
- Council will ensure an open and accountable process is given to the name changing of Council's assets in order to add value to the decision-making process.
- Council's Community Engagement Policy, Community Framework and Engagement Plan will be applied to actively seek the community's views on naming Council's roads and assets.

STEP 3 - RESOLUTION

At the completion of the Stakeholder Engagement, a report to Council shall be prepared by the ~~Manager Infrastructure Planning & Technical Services~~ Asset Owner and ~~including:~~

- Process undertaken.
- Details regarding the responses received during consultation.
- Benefits/Risks for each of the nominations of proposed names received during the consultation process:
 - Should there be a definitive clear and preferred nomination, a recommendation to an ordinary meeting shall be presented.

- Should there be multiple potential choices a workshop/discussion session should be scheduled with elected members.

As part of a Statutory Meeting, Council should resolve to name/rename the ~~Council Road, Private Road or Constructed Asset~~ road or community infrastructure or not to proceed.

STEP 4 - IMPLEMENTATION

If Council resolves not to proceed, the Asset Owner will provide formal correspondence to the original applicant advising of the decision not to name/rename the road or community infrastructure and include the reason/s for the decision.

Following ~~a the~~ resolution to name/rename the road or community infrastructure, ~~Manager Infrastructure Planning & Technical Services~~ the Asset Owner will be responsible for driving the following implementation actions and consultation to ensure finalisation of the naming/renaming:

Internal

1. Chief Information Officer:
 - a. Update GIS Mapping Layers.
 - b. Allocation of new Rural Address Numbers (For Council Road and Private Road Only, ~~Refer Rural Addressing Procedure~~).
2. ~~Manager Infrastructure~~ Asset Owner:
 - a. Installation/replacement of applicable signage.
 - b. Installation of new rural address markers (Refer Rural Addressing Procedure).
3. Manager Strategic Asset Management:
 - a. Update of Operational Asset Register.
4. Manager Financial Services:
 - a. Update of Financial Asset Register.
 - b. Update of Rates Module (For Council Road and Private Road Only).
5. Update of Road Register.

External

1. Notify ~~o~~Original aApplicant of the outcome.
2. Notify any ~~h~~impacted landowners of the outcome outlining any impacts e.g. change of address.
- ~~3. Notify any The family in which that~~ the new rRoad or community infrastructure ~~Constructed Asset name~~ is named after i
- ~~4.3.~~ 3. ~~h~~If the proposal is after a person.

5.4. The following external agencies shall be notified of the updated ~~Road Name of a Council Road or Private Road~~road or community infrastructure name:

- a. Queensland Ambulance Service
- b. Queensland Fire and Emergency Service
- c. Queensland Police Service
- d. Telstra
- e. Ergon Energy
- f. Australia Post
- g. Department of Resources
- h. Australian Electoral Commission
- i. Queensland Reconstruction Authority
- j. National Heavy Vehicle Regulator (roads only)
- k. Department of Transport & Main Roads (roads only)

REFERENCES AND RELATED DOCUMENTS

~~Legislation and Related Guidelines~~

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Place Names Act 1994*
- *Transport Operations (Road Use Management Act) 1995*
- *Transport Infrastructure Act 1994*
- Australian/New Zealand Addressing Standards – AS/NZS 4819:2011
- *Qld Government Place Names Policy*
- *Queensland Government Place Names Principles*
- *Principles for the Consistent Use of Place Names*

DOCUMENT ID/NAME

ID	NAME
EI-POL-093	Naming of Council Roads and Private Roads <u>Council Infrastructure</u> Policy

EI-FRM-509

Request to Name/Rename a ~~Council Road, Private Road or Constructed Asset~~
or Community Infrastructure

REQUEST TO NAME/RENAME ROAD OR COMMUNITY INFRASTRUCTURE

Isaac Regional Council is collecting personal information you supply on this form in accordance with the *Information Privacy Act 2009*. Your personal information will be used by Council officers who have been 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 will be handled in accordance with the *Information Privacy Act 2009*.

APPLICANT DETAILS

NAME	
POSTAL ADDRESS	
PHONE	
EMAIL	

CURRENT DETAILS

CURRENT ROAD NAME/S	<u>WRITE N/A IF ROAD OR ASSET IS CURRENTLY UNNAMED</u>		
LOCATION START	<u>GPS/CHAINAGE/LOCATION</u>	END	<u>GPS/CHAINAGE/LOCATION</u>
ASSET TYPE (E.G. BRIDGE, RESTAREA, HALL, PARK, ETC.)			
IF CURRENTLY UNNAMED			
LOT / PLAN OF ADJACENT PROPERTY			
GPS COORDINATES			
MAP ATTACHED	<input type="checkbox"/> Yes <input type="checkbox"/> No		

PROPOSED NAME

PROPOSED NAME	
JUSTIFICATION FOR PROPOSED NAME	
MAP-ATTACHED	Yes/No

REQUEST TO NAME/RENAME ROAD OR COMMUNITY INFRASTRUCTURE

AUTHORISATION

REQUESTED BY	Signature	Date
	Print Name	

Once completed please send form and any attachment to:
records@isaac.qld.gov.au or Isaac Regional Council, PO Box 97, Moranbah QLD 4744
or deliver in person to your local Isaac Regional Council office

DEPARTMENT USE ONLY

PROCESSED BY	Signature	Date
	Print Name	
APPROVED BY	Signature	Date
	Print Name	

MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Beau Jackson
AUTHOR POSITION	Acting Head of Advocacy and External Affairs

10.23

VULCAN SOUTH COAL MINE - MINING LEASE (ML) 700073 IN CENTRAL QUEENSLAND

EXECUTIVE SUMMARY

This report seeks Council's consideration for the removal of objections to the Vulcan South Coal Mine, on Mining Lease (ML) 700073 in Central Queensland.

OFFICER'S RECOMMENDATION

That Council:

- 1. Authorise the removal of objections to the Vulcan South coal mine, on Mining Lease (ML) 700073 in Central Queensland subject to council receiving a satisfactory Traffic Impact assessment.**
- 2. Authorise Chief Executive Officer in consultation with the Mayor and Deputy Mayor to negotiate, execute and vary the Infrastructure Access Agreement, Social Infrastructure Framework and Housing Contribution Agreement with Qld Coal Aust No 1 Pty Ltd ACN 135 731 154 and Queensland Coking Coal Pty Ltd ACN 129 600 004 (Vitrinite).**

BACKGROUND

Vitrinite Pty Ltd – Vulcan Mine

The Vulcan South Project is located on Lot 26 on CNS125 – Lands Lease, Lot 2 on CNS109 – Lands Lease, Lot 3 on CNS109 – Lands Lease, Lot 2 on SP296877 – Lands Lease, Lot 59 on SP235297 – Lands Lease, Lot 72 on SP137467 – Reserve and Saraji Road. The application is located at approximately 33km south-east of Moranbah. The applicant is: Queensland Coking Coal Pty Ltd (50%) and Qld Coal Aust No.1 Pty Ltd (50%).

