



NOTICE OF MEETING

Dear Committee Members

You are requested to attend the following meeting of Council.

**PLANNING, ENVIRONMENT AND COMMUNITY SERVICES
STANDING COMMITTEE MEETING OF
ISAAC REGIONAL COUNCIL**

TO BE HELD ON
TUESDAY, 9 SEPTEMBER 2025
COMMENCING AT 1.00PM

**ISAAC REGIONAL COUNCIL
MORANBAH COUNCIL CHAMBERS**

CALE DENDLE

Chief Executive Officer

HEIDI ROBERTS

Committee Officer

Director Planning, Environment and
Community Services

Committee Members:

Cr Viv Coleman (Chair)

Mayor Kelly Veale

Cr Melissa Westcott

Cr Alaina Earl

Cr Terry O'Neill

LOCAL GOVERNMENT ACT 2009

Local Government Regulation 2012

Chapter 8, Part 2 Local Government Meetings and Committees

Division 1A, Requirements for Local Government Meetings Generally

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;
 - (j) an investigation report given to the local government under chapter 5A, part 3, division 5 of the Act.
- (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.

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](#).

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

STANDING COMMITTEE MEETING

OF ISAAC REGIONAL COUNCIL

TO BE HELD ON

TUESDAY 9 SEPTEMBER 2025

COUNCIL CHAMBERS, MORANBAH

1. OPENING OF THE MEETING
2. APOLOGIES
3. DECLARATION OF CONFLICTS OF INTEREST
4. CONFIRMATION OF MINUTES
5. OFFICER REPORTS
6. GENERAL BUSINESS
7. CONCLUSION

TABLE OF CONTENTS

1. OPENING OF MEETING

2. APOLOGIES

3. DECLARATION OF CONFLICTS OF INTEREST

4. CONFIRMATION OF MINUTES

Planning, Environment and Community Services Standing Committee Meeting of Isaac Regional Council held in Council Chambers, Moranbah, commencing at 1:00pm on Tuesday, 12 August 2025.

5. OFFICER REPORTS

5.1 MINOR COMMUNITY GRANTS SUMMARY AUGUST 2025

EXECUTIVE SUMMARY

This report summarises the minor community grants approved under delegation for the period 1 August 2025 to 31 August 2025.

5.2 NATIVE GARDEN AND YARNING CIRCLE AT CLERMONT MUSEUM

EXECUTIVE SUMMARY

This report seeks Council's endorsement for the Wangan and Jagalingou Traditional Owners Aboriginal Corporation (WJTOAC) to develop and install a native garden, yarning circle and solar audio post at the Clermont Museum. This opportunity provides a chance to strengthen Isaac Regional Council's relationship with WJTOAC as well as expanding on the current First Nations information displayed at the Clermont Museum.

TABLE OF CONTENTS

5.3 POST-MINE LAND USE - REIMAGINE REHAB ENGAGEMENT PROSPECTUS

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with information on the Post-mining Land Use Reimagine Rehab Engagement Prospectus developed by Greater Whitsunday Alliance in partnership with the Resources Centre of Excellence and Isaac Regional Council, and to seek endorsement for IRC's continued involvement in the Regional Post-Mine Land Use Working Group and associated activities and projects.

5.4 2024-2025 ISAAC REGIONAL COUNCIL SMALL BUSINESS FRIENDLY PROGRAM PERFORMANCE REPORT

EXECUTIVE SUMMARY

This report seeks Council's endorsement to publish the 2024-2025 Isaac Regional Council Small Business Friendly Program Performance Report as part of the Small Business Friendly Program charter reporting obligations.

5.5 PLANNING, ENVIRONMENT AND COMMUNITY SERVICES FY2025_2026 CAPITAL PROJECTS PROGRESS REPORT AS AT 26 AUGUST 2025

EXECUTIVE SUMMARY

This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2025-2026 Capital Works Program.

5.6 RENEWABLE ENERGY COMMUNITY BENEFIT AGREEMENT POLICY

EXECUTIVE SUMMARY

This report seeks Council's endorsement for the Renewable Energy Community Benefit Agreement Policy. This Policy lays the foundation for the consistent negotiation and execution of Community Benefit Agreements associated with renewable energy development in the Isaac Region.

TABLE OF CONTENTS

7. GENERAL BUSINESS

8. CONCLUSION



UNCONFIRMED MINUTES

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES
STANDING COMMITTEE MEETING OF
ISAAC REGIONAL COUNCIL

HELD ON
TUESDAY, 12 AUGUST 2025

COMMENCING AT 1.00PM

UNCONFIRMED MINUTES

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
PLANNING, ENVIRONMENT AND COMMUNITY SERVICES
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON TUESDAY 12 AUGUST 2025

Table of Contents	Page
1. Opening	4
2. Apologies and Leave of Absences	4
3. Declaration of Conflicts of Interest	5
4. Confirmation of Minutes	6
5. Officer Reports	7
6. General Business	19
7. Conclusion	19

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
PLANNING, ENVIRONMENT AND COMMUNITY SERVICES
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON TUESDAY 12 AUGUST 2025 COMMENCING AT 1.00PM

ATTENDEES

Cr Terry O'Neill, Division One (Chair)
Cr Melissa Westcott, Division Three
Cr Alaina Earl, Division Five
Deputy Mayor Jane Pickels, Division Six

**COMMITTEE
APOLOGIES**

Mayor Kelly Vea Vea
Cr Viv Coleman, Division Eight

OBSERVERS

Cr Vern Russell, Division Two
Ms Kathryn Lucas, Community Hub Area Leader - Moranbah
Ms Liesa Neilsen, Departmental Administration Officer – Engaged
Communities (*by Video Conference*)

OFFICERS PRESENT

Mr Cale Dendle, Chief Executive Officer
Ms Heidi Roberts, Director Planning, Environment and Community Services
Ms Maggie Stanley, Coordinator Community Hubs
Ms Rebekah McDonald, Acting Manager Liveability and Sustainability
Ms Nishu Ellawala, Manager Community Education and Compliance
Mr Scott Jarvis, Acting Manager Economy and Prosperity
Mr Mark Davey, Program Manager – Capital Delivery
Ms Barbara Franklin, Coordinator Community Hubs
Mrs Donna Wilson, Administration Officer
Ms Lavinnia Jone,
Mrs Tricia Hughes, Coordinator Executive Support, Office of the Chief
Executive Officer

1. OPENING

In the absence of the Chair the Director Planning, Environment and Community Services welcomed all in attendance and declared the meeting open at 1.00pm.

The Director called for nominations of Chair for this meeting.

Cr Terry O'Neill was nominated for the position of Chair.

Resolution No.: PECS1351

Moved: Cr Melissa Westcott

Seconded: Cr Alaina Earl

That the Planning, Environment and Community Services Standing Committee appoint Cr Terry O'Neill to the position of Chair for the August 2025 Planning, Environment and Community Services Standing Committee Meeting.

Carried

The Chair, Cr Terry O'Neill welcomed all in attendance and acknowledged the Barada Barna People the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

2. APOLOGIES AND LEAVE OF ABSENCES

A leave of absence has been received from Mayor Kelly Vea Vea as she is attending the LGAQ Policy Executive Meeting and Tour.

A leave of absence has been received from Cr Viv Coleman due to personal leave.

Resolution No.: PECS1352

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

- 1. That the Planning, Environment and Community Services Standing Committee grants a leave for Mayor Kelly Vea Vea.**
- 2. That the Planning, Environment and Community Services Standing Committee grants a leave Cr Viv Coleman.**

Carried

Resolution No.: PECS1353

Moved: Cr Melissa Westcott

Seconded: Cr Alaina Earl

That the Planning, Environment and Community Services Standing Committee appoints Cr Jane Pickels as an alternate member for the August 2025 Planning, Environment and Community Services Standing Committee Meeting.

Carried

3. DECLARATION OF CONFLICTS OF INTEREST

DECLARABLE CONFLICT OF INTEREST

Cr Melissa Westcott declared a declarable conflict of interest for Report Item 5.6 Trial Cat Trapping Program in Moranbah Town Square as she is one of a small number of property owners located in the Moranbah Town Square that stands to benefit from this activity.

DECLARABLE CONFLICT OF INTEREST

Cr Melissa Westcott declared a declarable conflict of interest for Report 5.7 Mackay Tourism Ltd (T/A Mackay Isaac Tourism) Funding 2025/2026 as she is the Chair of the Local Buying Foundation who have provided funding for Mackay Isaac Tourism.

- I, Councillor Melissa Westcott, inform the meeting that I have a declarable conflict of interest for Report 5.7 Mackay Tourism Ltd (T/A Mackay Isaac Tourism) Funding 2025/2026 as I am the Chair of the Local Buying Foundation who have provided funding for a Mackay Isaac Tourism Project.
- Although I have a declarable conflict of interest, I believe I would reasonably be perceived to be impartial because I have not been involved in the decision-making process for the Local Buying Foundation on any funding relating to Mackay Isaac Tourism Ltd.
- Therefore, I wish to remain in the meeting and ask the eligible Councillors to decide if I may participate in the debate and decision making despite my declarable conflict of interest.

Resolution No.: PECS1354

Moved: Cr Jane Pickels

Seconded: Cr Alaina Earl

That the Planning, Environment and Community Services Standing Committee resolves that Cr Melissa Westcott can remain impartial because she has not been involved in the decision-making process for the Local Buying Foundation in relation to Mackay Isaac Tourism Ltd and that there is a community benefit to Cr Westcott remaining in the meeting room for the debate and decision making for Report Report 5.7 Mackay Tourism Ltd (T/A Mackay Isaac Tourism) Funding 2025/2026.

Carried

NOTE:

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

4. CONFIRMATION OF MINUTES

Confirmation of minutes from Planning, Environment and Community Services Standing Committee Meeting of Isaac Regional Council held in Council Chambers, Moranbah, at 1.00pm on Tuesday 9 July 2025.

Resolution No.: PECS1355

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That the Minutes of the Planning, Environment and Community Services Standing Committee Meeting held at Council Chambers, Moranbah commencing at 1.00pm on Tuesday 9 July 2025 are confirmed.

Carried

5. OFFICERS REPORTS

5.1 Minor Community Grants Summary July 2025

EXECUTIVE SUMMARY

This report summarises the minor community grants approved under delegation for the period 1 July to 31 July 2025.

OFFICER'S RECOMMENDATION

That the Committee recommend that Council:

- Notes the minor community grants approved under delegation for the month of July 2025.*

Resolution No.: PECS1356

Moved: Cr Melissa Westcott

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

- Notes the minor community grants approved under delegation for the month of July 2025.

Carried

ATTENDANCE

Mrs Donna Wilson left the meeting room at 1.05pm.

5.2 Isaac Museums Closure Arrangements 2025-2026FY

EXECUTIVE SUMMARY

This report seeks Council's endorsement of the proposed operating arrangements for the region's two staffed museums, Clermont Museum and Historic Nebo Museum, for the period December 2025 to March 2026.

OFFICER'S RECOMMENDATION

That the Committee recommend that Council:

1. Approves the seasonal closure of the Clermont Museum from close of business Saturday 29 November 2025, reopening Wednesday 25 March 2026.
2. Approves the seasonal closure of the Historic Nebo Museum from close of business Thursday 27 November 2025, reopening Tuesday 24 March 2026.

Resolution No.: PECS1357

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

1. Approves the seasonal closure of the Clermont Museum from close of business Saturday 29 November 2025, reopening Wednesday 25 March 2026.
2. Approves the seasonal closure of the Historic Nebo Museum from close of business Thursday 27 November 2025, reopening Tuesday 24 March 2026.

Carried

ATTENDANCE

Cr Vern Russell left the meeting room at 1.19pm and returned to the meeting room at 1.22pm.

5.3 Preliminary Analysis of Customer Service Requests and System Use

EXECUTIVE SUMMARY

This report presents a high-level snapshot of customer service request trends and Customer Request Module (CRM) system use across Council, highlighting variation in practices, closeout rates, and areas for future improvement.

OFFICER'S RECOMMENDATION

That the Committee recommend that Council:

1. Notes the contents of the Preliminary Analysis of Customer Service Requests and System Use report.

Resolution No.: PECS1358

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- 1. Notes the contents of the Preliminary Analysis of Customer Service Requests and System Use report.**

Carried

5.4 Outcomes of the 2025 Approved Selective and Systematic Dog Management Inspection Programs

EXECUTIVE SUMMARY

The purpose of this report is to present to Council the outcomes of the Approved Selective and Systematic Inspection Programs undertaken across Isaac Regional Council between 3 February 2025 and 2 May 2025.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receive and notes the Outcomes of the 2025 Approved Selective and Systematic Dog Management Inspection Programs report.***

Resolution No.: PECS1359

Moved: Cr Melissa Westcott

Seconded: Cr Jane Pickels

That the Committee recommends that Council:

- 1. Receive and notes the Outcomes of the 2025 Approved Selective and Systematic Dog Management Inspection Programs report.**

Carried

ATTENDANCE

Mr Kent Worsley, Program Leader - Environment and Sustainability entered the meeting room at 1.39pm.

5.5 Illegal Dumping Management And Intervention Plan Action Plan

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the implementation of the Illegal Dumping Management and Intervention Plan, adopted by Council on 16 November 2022 (Resolution No. 8115). The report outlines progress against the five intervention mechanisms and related actions designed to reduce illegal dumping within the Isaac Region.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the report providing a status update on illegal dumping management and intervention plan action items and programmed timeframes for 2025/2026.*

Resolution No.: PECS1360

Moved: Cr Alaina Earl

Seconded: Cr Jane Pickels

That the Committee recommends that Council:

- 1. Receives and notes the report providing a status update on illegal dumping management and intervention plan action items and programmed timeframes for 2025/2026.**

Carried

DECLARABLE CONFLICT OF INTEREST

Cr Melissa Westcott declared a declarable conflict of interest for Report Item 5.6 Trial Cat Trapping Program in Moranbah Town Square as she is one of a small number of property owners located in the Moranbah Town Square that stands to benefit from this activity.

Cr Melissa Westcott left the meeting room at 1.41pm and did not participate in the discussion or vote for Report 5.6.

ATTENDANCE

Mr Sumit Jogi, Environment and Sustainability Officer video conferenced into the meeting at 1.42pm.

5.6 Trial Cat Trapping Program in Moranbah Town Square

EXECUTIVE SUMMARY

This report is presented to Council in response to concerns raised by Councillors regarding the number of stray cats in Moranbah town square and a further request made by the Director Planning, Environment and Community Services (PECS) for a project scope to be prepared for a trial cat trapping program. An inspection of Moranbah Town Square identified significant harbourage and food sources contributing to stray cat activity, including substantial impacts to Council infrastructure. These are long-term issues requiring future mitigation. After the investigation was undertaken, a Draft Project Brief for a Trial Cat Trapping Program has been developed for consideration.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Supports the Trial Cat Trapping Program proceeding, subject to finalisation of the draft project concept brief and procurement of a suitable contractor.*
- 2. Approves additional funding for the un-resourced activity.*

Resolution No.: PECS1361

Moved: Cr Alaina Earl

Seconded: Cr Jane Pickels

That the Committee recommends that Council:

- 1. Supports the Trial Cat Trapping Program proceeding, subject to finalisation of the draft project concept brief and procurement of a suitable contractor.**
- 2. Approves additional funding for the un-resourced activity.**

Carried

NOTE:

The Committee requests that a funding source is provided for consideration ahead of Council's decision at the Ordinary Meeting.

ATTENDANCE

Cr Melissa Westcott returned to the meeting room at 1.54pm

Mr Kent Worsley left the meeting room at 1.54pm

Mr Sumit Jogi left the meeting room at 1.55pm.

Ms Barbara Franklin left the meeting room at 1.55pm and returned to the meeting room at 1.57pm.

5.7

Mackay Tourism Ltd (T/A Mackay Isaac Tourism) Funding 2025/2026

EXECUTIVE SUMMARY

This report seeks Council's endorsement to fund Mackay Tourism Ltd (MTL) to provide tourism destination marketing and attraction of visitation to the Isaac region for the 2025/26 financial year.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Endorses funding to Mackay Tourism Ltd of \$100,000 for 2025/26 being for operational requirements and destination marketing.*
- 2. Endorses a further \$20,000 for specific cooperative marketing campaigns as agreed to between Isaac Regional Council and Mackay Tourism Ltd.*
- 3. Endorses a change of the \$20,000 in-kind-support for 2025/26 to cover in-region Council fatigue accommodation for use by Isaac Tourism Officer positions funded by the Local Buying Foundation, instead of office accommodation based at Isaac Regional Council (IRC) and use of IRC pool vehicle for Isaac Tourism Officer position funded by the Local Buying Foundation, as requested by MTL.*
- 4. Endorse the CEO, or delegate, to develop a 2025/26 Memorandum of Understanding between Isaac Regional Council and Mackay Tourism Ltd to clearly articulate Councils expectations, including MTL's specific deliverables and Key Performance Indicators associated with the \$100,000 funding.*

Resolution No.: PECS1362

Moved: Cr Alaina Earl

Seconded: Cr Jane Pickels

That the Committee recommends that Council:

- 1. Endorses funding to Mackay Tourism Ltd of \$100,000 for 2025/26 being for operational requirements and destination marketing.**

2. Endorses a further \$20,000 for specific cooperative marketing campaigns as agreed to between Isaac Regional Council and Mackay Tourism Ltd.
3. Endorses a change of the \$20,000 in-kind-support for 2025/26 to cover in-region Council fatigue accommodation for use by Isaac Tourism Officer positions funded by the Local Buying Foundation, instead of office accommodation based at Isaac Regional Council (IRC) and use of IRC pool vehicle for Isaac Tourism Officer position funded by the Local Buying Foundation, as requested by Mackay Tourism Ltd.
4. Endorses the Chief Executive Officer, or delegate, to develop a 2025/26 Memorandum of Understanding between Isaac Regional Council and Mackay Tourism Ltd (MTL) to clearly articulate Councils expectations, including MTL's specific deliverables and Key Performance Indicators associated with the \$100,000 funding.
5. Requests that the Chief Executive Officer, or delegate, undertakes a review of other Regional Tourism Organisations or self-delivery methods in line with future demand of Isaac Tourism.
6. Requests that the Chief Executive Officer, or delegate, tables a report of the MIT deliverable against the 2024/2025 MOU once received.

Carried

5.8

Exception Based Contractual Arrangements - Local Government Regulations (2012) – Sole Source Supplier For Procurement Purposes – Country Universities Isaac Ltd (CUS Isaac Ltd)

EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement to enter a sole source arrangement with Country Universities Isaac Ltd (CUS Isaac Ltd) to allow payment for procured services under the exception provisions for entering into medium or large sized contractual arrangements within s235 (b) of the *Local Government Regulations 2012*.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Resolves it is satisfied that as per s235 (b) of the Local Government Regulations 2012, CUS Isaac Ltd meets the requirement for a sole source arrangement because of the specialised or confidential nature of the services that are sought meaning it would be impractical or disadvantageous for the local government to invite quotes or tenders.***

Resolution No.: PECS1363

Moved: Cr Jane Pickels

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- 1. Resolves it is satisfied that as per s235 (b) of the *Local Government Regulations 2012*, CUC Isaac Ltd meets the requirement for a sole source arrangement because of the specialised or confidential nature of the services that are sought meaning it would be impractical or disadvantageous for the local government to invite quotes or tenders.**

Carried

5.9 Isaac Resources Excellence Precinct - Internal Construction – Authority to Tender

EXECUTIVE SUMMARY

The purpose of this report is to seek authority to tender, through council resolution, for the internal construction elements of the Isaac Resources Excellence Precinct.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. *Resolves it is satisfied with the preliminary design of the Resource Centre of Excellence building and gives authority to tender for the works package.***

Resolution No.: PECS1364

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- 1. Resolves it is satisfied with the preliminary design of the Resource Centre of Excellence building and gives authority to tender for the works package.**

Carried

ATTENDANCE

Ms Rebekah McDonald left the meeting room at 2.20pm and returned to the meeting room at 2.22pm.
Mr Mick St Clair, Acting Manager Community Facilities video conferenced into the meeting at 2.23pm.
Mayor Kelly Vea Vea video conferenced into the meeting at 2.32pm.

5.10 Planning, Environment and Community Services FY2025-2026 Capital Projects Progress Report as at 22 July 2025

EXECUTIVE SUMMARY

This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2025-2026 Capital Works Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Receives and notes the monthly Planning, Environment and Community Services 2025-2026 Capital Progress Summary Report as at 22 July 2025.***

Resolution No.: PECS1365

Moved: Cr Melissa Westcott

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

1. **Receives and notes the monthly Planning, Environment and Community Services 2025-2026 Capital Progress Summary Report as at 22 July 2025.**
2. **Notes the briefing provided on the Planning, Environment and Community Services capital projects being carried forward to the 2025-2026 budget.**

Carried

NOTE:

The Committee requests that commencement/start dates are included onto the spreadsheet for each project.

Resolution No.: PECS1366

Moved: Cr Melissa Westcott

Seconded: Cr Alaina Earl

That the Committee defer Report 5.11 Planning Environment and Community Services Monthly Departmental Report – Community Education and Compliance to the September Planning, Environment and Community Services Standing Committee Meeting for consideration.

Carried

5.11

Planning Environment and Community Services Monthly Departmental Report – Community Education and Compliance

EXECUTIVE SUMMARY

The Purpose of this report is to provide an overview and status update of the Community Education and Compliance Department's operational commitments.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the content of the monthly report that provides an overview and status update of the Community Education and Compliance Department's operational commitments.***

Resolution No.:

Moved: Cr

Seconded: Cr

That the Committee recommends that Council:

- 1. Receives and notes the content of the monthly report that provides an overview and status update of the Community Education and Compliance Department's operational commitments.**

Carried/Lost

PROCEDURAL MOTION:

Resolution No.: PECS1367

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That the Committee closes the meeting to the public at 2.38pm under *Local Government Regulations 2012 254J (3) (e)* legal advice obtained by the local government or legal proceedings involving the local government for discussions relating to CONFIDENTIAL Report 5.12 Planning and Environment Court Update – Civeo Coppabella Workers Camp Appeal.

Carried

ATTENDANCE

Mayor Kelly Ve a Ve a ended her conference with the meeting at 2.38pm and video conferenced back into the meeting at 2.39pm.

PROCEDURAL MOTION:

Resolution No.: PECS1368

Moved: Cr Melissa Westcott

Seconded: Cr Jane Pickels

That the Committee resume the meeting at 3.09pm.

Carried

CONFIDENTIAL REPORT

Closed under S254J (3e) of the *Local Government Regulation 2012* - legal advice obtained by the local government or legal proceedings involving the local government

5.12

Planning and Environment Court Update – Civeo Coppabella Workers Camp Appeal

EXECUTIVE SUMMARY

This report seeks to provide Council with an update regarding Civeo's appeal in the Planning and Environment Court against Council's refusal of their development application for a worker's camp at Coppabella.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Notes the update regarding the Planning and Environment Court appeal between Civeo Pty Ltd and Council; and*
- 2. Delegates authority to the CEO to execute an agreement with Civeo regarding the resolution of the appeal on behalf of Council, with prior agreement from the Mayor.*

Resolution No.: PECS1369

Moved: Cr Jane Pickels

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- 1. Notes the update regarding the Planning and Environment Court appeal between Civeo Pty Ltd and Council; and**
- 2. Delegates authority to the Chief Executive Officer to execute an agreement with Civeo Pty Ltd regarding the resolution of the appeal on behalf of Council, with prior agreement from the Mayor.**

Carried

ATTENDANCE

Mayor Kelly Ve a Ve a ended her video conference with the meeting at 3.10pm.

6. GENERAL BUSINESS

6.1 4th Quarter 2024/2025 Annual Operational Plan Progress Update Report

The Director Planning, Environment and Community Services provided an overview of the PECS 4th Quarter 2024/2025 Annual Operational Plan Progress Update Report with Department Managers providing a brief on their relevant areas with a focus on below target projects/initiatives.

6.2 Potential Direct to Council Report

Mr Mark Davey advised the committee that there may be a direct to Council report submitted at the August 2025 Ordinary Meeting regarding a permanent location of the Country Universities Centre Isaac facility.

ACTION: PROGRAM MANAGER – CAPITAL DELIVERY

6.3 Disabled Parking (Wheelchair Accessibility)

Cr Melissa Westcott has recently received feedback from a local disabled resident that has advised that the disability car parking in Moranbah does not meet the requirements for a wheelchair due to various reasons (size of the car parks or slopes they are on). Is this something that Council can assist with or has responsibility for in addressing not only Council facilities but other businesses car parking access for disabled parks.

ACTION: DIRECTOR PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

7. CONCLUSION

There being no further business, the Chair declared the meeting closed at 3.33pm.

These minutes will be confirmed by the Committee at the Planning, Environment and Community Services Standing Committee Meeting to be held on Tuesday 8 September 2025 in Moranbah.

.....
CHAIR

..... / /
DATE

MEETING DETAILS

Planning, Environment and Community Services

Standing Committee Meeting

Tuesday 9 September 2025

AUTHOR

Donna Wilson

AUTHOR POSITION

Engaged Communities Grants Officer

5.1

MINOR COMMUNITY GRANTS SUMMARY AUGUST 2025

EXECUTIVE SUMMARY

This report summarises the minor community grants approved under delegation for the period 1 August 2025 to 31 August 2025.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- Notes the minor community grants approved under delegation for the month of August 2025**

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, under delegation to the Manager Engaged Communities. Eleven (11) Minor Grant applications (inclusive of Individual and Team Development Grants, and Scholastic Bursaries) were received and approved for the month of August 2025 to the value of \$10,000.00.

Table 1 below summarises the minor grant applications received for the month of August 2025:

Division	Applicant	Value	Purpose	Breakdown
2	Dysart Golf Club (Minor Grant)	\$1,000.00	To host a family movie night at Dysart Golf Club on 16 August 2025.	Funds will be used to hire movie theater equipment. The total cost is \$6,069.15
2	Dysart Community Support (Minor Grant)	\$1,000.00	Grill Master Challenge at the Jolly Collier Hotel on the 11 October 2025.	Funds will be used towards the payment of the mechanical bull. The total cost is \$7,000.00
2	Hinterland Community Care (Minor Grant)	\$1,000.00	Purchase items to run an ongoing program in Dysart for children with disabilities.	Funds will be used towards the purchases of items necessary for the outdoor program. The total cost is \$3,000.00

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

3, 4, 5	Moranbah State High School P&C (Minor Grant)	\$1,000.00	Comedy night fundraiser at the Moranbah State High School on the 30 August 2025.	Funds will be used for prize money and the judge's gifts. The total cost is \$14,332
3, 4, 5	Moranbah State High School (School Bursary Grant)	\$500.00	School Bursary Grant. Year 11 Mayors Award.	Funds will be used towards the cost of the trophy and prize. The total cost is \$1,500.00
1, 6	Clermont Clay Target Club (Minor Grant)	\$1,000.00	Annual two-day shoot carnival at Clermont Target Club on 25-26 October 2025.	Funds will be used towards the prize funding. The total cost is \$23,700
6	Clermont Bowls Club (Minor Grant)	\$1,000.00	Annual Clermont Bowls Carnival on 27 and 28 September.	Funds will be used towards Prize money. The total cost is \$19,800.00
7	Middlemount Community School (School Bursary Grant)	\$1,250.00	School Bursary Grant. 2 x high school. 1 x primary school.	Funds will be used towards the awards. The total cost is \$1,200.00
7	Teah Vasella on behalf of Cooper Downing. (Individual Grant)	\$250.00	Cooper Downing to represent Queensland at the 2025 MX3 class Motocross Challenge in Darwin on 18-21 September 2025.	Funds will be used towards the cost of travel and accommodation. The total cost is \$5,400.00
7	C&K Middlemount (Minor Grant)	\$1,000.00	Celebrating 20 years of Play with Middlemount C&K.	Funds will be used towards the cent sale prize. Gold Coast Family holiday. The total cost is \$8,087.00
8	Clarke Creek Campdraft (Minor Grant)	\$1,000.00	Clarke Creek Campdraft on the 22-24 August 2025.	Funds will be used towards the cost of the ambulance. The total cost is \$66,812

Table 1 – Summary of minor grant applications received for the month of August 2025

Additional notes

The remaining budget figures for Divisions 1 and 6 above reflect a grant of \$1,000 to Clermont Gold Club Juniors in July which had previously been allocated solely to Division 6, however has now been amended to be split between Divisions 1 and 6.

IMPLICATIONS

The different types of grants processed through the Community Grants Management Framework are managed through different cost centres which is reflected in the tables below:

Table 2 below summarises implications to Community Grants divisional budgets (includes major grants, minor grants, multi-year grants, individual and team development grants, and scholastic bursaries only) for the 2025/2026 financial year:

Division	Allocation	Total Actual Spend/Commitments (pending approval/ executed Funding Agreement)	Pending Multi-Year Grant Commitments	Remaining Budget
1	\$50,000	\$14,250.00	\$6,142.86	\$29,607.14
2	\$50,000	\$7,933.56	\$1,143.00	\$40,923.44
3	\$50,000	\$8,652.56	\$5,767.86	\$35,579.58
4	\$50,000	\$8,652.57	\$5,767.86	\$35,579.57
5	\$50,000	\$8,652.56	\$5,767.86	\$35,579.58
6	\$50,000	\$19,750.00	\$1,142.85	\$29,107.15
7	\$50,000	\$18,260.22	\$5,768.00	\$25,971.78
8	\$50,000	\$7,500.00	\$0	\$42,500.00
Total	\$400,000	\$93,651.47	\$31,500.29	\$274,848.24

Table 2 – Community Grants budget implications (Major, Minor, Individual and Team Development Grants, Multi-Year Grants and Scholastic Bursaries). *Figures have been rounded.

CONSULTATION

Director Planning, Environment and Community Services

Divisional Councillors

Engaged Communities Departmental Administration Officer

Engaged Communities Grants Officer

Manager Budgets & Statutory Reporting

Manager Engaged Communities

BASIS FOR RECOMMENDATION

To update Council on the approval of minor community grants as per PECS-POL-126 Community Grants.

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:
DONNA WILSON	HEIDI ROBERTS
Engaged Communities Grants Officer	Director Planning, Environment and Community Services
Date: 21 August 2025	Date: 1 September 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- PECS-POL-126 Community Grants Policy
- CORP-GDS-036 Isaac Community Grants Guidelines

MEETING DETAILS	Planning, Environment and Community Services
	Standing Committee Meeting
	Tuesday 9 September 2025
AUTHOR	Barb Franklin
AUTHOR POSITION	Coordinator Community Hubs

5.2 NATIVE GARDEN AND YARNING CIRCLE AT CLERMONT MUSEUM

EXECUTIVE SUMMARY

This report seeks Council's endorsement for the Wangan and Jagalingou Traditional Owners Aboriginal Corporation (WJTOAC) to develop and install a native garden, yarning circle and solar audio post at the Clermont Museum. This opportunity provides a chance to strengthen Isaac Regional Council's relationship with WJTOAC as well as expanding on the current First Nations information displayed at the Clermont Museum.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- Notes that the Wangan and Jagalingou Traditional Owners Aboriginal Corporation (WJTOAC) have secured grant funding to install a native garden, yarning circle and solar audio post (the installation) at the Clermont Museum.***
- Approves Chief Executive Officer or their delegate, in consultation with WJTOAC, to determine a mutually agreeable site within the Clermont Museum landholding for the installation.***

BACKGROUND

The Clermont Museum is a hub for the community and travellers alike to learn, experience and celebrate the region's local history. The museum currently boasts a small display dedicated to the First Nations people, including a Welcome to Country, an assortment of stone implements, wooden objects and a shield. As museum staff work through the Isaac Museums Collection Management Plan, updates are made to the display as needed.