On 18 May 2023 Council provided an objection notice to the Department of Environment and Science in response to Vitrinite Pty Ltd Vulcan Mine (Jupiter Project) mining lease application. The grounds for objection were that the Vulcan South Project presents an unacceptable risk to the long-term social sustainability of the Isaac region. The Mining Lease application for the project does not align with Council's Social Sustainability Policy as the required standard for doing business;

Objections lodged in Council's May 2023 submission were:

- No engagement has been undertaken with Council regarding the project and/or the post-mining land use of the site;

- No meaningful engagement appears to have been undertaken or is proposed with the local community;
- The project does not appropriately consider the social impacts of the project including assessment against the latest available data (2021 Census and current housing data) and the cumulative impacts of the proponent's operations across multiple projects;
- The Traffic Impact Assessment fails to consider the projects impacts against current traffic numbers, current standards and the impacts beyond operations including rehabilitation and decommissioning. It is recommended that the proponent be required to:

Updated Traffic Impact Assessment required to consider:

- All impacted road and transport infrastructure.
- Current engineering standards.
- Current traffic volumes.
- Agree to fund the installation and maintenance of Council's Cumulative Traffic Monitoring System (currently under development).
- Enter into an Infrastructure Agreement that requires the project to contribute towards road maintenance and upgrade programs representative of the identified impact identified as part of the Cumulative Traffic Monitoring System.

Since the objection was lodged in May 2023 there has been significant work done by Vitrinite (the Proponent) to address the objections raised by council. They have been working closely with council officers to manage the outcomes of the independent Traffic Impact Assessment and modify their operations to accommodate the concerns raised. Manager Galilee and Bowen Basin Operations is comfortable that the Traffic Impact Assessment discussed on 7 December 2023 will be finalised to a suitable standard within 7 days.

There has been additional work undertaken with council officers and the Proponent to prepare a draft Social Infrastructure Framework and Housing Contribution Agreement. These documents are close to finalisation and have been reviewed by our in-house legal advisor. The Acting Head of Advocacy External Affairs is supportive of removing the objections lodged.

IMPLICATIONS

- Road infrastructure
- Social Sustainability of nearby communities
- Council's operational budget

CONSULTATION

Two rounds of consultation have since occurred with Vitrinite on the project with the operational team working closely with the proponent to address council's concerns. Internal consultation has occurred with:

- Council
- Chief Executive Officer
- Executive Leadership Team
- Manager Galilee and Bowen Basin Operations
- Legals and Governance Officer

BASIS FOR RECOMMENDATION

Endorsement of the recommendation will allow important progress to occur on executing the relevant agreements and ensure certainty for the Proponent to secure their workforce during the expansion.

ACTION ACCOUNTABILITY

The Head of Advocacy and External Affairs and Manager Galilee and Bowen Basin Operations will be responsible for preparing and supporting the Chief Executive Officer in executing the Infrastructure Access Agreement, Social Infrastructure Framework and Housing Contribution Agreement with Qld Coal Aust No 1 Pty Ltd ACN 135 731 154 and Queensland Coking Coal Pty Ltd ACN 129 600 004 (Vitrinite).

KEY MESSAGES

Council acknowledges the positive engagement with Vitrinite.

Report prepared by:	Report authorised by:
BEAU JACKSON	KEN GOULDTHORP
Acting Head of Advocacy and External Affairs	Chief Executive Officer
Date: 8 December 2023	Date: 8 December 2023

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- CONFIDENTIAL Report - Vitrinite Social Impact Framework for the Isaac Regional Council
- CONFIDENTIAL Draft Housing Contribution Agreement - Isaac Regional Council ABN 39 274 142 600 and Qld Coal Aust No 1 Pty Ltd ACN 135 731 154 and Queensland Coking Coal Pty Ltd ACN 129 600 004

MEETING DETAILS

Ordinary Meeting

Tuesday 12 December 2023

AUTHOR

Ken Gouldthorp

AUTHOR POSITION

Chief Executive Officer

10.24

CHILDCARE LEADERSHIP ALLIANCE REQUEST TO SUPPORT THE QUEENSLAND THRIVE BY FIVE ALLIANCE ACTION PLAN

EXECUTIVE SUMMARY

The purpose of this report is to seek Council endorsement to support the Queensland Thrive by Five Alliance Action Plan by signing the open letter advocating for the children of Queensland.

OFFICER'S RECOMMENDATION

That Council:

- Approves signing the open letter advocating for the children of Queensland by supporting the Queensland Thrive by Five Alliance Action Plan.***

BACKGROUND

Email correspondence (attachment 1) has been received from Childcare Leadership Alliance seeking Council's support in signing the open letter advocating for the children of Queensland by supporting the Queensland Thrive by Five Alliance Action Plan.

Thrive by Five is an initiative of Minderoo Foundation that is campaigning to make our early learning childcare system high quality and universally accessible. They believe this to be the most significant educational, social, and economic reform of our era.

EVERY CHILD SHOULD HAVE THE RIGHT TO THRIVE BY FIVE

The first five years of a child's life are absolutely critical.

There's an overwhelming body of brain science that shows these early years are the best opportunity we have to make a difference in the lives of our children.

That's why they are calling for a federal law that would enshrine in legislation the right of every child to access early learning, so that they can Thrive by Five.

This would be a total game-changer for every child, every parent, every early childhood educator, right across the country!

WHAT WILL OUR PROPOSED LAW DO?

A national body

Establish a national body for rolling out a universal early learning system – so that every child has access, no matter where they live.

Quality and affordability

Ensure quality and affordability is consistent.

\$10 per day

Give every child 3 days of early learning per week, capped at a cost of \$10 a day.

THE LAW WILL:

- Define a high-quality early childhood development system which includes families, communities, Commonwealth, State and Local government providers in health, human services, and early childhood education and care.
- Define a nationwide entitlement for all Australian young children and families, an Early Childhood Guarantee which includes flexible paid parental leave, universal and free access to maternal and child health care with additional support for families who need it, three days of early learning per week for every child, capped at a cost of \$10 a day, and additional days for those who need it at minimal cost.
- Establish a joint statutory body between the Commonwealth and State/Territory Governments that would be responsible and accountable for delivering a high quality, universally accessible early childhood development system and an early childhood entitlement which would support state and territory governments to establish and maintain a high quality universal early child development system, clarify and, where required, negotiate the roles and responsibilities of the Commonwealth and State Governments and ensure consistent universal access to three and four-year-old preschool across all jurisdictions.
- Legislate a 10-year timeline for delivering a high quality, universally accessible early childhood development system and early childhood entitlement.

They need as many people as possible to sign the petition, to show the Federal and State Governments that there is widespread support right across Australia for changing the early learning and childcare system.

The size of a child's brain reaches 90 per cent of an adults by the age of five.

Which is why these first 5 years are so important for a child's development. Singing, reading, practicing sharing, making friends. These are all of the things that help us learn through play. If we get to do lots of these things before we start primary school, it will help prepare us for our life-long learning journeys.

But right now, 22% of children start school developmentally vulnerable – which means so many kids are starting off behind, and it makes it hard for them to catch up.

That's why every family should be able to access early learning and childcare. It needs to be high quality, universally accessible and affordable, so that every child can learn, through play, the skills they need to prepare them for school and life.

Will you sign the petition now, calling on our Federal and State Governments to make early learning and childcare high quality, universally accessible and affordable – so that every child can Thrive by Five?

The Open Letter:

An open letter to the Queensland State Parliament,

Children in Queensland need you to act now to set them up to Thrive by Five.

When families do well, children do well. The importance of the early years on brain, social

and emotional development and education and employment outcomes has been confirmed by evidence and research.

Children and families need a range of support in their child's earliest years, and all children deserve access to quality, inclusive and appropriate early years services, experiences, and environments. No family should miss out on the support they need to enable their children to thrive.

That is why we, an alliance representing the breadth of early childhood development, are launching a campaign today to call on all parties to deliver an Early Years Plan ahead of the state election, to ensure all children in Queensland have the opportunity to thrive.

The Queensland Early Years Plan would address long-term systemic issues as well as short-term measures, and would ensure:

1. Universal access to kindergarten for all children aged three and four;
2. A holistic early childhood system that supports child developmental outcomes from birth to school;
3. A workforce strategy to attract and retain the best teachers, educators, and experts in Queensland;
4. Nationally consistent implementation of the National Quality Framework to ensure high quality services;
5. Local solutions that are connected to communities; and

6. Strong, sector-supported advocacy at National Cabinet.

Signed by:

- Act for Kids
- Australian Institute of Play
- BUSHkids
- C&K
- Childcare Leadership Alliance
- Dr Sally Staton
- Goodstart Early Learning
- Independent Education Union
- Lady Gowrie QLD
- Life Without Barriers
- Logan Together
- Micah Projects
- Thrive by Five
- Multicultural Australia
- PeakCare Queensland Inc
- Play Matters
- Professor Karen Thorpe
- Queensland Community Alliance
- Queensland Teachers Union
- Royal Far West
- The Social Policy Group
- SSI
- The Parenthood
- Thriving Queensland Kids Partnership
- Unify Intercultural Australia
- Toy Libraries Australia
- United Workers Union
- Uniting Early Learning
- Welcoming Australia
- Yiliyapinya Indigenous Corporation

IMPLICATIONS

There are no financial implications from signing the open letter advocating for the children of Queensland by supporting the Queensland Thrive by Five Alliance Action Plan.

CONSULTATION

- Mayor Anne Baker

BASIS FOR RECOMMENDATION

Council's supporting the request from Childcare Leadership Alliance to sign the open letter advocating for the children of Queensland by supporting the Queensland Thrive by Five Alliance Action Plan.

ACTION ACCOUNTABILITY

The Office of the Chief Executive Officer to complete the necessary signing of the open letter.

KEY MESSAGES

Engaged Communities - Council will advocate for the provision of essential services including housing, childcare, mental health, allied health, disability, aged care, and healthcare within the region.

Report prepared by:	Report authorised by:
KEN GOULDTHORP Chief Executive Officer	KEN GOULDTHORP Chief Executive Officer
Date: 8 December 2023	Date: 8 December 2023

ATTACHMENTS

- Attachment 1 - Email Correspondence - Childcare Leadership Alliance - Supporting children to Thrive by Five

REFERENCE DOCUMENT

- <https://thrivebyfive.org.au/>

Sent: Friday, December 1, 2023 8:33 AM

Subject: Supporting children to Thrive by Five



Supporting Children to Thrive by Five

The Childcare Leadership Alliance (CLA) is very proud to be among 30 organisations endorsing The Queensland Thrive By Five Alliance Action Plan which includes:

- Universal access to kindergarten for all children aged three and four;
- A holistic early childhood system that supports child developmental outcomes from birth to school;
- A workforce strategy to attract and retain the best teachers, educators and experts in Queensland;
- Nationally consistent implementation of the National Quality Framework to ensure high quality services;
- Local solutions that are connected to communities; and
- Strong, sector-supported advocacy at national cabinet.

Speaking about the CLA's support of The Queensland Thrive By Five Alliance Action Plan, CLA Board Chair, Melissa Westcott shared, "We strongly support The Thrive by Five Action Plan as it aligns with our mission and addresses some of the childcare challenges we face in our regional communities. We are testament to two of the points in the Action Plan - having a workforce strategy to attract and retain early learning educators and teachers and having local solutions connected to communities."

The CLA has been formed to initially work with two pilot towns in the Isaac Regional Council area to develop and trial strategic and innovative solutions that will empower early childhood and school age care providers to attract, retain, and upskill educators. This work requires a whole-of-community approach, and collaboration with all groups in

the community, including the Isaac Regional Council, mining operators, educators, centre managers, parents and families, schools, and community groups, to help design and implement long-term, sustainable solutions.

“The Childcare Leadership Alliance welcomes Thrive by Five’s action plan and we encourage all members of government to support this plan,” added Melissa Comerford, Project Manager of the CLA. “We also welcome any minister, shadow minister or government representative to reach out and connect with us so we can work collaboratively together to address the issues and inequalities being faced by families in regional Queensland in relation to accessing stable early years education and care ”

We encourage everyone to join us by signing the open letter advocating for the children of Queensland. Further details can be found at here:

<https://thrivebyfive.org.au/actions/queensland-open-letter>

Kind Regards,

The CLA team.

childcareleadershipalliance.com.au

cla@weareastute.com.au



This email was sent to Tricia.Hughes@isaac.qld.gov.au. If you wish to no longer receive these emails, please click [here](#).

Childcare Leadership Alliance, PO Box 125, Indooroopilly Centre QLD 4068, Australia

MEETING DETAILS	Ordinary Meeting Tuesday 12 December 2023
AUTHOR	Frank Nastasi
AUTHOR POSITION	Manager Infrastructure Planning and Technical Services

10.25

QUEENSLAND RISK REDUCTION AND RESILIENCE FUND GRAND APPLICATON

EXECUTIVE SUMMARY

The Queensland Risk Reduction and Resilience Fund (QRRRF) aims to deliver projects that make Queensland communities and infrastructure more resilient to disasters by reducing the risk and limiting the impact of disasters associated with natural hazards, improving understanding of disaster risk and disaster risk planning. This report nominates projects for 2023/24 round of funding which is now open.

OFFICER'S RECOMMENDATION

That Council:

- 1. Supports the nomination of the following project for submission under Queensland Risk Reduction and Resilience Fund on a 50/50 funding arrangement:***
 - i. Installation of automated road closure signage and river height monitors - \$360,000.***
- 2. Authorises the allocation of Council's contribution amount of \$180,000 to be included within the 2024/25 Budget should the grant be successful.***
- 3. Delegates the Authority to the Chief Executive Officer to submit the required application to the Queensland Reconstruction Authority.***

BACKGROUND

The QRRRF is funded by the Commonwealth and Queensland Governments as part of its five-year National Partnership Agreement on Disaster Risk Reduction. The program commenced in 2019/20 and applications are now open for the 2023/24 round of funding Applications (applications are deemed 23/24 but are for works in 24/25). Applications close on 20 December 2023.

Based on the review of the funding eligibility the following project has been identified as suitable for application:

Road Closure Signage and River Height Monitors

The following sites have been identified as high priority sites from the Queensland Reconstruction Authority Master Plan Development for flood cameras and electronic signs prepared by the Bowen Basin Regional Roads and Transport Group;

- Golden Mile Road,
- Lotus Creek Road,
- Mount Stuart Bedford Wier Road,
- Grasstree Road.