This proposal would bring a new type of cultural experience into the Museum's space. With an interactive approach, it will allow visitors to experience the Wangan and Jagalingou story in another light and aligns with Council's commitment to respectful partnerships with Traditional Owners.

Project Details

- WJTOAC has secured grant funding to cover all project costs, including supply and installation of the native garden, yarning circle and solar audio post. The funding originally supported ceremonial grounds, including an audio post, but WJTOAC successfully obtained a variation to install the post at the Clermont Museum.

- **Location:** Following consultation with WJTOAC, the audio post and associated works are proposed for the front area of the Clermont Museum, between the main building and the entry gate. Of note, capital works undertaken during the seasonal closure will not affect the installation of the yarning circle or garden.
- **Visitor Information:** Information packs will be developed for staff and visitors, alongside a QR code linking to further online resources to support interpretation.
- **Audio Post Flexibility:** The solar audio post allows recordings to be updated at no cost. Instructions for recording and uploading audio will be provided with the unit.

Timeline

WJTOAC planned to order the solar audio post by the end of August 2025, with installation and garden/yarning circle construction in October 2025. Officers have communicated to WJTOAC that a Council resolution will not be made until 24 September 2025. Their grant acquittal deadline is April 2026, so Council endorsement at this stage is critical to allow the project to proceed.

IMPLICATIONS

Financial

- WJTOAC has secured grant funding to cover all project costs, including supply and installation of the native garden, yarning circle and solar audio post. Within the grant, other associated expenses may also be considered once agreement is in place and final designs are costed.
- WJTOAC have confirmed they will be responsible for the maintenance and any eventual replacement of the solar audio post. The post is supplied with a seven-year warranty and a Care & Maintenance Schedule.
- Routine care of the native garden will be incorporated into the Clermont Museum caretaker's existing weekly schedule.
- No additional budget allocation from Council is required.

Risks

Risks associated with this project are considered low for the following reasons:

- WJTOAC have confirmed they will not require access to the site outside of normal museum opening hours and will work around the Museum's seasonal closure (December–March).
- This avoids additional staffing or operational burdens.
- Installation of the yarning circle and garden will not be impacted by capital works planned for the seasonal closure, as the planned location is at the front of the main museum building, between the building and the entry gate.
- If the works are delayed and not completed before the Museum reopens in 2026, a staged project plan will be in place with timeframes and risk management to minimise any implications.
- The main risk relates to ensuring ongoing garden upkeep and integration with the Museum grounds, which will be monitored by Museum staff.

Benefits

This collaboration is anticipated to:

- Strengthen the relationship between Isaac Regional Council and WJTOAC.
- Expand the First Nations content within the Clermont Museum through interactive storytelling, cultural plantings and art.
- Provide an engaging and educational visitor experience through six short audio tracks recorded by WJTOAC members and Elders.
- Contribute to cultural tourism in Clermont, supporting local economic and community development.
- Support Council's broader reconciliation objectives by embedding Wangan and Jagalingou knowledge and stories in a prominent public space.

Timeline

WJTOAC plan to order the solar audio post by the end of August 2025, with installation and garden/yarning circle construction in October 2025. Officers have communicated to WJTOAC that a Council resolution will not be made until 24 September 2025. WJTOAC's grant acquittal deadline is April 2026, so Council endorsement at this stage is critical to allow the project to proceed.

CONSULTATION

Consultation has occurred with WJTOAC representatives directly to clarify funding, access, and maintenance responsibilities.

Isaac Museums Working Group

Manager Advocacy and External Affairs

Manager Economy and Prosperity

Manager Engaged Communities

Program Leader - Museums

BASIS FOR RECOMMENDATION

To confirm and communicate Council's decision to the Wangan and Jagalingou Traditional Owners Aboriginal Corporation. This will allow them to proceed with the proposal at the Clermont Museum or allow the corporation time to decide where to spend the grant funding.

Promotion of Isaac History: Implementing this proposal will allow for the community and travellers to gain a deeper understanding of the Wangan and Jagalingou people.

ACTION ACCOUNTABILITY

Coordinator Community Hubs and Program Leader – Museums will oversee participation, coordination with WJTOAC, and site management.

Brand, Media, and Communications will manage any press releases, social media, photography and videography, and other promotional opportunities that arise.

KEY MESSAGES

Isaac Regional Council is committed to preserving and promoting its local history in partnership with Traditional Owners.

This project celebrates the Clermont area's living culture through native plants, storytelling and art.

The collaboration with WJTOAC provides a culturally respectful, interactive and lasting addition to the Clermont Museum experience.

Report prepared by:	Report authorised by:
BARB FRANKLIN	HEIDI ROBERTS
Coordinator Community Hubs	Director Planning, Environment and Community Services
Date: 20 August 2025	Date: 1 September 2025

ATTACHMENTS

- Attachment 1 - Wangan & Jagalingou – Clermont Museum Proposal

REFERENCE DOCUMENT

- NIL



Date 25 July 2025

Proposal: Native Garden, Yarning Circle & Solar Audio Post Installation at Clermont Historical Centre

Project Overview

Wangan and Jagalingou Traditional Owners Aboriginal Corporation (WJTOAC) proposes the development of a Native Garden, Yarning Circle, and Solar Audio Post at the Clermont Historical Centre.

This culturally significant space will serve as a place for learning, reflecting, and connecting to the Wangan and Jagalingou people, culture, and history. It will deepen community and visitor understanding of Country, celebrate the resilience of our people, and provide a welcoming space where stories, knowledge, and spirit live on.

The project will share Traditional ecological knowledge, showcase native plants used for food and medicine, and celebrate our living culture through storytelling and art.

Project Components

1. Native Garden

A curated garden featuring culturally significant plants native to Wangan and Jagalingou Country. Each species will include signage describing its traditional use, cultural relevance, and ecological value.

Example plants may include:

- *Ruby Saltbush*
- *Gumby Gumby*
- *Bush Lime*
- *Currant Bush*

The garden will be designed with biodiversity and seasonal cycles in mind.

2. Yarning Circle

A circular gathering space constructed using natural materials— Boulders, logs, etc

This space could be used for:

- Enhanced Visitor experience
- School group learning and cultural education
- Gatherings, storytelling, and healing workshops

The design of the yarning circle honours ancient cultural practices where people come together to listen deeply, share knowledge, and strengthen relationships.

3. Solar-Powered Audio Post

A custom-designed, solar-powered post with motion-activated audio stories and Indigenous artwork created by Wangan and Jagalingou artists. It will feature six short audio tracks (1–2 minutes each) that bring Country and culture to life.

Audio Story Themes:

1. **Welcome to Country** – A greeting and cultural context, introducing visitors to Wangan and Jagalingou land and people.
2. **What is a Yarning Circle?** – Explaining the cultural meaning and purpose of yarning circles in strengthening relationships and healing.
3. **Native Plant Uses** – Highlighting traditional uses of plants for bush medicine, food, and spiritual practice.
4. **Our Creation Story and Connection to Country** – Sharing the ancestral story of how Country was formed, and the deep, ongoing relationship between the Wangan and Jagalingou People and our lands, waters, and skies.

These stories will be narrated by Wangan and Jagalingou members and Elders, ensuring authenticity and cultural integrity.

Location

The project is proposed for the grounds of the **Clermont Historical Centre**, located on Wangan Country. The site provides an ideal space for education, reflection, and community and visitor engagement and enhances the Centre's existing historical interpretation through a First Nations lens.

Design and Development Steps

The success of this project relies on culturally respectful and collaborative design. The following steps outline how the Native Garden, Yarning Circle, and Solar Audio Post will be designed and developed:

1. **Initial Consultation and Site Walkthrough**
 - Joint site visit and cultural assessment with WJTOAC representatives, and Clermont Historical Centre staff.
 - Identify suitable location, orientation of the yarning circle, plant placement, and visitor flow.
2. **Cultural Design and Story Gathering**
 - WJTOAC will lead the design process grounded in cultural knowledge and community values.
 - Elders and cultural knowledge holders will be engaged to select plant species, advise on cultural protocols, and record stories for the audio post.
3. **Collaborative Planning with Historical Centre**
 - Ongoing partnership meetings with Clermont Historical Centre staff to ensure alignment with site layout, visitor experience, accessibility, and integration into existing programs.

- Develop signage and interpretation plan that complements Centre's existing exhibitions.

4. Artistic and Landscape Design

- Engage W&J member to create the layout, yarnning circle structure, and art for the audio post.
- Include natural and sustainable materials consistent with local environment and cultural practices.

5. Production and Installation

- Installation of solar-powered audio post with culturally approved content.
- Planting of native garden
- Construction of yarnning circle

Project Outcomes

- **Cultural Education:** Increase understanding of Wangan and Jagalingou history, cultural practices, and plant knowledge.
 - **Community Connection:** Create a safe, welcoming space for dialogue, learning, and cultural exchange.
 - **Cultural Tourism:** Enhance visitor experiences at the Historical Centre through interactive and immersive First Nations storytelling.
 - **Knowledge Sharing:** Pass on stories and ecological knowledge to future generations in a culturally respectful way.
-

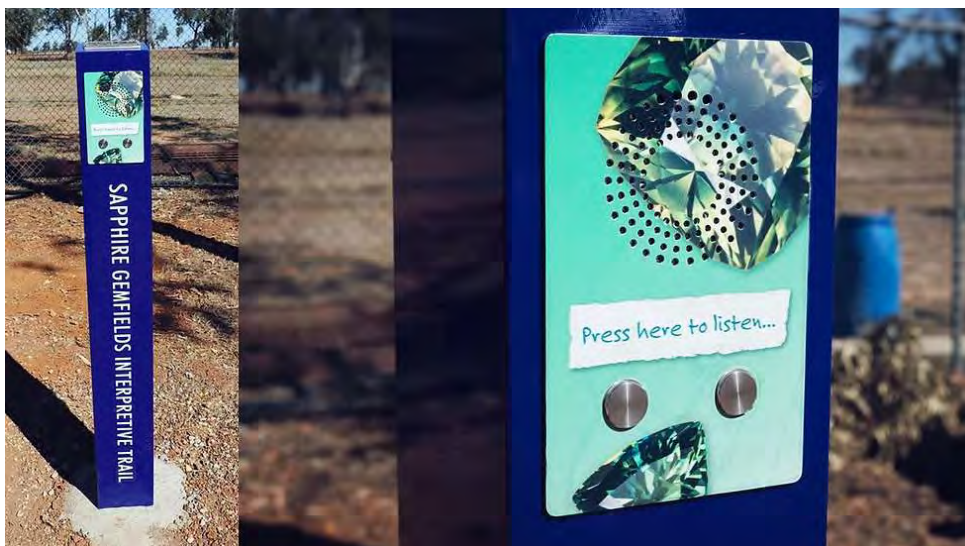
Conclusion

This project represents a meaningful opportunity to embed Wangan and Jagalingou stories, knowledge, and cultural presence into a prominent public space. It promotes healing, cultural exchange, and respect for Country through a living, growing, and speaking installation.

We invite Clermont Historical Centre and Isaac Regional Council to walk with us in partnership to bring this important vision to life.

Example Images:

Solar Audio Post - <https://www.armsign.com.au/audio-range>





MEETING DETAILS	Planning, Environment and Community Services Standing Committee Meeting Tuesday, 9 September 2025
AUTHOR	Joel Redden
AUTHOR POSITION	Program Leader – Economic Development

5.3

POST-MINE LAND USE - REIMAGINE REHAB ENGAGEMENT PROSPECTUS

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with information on the Post-mining Land Use *Reimagine Rehab Engagement Prospectus* developed by Greater Whitsunday Alliance in partnership with the Resources Centre of Excellence and Isaac Regional Council, and to seek endorsement for IRC's continued involvement in the Regional Post-Mine Land Use Working Group and associated activities and projects.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the Reimagine Rehab Engagement Prospectus***
- 2. Authorises the Chief Executive Officer (or delegate) as a member of the Regional Post-Mine Land Use Working Group, to pursue opportunities in the Isaac Region in accordance with Reimagine Rehab Engagement Prospectus***

BACKGROUND

Post-mining land use (PMLU) presents a strategic opportunity for the Bowen Basin's Mining Equipment, Technology and Services (METS) sector, leveraging opportunities from predicted mine closures and environmental remediation. With a reputation for innovation and compliance with high environmental standards, regional METS businesses are well-positioned to meet local needs and expand globally.

As many Queensland mines approach closure – particularly peaking around 2040, there is a growing opportunity to shift from traditional rehabilitation to more diverse and sustainable land use outcomes. In August 2024, Greater Whitsunday Alliance (GW3) launched their *Greater Whitsunday METS Sector – a Revenue Diversification Strategy* report to capitalise on the high performing METS sector's expertise to provide a pathway to a more diversified economic landscape across emerging sectors such as PMLU, and Critical Minerals, Circular Economy, Biomanufacturing, Bioenergy, Renewables, and Space. The report found that historically, regulation has not incentivised alternative land uses, creating a "gap" in clarity and direction.

A PMLU working group was established, led by GW3 in collaboration with the Resources Centre of Excellence (RCOE) and IRC, to address key regional needs including:

- IRC's strong commitment to exploring PMLU opportunities that support the long-term sustainability and viability of local communities and workforces;

- GW3's active interest in leveraging PMLU to ensure the continued sustainability of industry in the Greater Whitsunday region, supported by a range of research and analysis to guide further exploration; and
- RCOE's Stage III initiative, the Isaac Resource Excellence Precinct, which aims to develop a region-specific evidence base to inform future planning and programming.

To address these regional needs and the identified "gap", the working group co-funded (GW3 – \$30,000, and IRC – \$10,000) to engage the consulting group Create Advisory, to develop the Reimagine Rehab Engagement Prospectus. See *Attachment 1 – Reimagine Rehab Engagement Prospectus – June 2025*.

The Reimagine Rehab Engagement Prospectus:

- Provides an aspirational vision for PMLU in the Bowen Basin.
- Identifies options for high-level economic opportunities tailored to the unique characteristics of mine sites across the Isaac region.
- Articulates a clear value proposition and narrative to support advocacy and stakeholder engagement.
- Provides a project roadmap to attract investment and partnerships.
- Delivers a professionally designed final report for use in stakeholder communications.

This initiative complements existing efforts such as EnviroMETS (focused on regulatory frameworks) and CRC TiME (academic research), ensuring alignment rather than duplication, and allows for high-level facilitative communication with key stakeholders to attract partnership and investment.

Since the drafting of the *Reimagine Rehab Engagement Prospectus*, leadership of the PMLU working group has transitioned from GW3 to RCOE, which is now the primary driver of the actions outlined in the prospectus. In collaboration with partners such as CRC TiME and EnviroMETS, the group is spearheading a coordinated effort to reimagine rehabilitation across the region. Key activities include:

- Engaging stakeholders through a comprehensive and inclusive process involving community members, government agencies, and mining companies to establish a shared vision, identify barriers, and uncover new opportunities;
- Identifying and prioritising opportunities through a structured long- and short-listing process in close consultation with stakeholders to focus on the most impactful initiatives for the region;
- Defining development pathways for priority opportunities by unlocking funding sources, addressing regulatory challenges, and connecting key stakeholders and delivery partners.

These efforts are designed to foster a collaborative, innovative, and community-led approach to building a sustainable future for post-mining landscapes.

IMPLICATIONS

The prospectus realises opportunity for PMLU rehabilitation at a high-level and any quantitative analysis undertaken is based on simplifying assumptions. These opportunities are general in nature, with the expectation that concepts put forward will be further explored in more detail with enablers, investors and partners when the PMLU working group is ready to progress.

Support of the projects provided in the prospectus could present reputational risk as community, investors, mining operators and other partners may have competing priorities.

////////////////////////////////////

The implementation of the actions outlined in the prospectus will require a continued commitment of IRC staff time, with an expected commitment of three to four hours per month. Any additional activities or projects arising from the implementation of the prospectus will be managed through the normal IRC budgeting process.

CONSULTATION

Internal

Director Planning, Environment and Community Services

Executive Manager Advocacy and External Affairs

Planning, Environment and Community Services Leadership Team

Manager Economy & Prosperity

Economy and Prosperity Department

External

Greater Whitsunday Alliance

Resources Centre of Excellence

Create Advisory

BASIS FOR RECOMMENDATION

The recommendation supports continued engagement and advocacy supporting development of ongoing opportunities and sustainability of Isaac communities in preparation of potential mine closures.

ACTION ACCOUNTABILITY

The delegated IRC appointed officer will have accountability for liaison with Regional Post-Mine Land Use Working Group.

Advocacy and External Affairs will assist where required in the preparation of advocacy materials and collateral to support advancement of the project.

Economy and Prosperity will continue to facilitate the strategies and actions of the Reimagine Rehab Engagement Prospectus and PMLU working group.

KEY MESSAGES

IRC has a continued focus on the region's sustainability and viability and is being proactive and consistent in its advocacy for post mining land use opportunities. The Reimagine Rehab Engagement Prospectus presents a clear value proposition and narrative to support advocacy to federal and state governments, industry and key stakeholders to ensure Isaac, and its communities, are sustainable and livable for future generations.

Report prepared by:

SCOTT JARVIS
Manager Economy and Prosperity

Date: 21 August 2025

Report authorised by:

HEIDI ROBERTS
**Director Planning Environment & Community
Services**

Date: 1 September 2025

ATTACHMENTS

- Attachment 1 – Reimagine Rehab Engagement Prospectus – June 2025

REFERENCE DOCUMENT

- 2023-2028 Community Corporate Plan
- GW3 Greater Whitsunday METS Sector – a Revenue Diversification Strategy

Reimagine rehab

A prospectus for advocacy and investment
in transformative rehabilitation and post-
mining land uses in the Greater Whitsunday
Region



Disclaimer

Create Advisory have prepared this Prospectus in alignment with the scope set out in our engagement letter dated 7 May 2025. This Prospectus is not to be used for any other purpose without prior written consent.

Create Advisory Pty Ltd accepts no responsibility, duty or in any way whatsoever for the use of this Prospectus for any purpose other than that for which it has been prepared.

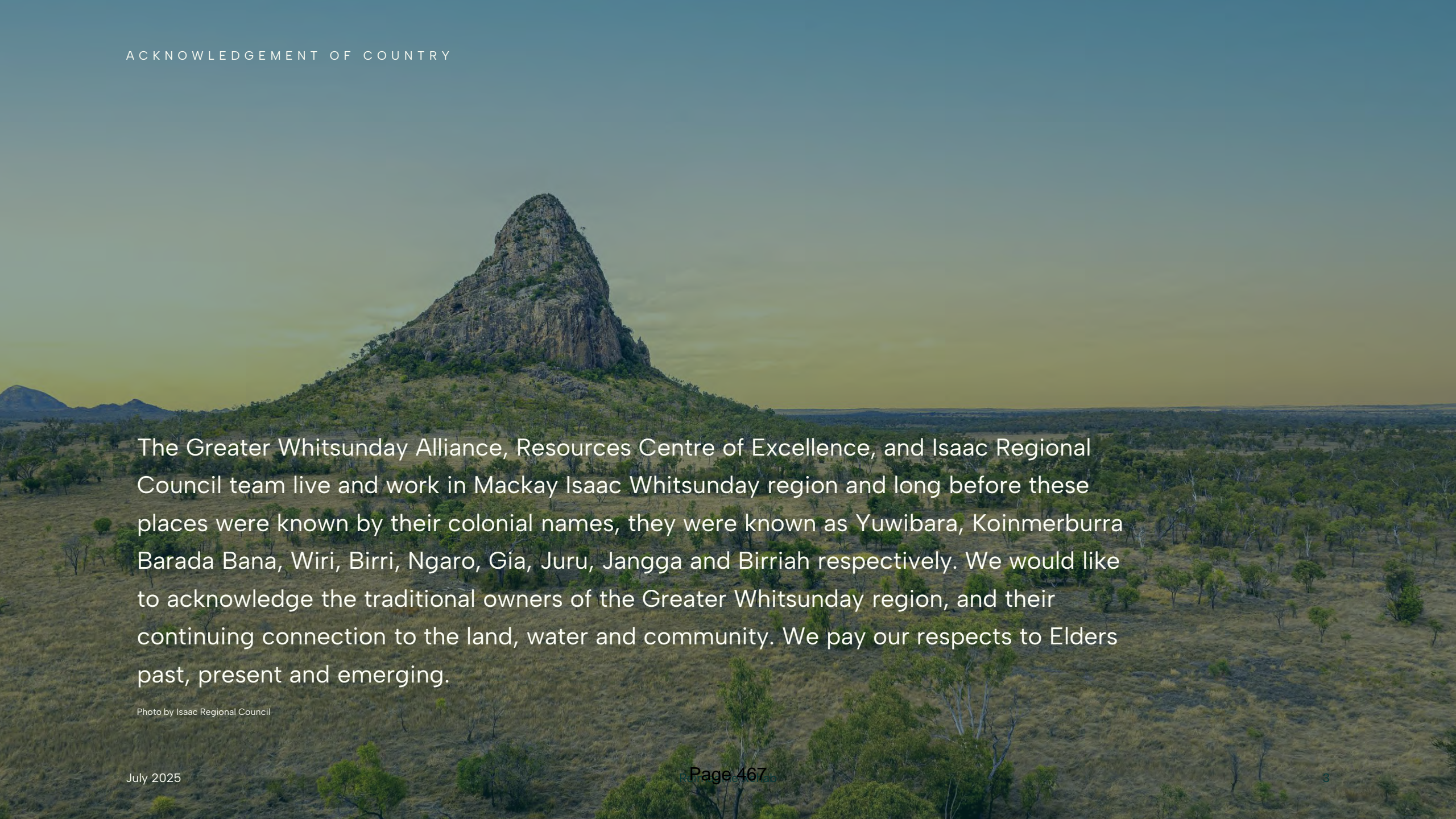
The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and no opinions or conclusions intended to convey assurance have been expressed.

This Prospectus must not be shown, copied, provided, disseminated, given to, or relied on by, any other person or entity outside of Greater Whitsunday Alliance except for as set out in our engagement letter.

We have considered and relied upon publicly available communication and documentation along with materials provided by Greater Whitsunday Alliance, which we believe to be reliable, complete and not misleading. Nothing in this Prospectus should be taken to imply that we have verified any information supplied to us or carried out an audit of any information supplied to us other than as expressly stated in the Prospectus.

Nothing in this Prospectus represents legal or tax advice, or advice on compliance with applicable regulation. Greater Whitsunday Alliance will be responsible for seeking its own legal, tax and regulatory advice should it decide to adopt and implement any of the recommendations set out in this Prospectus.

This Prospectus is based solely on the information provided to us as at 12 June 2025. We reserve the right to amend the contents of this Prospectus (if necessary), should any further relevant information become available.



The Greater Whitsunday Alliance, Resources Centre of Excellence, and Isaac Regional Council team live and work in Mackay Isaac Whitsunday region and long before these places were known by their colonial names, they were known as Yuwibara, Koinmerburra Barada Bana, Wiri, Birri, Ngaro, Gia, Juru, Jangga and Birriah respectively. We would like to acknowledge the traditional owners of the Greater Whitsunday region, and their continuing connection to the land, water and community. We pay our respects to Elders past, present and emerging.

Photo by Isaac Regional Council



CONTENTS

About	5
Summary	6
Vision	8
Example Opportunities	15
Next steps	24
References	27

This Prospectus aims to describe the immense opportunity for transformative rehab in the region, and key next steps to deliver these opportunities

What is the purpose of this Prospectus?

The Greater Whitsunday region has long been engaged in meaningful dialogue around post-mining land use and the potential to unlock new value from our mining legacy.

This has been shaped through the Working Group's active involvement in initiatives such as the CRC TiME Bowen Basin Hub, our support for EnviroMETS Lighthouse Projects 1 and 2, and the collaborative development of the Mackay Isaac Whitsunday Regional Water Strategy. Together, these efforts have begun to form a picture of how we might transition legacy mining lands into productive, sustainable assets. However, these efforts have largely developed in parallel, and a cohesive regional vision has yet to be fully realised.

In alignment with the "Greater Whitsunday METS Sector: A Revenue Diversification Strategy," this prospectus seeks to consolidate these regional insights and identify actionable pathways forward.

The Isaac Resources Excellence Precinct presents a unique opportunity to anchor and accelerate these efforts. However, to fully realise the potential of post-mining land use, we must now focus on integrating these initiatives, clarifying our strategic priorities, and directing attention to the areas with the greatest potential for impact.

About the Working Group



Greater Whitsunday Alliance (GW3) is the peak independent, economic development organisation for the Mackay, Isaac, Whitsunday LGAs. GW3 works with a range of stakeholders to ensure the region has the strategies in place to meet the demand of existing and emerging industry needs.



The **Resources Centre of Excellence** is a world-class facility located in the Greater Whitsunday region that is driving cutting-edge research, technology, education, and industry collaboration to accelerate innovation and shape the industries of the future.



Isaac Regional Council services 17 unique communities, with over 22,000 permanent residents and a non-permanent population of over 13,000. Council is focused on delivering on its vision of "Helping to energise the world. A region that feeds, powers and builds communities, now and for the future."

Our vision is to **Reimagine Rehab**: leveraging our region's mining areas to catalyse growth, innovation, and limitless futures for our community.

What does this mean?

Recognising the burning platform and the significant potential value locked in mine site rehabilitation, the Working Group wants to unlock this value to support communities in the region to continue to evolve and innovate – diversifying our economy and continuing our prosperous legacy.

The vision is underpinned by the following **Principles** that represent the core pillars of the vision and the desired outcome:

Community-driven

Continuing the legacy of the community – experience, skills, infrastructure, relationships – to enable the growth and evolution of the region.

Sustainable

Sustainability and decarbonisation remain foundational to the region and PMLU opportunities.

Future-focused

Recognising the need to adapt to a changing world – embracing innovation, technology, and diversification into future industries.

Practical

Aligned to the characteristics and features of the region and community, and able to be feasibly implemented.

Why now?

Our region is a global mining powerhouse, providing ~30% of the world's metallurgical coal in 2023 alone. With key closure periods earmarked for 2040 and 2070 we have an opportunity to embrace transformative and innovative rehabilitation and post-mining land uses (PMLU) to generate value, sustainable outcomes, and continued prosperity for our communities.

2040 peak mine

closure period, which is a significant opportunity for transformative rehab.

\$8 billion is

estimated will be spent on mine closure Australia-wide in 2030.

585% growth

in estimated rehabilitation liability in Queensland over the past two decades.

>\$1 billion p.a.

estimated value of transformative and innovative rehabilitation in Queensland.

There are a plethora of opportunities that could deliver value to our community – we will work with our stakeholders to unlock this value

What could transformative rehabilitation and PMLU look like?

Even with recent progressive rehabilitation requirements in Queensland, mine rehabilitation and the associated liability largely remains an exercise of returning land to previous condition.

We aim to support stakeholders to consider transformative uses (beyond just mining-adjacent uses) that add value, are sustainable, and allow continued productive use.

There are a plethora of opportunities – ensuring they are fit for purpose for our region and leave a sustainable legacy will be key to success. For example:



Water-reuse



Bio
manufacture



Tourism



Tailings
processing



Advanced
manufacturing



Carbon
capture



Mixed use
precincts



Education



Renewables



Aquaculture /
agriculture



Biodiversity
and ecological
restoration



Housing

What's next?

This is the start of the journey for some, and an ongoing passion and vision for others. We want to ensure all stakeholders are brought along on the journey to reimagine rehab together.

The Working Group, together with our partners (such as CRC Time, EnviroMETS), passionate community, and wider stakeholders, aims to:

- › Conduct detailed and extensive stakeholder engagement (including but not limited to community, Government, and mining companies) to align the vision, garner support and understand the key barriers and opportunities.
- › Undertake long- and short-listing of opportunities in close consultation with stakeholders to identify and prioritise opportunities in the region.
- › Identify a pathway to development of priority opportunities – including unlocking funding, removing regulatory barriers, connecting key stakeholders, etc.
- › And most importantly – **secure your commitment to engagement, action, and participation in solutions.**

The vision

Why now, and what are we trying to achieve?

Our region is home to prosperous communities that help to power the world, though our heavy reliance on mining exposes us to sectoral risks

Queensland is a global mining powerhouse, with the Bowen Basin as its engine

46% of global metallurgical coal was exported from Queensland in 2023 - (higher than Russia, U.S. and Canada combined).¹

... where in the Isaac region alone:

67%
of Queensland's **met coal** is produced²

58%
of the 25,000 regional **jobs** are in mining³

89%
of regional **output** is from mining⁴

With decades of reserves at some mines, and new sites likely to open over time the resources sector will continue to be a lifeblood for the region. Metallurgical coal is expected across many forecasts to maintain its demand for decades, due in part to the high quality and significant volumes of regional Queensland coal.⁵

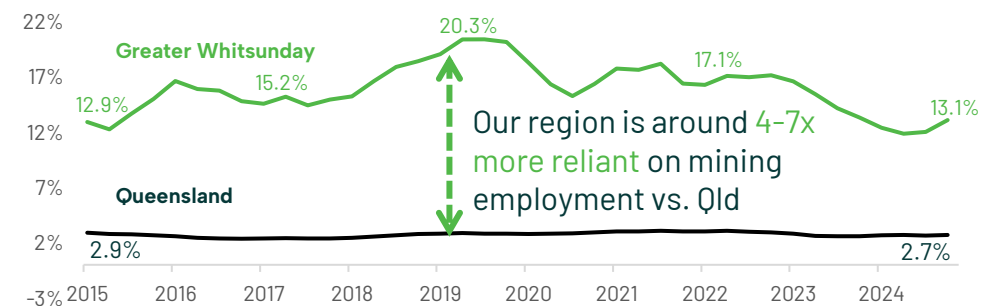
Much of our region is therefore heavily entrenched in the mining sector (particularly our mining equipment, technology and services (METS) businesses). Mining, for example, employs 4 – 7x more people in our region than the Queensland average (see Figure 1).⁶

Reliance on the resources sector exposes the region to the inherent risks and opportunities

The Greater Whitsunday region's strong reliance on the resources sector has underpinned economic growth for decades. However, this reliance also exposes the region to the inherent risks of global commodity cycles and market fluctuations. To build long-term economic resilience, it is essential to explore complementary opportunities that can diversify revenue streams and reduce vulnerability to sector-specific downturns.

Fortunately, the region is well-positioned to do so. The infrastructure, expertise, and workforce developed through decades of mining activity provide a solid foundation for new industries and land uses. By reimagining how mining lands and associated assets can be repurposed—whether through innovation, environmental restoration, or emerging sectors—we can unlock new value and strengthen the region's economic future.