It is proposed that the installation of cameras and signage at these sites be put forward for funding, along with the installation of a flow gauge at the existing Grosvenor Creek.

Total estimate project cost is \$360,000 with council contribution being \$180,000 funded from depreciation funds.

The implementation is consistent with action item IRC 2 and 3 following the development of the Fitzroy Flood Resilience Strategy and the Burdekin and Haughton Flood Resilience Strategy Documents.

IMPLICATIONS

If the project is successful in the PAG process and funding application, Council will need to provide contributory funding of 50% of successful project.

CONSULTATION

- Resilience Partner (Queensland Reconstruction Authority)
- Manager Galilee and Bowen Basin Operations
- Infrastructure Resilience Working Group
- Manager Liveability and Sustainability
- Manager Budgets and Statutory Reporting

BASIS FOR RECOMMENDATION

Council has been repeatedly affected by natural disasters causing repeated damage to its transport infrastructure and provision of these projects will reduce impact and risk for the community.

ACTION ACCOUNTABILITY

Manager Infrastructure Planning and Technical Services to prepare application package for submission.

KEY MESSAGES

Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure.

Isaac Regional Council is invested in disaster risk reduction.

Report prepared by:

FRANK NASTASI

Manager Infrastructure Planning and Technical Services

Date: 8 December 2023

Report authorised by:

ROBERT PERNA

Director Engineering and Infrastructure

Date: 8 December 2023

ATTACHMENTS

- Attachment 1 – QRA Master Plan Development for Flood Camera and Electronic Signs

REFERENCE DOCUMENT

- Fitzroy Flood Resilience Strategy
- Burdekin and Haughton Flood Resilience Strategy

Queensland Reconstruction Authority
Master Plan development for flood cameras and electronic signs
September 22

Proposed locations, asset types, and priority of flood warning infrastructure from the 2017 Flood Warning Network Investment Plans

Note: The below table has predefined dropdown lists to improve the initial data collection. Please use the comments field to identify anything further outside of these.

TMR District	LGA	Asset Location and Name	Longitude	Latitude	Asset Type	Asset Code	Signage Type	Agreed Priority	Agency Approval (Yes/No)	Comments
Fitzroy	Banana Shire	Cooloom Road, Baralaba - Unknown Creek Name (approx 500m south from Baralaba-Woorabinda Road)	-24.161176	149.752780	Camera	(C)		High		Nominated by BSC.
Fitzroy	Banana Shire	Tarana Crossing Road, Taroom - Dawson River (approx 12km south from Injune Taroom Road)	-25.797570	149.559320	Camera	(C)		High		Nominated by BSC.
Fitzroy	Banana Shire	Bears Lagoon Road, Moura - Mimosa Creek (approx 12km north west from Dawson Highway)	-24.539257	149.811712	Camera and Signage	(C/S)	Wig Wag	High		Nominated by BSC.
Fitzroy	Banana Shire	Capricorn Highway (Rockhampton-Duaringa) 16A - Westwood, Leichhardt Highway intersection (Ch 52.1 approx)	-23.664913	150.121177	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 450m west of Leichhardt Highway intersection.
Fitzroy	Banana Shire	Burnett Highway (Monto-Biloela) 41D - Dawes, Burns Road intersection (Ch 42.3 approx)	-24.711008	150.817041	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 350m south of Burns Road intersection.
Fitzroy	Banana Shire	Burnett Highway (Biloela-Mt Morgan) 41E - Callide Creek (SID 731 at Ch 20.760)	-24.247419	150.396993	Camera	(C)		High		Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Burnett Highway (Biloela-Mt Morgan) 41E - Alma Creek (SID 724 at Ch 63.160)	-23.910060	150.286610	Camera	(C)		High		Nominated by BSC.
Fitzroy	Banana Shire	Dawson Highway (Biloela-Banana) 46B - Kroombit Creek (SID 714 at Ch 4.561)	-24.247419	150.396993	Camera	(C)		High		Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Dawson Highway (Biloela-Banana) 46B - Grevillea Creek (SID 4610 at Ch 5.410)	-24.419964	150.462135	Camera	(C)		High		Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Dawson Highway (Banana-Rolleston) 46C - Banana Creek (SID 716 at Ch 1.270)	-24.482018	150.114469	Camera	(C)		High		Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Dawson Highway (Banana-Rolleston) 46C - Kianga Creek (SID 35784 at Ch 16.067)	-24.552862	149.992031	Camera	(C)		High		Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Eidsvold-Theodore Road 454 - Cracow (Ch 93.2 approx)	-25.296200	150.295113	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 350m west of Third Avenue intersection.
Fitzroy	Banana Shire	Eidsvold-Theodore Road 454 - Delusion Creek (SID 762 at Ch 111.060)	-25.175254	150.206225	Camera	(C)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Eidsvold-Theodore Road 454 - Delusion Creek (SID 762 at Ch 111.060)	-25.175254	150.206225	River Gauge	(RV)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Eidsvold-Theodore Road 454 - Oxtrack Creek (SID 763 at Ch 118.506)	-25.110067	150.181205	Camera	(C)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Eidsvold-Theodore Road 454 - Oxtrack Creek (SID 763 at Ch 118.506)	-25.110067	150.181205	River Gauge	(RV)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Eidsvold-Theodore Road 454 - Boam Creek (SID 764 at Ch 127.971)	-25.031835	150.150521	Camera	(C)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Eidsvold-Theodore Road 454 - Boam Creek (SID 764 at Ch 127.971)	-25.031835	150.150521	River Gauge	(RV)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Banana Shire	Eidsvold-Theodore Road 454 - Theodore (Ch 141.1 approx)	-24.952791	150.079771	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 900m south of Castle Creek bridge.
Fitzroy	Banana Shire	Roma-Taroom Road 4397 - Eurombah (Ch 99.0 approx)	-25.911631	149.482700	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 4.5km west of Brig-O-Doon turnoff.
Fitzroy	Banana Shire	Baralaba-Woorabinda Road 4632 - Baralaba (Ch 1.45 approx)	-24.170555	149.808964	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 900m west of Dawson River bridge.
Fitzroy	Central Highlands Regional	Lilyvale Road, Crinum - Belcong Creek (approx 16.7km north west from Gregory Highway)	-23.280791	148.239617	Electronic Sign	(S)	LED Road Closed sign	Medium		Nominated by CHRC.
Fitzroy	Central Highlands Regional	Capella Rubyvale Road - Capella south	-23.086463	148.020569	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by CHRC. In town, on southern exit.
Fitzroy	Central Highlands Regional	Capella Rubyvale Road - Theresa Creek (approx 20.5km south west from Gregory Highway)	-23.186462	147.892861	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by CHRC.
Fitzroy	Central Highlands Regional	Capella Rubyvale Road - Rubyvale north	-23.414344	147.696258	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by CHRC. In town, on northern exit.
Fitzroy	Central Highlands Regional	Clermont Rubyvale Road - Theresa Creek (approx 32km south from Francis Street, Clermont)	-23.083382	147.632708	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by CHRC.
Fitzroy	Central Highlands Regional	Clermont Rubyvale Road - Rubyvale north	-23.350374	147.699713	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by CHRC. Approx 200m from Capella Rubyvale Road intersection (approx 9km north of town)
Fitzroy	Central Highlands Regional	Willows Rutland Road - Willows	-23.664103	147.511702	Electronic Sign	(S)	LED Road Closed sign	Medium		Nominated by CHRC. Approx 150m south from Capricorn Highway intersection.
Fitzroy	Central Highlands Regional	Capricorn Highway (Duaringa-Emerald) 16B - Dingo west (Ch 36.2 approx)	-23.648912	149.331147	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 150m west of Fitzroy Developmental Road intersection.
Fitzroy	Central Highlands Regional	Capricorn Highway (Duaringa-Emerald) 16B - Bluff Creek (SID 26967 at Ch 66.330)	-23.585892	149.052828	Camera	(C)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Capricorn Highway (Duaringa-Emerald) 16B - Bluff Creek (SID 26967 at Ch 66.330)	-23.585892	149.052828	River Gauge	(RV)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Capricorn Highway (Duaringa-Emerald) 16B - Blackwater east (Ch 82.5 approx)	-23.585572	148.895570	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 900m east of Arthur Street intersection.
Fitzroy	Central Highlands Regional	Capricorn Highway (Duaringa-Emerald) 16B - Blackwater west (Ch 85.2 approx)	-23.585772	148.868483	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 400m west of Littlefield Street intersection.
Fitzroy	Central Highlands Regional	Capricorn Highway (Duaringa-Emerald) 16B - Emerald east (Ch 156.2 approx)	-23.540323	148.186307	Electronic Sign	(S)	Road Condition sign	High		Nominated by CHRC. Approx 1.4km east of Gregory Highway intersection in front of old Emerald Ag College.
Fitzroy	Central Highlands Regional	Capricorn Highway (Emerald-Alpha) 16C - Emerald west (Ch 2.22 approx)	-23.526690	148.138086	Electronic Sign	(S)	Road Condition sign	High		Nominated by CHRC. Near Tyson Road intersection (sign to read both ways).
Fitzroy	Central Highlands Regional	Capricorn Highway (Emerald-Alpha) 16C - Drummond Range Lookout (Ch 107.7 approx)	-23.658191	147.204385	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Between Hannam's Gap Rail Overpass and Drummond Range Lookout turnoff.
Fitzroy	Central Highlands Regional	Carnarvon Highway (Injune-Rolleston) 24E - Wallaroo Road (Ch 68.7 approx)	-25.298228	148.656238	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 1.6km south of Wallaroo Road intersection.
Fitzroy	Central Highlands Regional	Carnarvon Highway (Injune-Rolleston) 24E - Rolleston south (Ch 172.1 approx) POTENTIAL SAME AS BELOW	-24.467542	148.616949	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 200m south of Dawson Highway intersection.
Fitzroy	Central Highlands Regional	Dawson Highway (Rolleston-Springsure) 46D - Rolleston south (Ch 0.66 approx) POTENTIAL SAME AS ABOVE	-24.466410	148.618381	Electronic Sign	(S)	Road Condition sign	High		Nominated by CHRC. Near Carnarvon Highway intersection.
Fitzroy	Central Highlands Regional	Gregory Highway (Springsure-Emerald) 27A - Springsure north (Ch 0.8 approx) POTENTIAL SAME AS BELOW	-24.109451	148.091318	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 200m north of Spring Street intersection.