Figure 1: Mining employment as a proportion of Greater Whitsunday and Queensland (%)



Source: Create Advisory analysis of Australian Bureau of Statistics (2025) Employed persons by Industry division data

Upcoming mine closures present an opportunity to leave a positive legacy

Several mines in the region are reaching end of life over the coming decades

Peak mine closure in the region is anticipated to occur around 2040 and 2070.¹ Many of these mines requiring rehabilitation are near Moranbah as outlined in Figure 2, highlighting a significant opportunity for the region to drive innovation in this space.

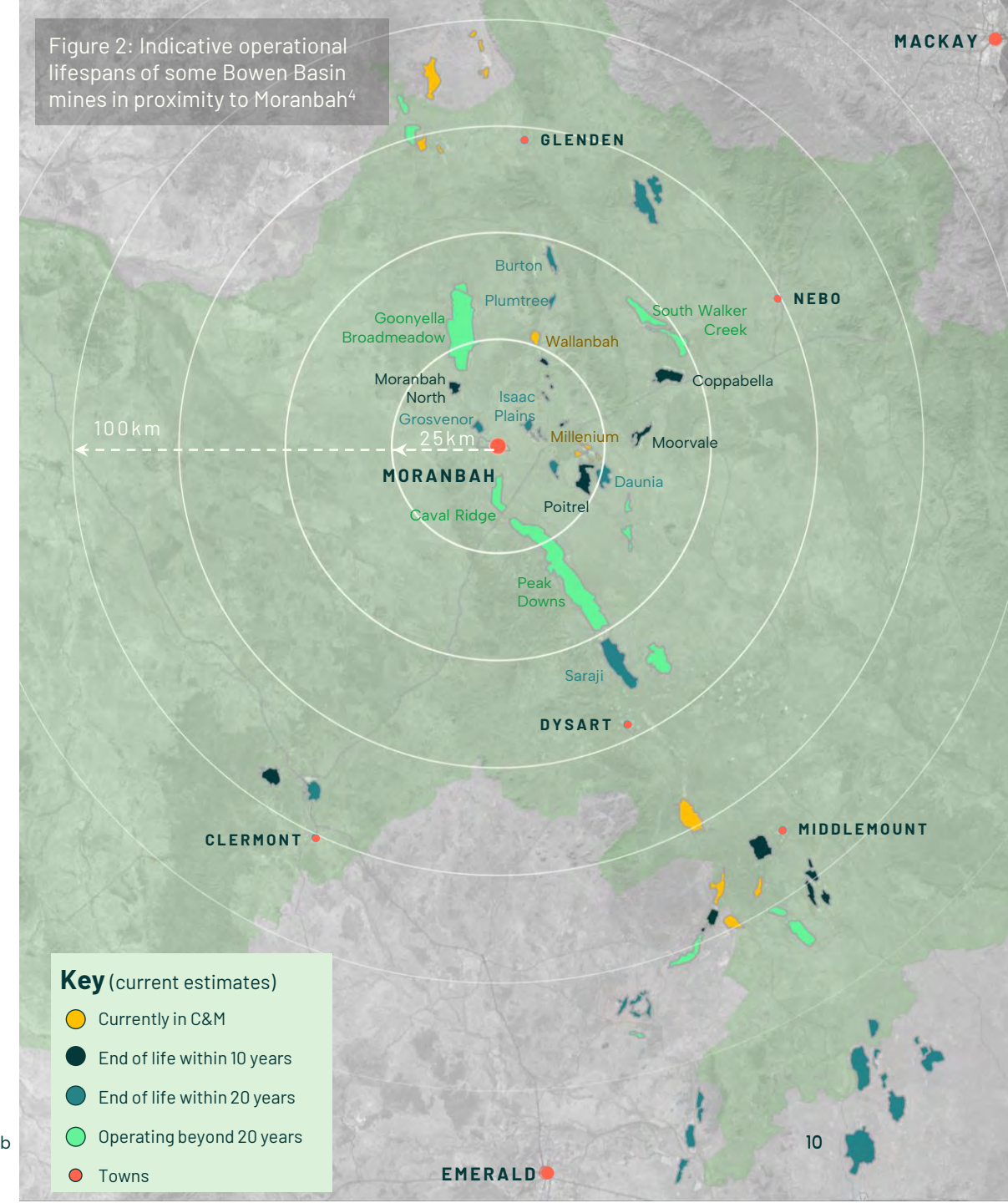
The introduction of a new life-of-mine planning instrument (Progressive Rehabilitation and Closure Plan or PRCP) in 2019², alongside the impending mine closures, is pushing investors and community toward seeking more proactive initiatives on mine rehabilitation and closure.

This highlights the opportunity for community, businesses and governments to be involved alongside the mining sector in the co-creation of value-generating opportunities whilst mine sites are still in operation.

Peak mine closure in the Bowen Basin is anticipated to occur in two peaks around 2040 and 2070.

– CRC TiME, 2022¹

Figure 2: Indicative operational lifespans of some Bowen Basin mines in proximity to Moranbah⁴



Transformative rehab is estimated to be worth over one billion dollars per annum for Queensland¹

Our region has an opportunity to embrace transformative and innovative rehabilitation and PMLU approaches to generate significant value, sustainable outcomes, and continued prosperity for our communities.

The Queensland Mine Rehabilitation Commissioner examined 207 mines across the sector subject to progressive rehabilitation and closure requirements.

Over the last 30 years, the estimated rehabilitation cost (ERC) liability for all resource activities has grown to exceed \$13.7 billion.²

Figure 3: ERC liability (estimated) in Queensland 1994–2024

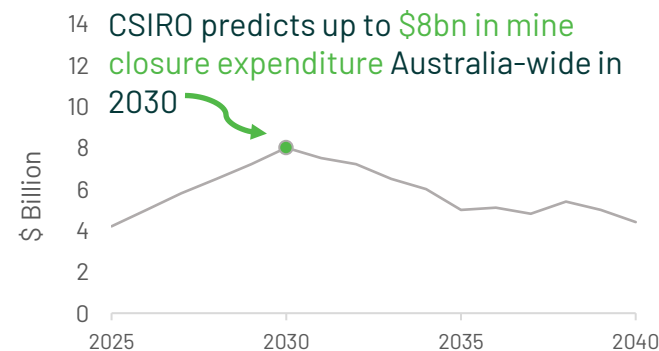


Source: Adapted from Queensland Mine Rehabilitation Commissioner (2024), 2023–24 Report.

Australia's existing \$100 billion Mining Equipment, Technology, and Services (METS) industry supports mine closure activities, with approximately a quarter of its companies offering some closure and remediation solutions.

The CSIRO estimates that expenditure on mine rehabilitation and closure activities Australia-wide could exceed \$4 billion each year.³

Figure 4: Projected mine closure expenditure



Source: CSIRO (2023) *Enabling mine closure and transitions: Opportunities for Australian industry*.

“20 years ago we’d never have imagined a sustainable space industry in Bowen – what could the next two decades look like for rehab?”

– Working Group member

Our vision is to **Reimagine Rehab**: Leveraging our region's mining areas to catalyse growth, innovation, and limitless futures for our community

What does this mean?

Recognising the burning platform and the significant potential value locked in mine site rehabilitation, the Working Group wants to unlock this value to support communities in the region to continue to evolve and innovate – diversifying our economy and continuing our prosperous legacy.

The vision is underpinned by the following **principles** that represent the core pillars of the vision and the desired outcome:

Community-driven

Continuing the legacy of the community – experience, skills, infrastructure, relationships – to enable the growth and evolution of the region.

Why? Leverage our world-class expertise and experience to continue the prosperity of our region, retaining our workers and our community.

Future-focused

Recognising the need to adapt to a changing world – embracing innovation, technology, and diversification into future industries.

Why? To ensure the resilience and adaptability of community and industry as we continue to evolve – remaining leaders of growing industries in Australia for decades to come.

Sustainable

Sustainability and decarbonisation remain foundational to the region and PMLU opportunities.

Why? Ensuring our region remains a positive partner for the planet and leaves a sustainable legacy.

Practical

Aligned to the characteristics and features of the region and community, and able to be feasibly implemented.

Why? Because we want to ensure opportunities are realised quickly and efficiently, in a way that is complementary to our strengths as a region.

Taking advantage of the opportunities associated with reimagining rehab are expected to provide substantial benefit to a range of stakeholders

Benefits



Local Community

- › Economic diversification that ensures the impacts of economic cycles are guarded against, enabling long-term regional resilience.
- › Continued growth and prosperity, attracting new industries and people to the region.
- › Opportunities for local skill development, especially through attraction of educational institutions.



Mining companies

- › Continuation of the immense legacy of the mining sector, with more productive and sustainable use of post-mining land.
- › The investment required to rehabilitate land can be allocated to higher-value, revenue generating initiatives.



Local businesses

- › Alignment between the capability of local businesses and rehabilitation requirements (e.g. earthmoving, equipment supply, engineering) can stimulate business growth.
- › Any new mining land uses will require ongoing support in operations, maintenance and across the supply chain.



State and Local Government

- › Ensures advancement of State Government priorities for regional development which include fostering economic growth through expanding business and growing industry.
- › Additional investment in the region will support sustainability and liveability, and diversify revenue sources for local governments.



New Industry

- › The implementation of new operations of mined land can attract new industry, businesses and investment into the region, whilst existing infrastructure can be leveraged to reduce barriers to entry.
- › Opportunities for new projects to contribute further towards decarbonisation aspirations.

A significant body of knowledge and many completed projects by our partners showcase several opportunities for our region, for example...

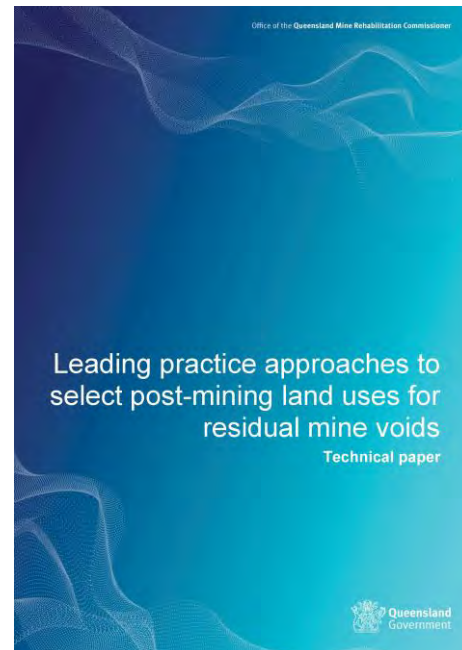


Cooperative Research Centre for Transformations in Mining Economies

Examining the experiences of several Australian mine sites that have undergone or are currently pursuing mine repurposing.¹

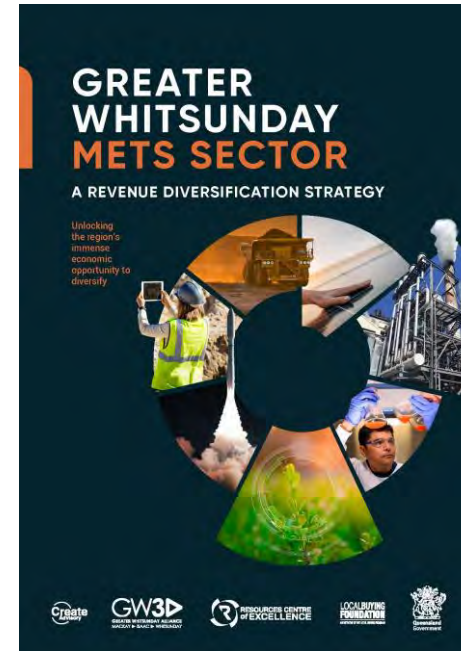
Government, including the Qld Mine Rehabilitation Commissioner

Providing advice on leading practice in rehabilitation of land impacted by resource activities and report on trends.²



Leading practice approaches to select post-mining land uses for residual mine voids

Technical paper

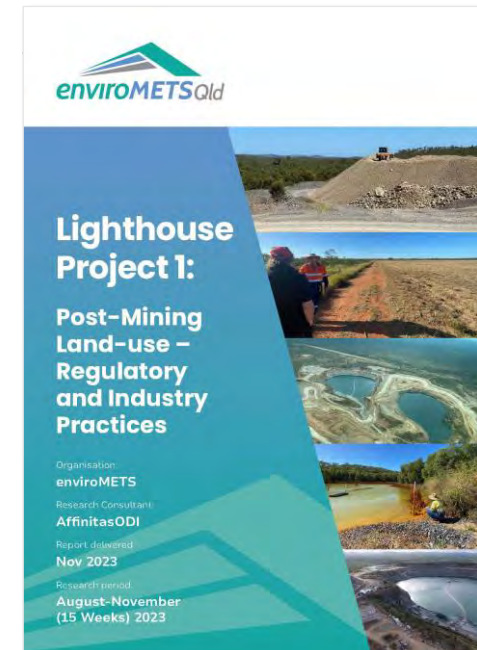


Greater Whitsunday Alliance

Identifying priority sectors that deliver significant growth opportunities and require the existing skills and expertise of the METS sector.³

EnviroMETS Qld

Undertaking rapid analysis of regulatory and industry practices impacting on PMLU outcomes in Queensland and barriers and enablers to promoting positive PMLU outcomes.⁴















Identified examples

What does transformative rehabilitation look like?

EXAMPLES

There are a plethora of opportunities – ensuring they are fit for purpose for our region and leave a sustainable legacy will be key to success

For example, the following are areas of interest for our region...

 <p>Minerals reprocessing to extract valuable residual minerals from waste / tailings.</p>	 <p>Renewable energy particularly in solar, wind, battery, and pumped hydro, and connection to nearby REZs.</p>	 <p>Tourism and recreation, transforming sites into attractions and publicly usable space.</p>	 <p>Housing particularly where sites are located near existing townships or employment centres.</p>
 <p>Multi-use Industrial Precinct, connecting and enabling multiple uses and infrastructure.</p>	 <p>Industrial / commercial, supporting the growth and diversification of our METS sectors.</p>	 <p>Carbon capture and the generation of carbon credits as we seek to continue to decarbonise.</p>	 <p>Education and research particularly as we evolve our community and industry to new areas.</p>
 <p>Water re-use and storage for a wide variety of uses, and as an enabler of other opportunities.</p>	 <p>Modern agriculture / aquaculture leveraging the strength of our agriculture industry.</p>	 <p>Biodiversity and ecological restoration including providing habitats and reserves for flora and fauna.</p>	 <p>Biomanufacturing and energy leveraging nearby agriculture and infrastructure to grow bio-related industry.</p>

→ These opportunities are explored further on the following pages

We've highlighted three key examples of opportunities that are directly applicable to the strengths of our region, to showcase what could be possible

Finding the right opportunities for our region

There are a wide variety of transformative and innovative ways to rehabilitate and use mining land during and after core mining operations, and a large body of knowledge and case studies is continuing to be built to back these up globally.

Part of the ongoing effort for the Working Group and regional partners is to identify and progress those opportunities that are **directly relevant and feasible for our mining land**.

We look forward to working with you and the wider stakeholder base to identify, enable, support, unlock funding for, and help deliver these opportunities.

Showcasing key examples

This Prospectus does not aim to identify all the opportunities, nor prosecute their value or feasibility. Instead we aim to stimulate our stakeholders' imagination for what could be possible in the region through some case studies provided on the following pages – including:

- › Tailings reprocessing facility
- › Multi-use industrial precinct
- › Water re-use scheme.



Minerals reprocessing: There are a number of tailings facilities across the Isaac region, with most storing coal tailings and reject materials. Reprocessing of tailings can create value from products such as critical minerals, road subbase aggregates or agricultural soil conditioner



Multi-use industrial precinct: The collocation of available land and infrastructure on mine sites offers a strong platform for innovation and collaboration, with opportunities in autonomous systems, robotics, and emerging technologies across sectors including resources, agriculture, and logistics.



Mine water storage and re-use: Our mines have the potential to hold and redistribute a large volume of water for productive uses in our region, such as agriculture and renewable energy, as well as to provide drought resilience to offset climate change.

EXAMPLES

Overview of minerals reprocessing

Recent advancements have made tailings processing more commercially feasible, with potential returns in the billions¹

Tailings are the mineral waste remaining after the processing. Generally, mining processes that involve extraction from ore results in mine tailings, including the major coal mining operations in the Bowen Basin and extraction of critical minerals for emerging energy technologies.

Why it works in our region

17 tailings waste facilities

(in use and currently not in use) across the Isaac region.¹

6,500ha

of land in Queensland utilised for coal mine tailings storage.³

8 Abandoned major mines across the Isaac region

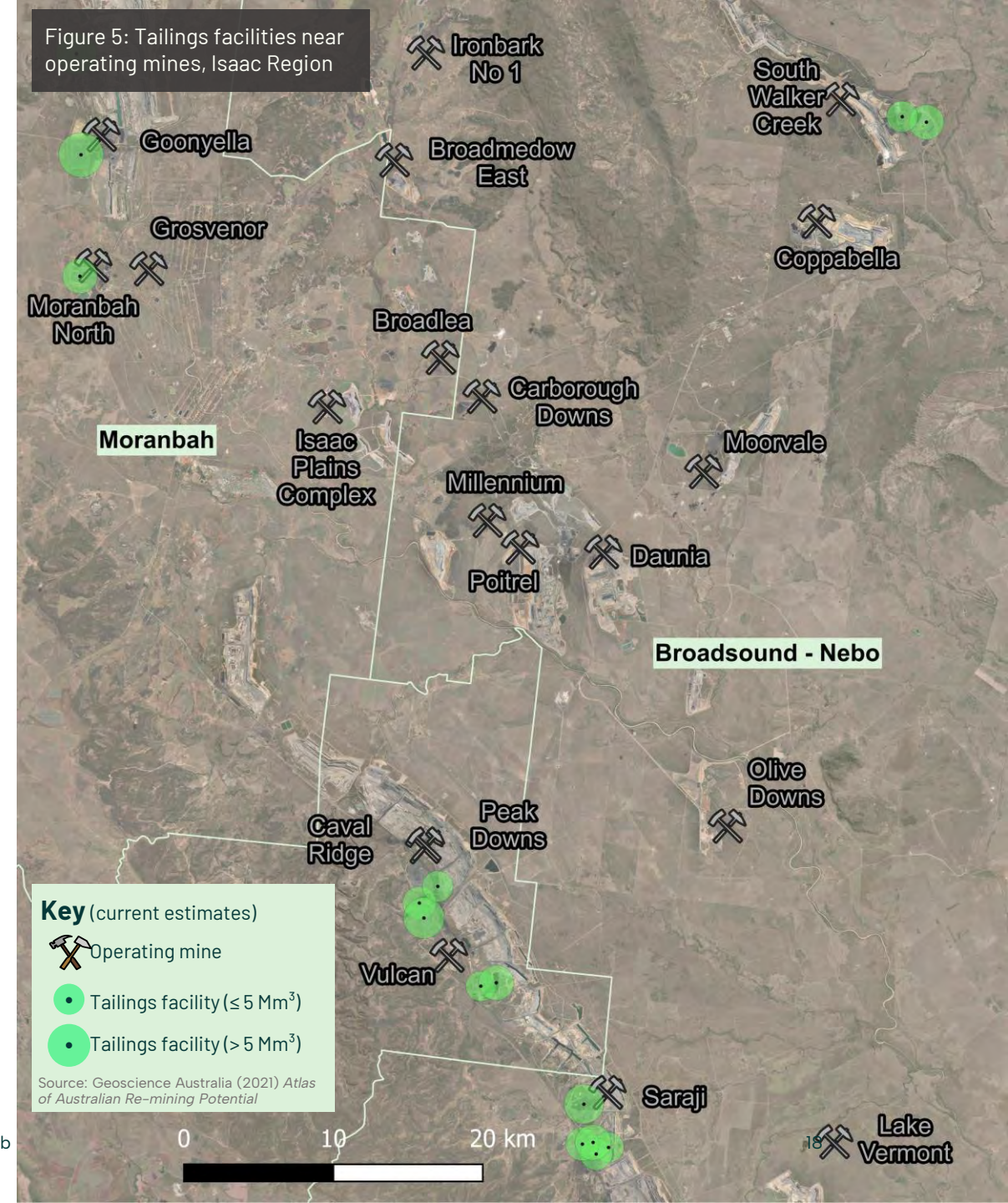
of the 120 complex abandoned sites managed by Department.²

20% – 50%

total carbon soil conditioning material in coal wastes.⁴

- › **Modern recovery techniques:** Technology such as hydrometallurgical processes can lead to effective recovery of strategically important critical minerals from low-grade sources such as mine tailings.⁵

Figure 5: Tailings facilities near operating mines, Isaac Region



Minerals reprocessing – regional leading indicators

Minerals and tailings reprocessing has significant momentum in the Greater Whitsunday region

Future Industries Flexi-Lab Pilot Processing Plant

The Future Industries Hub pilot processing plant is a commercial common-user facility, helping to transition and support the emerging new economy minerals sector, generating jobs for the future and our regional economy.

The pilot plant will support the development of new and improved methods for processing minerals, enabling the pilot-scale demonstration of new technologies and assisting companies to increase mining yields and decrease associated costs.¹



A \$12 million facility funded by QLD State Government and Mackay Regional Council.

20+ users in project pipeline for critical mineral pilot processing plant.

Workshops, events and training attracting visitation from investors, industry and all levels of government.

Pit to Port

The Resources Centre for Excellence (RCOE), in partnership with BHP Mitsubishi Alliance (BMA), has launched a pilot project to explore how circular economy principles can be integrated across the entire value chain—from pit to port. This initiative aims to deliver enhanced organisational, environmental, and social outcomes.

The “Pit to Port” project lays the groundwork for applying these principles at a regional scale. It envisions a symbiotic network of Bowen Basin sectors, businesses, and communities working together to optimise service delivery, improve material flows, and regenerate natural and social systems through coordinated, sustainable practices.²





Tailings reprocessing facility



EXAMPLE

Hellyer Gold Mines tailings reprocessing

LOCATION

Tasmania

In 2019, Northern Queensland Minerals (NQ Minerals) successfully commissioned the Hellyer Gold Mines tailings reprocessing facility on Tasmania's west coast. In February, subsidiary Hellyer Gold Mines (HGM), shipped its first consignment of reprocessed silver-lead-gold concentrate from the port of Burnie.¹

Building on the success of that project, in 2021 HGM signed an agreement to add mineral processing technology operated by EnviroGold Global to its facility.³

VALUE

The Hellyer Tailings Retreatment project has a 10-year mine life and a projected revenue of US \$706m in 2019, with an EBITDA of US \$28m.

It's estimated at least 55 people are employed at HGM full-time.

In return for applying its proprietary processing technology to various tailings deposits, the company is entitled to 50% of the pre-tax cashflows from the up to US \$24 million per year.

BENEFITS FOR ...



Community – ongoing employment opportunities based in highly-skilled mining and resources industry.



Mining companies – ability to leverage existing infrastructure, create additional revenue streams and manage liabilities.



Local business – continued demand for services through construction, operations, and maintenance.



Government – helps ensures mining companies meet or exceed environmental regulations, reducing monitoring costs



New industries – secondary source of critical minerals and development of products for construction and agriculture

KEY TAKEAWAYS

Innovative tailings management presents a major opportunity for the Isaac Region to unlock new value from existing mine sites and highly-trained workforce —supporting resource recovery, job creation, and local manufacturing while positioning the region as a leader in circular mining practices.

Overview of multi-use industrial precincts

Multi-Use industrial precincts are emerging as key enablers of regional economic development – designed to support diverse industries, from advanced manufacturing to sustainable agriculture, fostering innovation and investment

While early activities in these precincts are likely to relate to opportunities in resources, regional strengths in growth sectors such as agriculture and aquaculture can drive additional high-value diversification opportunities.

Leveraging existing infrastructure and connectivity

The collocation of available land and existing infrastructure on mine sites presents a valuable opportunity for intensive agriculture, including livestock operations, feedlots, and horticulture.¹ For instance, greenhouses could be established, or buildings could be repurposed as controlled-environment facilities to support year-round food production.² Site proximity to electricity transmission networks, and integration with roads, rail, ports and airports offer significant supply chain advantages, ensuring rapid delivery of products to domestic and export markets. Driving additional high-value agriculture and aquaculture uses is dependent on the characteristics of each mine site.³

Supporting a wide range of agricultural and industrial activities

Repurposing former mine sites as these precincts unlocks new infrastructure potential to support a range of agricultural and industrial activities.⁴ These precincts can host high-efficiency crop production,

value-added food manufacturing, carbon capture techniques, logistics, and applied research, as well as integrating robotics and automation in real-world conditions. By fostering collaboration and innovation, they can catalyse economic diversification across regional communities.^{5,6}

Why it works in our region

#1 Home to Paget, the largest mining services industrial precinct in the southern hemisphere.⁷

10% of Qld agricultural production, whilst comprising only 5% of the state's land.⁸

4.4x greater share of mechanical engineer trade workers than Queensland.⁷

56% of Qld economic value from aquaculture is produced in the region.⁹

- › **Existing proof cases** particularly in the success of the Regional Centre of Excellence, Paget Industrial Estate, and other precincts / center of excellence (e.g. agriculture and aquaculture).
- › **Platform for growth** with a wide array of current and future industries (such as critical minerals, agriculture, renewable energy, biomanufacturing) ready to benefit from common user facilities and colocation with enabling services and infrastructure.¹⁰

Multi-use industrial precincts – regional leading indicators

The Greater Whitsunday region is already well advanced with developing multi-user industrial precincts as vehicles to drive new economic activity across key sectors.

Resources Centre of Excellence

Located in Mackay are the Resources Centre of Excellence (Stage 1) and Future Industries Hub (Stage 2) whilst planning for Stage 3, the Isaac Resources Excellence Precinct in Moranbah is well advanced.

Through the Resource Centre of Excellence (RCOE) and Future Industries Hub, the precincts are reshaping the future of the mining and other emerging industries by connecting innovation, research and technology with industry.¹

Stage 1 RCOE foundation site



Bringing together innovators and collaborators across research, technology, education and METS to shape the future resources industry



Stage 2 Future Industries Hub



Due to open in 2025, the Future Industries Hub will include a pilot processing plant focused on critical mineral and reprocessing of tailings.



Stage 3 Resource Excellence Precinct

The proposed REP will establish a RCOE presence in the Isaac region and seek to build out a range of capabilities and offerings in coming years...



Agriculture Centre of Excellence & Aquaculture Centre of Excellence, TAFE Queensland Bowen and Cannonvale



The Agriculture Centre of Excellence at the TAFE Queensland Bowen campus and the Aquaculture Centre of Excellence at the TAFE Queensland Cannonvale campus offers exciting learning opportunities, skills and pathways for the regional communities helping to drive the state's \$23.5 billion agriculture and aquaculture industry.

The Agriculture Centre of Excellence offers specialist training to cater for emerging technologies in the agriculture industry. The Aquaculture Centre of Excellence focuses on providing job readiness in fish farming, hatchery, and pond management.

The Agriculture Centre of Excellence includes technologies such as a smart centre for data analysis, laboratories for testing, growing pods and a farm bot for robotics, nutrition, soil science, biology and coding.^{2,3,4}



Multi-use industrial precinct



EXAMPLE

Australian
Automation and
Robotics
Precinct

LOCATION

Perth

Opened in 2024, the Australian Automation and Robotics Precinct (AARP) is a collaborative innovation hub and Australia's largest test and development site supporting the advancement of automation, robotics, remote operations and zero emissions technologies.¹

Launching initially with a strong focus on the mining sector, the AARP's facilities provide organisations with access to multi-purpose test beds to allow for the development of robotics and autonomous equipment in real-world conditions.

VALUE

Developed with a \$28m WA Government investment, the WA Government estimates the AARP could contribute between \$450m and \$600m to the economy in the five years to 2030.²

The AARP is focused on leveraging WA's expertise and strength in resources and mining automation to drive innovation across other sectors.

The facility benefits from the collocation of tier 1 operators, mid-tier, and junior miners alongside the METS supply chain, startups and research institutions.

BENEFITS FOR ...



Community – employment and training opportunities in an industry where demand is growing.



Mining companies – ability to leverage existing infrastructure and connection to supply chains to diversify revenue.



Local business – continued demand for services through construction, operations, and maintenance.



Government – aligns to goals of State's Regional Growth Framework to support industry development in the regions.³



New industries – attracting innovative businesses to the region (e.g. automation, robotics, agtech, aquaculture)

KEY TAKEAWAYS

Multi-Use industrial precincts provide diverse industries substantial opportunity to leverage existing infrastructure in the region to encourage collaboration and innovation. Given the growing global demand for food, fuel and fibre, there is substantial opportunity to leverage existing infrastructure in the region to implement high-value agricultural uses on mine sites.

Overview of mine water storage and re-use

Circular economy principles on mine sites, particularly for water and waste, are not new concepts and could generate significant value for our mines and community

Water is a precious resource particularly in regional Queensland where water use is high for industrial and agricultural purposes, though supply becomes difficult due to the remote locale and relatively arid areas.

Mine sites use and capture significant amounts of water

Mine sites are typically geographically isolated, with limited access to advanced water processing facilities and sewerage systems. Like other industrial activity, mines also consume significant amounts of water in operations. Storm water and processing waste water become significant liabilities for many mine owners that must adhere to strict requirements for the management and treatment of water.

Water as an enabler for key current and future industries – renewables, agriculture, critical minerals mining, and more

Increasing water availability through mine water re-use / recycling would act as an enabler for a wide range of regional economic development. Particularly in the Greater Whitsunday region where population and tourism growth, untapped agricultural development, and several PHES projects sites, and a move to regional data centre development, will require significant volumes of water over and above existing use.

Why it works in our region

186+ gegalitres of water stored across our mine sites.¹

46x more water used in processing copper than in coal.³

25+ mine reservoirs identified as suitable candidates for PHES.²

20,000 megalitres of high priority water is needed by 2040 to support mining alone⁴

- › **Significant supply potential** – As of 30 June 2020, 185,570 ML was reported as being stored at 31 mine sites within the region, equivalent to 125% of the capacity of Teemburra Dam.⁵
- › **Agriculture and aquaculture** – including for Greater Whitsunday's aquaculture development areas, the potential for a Collinsville agriculture precinct, and the need to grow the Bowen Basin food bowl.
- › **PHES and other renewables** – located near a REZ and with many PHES sites identified.
- › **Coal and critical minerals mining** – coal will continue to be mined in the region, as well as an expected increased in the extraction of critical minerals (particularly copper) from our region – all requiring water.⁶

Mine water storage and re-use – regional leading indicators

Many projects and reports have identified opportunities related to mine water in the Greater Whitsunday region

Greater Whitsunday Regional Water Strategy

The Strategy positions the region as a national thought leader in sustainable water management, particularly in the re-use and repurposing of water infrastructure, including that associated with mining. By recognising the latent potential of these assets, the Strategy promotes innovative approaches to water capture, treatment, and redistribution—supporting agricultural productivity, industrial growth, and environmental resilience.