Fitzroy	Central Highlands Regional	Gregory Highway (Springsure-Emerald) 27A - Springsure north (Ch 0.7 approx) POTENTIAL SAME AS ABOVE	-24.110192	148.090177	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by CHRC. Approx 100m north of Spring Street intersection.
Fitzroy	Central Highlands Regional	Gregory Highway (Springsure-Emerald) 27A - Emerald south (Ch 65.55 approx)	-23.536821	148.173679	Electronic Sign	(S)	Road Condition sign	High		Nominated by CHRC. Approx 150m south of Capricorn Highway intersection.
Fitzroy	Central Highlands Regional	Gregory Highway (Emerald-Clermont) 27B - Emerald north (Ch 4.55 approx) POTENTIAL SAME AS BELOW	-23.485426	148.151085	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 500m north of Wills Road intersection.
Fitzroy	Central Highlands Regional	Gregory Highway (Emerald-Clermont) 27B - Emerald north (Ch 5.7 approx) POTENTIAL SAME AS ABOVE	-23.473933	148.149023	Electronic Sign	(S)	Road Condition sign	High		Nominated by CHRC. Near truck pad on Emerald Downs Hill.
Fitzroy	Central Highlands Regional	Gregory Highway (Emerald-Clermont) 27B - Theresa Creek (SID 8269 at Ch 10.83)	-23.429563	148.149855	Camera and Signage	(C/S)	LED Road Closed sign	High		Camera AND Signage AND River Gauge. Nominated by CHRC and TMR Fitzroy.
Fitzroy	Central Highlands Regional	Gregory Highway (Emerald-Clermont) 27B - Theresa Creek (SID 8269 at Ch 10.83)	-23.429563	148.149855	River Gauge	(RV)		High		Camera AND Signage AND River Gauge. Nominated by CHRC and TMR Fitzroy.
Fitzroy	Central Highlands Regional	Gregory Highway (Emerald-Clermont) 27B - Capella south (Ch 50.5 approx) POTENTIAL SAME AS BELOW	-23.098917	148.027583	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 1.5km south of Crinum Street intersection.
Fitzroy	Central Highlands Regional	Gregory Highway (Emerald-Clermont) 27B - Capella (Ch 51.9 approx) POTENTIAL SAME AS ABOVE	-23.087016	148.024002	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by CHRC. In Capella just south of Crinum Street intersection.
Fitzroy	Central Highlands Regional	Gregory Highway (Emerald-Clermont) 27B - Abor Creek (SID 32637 at Ch 58.92)	-23.056561	147.969527	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by CHRC.
Fitzroy	Central Highlands Regional	Dawson Highway (Banana-Rolleston) 46C - Zama Creek (SID 37722 at Ch 83.661)	-24.608491	149.368805	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by CHRC.
Fitzroy	Central Highlands Regional	Dawson Highway (Rolleston-Springsure) 46D - Rolleston west (Ch 0.75 approx) POTENTIAL SAME AS BELOW (SIGN)	-24.465657	148.617629	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 100m west of Carnarvon Highway intersection.
Fitzroy	Central Highlands Regional	Dawson Highway (Rolleston-Springsure) 46D - Panorama Creek (SID 8283 at Ch 2.202) POTENTIAL SAME AS ABOVE (SIGN)	-24.461152	148.608259	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by CHRC.
Fitzroy	Central Highlands Regional	Dawson Highway (Rolleston-Springsure) 46D - Springsure east (Ch 69.6 approx) POTENTIAL SAME AS BELOW	-24.125471	148.098524	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. 600m east of Waddy Street intersection.
Fitzroy	Central Highlands Regional	Dawson Highway (Rolleston-Springsure) 46D - Springsure east (Ch 69.8 approx) POTENTIAL SAME AS ABOVE	-24.123862	148.096958	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by CHRC. Approx 400m east of Waddy Street intersection.
Fitzroy	Central Highlands Regional	Fitzroy Developmental Road (Taroom-Bauhinia) 85A - Bauhinia east, Dawson Highway intersection (Ch 114.704 approx)	-24.640794	149.457555	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by CHRC. Near Dawson Highway intersection.
Fitzroy	Central Highlands Regional	Fitzroy Developmental Road (Bauhinia-Duaringa) 85B - Pearl Creek (SID 8297 at Ch 96.896)	-23.767214	149.589116	Camera	(C)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Fitzroy Developmental Road (Bauhinia-Duaringa) 85B - Pearl Creek (SID 8297 at Ch 96.896)	-23.767214	149.589116	River Gauge	(RV)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Fitzroy Developmental Road (Dingo - Mt Flora) 85C - Dingo north (Ch 1.4 approx)	-23.639243	149.329536	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 1.4km north of Capricorn Highway intersection.
Fitzroy	Central Highlands Regional	Fitzroy Developmental Road (Dingo - Mt Flora) 85C - Springton Creek (SID 8301 at Ch 2.877)	-23.627492	149.323096	Camera	(C)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Fitzroy Developmental Road (Dingo - Mt Flora) 85C - Springton Creek (SID 8301 at Ch 2.877)	-23.627492	149.323096	River Gauge	(RV)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Fitzroy Developmental Road (Dingo - Mt Flora) 85C - Charlevue Creek (SID 8302 at Ch 5.188)	-23.609683	149.312221	Camera	(C)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Fitzroy Developmental Road (Dingo - Mt Flora) 85C - Charlevue Creek (SID 8302 at Ch 5.188)	-23.609683	149.312221	River Gauge	(RV)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Fitzroy Developmental Road (Dingo - Mt Flora) 85C - Duckworth Creek (SID 8303 at Ch 9.374)	-23.572946	149.304763	Camera	(C)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Fitzroy Developmental Road (Dingo - Mt Flora) 85C - Duckworth Creek (SID 8303 at Ch 9.374)	-23.572946	149.304763	River Gauge	(RV)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Dawson Developmental Road (Springsure - Tambo) 87A - Springsure west (Ch 0.9 approx) POTENTIAL SAME AS BELOW	-24.117810	148.080955	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 200m west of West Street intersection.
Fitzroy	Central Highlands Regional	Dawson Developmental Road (Springsure - Tambo) 87A - Springsure west (Ch 1.6 approx) POTENTIAL SAME AS ABOVE	-24.115872	148.074599	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by CHRC. Near Cona Creek Road intersection.
Fitzroy	Central Highlands Regional	Dawson Developmental Road (Springsure - Tambo) 87A - Ngouva River (Ch unknown)	-24.458847	147.155531	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by CHRC. Approx 114km west of Springsure?
Fitzroy	Central Highlands Regional	Dawson Developmental Road (Springsure - Tambo) 87A - Claude River 1 (Ch unknown)	-24.481531	146.905785	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by CHRC. Approx 143km west of Springsure?
Fitzroy	Central Highlands Regional	Dawson Developmental Road (Springsure - Tambo) 87A - Claude River 2 (Ch unknown)	-24.494575	146.875143	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by CHRC. Approx 147km west of Springsure?
Fitzroy	Central Highlands Regional	Biloela-Duaringa Road 462 - Sandy Creek (SID 8218 at Ch 9.500)	-23.888742	149.840560	Camera	(C)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Biloela-Duaringa Road 462 - Sandy Creek (SID 8218 at Ch 9.500)	-23.888742	149.840560	River Gauge	(RV)		High		Camera AND River Gauge. Nominated by TMR Fitzroy.
Fitzroy	Central Highlands Regional	Blackwater-Rolleston Road 469 - Blackwater south (Ch 1.3 approx) POTENTIAL SAME AS BELOW	-23.597545	148.879155	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 200m south of Jarrah Street intersection.
Fitzroy	Central Highlands Regional	Blackwater-Rolleston Road 469 - Blackwater (Ch 0.15 approx) POTENTIAL SAME AS ABOVE	-23.586881	148.879499	Electronic Sign	(S)	Road Condition sign	High		Nominated by CHRC. Approx 100m south of railway crossing.
Fitzroy	Central Highlands Regional	Blackwater-Rolleston Road 469 - Rolleston north (Ch 119.5 approx) POTENTIAL SAME AS BELOW	-24.463602	148.632308	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 400m north of Dawson Highway intersection.
Fitzroy	Central Highlands Regional	Blackwater-Rolleston Road 469 - Rolleston north (Ch 119.9 approx) POTENTIAL SAME AS ABOVE	-24.465179	148.628831	Electronic Sign	(S)	Road Condition sign	High		Nominated by CHRC. Near Dawson Highway intersection.
Fitzroy	Central Highlands Regional	Comet River Road 4607 - Comet south (Ch 0.45 approx)	-23.603635	148.569479	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by CHRC. Approx 450m south of Capricorn Highway intersection.

Fitzroy	Central Highlands Regional	Baralaba-Woorabinda Road 4632 - Woorabinda east (Ch 33.7 approx)	-24.152696	149.504640	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 150m east of Fitzroy Developmental Road intersection.
Fitzroy	Central Highlands Regional	Duaringa-Apis Creek Road 5101 - Duaringa north (Ch 0.8 approximately)	-23.706804	149.669856	Electronic Sign	(S)	LED Road Closed sign	High		Nominated by TMR Fitzroy. Approx 800m north of the railway crossing.
Fitzroy	Central Highlands Regional	Duaringa-Apis Creek Road 5101 - Mackenzie River (SID 32659 at Ch 22.64)	-23.528370	149.713086	Camera and Signage	(C/S)	LED Road Closed sign	High		Camera AND Signage AND River Gauge. Nominated by CHRC and TMR Fitzroy.
Fitzroy	Central Highlands Regional	Duaringa-Apis Creek Road 5101 - Mackenzie River (SID 32659 at Ch 22.64)	-23.528370	149.713086	River Gauge	(RV)		High		Camera AND Signage AND River Gauge. Nominated by CHRC and TMR Fitzroy.
Mackay/ Whitsunday	Isaac Regional	Dysart Clermont Road	-22.601073	148.269913	Camera and Signage	(C/S)	LED Road Closed sign	Medium		Nominated by IRC. Convicts Crossing
Mackay/ Whitsunday	Isaac Regional	Huntley Road	-22.822455	147.717993	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by IRC.
Mackay/ Whitsunday	Isaac Regional	Golden Mile Road	-22.530330	148.432492	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by IRC.
Mackay/ Whitsunday	Isaac Regional	Laglan Road	-22.562028	147.071074	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by IRC.
Mackay/ Whitsunday	Isaac Regional	Cotherstone Road	-22.652270	148.195582	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by IRC.
Mackay/ Whitsunday	Isaac Regional	Lotus Creek Road	-22.416743	148.991996	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by IRC. Camera at twin bridges
Mackay/ Whitsunday	Isaac Regional	Pioneer Road	-22.741167	147.130556	Camera and Signage	(C/S)	LED Road Closed sign	Medium		Nominated by IRC. Mistake Creek at the grid bridge
Mackay/ Whitsunday	Isaac Regional	Lou Lou Park Road	-22.473953	146.585105	Camera and Signage	(C/S)	Wig Wag	Medium		Nominated by IRC. Belyando River at the grid bridge
Mackay/ Whitsunday	Isaac Regional	Degulla Road	-22.703354	146.569410	Electronic Sign	(S)	Wig Wag	Medium		Nominated by IRC. Belyando River.
Mackay/ Whitsunday	Isaac Regional	Mount Stuart Bedford Weir Road	-23.285073	148.806333	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by IRC. Cooroora - upgrade to existing monitoring station
Mackay/ Whitsunday	Isaac Regional	Grassree Road	-23.036922	148.628280	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by IRC. Oaky Creek
Mackay/ Whitsunday	Isaac Regional	Isaac River Road	-22.417761	-22.417761	Camera and Signage	(C/S)	Wig Wag	Medium		Nominated by IRC. Rassie's crossing
Mackay/ Whitsunday	Isaac Regional	Gregory Highway (Clermont-Belyando Crossing) 27C - Apsley Creek (SID 8272 at Ch 4.778)	-22.763105	147.628836	Camera and Signage	(C/S)	LED Road Closed sign	Medium		Nominated by IRC.
Mackay/ Whitsunday	Isaac Regional	Gregory Developmental Road (Clermont-Belyando Crossing) 98A - Miclere Creek (SID 8314 at Ch 19.528)	-22.547685	147.515402	Camera and Signage	(C/S)	LED Road Closed sign	Medium		Nominated by IRC.
Mackay/ Whitsunday	Isaac Regional	Gregory Developmental Road (Clermont-Belyando Crossing) 98A - Carrolls Creek (Ch 29.9 approx)	-21.872528	148.565224	Camera and Signage	(C/S)	LED Road Closed sign	Medium		Nominated by IRC.
Mackay/ Whitsunday	Isaac Regional	Peak Downs Highway (Clermont-Nebo) 33A - Clermont north (Ch 0.2 approx)	-22.547685	147.515402	Electronic Sign	(S)	Road Condition sign	High		Nominated by IRC. Approx 200m north of the Gregory Highway intersection.
Mackay/ Whitsunday	Isaac Regional	Peak Downs Highway (Clermont-Nebo) 33A - Myall Creek (SID 27012 at Ch 15.54)	-22.634868	147.716256	Camera and Signage	(C/S)	Wig Wag	Medium		Nominated by IRC.
Mackay/ Whitsunday	Isaac Regional	Peak Downs Highway (Clermont-Nebo) 33A - Nebo south (Ch 177.2 approx)	-21.696377	148.697319	Electronic Sign	(S)	Road Condition sign	High		Nominated by IRC. Approx 500m south of Trimmer Street intersection.
Mackay/ Whitsunday	Isaac Regional	Suttor Developmental Road 82A - Nebo west (Ch 0.2 approx)	-21.696377	148.697319	Camera and Signage	(C/S)	Wig Wag			Nominated by IRC. Approx 200m west of Peak Down Highway intersection.
Mackay/ Whitsunday	Isaac Regional	Fitzroy Developmental Road (Dingo-Mt Flora) 85C Middlemount east (Ch 120.55 approx)	-22.766243	148.751946	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by IRC. Near Dysart-Middlemount Road intersection. Should also list May Downs Road and Golden Mile Road.
Mackay/ Whitsunday	Isaac Regional	Fitzroy Developmental Road (Dingo-Mt Flora) 85C (Ch 234.5 approx)	-21.872528	148.565224	Electronic Sign	(S)	Road Condition sign	Medium		Nominated by IRC. Approx 150m south of Peak Downs Highway intersection. Should also list May Downs Road and Golden Mile Road.
Mackay/ Whitsunday	Isaac Regional	May Downs Road 5122 - Clarke Creek west (Ch 0.2 approx)			Electronic Sign	(S)	LED Road Closed sign	Medium		Nominated by IRC. Approx 200m west of Marlborough-Sarina Road intersection. Sign to tied to existing monitoring station at Isaac River.
Mackay/ Whitsunday	Isaac Regional	May Downs Road 5122 - Middlemount east (Ch 69.3 approx)			Electronic Sign	(S)	LED Road Closed sign	Medium		Nominated by IRC. Approx 200m east of Fitzroy Developmental Road intersection. Sign to tied to existing monitoring station at Isaac River.
Fitzroy	Livingstone Shire	Marlborough-Sarina Road 512 - Marlborough north (Ch 0.15 approx)	-22.822901	149.881511	Electronic Sign	(S)	Road Condition sign	High		Nominated by IRC. Approx 150m south of Bruce Highway intersection.
Mackay/ Whitsunday	Mackay Regional	Marlborough-Sarina Road 512 - Sarina south (Ch 239.9 approx)	-21.439134	149.197638	Electronic Sign	(S)	Road Condition sign	High		Nominated by IRC. Approx 150m north of Rifle Range Road intersection.
Mackay/ Whitsunday	Isaac Regional	Bruce Highway	-22.611200	149.538258	Electronic Sign	(S)	Road Condition sign	High		Nominated by IRC.
Mackay/ Whitsunday	Isaac Regional	Clermont-Alpha Road 552	-22.818229	147.590014	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by IRC. Carpenters Crossing (2nd Sandy creek Crossing Clermont/Alpha Road, near Alpha Road,
Mackay/ Whitsunday	Isaac Regional	Clermont-Alpha Road 552	-22.863544	147.244503	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by IRC. Clyde Creek
Mackay/ Whitsunday	Isaac Regional	Clermont-Alpha Road 552	-23.088965	146.860499	Camera and Signage	(C/S)	LED Road Closed sign	High		Nominated by IRC. May Creeks (at least monitoring camera/station)
Fitzroy	Woorabinda Aboriginal Shire	Woorabinda Airport (off Munns Drive, approx 3km west of Woorabinda township)	-24.119310	149.475882	Rainfall Gauge	(RN)		Medium		Nominated by WASC.
Fitzroy	Woorabinda Aboriginal Shire	Foleyvale Station (off Duaringa-Apis Creek Road, approx 25km north of Duaringa)	-23.506314	149.705194	Rainfall Gauge	(RN)		Medium		Nominated by WASC.