Through collaborative planning and stakeholder engagement, the strategy identifies opportunities to transform legacy water systems into multi-use assets. These systems can underpin emerging industries, enhance drought resilience, and contribute to ecological restoration, while also enabling research and innovation in water technologies. This forward-thinking approach maximises existing infrastructure and aligns with circular economy principles and long-term regional sustainability.

The report also outlines a range of economic enablers and strategic actions to support growth through improved access to water, while identifying key barriers that must be addressed to unlock this potential. Among the most promising opportunities is the strategic use of regional water infrastructure to support development.

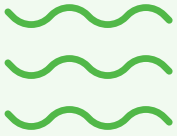
This includes enabling the creation of new agricultural precincts, expanding aquaculture operations, and fostering collaboration to support both existing and emerging industries. While some of these opportunities are still in development, they reflect active regional thinking around infrastructure reuse, integrated planning, and economic diversification.

Unlocking Aquaculture Potential Through Mine Site Water Reuse

As technologies for the safe and effective treatment of mine site water evolve, opportunities are emerging to repurpose these legacy assets for high-value, sustainable industries. One such opportunity is aquaculture, including algae cultivation, which can thrive in controlled water environments and contribute to both economic diversification and environmental outcomes.

Genesis Australia, based in Bowen, is demonstrating the viability of this approach in the region, using algae-based systems to produce organic stockfeed supplements and bio-fertilisers that reduce methane emissions and improve soil health. Their success highlights the potential for integrating similar systems into rehabilitated mine sites, transforming water liabilities into productive, regenerative assets that support innovation, circularity, and regional growth.





Water re-use scheme



EXAMPLE

Hunter Lakes Scheme

LOCATION

Hunter Valley

Use existing and new open cut coal mine voids in the Upper Hunter Valley to re-use and capture for water storage.¹

The proposal includes the creation of interconnected lakes stretching from Muswellbrook in the north to Broke southwest of Singleton to provide Water Security to the region, including “drought proofing” a large area of NSW. The Hunter Lakes Scheme aims to underpin all economic activity envisaged for the Hunter Valley – hydrogen, renewables, agriculture, tourism.²

VALUE

Though no specific estimates are currently available for the value of the available water, let alone the economic benefits of enabling a wide variety of productive uses, the potential benefits are significant.

Opening a new bulk water source in a remote regional area is a important enabler for a wide variety of uses – and could even catalyse investment in additional mining in surrounding areas (as well as agriculture and renewables).

BENEFITS FOR ...



Community – access to new local water supply and recreation sites, as well as jobs / employment and tourism.



Mining companies – valuable allocation of rehab liability, with potential to commercialise water supply or land sale.



Local business – continued demand for services through construction, operations, and maintenance.



Government – firms regional water supply and enables productive industries in regional areas.



New industries – particularly as an enabler for renewable energy (i.e. hydrogen and PHES) and agriculture.

KEY TAKEAWAYS

Water is a precious resource, particularly in our regions, and an enabler to a wide array of activities. Reusing and recycling the water retained in our mine sites should be explored further as a significant opportunity to create new economic outcomes in mining communities.

Next steps

How do we work together to deliver the vision?

NEXT STEPS

Engagement to unlock barriers and deliver opportunities

What's next?

This is the start of the journey for some, and an ongoing passion and vision for others. We want to ensure all stakeholders are brought along on the journey to reimagine rehab together.

The Working Group, together with our partners (such as CRC TiME and EnviroMETS), passionate community, and wider stakeholders, aims to:

- › Conduct detailed and extensive stakeholder engagement (including but not limited to community, Government, and mining companies) to align the vision, garner support and understand the key barriers and opportunities.
- › Undertake long- and short-listing of opportunities in close consultation with stakeholders to identify and prioritise opportunities in the region.
- › Identify a pathway to development of priority opportunities – including unlocking funding, removing regulatory barriers, connecting key stakeholders, etc.

And most importantly – **secure your commitment to engagement, action, and participation in solutions.**



References

References (1 of 3)

Page 9

1. Department of Industry, Science and Resources (2025) Resources and Energy Quarterly – March 2025. Available: industry.gov.au
2. Isaac Regional Council (2025) Innovation in the Isaac Region. Available: australianminingreview.com.au
3. REMPLAN (2025) Isaac – Employment. Available: remplan.com.au
4. REMPLAN (2025) Isaac – Output. Available: remplan.com.au
5. Department of Industry, Science and Resources (2025), Resources and Energy Quarterly – March 2025. Available: industry.gov.au
6. Australian Bureau of Statistics (2025) ABS 6291.0.55.001 RQ1 – Employed persons by Industry division of main job (ANZSIC), Labour market region (ASGS), April 2025. Available: abs.gov.au

Page 10

1. CRCTIME (2022) Post-mining land uses. p. 26. Available: crctime.com.au
2. Queensland Government (2025) Progressive rehabilitation and closure plan for mined land. Available: business.qld.gov.au

Page 11

1. EnviroMETS (2025) Multi-criteria Business Case Strategic Summary. p. 1. Available: enviromets.net.au
2. Queensland Mine Rehabilitation Commissioner (2024) 2023–24 Report. p. 12. Available: qmrc.qld.gov.au
3. CSIRO (2023) Enabling mine closure and transitions: Opportunities for Australian industry. p. vii. Available: csiro.au

Page 14

1. CRCTIME (2022) Post-mining land uses. Available: crctime.com.au
2. Queensland Mine Rehabilitation Commissioner (2024) Post-mining land uses. p. 12. Available: qmrc.qld.gov.au
3. Greater Whitsunday Alliance (2024) Greater Whitsunday METS Sector – A Revenue Diversification Strategy. Available: greaterwhitsundayalliance.com.au
4. EnviroMETS (2025) Lighthouse Project 1. Available: enviromets.net.au

Page 18

1. Northern Australia Infrastructure Facility (2022) Mount Morgan Tailings and Rehabilitation Project. Available: naif.gov.au
2. Australian Coal Association Research Program (2022) Value-Added Products from Coal Tailings. Available: acarp.com.au

Page 19

1. Resources Centre of Excellence (2025) Future Industries Hub. Available: rcoe.com.au
2. Resources Centre of Excellence (2025) Pit to Port. Available: rcoe.com.au

References (2 of 3)

Page 20

1. Commonwealth of Australia (Geoscience Australia) 2021, Atlas of Australian Re-mining Potential. Available: portal.ga.gov.au
2. State of Queensland, 2022, [Queensland Resources Industry Development Plan](#).
3. Kate Baker and James Purtill (August 2023), qmrc.qld.gov.au
4. Yong, MT., Babla, M., Karan, S. et al. [Coal tailings as a soil conditioner: evaluation of tailing properties and effect on tomato plants](#). Plant Growth Regul 98, 439–450 (2022).
5. Australian Coal Association Research Program (2022) Value-Added Products from Coal Tailings. Available: acarp.com.au

Page 21

1. Worden, S. et al. (2024) Regional post-mining land use assessment: An interdisciplinary and multi-stakeholder approach. Available: [sciencedirect.com](https://www.sciencedirect.com)
2. Queensland Mine Rehabilitation Commissioner (2023) Leading practice approaches to select post-mining land uses for residual mine voids. Available: qmrc.qld.gov.au
3. Queensland Mine Rehabilitation Commissioner (2024) Aquatic ecosystems in post-mining landscapes. Available: qmrc.qld.gov.au
4. Rolfe et al. (2023) Processes to transfer post-mining lands to agricultural uses in the Bowen Basin: Review, economics and analysis. cqu.edu.au
5. Development WA (2023) Australian Automation and Robotics Precinct – Industry Prospectus. Available: theaarp.com.au
6. Queensland Government Coordinator-General (2025) Scenic Rim Agricultural Industrial Precinct Project – Coordinator-General's evaluation report on the impact assessment report. Available: qld.gov.au

7. Greater Whitsunday Alliance (2024) Greater Whitsunday METS Sector – A Revenue Diversification Strategy. Available: greaterwhitsundayalliance.com.au
8. Greater Whitsunday Alliance (2025) Agriculture. Available: greaterwhitsundayalliance.com.au
9. Fisheries Queensland (2025) Aquaculture production summary for Queensland 2023–24. p. 8. Available: qld.gov.au
10. Greater Whitsunday Alliance (2025) Biomanufacturing Blueprint. Available: greaterwhitsundayalliance.com.au

Page 22

1. Resources Centre of Excellence (2025) About. Available: rcoe.com.au
2. TAFE Queensland (2025) Agriculture Centre of Excellence in Bowen. Available: tafeqld.edu.au
3. Queensland Government (2023) \$2 million Aquaculture Centre of Excellence a catch for Whitsunday region. Available: qld.gov.au
4. Greater Whitsunday Alliance (2025) Aquaculture. Available: greaterwhitsundayalliance.com.au

References (3 of 3)

Page 23

1. Development WA (2023) Australian Automation and Robotics Precinct – Industry Prospectus. Available: theaarp.com.au
2. Western Australia Government (2024) Australia's biggest robotics and automation precinct opens in WA. Available: wa.gov.au
3. Queensland Government (2025) Queensland's Regions. Available: qld.gov.au

Page 24

1. Greater Whitsunday Alliance (2021) Mackay, Isaac, Whitsunday Regional Water Strategy. Available: greaterwhitsundayalliance.com.au
2. University of Queensland Sustainable Minerals Institute (2022) Post-mining land use. Available: uq.edu.au
3. Veolia (2024) Woodlawn Eco Precinct. Available: veolia.com

Page 25

1. Greater Whitsunday Alliance (2021) Mackay, Isaac, Whitsunday Regional Water Strategy. Available: greaterwhitsundayalliance.com.au
2. Greater Whitsunday Alliance (2022) Greater Whitsunday Algae farm named AgTech Global Finalist. Available: greaterwhitsundayalliance.com.au

Page 26

1. Hunter Lakes Corporation (2025) The Hunter Water Bank. Available: hunterlakes.com
2. Hunter Lakes Corporation (2025) Inquiry into Beneficial and Productive Post-mining Land Use. Available: parliament.nsw.gov.au



MEETING DETAILS

Planning Environment and Community Services

Standing Committee Meeting

Tuesday, 9 September 2025

AUTHOR

Joel Redden

AUTHOR POSITION

Program Leader – Economic Development

5.4

2024-2025 ISAAC REGIONAL COUNCIL SMALL BUSINESS FRIENDLY PROGRAM PERFORMANCE REPORT

EXECUTIVE SUMMARY

This report seeks Council's endorsement to publish the 2024-2025 Isaac Regional Council Small Business Friendly Program Performance Report as part of the Small Business Friendly Program charter reporting obligations.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the 2024-2025 Isaac Regional Council Small Business Friendly Program Performance Report (including Small Business Friendly Program Showcase) and endorses its publication in accordance with Small Business Friendly program charter reporting obligations***
- 2. Receives and notes the Queensland Small Business Commissioner Reply to 2023-2024 Isaac Regional Council Small Business Friendly Program Performance Report***
- 3. Receives and notes the results of the 2024-2025 Isaac Regional Council Small Business Friendly Survey***

BACKGROUND

Small Business Friendly (SBF) Program

In 2020, the Queensland Small Business Commissioner (QSBC) established the Small Business Friendly (SBF) Program initiative to recognise and support councils that actively assist small businesses in their Local Government Area.

At its Ordinary Meeting of Council on Wednesday 30 June 2025 (Resolution No.: 9222), IRC recommitted to the SBF Program as the initiative provides an opportunity to formalise and promote Council's commitment to small businesses within the region, and being a member also aligns with the principles of Council's *2023-2028 Community Corporate Plan*.

Being a signatory of the charter provides Council with several benefits, including access to tools and resources to assist with small business resilience and recovery, participation in regular forums, branding and marketing material, and access to a dedicated point of contact within QSBC to seek advice and information.

Membership also has specified obligations in which Council is required to measure and report on its performance. Council is obliged to publish a performance report in relation to the SBF Program charter once every financial year.

Isaac Regional Council (IRC) SBF Program Performance reports for 2021-2022, 2022-2023, and 2023-2024 have previously been endorsed by council (Resolution No.: 7988, Resolution No.: 8488, and Resolution No.: 8844 respectively).

QSBC Feedback

Following the 2023-2024 IRC SBF Program Performance Report being published on IRC's external website through confirmed minutes, the Economy and Prosperity (E&P) department informed the QSBC for their perusal and review. The QSBC was especially impressed by the initiatives IRC has implemented over the past year, notably:

- IRCs partnership with MIW Indigenous Business Working Group and Trading Tracks, successfully hosting the region's first Black Coffee event with over 30 businesses, industry, and government representatives attending.
- Strategic planning is underway for the Shop Isaac program to grow the 'Buy Local' program aiming for the \$1million milestone within the next 12 months.
- The addition of an Isaac Tourism Development Officer to the Economy and Prosperity team to foster sustainable tourism development in the region.

The QSBC also encouraged that IRC continue to find new and innovative ways to support your local small business and explore new ways to champion our small business community such as:

- Collaborating on place-based development models driven by local needs, local solutions, and the unique attributes of Isaac as a place, as well as opportunities for wider positive influence. A balanced approach is key to inclusive growth and achieving a strong and enduring local economy.
- Expanding the community business networks of local tourism, retail, hospitality, and emerging industries within and beyond their localities in response to shifting market trends and to help improve their competitiveness.
- Developing dense local supply chains of businesses likely to support employment and recirculate wealth and surplus locally.

Further details and advice in *Attachment 1 – Queensland Small Business Commissioner Reply to 2023-2024 Isaac Regional Council Small Business Friendly Program Performance Report*.

Isaac Business Snapshot

According to the Australian Bureau of Statistics (as of June 2024), there are 2,080 businesses operating in the Isaac region, an increase of 50 (2.46%) from the previous financial year. 283 new businesses were registered in the Isaac region during this period while 218 registrations lapsed.

The main industries (as per business count) are Agriculture, Forestry and Fishing (39.45%), Construction (11.87%) followed by Other Services (9.08%) and Rental, Hiring and Real Estate Services (7.83%).

The table below outlines the number and employing type of Isaac regions businesses:

	Business Employment Size				
	Sole operators	1 – 4	5 – 9	20+	Total
Number of Businesses	1,269 (61%)	572 (28%)	191 (9%)	43 (2%)	2,080

There are currently two business groups operating in the region, the Isaac Business Chamber (an incorporated association) and the Clermont Community Business Group (led by volunteers).

IRC SBF Program Survey Feedback and Results

At the end of the SBF 2024-2025 reporting period, the E&P department conducted a SBF Survey (13 August – 22 August 2025) to gain a snapshot of Isaac region business sentiment and provide insight into the opinions of business owners. Subsections of the survey included and considered were Dealing with Council, Constraints on your Business, and Business Development Assistance.

This survey was distributed via email to Isaac's business mailing list (309 recipients) through Speak Up, receiving 90 visits to the survey page (29.1% engagement rate). 19 completed surveys were received, representing a 21.1% conversion rate from those who visited the survey page. All respondents were business owners except for one employee and one "both" (owner/employee).

The number of survey responses received is not considered a statistically valid sample size for analysis of the results to be considered accurate. However, details of the full results and findings of the 2024-2025 SBF Program Survey are presented for Councils information. *Attachment 2 – 2024-2025 Isaac Regional Council Small Business Program Survey report.*

Anecdotal information collected during small business engagements across the Isaac region indicate general business conditions are at their strongest levels since 2022 despite persistently weak profitability. Business sentiment continually referenced high wage costs without corresponding productivity and rising business input costs (including energy) negatively affecting forward economic confidence. This risk is compounded with macroeconomic pressures despite recent Federal Reserve Bank interest rate cuts.

2024-2025 IRC SBF Program Performance Report

The feedback and results outlined in the previous sections, together with baseline performance data from earlier reporting periods, informed the drafting of the self-assessed 2024–2025 IRC SBF Program Performance Report. The performance report is then enhanced by presenting additional information and opportunities which Council further highlights and showcase its small business-friendly activities and achievements.

The performance report is a self-assessment tool that appraises Council's continuous business improvements and monitors its performance against the charter to ensure it is meeting its commitments to being SBF. The SBF Program performance is recorded against eight (8) categories:

- Actively communicate and engage with small businesses;
- Raise the profile and capability of small business;
- Promote and showcase small businesses;
- Develop and promote place-based programs for small businesses;

- Simplify administration and regulation for small businesses (red tape reduction);
- Ensure fair procurement and prompt payment terms for small businesses;
- Support small business resilience and recovery, and
- Measure and report on our performance.

These performance indicators are then measured against a scale of “Not Yet”, “In Progress”, “Achieved” and “Very Well Achieved”. The respective elements then provide a summary of key activities and achievements.

See *Attachment 3 – 2024-2025 Isaac Regional Council Small Business Program Performance Report and Showcase*.

IMPLICATIONS

Financial

There is no cost implication involved in membership of the SBF Program. Any ancillary costs will be minimal and delivered using the Economy and Prosperity department’s existing operational budget.

Reputational

SBF Program membership demonstrates Council’s ongoing commitment to local small businesses. Annual reporting measures the successes of the Economy and Prosperity department and Council’s reputation in relation to community, industry and local businesses.

Resourcing

There are no immediate resource implications for the delivery of the above commitments as Council is currently fulfilling most of these through existing programs and operational budgets

CONSULTATION

Director Planning, Environment and Community Services

Executive Manager Advocacy and External Affairs

Manager Economy and Prosperity

Manager Community Education & Compliance

Manager Governance and Corporate Services

Senior Disaster & Emergency Resilience Partner

Economic Development Team

BASIS FOR RECOMMENDATION

SBF Program membership has specified obligations in which Council is required to measure and report on its performance. Council is obliged to publish a performance report in relation to the SBF Program charter once every financial year.

ACTION ACCOUNTABILITY

The Economy and Prosperity team will lead the continued engagement and interact with internal and external stakeholders in supporting and delivering the project.

KEY MESSAGES

Continued delivery and promotion of small business recovery and resilience initiatives will support local business and have a positive impact on the community and the organisation's reputation.

Report prepared by:

SCOTT JARVIS
Manager Economy and Prosperity

Date: 21 August 2025

Report authorised by:

HEIDI ROBERTS
**Director Planning Environment and Community
Services**

Date: 1 September 2025

ATTACHMENTS

- Attachment 1 – Queensland Small Business Commissioner Reply to 2023-2024 Isaac Regional Council Small Business Friendly Program Performance Report
- Attachment 2 – 2024-2025 Isaac Regional Council Small Business Program Friendly Survey Report
- Attachment 3 – 2024-2025 Isaac Regional Council Small Business Program Performance Report and Showcase

REFERENCE DOCUMENT

- 2023-2028 Community Corporate Plan
- Isaac Regional Council Small Business Friendly Program charter

11 October 2024

Our ref: QSBC-10347

Cr Kelly Vevea
Mayor
Isaac Regional Council
PO Box 97
Moranbah QLD 4744

Dear Kelly

Re: Small Business Friendly Annual Report 2023-24

Thank you for your council's Small Business Friendly (SBF) Program Annual Report for 2023-24, which reached my office on 18 September 2024.

Your report truly reflects the dedication and proactive approach your council has shown in supporting small businesses. We are especially impressed by the initiatives you have implemented over the past year, notably:

- In partnership with MIW Indigenous Business Working Group and Trading Tracks, Council successfully hosted the Isaac region's first Black Coffee event with over 30 businesses, industry, and government representatives attending. It's great to see Council taking positive steps to enhance self-determination and opportunity for the growing Aboriginal and Torres Strait Islander small business sector.
- I note strategic planning is underway for the Shop Isaac program to grow the 'Buy Local' program aiming for the \$1million milestone within the next 12months. I can't wait to see Council achieve that! The local economy is the backbone of every society, and the importance of local purchasing power cannot be overlooked. Money flowing back into the economy helps create jobs, promote innovation, and support local companies, trade and industry ensuring residents can live, work and thrive.
- Addition of an Isaac Tourism Development Officer to the Economy and Prosperity team to foster sustainable tourism development in the region. I'm interested to hear more about this initiative, particularly the projects and investments that help improve the environment, culture, and economy of Isaac as a destination.

In today's climate, with the challenges faced by small businesses intensifying, it is more crucial than ever that all levels of government work in concert to extend support. I encourage you to continue pushing the boundaries of innovation and explore new ways to champion your small business community, such as:

- Collaborating on place-based development models driven by local needs, local solutions, and the unique attributes of Isaac as a place, as well as opportunities for wider positive influence. A balanced approach is key to inclusive growth and achieving a strong and enduring local economy.
- Expanding the community business networks of local tourism, retail, hospitality, and emerging industries within and beyond their localities in response to shifting market trends and to help improve their competitiveness.
- Developing dense local supply chains of businesses likely to support employment and recirculate wealth and surplus locally.

Our Engagement team is fully committed to supporting the SBF Program to ensure it adds real value to your efforts. Our Engagement team remains devoted to bolstering the SBF Program to ensure it effectively contributes to your efforts. We warmly invite you to share your initiatives and progress throughout the year and we would be delighted to showcase your achievements through our communication channels. Have a look at our new [QSBC website](#) for the annual SBF Awards and showcases from our members.

If there is anything you would like to discuss about the Program, please do not hesitate to reach out to Sharon Ible, Senior Engagement Officer, by telephone at 07 3524 3429 or via email at sharon.ible@qsbc.qld.gov.au.

I look forward to our continued collaboration and will be excited to see the great work your council will accomplish in the coming year.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Dominique Lamb', with a long horizontal flourish extending to the right.

Dominique Lamb
Small Business Commissioner

Small Business Survey

SURVEY RESPONSE REPORT

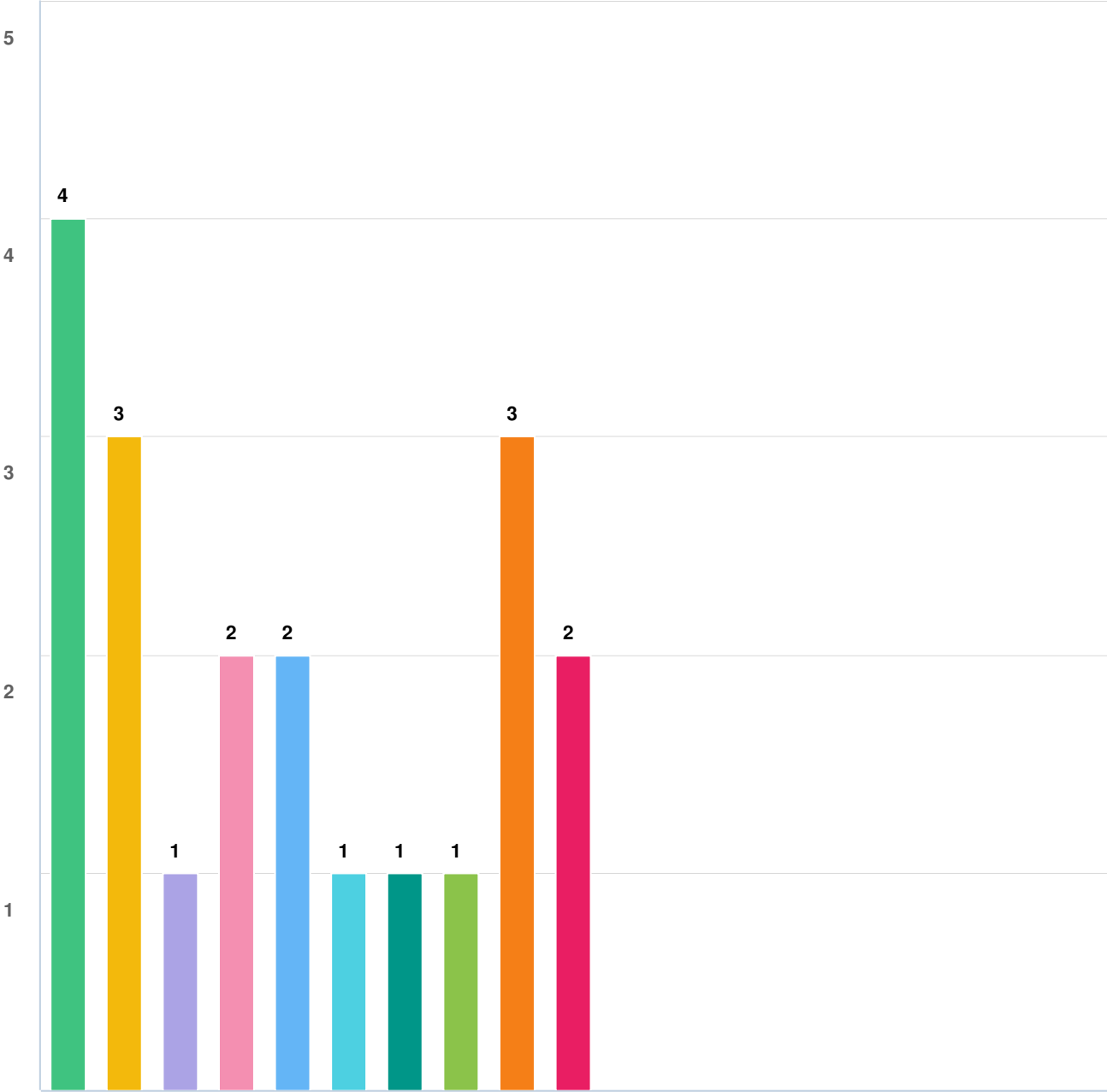
26 July 2025 - 24 August 2025

PROJECT NAME:

Isaac Small Businesses

SURVEY QUESTIONS

Q1 Which industry do you belong to?



- Question options**
- Agriculture, Forestry and Fishing

Mining

Manufacturing

Construction

Retail Trade
- Transport, Postal and Warehousing

Rental, Hiring and Real Estate Services

Education and Training
- Health Care and Social Assistance

Other Services

Electricity, Gas, Water and Waste Services
- Wholesale Trade

Accommodation and Food Services

Information Media and Telecommunications
- Financial and Insurance Services

Technology

Administrative and Support Services
- Public Administration and Safety

Arts and Recreation Services

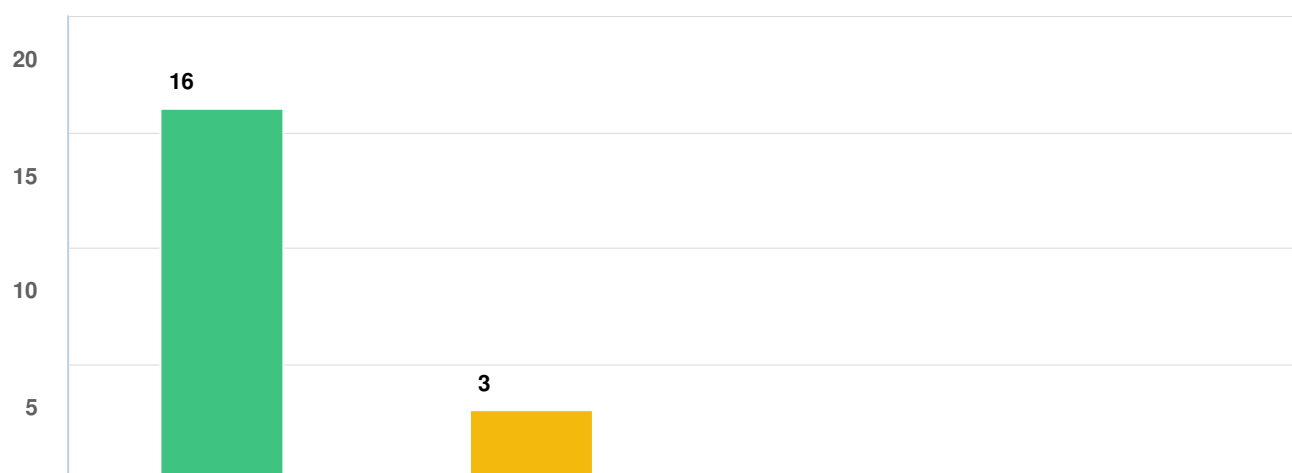
Optional question (20 response(s), 0 skipped)
Question type: Checkbox Question

Q2 Are you a... ?**Question options**

● Business Owner ● Employee ● Other (please specify)

Optional question (19 response(s), 1 skipped)

Question type: Checkbox Question

Q3 What is the size of your business?**Question options**

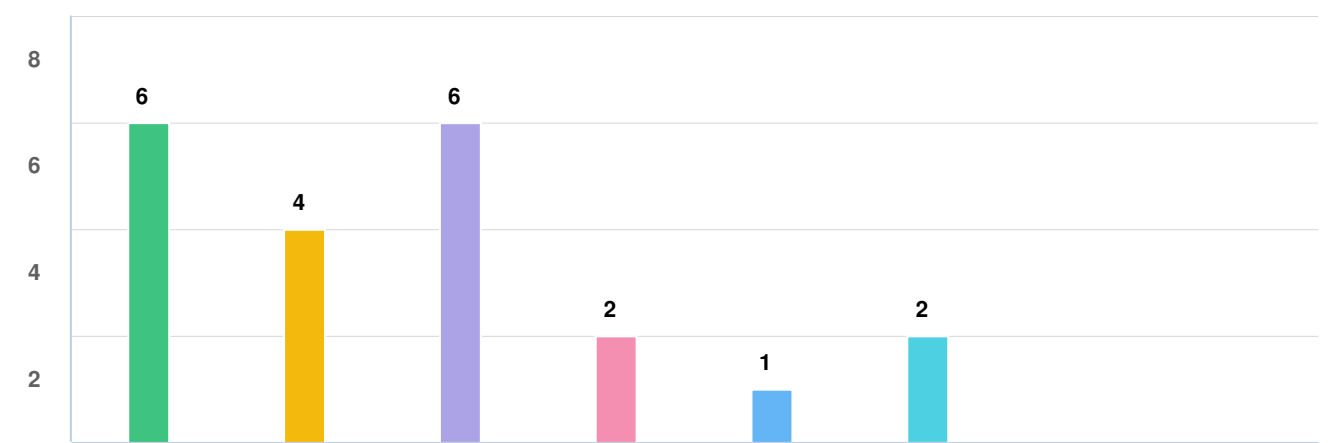
● 1-5 employees ● 6-15 employees ● 16-20 employees ● 20+ employees

Optional question (19 response(s), 1 skipped)

Question type: Checkbox Question

Q4

In which community do you primarily operate? (you may choose more than 1)



- Question options
- Moranbah

Dysart

Clermont

Nebo

St Lawrence

Other (please specify)

Middlemount

Glenden

Optional question (19 response(s), 1 skipped)

Question type: Checkbox Question

Q5 Which Council departments do you often deal with?

Dysart News and Post

8/14/2025 09:55 AM

Office Staff

Anonymous

8/20/2025 12:07 PM

None

Anonymous

8/20/2025 12:09 PM

None

Anonymous

8/20/2025 12:25 PM

Roads

Anonymous

8/20/2025 12:28 PM

Engineering, town planning, plumbing

Anonymous

8/20/2025 12:29 PM

Community events

Anonymous

8/20/2025 12:37 PM

Office, Dump, Plumbing department

Anonymous

8/20/2025 12:44 PM

none

Anonymous

8/20/2025 12:50 PM

Waste and civil

Anonymous

8/20/2025 12:58 PM

Department that deals with public events, as well as public facilities

Anonymous

8/20/2025 02:09 PM

None

Anonymous

8/20/2025 02:50 PM

none

Anonymous

8/20/2025 03:05 PM

Animal control, roads,

Anonymous

8/20/2025 03:37 PM

Local Council

Anonymous

8/20/2025 07:04 PM

Dysart. Library, Water, Rates, Dog Registration, Waste Services

Anonymous

8/20/2025 07:33 PM

rates, feral animal control

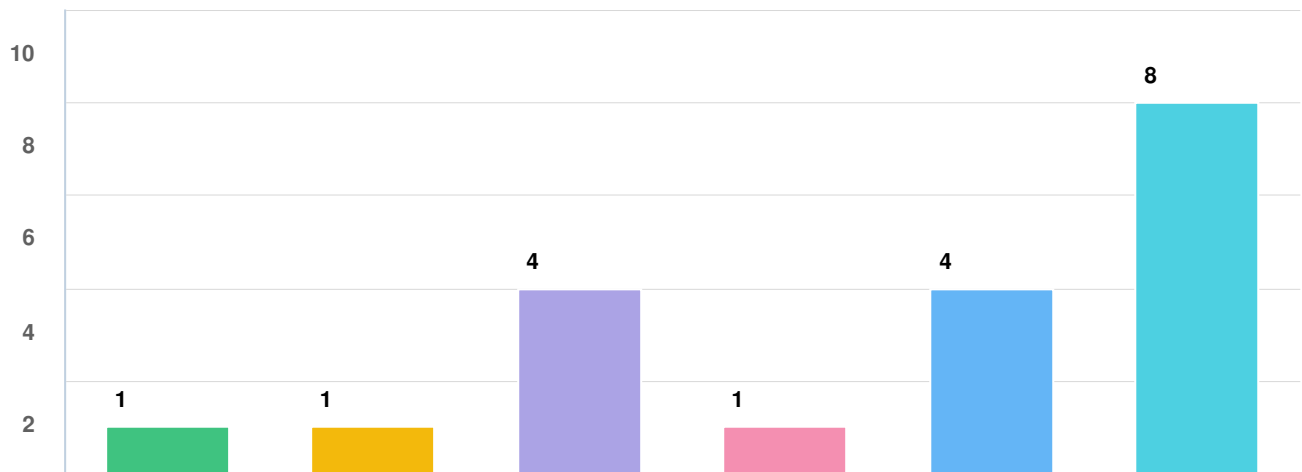
Anonymous

8/22/2025 05:20 AM

roads

Optional question (17 response(s), 3 skipped)

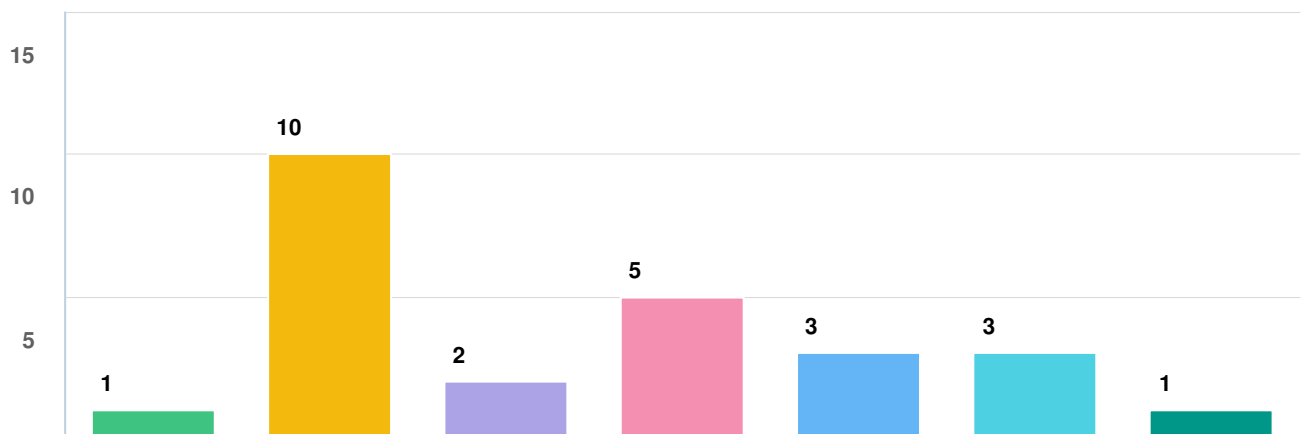
Question type: Single Line Question

Q6 How often do you dela with these departments?**Question options**

● Weekly or more
 ● Monthly
 ● Quarterly
 ● Half Yearly
 ● Yearly
 ● Never

Optional question (19 response(s), 1 skipped)

Question type: Checkbox Question

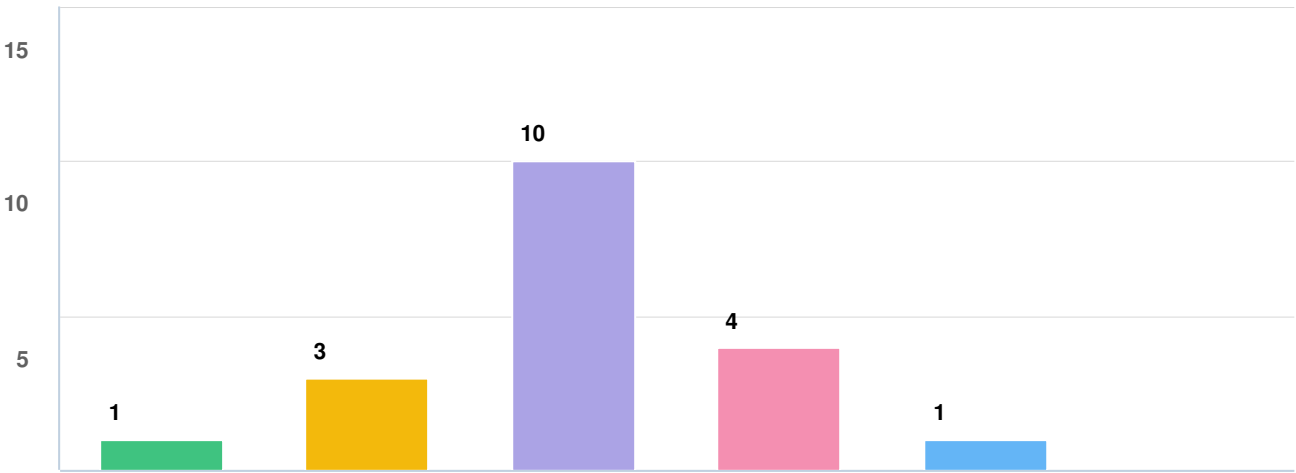
Q7 How would you prefer Isaac Regional Council to inform you about business support programs?**Question options**

● Isaac Insights
 ● Email Bulletins
 ● Networking Events
 ● Social media
 ● Phone Call
 ● Face-to-face
 ● Other (please specify)

Optional question (19 response(s), 1 skipped)

Question type: Checkbox Question

Q8 Overall, how satisfied are you with Councils services?



Question options

Very Satisfied Satisfied Neutral Dissatisfied Very Dissatisfied Not Sure

Optional question (19 response(s), 1 skipped)
Question type: Checkbox Question

Q9 | If you could recommend any improvement to how Council deals with your business, what would it be?

Anonymous

8/20/2025 12:09 PM

It would be good to see council seek more local tenders in small business' in Moranbah

Anonymous

8/20/2025 12:25 PM

Maintain roads which you are poor at, there is only 1 road in and 1 out in the cannonvale sirle area. Traffic is full on, deal with airle main street or turn it into a walking street malll

Anonymous

8/20/2025 12:37 PM

Openthe dump at business relevant hours and on the weekend! Illigal dumping needs to be controlled and less incentiviesed. Water charges are way too high. Roads and infrastructure are falling apart.

Anonymous

8/20/2025 12:44 PM

answering requests Landlord asked for an extra rubbish bin several times, still no extra rubbish bin

Anonymous

8/20/2025 02:09 PM

No idea

Anonymous

8/20/2025 02:50 PM

n/a

Anonymous

8/20/2025 03:05 PM

More contact

Anonymous

8/20/2025 03:37 PM

Kids keep stealing and moving bins, yet council make home owner pay for replacement in full.

Anonymous

8/20/2025 07:23 PM

Commercial land development

Anonymous

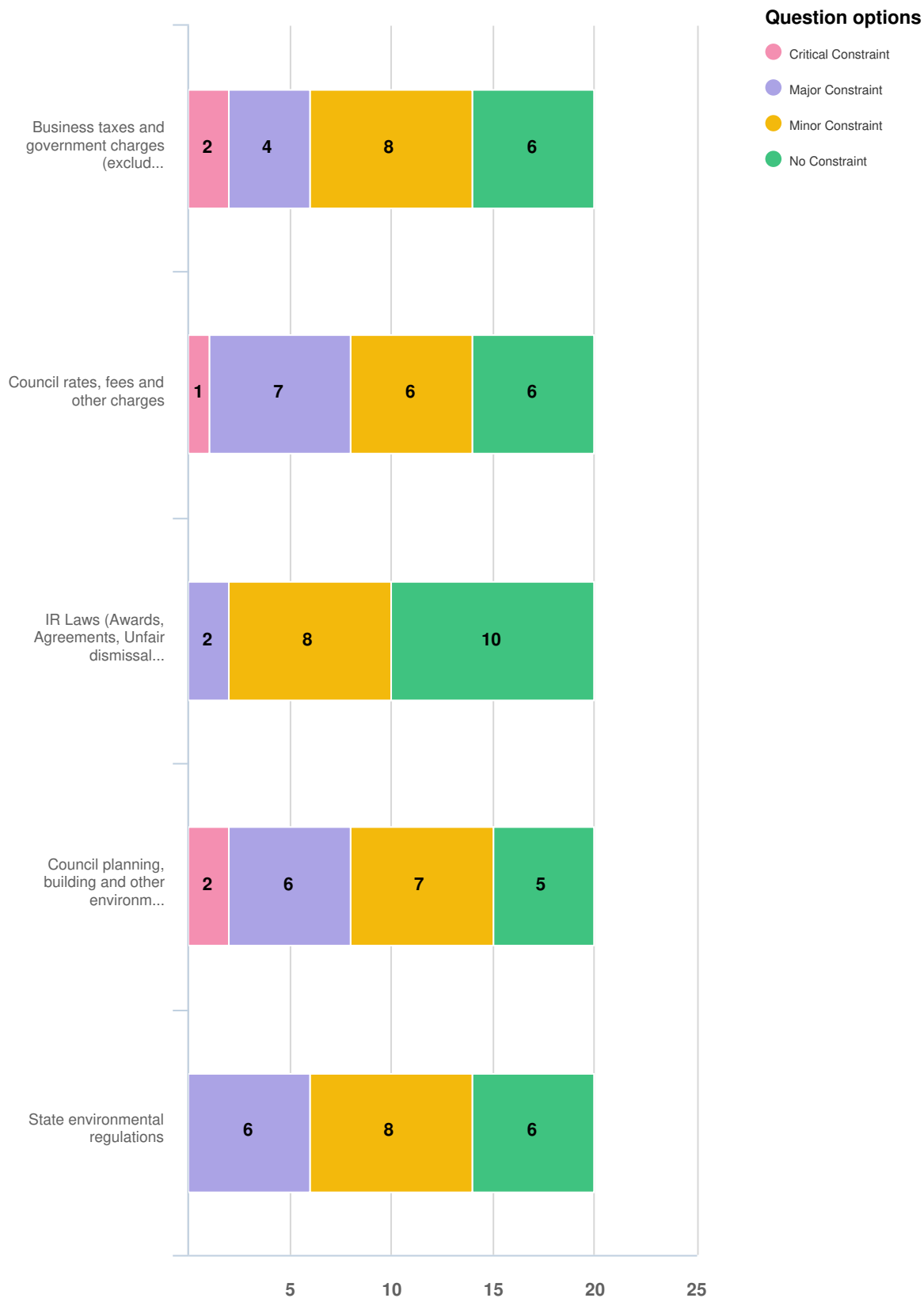
8/22/2025 05:20 AM

fix the roads

Optional question (10 response(s), 10 skipped)

Question type: Single Line Question

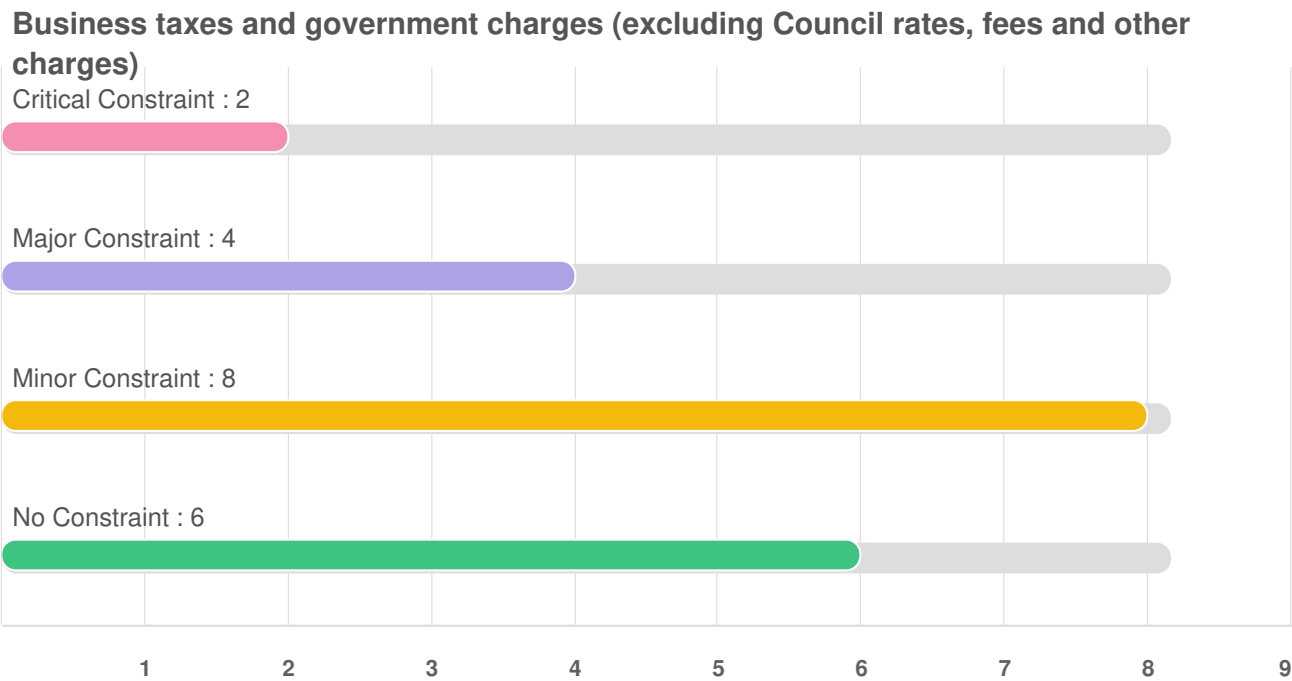
Q10 How much do these regulatory factors (from all levels of government) constrain your business at the moment?



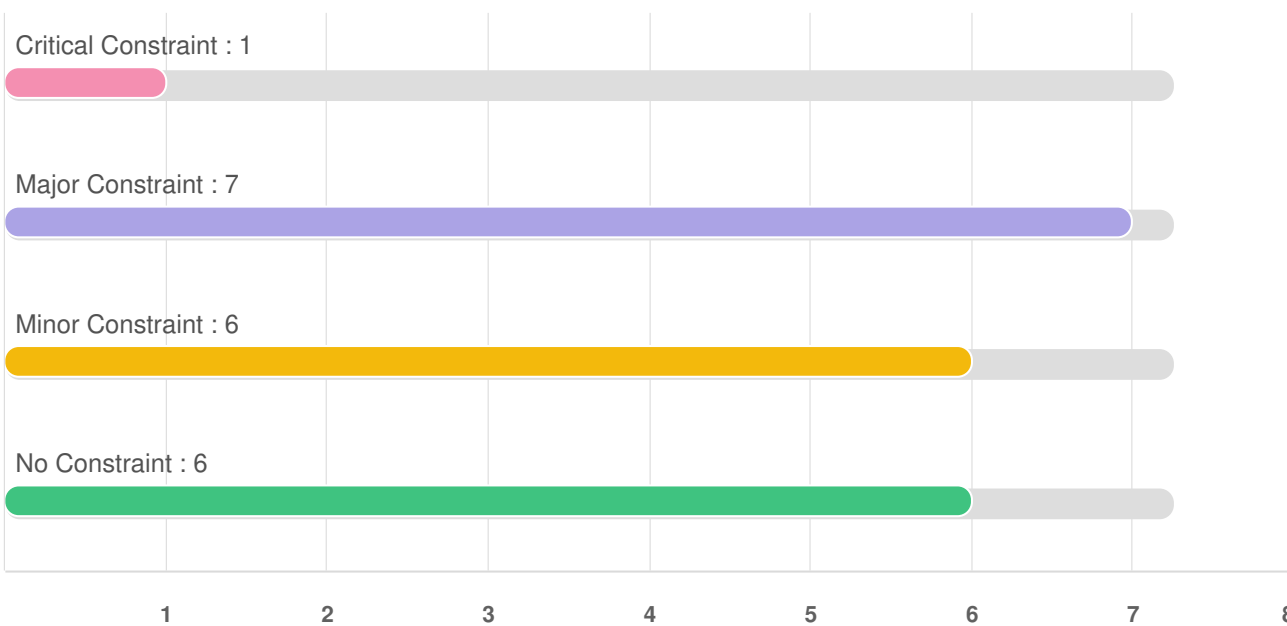
Optional question (20 response(s), 0 skipped)

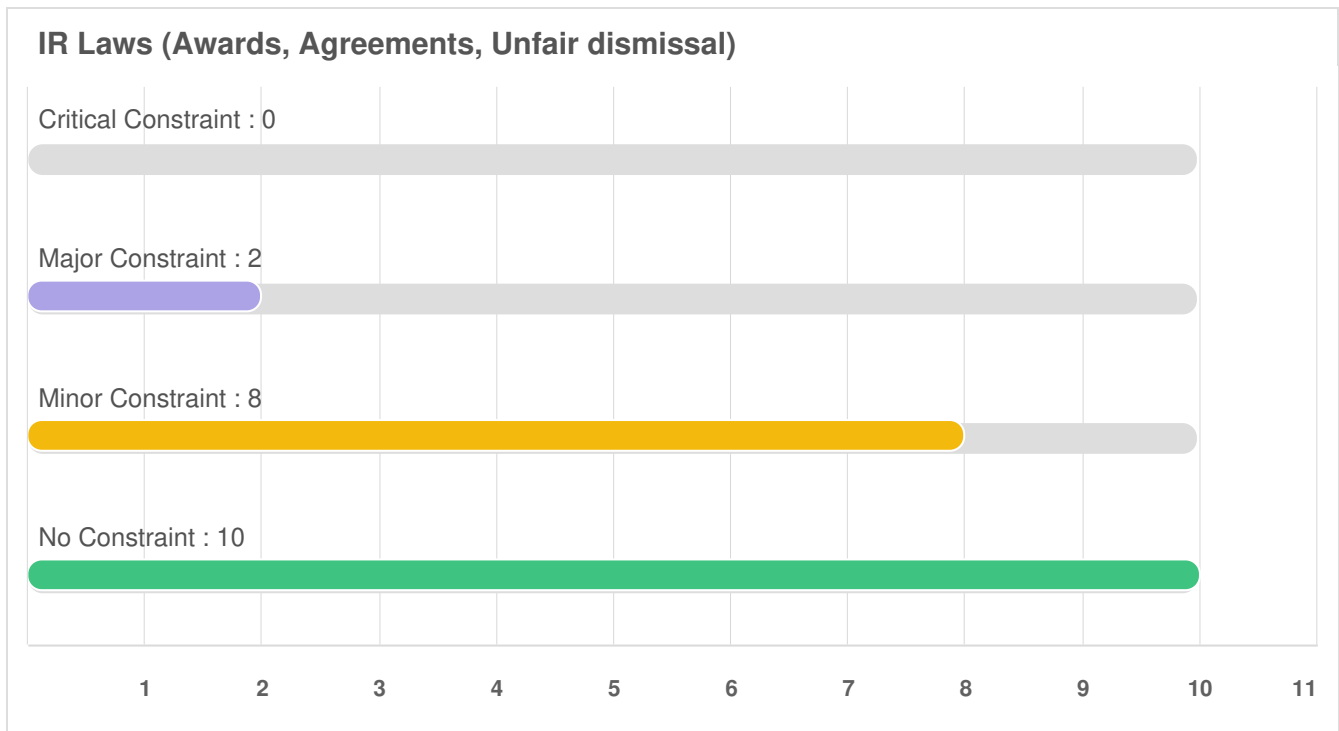
Question type: Likert Question

Q10 | How much do these regulatory factors (from all levels of government) constrain your business at the moment?

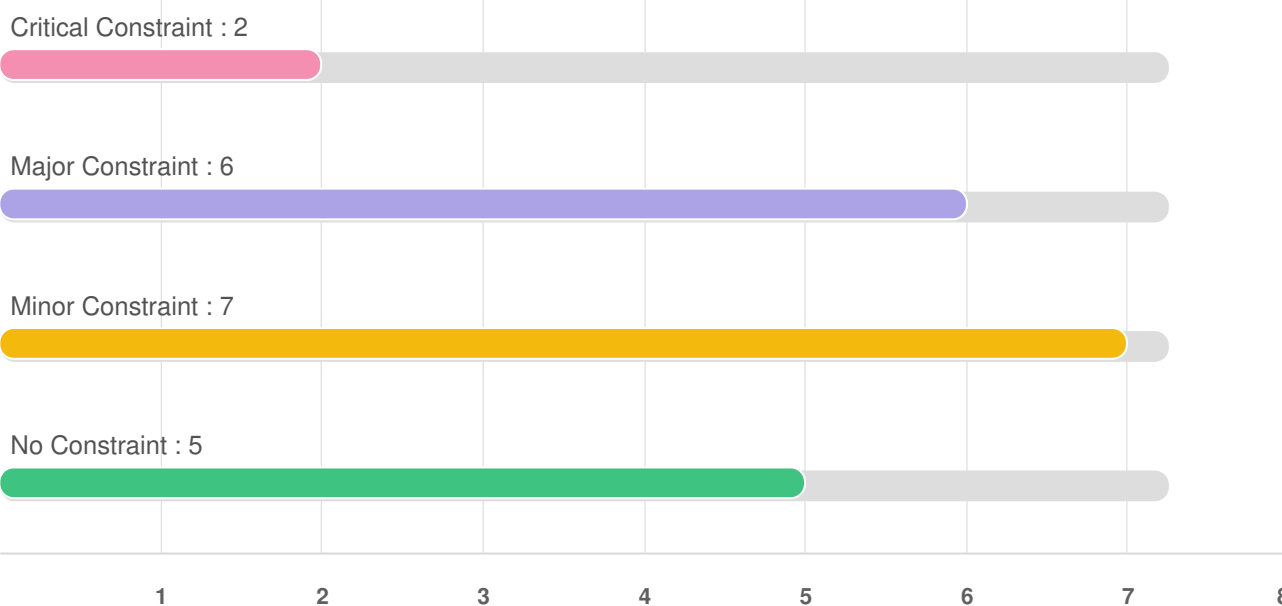


Council rates, fees and other charges

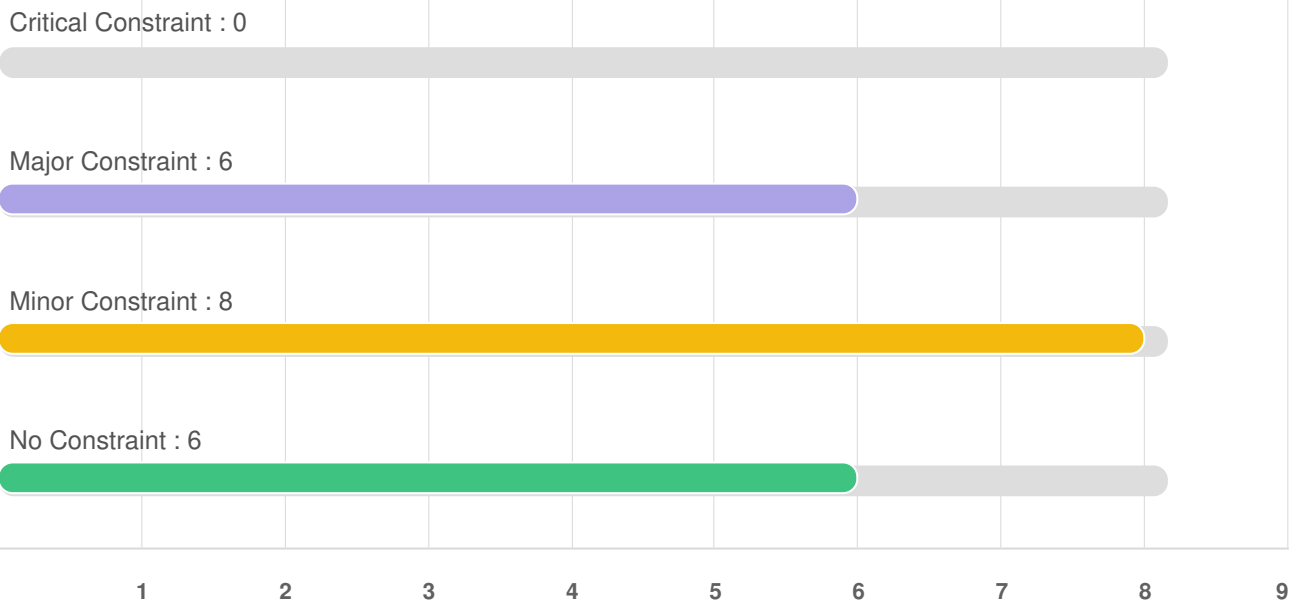




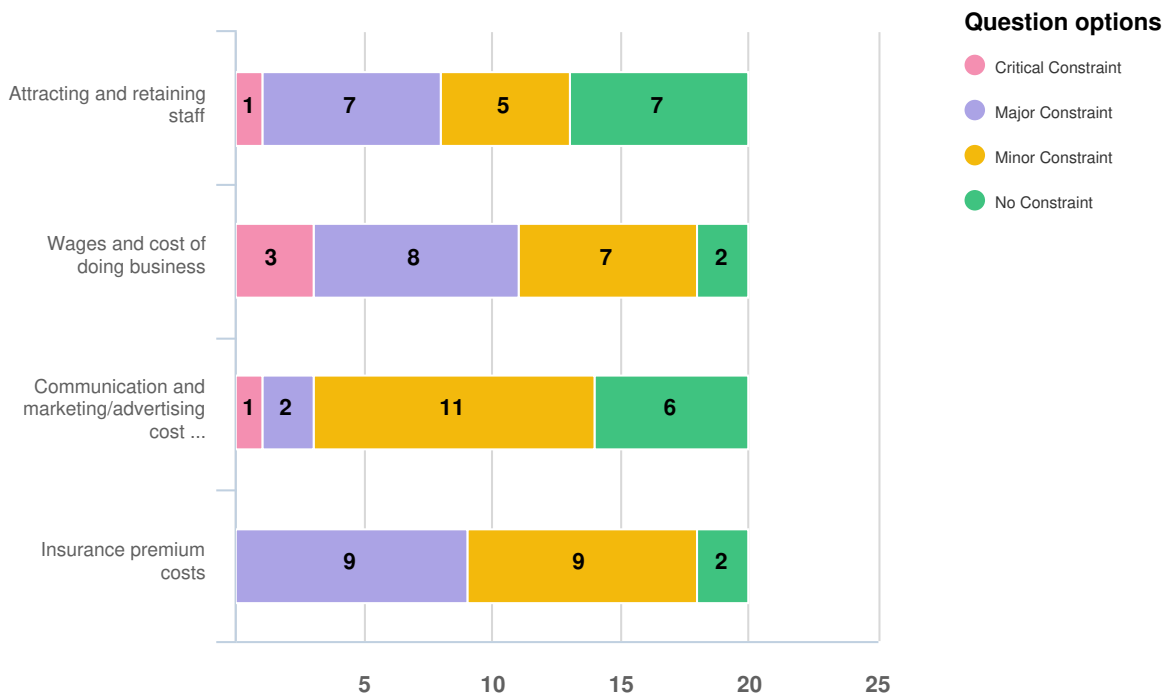
Council planning, building and other environmental regulations



State environmental regulations



Q11 How much do these operation factors constraint your business at the moment?

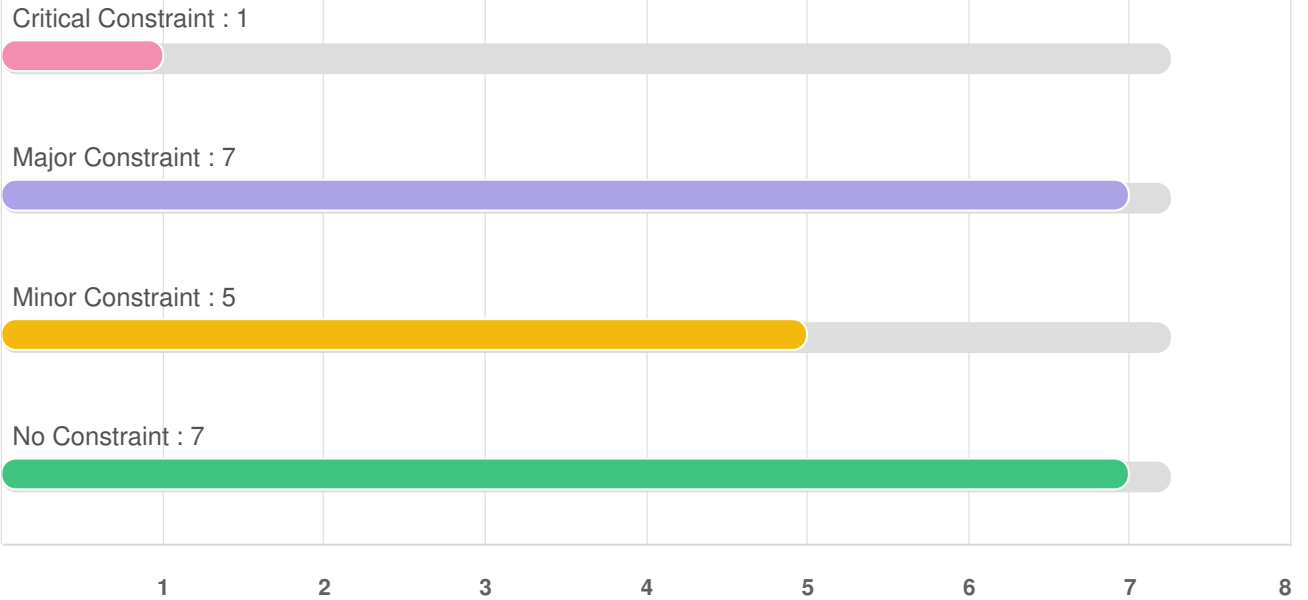


Optional question (20 response(s), 0 skipped)

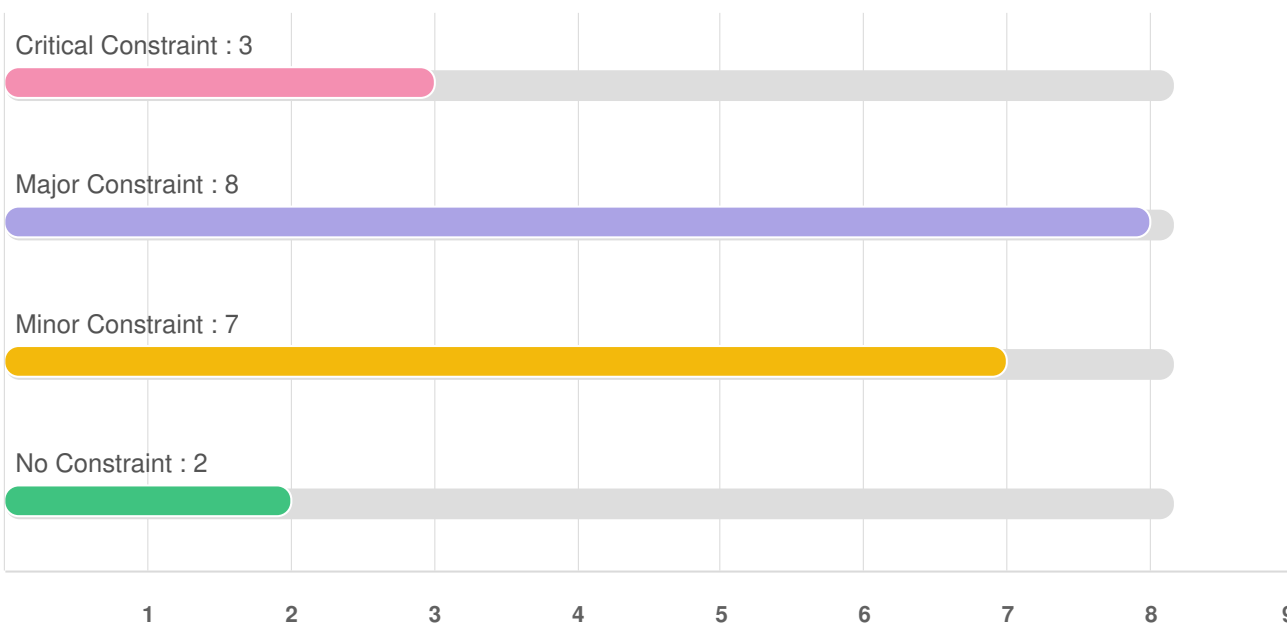
Question type: Likert Question

Q11 | How much do these operation factors constraint your business at the moment?

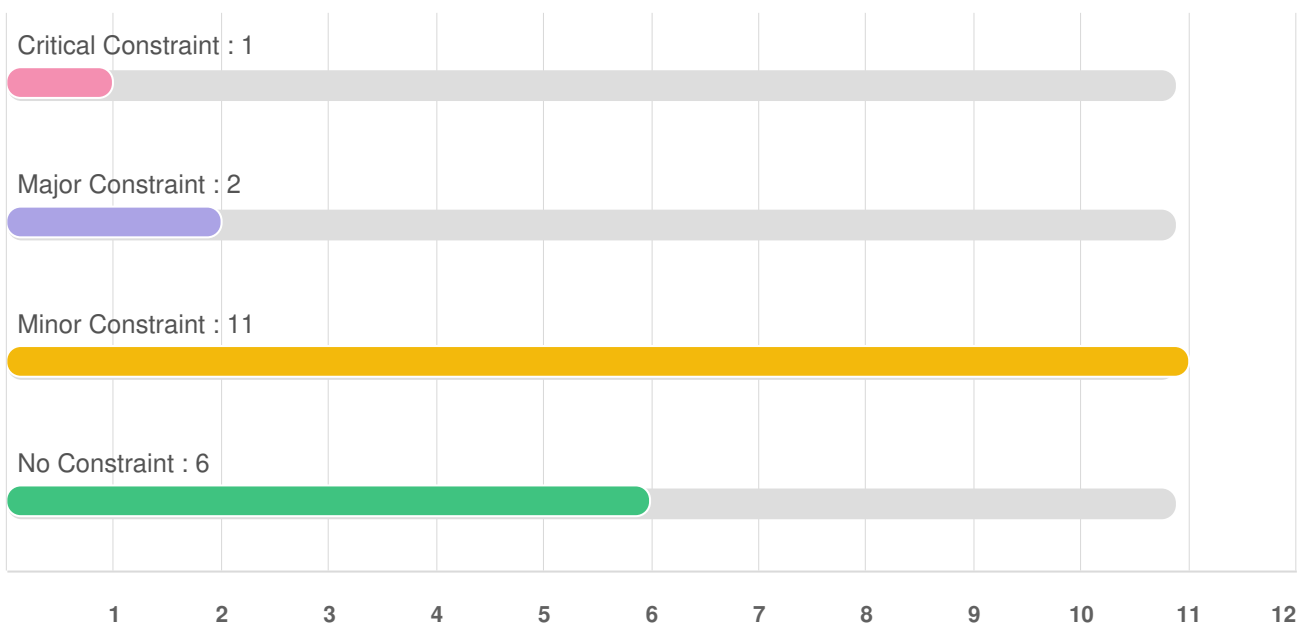
Attracting and retaining staff

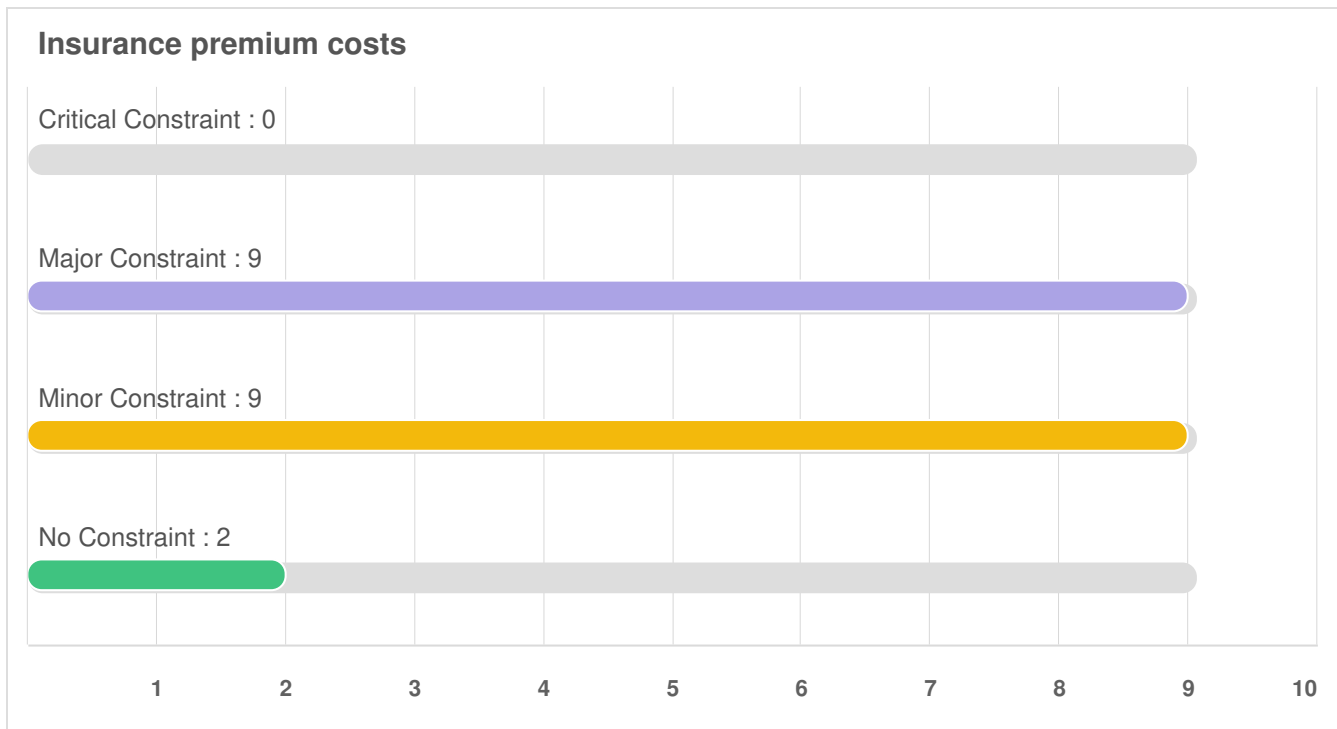


Wages and cost of doing business

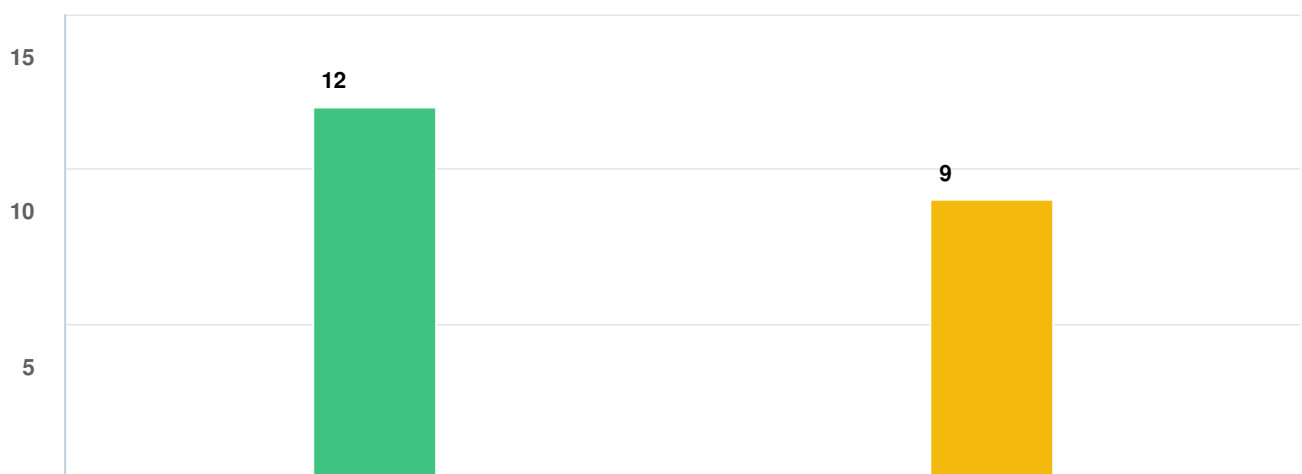


Communication and marketing/advertising cost





Q12 Would you be interested in skills development or other business training workshops?

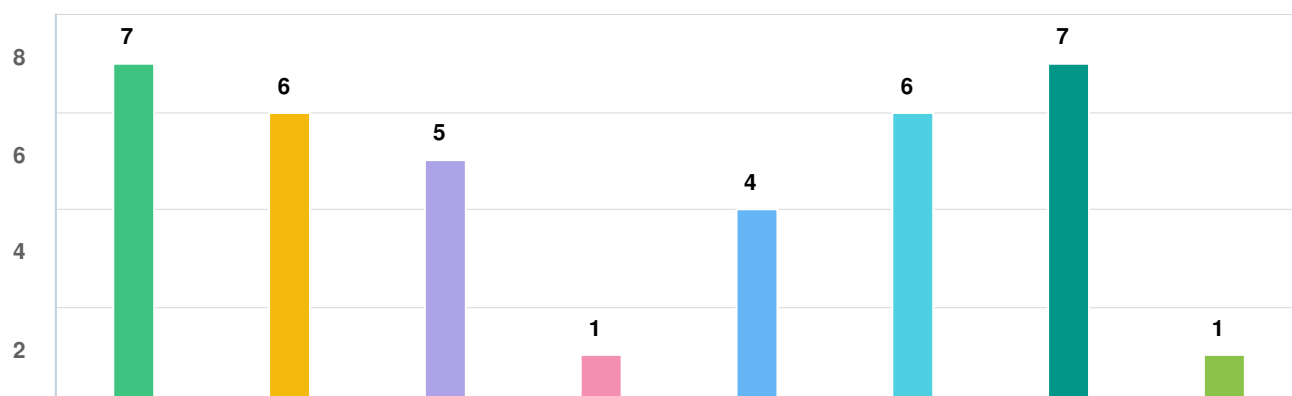


Question options

☐ No ☒ Yes

Optional question (20 response(s), 0 skipped)

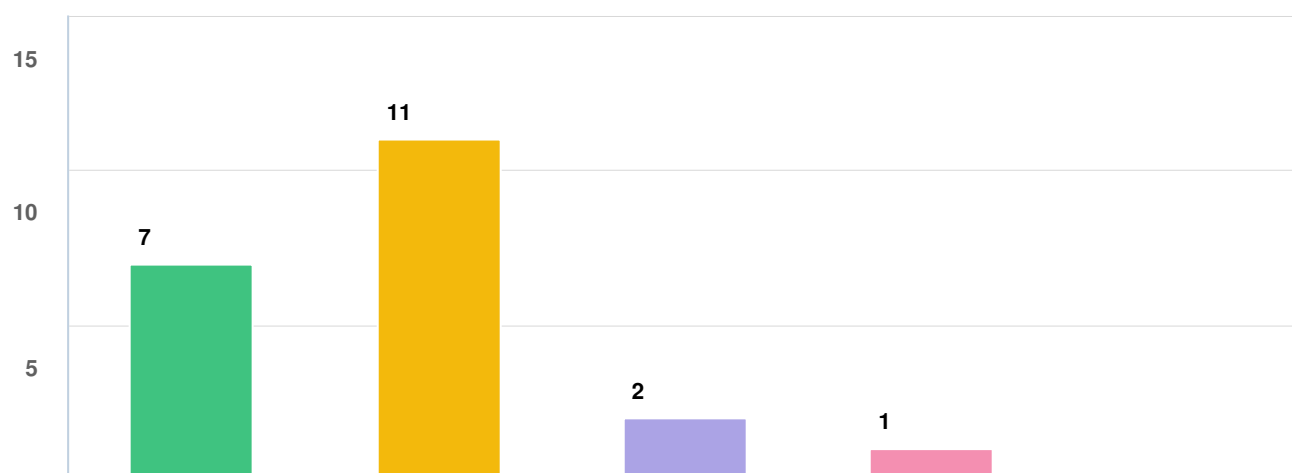
Question type: Checkbox Question

Q13 What skill development or Business training workshops would you be interested in?**Question options**

- Other (please specify) ● Growing and Changing your Business ● Workplace Health and Safety
- Finance and Accounting ● HR and Recruitment ● Marketing and Advertising ● Digital and IT
- Business Planning

Optional question (15 response(s), 5 skipped)

Question type: Checkbox Question

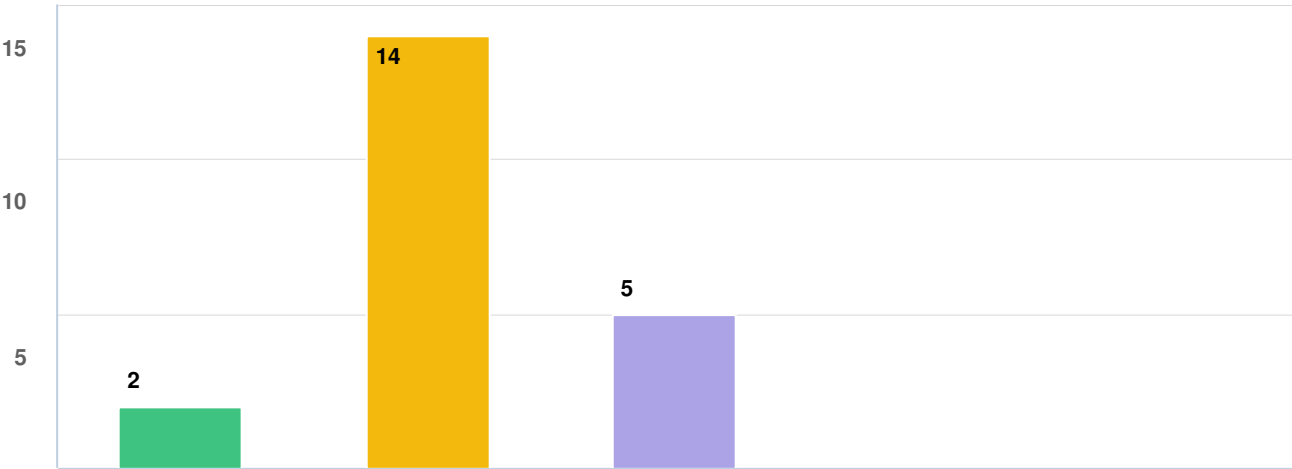
Q14 How do you believe your business/ organisation will perform in the NEXT 6 months?**Question options**

- Much stronger ● Much weaker ● Somewhat weaker ● About the same ● Somewhat Stronger

Optional question (20 response(s), 0 skipped)

Question type: Checkbox Question

Q15 How prepared do you feel your business is for future challenges generally?

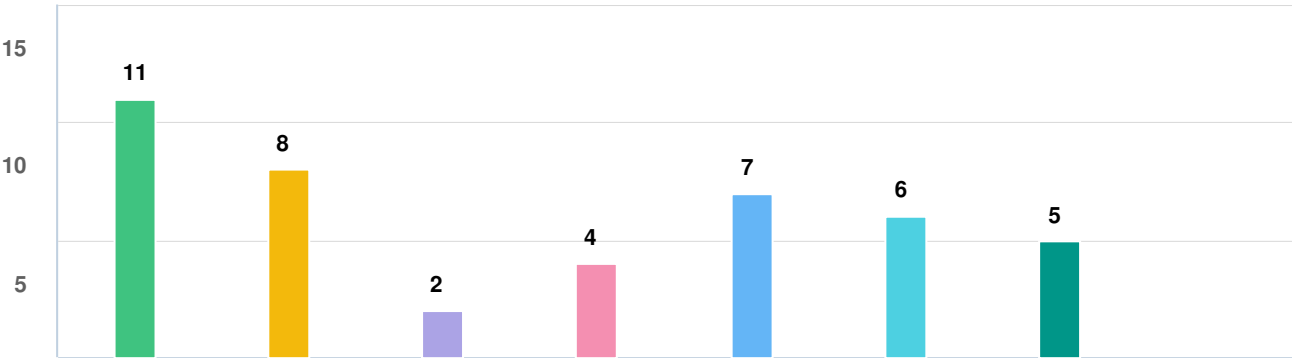


Question options

Not prepared at all Exceptionally prepared Low level prepared Generally prepared Well prepared

Optional question (20 response(s), 0 skipped)
Question type: Checkbox Question

Q16 What would make a difference to your profitability or growth of your business in the Isaac Region? Select your top 3



Question options

Other (please specify) Increased advocacy for the region
Improvements in the local supply chain: transport and logistics More affordable utilities: water, electricity, telecommunications
Improved digital connectivity Access to more support / professional development to improve my skills
More skilled labour / employees More customers

Optional question (20 response(s), 0 skipped)
Question type: Checkbox Question

Q17 | Please tell us about anything you would specifically like to see from Council to assist your business?

Anonymous

8/20/2025 12:25 PM

Have people give way to traffic in airie, bottle neck here

Anonymous

8/20/2025 12:37 PM

Stop making everything slower and more expensive (i.e. Dump). Stop wasting (did it really take 6 people and three cars to trim a tree?)

Show council workers that are motivated and improve the town and finally fix the roads, start with the main street!

Anonymous

8/20/2025 12:44 PM

the street sweeper is great, although sometime the gutters become blocked, could they be swept or shoveled out about every 6 months?

Anonymous

8/20/2025 12:50 PM

Less meetings and more contact

Anonymous

8/20/2025 12:58 PM

More child care/kindy availability in the region

Anonymous

8/20/2025 02:09 PM

No idea

Anonymous

8/20/2025 02:50 PM

n/a

Anonymous

8/20/2025 07:04 PM

MiWater. It doesn't work. I can't track or monitor my water usage. This is important to my business. My metre is not sending a signal. I have reported this issue twice and no one has addressed this issue. Free Water would be a better idea for me.

Anonymous

8/20/2025 07:23 PM

Commercial land availability workshops ect

Anonymous

8/21/2025 11:35 AM

To be able to quote up coming work

Anonymous

8/22/2025 05:20 AM

Better roads

Optional question (11 response(s), 9 skipped)

Question type: Single Line Question

Key Survey Findings

The survey collected responses from 20 small business contributors in the Isaac Region between July 26, 2025, and August 24, 2025. Most respondents were anonymous (19), with one registered. All were business owners except for one employee and one "both" (owner/employee). Responses cover various industries, business sizes, and communities. Below is a summary analysis for each question.

For multi-select or rated questions, frequencies are provided. Open-ended questions summarize key themes.

Q1. Which industry do you belong to?

Respondents primarily operate in resource-based or service-oriented industries, reflecting the regional economy's focus on mining and agriculture. The distribution shows diversity but concentration in a few sectors.

Industry	Count	Percentage
Agriculture, Forestry and Fishing	4	20%
Mining	3	15%
Health Care and Social Assistance	3	15%
Retail Trade	2	10%
Construction	2	10%
Other Services	2	10%
Transport, Postal and Warehousing	1	5%
Rental, Hiring and Real Estate Services	1	5%
Education and Training	1	5%
Manufacturing	1	5%

Q2. Are you a...?

Nearly all respondents identified as business owners, indicating the survey captured decision-makers directly involved in operations. One was an employee, one specified "both" (owner and employee), and one did not answer.

- Business Owner: 17 (85%)
- Employee: 1 (5%)
- Other (Both): 1 (5%)
- Not answered: 1 (5%)

Q3. What is the size of your business?

Most businesses are micro-sized (1-5 employees), typical for small regional enterprises. Larger small businesses (6-15 employees) were less common, with two not answering.

- 1-5 employees: 15 (75%)
- 6-15 employees: 3 (15%)
- Not answered: 2 (10%)

Q4. In which community do you primarily operate? (Multiple selections allowed)

Operations are spread across the Isaac Region, with Moranbah and Clermont being the most common. Some selected multiple communities, and a few specified "Other" (e.g., Whitsunday, Orkatie). Total selections: 23 across 20 respondents.

Community	Count
Moranbah	5
Clermont	5
Dysart	3
Nebo	2
St Lawrence	1
Other (Whitsunday, Orkatie)	2
Not answered	5

Q5. Which Council departments do you often deal with?

Responses varied, with many indicating "None" or not answering. Common departments included roads, office staff, waste, and animal control. Themes suggest infrequent or minimal interactions for many businesses.

- None: 5
- Roads: 3
- Office Staff/Office: 2
- Waste/Civil/Dump: 3
- Animal Control: 2
- Engineering/Town Planning/Plumbing: 1
- Community Events: 1
- Library/Water/Rates/Dog Registration/Waste Services: 1
- Local Council: 1
- Department for public events/facilities: 1
- Not answered: 3

Q6. How often do you deal with these departments?

Interactions are infrequent for most, with over half never or yearly dealing with departments. This may indicate low dependency on Council or barriers to engagement.

- Never: 8 (40%)
- Yearly: 4 (20%)
- Quarterly: 3 (15%)
- Monthly: 1 (5%)
- Half Yearly: 1 (5%)
- Weekly or more: 1 (5%)
- Not answered: 2 (10%)

Q7. How would you prefer Isaac Regional Council to inform you about business support programs? (Multiple selections allowed)

Email bulletins were the most preferred method, followed by social media. Preferences lean toward digital and low-effort channels. Total selections: 25 across 20 respondents.

Method	Count
Email Bulletins	10
Social media	5
Face-to-face	3
Networking Events	2
Phone Call	2
Other (Isaac Insights, Put it out there)	2
Not answered	3

Q8. Overall, how satisfied are you with Councils services?

Satisfaction is moderate to low, with over half neutral. Positive responses (Very Satisfied + Satisfied) total 21.05%, while negative (Dissatisfied + Very Dissatisfied) are 26.32%. One did not answer. Percentages based on 19 answered responses.

- Very Satisfied: 5.26% (1)
- Satisfied: 15.79% (3)
- Neutral: 52.63% (10)
- Dissatisfied: 21.05% (4)
- Very Dissatisfied: 5.26% (1)
- Not answered: 1

Q9. If you could recommend any improvement to how Council deals with your business, what would it be?

This open-ended question had 10 responses (50% not answered). Key themes include better infrastructure (roads, dump access), more local tenders/support, reduced costs (water charges), and improved communication/responsiveness (e.g., answering requests, less bureaucracy). Specific suggestions: Seek local tenders in Moranbah (1), maintain roads/traffic in Airlie (1), open dump on weekends/control illegal dumping (1), provide extra rubbish bins (1), more contact/less meetings (1), fix MiWater system/free water (1), commercial land development (1), kids stealing bins - don't charge owners (1), better roads (1).

Q10. How much do these regulatory factors (from all levels of government) constrain your business at the moment?

Respondents rated five regulatory factors on a scale: No Constraint, Minor Constraint, Major Constraint, Critical Constraint. Major constraints (factors most often rated Major or Critical) are Council rates/fees/charges and Council planning/building/environmental regulations (both 8/20, 40%). Critical constraints (rated Critical) are most prominent for Business taxes/government charges and Council planning regulations (both 2 instances each).

Factor	No Constraint	Minor Constraint	Major Constraint	Critical Constraint	Major + Critical Count
Business taxes and government charges (excl. Council)	7	8	4	1	5
Council rates, fees and other charges	5	8	6	1	7
IR Laws (Awards, Agreements, Unfair dismissal)	12	6	2	0	2
Council planning, building and other environmental regulations	6	6	6	2	8
State environmental regulations	8	7	5	0	5

Q11. How much do these operation factors constrain your business at the moment?

Rated four operational factors similarly. Major constraints are Wages and cost of doing business (11/20, 55%), followed by Insurance premium costs (9/20, 45%) and Attracting/retaining staff (8/20, 40%). Critical constraints are most common for Wages (3 instances) and isolated for Communication/marketing (1) and Attracting staff (1).

Factor	No Constraint	Minor Constraint	Major Constraint	Critical Constraint	Major + Critical Count
Insurance premium costs	4	7	9	0	9
Communication and marketing/advertising cost	7	10	2	1	3

Factor	No Constraint	Minor Constraint	Major Constraint	Critical Constraint	Major + Critical Count
Wages and cost of doing business	3	6	8	3	11
Attracting and retaining staff	8	4	7	1	8

Q12. Would you be interested in skills development or other business training workshops?

Interest is moderate, with a slight majority open to training. One respondent selected both Yes and No.

- Yes: 11 (55%)
- No: 8 (40%)
- Both/Conflicting: 1 (5%)

Q13. What skill development or Business training workshops would you be interested in? (Multiple selections allowed)

Among the 11 interested in workshops, marketing and business planning were top choices. Total selections: 28 across 11 respondents. Not applicable for those who said No.

Workshop Type	Count
Marketing and Advertising	5
Business Planning	5
Growing and Changing your Business	5
Digital and IT	4
Workplace Health and Safety	4
Finance and Accounting	3
HR and Recruitment	1
Other (e.g., Fix the roads)	1

Workshop Type	Count
Not answered (among interested)	0

Q14. How do you believe your business/organisation will perform in the NEXT 6 months?

Outlook is stable, with most expecting no change or slight improvement. Pessimistic views are minimal.

- Much stronger: 0
- Somewhat Stronger: 5 (25%)
- About the same: 9 (45%)
- Somewhat weaker: 3 (15%)
- Much weaker: 1 (5%)
- Not answered: 2 (10%)

Q15. How prepared do you feel your business is for future challenges generally?

Preparation levels are moderate, with most feeling generally prepared. Some respondents selected multiple levels (e.g., Generally and Low).

- Well prepared: 2 (10%)
- Generally prepared: 13 (65%)
- Low level prepared: 4 (20%)
- Multiple selected: 1 (5%)

Q16. What would make a difference to your profitability or growth of your business in the Isaac Region? Select your top 3 (Multiple selections allowed)

More customers was the top factor, followed by affordable utilities and skilled labor. Total selections: 38 across 20 respondents.

Factor	Count
More customers	10
More affordable utilities: water, electricity, telecommunications	6
More skilled labour / employees	6
Increased advocacy for the region	4

Factor	Count
Improvements in the local supply chain: transport and logistics	4
Improved digital connectivity	3
Access to more support / professional development to improve my skills	2
Not answered	3

Q17. Please tell us about anything you would specifically like to see from Council to assist your business?

This open-ended question had 8 responses (60% not answered). Themes focus on infrastructure (better roads, dump access, traffic management), cost reductions (affordable utilities, free water), and support (more local tenders, child care, commercial land, less bureaucracy, MiWater fixes). Specifics: Seek local tenders (1), road/traffic fixes (3), dump improvements (2), more child care (1), MiWater repair/free water (1), commercial land/workshops (1), less meetings/more contact (1), bottle neck traffic relief (1).

Q18. If you would you like to receive updates... please insert your email address

9 respondents provided emails for the Isaac Insights list (45%), indicating moderate interest in ongoing engagement. The rest did not answer.

Isaac Regional Council Annual Report 2024-25

Member information

Details	
Organisation name:	Isaac Regional Council
Main address:	1 Batchelor Parade, MORANBAH QLD 4744
Main email:	records@isaac.qld.gov.au
Main phone:	1300 472 227
Main website URL:	www.isaac.qld.gov.au
ABN:	39 274 142 600
Charter signing date:	25/05/2021

Authorised representatives

The nominated staff members will take on the responsibility for Small Business Friendly (SBF) activities, which includes participation in SBF meetings. They will be the primary contact for receiving program details, updates, and inquiries.

Authorised SBF representative details	
Full name:	Scott Jarvis
Position:	Manager Economy and Prosperity
Email:	scott.jarvis@isaac.qld.gov.au
Phone:	0400 443 095

SBF Proxy details	
Full name:	Joel Redden
Position:	Program Leader – Economic Development
Email:	joel.redden@isaac.qld.gov.au
Phone:	0427 323 117

Report information

Details	
Report date:	25/08/2025
Prepared by:	Joel Redden, Program Leader – Economic Development
Stakeholders consulted:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Report published:	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Report URL (if online):	

Charter performance

Actively communicate and engage with small businesses

Commitments	Performance self-assessment			
	● Not yet	● In progress	● Achieved	● Very well achieved
a) Actively engage and be mindful of small businesses, their issues and priorities when making decisions. (e.g., create a business advisory group).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Communicate clearly in a timely manner both formally and informally. (e.g., working at all levels to exceed your customers' expectations).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Engage with statewide partners where appropriate on matters affecting small businesses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Publish clear service standards stating what small businesses can expect from us. (e.g., in service charter, economic strategy, annual plan, etc.).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Local issues affecting small businesses require coordinated responses across government and regional bodies. Engaged with State and Federal Government Departments and regional programs through structured quarterly meetings. Strengthened collaborative problem-solving and ensured local business concerns are heard and addressed.
- Small businesses need to be considered in decision-making processes. Advocated for the creation of a business advisory group and ensured small business priorities are considered in council decisions. Promoted business-informed policy development, enhancing relevance and responsiveness.
- Clear and timely communication is essential for business confidence. Committed to formal and informal communication practices that exceed expectations, including events, newsletters, and direct engagement. Improved trust and transparency, supporting stronger relationships with the business community.
- Statewide collaboration can amplify local business advocacy. Engaged with statewide partners on issues affecting small businesses, ensuring Isaac's voice is part of broader policy discussions. Enhanced regional influence and alignment on small business matters.
- Businesses need clarity on what to expect from council services. Proposed publishing clear service standards in documents like a service charter, economic strategy, and annual plan. Increased accountability and transparency, helping businesses understand council commitments and processes.

Raise the profile and capability of small business

Commitments		Performance self-assessment			
		● Not yet	● In progress	● Achieved	● Very well achieved
a)	Publicly recognise and value the importance of small businesses to our community and local economy.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b)	Encourage campaigns to promote small business and local spending (e.g., buy local).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	Help small businesses develop networks, access education, and increase their capabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d)	Assist small businesses to access government, business and industry programs and resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Local small businesses in Isaac region benefit from initiatives aimed at increasing visibility and economic resilience. Delivered the Shop Isaac program, with over \$109,000 contributed in 2024/25 and \$959,000 loaded onto local gift cards since 2020. Over 120 locally owned small businesses accessed these funds, boosting local spending and preparing to celebrate a \$1 million milestone within 6 months.
- Government grant funding often flows into regional areas without clear tracking of local economic impact. Council proactively captures and monitors local spend from government grants across departments. Ensures maximum local benefit and supports small business participation in funded projects.
- Regional businesses require targeted support to adapt to economic and environmental changes. Active membership on the Local Buying Foundation board, supporting programs like Decarbonation Accelerated, Trading Track Indigenous Business, and Isaac Tourism Development Officer. Delivered strategic funding and activation for small business capability and sustainability.
- Local business advocacy and networking are essential for growth. Participated as a committee member of the Isaac Business Chamber. Strengthened business representation and collaboration across the region.
- Businesses need timely access to opportunities and information. Published the Isaac Insights e-Bulletin, sharing articles, programs, events, training, and grant opportunities. Improved business awareness and engagement with development initiatives.
- Workforce capability and education are critical for long-term business resilience. Supported the Country University Centre in Moranbah and Clermont as part of the Isaac Resource Excellence Hub. Enabled local access to tertiary education, aligning workforce development with future industry needs.



- Regional transformation requires strategic guidance and innovation. Engaged with the Smart Transformation Advisory Council. Contributed to forward-thinking strategies that support small business adaptation and innovation.
- Small businesses often face barriers in accessing council procurement opportunities. Hosted the Doing Business with Council event in Moranbah. Increased transparency and access for small businesses to participate in council contracts.

Promote and showcase small businesses

Commitments		Performance self-assessment			
		● Not yet	● In progress	● Achieved	● Very well achieved
a)	Encourage and promote small business engagement via marketing and communication channels (e.g., engaging with local small businesses, collaborating with local chambers of commerce, industry groups etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b)	Create awareness by promoting the Small Business Friendly Councils (SBFC) program (e.g., using the SBFC identifier online, in marketing collateral and in communication materials).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	Sharing successes, ideas and learnings with other Small Business Friendly Councils and other stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d)	Allow the Queensland Small Business Commissioner to promote our Small Business Friendly Council activities and achievements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
YES					

Summary of key activities and achievements in relation to this element:

- The Isaac region needed a unified platform to support and promote local businesses. Successfully launched the Isaac Business Chamber, initiating a collaborative journey to foster economic growth, innovation, and networking. Created a central hub for business advocacy, visibility, and regional collaboration.
- Businesses require consistent access to relevant and timely information. Distributed the Isaac Insights e-Bulletin, featuring key business articles, opportunities, events, training, and grants. Enhanced business awareness and engagement, supporting informed decision-making and growth.
- Regional small businesses benefit from direct dialogue with stakeholders. Participated actively in Small Business Friendly (SBF) roundtables, contributing to discussions and feedback loops. Strengthened policy alignment and responsiveness to small business needs.
- Ongoing engagement is vital for business visibility and support. Maintained committee membership in the Isaac Business Chamber and attended various business catch-ups. Fostered stronger relationships and visibility for small businesses across the region.
- Local spending is a key driver of small business sustainability. Delivered and expanded the Shop Isaac program, encouraging residents and organisations to buy local. Over \$959,000 loaded onto gift cards, directly benefiting 120+ local small businesses and promoting community investment.

Develop and promote place-based programs for small business

Commitments		Performance self-assessment			
		● Not yet	● In progress	● Achieved	● Very well achieved
a)	Identify, develop, promote and deliver at least two existing or new place-based programs to support businesses to start, grow and become more resilient.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Tourism presents untapped opportunities for small business growth in the Isaac region. Planned delivery of workshops for potential tourism business start-ups and support for expanding existing offerings. Encouraged entrepreneurship and diversification, enhancing the region's tourism economy.
- Regional towns require revitalisation to attract business and community engagement. Participated in the Renew Australia Regional Place Activation Program to stimulate local economic activity. Supported creative and sustainable place-based renewal, improving business visibility and community vibrancy.
- Local consumer spending is a key driver of small business sustainability. Delivered the Shop Isaac buy local program, promoting local purchasing through gift cards and community engagement. Over \$959,000 in local spend directed to 120+ small businesses, reinforcing community support and economic resilience.
- Large-scale projects often lack direct community benefit without structured investment pathways. Developed a social investment prospectus targeting mining and energy sectors to create meaningful regional legacies. Positioned Isaac to attract impactful investment, aligning major projects with local business and community development.

Simplify administration and regulation for small business (red tape reduction)

Commitments		Performance self-assessment			
		● Not yet	● In progress	● Achieved	● Very well achieved
a)	Limit unnecessary administration and take steps to ensure continuous business improvement.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	Make it easier for small businesses to comply with administrative and/or regulatory requirements.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	Administer requirements in a consistent manner in collaboration with key stakeholders.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d)	Regularly review and streamline administrative and/or regulatory arrangements to reduce red tape. (e.g., digitisation projects, process improvement).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e)	Maintain a simple, timely and cost-effective internal review and complaints management system. (e.g., actioning feedback, reviewing practices).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Small businesses often face complex planning and regulatory processes that hinder growth. Council actively engages the community in planning scheme amendments and advocates for red tape reduction across all levels of government. Improved transparency and efficiency, making it easier for small businesses to navigate regulatory requirements.
- Businesses need a clear and responsive channel for raising concerns and accessing support. Implemented a streamlined Complaints, Feedback, and Requests process via a central email, with a 7-day response policy. Ensured timely resolution of issues, though complex matters may require extended coordination across teams.
- Outdated local laws can create unnecessary barriers for small business operations. Conducted a Red Tape and Local Law review, aligning local laws with State legislation and ensuring relevance and transparency. Delivered modernised and business-friendly regulations, supporting local enterprise and compliance clarity.
- Small businesses often struggle to understand and access council procurement opportunities. Hosted the Doing Business with Council event in Moranbah, providing direct engagement and guidance. Increased accessibility and understanding of council processes, encouraging small business participation.
- Council's strategic direction must reflect its commitment to small business support. Embedded red tape reduction and business support measures into the Small Business Friendly Program and the Corporate Plan. Strengthened accountability and alignment with small business needs.



- Economic development strategies must be tailored to local business realities. Developing a new Economic Development Strategy, including a Small Business Action Plan. Positioned Isaac to deliver targeted and practical support, reducing administrative burden and fostering growth.

Ensure fair procurement and prompt payment terms for small businesses

Commitments		Performance self-assessment			
		● Not yet	● In progress	● Achieved	● Very well achieved
a)	Implement a procurement policy that gives small businesses a 'fair go' to supply goods and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b)	Help small businesses find local procurement opportunities and make tendering quick and easy.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	Pay all valid invoices from small business suppliers within a stated reasonable period (e.g., 20 calendar days from receipt of invoice).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Small businesses often face barriers accessing council procurement opportunities. Delivered the Greater Whitsunday Regional Councils Meet the Buyer program during Small Business Month, enabling direct engagement between suppliers and buyers. Outcome: Increased visibility and access for regional small businesses, with positive feedback from participants.
- Suppliers need a central, accessible source of procurement information. Launched the "Doing Business with Council" webpage, consolidating tenders, grants, supplier registration, and support resources. Provided a clear and user-friendly portal for small businesses to engage with council procurement.
- Small businesses benefit from face-to-face engagement and clarity on procurement processes. Hosted the Doing Business with Council event in Moranbah, offering direct interaction and guidance. Strengthened supplier confidence and understanding, encouraging broader participation.
- Timely payments are critical for small business cash flow. Enforced a 14-day payment policy for valid invoices, with the Accounts team consistently meeting this KPI despite high volume and limited staffing. Delivered reliable and prompt payments, supporting small business financial stability.
- Complex procurement processes can deter small business participation. Introduced a simplified quote process for low-risk, low-value procurement, reducing administrative burden. Enabled more inclusive and efficient procurement, especially for smaller suppliers.
- Staff knowledge is essential for fair and consistent procurement practices. Delivered procurement training for all new starters and annual refresher training for existing staff, covering legislation, policies, and systems. Ensured internal capability and compliance, promoting fair treatment of suppliers.
- Regional collaboration enhances local procurement outcomes. Participated in the Qld Local Content Leaders Network, promoting the "Keeping it in Regions – Local Content"



initiative. Advanced regional procurement alignment, supporting local supplier inclusion.

- Large-scale projects can offer long-term benefits to local businesses. Developed a social investment prospectus to align mining and energy projects with regional economic development. Positioned Isaac to secure legacy investments that benefit small businesses and the broader community.

Support small business resilience and recovery

Commitments		Performance self-assessment			
		● Not yet	● In progress	● Achieved	● Very well achieved
a)	With support from statewide partners, deliver short, medium, and long-term activities to support small business recovery and resilience following significant business disruption and disasters.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b)	Implement policies and practices for managing business disruption (e.g., supporting and working with small businesses to minimise disruption during capital works projects, transformational change etc).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Local businesses and agribusinesses faced significant challenges due to natural disasters and the impacts of COVID-19 etc. Established a dedicated disaster recovery steering committee, led funding initiatives, and facilitated access to financial support. Delivered targeted recovery assistance, helping businesses rebuild and remain operational during crises.
- Businesses needed direct access to support agencies during recovery periods. Collaborated with DAF and QRIDA, and participated in multi-agency pop-up events to connect businesses with funding and support services. Enabled streamlined access to recovery resources, improving business continuity and resilience.
- Agribusinesses require tailored support to build long-term resilience. Facilitated Farm Business Resilience workshops in partnership with the Department of Agriculture and Fisheries. Strengthened business planning and risk management capabilities in the agricultural sector.
- Small businesses benefit from clear guidance and engagement with council processes. Delivered the Doing Business with Council event in Moranbah, offering practical support and procurement insights. Improved business confidence and council engagement, supporting recovery through local opportunities.
- Disaster resilience requires collaboration with expert agencies. Worked with the Queensland Reconstruction Authority and the Australian Institute for Disaster Resilience to align local efforts with best practices. Enhanced regional preparedness and recovery frameworks, benefiting small businesses and communities.
- Leadership and mental health are key components of business resilience. Supported the Australian Rural Leadership Foundation Changemaker workshop and engaged with Outback Futures. Promoted personal and community resilience, empowering business owners to lead through adversity.

Measure and report on our performance

Commitments		Performance self-assessment			
		● Not yet	● In progress	● Achieved	● Very well achieved
a)	Seek regular feedback from small businesses to help drive continuous business improvement (e.g., surveys, engagements, councillor walks etc.).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	Monitor our performance against this charter and ensure we are meeting our commitments.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c)	Publish a report about our performance in relation to this charter once every financial year.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d)	Complete the SBF Accelerator Pack within 6 months of signing the charter. (for new members).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not Applicable					

Summary of key activities and achievements in relation to this element:

- Council needed to understand how well it supports small and medium businesses. Conducted a Small Business Friendly Survey at the end of the 2024/2025 financial year to gather feedback from Isaac businesses. Gained valuable insights into business needs and areas for improvement, informing future support strategies.
- Ongoing engagement is essential to track business sentiment and performance. Held quarterly business engagement sessions to understand regional business needs and drive continuous improvement. Maintained a responsive and informed approach to business support.
- Regional collaboration enhances benchmarking and shared learning. Continued participation in Small Business-Friendly Council engagement with other regions. Strengthened regional alignment and shared best practices in small business support.
- Council must transparently report on its small business support efforts. Prepared the Small Business-Friendly Council Annual Report, including survey results, pending endorsement at the September statutory meetings. Demonstrated accountability and commitment to small business performance tracking.
- Strategic planning requires enhanced tools and frameworks. Proposed participation in the SBF Accelerator starting Q2 of 2025/2026, to inform an updated business support strategy and small business action plan. Positioned Council to deliver more targeted and future-focused support for small businesses.
- Public access to performance data is currently limited. Planned redevelopment of the business support section on the Council website in Q2 of 2025/2026 to include SBF reports and collateral. Will improve transparency and accessibility of performance reporting and support resources.
- Council's corporate planning must reflect its commitment to small business. Embedded performance measures from the Small Business Friendly Program into



the Corporate Plan. Ensured strategic alignment and measurable outcomes for small business support.



Member requirements

Requirements		Performance self-assessment			
1.	Authorised representative and proxy nominated and current.	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
2.	For new members - Submitted Accelerator Action Plan to the QSBC within 6 months of joining the program.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>	
3.	Actively participated in at least four Roundtable meetings in the previous FY.	0 <input type="checkbox"/>	1-2 <input type="checkbox"/>	3-4 <input checked="" type="checkbox"/>	>4 <input type="checkbox"/>
4.	Provided at least one Showcase submission to the QSBC in the previous FY.	0 <input type="checkbox"/>	1-2 <input checked="" type="checkbox"/>	3-4 <input type="checkbox"/>	>4 <input type="checkbox"/>
5.	Attended the Annual Conference in the previous FY (in-person or virtually).	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
6.	Attended the SBF workshop in the previous FY (in-person or virtually).	0 <input type="checkbox"/>	1-2 <input checked="" type="checkbox"/>	3-4 <input type="checkbox"/>	
7.	Submitted Annual Report to the QSBC by 30 September for the previous FY.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		

Additional information

- Isaac Regional Council – Doing Business with Council event Showcase

SBF Program Showcase

Isaac Regional Council – Doing Business with Council Event



Photo: <Insert a Showcase photo (not a stock photo) - e.g., Ravens Park Equestrian Centre open day>

Showcase snapshot

Isaac Regional Council, in partnership with the Department of State Development, Infrastructure and Planning, hosted local businesses at "Doing Business with Council" – an exclusive open-day event designed to help businesses thrive.

A valuable opportunity to connect with representatives from State and Local Government, regional business support groups, and fellow small business owners.

These sessions provided insights into upcoming business opportunities, Council's procurement processes, and Business Capability Development presentations—helping small business strengthen their business and improve chances of securing work.

Key search words: Isaac Regional Council, Department of State Development, Infrastructure and Planning, Greater Whitsunday, Moranbah, Doing Business with Council.

Introduction

Isaac Regional Council's Doing Business with Council initiative was developed to improve transparency, accessibility, and engagement between the Council and small businesses across the region. Its purpose is to simplify procurement processes and provide clear guidance for suppliers interested in working with Council, with a scope that includes tenders, grants, supplier registration, and support services. The initiative involved hosting a dedicated event in Moranbah and launching a comprehensive webpage, developed in collaboration with internal departments and regional partners. Over 30 small businesses participated in the event, with ongoing engagement through VendorPanel registrations and online resources. Council collaborated with small businesses through face-to-face events, digital platforms, and regional networks, ensuring inclusive and practical support. Success was measured through attendee feedback, supplier registrations, website traffic, and procurement KPIs such as prompt payment timelines. Resources included internal staffing from the Economy & Prosperity team, communications and procurement officers, along with capital work program managers. Operational funding had been allocated across multiple quarters of the 2024/2025 financial year.

Outcomes

The Doing Business with Council initiative delivered a range of impactful outputs and outcomes for small businesses in the Isaac region. Local businesses gained increased visibility and access to procurement opportunities through the Moranbah engagement event and the launch of a dedicated webpage. These platforms offered clear guidance on tendering, grants, supplier registration, and council processes, reducing the time and complexity involved in accessing opportunities. The initiative enhanced the operating environment for small businesses by promoting transparency, simplifying procurement pathways, and reinforcing Council's commitment to prompt payment terms—evidenced by consistent 14-day invoice processing.

The event itself featured targeted sessions such as Tendering Tips, Capability Statement Introduction, and a Networking/Speed Dating format, which allowed businesses to connect directly with Council representatives and gain practical insights into procurement success. A Collaboration Space further enabled engagement with government and non-government organisations, helping businesses explore funding, support options, and future project opportunities. These activities supported local economic development by encouraging registration with VendorPanel and LocalBuy, expanding quotation opportunities not only with Isaac Regional Council but also with other councils.

While formal return on investment data is not available, early indicators such as increased supplier registrations, positive feedback from over 30 participating businesses, and improved procurement engagement suggest strong cost-benefit outcomes. The initiative also contributed to broader community and regional benefits by strengthening local supply chains, supporting small business sustainability, and aligning with Queensland's economic development goals. Delivered using internal resources—including staff from the Economy &



Prosperity team, procurement officers, and communications personnel—the initiative reflects a strategic and resource-efficient approach to empowering small businesses in the region.

Insights

Reflecting on Isaac Regional Council's Doing Business with Council initiative reveals several valuable insights and lessons. The activity proved highly effective in enhancing engagement and accessibility for small businesses, with success driven by a combination of in-person events, digital resources, and cross-departmental collaboration. The structured approach—particularly the Moranbah event and the launch of the dedicated webpage—enabled businesses to better understand procurement processes, access opportunities, and build confidence in working with Council.

Key to its success was the clear communication, practical guidance, and responsiveness to small business needs, including prompt payment terms and simplified procurement pathways. The initiative highlighted the importance of creating multiple touchpoints for engagement and ensuring that information is both accessible and actionable.

However, one area for improvement is the visibility of performance reporting. While survey data and feedback were collected, publishing these insights and related collateral on the Council's website would enhance transparency and demonstrate accountability. Additionally, future activities could benefit from more formalised feedback loops and impact tracking to better quantify outcomes and return on investment. Overall, the initiative reinforced the value of proactive, inclusive engagement and the need for continuous improvement in how Council supports its small business community.

Further information

Isaac Regional Council, in partnership with the Department of State Development, Infrastructure and Planning.

To learn more about this showcase, please contact:

- Organisation: Isaac Regional Council
- Website: <https://www.isaac.qld.gov.au/Home>
- Full name: John Squire
- Position: Manager Contracts and Procurement
- Phone: (07) 4846 3537
- Email: john.squire@isaac.qld.gov.au

For more information about the Small Business Friendly Program visit gsbc.qld.gov.au

MEETING DETAILS	Planning, Environment and Community Services
	Standing Committee Meeting
	Tuesday 9 September 2025
AUTHOR	Mark Davey
AUTHOR POSITION	Program Manager – Capital Delivery

5.5 PLANNING, ENVIRONMENT AND COMMUNITY SERVICES FY2025_2026 CAPITAL PROJECTS PROGRESS REPORT AS AT 26 AUGUST 2025

EXECUTIVE SUMMARY

This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2025-2026 Capital Works Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the monthly Planning, Environment and Community Services 2025-2026 Capital Progress Summary Report as at 26 August 2025.***

BACKGROUND

Progressive updates of the financial and physical position of projects in the 2025-2026 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.

The Planning Environment and Community Services Directorate are requesting a carry forward amount of approximately \$3.7M through the Carry Forward Review process. This amount requires carry over from the FY24/25 capital budget (circa \$20.2M) and predominantly relates to:

- Nebo Showgrounds Masterplan Project \$1.5M – Construction scheduled to commence 15 September 2025
- Isaac Events Centre \$814k – majority of carry forward amount relates to additional items approved in Q3 2024/25 including Hall 1 lighting and Stage curtains.
- The Greg Cruickshank Aquatic Centre Plant Room Replacement \$267k – Construction underway.
- Clermont Showgrounds Electrical Renewals \$178k – project delayed to allow for adequate planning and fault finding. Procurement has now closed with award pending.
- Moranbah Childcare Sewer Mains Replacement \$140k – works at C&K awarded and underway.
- Dysart Miners Memorial \$138K – Design complete and consultation for external funding underway

An additional budget of circa \$15.7 million has been allocated to new works for the 2025-2026 financial year.

Major works for the current year span the following regionally significant projects:

- Isaac Events Centre – finalisation of works relating to additional items including AV/IT, Hall 1 lighting and stage curtain replacement.
- Isaac Resources Excellence Precinct
- Nebo Showgrounds Masterplan Stage 1
- Glenden Community Hub
- Clermont Country University Centre
- Dysart Miners Memorial
- Nebo Hall Air-conditioning Upgrades

IMPLICATIONS

The attached PECS 2025-2026 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

High number of carry forward projects are impacting resources in the early stages of FY2025/26. These are being managed to allow for minimal delays in the new FY2025/26 approved projects.

CONSULTATION

Director Planning, Environment and Community Services

Planning, Environment and Community Services Leadership Team

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 2025-2026 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.

Report prepared by:

MARK DAVEY
Program Manager – Capital Delivery

Date: 26 August 2025

Report authorised by:

HEIDI ROBERTS
**Director Planning, Environment and
Community Services**

Date: 1 September 2025

ATTACHMENTS

- Attachment 1 – PECS 2025_2026 Capital Projects Progress Summary as at 26 August 2025.

REFERENCE DOCUMENT

- NIL

PECS 2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025

2025/2026 PECS Capital Budget Status and Completion Rate as at 26 August 2025

Carry Forward Budget	Pending Council Approval
Adopted Budget	\$15,735,000.00
FY 2024/25 PECS Capital Budget	\$15,735,000.00
Actual Expenditure	\$1,302,142.15
Remaining Budget (Actual)	\$14,432,857.85
Commitments	\$6,150,011.81
Remaining Budget (uncommitted)	\$8,282,846.04

8.28 Percent of Budget Spent - August (Excluding Commitments)



\$14,432,858 of YTD Budget Remaining - August (Excluding Commitments)

47.36 Percent of Budget Spent - August (Including Commitments)



\$8,282,846 of YTD Budget Remaining - August (Including Commitments)

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Budget* includes CF awaiting approval	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
REQUESTED CARRY FORWARD PROJECT CW222966 STLAW Community Hub	131,154.00	0	29,500.00	101,654.00	Planning/ Design	Procurement -31/07/2023 Construct - 6/11/2023 Completion - 30/06/2026	Project has been deferred to allow an assessment of requirements	N/A	0%
REQUESTED CARRY FORWARD PROJECT CW223013 MBH Community Centre - Refurbishment	536,781.23	413.57	412,575.09	125,242.98	Construction	Procurement -5/06/2023 Construct - 30/10/2023 Completion - 30/05/2026	Primary project currently being finalised with some remaining invoices to be received. Budget includes allowance for Hall 1 lighting and Stage curtains which are in planning stages	Medium	90%
REQUESTED CARRY FORWARD PROJECT CW233123 CLM Caravan Park Emergent Electrical Work	49,075.75	30,118.00	11,630.00	7,327.75	Complete	Procurement -29/05/2023 Construct - 15/01/2024 Completion - 30/06/2026	Project completed – invoices pending – remaining fund to transfer to CW263375 for Stage 3 of upgrades	N/A	100%
REQUESTED CARRY FORWARD PROJECT CW243164	-6,016.08	0	363.64	-6,379.72	Construction	Procurement -27/11/2023 Construct - 5/02/2024 Completion - 8/10/2025	CCTV installation complete, minor associated electrical works nearing completion	Low	90%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Budget* includes CF awaiting approval	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
MBH Animal Management Centre Renewal							Budget to be balanced in Q4/Carry forward review		
REQUESTED CARRY FORWARD PROJECT CW243172 CLM Civic Centre Roof replacement	293,676.29	168.38	15,749.18	277,758.73	Construction	Procurement -3/02/2025 Construct - 12/05/2025 Completion - 12/09/2025	Primary works completed on the roof. Windows to be replaced where aircon unit was removed, currently scheduled for first week in September	Low	90%
REQUESTED CARRY FORWARD PROJECT CW243227 DYS Miners Memorial	138,900.00	1,560.62	6,100.00	131,239.38	Design	Procurement -13/10/2025 Construct - 27/01/2026 Completion - 30/06/2026	Preliminary design received and being internally assessed. Project team has reached out to suitable parties for a cost analysis on the supplied design. Risk level medium due to requirement for external funding.	Medium	20%
MULTI YEAR PROJECT CW243241 NBO Showgrounds Stage 1	2,618,654.78	0	2,554,222.95	64,431.83	Construction	Procurement -3/02/2025 Construct - 15/09/2025 Completion - 12/02/2026	Multiyear project - construction stage commencing 15 September 2025. Risk level medium due to budget restraints, any variations will require scope changes to deliver project to funded amount,	Medium	30%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Budget* includes CF awaiting approval	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
MULTI YEAR PROJECT CW253316 Isaac Country University Centres	1,276,657.07,	6,543.27	104,600.00	1,165,513.80	Construction	Procurement -18/08/2025 Construct - 6/10/2025 Completion - 2/12/2025	Multiyear project - Moranbah complete. Clermont design being finalised. Construction tender to follow Risk rating high due to time restraints, Clermont project needs to be completed by 15 November 2025.	High	50%
REQUESTED CARRY FORWARD PROJECT CW253320 CLM Showgrounds Electrical renewals	178,060.00	0	0	178,060.00	Procurement	Procurement -2/06/2025 Construct - 15/09/2025 Completion - 12/12/2025	Evaluation complete. Project to be awarded. Contractor to order electrical board once been awarded.	Low	30%
REQUESTED CARRY FORWARD PROJECT CW253321 MBH - GCAC 25m Thermal cover renewal	20,258.73	43,621.94	0	-23,363.21	Complete	Procurement -10/03/2025 Construct - 12/05/2025 Completion - 18/07/2025	Works completed	N/A	100%
REQUESTED CARRY FORWARD PROJECT CW253322	180,417.00	919.53	146,241.00	33,256.47	Construction	Procurement -2/06/2025 Construct - 14/07/2025 Completion - 8/09/2025	Works well underway, demolition completed, grandstand structure rebuilding commenced, changeroom waterproofing and tiling to be	Low	70%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Budget* includes CF awaiting approval	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
GLN - Pool amenity and grandstand area							completed w/e 24/08. Completion date moved to 08/09.		
REQUESTED CARRY FORWARD PROJECT CW253323 MBH - GCAC Plant room rectification	267,593.50	106,827.50	78,130.00	82,636.00	Construction	Procurement - 3/02/2025 Construct - 28/04/2025 Completion - 19/09/2025	Contractors mobilised, pool security fence to be completed and sectional demolition of the shed to commence w/c 18/08/2025. Completion date now expected mid-September	Low	30%
REQUESTED CARRY FORWARD PROJECT CW253327 GLN Rec Centre - Toilets Stump renewal	261,968.00	0	0	261,968.00	Planning/ Design	Procurement - 6/10/2025 Construct - 2/02/2026 Completion - 22/05/2026	Majority of funds deferred at Q2 to 25/26 FY. Scope of works was removed from tender, reissue to market in 25/26 FY Risk rating medium due to lack of scope.	Medium	10%
REQUESTED CARRY FORWARD PROJECT CW253329 STL Hall - Kitchen upgrade	60,001.00	0	0	60,001.00	Procurement	Procurement - 28/04/2025 Construct - 3/11/2025 Completion - 8/05/2026	RFQ released and closed 21/05/25, one response received exceeding budget, submission value (241K) also exceeded procurement guidelines. Meeting with Councillor Coleman held on site in July. Revised scope being explored with utilisation of modular products.	Low	20%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Budget* includes CF awaiting approval	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
MULTI YEAR PROJECT CW253331 Isaac Resources Excellence Precinct	9,514,157.58	1,070,621.34	2,408,342.70	6,035,193.54	Planning/ Design	Procurement - 27/10/2025 Construct - 9/02/2026 Completion - 25/06/2027	Externally funded project. Multi-stage project. Project Management has been awarded. Road network complete. Design being finalised. Water and sewer investigation ongoing. Project will remain a medium risk due to size and complexity	Medium	20%
REQUESTED CARRY FORWARD PROJECT CW253334 MELC Expansion & Renovation Works	255,231.55	0	255,231.55	0	Construction	Procurement - External Construct - 3/02/2025 Completion - 30/06/2026	Works are being managed by MELC with payments made on actual expenditure. Estimate of budget entered for the 2025 FY. Total project budget of \$2.166M - \$1.6M funded from LRCI / \$300k Federal Gov grant / \$266k MELC cash reserves	Low	70%
REQUESTED CARRY FORWARD PROJECT CW253337 MBH Childcare Sewer Mains Replacement	140,000	981.69	97,167.50	41,850.81	Construction	Procurement - 28/07/2025 Construct - 22/08/2025 Completion - 31/12/2025	Site visit undertaken at C&K and Simply Sunshine to review existing issue and engage with stakeholders. C&K works to be progressed as priority to target delivery of works within school holiday period.	Low	10%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Budget* includes CF awaiting approval	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
							Contract awarded with pre-works commencing.		
NEW PROJECT CW263369 Replacement Public Access Computers	45,000	38,971.00	0	6,029.00	Construction	Procurement -28/07/2025 Construct - 14/08/2025 Completion - 20/10/2025	The new public access computers were delivered on 14 August 2025. Setup has commenced, however currently experiencing issues with the Envisionware software. Due to this, the project may extend over the coming weeks, with completion anticipated by mid-October.	Low	70%
NEW PROJECT CW263370 MBH Lift Pod for Gallery and IEC	30,000	0	0	30,000	Planning/ Design	Procurement -22/09/2025 Construct - 3/11/2025 Completion - 31/03/2026	Preparing scope of works	Low	0%
NEW PROJECT CW263371 CLM Saleyards Selling Pen Renewal	180,000	0	0	180,000	Procurement	Procurement -11/08/2025 Construct - 10/11/2025 Completion - 31/12/2025	Procurement paperwork in progress	Low	0%
NEW PROJECT CW263372	120,000	0	0	120,000	Procurement	Procurement -11/08/2025 Construct - 10/11/2025 Completion - 24/12/2025	Procurement paperwork in progress	Low	0%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Budget* includes CF awaiting approval	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
CLM Saleyards Bull Ring Seating Renewal									
NEW PROJECT CW263373 NBO Airstrip Perimeter Fence Renewal	50,000	0	0	50,000	Planning/ Design	Procurement -10/11/2025 Construct - 2/02/2026 Completion - 30/04/2026	Working on scope of works	Low	0%
NEW PROJECT CW263374 CLM Showgrounds Industrial Oven Upgrade	20,000	0	0	20,000	Procurement	Procurement -11/08/2025 Construct - 6/10/2025 Completion - 28/11/2025	Out to market, closing 29 August 2025	Low	10%
NEW PROJECT CW263375 CLM Caravan Park Stage 3 Elec Upgrades	150,000	0	0	150,000	Planning/ Design	Procurement -31/10/2025 Construct - 1/12/2025 Completion - 28/02/2026	Manager Contracts and Procurement has indicated that Stage 3 could be awarded directly to contractor through Procurement Exception "there is only one (1) supplier who is reasonably available", (as they completed Stage 1 and 2 Works) – subject to Council resolution. Awaiting additional project update on work finalized during Stage 2 from	Medium	0%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Budget* includes CF awaiting approval	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
							contractor to finalize Stage 3 Scope of Works.		
NEW PROJECT CW263376 NBO Showgrounds Sport Oval Light Replace	45,000	0	0	45,000	Procurement	Procurement -18/08/2025 Construct - 6/10/2025 Completion - 14/11/2025	Procurement documentation complete, RFQ out to market. Closing mid-September.	Low	10%
NEW PROJECT CW263377 ILB Hall – Roof Restoration	100,000	0	0	100,000	Planning/ Design	Procurement -8/09/2025 Construct - 10/11/2025 Completion - 30/06/2026	Scope to be finalised with tender to follow. Meeting scheduled with lessee on 27 August 2025 to confirm scope and emergent works matters	Low	0%
NEW PROJECT CW263378 CORP Halls Emergent Renewals 2026	250,000	0	0	250,000	Planning/ Design	Procurement – As required Construct – As required Completion - 30/06/2026	Emergent works as required.	Low	0%
NEW PROJECT CW263379 CORP Pools Emergent Renewals 2026	150,000	0	0	150,000	Planning/ Design	Procurement – As required Construct – As required Completion - 30/06/2026	Emergent works as required.	Low	0%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Budget* includes CF awaiting approval	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
NEW PROJECT CW263380 GLN Pool Equipotential Bonding	100,000	0	0	100,000	Planning/ Design	Procurement -6/10/2025 Construct - 4/05/2026 Completion - 30/05/2026	Scope under development, procurement to be completed Q2 to allow for contractor scheduling. Works planned for commencement and completion May 2026	Low	0%
NEW PROJECT CW263381 CLM Museum Erosion Remediation	265,000	0	0	265,000	Procurement	Procurement -22/09/2025 Construct - 1/12/2025 Completion - 31/03/2026	Preliminary scope of works has been completed and will be finalised in early September. Procurement documentation for Site Condition Assessment underway.	Low	10%
NEW PROJECT CW263382 CLM Hub Renewal	75,000	0	0	75,000	Procurement	Procurement -18/08/2025 Construct - 6/10/2025 Completion - 30/03/2026	Procurement out to market for replacement air conditioners.	Low	10%
NEW PROJECT CW263383 GLN Hub Project	200,000	1,090.76	30,015.00	168,894.24	Design	Procurement -28/07/2025 Construct- 2/02/2026 Completion - 22/05/2026	Design Stage – Procurement completed with contract awarded. Working with contractor on date for site visit.	Low	20%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Budget* includes CF awaiting approval	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
NEW PROJECT CW263384 NBO Hall AC Upgrade	300,000	0	0	300,000	Planning/ Design	Procurement -29/09/2025 Construct - 1/12/2025 Completion - 30/06/2026	Scope to be confirmed with tender to follow.	Low	0%
NEW PROJECT CW263385 MMT Hall – Floor Structural Repairs	25,000	218.15	0	24,781.85	Procurement	Procurement -14/08/2025 Construct - 29/09/2025 Completion - 31/12/2025	RFQ out to market, closing 28 August 2025. Award to follow	Low	10%
OVERALL	18,024,010.88	1,302,055.75	6,149,868.61	10,572,086.52					

MEETING DETAILS

Planning, Environment and Community Services
Standing Committee Meeting
Tuesday 9 September 2025

AUTHOR

Jessica Bugeja

AUTHOR POSITION

Research and Policy Advisor

5.6 RENEWABLE ENERGY COMMUNITY BENEFIT AGREEMENT POLICY

EXECUTIVE SUMMARY

This report seeks Council's endorsement for the Renewable Energy Community Benefit Agreement Policy. This Policy lays the foundation for the consistent negotiation and execution of Community Benefit Agreements associated with renewable energy development in the Isaac Region.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Endorses the Renewable Energy Community Benefit Agreement Policy noting that in endorsing this policy, they are accepting items:**
 - a. 1.1 being the Community Benefit Contribution Formula and its associated minimum contribution amounts
 - b. 1.3a) being to apportion funds, no less than seventy percent (70%), to Community and Legacy Projects for the first five (5) years
 - c. 1.3b) being to apportion funds, not exceeding fifty percent (50%) to Future Investment and Intergenerational Equity
 - d. 1.3c) being to, from the commencement of construction, collect up to 5% of the annual Community Benefit Contribution amount, to fund a Renewable Energy Coordinator Position.
- 2. Endorse the Chief Executive Officer to negotiate and execute Community Benefit Agreements on behalf of Council.**
- 3. Receives and notes the Community Benefit Agreement Guide**

BACKGROUND

In July 2025, the Queensland Government passed the Planning (Social Impact and Community Benefit), and Other Legislation Amendments Act 2025. Changes under the Amendment Act were made to the Planning Act 2016 (Planning Act) and the Local Government Act 2009.

The Planning Act now requires wind and solar farm proponents with an electricity output of one (1) megawatt or more, to conduct a social impact assessment and enter into a Community Benefit Agreement (CBA) with the local government before lodging a development application. These need to be submitted as part of a

properly made submission. The Planning Act (under section 106ZL) also stipulates that financial contributions “for a particular thing” under a CBA “must be used for that purpose”.

Amendments to the Local Government Act 2009 enable local government to set fees and recover costs associated with Social Impact Assessments and Community Benefit Agreements, including mediation. It also requires local government to keep registers about Community Benefit Agreements and cost recovery.

The Renewable Energy Community Benefit Agreement Policy addresses these legislative changes and lays the foundation for the consistent negotiation and execution of CBAs.

Work is currently underway between LGAQ, King and Co. and local governments to develop a Community Benefit Agreement Template. This intent is to make the template available to all local governments in Queensland. Staff will update Council of this work as the project progresses.

IMPLICATIONS

Administrative costs associated with the participation requirements of a Social Impact Assessment and negotiation of Community Benefit Agreements (including mediation) will be included in Council’s Fees and Charges Register. These fees are recoverable from proponents by law. Council will receive monetary contributions through CBAs to help fund community and legacy projects. It is recommended a portion of the Community Benefit Contribution be used to fund the Renewable Energy Coordinator Position to address ongoing reporting and administration requirements of CBAs.

CONSULTATION

Consultation on the Renewable Energy Community Benefit Agreement Policy as occurred through engagement with the Major Projects Team and the Community Benefit Agreement Framework workshop held with Council and ELT on the 20 August 2025. Collectively, this consultation included engagement with:

- Chief Executive Officer
- Mayor
- Councillors
- Director Engineering & Infrastructure
- Director Water and Waste
- Director Corporate Governance and Financial Services
- Director Planning, Environment and Community Services
- Executive Manager Advocacy and External Affairs
- Manager Liveability & Sustainability
- Manager Financial Services
- Manager, Rate and Accounts
- Manager Economy & Prosperity
- Manager of Galilee and Bowen Basin Operations
- Economic and Business Resilience Coordinator
- Program Leader – Development Assessment

- Program Leader – Environment and Sustainability

BASIS FOR RECOMMENDATION

The basis for recommendation is to provide a foundation for the consistent negotiation and execution of Community Benefit Agreements associated with renewable energy developments in the Isaac Region

ACTION ACCOUNTABILITY

Chief Executive Officer will be responsible for the negotiation and execution of Community Benefit Agreements on behalf of Council, provided the agreement is in accordance with this policy and any relevant legislative requirements.

The CEO may delegate responsibilities associated with the development of a CBA to relevant executives, managers or officers, where relevant or necessary.

KEY MESSAGES

- Council has developed its policy for the consistent negotiation and execution of Community Benefit Agreements associated with renewable energy development in the Isaac Region.
- Community Benefit Agreements are designed to make sure renewable energy projects deliver long-lasting, widespread and meaningful benefits for our communities
- Council will ensure Community Benefit Agreements support community needs and direct benefits back into the towns and communities hosting renewable projects.

Report prepared by:

JESSICA BUGEJA
Research and Policy Advisor

Date: 3 March 2025

Report authorised by:

CALE DENDLE
Chief Executive Officer

Date: 4 September 2025

ATTACHMENTS

- Attachment 1 – Renewable Energy Community Benefit Agreement Policy
- Attachment 2 – Community Benefit Agreement Guide

REFERENCE DOCUMENT

- Nil

RENEWABLE ENERGY COMMUNITY BENEFIT AGREEMENT POLICY

APPROVALS

POLICY NUMBER	DOC.ID	Insert
CATEGORY		
POLICY OWNER		
APPROVAL DATE	Insert	RESOLUTION NUMBER
		Insert

OBJECTIVE

Isaac Regional Council is committed to ensuring renewable energy projects (projects) deliver long-lasting, widespread and sustained net benefits to Isaac communities and the broader region. The Renewable Energy Community Benefit Agreement Policy lays the foundation for the consistent negotiation and execution of Community Benefit Agreements (CBA) associated with renewable energy developments in the Isaac Region.

SCOPE

This Policy applies to renewable energy projects within the Isaac Region, including wind, solar, hydro-electric and battery energy storage developments with an electricity output of one (1) megawatt or more.

The Policy applies to all Council staff engaged in renewable energy project negotiations and is intended to inform developers (Proponents) and/or their delegated representatives of Council's expectations in relation to the Community Benefit Agreement negotiation process.

DEFINITIONS

N/A

LEGISLATIVE AND REGULATORY CONTEXT

In July 2025, the Queensland Government passed the Planning (Social Impact and Community Benefit), and Other Legislation Amendments Act 2025. Changes under the Amendment Act were made to the Planning Act 2016 (Planning Act) and the Local Government Act 2009.

The Planning Act now requires wind and solar farm proponents with an electricity output of one (1) megawatt or more, to conduct a social impact assessment and enter into a Community Benefit Agreement with the local government before lodging a development application. These need to be submitted as part of a properly made submission. The Planning Act (under section 106ZL) also stipulates that financial contributions "for a particular thing" under a CBA "must be used for that purpose".

Amendments to the Local Government Act 2009 enable local government to set fees and recover costs associated with Social Impact Assessments and Community Benefit Agreements, including mediation. It also requires local government to keep registers about Community Benefit Agreements and cost recovery.

AUTHORITY

The Chief Executive Officer (CEO) is authorised by Council to negotiate and execute CBAs on behalf of Council, provided the agreement is in accordance with this policy and any relevant legislative requirements.

The CEO may delegate responsibilities associated with the development of a CBA to relevant executives, managers or officers, where relevant or necessary.

POLICY STATEMENT

Community Benefit Agreement Framework

Council considers Community Benefit Agreement's as a social licence contract with community. They should strengthen trust, respond to community needs and aspirations, and uphold the social accountability commitments of proponents.

Council is committed to ensuring Community Benefit Agreements adhere to the following principles. CBAs should:

- be informed through strong Social Impact Assessments (SIAs) and other previously identified needs of Isaac's communities.
- reflect community expectations and aspirations.
- ensure that the benefits of renewable energy development are equitably distributed within the community and intergenerationally
- integrate with, and value-add to, existing local initiatives and organisations.
- embed transparency and accountability.
- align with Council's strategic direction and long-term planning frameworks.
- not be used as a substitute for statutory conditions or infrastructure charges, nor relied upon to offset State Government responsibilities.

IRC's CBAs will comprise of two core components:

1. Community Benefit Contributions (CBC)
2. Community Benefit Agreement Conditions (CBAC)

1. Community Benefit Contributions

Community Benefit Contributions (CBCs) are compulsory payments to Council based on Council's minimum charge per megawatt formula.

1.1 Contribution Formula

The following figures are considered the minimum threshold amounts for negotiating Community Benefit Contributions.

Project Type	2025/2026 Minimum Contribution
Solar	\$850 per approved megawatt capacity in the IRC LGA per year
Wind	\$1050 per approved megawatt capacity in the IRC LGA per year
Stand-alone Battery Energy Storage System (BESS)	\$150 per approved megawatt hours in the IRC LGA per year
Other Energy Storage (including hydro-electric)	\$850 per approved megawatt hours in the IRC LGA per year

1.1.1 Consumer Price Index adjustment

Minimum Contributions are to be adjusted annually in line with the Consumer Price Index. The annually adjusted amounts will apply throughout the life of a CBA to ensure the base contribution remains equitable and commensurate with changing economic conditions.

1.1.2 Mixed Generation Projects

Where a project includes mixed generation, the total contribution amount will be determined by calculating the respective approved type, capacities and contribution rate, and adding them together. Energy storage developed in conjunction with solar and/or wind project does not apply to mixed generation.

1.2 Payment Terms

Community Benefit Contribution payments are activated at construction and cease at successful decommissioning. Up to 5% of annual CBC amount will be claimed from construction as per purpose c) below. The full annual CBC amount becomes claimable upon project commissioning.

CBC Payments will be invoiced annually from the adjusted CPI amount. Council may consider, by negotiation, alternative payment terms. For example, a proponent may want to negotiate paying their Community Benefit Contributions in an upfront lump sum in lieu of annual payments.

1.3 Community Benefit Contribution Purpose

Community Benefit Contributions will be used for the following purposes:

a) Community and Legacy Projects

A portion of funds, as deemed appropriate by Council but no less than seventy percent (70%) for the first five (5) years, will be used to deliver sustainable, high-value initiatives that deliver legacy outcomes for impacted communities and the broader region. Projects will be determined by Council and informed by Council's Social Investment Plan, strategic planning documents, and capital works program. Projects may otherwise be identified by Isaac Regional Council in consultation with relevant affected communities and/or proponents and their Social Impact Assessment.

b) Future Investment and Inter-generational Equity

A portion of funds, not exceeding fifty percent (50%) annually, may be used for reserve to support ongoing social investment costs and to offset operational impacts arising from the project. The amount allocated to such reserve will be reported through Council's normal financial reporting process.

c) Renewable Energy Coordinator Contribution

From the commencement of construction, up to five percent (5%) of the annual Community Benefit Contribution amount, will be allocated to fund a Renewable Energy Coordinator position, responsible for progressing renewable energy initiatives, partnerships, and projects within the region.

1.4 Community Benefit Contribution Rebate

Investment towards or delivery of eligible items on Council's Social Investment Plan may be deducted from a proponent's annual Community Benefit Contribution amount through agreement with Isaac Regional Council. The value of the rebate is directly proportional to the financial contribution or eligible project cost.

1.5 Administration, Governance and Reporting

Community Benefit Contributions funds will be held in a dedicated reserve/s by Isaac Regional Council. Council will manage and disperse of the funds in accordance with the Local Government Act 2009, the Statutory Bodies Financial Arrangements Act 1982, IRC's Investment Policy and IRC's Reserves Policy.

Community Benefit Contributions will be accounted for in Council's annual budget and unspent funds will be carried forward in the reserve. Interest generated through the future investment funds will be returned to the dedicated reserve. Council will report on the expenditure of Community Benefit Contributions as part of its annual financial statements.

Copies of executed Community Benefit Agreements will be made public on Council's website. Recognition protocols will be established so proponent's contributions are acknowledged and credited for their investment.

1.6 Exclusion clause

The value or extent of the following items cannot be used to offset Community Benefit Contribution amounts owed to Council:

- a) Any landholder payments, neighbour payment schemes or other similar arrangements between proponents and individual landholders.
- b) General rates associated with the project. Isaac Regional Council will not entertain a Payment in lieu of Rates (PILoR) scheme.
- c) Community Benefit Agreement Conditions, unless otherwise negotiated with Council.

2. Community Benefit Agreement Conditions

Council's Community Benefit Agreement Conditions are binding requirements Council imposes on the project to directly address project impacts and support to community aspirations. Community Benefit Agreement Conditions uphold community and social accountability commitments, protect amenity and environmental values and build public trust in the planning system.

Community Benefit Agreement Conditions will be developed with the proponent and are informed by:

- a) the Proponent's Social Impact Assessments and Social Impact Management Plans in line with the key matters identified in the Strong and Sustainable Resource Communities Act 2017 and SIA Guideline.
- b) the Proponent's draft development application
- c) Local planning considerations as per IRC's Planning Scheme
- d) Other local considerations

Community Benefit Agreement Conditions may apply to, but are not limited by:

- workforce management
- housing and accommodation
- local business and industry procurement
- waste management
- infrastructure impacts
- community grants and donations programs

- visual, noise, dust and vibration disturbance
- Bushfire hazard
- Flood impact
- Emergency and disaster management
- Water supply and sewer servicing
- Environmental offset programs, habitat creation, biodiversity enhancement, environmental remediation
- Local capacity building projects
- Near neighbour energy rebates
- Decommissioning and end-of-life

CBA Cost recovery Fees

Council costs in relation to participation and review of a project's Social Impact Assessment and the subsequent Community Benefit Agreement will be listed in Council's Fees & Charges Register.

Reservation of Rights Clause

Council reserves the right, acting reasonably, to include, negotiate, or remove items outlined within this policy as part of the Community Benefit Agreement, to ensure alignment with community needs, changing circumstances, and Council priorities.

LEGISLATIONS AND RELATED GUIDELINES

- *Planning Act 2016*
- *Planning Regulation 2017*
- *Local Government Act 2009*
- *Statutory Bodies Financial Arrangements Act 1982*
- Isaac Regional Council's Investment Policy
- Isaac Regional Council's Reserves Policy
- Community Benefit Agreement Guide

COMMUNITY BENEFIT AGREEMENT GUIDE



DEVELOPING PROJECTS IN THE ISAAC REGION

Current as of August 2025

Isaac Regional Council welcomes development that is well planned, community-minded and contributes to the long-term liveability of our towns.

We know our region plays a critical role in powering, feeding and building Queensland, and with that comes responsibility to make sure projects deliver benefits where they are most needed.

Council supports development that:

- Works in partnership with community, government and industry
- Invests in essential services like housing, childcare, health, education and roads
- Creates opportunities for local businesses and workers
- Strengthens the social and economic fabric of our towns

Our message is simple:

If you are building in Isaac, you are part of Isaac.

We expect developments to be done with our communities, not just in our communities, so that the legacy is one of stronger, safer and more resilient towns.

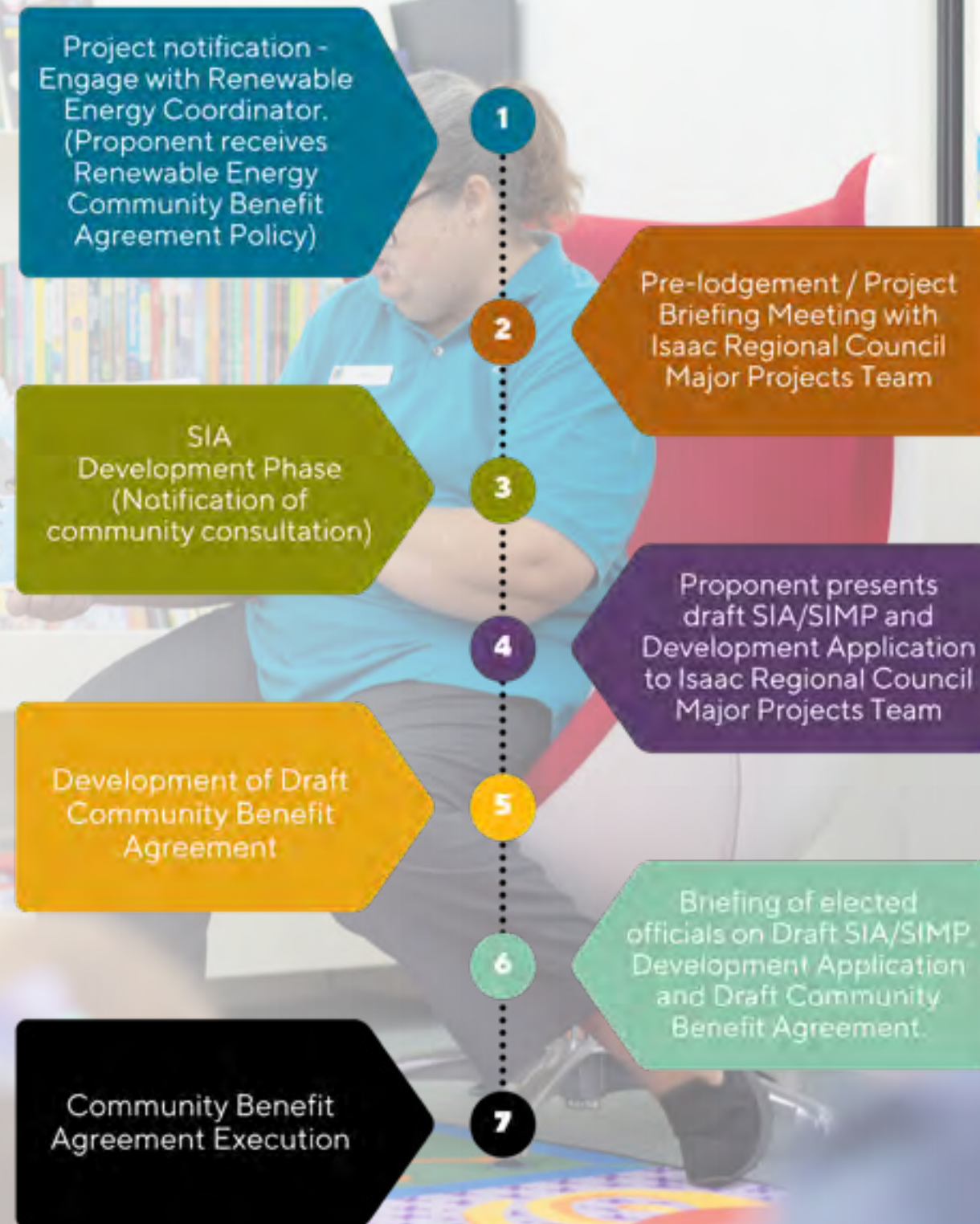
OUR COMMITMENT TO YOU

- Working with you early and often to resolve issues
- Responding quickly to project documents
- Sharing our knowledge to help tailor outcomes
- Helping you connect with local networks and services
- Being transparent and accountable

OUR EXPECTATIONS OF YOU

- Engage early and regularly with Council and community
- Go beyond compliance—create real social value
- Avoid negative impacts through project design
- Be honest, open and responsive to feedback
- Be flexible with mitigation efforts where needed
- Deliver on each of the seven key social impact areas

PROJECT ENGAGEMENT PROCESS



6 PILLARS OF SOCIAL LICENCE



COMMUNITY AND STAKEHOLDER ENGAGEMENT

Objective: Make sure the people who live here are part of the conversation from day one. When a renewable project comes to town, locals deserve more than a glossy brochure. Engagement needs to be real, transparent and ongoing - from planning right through to operations. Communities need to see how their feedback has shaped decisions, and there must be clear ways to raise concerns and have them addressed.



WORKFORCE MANAGEMENT

Objective: Prioritise local jobs first and protect the wellbeing of workers. Projects must put local and regional workers at the front of the queue for jobs. Training, local apprenticeships and development opportunities should be built in, so we're skilling people up for long-term opportunities. Workers' health both physical and mental must be looked after as a priority, because safe and supported workers are productive workers.



HOUSING AND ACCOMMODATION

Objective: Build housing solutions that strengthen communities. Renewable projects should plan housing and accommodation in ways that add value to the towns and regions that host them. That means making sure there are quality options for workers who want to live locally, supporting family-friendly housing where possible, and ensuring purpose-built worker accommodation is well designed, safe and connected to services. Done right, housing investment can leave a lasting legacy - growing capacity, supporting liveability, and helping communities thrive well beyond the life of the project.



LOCAL BUSINESS AND INDUSTRY PROCUREMENT

Objective: Keep contracts and opportunities in the hands of local businesses. Every renewable project should aim to buy goods and services from local suppliers and First Nations businesses. Procurement strategies must actively reduce barriers to entry, have favorable payment terms that support small businesses and help build capacity in the region. If we get this right, projects will strengthen the local economy and support business growth.



HEALTH AND COMMUNITY WELLBEING

Objective: Support the health, safety and wellbeing of the people who live here. Projects should actively support essential services like healthcare, childcare, schools. Country University Centres and emergency services so they can keep pace with growth. It means protecting lifestyle and amenity, managing noise, dust, waste and water impacts, and making sure communities remain safe and connected. Renewable energy projects should not just avoid harm, they should look for opportunities to invest in stronger, healthier towns to create places where families can live well, access the services that are important to them and enhances the community fabric.



HARD INFRASTRUCTURE

Objective: Contribute to the backbone infrastructure that keeps our communities moving and connected. That means planning and investing in the roads, water, waste, power and digital networks that are directly impacted by construction and ongoing operations. It is about making sure regional communities are not left to carry the burden alone. When hard infrastructure is built well and early, it supports both the project and the towns around it - creating safer roads, stronger utilities, and the capacity for communities to grow with confidence.

WHAT IS IN ISAAC'S COMMUNITY BENEFIT AGREEMENT?

Isaac Regional Council’s Community Benefit Agreements are designed to make sure renewable energy projects deliver long-lasting, widespread, and meaningful benefits for our communities. CBAs are a social licence contract between proponents and community. Each agreement has two core components:

1. Community Benefit Contributions (CBCs)

What are CBCs?: Compulsory payments made by project proponents, based on the size and type of renewable project.

How are they calculated?: Below are the minimum community benefit contribution amounts for each renewable energy project type.

Solar: \$850 per approved megawatt (MW) capacity in the IRC LGA per year

Wind: \$1,050 per approved megawatt (MW) capacity in the IRC LGA per year

Stand-alone Battery Energy Storage System (BESS): \$150 per approved megawatt hour (MWh) in the IRC LGA per year

Other Energy Storage (including hydro-electric): \$850 per approved megawatt hour (MWh) in the IRC LGA per year

Purpose: These funds are invested into projects that create real legacy outcomes, like community facilities, housing, education, and regional infrastructure. A share is also reserved for future investment to support intergenerational equity, and a small portion funds a Renewable Energy Coordinator role within Council.

2. Community Benefit Agreement Conditions (CBACs)

What are CBACs?: Enforceable conditions placed on projects to manage impacts on our communities. These are informed by the Social Impact Assessment Guidelines and Strong and Sustainable Resource Community Act 2017

Example conditions may include: Workforce accommodation standards, housing contributions, procurement commitments for local businesses, waste and water management, and measures for dust, noise, and road impacts.

Why do we have CBACs?: Community Benefit Agreement Conditions protect liveability, safety, and amenity for local residents while ensuring industry has certainty around the expectations of community.

How it all fits together

Isaac’s CBAs are not one-off deals. They are structured agreements that:

- Direct benefits back into the towns and communities hosting renewable projects.
- Provide transparency and accountability in how contributions are spent.
- Support both immediate needs (like childcare and housing) and long-term investment in services, infrastructure, and opportunities.
- Create a fair, consistent approach across all projects, so everyone is clear on the legacy benefits a project creates.

More detailed information can be found in Isaac Regional Council’s Renewable Energy Community Benefit Agreement Policy.

SOCIAL INVESTMENT PLAN CLARKE CREEK AND LOTUS CREEK

1. COMMUNITY & STAKEHOLDER ENGAGEMENT
Undertake genuine, transparent stakeholder engagement with consideration given to consultation fatigue.
Undertake tiered Neighbourhood compensation/benefits scheme
2. WORKFORCE MANAGEMENT
Undertake genuine, transparent stakeholder engagement with consideration given to consultation fatigue.
Deliver a workforce attraction program that includes live local incentives for operational workforce
Deliver a local workforce development program (i.e skills development and pathways for traditional owners, youth & residents)
Undertake financial partnership with key emergency service providers - CQ Rescue
Undertake financial partnership with Rural Fire Brigade Association of Qld (RFBAQ) supporting the localized Rural fire brigade units (being 4 additional slip on units & portable UHF’s) - (\$100,000)
3. HOUSING AND ACCOMMODATION
Deliver a workforce accommodation strategy that delivers enhanced benefit to regional housing matters for both its construction and operational workforce
Undertake financial partnership with IAHT
4. LOCAL BUSINESS AND INDUSTRY PROCUREMENT
Adopt a genuine definition of Local, that benefits Isaac & broader region supply, and target local supply spend i.e https://www.qcln.com.au/wp-content/uploads/2020/06/GW3_QLCLN-Flyer_Digital.pdf
Conduct local supply chain mapping and create suitable subcontracting packages
Enhance and develop local business capacity through partnership/s financial and otherwise with Isaac Business Chamber
Participate in the Shop Isaac Local buy program for employee rewards that support local business
5. HEALTH AND COMMUNITY WELLBEING
Deliver a community grants program for the life of project commensurate with the project size
Undertake partnerships with specialist and allied health services such as Heart of Australia, Breast screen qld, Dental vans, Early intervention Speech Pathologists/Occupational therapists and Mental Health professionals etc, to attend the local area
Undertake partnership with Clarke Ck Isolated Children's Parents Association (ICPA)
Undertake partnership with key local community service providers i.e Broadsound Coastal Care (\$45,000) & Hinterland Community Care (\$90,000) to replace aging fleet vehicles
Support the activation of Isaac's youth through partnership with local schools, community service providers and Isaac Regional Council youth action group.
Partner with the Childcare Leadership Alliance and or local childcare service providers to enhance child care service delivery in region
Deliver a tertiary scholarships program and commit to financial partnership with Isaac's Country University Centre
Partner with Isaac Regional Council on a Pest & Weed management program with initial focus on aerial feral pest control program @ (\$150,000)
Partner with Fitzroy Basin Association to deliver Natural Resource Management programs in the area.
6. HARD INFRASTRUCTURE
Undertake electricity resilience and affordability initiatives towards local community i.e provision of energy rebate schemes, resilience initiatives through solar/battery/generator equipment.
Deliver upgraded telecommunication infrastructure which a) increases coverage area and addresses black spots along the Sarina Marlborough Road and b) strengthens the existing 4G/5G signal
Roading network; Undertake partnership with relevant authority for items below; - Clarke Ck range safety improvements i.e widening, shoulder drop offs, barrier rails and signage (DTMR) - Increased flood immunity and dual lane upgrades to Lotus Ck, Connors River & Funnel Ck bridges (DTMR) - Installation of speed reduction and electronic signage at Clarke Ck school - \$50,000 (DTMR, IRC) - Decommissioning and upgrade of flood monitoring cameras and equipment at Funnel and Denison Ck - \$130,000 (IRC) - Installation of flood monitoring cameras and equipment at Connors River - \$60,000 (IRC)"
Community Infrastructure; Undertake financial partnership with Clarke Ck School (& or P&C) towards; - Support delivery of multi purpose courts resurfacing - School oval resurfacing - Pool access path covered shade structure - Multi purpose court and pool covered shade structure

CONTACT US

 **1300 ISAACS (1300 47 22 27)**

 isaac.qld.gov.au

 PO Box 97 MORANBAH Q 4744

 records@isaac.qld.gov.au

FOLLOW US