= Council-Controlled Roads

Road	CH 0.000 Reference
Capricorn Highway (Rockhampton-Duaringa) 16A	Bruce Highway intersection (in Rockhampton)
Capricorn Highway (Duaringa-Emerald) 16B	Duaringa Connection Road intersection (in Duaringa)
Capricorn Highway (Emerald-Alpha) 16C	Gregory Highway intersection - western (in Emerald, western intersection)
Camarvon Highway (Injune-Rolleston) 24E	Injune-Taroom Road intersection (in Injune) MAYBE - UNSURE?
Gregory Highway (Springsure-Emerald) 27A	Dawson Highway / Dawson Developmental Road intersection (in Springsure)
Gregory Highway (Emerald-Clermont) 27B	Capricorn Highway intersection (in Emerald)
Gregory Highway (Clermont-Belyando Crossing) 27C	Clermont Connection Road intersection (in Clermont)
Peak Downs Highway (Clermont-Nebo) 33A	Gregory Highway / Gregory Developmental Road intersection (north of Clermont)
Burnett Highway (Monto-Biloela) 41D	Gladstone-Monto Road intersection (in Monto)
Burnett Highway (Biloela-Mt Morgan) 41E	Dawson Highway intersection (in Biloela)
Dawson Highway (Biloela-Banana) 46B	Burnett Highway intersection (in Biloela)
Dawson Highway (Banana-Rolleston) 46C	Leichhardt Highway intersection (in Banana)
Dawson Highway (Rolleston-Springsure) 46D	Warrijo Street / Planet Street intersection (in Rolleston)
Suttor Developmental Road 82A	Peak Downs Highway intersection (north of Nebo)
Fitzroy Developmental Road (Taroom-Bauhinia) 85A	Leichhardt Highway intersection (north of Taroom)
Fitzroy Developmental Road (Bauhinia-Duaringa) 85B	Dawson Highway intersection (in Bauhinia)
Fitzroy Developmental Road (Dingo - Mt Flora) 85C	Capricorn Highway intersection (in Dingo)
Dawson Developmental Road (Springsure - Tambo) 87A	Dawson Highway / Gregory Highway intersection (in Springsure)
Gregory Developmental Road (Clermont-Belyando Crossing)	Peak Downs Highway / Gregory Highway intersection (north of Clermont)
Eidsvold-Theodore Road 454	Burnett Highway intersection (in Eidsvold)
Biloela-Duaringa Road 462	Banana SC / Central Highlands RC boundary (Don River)
Blackwater-Rolleston Road 469	Capricorn Highway intersection (in Blackwater)
Marlborough-Sarina Road 512	Bruce Highway intersection (in Marlborough)
Clermont-Alpha Road 552	Clermont Connection Road intersection (in Clermont)
Roma-Taroom Road 4397	Camarvon Highway intersection (north of Roma)
Comet River Road 4607	Capricorn Highway intersection (east of Comet)
Baralaba-Woorabinda Road 4632	Baralaba-Rannes Road intersection (in Baralaba)
Duaringa-Apis Creek Road 5101	Railway Crossing / Duaringa Connection Road (in Duaringa)
May Downs Road 5122	Marlborough-Sarina Road intersection (at Clarke Creek)

PAGES 899 TO 941 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

12 September 2023



Jeff Stewart-Harris
CEO
Isaac Regional Council

Department of
**State Development, Infrastructure,
Local Government and Planning**

jeff.stewartharris@isaac.qld.gov.au

Dear Mr Stewart-Harris

**~~Round 3 Local Government Levy Ready Grant Program~~ - Weighbridge Installation
Clermont Waste Management Facility - Project Funding Schedule**

The State of Queensland (the State), acting through the Department of Environment and Science, has advised the Department of State Development, Infrastructure, Local Government and Planning (the grant administrative agency) that it has approved funding of \$329,013 (GST exclusive) towards Isaac Regional Council's (the Council) Weighbridge Installation Clermont Waste Management Facility (the Project).

This conditional offer of funding through Round 3 Local Government Levy Ready Grant Program is offered subject to Council accepting the terms and conditions of the Project Funding Schedule, and the State's delegate approving and executing the same.

The Project Funding Schedule will be issued to Council electronically via the eGrants grant management system at <https://egrants.powerappsportals.com/>. Please review and confirm the details included are accurate and achievable. The Project Funding Schedule must be read together with the Head Funding Agreement between the State of Queensland and the Council entered into on 10 February, 2020. Together, these documents and the Program Guidelines, set out the terms and conditions of the Project Funding Agreement between the State and the Council.

If the Project Funding Schedule is acceptable to Council, please authorise and accept the agreement via the eGrant portal. Please note, it is the responsibility of council to ensure the Project Funding Schedule is accepted in eGrant by an officer with the appropriate council delegation as is required to enter into this funding agreement.

By certifying the Project Funding Schedule, Council confirms that it is committed to delivering the Project, has budgeted its financial contribution to the Project and acknowledges responsibility for any funding shortfall if costs or other contributors change.

1 William Street
Brisbane Queensland 4000
PO Box 15009
City East Queensland 4002
Telephone 13 QGOV (13 74 68)
Website www.statedevelopment.qld.gov.au
ABN 29 230 178 530

Please be aware that any funding to be provided by the State to the Council for the Project will be provided in accordance with the terms and conditions of the Project Funding Agreement, and the State is not obliged to provide any funding to the Council unless and until the Project Funding Schedule is fully executed by both parties. You will be notified once the Funding Agreement is fully executed.

All media and public announcements relating to the Council's successful application and the Project must be coordinated and handled in consultation with the Department of Environment and Science, and the Council must obtain the State's approval prior to contacting or responding to any media or public requests by contacting WastePrograms@des.qld.gov.au.

Please refer to section 16 of the Program Guidelines at [2022-24 Local Government Levy Ready Grant Program Round 3 \(LGLRGP\)](#).

Should you have any questions about the online eGrant portal, please contact Kym Harris, Project Officer, Grant Management and Commissions, in the Department of State Development, Infrastructure, Local Government and Planning by telephone on (07) 3882 8484 or by email at levyready@dsdilgp.qld.gov.au.

For further information regarding the approved project please contact the Department of Environment and Science at WastePrograms@des.qld.gov.au.

Yours sincerely



Mark Askins
Director
Grant Management & Commissions
Development of State Development, Infrastructure, Local Government
and Planning

PAGES 944 TO 948 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS

Ordinary Meeting
Tuesday 12 December 2023

AUTHOR

Ken Gouldthorp

AUTHOR POSITION

Chief Executive Officer

12.1

OFFICE OF THE CHIEF EXECUTIVE OFFICER INFORMATION BULLETIN – DECEMBER 2023

EXECUTIVE SUMMARY

The Office of the Chief Executive Officer Information Bulletin for December 2023 is provided for Council review.

OFFICER'S RECOMMENDATION

That Council:

- Notes the Office of the Chief Executive Officer Information Bulletin for December 2023.***

BACKGROUND

The attached Information Bulletin for December 2023 provides an operational update for Council review on the Office of the Chief Executive Officer including Head of Advocacy and External Affairs and Head of People and Capability.

IMPLICATIONS

Any specific implications or risks will be outlined in the Information Bulletin.

CONSULTATION

Office of the Chief Executive Officer
Advocacy and External Affairs
Brand Media and Communications
People and Capability

BASIS FOR RECOMMENDATION

This is an information only report.

ACTION ACCOUNTABILITY

Information only report.

KEY MESSAGES

Operational update to Elected Members.

Report prepared by: KEN GOULDTHORP Chief Executive Officer Date: 8 December 2023	Report authorised by: KEN GOULDTHORP Chief Executive Officer Date: 8 December 2023
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CONFIDENTIAL ATTACHMENTS

- Attachment 1 – Office of the CEO Information Bulletin – December 2023

REFERENCE DOCUMENT

- Nil

PAGES 951 TO 977 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS