NOTICE OF MEETING

Dear Councillors

You are requested to attend the following meeting of Council.

ORDINARY MEETING OF

ISAAC REGIONAL COUNCIL

TO BE HELD ON

WEDNESDAY 24 SEPTEMBER 2025
COMMENCING AT 10.00AM
NEBO - BOARD ROOM,
10 REYNOLDS STREET, NEBO

CALE DENDLE
Chief Executive Officer

LOCAL GOVERNMENT ACT 2009

Local Government Regulation 2012

Chapter 8, Part 2 Local Government Meetings and Committees

Division 1A, Requirements for Local Government Meetings Generally

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.*

ORDINARY MEETING

OF ISAAC REGIONAL COUNCIL

TO BE HELD ON WEDNESDAY

23 SEPTEMBER 2025

COMMENCING AT 10.00AM

NEBO - BOARD ROOM

10 REYNOLDS STREET, NEBO

AGENDA

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

TABLE OF CONTENTS

1. OPENING OF MEETING

2. APOLOGIES AND LEAVE OF ABSENCES

3. CONDOLENCES

- HENDERSON, Ian formerly of Clermont
- LINDSAY, Allan Robert formerly of Moranbah
- NICHOLAS, Craig Gordon fomeraly of Collaroy Station
- STREETER, Mured Lionel “Jim”, formerly of Carmila
- NEILSON, Robert John formerly of Clermont
- COOK, James Patrick “Jim” formerly of “Eatonvale” Clermont
- WARDROP, Robert Edward formerly of Clermont

4. DECLARATION OF CONFLICTS OF INTEREST

5. DEPUTATIONS

TABLE OF CONTENTS

6. CONSIDERATION OF NOTICE OF MOTION

7. CONFIRMATION OF MINUTES

- Ordinary Meeting of Isaac Regional Council held in the Middlemount Board Room, 11 Carter Place, Middlemount, on the 27 August 2025 at 10.00am.

8. BUSINESS ARISING FROM PREVIOUS MEETING

8.1 BUSINESS OUTSTANDING TABLE FOR ORDINARY MEETING OF COUNCIL – AUGUST 2025

EXECUTIVE SUMMARY

The business outstanding table is used as a tool to monitor outstanding items resolved at previous Ordinary Meetings of Council. The current Business Outstanding Table for the Ordinary Meeting of Council is presented for Councillors' information.

9. STANDING COMMITTEE REPORTS

9.1 ISAAC REGIONAL COUNCIL INTERIM MONTHLY FINANCIAL REPORT AS AT 31 AUGUST 2025

EXECUTIVE SUMMARY

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

9.2 SAFETY AND RESILIENCE UPDATE

EXECUTIVE SUMMARY

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

TABLE OF CONTENTS

9.3 LOCAL DISASTER MANAGEMENT GROUP MINUTES - 11 AUGUST 2025

EXECUTIVE SUMMARY

This report is to present the Local Disaster Management Group (LDMG) meeting minutes from 11 August 2025.

9.4 ANNUAL OPERATIONAL PLAN 2024-2025 – FOURTH QUARTER REPORT

EXECUTIVE SUMMARY

This report provides a fourth and final quarter overview of Council's progress towards achieving the Annual Operational Plan 2024-2025 objectives. Council achieved 77% of it's initiatives in the 2024-2025 financial year. Other than the 3 initiatives not proceeding, the remaining 22 are continuing into the new financial year.

9.5 AUDIT AND RISK COMMITTEE MEETING MINUTES - 21 AUGUST 2025

The purpose of this report is to present the unconfirmed minutes of the Audit and Risk Committee meeting held on Thursday, 21 August 2025 and propose that the recommendations are adopted.

9.6 AUDIT AND RISK COMMITTEE EXTERNAL REPRESENTATIVE APPOINTMENT

EXECUTIVE SUMMARY

Following a procurement process (EOI IRC-CGFS-0725-T440), this report seeks endorsement for the appointment of a replacement External Member in line with the existing Audit and Risk Committee Charter and Policy.

9.7 CONTRACTS AND PROCUREMENT QUARTERLY REPORT

EXECUTIVE SUMMARY

The purpose of this report is to provide an overview and status update of the Contracts and Procurement Department's operations.

9.8 DIGITAL STRATEGY PROGRAM UPDATE

EXECUTIVE SUMMARY

This report is provided as an update to Council on the current status of the Digital Strategy Program.

TABLE OF CONTENTS

9.9 PEOPLE AND CAPABILITY MONTHLY REPORT

EXECUTIVE SUMMARY

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

9.10 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.

9.11 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.

9.12 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.

9.13 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.

TABLE OF CONTENTS

9.14 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.

9.15 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.

9.16 ENGINEERING AND INFRASTRUCTURE 2025/2026 CAPITAL PROJECTS PROGRESS REPORT – AUGUST 2025

EXECUTIVE SUMMARY

This report is to provide an update to the Engineering and Infrastructure Standing Committee and Council of the progress in delivery of the Engineering and Infrastructure 2025/2026 Capital Works Program.

9.17 INFRASTRUCTURE DEPARTMENT MONTHLY UPDATE – AUGUST 2025

EXECUTIVE SUMMARY

This report is to provide a monthly update to Council on the current operational status of the Infrastructure Department.

9.18 PARKS AND RECREATION DEPARTMENT OPERATIONAL UPDATE – AUGUST 2025

EXECUTIVE SUMMARY

This report is to provide an update to Council on the current operational status of the Parks and Recreation Department as of 31 August 2025.

TABLE OF CONTENTS

9.19 FLEET DEPARTMENT OPERATIONAL UPDATE – 1 APRIL 2025 TO 31 AUGUST 2025

EXECUTIVE SUMMARY

The intent of the report is to provide an update on the operational activities undertaken by the Fleet Department.

9.20 COMPENSATION AGREEMENT ML700082 AND ML700083

EXECUTIVE SUMMARY

The purpose of this report is for Council to consider the Compensation Agreement with Stanmore ID Extension Pty Ltd.

9.21 BROADSOUND SOLAR FARM – ASSET INSTALLATION AND MAINTENANCE LICENCE

EXECUTIVE SUMMARY

The report seeks to delegate the authority to the Chief Executive Officer to execute a Licence for the installation, use and maintenance of an underground conduit housing a high voltage cable within the Manly Access Road at Clark Creek.

9.22 BMA RED HILL ROAD INTERSECTION - ASSET INSTALLATION AND MAINTENANCE LICENCE

EXECUTIVE SUMMARY

The report seeks to delegate the authority to the Chief Executive Officer to execute a Licence for the construction of Intersection Works, and the installation, use and maintenance of the Intersection Works, an Access Road and Gate Infrastructure accessed off Red Hill Road.

9.23 WATER AND WASTE 2025-26 CAPITAL PROJECTS PROGRESS REPORT

EXECUTIVE SUMMARY

This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2025/26 Capital Works Program.

TABLE OF CONTENTS

9.24	WATER AND WASTEWATER PREVENTATIVE MAINTENANCE PROGRAM UPDATE

EXECUTIVE SUMMARY

This report provides an update on the progress of the Water and Wastewater Preventative Maintenance Program (PMP). It details the number of Preventative Maintenance Program activities completed since the program's inception, highlights key milestones achieved and the challenges for improvement.

9.25	WATER AND WASTE DEPARTMENTAL REPORT – OPERATIONS AND MAINTENANCE

EXECUTIVE SUMMARY

This report provides an overview of the Operations and Maintenance Department's objectives, key functions, and a quarterly update of the activities of the Operations and Maintenance department.

10. OFFICER REPORTS

10.1	DYSART CENTENARY PARK CCTV INSTALLATION

EXECUTIVE SUMMARY

This report seeks approval of the Isaac Regional Councils proposed CCTV installation at Dysart Centenary Park.

11. CONFIDENTIAL

CONFIDENTIAL REPORT

Closed under 254J(3) (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government

11.1	PLANNING AND ENVIRONMENT COURT UPDATE – CIVEO COPPABELLA WORKERS CAMP APPEAL

EXECUTIVE SUMMARY

This report is to request a new capital project for the 25/26 Financial Year for the purchase of approximately 150m2 of land from 6 Kemmis Street, Nebo.

TABLE OF CONTENTS

12. GENERAL BUSINESS

13. CONCLUSION

UNCONFIRMED MINUTES

ORDINARY MEETING OF
ISAAC REGIONAL COUNCIL

HELD ON
WEDNESDAY, 27 AUGUST 2025
COMMENCING AT 10.00AM

ISAAC REGIONAL COUNCIL,
11 CARTER PLACE, MIDDLEMOUNT
BOARD ROOM

ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE ORDINARY MEETING

HELD AT ISAAC REGIONAL COUNCIL, BOARD ROOM, MIDDLEMOUNT

WEDNESDAY 27 AUGUST 2025

Table of Contents **Page**

1. Opening 3
2. Leave of Absence and Apologies 4
3. Condolences 4
4. Declaration of Conflicts of Interest 4
5. Deputations 5
6. Consideration of Notice of Motion 5
7. Confirmation of Minutes: - 5
   - Ordinary Meeting of Isaac Regional Council held at Council Chambers, Moranbah on Wednesday 23 July 2025
8. Business Arising from Previous Meeting 6
9. Standing Committee Reports 7
10. Officer Reports 45
11. Confidential Reports 49
12. Councillor Question Time 53
13. Conclusion 55

ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE ORDINARY MEETING

HELD AT ISAAC REGIONAL COUNCIL

HELD AT ISAAC REGIONAL COUNCIL, BOARD ROOM, MIDDLEMOUNT

WEDNESDAY 27 AUGUST 2025

ATTENDANCE

Mayor Kelly Vea Vea, Chair
Cr Terry O'Neill, Division One
Cr Vern Russell, Division Two
Cr Melissa Westcott, Division Three
Cr Simon West, Division Four
Cr Alaina Earl, Division Five
Cr Jane Pickels, Division Six *(via videoconference)*
Cr Rachel Anderson, Division Seven
Cr Viv Coleman, Division Eight

OFFICERS PRESENT

Mr Cale Dendle, Chief Executive Officer
Mr Scott Casey, Director Water and Waste
Mr Darren Fettell, Acting Director Corporate Governance and Financial Services
Mrs Trudi Liekefett, Manager People and Performance
Ms Heidi Roberts, Director Planning, Environment and Community Services
Mr Michael Buckley, Manager Parks and Recreation
Mrs Tricia Hughes, Coordinator Executive Support, Office of the Mayor and CEO
Ms Teika Kirkman, Executive Assistant, Office of the Mayor and CEO

1. OPENING

Mayor Kelly Vea Vea declared the meeting open at 10.00am and welcomed all in attendance for the July Ordinary Meeting.

The Mayor acknowledged the traditional custodians of the land, the Barada Barna People and paid her respects to their Elders past, present and emerging Leaders.

Cr Vern Russell was not in attendance at the commencement of the meeting.

2. LEAVE OF ABSENCE AND APOLOGIES

There are no leave of absences or apologies for this meeting.

3. CONDOLENCES

- CONNOLLY, Lorraine Levena formerly of Carmila
- STEWART, Margaret Ann late of Dysart
- BRYANT, Roy Cecil 'Sparrow' late of Clermont
- HORNE, John Stephen late of Upper Flaggy Rock
- SHANNON, Margaret Elizabeth formerly of "Saltbush Park"
- CRITTENDEN, Stephen 'Critter' formerly of Moranbah
- GARNHAM, Beryl Marjorie late of Carmila
- SANT, Alma Mary late of Carmilla
- CAREY, Shirley Ann formerly of Coppabella
- FORD, Lorraine Frances formerly of Moranbah
- NOLAN, Geraldine formerly of Glenden
- BEVERIDGE, Frank former Mayor of Charters Towers Regional Council
- COOK, James (Jim) formerly of Clermont

4. DECLARATION OF CONFLICTS OF INTEREST

DECLARABLE CONFLICT OF INTEREST

Cr Melissa Westcott declared a declarable conflict of interest for Report Item 9.15 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.
Melissa Westcott left the room at 10:40am and did not participate in the discussion of the report or vote on report 9.15 Trial Cat Trapping Program in Moranbah Town Square.

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

5. DEPUTATIONS

There are no deputations this meeting.

6. CONSIDERATION OF NOTICE OF MOTIONS

6.1 Notice Of Motion Ownership of Elgin Road and Moray Carmichael Boundary Access Road

EXECUTIVE SUMMARY

Mayor Vea Vea gives notice of her intention to propose the following motion at Ordinary Meeting on 27 August 2025.

Resolution No.: 9322

Moved: Mayor Kelly Vea Vea **Seconded:** Cr Simon West

MAYOR'S MOTION:

That:

1. **Council records its extreme disappointment that the Queensland Government did not require Bravus/Adani to honour its long-standing commitment (2019) to upgrade Elgin Road and Moray Carmichael Boundary access roads as part of its recent royalty deferral deal for ongoing development of the Adani Carmichael Mine.**
2. **Accordingly, Council renews its request of the Queensland Government assume ownership for Elgin Road and Moray Carmichael Boundary Road as a road of State significance as the primary access to the Galilee Basin.**
3. **The Mayor is authorised to communicate this resolution to the Queensland Government in the strongest possible terms.**

Carried

7. CONFIRMATION OF MINUTES

Ordinary Meeting of Isaac Regional Council held at Isaac Regional Council, Batchelor Parade, Moranbah on Wednesday 23 July 2025

Resolution No.: 9323

Moved: Cr Rachel Anderson **Seconded:** Cr Alaina Earl

The Minutes of the Ordinary Meeting of Isaac Regional Council held at Isaac Regional Council, Batchelor Parade, Moranbah on Monday 23 July 2025 are confirmed.

Carried

8. BUSINESS ARISING FROM PREVIOUS MEETING

8.1 Business Outstanding Table for Ordinary Meeting of Council – As at July 2025

EXECUTIVE SUMMARY

The business outstanding table is used as a tool to monitor outstanding items resolved at previous Ordinary Meetings of Council. The current Business Outstanding Table for the Ordinary Meetings of Council is presented for Councillors' information.

OFFICER'S RECOMMENDATION

That Council:

1. *Receives and Notes the Business Outstanding Table for the Ordinary Meetings of Council as at 31 July 2025.*

Resolution No.: 9324

Moved: Cr Terry O'Neill **Seconded:** Cr Melissa Westcott

That Council:

1. **Receives and notes the Business Outstanding Table for the Ordinary Meetings of Council as at 31 July 2025.**

Carried

9. STANDING COMMITTEE REPORTS

9.1 Isaac Regional Council Monthly Financial Report as at 31 July 2025

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: *CGFS1002*

Moved: *Cr Jane Pickels* *Seconded:* *Cr Terry O'Neill*

That the Committee recommends that Council:

1. *Receives the financial statements for the period 31 July 2025 pursuant to, and in accordance with, the Local Government Regulation 2012 (s204).*

Carried

Note:

A verbal update provided on progression of 2024/25 financial statements. Manager Financial Services advised that in consultation with Queensland Audit Office there has been a change in opinion to no longer consolidate accounts with the Isaac Affordable Housing Trust and Moranbah Early Learning Centre. General discussions had around position and relevant accounting reasons.

A verbal update provided on proposed 2024/25 capital carry forward program and that is to be workshopped with council next week prior to a direct report going to the August Council meeting.

The Director Corporate, Governance and Financial Services (CGFS) gave an overview on the CGFS program.

A general discussion resulted in request for information around historical delivery to assist with the workshop.

Resolution No.: 9325

Moved: Cr Rachel Anderson **Seconded:** Cr Melissa Westcott

That Council:

1. **Receives the financial statements for the period 31 July 2025 pursuant to, and in accordance with, the *Local Government Regulation 2012 (s204).***

Carried

9.2 Safety and Resilience Update

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: *CGFS1003*

Moved: *Cr Vern Russell* *Seconded:* *Cr Terry O'Neill*

That the Committee recommends that Council:

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

Carried

Resolution No.: 9326

Moved: Cr Rachel Anderson **Seconded:** Cr Alaina Earl

That Council:

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

Carried

9.3 Policy Update – Disaster and Emergency Management

EXECUTIVE SUMMARY

This report is to present an updated Disaster and Emergency Management policy for consideration.

COMMITTEE'S RECOMMENDATION

Resolution No.: *CGFS1004*

Moved: *Cr Jane Pickels* *Seconded:* *Cr Terry O'Neill*

That the Committee recommends that Council:

1. Adopts the updated Disaster and Emergency Management Policy (CORP-POL-036).

Carried

Resolution No.: **9327**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Rachel Anderson**

That Council:

1. Adopts the updated Disaster and Emergency Management Policy (CORP-POL-036).

Carried

9.4 Annual Operational Plan 2024-2025 – Fourth Quarter Report

EXECUTIVE SUMMARY

This report provides a fourth and final quarter overview of Council's progress towards achieving the Annual Operational Plan 2024-2025 objectives. Council achieved 77% of it's initiatives in the 2024-2025 financial year. Other than the 3 initiatives not proceeding, the remaining 22 are continuing into the new financial year.

COMMITTEE'S RECOMMENDATION

Resolution No.: *CGFS1005*

Moved: *Cr Jane Pickels* *Seconded:* *Cr Vern Russell*

That the Committee recommends that Council:

1. *Receive and note the Fourth Quarter Performance Report on the 2024-2025 Annual Operational Plan, for the period ending 30 June 2025.*

Carried

Note:

A general discussion with Director providing verbal update on initiatives not completed for Corporate, Governance and Financial Services.

Discussion around intent for any initiatives not completed and not included in the 2025/26 AOP to be managed through business as usual and monitored through respective Standing Committees.

Resolution No.: 9328

Moved: Cr Jane Pickels Seconded: Cr Rachel Anderson

That Council:

1. **Receive and note the Fourth Quarter Performance Report on the 2024-2025 Annual Operational Plan, for the period ending 30 June 2025.**

Carried

9.5 Enterprise Risk Management – Strategic Risk Register, Risk Appetite and Tolerance Statement 2025/26

EXECUTIVE SUMMARY

This report presents Council's Strategic Risk Register and Risk Appetite and Tolerance Statement 2025/26 for endorsement.

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS1006

Moved: Cr Jane Pickels Seconded: Cr Vern Russell

That the Committee recommends that Council:

1. *Receive and endorse the Strategic Risk Register and Risk Appetite and Tolerance Statement as Council's current position on Enterprise Risk Management.*

Carried

Resolution No.: 9329

Moved: Cr Terry O'Neill **Seconded: Cr Simon West**

That Council:

1. **Receive and endorse the Strategic Risk Register and Risk Appetite and Tolerance Statement as Council's current position on Enterprise Risk Management.**

Carried

9.6 People and Capability Monthly Report

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS1007

Moved: Cr Vern Russell *Seconded: Cr Terry O'Neill*

That the Committee recommends that Council:

1. *Receives and notes the People and Capability monthly report.*

Carried

Resolution No.: 9330

Moved: Cr Viv Coleman **Seconded: Cr Terry O'Neill**

That Council:

1. **Receives and notes the People and Capability monthly report.**

Carried

9.7 Isaac Regional Council 2025 Annual Christmas and New Year Closure

EXECUTIVE SUMMARY

Isaac Regional Council proposes to close for the annual shut down over the Christmas and New Year Period from close of business, Friday 20 December 2024 to Friday 3 January 2025**,** reopening for business on Monday 5 January 2025.

COMMITTEE RECOMMENDATION

Resolution No.: *CGFS1008*

Moved: *Cr Vern Russell* *Seconded:* *Cr Jane Pickels*

That the Committee recommends that Council:

1. *Approves the annual closure of Isaac Regional Council for the Christmas and New Year period from close of business, Friday 19 December 2025 to Friday 2 January 2026, reopening for business on Monday 5 January 2026.*

Carried

Resolution No.: **9331**

Moved: **Cr Rachel Anderson** **Seconded:** **Cr Alaina Earl**

That Council:

1. **Approves the annual closure of Isaac Regional Council for the Christmas and New Year period from close of business, Friday 19 December 2025 to Friday 2 January 2026, reopening for business on Monday 5 January 2026.**

Carried

9.8 2025 Special and Show Holiday's Nominations

EXECUTIVE SUMMARY

Council is required to submit nominations of Special and Show Holiday dates to the State Government Office of Industrial Relations.

COMMITTEE'S RECOMMENDATION

Resolution No.: *CGFS1009*

Moved: *Cr Terry O'Neill* *Seconded:* *Cr Vern Russell*

That the Committee recommends that Council:

1. *Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Wednesday 27 May 2026 as a special agricultural show holiday for Moranbah, Clermont, Middlemount, Dysart, Kilcummin and rural areas for the purpose of Isaac Regional Council's Annual Clermont Agricultural Show Day.*

2. *Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Thursday 11 June 2026 as a special agricultural show holiday for St Lawrence, south of Clairview and rural areas for the purpose of the annual Rockhampton Agricultural Show Day.*

3. *Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Thursday 18 June 2026 as a special agricultural show holiday for Nebo, Glenden, Coppabella, Coastal Region, Clairview and Clairview North for the purpose of the annual Mackay Agricultural Show Day.*

Carried

Resolution No.: **9332**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Alaina Earl**

That Council:

1. **Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Wednesday 27 May 2026 as a special agricultural show holiday for Moranbah, Clermont, Middlemount, Dysart, Kilcummin and rural areas for the purpose of Isaac Regional Council's Annual Clermont Agricultural Show Day.**

2. Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Thursday 11 June 2026 as a special agricultural show holiday for St Lawrence, south of Clairview and rural areas for the purpose of the annual Rockhampton Agricultural Show Day.

3. Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Thursday 18 June 2026 as a special agricultural show holiday for Nebo, Glenden, Coppabella, Coastal Region, Clairview and Clairview North for the purpose of the annual Mackay Agricultural Show Day.

Carried

9.9 Major Projects Update Report

EXECUTIVE SUMMARY

This report is provided to update Council on the status of major projects across Isaac.

COMMITTEE'S RECOMMENDATION

Resolution No.: *CGFS1010*

Moved: *Cr Jane Pickels* *Seconded:* *Cr Terry O'Neill*

That the Committee recommends that Council:

1. *Note the updates to major projects across Isaac.*
2. *Receive the in-progress Major Projects Summary Sheet on the status of all known projects in the region.*

Carried

Resolution No.: 9333

Moved: Cr Alaina Earl **Seconded: Cr Terry O'Neill**

That Council:

1. **Note the updates to major projects across Isaac.**
2. **Receive the in-progress Major Projects Summary Sheet on the status of all known projects in the region.**

Carried

9.10 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

Resolution No.: *PECS1356*

Moved: *Cr Melissa Westcott* *Seconded:* *Cr Alaina Earl*

That the Committee recommends that Council:

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

Carried

Resolution No.: **9334**

Moved: **Cr Rachel Anderson** **Seconded:** **Cr Alaina Earl**

That Council:

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

Carried

9.11 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.

COMMITTEE'S RECOMMENDATION

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

Resolution No.: **9335**

Moved: **Cr Rachel Anderson** **Seconded:** **Cr Terry O'Neill**

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.**
3. **Notes this closure will also allow staff to undertake vital collection assessments and capital works projects.**

Carried

9.12 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.

COMMITTEE'S RECOMMENDATION

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

Resolution No.: 9336

Moved: Cr Rachel Anderson Seconded: Cr Alaina Earl

That Council:

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

Carried

9.13 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.

COMMITTEE'S RECOMMENDATION

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

Resolution No.: 9337

Moved: Cr Simon West Seconded: Cr Rachel Anderson

That Council:

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

Carried

9.14 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.

COMMITTEE'S RECOMMENDATION

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

Resolution No.: **9338**

Moved: **Cr Simon West** **Seconded:** **Cr Melissa Westcott**

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 9.15 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.

Melissa Westcott left the room at 10:40am and did not participate in the discussion of the report or vote on report 9.15 Trial Cat Trapping Program in Moranbah Town Square.

ATTENDANCE

Ms Rebekah McDonald, Program Leader - Development Assessment entered the meeting room at 10:41am.
Mr Kent Worsley, Program Leader - Environment and Sustainability joined the meeting via videoconference at 10:44am.

9.15 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.

COMMITTEE'S RECOMMENDATION

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.

Resolution No.: **9339**

Moved: **Cr Alaina Earl** **Seconded:** **Cr Simon West**

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.**

Lost

Note:

Two councillors voted in favour of the motion and five councillors voted against the motion.

Officers apologized for prematurely presenting recommendations on this topic that failed to fully consider the implications. Undertakings were made that a more complete assessment of issues, including funding sources would be workshopped with councillors no later than October committee meeting.

ATTENDANCE

Cr Vern Russell entered the meeting room at 11:14am.
Cr Melissa Westcott Westcott entered the meeting room at 11:14am.
Ms Rebekah McDonald left the meeting room at 11:15am.
Mr Kent Worsley left the meeting room at 11:15am.
Cr Rachel Anderson left the meeting room at 11:16am.

9.16 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.

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 Issac 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

Resolution No.: **9340**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Terry O'Neill**

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 Issac 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 Issac 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.**

Carried

ATTENDANCE

Cr Rachel Anderson entered the meeting room at 11:17am.

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

EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement to enter a sole source arrangement with Country Universities Issac LTD (CUC 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.

COMMITTEE'S RECOMMENDATION

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

Resolution No.: 9341

Moved: Cr Viv Coleman **Seconded:** Cr Simon West

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

9.18 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

COMMITTEE'S RECOMMENDATION

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

Resolution No.: 9342

Moved: Cr Melissa Westcott **Seconded:** Cr Alaina Earl

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

9.19 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.

COMMITTEE'S RECOMMENDATION

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.: **9343**

Moved: **Cr Alaina Earl** **Seconded:** **Cr Vern Russell**

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

9.20 Engineering and infrastructure 2025/2026 Capital Projects Progress Report – July 2025

EXECUTIVE SUMMARY

This report is to provide an update to the Engineering and Infrastructure Standing Committee and Council of the progress in delivery of the Engineering and Infrastructure 2025/2026 Capital Works Program.

COMMITTEE'S RECOMMENDATION

Resolution No.: *E&I0842*

Moved: *Cr Alaina Earl* *Seconded:* *Cr Terry Oneil*

That the Committee recommends that Council:

1. *Receives and notes the monthly Engineering and Infrastructure 2024/2025 Capital Projects Progress Summary Report for July 2025.*

Carried

Note: The Director Engineering and Infrastructure provided a verbal update on the 2024/25 capital project carry forwards and the committee had general discussions around these projects.

Resolution No.: **9344**

Moved: **Cr Melissa Westcott** **Seconded:** **Cr Rachel Anderson**

That Council:

1. **Receives and notes the monthly Engineering and Infrastructure 2025/2026 Capital Projects Progress Summary Report for July 2025.**

Carried

9.21 Infrastructure Department Monthly Update – July 2025

EXECUTIVE SUMMARY

This report is to provide a monthly update to Council on the current operational status of the Infrastructure Department.

OFFICER'S RECOMMENDATION

Resolution No.: *E&I0843*

Moved: *Cr Rachel Anderson* *Seconded:* *Cr Alaina Earl*

That the Committee recommends that Council:

1. Notes the Infrastructure Department monthly update for July 2025.

Carried

Note: For the Barmount Rd, Valkyrie Rd, Rolfe Ck Middlemount Bus stop, Dysart/Clermont Rd and Kenlogan Road stabilisation works to also be listed Under Middlemount and surrounding area in the table on page 30.

Resolution No.: **9345**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Terry O'Neill**

That Council:

1. Notes the Infrastructure Department monthly update for July 2025.

Carried

9.22 Infrastructure Planning and Technical Services Department Operational Update – 1 April 2025 TO 31 July 2025

EXECUTIVE SUMMARY

The intent of the report is to provide an update on the operational activities undertaken by the Infrastructure Planning and Technical Services department during the period 1 April to 31 July 2025.

OFFICER'S RECOMMENDATION

Resolution No.: *E&I0844*

Moved: *Cr Rachel Anderson* *Seconded:* *Cr Terry O'Neill*

That the Committee recommends that Council:

1. *Notes the Infrastructure Planning and Technical Services Department operational update provided for the period 1 April 2025 to 31 July 2025.*

Carried

Resolution No.: **9346**

Moved: **Cr Rachel Anderson** **Seconded:** **Cr Melissa Westcott**

That Council:

1. **Notes the Infrastructure Planning and Technical Services Department operational update provided for the period 1 April 2025 to 31 July 2025.**

Carried

9.23 Compensation Agreement ML70342

EXECUTIVE SUMMARY

The purpose of this report is for Council to consider the Compensation Agreement for Mining Lease ML70342 with Stanmore IP Coal Pty Ltd.

OFFICER'S RECOMMENDATION

Resolution No.: E&I0845

Moved: Cr Simon West *Seconded: Cr Rachel Anderson*

That the Committee recommends that Council:

1. *Support the negotiation to enter into a compensation agreement for ML70342 with Stanmore IP Coal Pty Ltd in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA].*

2. *Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Consent and Compensation Agreement in relation to ML70342 in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA].*

Carried

Note: The error message 'Error! Reference source not found.' on Page 50 is to be corrected.

Resolution No.: **9347**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Simon West**

That Council:

1. ***Support the negotiation to enter into a compensation agreement for ML70342 with Stanmore IP Coal Pty Ltd in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA].***
2. ***Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Consent and Compensation Agreement in relation to ML70342 in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA].*** **Receives and notes the monthly Water and Waste 2025/26 Capital Projects Progress Report.**

Carried

9.24 Water and Waste 2025-26 Capital Projects Progress Report

EXECUTIVE SUMMARY

This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2025/26 Capital Works Program.

OFFICER'S RECOMMENDATION

Resolution No.: *W&W0585*

Moved: Cr Rachel Anderson *Seconded: Cr Vern Russell*

That the Committee recommends that Council:

1. *Receives and notes the monthly Water and Waste 2025/2026 Capital Projects Progress Summary Report.*

Carried

Resolution No.: **9348**

Moved: **Cr Simon West** **Seconded:** **Cr Rachel Anderson**

That Council:

1. Receives and notes the monthly Water and Waste 2025/26 Capital Projects Progress Report.

Carried

9.25 Water and Waste 2024-25 Capital Projects Summary Report

EXECUTIVE SUMMARY

This report provides the Water and Waste Standing Committee and Council with an update on the delivery status of the Water and Waste 2024/25 Capital Works Program, as at 30 June 2025. It offers a high-level overview of physical progress, financial status, and project performance across the program.

OFFICER'S RECOMMENDATION

Resolution No.: W&W08586

Moved: Cr Vern Russell Seconded: Cr Rachel Anderson

That the Committee recommends that Council:

1. Receives and notes the Water and Waste 2024/25 Capital Projects Summary Report.

Carried

Note:

The Director Water and Waste provided a verbal update on the 2024/25 capital project carry forwards.

The Manager Planning and Projects will include additional information in reporting moving forward to inform committee on the status of projects are behind schedule.

Resolution No.: 9349

Moved: Cr Simon West Seconded: Cr Vern Russell

That Council:

1. Receives and notes the Water and Waste 2024/25 Capital Projects Summary Report.

Carried

9.26 Sapsorb Water Services Pty Ltd

EXECUTIVE SUMMARY

The purpose of this report is to seek Council's approval to extend the recently expired contract arrangement with Sapbsorb Water Services for the supply of a Water and Wastewater contract Operator for St Lawrence and Carmila, as an exception to the competitive bidding requirements of the Local Government Regulations 2012 for medium or large sized contractual arrangements.

OFFICER'S RECOMMENDATION

Resolution No.: *W&W0587*

Moved: *Cr Rachel Anderson* *Seconded: Cr Vern Russell*

That the Committee recommends that Council:

1. *Endorses extensions of the contract with Sapsorb Water Services Pty Ltd for candidate Sydney Weller, until further notice, and in so doing;*

2. *Resolves that in accordance with section 235 (b) of the Local Government Regulations (2012), it is impractical for the Council to invite quotes, due to the specialised nature of the services arrangement;*

3. *Authorise the Chief Executive Officer to negotiate, execute and vary the contract as required, with Sapsorb Water Services Pty Ltd, as detailed in Clause 1 & 2 above.*

Carried

Resolution No.: **9350**

Moved: **Cr Rachel Anderson** **Seconded:** **Cr Alaina Earl**

That Council:

1. **Endorses extensions of the contract with Sapsorb Water Services Pty Ltd for candidate Sydney Weller, until further notice, and in so doing;**
2. **Resolves that in accordance with section 235 (b) of the Local Government Regulations (2012), it is impractical for the Council to invite quotes, due to the specialised nature of the services arrangement;**
3. **Authorise the Chief Executive Officer to negotiate, execute and vary the contract as required, with Sapsorb Water Services Pty Ltd, as detailed in Clause 1 & 2 above.**

Carried

9.27 Water and Sewerage Connections, Disconnections and Billing Policy

EXECUTIVE SUMMARY

The purpose of this report is to present the updated Water and Sewerage Connections, Disconnections and Billing Policy for adoption and seek endorsement to repeal the Water Meter Reading and Billing Policy.

OFFICER'S RECOMMENDATION

Resolution No.: *W&W0588*

Moved: *Cr Vern Russell* *Seconded:* *Cr Rachel Anderson*

That the Committee recommends that Council:

1. *Adopt the updated Water and Sewerage Connections, Disconnections and Billing Policy (CORPPOL-085).*

2. *Repeal the Water Meter reading and Billing Policy (WW-POL-084).*

Carried

Resolution No.: **9351**

Moved: **Cr Simon West** **Seconded:** **Cr Alaina Earl**

That Council:

1. **Adopt the updated Water and Sewerage Connections, Disconnections and Billing Policy (CORPPOL-085).**
2. **Repeal the Water Meter Reading and Billing Policy (WW-POL-084).**

Carried

ATTENDANCE

Cr Rachel Anderson left the meeting room at 11:34am.

9.28 2026 Clean Up Australia Day

EXECUTIVE SUMMARY

The purpose of this report is to present options for Council's consideration regarding future participation in Clean Up Australia Day, a nationally recognised environmental initiative aimed at reducing litter and illegal dumping through volunteer action.

OFFICER'S RECOMMENDATION

Resolution No.: *W&W0589*

Moved: *Cr Rachel Anderson* *Seconded:* *Cr Vern Russell*

That the Committee recommends that Council:

1. *Supports the 2026 Clean Up Australia Day being held in March 2026, by promoting the event to the community.*

2. *Waives waste disposal fees for registered participants who self-haul waste collected during the event.*

Carried

Resolution No.: **9352**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Rachel Anderson**

That Council:

1. **Supports the 2026 Clean Up Australia Day being held in March 2026, promoting the event to the community.**
2. **Council supports volunteers that register themselves with Clean Up Australia Day or Great Northern Clean Up, with waste fee disposal being waived for self-haulers. (The volunteers must seek contact with Council prior to the day).**
3. **Waives waste disposal fees for registered participants who self-haul waste collected during the event.**
4. **That council requests a communications strategy to be delivered by the end of December 2025. The amended communications plan will be presented to Council.**

Carried

ATTENDANCE

Ms Melissa Gunson, Executive Assistant, entered the meeting room at 11:37am and left at 11:38am.

10. OFFICER REPORTS

10.1 Chief Executive Officer Performance Review 2024/25 and Performance Agreement 2025/26

EXECUTIVE SUMMARY

Mayor reporting on Chief Executive Officer Performance Review for 2024/25 and proposed Performance Agreement for 2025/26.

MAYORS RECOMMENDATION

THAT Council:

1. *Records satisfactory completion of the Chief Executive Officer's 2024/25 performance review by the Chief Executive Officer Performance Review Panel.*
2. *Authorises the Mayor to apply the recommended salary increase of 5% to take effect as of 1 July 2025.*
3. *In accordance with s194.4 of the Local Government Act 2009, approves the Chief Executive Officer's Performance Agreement 2025/26 as nominated by Clause 10.1 of the Chief Executive Officer's Employment Contract.*

Resolution No.: **9353**

Moved: **Cr Melissa Westcott** **Seconded:** **Cr Vern Russell**

THAT Council:

1. **Records satisfactory completion of the Chief Executive Officer's 2024/25 performance review by the Chief Executive Officer Performance Review Panel.**
2. **Authorises the Mayor to apply the recommended salary increase of 5% to take effect as of 1 July 2025.**
3. **In accordance with s194.4 of the Local Government Act 2009, approves the Chief Executive Officer's Performance Agreement 2025/26 as nominated by Clause 10.1 of the Chief Executive Officer's Employment Contract.**

Carried

10.2 IRC-E&I-1124-T406 Provision of Traffic Control Services Isaac Region Ranked Panel Of Suppliers

EXECUTIVE SUMMARY

This report seeks approval of award for a ranked Panel of Suppliers, being the provision of Traffic Control Services within the Isaac Region for an initial period of twelve (12) months, with the option to extend the Agreement for two periods of 1 year each, at Council's discretion.

OFFICER'S RECOMMENDATION

That Council:

1. *Awards the fixed schedule of rates contract IRC-E&I-1124-T406 RPQS Provision of Traffic Control Services Isaac Region, for an initial period of twelve (12) months, with the option to extend the agreement for two periods of 1 year each, at Council's discretion, to the following Panel of suppliers and that works be awarded in order of preference upon availability.*

Order of Preference	Contractor
1	JTJ Pty Ltd ATF Brett Hall Investment Trust T/A Traffic Control Mackay District
2	Workforce Road Services Pty Ltd
3	Altus Traffic Pty Ltd
4	Traffic Qld Pty Ltd
5	Activ Civil Construction Services Pty Ltd
6	East Coast Traffic Control
7	Avada Traffic Pty Ltd

2. *Delegates Authority to the CEO to approve each of the two options to extend the contract based on the successful implementation over the initial 12 months including performance review for each contractor.*

Resolution No.: **9354**

Moved: **Cr Melissa Westcott** **Seconded:** **Cr Viv Coleman**

That Council:

1. **Awards the fixed schedule of rates contract IRC-E&I-1124-T406 RPQS Provision of Traffic Control Services Isaac Region, for an initial period of twelve (12) months, with the option to extend the agreement for two periods of 1 year each, at Council's discretion, to the following Panel of suppliers and that works be awarded in order of preference upon availability.**

Order of Preference	Contractor
1	JTJ Pty Ltd ATF Brett Hall Investment Trust T/A Traffic Control Mackay District
2	Workforce Road Services Pty Ltd
3	Altus Traffic Pty Ltd
4	Traffic Qld Pty Ltd
5	Activ Civil Construction Services Pty Ltd
6	East Coast Traffic Control
7	Avada Traffic Pty Ltd

2. **Delegates Authority to the CEO to approve each of the two options to extend the contract based on the successful implementation over the initial 12 months including performance review for each contractor.**

Carried

10.3 2024-2025 Proposed Capital Carry Forward and 2025-2026 Budget Amendments

EXECUTIVE SUMMARY

A full review of Capital Carried Forward Projects from the 2024-2025 financial year has been undertaken with each of the respective Departmental Managers and then reviewed by their respective Directors and the Executive Leadership Team.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Amends the 2025-2026 Budget to add the uncompleted capital projects ($12.2M) to be carried forward from the 2024-2025 financial year and associated funding sources.*

2. *Amends the 2025-2026 Budget to recognise movement between financial years of grant funding partially offset by successful grant applications, new projects and various budget movements ($1.7M).*

Resolution No.: **9355**

Moved: **Cr Terry O'Neill** **Seconded:** **Cr Melissa Westcott**

THAT Council:

1. **Amends the 2025-2026 Budget to add the uncompleted capital projects ($12.2M) to be carried forward from the 2024-2025 financial year and associated funding sources.**
2. **Amends the 2025-2026 Budget to recognise movement between financial years of grant funding partially offset by successful grant applications, new projects and various budget movements ($1.7M).**

Carried

10.4 Changes to Organisation Structure - August

EXECUTIVE SUMMARY

Chief Executive Officer seeking endorsement of proposed changes to organisation structure.

OFFICER'S RECOMMENDATION

That Council:

1. *Council repeals Council Resolution 5927 (26 March 2019) which defined the Council-approved organisation structure as CEO to M4 level.*

2. *In accordance with S196 of the Local Government Act 2009, Council adopts the attached organisation structure to take effect from 15 September 2025.*

3. *Council approves the consequential renaming of Standing Committees to align with the new Directorate titles as follows:*
   - *a) Corporate Services Standing Committee.*
   - *b) Community Services Standing Committee.*
   - *c) Infrastructure Services Standing Committee.*
   - *d) Water and Waste Standing Committee.*

4. Council approves the creation of a new permanent position in the Engineering Services Department to provide planning and technical advice to the Parks & Recreation and other directorate functions.

Resolution No.: 9356

Moved: Cr Simon West **Seconded: Cr Melissa Westcott**

THAT Council:

1. Council repeals Council Resolution 5927 (26 March 2019) which defined the Council-approved organisation structure as CEO to M4 level.

2. In accordance with S196 of the Local Government Act 2009, Council adopts the attached organisation structure to take effect from 15 September 2025.

3. Council approves the consequential renaming of Standing Committees to align with the new

Directorate titles as follows:

a) Corporate Services Standing Committee.

b) Community Services Standing Committee.

c) Infrastructure Services Standing Committee.

d) Water and Waste Standing Committee.

4. Council approves the creation of a new permanent position in the Engineering Services Department to provide planning and technical advice to the Parks & Recreation and other directorate functions

Carried

PROCEDURAL MOTION:

Resolution No.: 9357

Moved: Cr Simon West **Seconded: Cr Viv Coleman**

That Council closes the meeting to the public at 11.42am under S254J (3e) of the *Local Government Regulation 2012* - legal advice obtained by the local government or legal proceedings involving the local government to receive confidential briefings for Confidential Reports 11.1 Planning and Environment Court Update – Civeo Coppabella Workers Camp Appeal and under 254J(3) (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local

government to receive confidential briefings for Confidential Reports 11.2 Authority to Negotiate and Purchase a Property In Moranbah, Qld 4744.

Carried

ATTENDANCE

Michael StClair, Manager Liveability and Sustainability entered the meeting room at 11:42am.

PROCEDURAL MOTION:

Resolution No.: 9358

Moved: Cr Simon West Seconded: Cr VernRussell

That Council open the meeting to the public at 12.07pm.

Carried

11. CONFIDENTIAL REPORTS

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

11.1 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.

COMMITTEE'S RECOMMENDATION

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

Resolution No.: 9359

Moved: Cr Alaina Earl **Seconded: Simon West**

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

CONFIDENTIAL REPORT

Closed under 254J(3) (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

11.2 Authority to Negotiate and Purchase a Property in Moranbah, Qld 4744

EXECUTIVE SUMMARY

This report seeks authority for officers to investigate, and under restricted circumstances, negotiate and purchase a property in Moranbah, QLD 4744.

COMMITTEE'S RECOMMENDATION

That Council:

1. *Authorises the Chief Executive Officer to complete investigations and negotiate the purchase of the nominated property in Moranbah, QLD 4744*

Carried

Resolution No.: 9360

Moved: Cr Vern Russell **Seconded:** Cr Terry O'Neill

That Council:

1. **Authorises the Chief Executive Officer to complete investigations and negotiate the purchase of the nominated property in Moranbah, QLD 4744**

Carried

12. COUNCILLOR QUESTION TIME

12.1 Abandoned Vehicle and Caravan Wreckages

Cr Viv Coleman informed Council that there has been an influx of abandoned vehicle and caravan wreckages on the side of the road throughout the region.

Cr Coleman Acknowledges that most of these wrecks are on roads owns by Transport and Main Roads (TMR) and that the issue is ongoing and has have been raised multiple times.

Cr Coleman requested for this issue to be raised with TMR again to see if this can be rectified as soon as possible.

12.2 Thank you

Cr Rachel Anderson expressed her gratitude to everyone for making the Isaac Regional Charity Fund Mayor's Ball on Saturday, 23 August 2025, such a fantastic evening. She acknowledged that the efforts of all those involved did not go unnoticed.

12.3 Vandalism at Centenary Park, Dysart Amenities Block

Cr Vern Russell has requested that Council make a decision regarding the future of the amenities block at Centenary Park, Dysart. She advised that the police have contacted her following a fourth incident of vandalism since the facility was reopened. The amenities block had only recently reopened after being closed for 12 months due to previous vandalism. Council will need to determine how to proceed with the facility's opening hours and consider long-term solutions moving forward.

12.4 Vandalism at the Soccer Fields, Dysart

Cr Vern Russell expressed her disappointment following another incident of vandalism at the sporting fields in Dysart, where someone has caused significant damage by performing burnouts and tearing up the grounds. She informed Council that this is not an isolated event, with similar incidents occurring frequently. As a result, local sporting carnivals have been forced to postpone events or seek alternative venues. Council will need to explore long-term solutions to address the ongoing issue and protect the facility.

12.5 Moranbah and Clermont Tree Maintenance Program

Cr Jane Pickels enquired about the development of the Moranbah and Clermont Tree Maintenance Program. She sought clarification on what prompted the onsite assessments and whether CRM requests from the community were considered during the planning process.

12.6 Update from Minister Laura Gerber

Cr Jane Pickels informed Council that she has received an update from the Minister Laura Gerber in relation to an application for a fulltime inmate camp in Clermont. She shared the details of this update with Council.

12.7 Thank you

Mayor Kelly Vea Vea extended her sincere thanks to all Isaac Regional Council staff for their contributions to the Isaac Regional Charity Fund Mayor's Ball. She acknowledged that their efforts were greatly appreciated and well received.

12.8 LGAQ Energy and Resources Advisory Group

Mayor Kelly Vea Vea advised that LGAQ have sent correspondence through in relation to their new LGAQ Energy and Resources Advisory Group. LGAQ is inviting nominees to join their newly-formed Energy and Resources Advisory Group.

Following discussions regarding LGAQ's new Energy and Resources Advisory Group, Council has expressed its support for Mayor Vea Vea to be nominated to the LGAQ Energy and Resources Advisory Group.

12.9 Mayor Kelly Vea Vea Out of Region Update

Mayor Kelly Vea Vea advised that she will be travelling out of region on Sunday 31 August 2025 to attend the Greater Whitsunday Council of Mayors Canberra Delegations and provided a verbal update on what will be discussed during her time in Canberra. Mayor Vea Vea also added that following week on Wednesday 10 September 2025 she will also be attending the Meeting of the Mines in Cloncurry and will send out the schedule for this meeting to all Councillors.

12.10 Young Engineer of the Year Award

The Chief Executive Officer announced that Mr Sean Robinson had been nominated for Young Engineer of the Year, which he went on to win during his attendance at the IPWC held in Sydney.

Council congratulated Mr. Robinson on receiving the award, acknowledging it as a well-earned recognition of his achievements.

12.11 St Lawrence Wetlands Weekend Community Group

The Director Planning, Environment and Community Services and Cr Viv Coleman met with the St Lawrence Wetlands Weekend community group, with a view for the group to take on more of the operational responsibilities for the event. The group are positively disposed to undertaking more duties on a staged basis as their capabilities increase.

12.12 Audit and Risk Committee Update

The Director of Corporate, Governance and Financial Services delivered a verbal update highlighting the key discussions from the most recent Audit and Risk Committee Meeting.

12.13 National Water Taste Testing Competition

The Director of Water and Waste informed Council that Isaac Regional Council (IRC) achieved second place in the recent National Water Taste Testing competition. He also announced that IRC will host the next competition, which is scheduled to take place during the Carols by Candlelight event on the afternoon of 5 December 2025.

13. CONCLUSION

There being no further business, the Mayor declared the meeting closed at 12.35pm.

These minutes will be confirmed by Council at the Ordinary Meeting to be held in Nebo on Wednesday 29 October 2025.

…….... ….. / ….. / ……..
MAYOR DATE

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Teika Kirkman
AUTHOR POSITION	Executive Assistant to the Office of the Mayor and CEO

8.1 BUSINESS OUTSTANDING TABLE FOR ORDINARY MEETINGS OF COUNCIL – AUGUST 2025

EXECUTIVE SUMMARY

The business outstanding table is used as a tool to monitor outstanding items resolved at previous Ordinary Meetings of Council. The current Business Outstanding Table for the Ordinary Meetings of Council is presented for Councillors' information.

OFFICER'S RECOMMENDATION

That Council:

1. ***Receives and notes the Business Outstanding Table for the Ordinary Meetings of Council as at 31 August 2025.***

BACKGROUND

A monthly report is submitted to Council detailing the status of all Council Resolutions that have business outstanding. This information is provided on the Business Outstanding table; please see the attached document for further details

IMPLICATIONS

The Business Outstanding Table is provided for Councillor information and the Chief Executive Officer is responsible for ensuring actions are completed within a timely manner.

CONSULTATION

Executive Leadership Team

BASIS FOR RECOMMENDATION

Transparent reporting to Elected Members

ACTION ACCOUNTABILITY

Office of the Chief Executive Officer

OFFICE OF THE CHIEF EXECUTIVE OFFICER

ISAAC REGION
HELPING TO ENERGISE THE WORLD
ABN 39 274 142 600

KEY MESSAGES

Council is committed to meeting its legislative requirements and ensuring all decision making is transparent.

Report prepared by:	**Report authorised by:**
TEIKA KIRKMAN **Executive Assistant to the Office of the Mayor and CEO**	CALE DENDLE **Chief Executive Officer**
Date: 17 September 2025	Date: 17 September 2025

ATTACHMENTS

- Attachments 1 - Business Outstanding Table for Ordinary Meeting – August 2025
- Attachment 2 - Business Outstanding Table for Ordinary Meeting – June 2025
- Attachment 3 - Business Outstanding Table for Ordinary Meeting - May 2025
- Attachment 4 - Business Outstanding Table for Ordinary Meeting - April2025
- Attachment 5 - Business Outstanding Table for Ordinary Meeting – January 2025

REFERENCE DOCUMENT

- Nil

Council Resolution Register - August 2025 (Business Outstanding Table)

Meeting Type	Meeting Date	Item No.	Report Title	Executive Summary	Res No	Council Resolution	Responsible Officer/s	Action Accountability	Action Comments	Action Status	If Not Yet Complete - Expected Completion Date	Completion Date	
Ordinary Meeting	Wednesday, August 27, 2025	6.1	Notice Of Motion Ownership of Elgin Road and Moray Carmichael Boundary Access Road	Mayor Vea Vea gives notice of her intention to propose the following motion at Ordinary Meeting on 27 August 2025.	9322	Moved: Mayor Kelly Vea Vea Seconded: Cr Simon West MAYOR'S MOTION: That: 1. Council records its extreme disappointment that the Queensland Government did not require Bravus/Adani to honour its long-standing commitment (2019) to upgrade Elgin Road and Moray Carmichael Boundary access roads as part of its recent royalty deferral deal for ongoing development of the Adani Carmichael Mine. 2. Accordingly, Council renews its request of the Queensland Government assume ownership for Elgin Road and Moray Carmichael Boundary Road as a road of State significance as the primary access to the Galilee Basin. 3. The Mayor is authorised to communicate this resolution to the Queensland Government in the strongest possible terms.	Mayor Kelly Vea Vea			In Progress - On schedule			
Ordinary Meeting	Thursday, August 28, 2025	7	Ordinary Meeting of Isaac Regional Council held at Isaac Regional Council, Batchelor Parade, Moranbah on Wednesday 23 July 2025	Ordinary Meeting of Isaac Regional Council held at Isaac Regional Council, Batchelor Parade, Moranbah on Monday 23 July 2025	9323	Moved: Cr Rachel Anderson Seconded: Cr Alaina Earl The Minutes of the Ordinary Meeting of Isaac Regional Council held at Isaac Regional Council, Batchelor Parade, Moranbah on Monday 23 July 2025 are confirmed.	Office of the CEO	Office of the Chief Executive Officer	Updated website 10/09/2025	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	8.1	Business Outstanding Table for Ordinary Meeting of Council – As at July 2025	The business outstanding table is used as a tool to monitor outstanding items resolved at previous Ordinary Meetings of Council. The current Business Outstanding Table for the Ordinary Meetings of Council is presented for Councillors' information.	9324	Moved: Cr Terry O'Neill Seconded: Cr Melissa Westcott That Council: 1. Receives and notes the Business Outstanding Table for the Ordinary Meetings of Council as at 31 July 2025.	Teika Kirkman	Office of the Chief Executive Officer		Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.1	Isaac Regional Council Monthly Financial Report as at 31 July 2025	In accordance with the *Local Government Regulation 2012* (s204) a monthly financial report is required to be presented to Council stating the progress made in relation to the budget for the period of the financial year as near as practicable to the end of the month before the meeting is held.	9325	Moved: Cr Rachel Anderson Seconded: Cr Melissa Westcott That Council: 1. Receives the financial statements for the period 31 July 2025 pursuant to, and in accordance with, the Local Government Regulation 2012 (s204).	Jason Rivett	Information only report		Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.2	Safety and Resilience Update	This report is provided as an update to Council on the current status of Health, Safety and Wellbeing Management System (HSWMS).	9326	Moved: Cr Rachel Anderson Seconded: Cr Alaina Earl That Council: 1. Notes the Safety and Resilience report provided on the current status of the Health, Safety and Wellbeing Management System.	Warren Clough	Information only report		Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.3	Policy Update – Disaster and Emergency Management	This report is to present an updated Disaster and Emergency Management policy for consideration.	9327	Moved: Cr Viv Coleman Seconded: Cr Rachel Anderson That Council: 1. Adopts the updated Disaster and Emergency Management Policy (CORP-POL-036).	Maria Borg	Manager Safety and Resilience to liaise with the Manager Governance and Corporate Services to ensure the Policy is updated on Council's intranet and website. Safety and Resilience to arrange the Disaster and Emergency Management Policy Statement for signing by the Chief Executive Officer pending endorsement by Council and other stakeholders.		In Progress - On schedule			
Ordinary Meeting	Wednesday, August 27, 2025	9.4	Annual Operational Plan 2024-2025 – Fourth Quarter Report	This report provides a fourth and final quarter overview of Council's progress towards achieving the Annual Operational Plan 2024-2025 objectives. Council achieved 77% of it's initiatives in the 2024-2025 financial year. Other than the 3 initiatives not proceeding, the remaining 22 are continuing into the new financial year.	9328	Moved: Cr Jane Pickels Seconded: Cr Rachel Anderson That Council: 1.Receive and note the Fourth Quarter Performance Report on the 2024-2025 Annual Operational Plan, for the period ending 30 June 2025.	Peta Eyschen	Upon approval, the Manager Governance and Corporate Services will arrange for the Fourth Quarter Performance Report for the period ending 30 June 2025, to be published on Council's website.		Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.5	Enterprise Enterprise Risk Management – Strategic Risk Register, Risk Appetite and Tolerance Statement 2025/26	This report presents Council's Strategic Risk Register and Risk Appetite and Tolerance Statement 2025/26 for endorsement.	9329	Moved: Cr Terry O'Neill Seconded: Cr Simon West That Council: 1. Receive and endorse the Strategic Risk Register and Risk Appetite and Tolerance Statement as Council's current position on Enterprise Risk Management.	Peta Eyschen		Information only report, no action required.	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.7	Isaac Regional Council 2025 Annual Christmas and New Year Closure	Isaac Regional Council proposes to close for the annual shut down over the Christmas and New Year Period from close of business, Friday 20 December 2024 to Friday 3 January 2025, reopening for business on Monday 5 January 2025.	9331	Moved: Cr Rachel Anderson Seconded: Cr Alaina Earl That Council: 1. Approves the annual closure of Isaac Regional Council for the Christmas and New Year period from close of business, Friday 19 December 2025 to Friday 2 January 2026, reopening for business on Monday 5 January 2026.	Trudi Liekefett	The Chief Executive Officer will delegate responsibility to relevant Directors and other key officers to make the necessary arrangements for essential services operations, skeleton staff and emergency and afterhours contacts throughout the closure period.	Closure dates communicated to all staff on 27 August 2025. Progressing with on-call roster for closure period.	In Progress - On schedule	12.12.2025		
Ordinary Meeting	Wednesday, August 27, 2025	9.8	2025 Special and Show Holiday's Nominations	Council is required to submit nominations of Special and Show Holiday dates to the State Government Office of Industrial Relations.	9332	Moved: Cr Viv Coleman Seconded: Cr Alaina Earl That Council: 1. Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Wednesday 27 May 2026 as a special agricultural show holiday for Moranbah, Clermont, Middlemount, Dysart, Kilcummin and rural areas for the purpose of Isaac Regional Council's Annual Clermont Agricultural Show Day. 2. Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Thursday 11 June 2026 as a special agricultural show holiday for St Lawrence, south of Clairview and rural areas for the purpose of the annual Rockhampton Agricultural Show Day. 3. Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Thursday 18 June 2026 as a special agricultural show holiday for Nebo, Glenden, Coppabella, Coastal Region, Clairview and Clairview North for the purpose of the annual Mackay Agricultural Show Day.	Tricia Hughes	Chief Executive Officer (or delegate) to complete the on-line form, nominating the following dates: • Wednesday 27 May 2026 • Thursday 11 June 2026 • Thursday 18 June 2026 Once confirmation of the approved special holidays is received Brand, Media and Communications will provide public notices in line with approved holidays.		In Progress - On schedule			
Ordinary Meeting	Wednesday, August 27, 2025	9.9	Major Projects Update Report	This report is provided to update Council on the status of major projects across Isaac.	9333	Moved: Cr Alaina Earl Seconded: Cr Terry O'Neill That Council: 1. Note the updates to major projects across Isaac. 2. Receive the in-progress Major Projects Summary Sheet on the status of all known projects in the region.	Jessica Bugeja	• Research and Policy Advisor as Major Project Team Secretariat and Major Project Spreadsheet maintenance. • Major Projects Team as ongoing participants and contributors.		In Progress - On schedule			
Ordinary Meeting	Wednesday, August 27, 2025	9.10	Minor Community Grants Summary July 2025	This report summarises the minor community grants approved under delegation for the period 1 July to 31 July 2025.	9334	Moved: Cr Rachel Anderson Seconded: Cr Alaina Earl That Council: 1. Notes the minor community grants approved under delegation for the month of July 2025.	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Information Report Only	Complete			

Ordinary Meeting	Wednesday, August 27, 2025	9.11	Isaac Museums Closure Arrangements 2025-2026FY	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.	9335	Moved: Cr Rachel Anderson Seconded: Cr Terry O'Neill 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. 3.Notes this closure will also allow staff to undertake vital collection assessments and capital works projects.	Barb Franklin	The Coordinator Community Hubs will oversee implementation. Public notices, signage, and social media updates will be coordinated in consultation with the Brand, Media and Communications Team.	Email has been sent to BMC to Initiate Public Coms	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.12	Preliminary Analysis of Customer Service Requests and System Use	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.	9336	Moved: Cr Rachel Anderson Seconded: Cr Alaina Earl That Council: Moved: Cr Rachel Anderson Seconded: Cr Alaina Earl 1. Notes the contents of the Preliminary Analysis of Customer Service Requests and System Use report.	Barb Franklin	No actions are proposed from this report. Relevant departments will continue current CRM practices, with observations noted for future consideration.	Information Report Only	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.13	Outcomes of the 2025 Approved Selective and Systematic Dog Management Inspection Programs	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.	9337	Moved: Cr Simon West Seconded: Cr Rachel Anderson That Council: Moved: Cr Simon West Seconded: Cr Rachel Anderson 1. Receive and notes the Outcomes of the 2025 Approved Selective and Systematic Dog Management Inspection Programs report.	Karina Stennett	Manager Community Education and Compliance.	Information Report Only	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.14	Illegal Dumping Management and intervention plan Action Plan	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.	9338	Moved: Cr Simon West Seconded: Cr Melissa Westcott That Council: Moved: Cr Simon West Seconded: Cr Melissa Westcott 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.	Karina Stennett	Community Education and Compliance in collaboration Manager Waste Services and Manager Parks and Recreation.	Information Report Only	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.15	Trial Cat Trapping Program in Moranbah Town Square	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	9339	Moved: Cr Alaina Earl Seconded: Cr Simon West That Council: Moved: Cr Alaina Earl Seconded: Cr Simon West 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.	Kent Worsley	Environment & Sustainability to workshop draft project concept brief with Engineering and Infrastructure and obtain Director sign-off prior to procurement. Environment & Sustainability to prepare scope of works and procure a contractor to undertake the twoweek trial on behalf of Parks and Recreation.	Workshop with Councillors on cat management options being undertaken on 17/09/2025. Report to be presented at October Standing Committee and OCM	In Progress - On schedule			
Ordinary Meeting	Wednesday, August 27, 2025	9.16	Mackay Tourism Ltd (T/A Mackay Isaac Tourism) Funding 2025/2026	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.	9340	Moved: Cr Viv Coleman Seconded: Cr Terry O'Neill 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 Issac 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.	Scott Jarvis	Manager E&P and DPECS to engage in the development of MOU specifications and delivery of the actions contained within this report with the Chief Executive Officer of MTL ASAP.	Beau Jackson to meet with MIT CEO and Chair to finalize KPI's for 2025/26 MOU on Monday 15/10/2025. Scott Jarvis to prepare MOU and send to MIT for signing once KPI's agreed upon.	In Progress - On schedule			
Ordinary Meeting	Wednesday, August 27, 2025	9.17	Exception Based Contractual Arrangements - Local Government Regulations (2012) – Sole Source Supplier for Procurement Purposes – Country Universities Isaac Ltd (CUC Isaac Ltd)	The purpose of this report is to seek endorsement to enter a sole source arrangement with Country Universities Issac LTD (CUC 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	9341	Moved: Cr Viv Coleman Seconded: Cr Simon West 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.	Mark Davey	Manager Contracts and Procurement; is accountable for compliance with s235 of the Local Government Regulations (2012), and the Procurement Policy.	Invoice has been requested from CUC	In Progress - On schedule			
Ordinary Meeting	Wednesday, August 27, 2025	9.18	Isaac Resources Excellence Precinct - Internal Construction – Authority to Tender	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	9342	Moved: Cr Melissa Westcott Seconded: Cr Alaina Earl 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.	Mark Davey	The Program Manager – Capital Delivery, under the guidance of Director PECS, and in conjunction with the project team and Project Control Group will proceed with drafting the tender package for approval by Manager Contracts and Procurement.	To be progressed on delivery of completed design	In Progress - On schedule			
Ordinary Meeting	Wednesday, August 27, 2025	9.19	Planning, Environment and Community Services FY2025_2026 Capital Projects Progress Report as at 22 July 2025	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.	9343	Moved: Cr Alaina Earl Seconded: Cr Vern Russell 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.	Mark Davey	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.	Information Report Only	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.20	Engineering and infrastructure 2025/2026 Capital Projects Progress Report – July 2025	This report is to provide an update to the Engineering and Infrastructure Standing Committee and Council of the progress in delivery of the Engineering and Infrastructure 2025/2026 Capital Works Program.	9344	Moved: Cr Melissa Westcott Seconded: Cr Rachel Anderson That Council: 1. Receives and notes the monthly Engineering and Infrastructure 2025/2026 Capital Projects Progress Summary Report for July 2025.	Robert Perna	That the Managers and the Director Engineering and Infrastructure oversee the scoping, procurement and the completion of the projects identified within the 2025/2026 Capital Projects Progress Summary spreadsheet. Furthermore, that the appropriate Managers and the Director Engineering and Infrastructure are held accountable for the delivery of the project stages and are completed within the identified timeframes.	Information only report with no further action.	Complete			

Ordinary Meeting	Wednesday, August 27, 2025	9.23	Compensation Agreement ML70342	The purpose of this report is for Council to consider the Compensation Agreement for Mining Lease ML70342 with Stanmore IP Coal Pty Ltd.	9347	Moved: Cr Viv Coleman Seconded: Cr Simon West That Council: 1. Support the negotiation to enter into a compensation agreement for ML70342 with Stanmore IP Coal Pty Ltd in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA]. 2. Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Consent and Compensation Agreement in relation to ML70342 in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA]. Receives and notes the monthly Water and Waste 2025/26 Capital Projects Progress Report.	Sean Robinson	Manager Galilee and Bowen Basin Operations to ensure executed copies are returned to Stanmore and the compensation under the agreement and Council's costs are paid.	MGBBO completed agreement and ensuring costs are recovered.	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.24	Water and Waste 2025-26 Capital Projects Progress Report	This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2025/26 Capital Works Program.	9348	Moved: Cr Simon West Seconded: Cr Rachel Anderson That Council: 1. Receives and notes the monthly Water and Waste 2025/26 Capital Projects Progress Report.	Amal Meegahawattage	The Managers and the Director of Water and Waste oversee the scoping, procurement, and completion of the projects identified within the 2025/26 Capital Projects Progress Summary spreadsheet. Furthermore, the appropriate Managers and the Director Water and Waste are held accountable for the delivery of the project stages which are completed within the identified timeframes.	Information Only	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.25	Water and Waste 2024-25 Capital Projects Summary Report	This report provides the Water and Waste Standing Committee and Council with an update on the delivery status of the Water and Waste 2024/25 Capital Works Program, as at 30 June 2025. It offers a high-level overview of physical progress, financial status, and project performance across the program.	9349	Moved: Cr Simon West Seconded: Cr Vern Russell That Council: 1. Receives and notes the Water and Waste 2024/25 Capital Projects Summary Report.	Amal Meegahawattage	The Managers and Director of Water and Waste are responsible for the scoping, procurement, and delivery of projects within the 2024/25 Capital Works Program. They are accountable for ensuring that delivery milestones are met and that performance is reported accurately.	Information Only	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.26	Sapsorb Water Services Pty Ltd	The purpose of this report is to seek Council's approval to extend the recently expired contract arrangement with Sapbsorb Water Services for the supply of a Water and Wastewater contract Operator for St Lawrence and Carmila, as an exception to the competitive bidding requirements of the Local Government Regulations 2012 for medium or large sized contractual arrangements.	9350	Moved: Cr Rachel Anderson Seconded: Cr Alaina Earl That Council: 1. Endorses extensions of the contract with Sapsorb Water Services Pty Ltd for candidate Sydney Weller, until further notice, and in so doing; 2. Resolves that in accordance with section 235 (b) of the Local Government Regulations (2012), it is impractical for the Council to invite quotes, due to the specialised nature of the services arrangement; 3. Authorise the Chief Executive Officer to negotiate, execute and vary the contract as required, with Sapsorb Water Services Pty Ltd, as detailed in Clause 1 & 2 above.	Stephen Wagner	Purchase Orders are to be raised by the Water and Waste team and approved by the Contracts and Procurement team for extensions of the original contract for Sydney Weller, should the recommendation be approved.	PO has been raised	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.27	Water and Sewerage Connections, Disconnections and Billing Policy	The purpose of this report is to present the updated Water and Sewerage Connections, Disconnections and Billing Policy for adoption and seek endorsement to repeal the Water Meter Reading and Billing Policy.	9351	Moved: Cr Simon West Seconded: Cr Alaina Earl That Council: 1. Adopt the updated Water and Sewerage Connections, Disconnections and Billing Policy (CORPPOL-085). 2. Repeal the Water Meter Reading and Billing Policy (WW-POL-084).	Lisa Tonkin	Manager Business Services to ensure approved documents are registered through Corporate Governance and made available on Council's public website, as applicable.	Information Only	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	9.28	2026 Clean Up Australia Day	The purpose of this report is to present options for Council's consideration regarding future participation in Clean Up Australia Day, a nationally recognised environmental initiative aimed at reducing litter and illegal dumping through volunteer action.	9352	Moved: Cr Viv Coleman Seconded: Cr Rachel Anderson That Council: 1. Supports the 2026 Clean Up Australia Day being held in March 2026, promoting the event to the community. 2. Council supports volunteers that register themselves with Clean Up Australia Day or Great Northern Clean Up, with waste fee disposal being waived for self-haulers. (The volunteers must seek contact with Council prior to the day). 3. Waives waste disposal fees for registered participants who self-haul waste collected during the event. 4. That council requests a communications strategy to be delivered by the end of December 2025. The amended communications plan will be presented to Council.	Jason Grandcourt	Manager Waste Services is responsible for the implementation of Clean Up Australia Day on behalf of Council.	Initial discussions have been held with Waste Services and corporate communication officers. A draft communications strategy will be developed in October 2025, to be presented to Water and Waste Standing Committee in November 2025, for its consideration.	In Progress - On schedule	Dec-25		
Ordinary Meeting	Wednesday, August 27, 2025	10.1	Chief Executive Officer Performance Review 2024/25 and Performance Agreement 2025/26	Mayor reporting on Chief Executive Officer Performance Review for 2024/25 and proposed Performance Agreement for 2025/26.	9353	Moved: Cr Melissa Westcott Seconded: Cr Vern Russell THAT Council: 1. Records satisfactory completion of the Chief Executive Officer's 2024/25 performance review by the Chief Executive Officer Performance Review Panel. 2. Authorises the Mayor to apply the recommended salary increase of 5% to take effect as of 1 July 2025. 3. In accordance with s194.4 of the Local Government Act 2009, approves the Chief Executive Officer's Performance Agreement 2025/26 as nominated by Clause 10.1 of the Chief Executive Officer's Employment Contract.	Mayor Kelly Vea Vea	The Performance Review 2024/25 has been concluded and the Performance Agreement 2025/26 is now presented for adoption.		In Progress - On schedule			
Ordinary Meeting	Wednesday, August 27, 2025	10.2	IRC-E&I-1124-T406 Provision of Traffic Control Services Isaac Region Ranked Panel Of Suppliers	This report seeks approval of award for a ranked Panel of Suppliers, being the provision of Traffic Control Services within the Isaac Region for an initial period of twelve (12) months, with the option to extend the Agreement for two periods of 1 year each, at Council's discretion.	9354	Moved: Cr Melissa Westcott Seconded: Cr Viv Coleman That Council: 1. Awards the fixed schedule of rates contract IRC-E&I-1124-T406 RPQS Provision of Traffic Control Services Isaac Region, for an initial period of twelve (12) months, with the option to extend the agreement for two periods of 1 year each, at Council's discretion, to the following Panel of suppliers and that works be awarded in order of preference upon availability. **Order of Preference / Contractor** 1 JTJ Ptylld ATF Brett Hall Investment Trust T/A Traffic Control Mackay District 2 Workforce Road Services Pty Ltd 3 Altus Traffic Pty Ltd 4 Traffic QLD Pty Ltd 5 Activ Civil Construction Services Pty Ltd 6 East Coast Traffic Control 7 Avada Traffic Pty Ltd 2. Delegates Authority to the CEO to approve each of the two options to extend the contract based on the successful implementation over the initial 12 months including performance review for each contractor.	Robert Perna	Chief Executive Officer, or delegate, along with the Director Engineering and Infrastructure and Contracts and Procurement Department are to finalise and execute contract documents for IRC-E&I-1124-T406 RPQS Provision of Traffic Control Services Isaac Region, for an initial period of twelve (12) months with the ability to extend the contracts for a further two options of one year each, at Council's discretion. Council Project Managers will be responsible for ensuring that service levels are met and project management of contractors for the duration of the contract period including monitoring of contractor performances.	Procurement team completed appropriate documentation required.	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	10.3	2024-2025 Proposed Capital Carry Forward and 2025-2026 Budget Amendments	A full review of Capital Carried Forward Projects from the 2024-2025 financial year has been undertaken with each of the respective Departmental Managers and then reviewed by their respective Directors and the Executive Leadership Team.	9355	Moved: Cr Terry O'Neill Seconded: Cr Melissa Westcott That Council: 1. Amends the 2025-2026 Budget to add the uncompleted capital projects ($12.2M) to be carried forward from the 2024-2025 financial year and associated funding sources. 2. Amends the 2025-2026 Budget to recognise movement between financial years of grant funding partially offset by successful grant applications, new projects and various budget movements ($1.7M).	Jason Rivett	Financial Services to amend the adopted 2025 - 2026 budget. Project Manager, Managers and Directors to monitor their projects and report on any exceptions might they arise.		In Progress - On schedule			

Ordinary Meeting	Wednesday, August 27, 2025	10.4	Changes to Organisation Structure - August	Chief Executive Officer seeking endorsement of proposed changes to organisation structure.	9356	Moved: Cr Simon West Seconded: Cr Melissa Westcott THAT Council: 1. Council repeals Council Resolution 5927 (26 March 2019) which defined the Council-approved organisation structure as CEO to M4 level. 2. In accordance with S196 of the Local Government Act 2009, Council adopts the attachedorganisation structure to take effect from 15 September 2025. 3. Council approves the consequential renaming of Standing Committees to align with the newDirectorate titles as follows: a)Corporate Services Standing Committee.b)Community Services Standing Committee.c)Infrastructure Services Standing Committee.d)Water and Waste Standing Committee. 4. Council approves the creation of a new permanent position in the Engineering ServicesDepartment to provide planning and technical advice to the Parks & Recreation and otherdirectorate functionsCarried	Cale Dendle	CEO is responsible for the architecture and delivery of the proposed changes and is being supported by People & Capability personnel along with ELT.	New structure took effect from Monday 15 September 2025. New Asset and Planning Engineer positon (59.025.00) has been created in the organisational chart and is to be advertised. Standing Committee title changes in progress.	In Progress - On schedule	30.09.2025		
Ordinary Meeting	Wednesday, August 27, 2025	11.1	**CONFIDENTIAL REPORT** PLANNING AND ENVIRONMENT COURT UPDATE – CIVEO COPPABELLA WORKERS CAMP APPEAL	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.	9359	Moved: Cr Alaina Earl Seconded: Simon West 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.	Michael St Clair	Chief Executive Officer (or delegate) to continue negotiations with Civeo and to provide Council updates on any negotiations as they progress. Chief Executive Officer to execute an agreement (if appropriate agreement reached) with Civeo on behalf of Council to resolve the appeal prior to trial, with prior agreement from the Mayor.	Solicitors contacted and advised of councils resolution. Additional advice provided regarding Railway Station Road planning requirements to solicitors.	Complete			
Ordinary Meeting	Wednesday, August 27, 2025	11.2	**CONFIDENTIAL REPORT** Authority to Negotiate and Purchase a Property in Moranbah, Qld 4744	This report seeks authority for officers to investigate, and under restricted circumstances, negotiate and purchase a property in Moranbah, QLD 4744.	9360	Moved: Cr Vern Russell Seconded: Cr Terry O'Neill That Council: 1. Authorises the Chief Executive Officer to complete investigations and negotiate the purchase of the nominated property in Moranbah, QLD 4744	Mark Davey	The Chief Executive Officer will delegate to the Program Manager – Capital Delivery, under the guidance of Director Planning Environment and Community Services, to complete the investigations and negotiations with the current shop owners as well as complete the requirements under the IREP Resources Community Infrastructure funding guidelines.	In progress	In Progress - On schedule			

Council Resolution Register - June 2025 (Business Outstanding Table)

Meeting Type	Meeting Date	Item No.	Report Title	Executive Summary	Res No	Council Resolution	Responsible Officer/s	Action Accountability	Action Comments	Action Status	If Not Yet Complete - Expected Completion Date	Completion Date	Link to minutes
Ordinary Meeting	6/30/2025	9.12	North Queensland Sports Foundation – Three Year Resource and Performance Agreement	The North Queensland Sports Foundation (NQSF) are seeking renewal of their three-year, non-compulsory Resource and Performance Agreement for medium and large local government partners. This report seeks Council's endorsement to accept the proposal from NSQF to commit to another three-year agreement.	9221	That Council: 1. Approves a three-year Resource and Performance Agreement between the North Queensland Sports Foundation and Isaac Regional Council. 2. Approves that the cash payment amounts payable in years two and three of the proposed agreement be recalculated in accordance with updated Census data of the Isaac region's population, plus 3% indexation, as per Council's Long-Term Financial Forecast. 3. Nominates the Deputy Mayor and Manager Engaged Communities as North Queensland Sports Foundation delegates. 4. Authorises the Chief Executive Officer to execute the funding agreement.	Maggi Stanley	Chief Executive Officer to execute funding agreement. Manager Engaged Communities will arrange payment of invoices relating to the agreement. Manager Engaged Communities and Community Development team to work with the NQSF on the development of programs and events to be offered to Isaac residents.	Funding agreement has been executed by CEO and awaiting invice from NQSF. Development of programs and events is ongoing.	In Progress - On schedule	Ongoing		
Ordinary Meeting	6/30/2025	9.13	Small Business Friendly Program Commitment	This report seeks Council's endorsement to recommit Isaac Regional Council to the Small Business Friendly (SBF) Program.	9222	1. Notes the current status of the Isaac Regional Council as a member of the Small Business Friendly (SBF) Program. 2. Receives yearly reports on the performance of the Small Business Friendly Program, with an expected review date of Isaac Regional Council's commitment no later than 2028/2029 Financial Year, as per the 2023-2028 Corporate Plan. 3. Approves the recommitment to the SBF program by the Mayor and Chief Executive Officer signing the SBF Commitment document.	Scott Jarvis	The Economy and Prosperity team will lead the continued engagement and interact with internal and external stakeholders in supporting and delivering the project.	SBF Commitment has been executed Incorporate into business as usual developing small business inovation and capability	In Progress - On schedule	Ongoing		
Ordinary Meeting	6/30/2025	9.14	Enhancing Regulatory Integrity and Economic Access: Introduction of a Two-Tiered Assessment Framework for Commercial Use of Local Government Controlled Areas and Roads Applications	This report recommends the implementation of a two-tiered assessment framework for applications relating to the Commercial Use of Roads under Isaac Regional Council's Local Laws. The proposal aims to align assessment practices with legislative requirements, improve regulatory clarity, and facilitate equitable economic opportunities across the region. It also proposes repealing legacy Council resolutions that conflict with the provisions of Isaac Regional Council Local Law No. 1 (Administration) 2011 and Subordinate Local Law No. 1.2 (Commercial Use of Local Government Controlled Areas and Roads) 2011. Expanding the number of pre-designated vending sites from six (6) to twenty-nine (20), enhancing access and reducing administrative burden for both applicants and Council.	9223	1. Repeals Council Resolutions 5627, 6044, 6072, 6074, and 7591 (STAT-POL-055), as they conflict with the provisions of Local Law No. 1 (Administration) 2011 and Subordinate Local Law No. 1.2 (Commercial Use of Local Government Controlled Areas and Roads) 2011. 2. Endorses the implementation of a two-tiered assessment framework for Commercial Use of Local Government Controlled Areas and Roads applications; (a) Pre-designated Locations Only (Fast Track Assessment): • Adopts an initial application fee of $240.00 for "Commercial Use of Local Government Controlled Areas and Roads Application Assessment for Pre-designated Locations Only" to be included in Council's 2025/2026 Fees and Charges Schedule; and • Adopts an annual renewal fee of $190.00 for "Commercial Use of Local Government Controlled Areas and Roads Pre-designated Locations Only Approval Renewal" to be included in Council's 2025/2026 Fees and Charges Schedule. (b) Standard Assessment (Other Than Pre-designated Locations):	Nishu Ellawala	Manager Community Education and Compliance to ensure appropriate governance procedures and implementation of the application assessment process.	Implementing	In Progress - On schedule	Ongoing		
Ordinary Meeting	6/30/2025	9.23	Compensation Agreement ML1788	The purpose of this report is for Council to consider the Compensation Agreement with GS Coal Pty Ltd, J-Power Australia Pty Ltd and J.C.D. Australia Pty Ltd.	9232	1. Supports the negotiation to enter into a compensation agreement for ML1788 with GS Coal Pty Ltd, J-Power Australia Pty Ltd and J.C.D. Australia Pty Ltd in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA]. 2. Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Compensation Agreement in relation to ML1788 in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA].	Sean Robinson	Manager Galilee and Bowen Basin Operations to ensure executed copies are returned to Glencore, the compensation under the agreement and Council's costs are paid and adequate compliance with the construction and maintenance obligations in the agreement.	GBBO working on completing required documentation	In Progress - On schedule			
Ordinary Meeting	6/30/2025	9.24	Water and Waste 2024-2025 Capital Projects Progress Report	This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2024/25 Capital Works Program.	9233	Receives and notes the monthly Water and Waste 2024/2025 Capital Projects Progress Summary Report.	Amal Meegahawattage	The Managers and the Director of Water and Waste oversee the scoping, procurement, and completion of the projects identified within the 2024/25 Capital Projects Progress Summary spreadsheet. Furthermore, the appropriate Managers and the Director Water and Waste are held accountable for the delivery of the project stages which are completed within the identified timeframes.	On-going	In Progress - On schedule			
Ordinary Meeting	6/30/2025	9.25	Materials Recycling Facility Processing Exceptions and Deviations	The purpose of this report is to obtain ongoing approval to procure services for Processing of Recyclables as an exception to the competitive bidding requirements under s235 (a) and (b) of the Local Government Regulations 2012 for medium or large sixed contractual arrangements.	9234	1. Resolve it is satisfied that there is only one (1) supplier who is reasonably available that requires payment to supply services for processing and recycling of co-mingled recyclable waste due to the absence of other potential providers within reasonable travel distance of the Isaac Region 2. Resolves that, because of the unique specialised nature of work involved in operating a Materials Recovery Facility (MRF), it would be impractical or disadvantageous for the local government to invite quote or tenders for an alternative replacement. 3. Endorse the following exception to enter into medium or large contractual arrangements as per s235 of the Local Government Regulations 2012 until 28 February 2026: Company Service provided/engaged for delivery of Re.Cycle Operations (Mackay) Pty Ltd Supplier of Services for processing of co-mingled recyclable waste in North Queensland	Jason Grandcourt	Manager Contracts and Procurement is accountable for compliance with s235 of the Local Government Regulations (2012). Manager Waste Services is accountable for provision of waste recycling services.	Currently issuing the Purchase Order to Recycle Operations (Mackay) Pty Ltd for 25/26 (up until February 2026) as per Council's resolution.	In Progress - On schedule			
Ordinary Meeting	6/30/2025	9.26	Materials Recycling Facility Recovery Share Arrangement 2025-26	This report seeks endorsement of the renewed 2025-26 Recovery Share Arrangement with the operators of the Materials Recycling Facility (MRF) currently used by Isaac Regional Council for the disposal of recyclable household waste, in order to receive a share of the Container Deposit Scheme (CDS) deposits from eligible containers which are collected via Isaac Regional Council's kerbside recycling collection service.	9235	1. Approves entering into an agreement with Re.Cycle Operations (Mackay) Pty Ltd to enable Council to receive 50 per cent of the 10-cent refund on each qualifying container under the Container Refund Scheme for a further twelve-month period. 2. Authorises the Chief Executive Officer to negotiate, execute and vary the agreement as required.	Jason Grandcourt	Manager Waste Services to ensure that payments are made correctly for correct volume of containers	Currently arranging correspondence confirming the arrangement for 25/26 as per Council's resolution.	In Progress - On schedule			

Ordinary Meeting	6/30/2025	9.27	Waste Services Community Services Obligations	The purpose of this report is to consider the treatment of Community Service Obligations for the Waste Services Department.	9236	1. That the Amnesty Day be expanded with two Amnesty Days to be held each year, with one to be held on Saturday and the second day to be held on a Sunday 5 to 6 months later in the calendar year. 2. That waste disposal fee waiving be introduced for Opportunity Shops. 3. That Community Organisations be included as eligible for participation in the Amnesty Days. 4. That support be expanded to Community Organisations by issuing four vouchers per annum per group, entitling the Community Organisation waste disposal fee waiving per transaction. 5. That a report be provided to Council on Clean Up Australia Day for the August 2025 Ordinary Meeting.	Jason Grandcourt	Manager Waste Services is responsible for the administration of any fee waiving of waste disposal fees on behalf of Council.	1. The second Amnesty Day planning commenced for Sunday 7 December 2025. 2. The administration processes supporting this is being developed for implementation by August 2025. 3. The inclusion of Community Sporting Groups occurred in the June 2025, Amnesty Day. 4. The administration processes supporting this is being developed for implementation by August 2025. 5. A report on Clean Up Australia Day is being draft for the August 2025 W&W Standing Committee.	In Progress - On schedule			
Ordinary Meeting	6/30/2025	9.28	Water and Waste Departmental Report – Operations and Maintenance	This report provides an overview of the Operations and Maintenance Department's objectives, key functions, and a quarterly update of the activities of the Operations and Maintenance department.	9237	Receives and notes the report outlining the Operations and Maintenance Department's activities within the Water and Waste Directorate.	Stephen Wagner	The Manager Operations and Maintenance is responsible for the strategic direction and operational deliverables of the Operations and Maintenance Department, including reporting on delivery of its Business Plan and approved operational projects.	On-going	In Progress - On schedule			
Ordinary Meeting	6/30/2025	11.2	Land Disposal – 39 Powerhouse Lane Clermont CONFIDENTIAL REPORT	The purpose of this report is for Council to consider options including disposal of Council held vacant freehold land, described as Lot 89 SP147547, located at 39 Powerhouse Lane, Clermont.	9262	1. Resolves that pursuant to Local Government Regulation 2012 apply exception clause 236 (1)(b)(i), for a sale to a government agency, for the disposal of Lot 89 SP147547 to Ergon Energy Corporation Limited; and 2. Authorises the Chief Executive Officer to undertake negotiations and enter into a sale contract on terms most favourable to Council, inclusive of the sale being subject to a special condition that the buyer to obtain all relevant statutory approvals for site operations. 3. Requests a special condition to be included in the contract conditions that the property is security fenced.	Michael Wallace	The Coordinator Property Development is responsible to provide professional subject matter expertise and advice to a range of Council functions including land management.	Designated officer has initiated formal negotiations with Ergon Energy to progress discussions on 39 Powerhouse Lane	In Progress - On schedule	30-Nov-25		
Ordinary Meeting	6/30/2025	11.3	Clermont Water Treatment Plant Modernisation – Chemical Dosing CONFIDENTIAL REPORT	The purpose of the report is to approve the transfer of additional funds from the Water and Waste Unallocated Depreciation 'Sewer' to CW233155 CLM WTP Plant Modernisation project, to provide sufficient budget funding and approve the award of the Contract to the preferred tenderer for the IRC-W&W-0924-T395 Clermont WTP Chemical Dosing Upgrade Design and Construct project.	9263	That Council: 1. Approves the transfer of $450,000.00 from the Water and Waste Unallocated Depreciation 'Sewer' reserve funds to CW233155 CLM WTP Plant Modernisation project. 2. Approves the award of Contract IRC-W&W-0924-T395 Clermont WTP Chemical Dosing Upgrade Design and Construct to DOWDENS GROUP PTY LTD ABN – 87 154 375 685 for the value of $1,448,936.00 excluding GST. 3. Delegates the authority to the Chief Executive Officer to negotiate, execute, and vary the contract. 4. Requests that the Director provides a report regarding the replenishment of the reserve funds at the earliest opportunity.	Amal Meegahawattage	The Water and Waste Directorate representatives will be responsible for project management actions and accountability following the Contract award.					
Ordinary Meeting	6/30/2025	11.4	Water Rates Review CONFIDENTIAL REPORT	The purpose of this report is to present implementation activities and seek endorsement for the proposed changes associated to the review of the Isaac Regional Council (Council) fixed and consumption water charges including the associated rates for the 2026/27 financial year.	9264	1. Endorses the proposed rates, charging methodology changes and implementation activities for the review of Isaac Regional Council's Water Access and Consumption Charges.	Lisa Tonkin	Manager Business Services will coordinate all actions that arise from this report in consultation with the Rates and Accounts and Systems departments of Council.					
Ordinary Meeting	6/30/2025	11.5	Moranbah Waste Management Facility Rehabilitation Project - Cell #0 CONFIDENTIAL REPORT	The purpose of this report is to provide Council with an early update on the procurement status of Contract IRC-W&W-0225-Q1394, relating to the Moranbah Landfill Cap Rehabilitation Project (Cell 0) at the Moranbah Waste Management Facility. The tender for this design and construct (D&C) contract is currently open and scheduled to close on 17 June 2025. This report is presented for Council's information only and aims to provide context on the background, procurement process, and expected next steps. A full tender evaluation and contract award recommendation will be brought to Council once the assessment process is completed.	9265	1. Notes the information provided in this report regarding the Moranbah Landfill Cap Rehabilitation Project (Contract IRC-W&W-0225-Q1394). 2. Notes that a further report, including a contract award recommendation, will be presented to Council following the tender evaluation process.	Amal Meegahawattage	The Water and Waste Directorate representatives will be responsible for project management actions and accountability following the contract award.					
Ordinary Meeting	6/30/2025	11.6	Glenden Community Hub – Findings of Stakeholder Consultation and Site Suitability Investigations CONFIDENTIAL REPORT	This report provides the findings of the consultation process regarding the location of the proposed Glenden Community Hub. The report presents findings from stakeholder consultation, community engagement, and site investigations and recommends a preferred site for Council endorsement to enable progression of the project and execution of funding agreements.	9266	That Council: 1. Notes the outcome of the stakeholder consultation, and community engagement process on the Glenden Community Hub project. 2. Endorses the Council owned premises located at 31-35 Dalton Place, Glenden, as the preferred site for the establishment of the Glenden Community Hub subject to the findings of a quantity surveyor report and building assessment. 3. Authorises officers to proceed with detailed design, planning, and construction at the endorsed site, subject to the satisfactory outcomes of the quantity surveyor report and building assessment, in accordance with the Glenden Community Hub capital project (Project Ref: CH26-4 / GLN Hub Project). 4. Requests that once completed, the detailed designs be used as the basis for further public consultation to affirm (or otherwise) the preferred location. 5. Authorises the Chief Executive Officer to finalise and execute any agreements or negotiations relating to the delivery of the Glenden Community Hub. 6. Requests Childcare Leadership Alliance to investigate viable future childcare options for Glenden.	Beau Jackson	The Chief Executive Officer will finalise and execute the funding agreement with the Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development. The Program Manager – Capital Delivery in collaboration with Manager Engaged Communities will coordinate the delivery of the endorsed site planning and design activities. The Program Manager – Capital Delivery will oversee construction phases in accordance with the project timeline and budget. The Manager Engaged Communities will continue to liaise with local stakeholders and ensure ongoing community awareness and input during project delivery.					

Ordinary Meeting	6/30/2025	11.7	Dealings with Vitrinite – Notifiable Road Use	The report seeks to provide Council the supporting information and background following a request from Vitrinite to vary the existing Notifiable Road Use Agreement to reduce the minimum spacing requirements for Coal Haulage Vehicles.	9273	1. Supports the request from Vitrinite to vary the existing Notifiable Road Use Agreements to temporarily reduce the minimum spacing requirements from 7.0 minutes to 4.0 minutes subject to the following: a) Vitrinite must make every endeavour to re-establish and divert coal haulage vehicles back to a southern destination, this includes providing routine progress reports to council. b) Vitrinite must make every endeavour to progress the construction of infrastructure that enables "off road" movement of coal as soon as possible, this includes providing routine progress reports to council. c) Vitrinite must demonstrate consultation with BMA for the change on impacts to the private section of Goonyella Road owned and maintained by BMA. d) Vitrinite must demonstrate consultation with Department of Transport and Main Roads for the change on impacts to the state controlled Peak Downs Highway. e) The term of the temporary reduction and redirection of haulage vehicles shall cease at the earlier date of either the term of the current agreement or the confirmation of a southern destination. To avoid confusion, Council will not consent to an extension to the Notifiable Road Use Agreement (in either direction) beyond 30 June 2026 unless Vitrinite can demonstrate/provide evidence that their Wash Plant and Rail Loop have	Sean Robinson	Chief Executive Officer to negotiate terms of variation. Manager Galilee and Bowen Basin Operations to facilitate the drafting of the required documents. Manager Galilee and Bowen Basin Operations to ensure both Council and Vitrinite continue to be compliant under applicable agreements.	GBBO working on completing required documentation	In Progress - On schedule			
Ordinary Meeting	6/30/2025	11.7	Dealings with Vitrinite – Notifiable Road Use	The report seeks to provide Council the supporting information and background following a request from Vitrinite to vary the existing Notifiable Road Use Agreement to reduce the minimum spacing requirements for Coal Haulage Vehicles.	9273	been demonstrably advanced (i.e. finance secured, designs finalized and/or works commenced) by 31 December 2025. f) Within two months of execution of a revised Notifiable Road Use Agreement, Vitrinite shall undertake or fund a detailed traffic study (for a minimum of 14 consecutive days) that verifies the current traffic volume and composition on Goonyella Road, Moranbah Access Road and Peak Downs Mine Road including confirming the percentage impact from its Coal Haulage activities and Council reserves its right to seek road infrastructure contributions should Vitrinite's traffic movements exceed 5% of the overall total traffic volume on the nominated road, including requiring Vitrinite to construct or fund appropriate Heavy Vehicle Rest Areas should that prove necessary. g) Expects that Vitrinite will: a) participate actively in Road Safe Moranbah and b) deliver a comprehensive communications and consultation plan about the pending changes and throughout the period of the agreement. h) Acknowledges previous delegations conferred upon the Chief Executive Officer (Resolution 6980) authorising variation to the Notifiable Road Use Agreements with Queensland Coking Coal Pty Ltd, QLD Coal Aust No 1 (collectively Vitrinite).	Sean Robinson	Chief Executive Officer to negotiate terms of variation. Manager Galilee and Bowen Basin Operations to facilitate the drafting of the required documents. Manager Galilee and Bowen Basin Operations to ensure both Council and Vitrinite continue to be compliant under applicable agreements.	GBBO working on completing required documentation	In Progress - On schedule			

Council Resolution Register - May 2025 (Business Outstanding Table)													
Meeting Type	**Meeting Date**	**Item No.**	**Report Title**	**Executive Summary**	**Res No**	**Council Resolution**	**Responsible Officer/s**	**Action Accountability**	**Action Comments**	**Action Status**	**If Not Yet Complete - Expected Completion Date**	**Completion Date**	**Link to minutes**
Ordinary Meeting	Tuesday 27 May 2025	9.16	ISAAC LIBRARIES REPLACEMENT OF PUBLIC ACCESS COMPUTERS – USE OF PLANNING, ENVIRONMENT AND COMMUNITY SERVICES DEPRECIATION FUNDS	This report seeks Council approval to utilise unspent Planning, Environment and Community Services depreciation funds to replace ageing public access computers across Council facilities. The current fleet of computers is now two years beyond warranty and is no longer considered fit for purpose in delivering reliable and secure digital access to the community	9176	1. Approves the allocation of a maximum of $45,000 of unspent Planning, Environment and Community Services depreciation funds for the replacement of public access computers across council facilities. 2. Endorses the purchase of new computers and associated hardware to ensure continued, reliable digital access for the community.	Barb Franklin	The Coordinator Community Hubs and Information and Communication Technology Coordinator will coordinate procurement and installation of the new equipment. Manager Financial Services to manage financial reporting requirements	Procurement will commence pending Resolution of 2025/2026 Capital Budget	In Progress - On schedule			
Ordinary Meeting	Tuesday 27 May 2025	10.1	Nebo Showgrounds Master Plan Advisory Committee Minutes – 8 April 2025	The purpose of this report is to present to Council the minutes of the Nebo Showgrounds Master Plan Advisory Committee (NSMPAC) meeting held on Tuesday, 8 April 2025.	9197	1. Receives and notes the minutes of the Nebo Showgrounds Master Plan Advisory Committee held on 8 April 2025; and 2. Adopts the recommendations of the Nebo Showgrounds Master Plan Advisory Committee held on 8 April 2025, in particular, that Council: i. Repeals the Nebo Showgrounds Master Plan Advisory Committee Terms of Reference November 2024. ii. Receives and adopts the Nebo Showgrounds Master Plan Advisory Committee Terms of Reference April 2025, noting the changes to membership and inclusion of community members to the committee. iii. Receives and note the Nebo Showground Master Plan Advisory Committee Action List as at 8 April 2025 (Attachment 1 – Nebo Showgrounds Master Plan Advisory Committee Action List as at 8 April 2025). iv. Receive and note the Nebo Showgrounds Master Plan Stage 1 works update and convene the Nebo Showgrounds Master Plan working group to consider avenues that would enable delivery of the pending construction works and associated bookings for events to occur. v. Requests the Chief Executive Officer (or delegate) to develop a communication plan for Nebo Showgrounds booked event holders advising on Nebo Showgrounds Master Plan stage 1 works. vi. Acknowledges the amendment of scope of Stage 1 the defers delivery of associated amenities to be considered for Stage 2 for Pony Club and Polocrosse fields	Scott Jarvis	Through the Chief Executive Officer and Planning, Environment and Community Services directorate, the Economy and Prosperity department to lead the administration of the NSMPAC and Master Plan projects delivery and reporting to Council. Economy and Prosperity team and Council's project delivery team to continue to deliver on Stage 1 works and provide reporting updates to the Committee and Council ongoing. Economy and Prosperity team with Brand, Media and Communication team to develop a communication plan for Nebo Showgrounds booked event holders advising on Stage 1 works.				
Ordinary Meeting	Tuesday 27 May 2025	11.1	Sale of Land for Overdue Rates and Charges **CONFIDENTIAL REPORT**	This report has been prepared to seek Council's approval to commence Sale of Land procedures where rates and charges have been overdue for at least three years, in accordance with the Local Government Regulation 2012.	9202	1. Pursuant to section 140(2) of the Local Government Regulation 2012, Council proceed with action to sell the land described within updated Confidential Attachment 1 – Sale of Land Schedule as at 12 May 2025 to the report in accordance with Chapter 4, Part 12, Division 3 of the Local Government Regulation 2012 to recover outstanding rates and charges; and 2. Delegates to the Chief Executive Officer the power to take all further steps under Chapter 4, Part 12, Division 3 of the Local Government Regulation 2012 to effect sale of the land, including, for avoidance of doubt, the power to end sale procedures.	Zoe Behrendt	Manager Financial Services to communicate outcome to Manager Rates and Accounts.	Outcome of this resolution has been communicated to Manager Rates & Accounts and Sale of Land process is on schedule for auctions to commence in November and February.	In Progress - On schedule			
Ordinary Meeting	Tuesday 27 May 2025	11.4	Clermont Swimming Centre Funding **CONFIDENTIAL REPORT**	Council has received confirmation of a $3.2 million funding commitment from the Queensland Government for the upgrade of the Clermont Swimming Centre. This report seeks Council's approval on the scope of works to be delivered through this funding commitment and proposed community engagement activities.	9205	1. Notes the $3.2 million funding commitment from the State Government for the upgrade of the Clermont Swimming Centre and delegate authority to the Chief Executive Officer to negotiate and execute any relevant funding agreement; 2. Endorses scoping and timeframes for project development for the Clermont Swimming Centre Project for the $3.2 million funding received. 3. Approves the consultation with targeted community stakeholders.	Michael St Clair	Chief Executive Officer to execute funding agreement when received and reviewed. Manager Community Facilities to lead delivery of public consultation activities with support from Brand, Media and Communications and Engaged Communities Department. Program Manager – Capital Delivery to coordinate the mobilisation of project management resources with support from Manager Community Facilities.	Director of PECS has been liaison with a Queensland Government representative regarding funding agreement. Scope for funding is being further refined with funding options to be presented to council at the August Ordinary Meeting.	In Progress - On schedule			

Council Resolution Register - April 2025 (Business Outstanding Table)													
Meeting Type	**Meeting Date**	**Item No.**	**Report Title**	**Executive Summary**	**Res No**	**Council Resolution**	**Responsible Officer/s**	**Action Accountability**	**Action Comments**	**Action Status**	**If Not Yet Complete - Expected Completion Date**	**Completion Date**	**Link to minutes**
Ordinary Meeting	Wedneday 23 April 2025	9.23	Request for Waiver of Waste Disposal Fees from a Not-For-Profit – Moranbah Op Shop	The purpose of this report is to consider a request from a Not-For-Profit, Moranbah Op Shop to waive waste disposal fees.	9150	Requests that the Waiver of Waste Disposal Fees for Registered Not-For-Profit organisations is presented to the Water and Waste Standing Committee Meeting in June 2025 for consideration following discussions held at a Councillor Workshop Day being held in May 2025. Requests that a report be presented to the June 2025 Water and Waste Standing Committee responding to the emerging issue of unlawful or inconsiderate disposal of household and other waste at places other than public waste management facilities	Jason Grandcourt	Manager Waste Services is responsible for the administration of any fee waiving of waste disposal fees on behalf of Council.	On-going	In Progress - On schedule		6/11/2025	

Council Resolution Register - January 2025 (Business Outstanding Table)												
Meeting Type	**Meeting Date**	**Item No.**	**Report Title**	**Executive Summary**	**Res No**	**Council Resolution**	**Responsible Officer/s**	**Action Accountability**	**Action Comments**	**Action Status**	**If Not Yet Complete - Expected Completion Date**	**Completion Date**
Ordinary Meeting	1/29/2025	10.5	Childcare Leadership Alliance Contribution Request	This report outlines the request for financial partnership from Childcare Leadership Alliance (CLA) as it seeks to address critical childcare challenges in the Isaac Region.	8995	1. Council acknowledges that reliable childcare is a service fundamental to the liveability of many communities and accepts that local government has a role to play to assist in shoring up such services, where the market has failed. 2. Accordingly, and subject to 2025/26 budget deliberations, Council approves the investment of $100,000 per annum over four (4) years (commencing 1 July 2025) to support the Childcare Leadership Alliance to deliver support services to childcare centres across the Isaac region in an effort to prevent market failures resulting in decreased liveability of the Region. 3. Council authorises the Chief Executive Officer to negotiate and execute partnership agreements with the Childcare Leadership Alliance (CLA), ensuring that the agreements include provisions for quarterly reporting back to Council on key deliverables and CLA expanding access to its services across all communities within the Isaac region.	Beau Jackson	The Chief Executive Officer has accountability, with assistance of the Executive Manager Advocacy and External Affairs and relevant Officers.	Meeting with CLA cancelled on 25/03/2025. Not yet rescheduled. **Update 01/07/2025** Meeting with CLA representatives occurred on 2 July 2025. A Draft (first cut) Funding Agreement was provided by IRC to CLA for consideration.	In Progress - On schedule		

Link to minutes

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Jason Rivett
AUTHOR POSITION	Manager Financial Services

9.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT AS AT 31 AUGUST 2025

EXECUTIVE SUMMARY

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

OFFICER'S RECOMMENDATION

That the committee recommends that Council:

1. ***Receives the financial statements for the period ended 31 August 2025 pursuant to, and in accordance with, the Local Government Regulation 2021(s204).***

Resolution No.: **CGFS1015**

Moved: **Cr Terry O'Neill** **Seconded:** **Cr Viv Coleman**

That the Committee recommends that Council:

1. **Receives the interim financial statements for the period 31 August 2025 pursuant to, and in accordance with, the Local Government Regulation 2012 (s204).**

Carried

BACKGROUND

Statutory Obligation Table – Isaac Regional Council

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

Requirement	Date
Budget 2025/2026	Budget adopted 30 June 2025
Financial Statements 2024/2025	Financial Statements planned to be adopted 29 October 2025

IMPLICATIONS

Each month, year to date financial statements are prepared to monitor actual performance against the latest adopted budget. Attached are the financial statements for the period ended 31 August 2025.

Actual amounts are compared against year to date adopted Revised Budget figures. It is noted that the carry forward of unfinished projects from the 2024/2025 financial year has been approved by Council and therefore the capital expenditure budget has been increased accordingly from the original adopted budget.

Being early in the financial year, any budget variances will most likely be corrected through the course of the financial year or be assessed and adjusted in a budget review.

Year to date actual figures represent the position as at 27 August 2025 to meet the reporting timelines for the September Standing Committee Meeting.

There has been a change to the reporting of Commitments within the Statement of Comprehensive Income – previously Commitments were included in with YTD Actuals and compared to YTD Budget which resulted in significant variances. Going forward, Commitments will be reported separately and not included within any operational expenditure totals.

Operating Position:
The operating result for August shows Council is behind the budgeted operating position by $1,086,391. The unfavourable outcome is due to:

- Operating revenue is $885,049 unfavourable when compared to the YTD budget, this is due to:
  - Waste disposal revenue (invoices only issued to mid-July) at Waste Management Facilities and no septic invoices issued for the year to date – this is partially offset by road maintenance contributions related to infrastructure agreements and revenue for the DRFA November 21 event.
- Operating expenditure is $201,342 unfavourable when compared to the YTD budget, this is due to:
  - **Employee Expenses** are favourable to the adopted budget by $85,706. This variance is predominantly due to employee vacancies, some of which are currently being backfilled through Agency Temp Staff
  - **Materials and Services** are unfavourable to the adopted budget by $311,618 predominantly due to timing of the expenditure for IT hardware low value assets.

Capital Revenue:
Capital revenue for August shows Council is ahead of the budgeted position by $906,891. This favourable variance is predominantly due to the developer contribution received for infrastructure charges.

Net result:
The operating position combined with the capital revenue equates to Council having a current net result of $18,407,627 which gives a month end unfavourable variance to budget of $179,500.

Capital Expenditure:
Capital expenditure of $6M is under YTD budget of $8.4M excluding commitments, noting that it is early in the financial year.

It is noted that the carry forward of unfinished projects from the 2024/2025 financial year has been approved by Council and therefore the capital expenditure budget has been increased accordingly from the original adopted budget.

We will monitor Capital Expenditure throughout the financial year and report on progress against the full year budget of $80.3M.

CONSULTATION

Financial Services.

BASIS FOR RECOMMENDATION

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

ACTION ACCOUNTABILITY

Not Applicable.

KEY MESSAGES

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

Report prepared by:	**Report authorised by:**
JASON RIVETT **Manager Financial Services**	DARREN FETTELL **Director Corporate, Governance and Financial Services**
Date: 1 September 2025	Date: 2 September 2025

ATTACHMENTS

- Attachment 1 – Monthly Financial Statements 31 August 2025

REFERENCE DOCUMENT

- Nil

FINANCIAL STATEMENTS

REPORT TO COUNCIL

Current as at **31 August 2025**

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

ISAAC REGION

HELPING TO ENERGISE THE WORLD

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
BACKGROUND	3
OPERATING POSITION	4
OPERATING REVENUE	4
OPERATING EXPENDITURE	5
CAPITAL REVENUE	6
CAPITAL EXPENDITURE	7
CAPITAL FUNDING AND PROJECT COMMITTALS	8
FINANCIAL SUSTAINABILITY RATIOS	9
INVESTMENTS AND CASH BALANCES	12
LOANS	13
ACCOUNTS RECEIVABLE	14
ACCOUNTS PAYABLE	15
YEAR TO DATE RATES REPORT	16
APPENDIX 1 – FINANCIAL STATEMENTS	18
APPENDIX 2 – PRELIMINARY EXECUTIVE LEVEL REPORTS	23

FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 AUGUST 2025

EXECUTIVE SUMMARY

At the end of August, the operating result is $1,086,391 behind revised budgeted operating position, noting the actual result is a loss of $19,545,518. Council's operating result will be budgeted as a loss until the rates are issued during the September period.

Capital Revenue for August is $1,137,891 which combined with the Operating Position leads to a net deficit of $18,407,627.

PRELIMINARY AUGUST FINANCIAL STATEMENTS AT A GLANCE					
	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
	$	$	$	$	%
Total operating revenue	4,438,973	5,324,022	(885,049)	155,784,611	2.8%
Total operating expenses	23,984,491	23,783,149	(201,342)	153,181,919	15.7%
Operating position	**(19,545,518)**	**(18,459,127)**	**(1,086,391)**	**2,602,692**	**(751.0%)**
Capital revenue	1,137,891	231,000	906,891	33,002,071	3.4%
Net result	**(18,407,627)**	**(18,228,127)**	**(179,500)**	**35,604,763**	**(51.7%)**

BACKGROUND

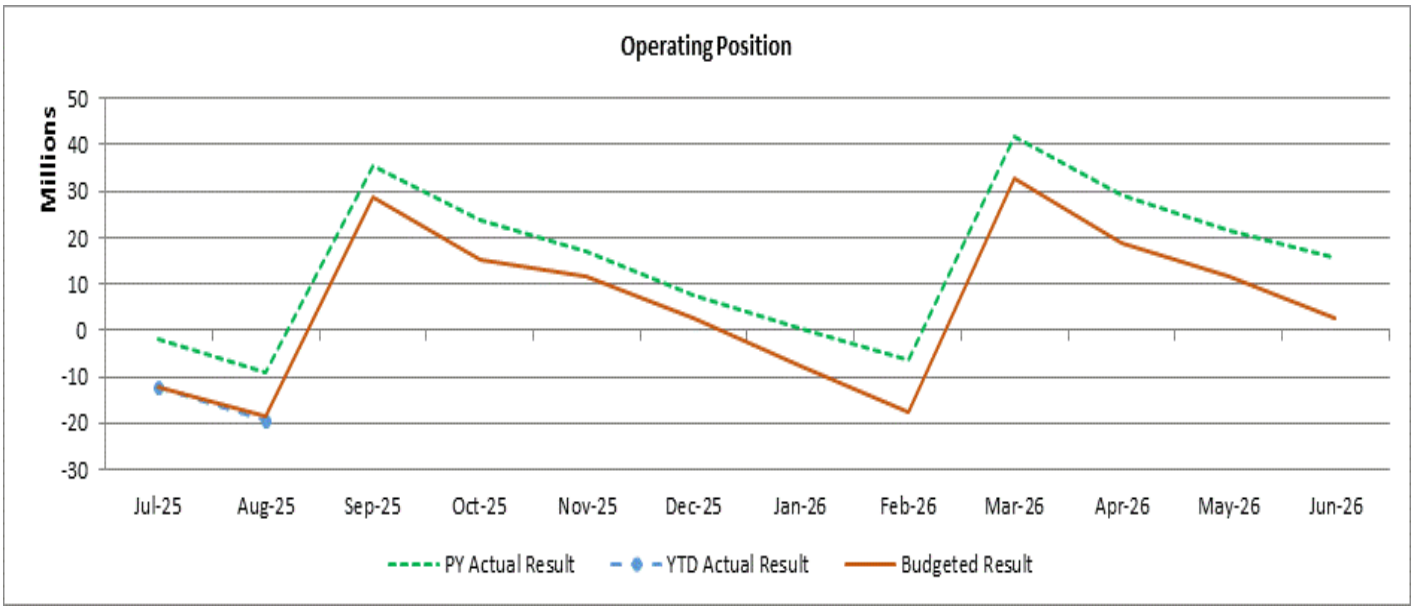
Each month, year to date financial statements are prepared in order to monitor actual performance against the latest adopted budget. Attached are the financial statements for the period ended 31 August 2025. Actual amounts are compared against year to date adopted Revised Budget figures. (See appendix 1 for detailed financial statements).

Being early in the financial year, any budget variances will most likely be corrected through the course of the financial year or be assessed and adjusted in a budget review.

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

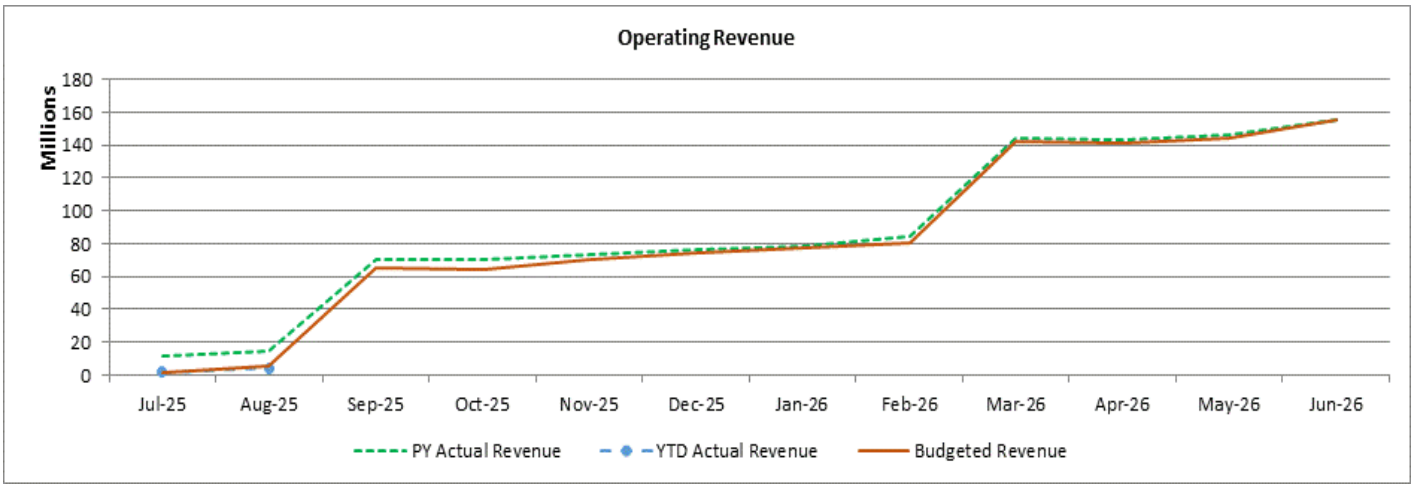
It should be noted that figures provided are accurate as at date of publication. Figures reported are cumulative year to date which may include adjustments for revenue or expenses accrued to prior accounting periods.

OPERATING POSITION



The current operating position for August has resulted in a deficit of $19,545,518. This is unfavourable when compared to the YTD revised budget by $1,086,391. Operating revenue is $885,049 unfavourable compared to YTD revised budget and operating expenses which are $201,342 unfavourable when compared to YTD revised budget.

OPERATING REVENUE

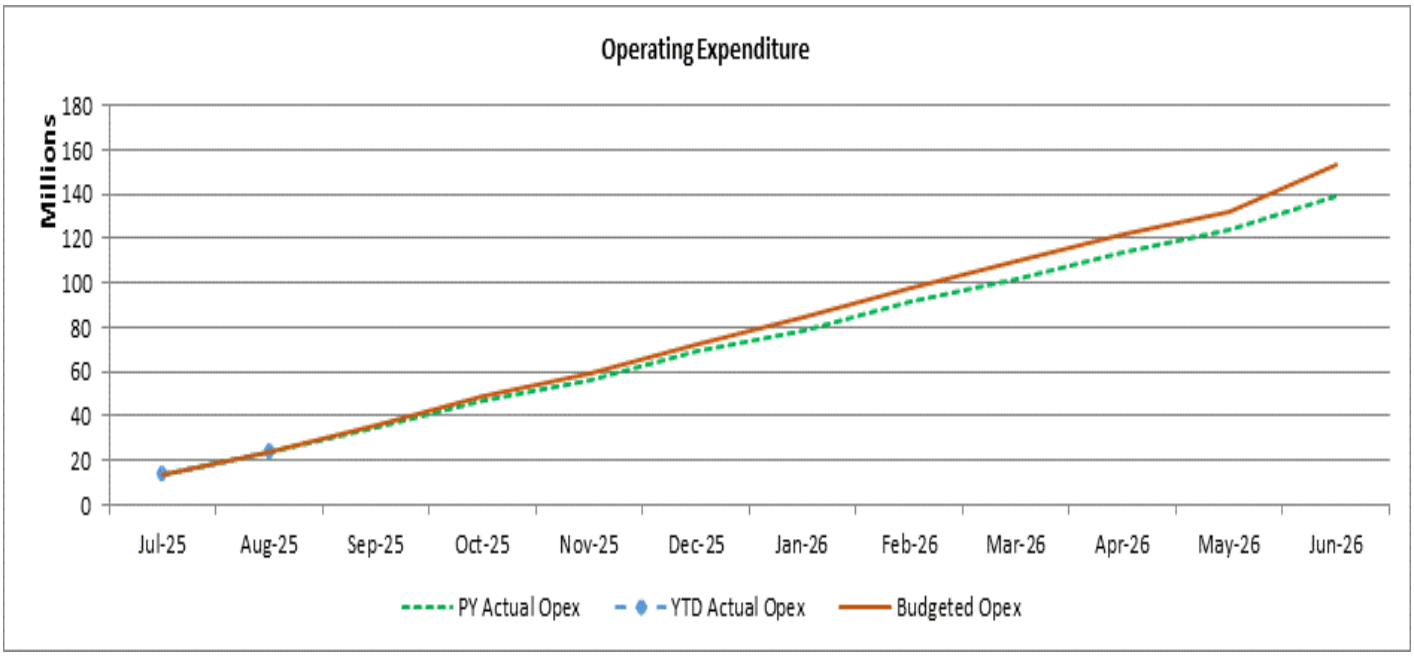


Operating revenue comprises the following items – Rates and Utility Charges, Fees and Charges, Rental Income, Interest Received, Sale of Contract and Recoverable Works, Operating Grants, Subsidies and Contributions, Other Recurrent Revenue.

The operating revenue for August was $4,438,973 which is unfavourable when compared to the revised budget by $885,049. This unfavourable variance is predominantly due to waste disposal revenue (invoices only issued to mid July) at Waste Management Facilities and no septic invoices issued to date partially offset by road maintenance contributions predominantly related to infrastructure agreements and revenue for the DRFA November 21 event.

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

OPERATING EXPENDITURE

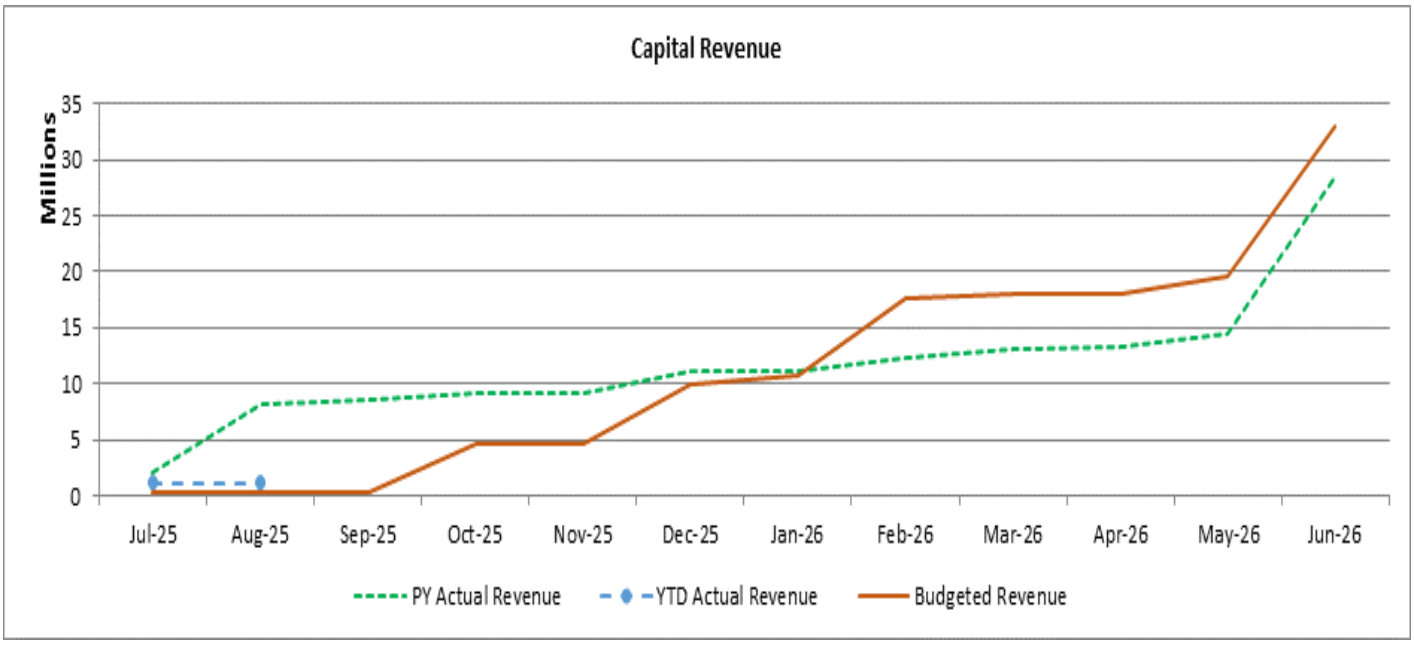


Operating expenditure consists of Employee Expenses, Materials and Services, Finance Costs and Depreciation.

Actual operating expenditure for August was $23,984,491 which is unfavourable to revised budget by $201,342. This unfavourable result is due to the allocation of budgeted cashflow.

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

CAPITAL REVENUE



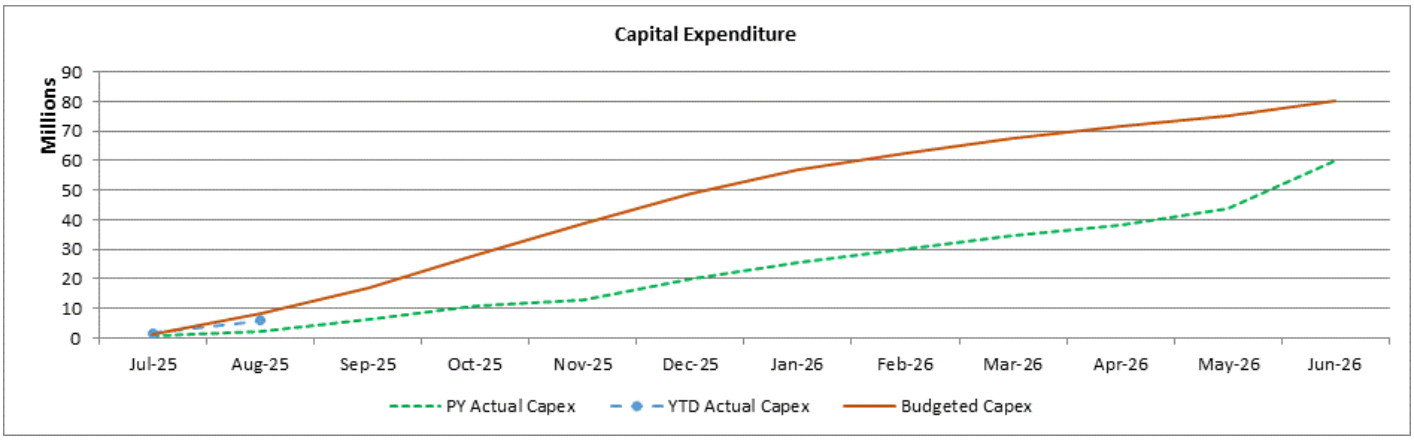
Capital revenue for August YTD is $1,137,891 which consists of contributions and grant receipts. The current favourable variance is due primarily to the timing of contributions.

It is noted that the carry forward of unfinished projects from the 2024/2025 financial year has been approved by Council and therefore the capital revenue budget has been increased accordingly from the original adopted budget.

Budgeted capital revenue for 2025/2026 is detailed below:

Grants	Revised Budget	YTD Actuals
Philips Creek Bridge	10,838,080	-
Resource Community Infrastructure Fund	10,200,000	-
Nebo Showgrounds Masterplan Stage 1	2,563,301	-
Roads to Recovery Program	2,500,000	-
Transport Infrastructure Development Scheme	1,496,718	-
Bridges Renewal Program	1,294,029	-
REFF	1,276,657	-
Local Government Grants and Subsidies Program	825,140	231,111
Sale of Plant and Equipment	800,000	-
Solar Grant	406,267	-
Building our Regions	368,781	-
W4QLD 24 - 27	255,232	-
STIP	107,391	-
Disaster Ready	70,475	-
Developer Contributions	-	906,780
Total	**33,002,071**	**1,137,891**

CAPITAL EXPENDITURE



Capital expenditure ($6M) is under YTD budget ($8.4M) excluding commitments, noting that when the $32M of commitments are included, the capital expenditure is higher than YTD budget (47.4% of annual budget spent / committed).

It is noted that the carry forward of unfinished projects from the 2024/2025 financial year has been approved by Council and therefore the capital expenditure budget has been increased accordingly from the original adopted budget.

Major budgeted projects for 2025/2026 financial year are:

Project	Revised Budget	YTD Actuals	YTD Commitments
Phillips Creek Bridge Construction	12,393,080	933,547	11,371,833
Isaac Resources Excellence Precinct	10,200,000	1,120,258	2,377,909
Fleet / Plant replacement program	4,837,381	1,389,615	2,297,656
MBH Rectification of Landfill Cell	4,056,500	6,079	317,293
REG Sealed Surface Renewal program	3,850,000	2,425	3,452,566
MBH Goonyella Road Intersection Upgrade	3,720,000	3,367	347,722
REG Resheeting Program	3,464,743	73,468	168,170
NBO Showgrounds Masterplan Stage 1	2,618,655	14,873	2,554,223
STL - WTP Upgrade	1,856,167	-	-
MBH - Recycled Water Network	1,832,689	33,974	4,064
CORP Residential Renewals 2026	1,700,000	13,693	26,594
Cooroora Creek Bridge Replacement	1,617,536	130,224	1,701,540
CLM WTP Plant Modernisation	1,435,272	44,649	1,433,483
Isaac Country University Centres	1,276,657	7,052	104,600

CAPITAL FUNDING AND PROJECT COMMITTALS

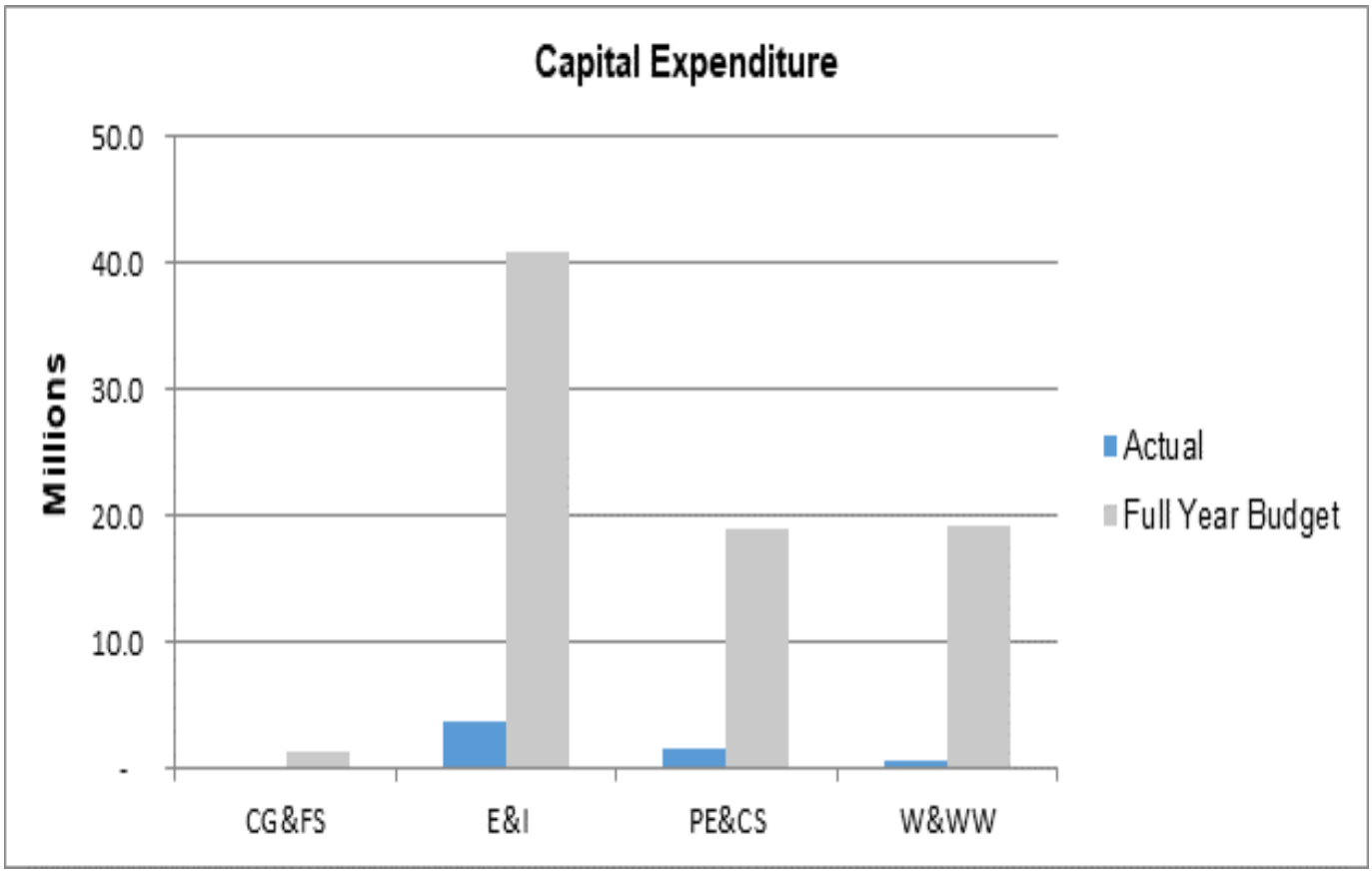
Capital expenditure is financed through loan borrowings, proceeds on disposal of assets, general reserves and the future capital sustainability reserve.

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

The following table illustrates the Council's capital project expenditure as at August 2025.

Department	YTD Actual	YTD Commitment	YTD Total Expenditure	Full Year Budget	% Complete (YTD Actual vs FY Budget)	% Complete (YTD Total vs FY Budget)
CG&FS	615	278,364	278,979	1,283,318	0.0%	21.7%
E&I	3,705,963	21,370,589	25,076,552	40,971,396	9.0%	61.2%
PE&CS	1,677,435	5,811,927	7,489,363	18,849,644	8.9%	39.7%
W&WW	643,264	4,545,380	5,188,645	19,190,689	3.4%	27.0%
TOTAL	6,027,278	32,006,260	38,033,538	80,295,047	7.5%	47.4%

The following graph illustrates the data above.



FINANCIAL SUSTAINABILITY RATIOS

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

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

Ratio	Overview	Target (Tier 4)	YTD Actual Result	5 Year Average Actual Result	FY Budget
Financial Capacity					
Council Controlled Revenue Ratio	Council's financial flexibility, ability to influence its operating income and capacity to respond to unexpected financial shocks.	**N/A**	**28.73%**	**80.59%**	**83.49%**
Population Growth Ratio	Key driver of a Council's operating income, service needs and infrastructure requirements into the future.	**N/A**	**0.06%**	**1.28%**	**0.39%**
Operating Performance					
Operating Surplus Ratio	Indicates operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.	**> 0%**	**-440.32%**	**1.93%**	**1.69%**
Operating Cash Ratio	Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs.	**> 0%**	**-309.95%**	**27.03%**	**24.40%**
Liquidity					
Unrestricted Cash Expense Cover Ratio	Indicator of the unconstrained liquidity available to a Council to meet ongoing and emergent financial demands, which is a key component to solvency.	**> 4 months**	**3.85**	**NA**	**4.58**
Asset Management					
Asset Sustainability Ratio	Indicates the infrastructure assets managed by a Council are being replaced as they reach the end of their useful lives.	**> 80%**	**31.07%**	**78.05%**	**73.31%**
Asset Consumption Ratio	Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.	**> 60%**	**62.41%**	**66.75%**	**65.43%**
Asset Renewal Funding Ratio	Council's ability to fund its projected infrastructure asset renewable/replacements in the future.	**N/A**	**5.19%**	**N/A**	**101.49%**
Debt Servicing Capacity					
Leverage Ratio	Council's ability to repay its existing debt. It measures the relative size of the Council's debt to its operating performance.	**0 - 3 times**	**-0.28**	**0.66**	**0.63**

1. **Council Controlled Revenue Ratio -** Council controlled revenue is an indicator of a Council's financial flexibility, the ability to influence its operating income and capacity to respond to unexpected financial shocks. As Council controlled revenue is a contextual measure, there are no targets specified for this ratio. The ratio is currently positive 28.73%, which is lower than Council's budget (83.49%) and average five year actuals (80.59%). This ratio is expected to improve with the issuing of the first rate notices in September.

2. **Population Growth Ratio -** Population growth is a key driver of a Council's operating income, service needs and infrastructure requirements into the future. As population growth is a contextual measure, there are no targets specified for this measure. The population estimates are sourced from Queensland Government Statistician's Office based on the official population estimate published by the Australian Bureau of Statistics.

3. **Operating Surplus Ratio -** This ratio is an indicator of the extent to which revenues raised cover the operational expenses only or are available for capital funding purposes. The target result for this ratio is greater than 0% per annum for a tier 4 local government group. With the net operating profit year to date a deficit of $19,545,518 the ratio is currently negative 440.32%, which is outside of Council's budget and benchmark range. This is not uncommon for the first few months of the financial year considering the main income source (Rates Revenue) will be generated in September 2025 and March 2026 for Council.

4. **Operating Cash Ratio -** The operating cash ratio is a measure of a Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs. The target result for this ratio is greater than 0% per annum for a tier 4 local government group. The ratio is currently negative 309.95%, which is less than Council's benchmark range, budget (24.40%) and average five year actuals (27.03%).

5. **Unrestricted Cash Expense Cover Ratio -**The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a Council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a Council can continue operating based on current monthly expenses. The target result for this ratio is greater than 4 months for a tier 4 local government group. The ratio is currently 3.85 months, which is lower than Council's benchmark range and budget. This ratio is expected to improve when payment is received from the first rate issuance in October.

6. **Asset Sustainability Ratio -** This ratio is a guide as to whether infrastructure assets managed by Council are being replaced as they reach the end of their useful lives. Council's target is to have a result of greater than 80% per annum for a tier 4 local government group. With capital expenditure just commencing for the financial year the ratio is low at 31.07%, which is below the 80% benchmark and the 73.31% budgeted. This ratio is expected to improve throughout the financial year.

7. **Asset Consumption Ratio -** The asset consumption ratio approximates the extent to which Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community. The target result for this ratio is greater than 60% per annum for a tier 4 local government group. The ratio is currently positive 62.41%, which is greater than Council's benchmark, but lower than Council's budget (65.43%) and average five year actuals (66.75%).

8. **Asset Renewal Funding Ratio -** The asset renewal funding ratio measures the ability of a council to fund its projected infrastructure asset renewal/replacements in the future. As the asset renewal ratio is a contextual measure, there are no targets specified for this ratio. With capital expenditure just commencing for the financial year the ratio is low at 5.19%, which is below 101.49% budgeted ratio. This ratio is expected to improve throughout the financial year.

9. **Leverage Ratio -** The leverage ratio is an indicator of a Council's ability to repay its existing debt. It measures the relative size of the Council's debt to its operating performance. The target result for this ratio is between 0-3 times for a tier 4 local government group. The ratio is currently at negative 0.28 times which is less than Council's benchmark, Council's budget (0.63) and average five year actuals (0.66).

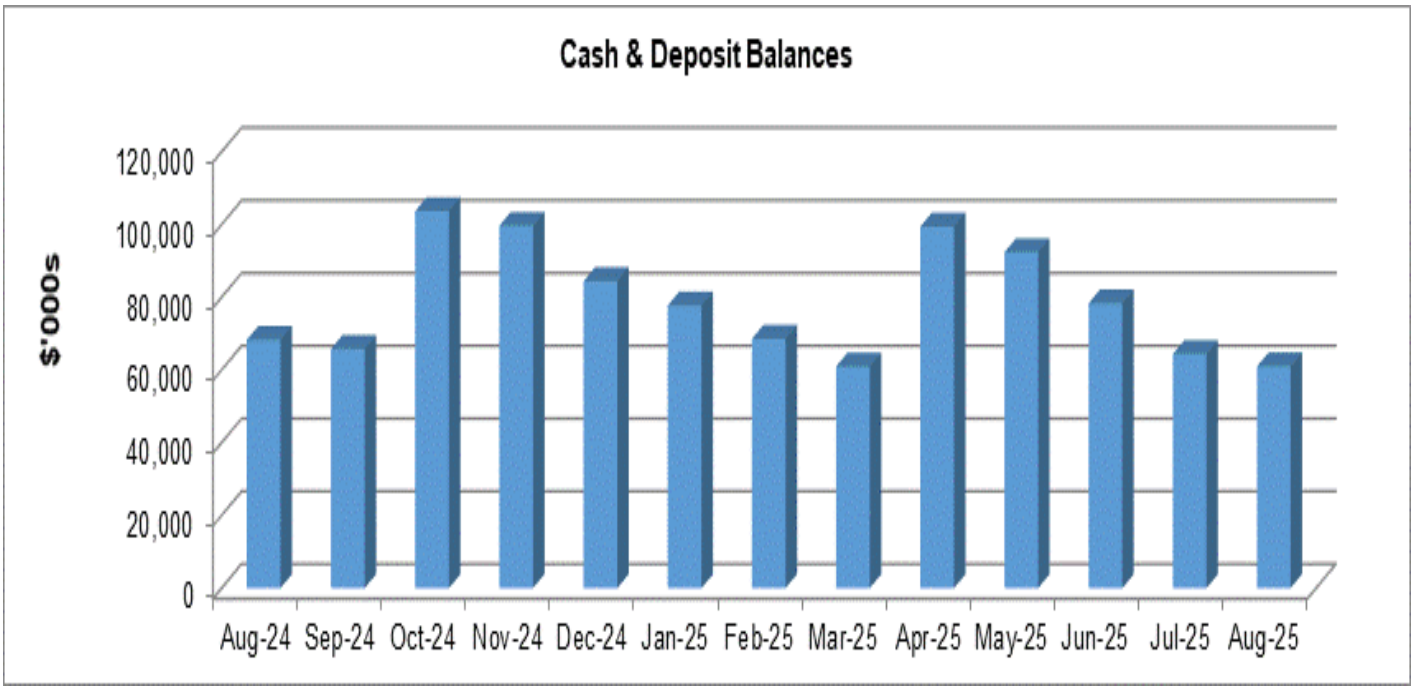
INVESTMENTS AND CASH BALANCES

The following is a list of all investments held by Council as at the period ending 31 August 2025.

ISAAC REGIONAL COUNCIL Investments For the Period Ended 31 August 2025					
Account	**Description**	**Institution**	**Amount**	**Maturity Date**	**Interest Rate**
10-000-1113	Cash at Bank - ANZ	ANZ	10,679		
10-000-1114	Cash at Bank NAB	NAB	172,891		3.10%
10-000-1115	NAB Savings account	NAB	5,131,344		3.75%
10-000-1116	QTC Operating Fund	QTC	50,519,130		4.24%
10-000-1118	Cash at Bank - NAB	NAB	5,187,673		3.10%
10-000-1131	Petty Cash		2,550		
10-000-1132	Floats		6,670		
Total Investments			61,030,937		

Bank	Credit Rating	% of Funds	Policy Total Profile
ANZ Banking Group	AA-	0.03%	Maximum 60%
National Australia Bank	AA-	17.19%	Maximum 60%
Queensland Treasury Corporation	QTC	82.78%	No Limit

The following chart outlines the Council's cash and deposit balances for the previous twelve months up to the period ending 31 August 2025.



LOANS

ISAAC REGIONAL COUNCIL Loans For the Period Ended 31 August 2025							
						Repayment Due 15 Sep 2025	
Loan Name	Balance as at 31 August 2025	Rate as at 31 August 2025	Approved Term	Remaining Term	Principal	Interest	Total
Land Development Moranbah	$6,548,014	4.37	20	7.79	$172,041	$71,537	$243,578
Land Purchase - Moranbah	$8,455,287	5.1	20	7.30	$233,149	$107,784	$340,932
Moranbah Community Centre	$5,826,678	5.32	20	18.80	$44,782	$77,568	$122,350
Waste Loan	$2,084,242	2.22	20	15.80	$27,225	$11,541	$38,766
Total	**$22,914,221**				**$477,197**	**$268,430**	**$745,627**

Debt service repayments are made quarterly. The fourth quarter repayment for 2024/2025 financial year was made on 16 June 2025. The first repayment for the 2025/2026 financial year is due on 15 September 2025.

ACCOUNTS RECEIVABLE

The following is a breakdown of the Council's accounts receivable by age for the period ending 31 August 2025.

Accounts Receivable Ageing Analysis at 31 August 2025			
Ageing	**Number of Documents**	**Amount Outstanding**	**% of Total Oustanding**
Current	138	553,816.10	11.05%
30 Day	59	2,617,505.68	52.21%
60 Day	28	601,867.63	12.01%
90 Day	56	1,239,997.57	24.73%
Total	**281**	**5,013,186.98**	**100.00%**

The Accounts Receivable balance at 31 August 2025 is $5,013,186.98 which has decreased from 31 July 2025 balance of $10,494,398.15.

- 30 day balance has increased this month due to large mining compensation invoices, water and waste invoices ageing to 30 days.
- 60 day balance has increased due to mining compensation invoices, water and waste invoices ageing to 60 days.
- 90 days and over receivables have increased due to Mining Compensation invoices ageing to 90 days. There are 56 invoices totalling $1,239,997.57 in 90 Days which are made up of the following charges:
  - 1 Invoice totalling $519,363.54 relates to a Capital Works Project that is currently subject to legal proceedings.
  - 2 Invoices totalling $408,762.83 relate to infrastructure access agreement invoices. These invoices are subject to a Dispute Notice issued under the agreement. Negotiations underway to finalise the dispute.
  - 3 Invoices totalling $213,630.25 relate to Mining Compensation invoices for which there is currently a payment agreement in place.
  - 1 Invoice totalling $55,324.50 relates to historic planning/infrastructure charges which is currently being assessed by Liveability & Sustainability.
  - 31 Invoices totalling $26,692.67 relate to Community Education & Compliance invoices in various stages of recovery.
  - 1 Invoice totalling $8,341.48 relates to Planning charges which is currently being assessed by Liveability & Sustainability.
  - 11 Invoices totalling $3,408.19 relate to Housing invoices. The management & recovery of Housing invoices is the responsibility of Corporate Properties & Fleet.
  - The remaining 6 invoices totalling $4,474.11 relate to other charges in various stages of collection.

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

ACCOUNTS PAYABLE

The following is a breakdown of the Council's accounts payable by age for the period ending 31 August 2025.

Accounts Payable Ageing Analysis at 31 August 2025			
Ageing	**Number of Documents**	**Amount Outstanding**	**% of Total Oustanding**
Current	134	1,512,174.34	97.91%
30 Day	11	7,926.93	0.51%
60 Day	5	29,339.54	1.90%
90 Day	16	-4,866.03	-0.32%
TOTAL	**166**	**1,544,574.78**	**100.00%**

The outstanding Accounts Payable balance as at 31 August was $1,544,574.78. The 30, 60 & 90 day ageing accounts total $32,400.44.

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

- 30 day balances – $7,926.93 (10 invoices, 1 credit note) remain unpaid of which $26.90 relate to suppliers within the IRC region. The 30 day balance consists of 2 invoices ($3,775.20) awaiting information from the creditor, 8 invoices ($4,166.08) awaiting approval and 1 credit note (-$14.35) to be allocated to future invoices.

- 60 day balances – $29,339.54 (4 invoices, 1 credit note) remain unpaid of which $1,604.90 relate to suppliers within the IRC region. The 60 day balance consists of 3 invoices ($29,676.96) under discussion with creditor,1 invoice ($1,604.90) awaiting approval and 1 credit note (-$1,942.32) waiting to be refunded.

- 90 day balances – -$4,866.03 (1 invoice, 15 credit notes) remain unpaid none of which relate to suppliers within the IRC region. The 90 day balance consists of 1 invoice ($849.20) awaiting approval and 15 Ergon credit notes (-$5,715.23) to be allocated to future invoices.

YEAR TO DATE RATES REPORT

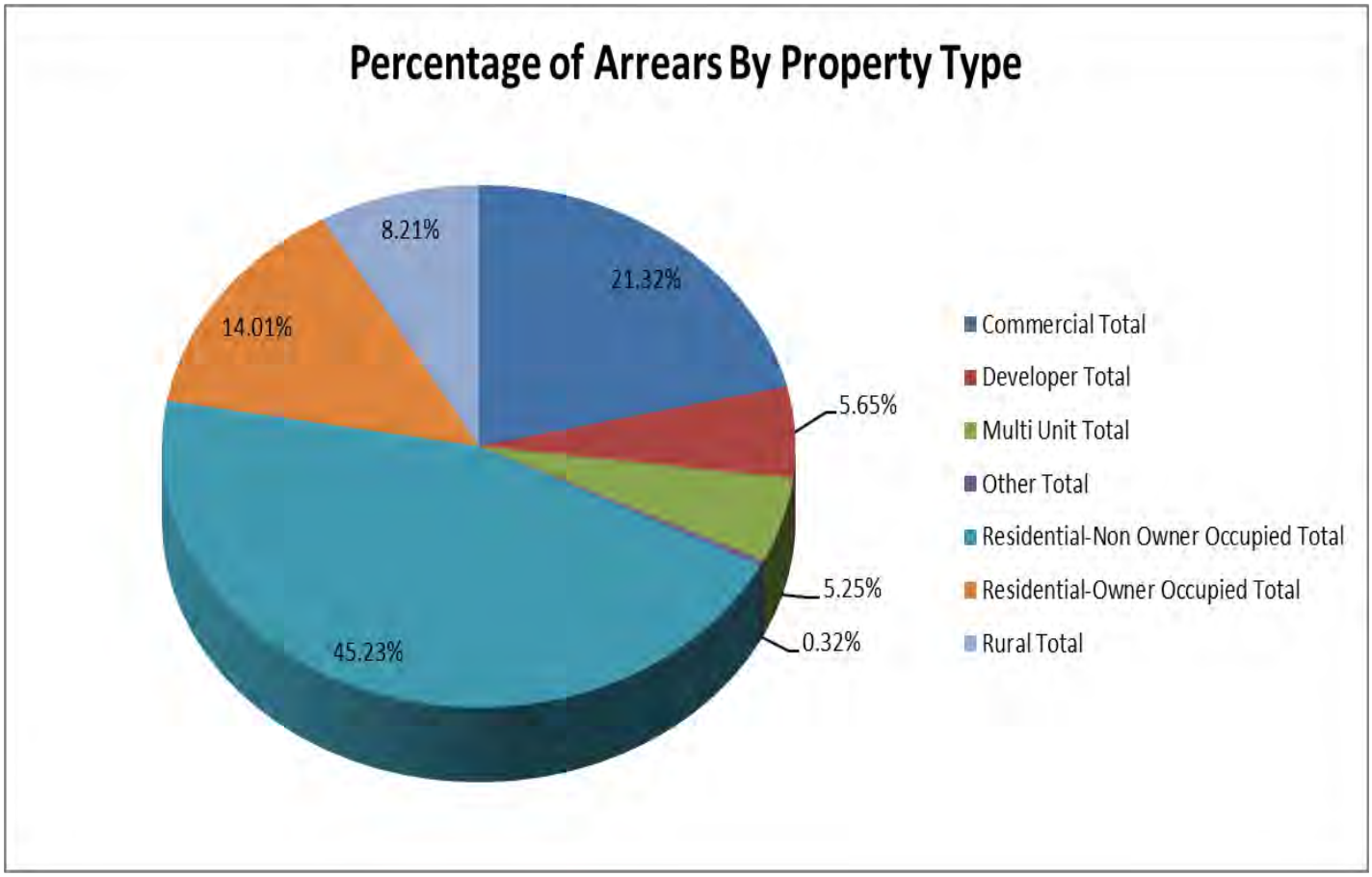
The following is a breakdown of the Council's rates transactions the year to date as at 31 August 2025.

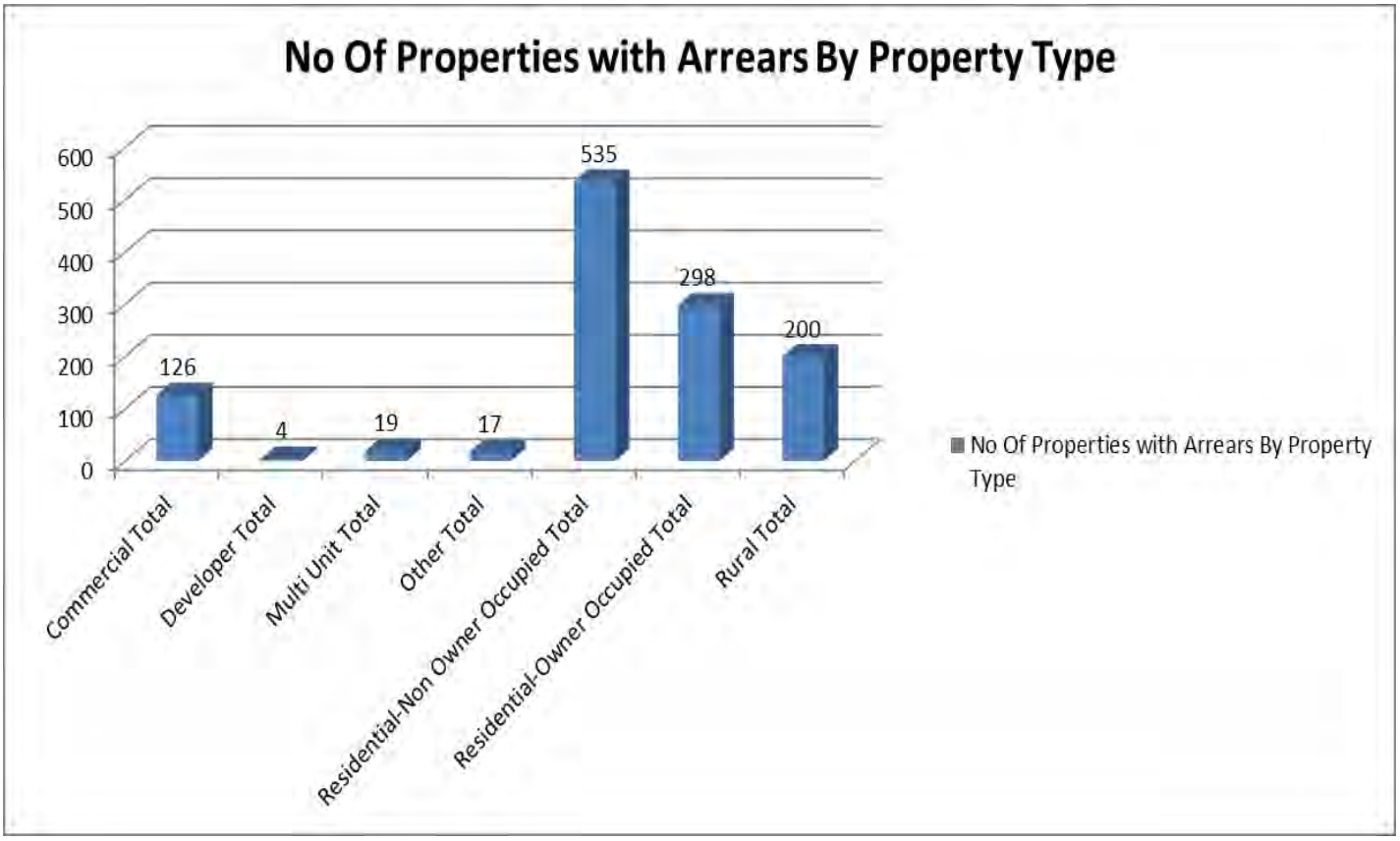
Rates Balancing Report As At 27 August 2025		
	27 Aug 2025	YTD 27 Aug 2024
Opening Balance	2,297,750	3,277,319
Rates Charges		
Rates Levied	1,459,545	1,872,668
Interest	57,238	70,552
Refunds	12,886	3,162
Total Rates	**1,529,669**	**1,946,381**
Discounts and Receipts		
Discounts	2,262	(34)
Receipts	(1,311,212)	(1,688,732)
Government Subsidy	(126)	74
Council Subsidy	(543)	321
Remissions	(380)	(17,540)
Write Offs	0	0
Total Discounts & Receipts	**(1,309,998)**	**(1,705,912)**
Legal	1,472	14,768
Closing Balance	**2,518,893**	**3,532,556**

Rates Breakdown	As At 27 Aug 2025
Rates in Credit	(1,629,891)
Rates Not Due Yet	1,134,303
Rates In Arrears	3,014,481
Total Rates Balance	**2,518,893**

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

Prior 2021	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
1,281,509	196,136	264,307	368,531	902,308	1,690	3,014,481
42.51%	6.51%	8.77%	12.23%	29.93%	0.06%	100.00%


Percentage of Arrears By Property Type
21.32%
5.65%
5.25%
0.32%
45.23%
14.01%
8.21%
Commercial Total
Developer Total
Multi Unit Total
Other Total
Residential-Non Owner Occupied Total
Residential-Owner Occupied Total
Rural Total


No Of Properties with Arrears By Property Type
600
500
400
300
200
100
0
126
4
19
17
535
298
200
Commercial Total
Developer Total
Multi Unit Total
Other Total
Residential-Non Owner Occupied Total
Residential-Owner Occupied Total
Rural Total
No Of Properties with Arrears By Property Type

APPENDIX 1 – FINANCIAL STATEMENTS

Attached are the financial statements for the period ended 31 August 2025. Actual amounts are compared against the year to date Revised Budget.

Financial statement included:

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

ISAAC REGIONAL COUNCIL

Statement of Comprehensive Income

For the Period Ended 31 August 2025

	Notes	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Commitments	Completion
		$	$	$	$	$	%
Income							
Operating Revenue							
Net Rates & Utility Charges		163,463	191,146	(27,684)	110,630,242	-	0.1%
Fees & Charges		700,151	614,683	85,468	4,375,400	-	16.0%
Rental Income		365,564	349,957	15,607	2,093,327	-	17.5%
Interest Received		535,778	565,358	(29,580)	3,392,150	-	15.8%
Sales of Contract & Recoverable Works		21,774	16,177	5,597	6,581,465	-	0.3%
Operating Grants, Subsidies & Contributions	1	2,238,177	2,012,171	226,006	15,252,354	-	14.7%
Other Recurrent Revenue	2	414,067	1,574,529	(1,160,462)	13,459,673	-	3.1%
		4,438,973	**5,324,022**	**(885,049)**	**155,784,611**	**-**	**2.8%**
Expenses							
Operating Expenses							
Employee Expenses		7,703,097	7,788,803	(85,706)	53,914,075	-	14.3%
Materials & Services	3	10,494,475	10,182,856	311,618	64,170,168	21,995,773	16.4%
Finance Costs		145,617	170,188	(24,571)	1,249,859	-	11.7%
Depreciation and Amortisation		5,641,303	5,641,303	-	33,847,817	-	16.7%
		23,984,491	**23,783,149**	**201,342**	**153,181,919**	**21,995,773**	**15.7%**
Operating Position Before Capital Items		**(19,545,518)**	**(18,459,127)**	**(1,086,391)**	**2,602,692**	**(21,995,773)**	**(751.0%)**
Capital Revenue							
Capital Revenue	4	1,137,891	231,000	906,891	32,202,071	-	3.5%
Proceeds from Sale of Land & PPE		-	-	-	800,000	-	0.0%
		1,137,891	**231,000**	**906,891**	**33,002,071**	**-**	**3.4%**
Net Result Attributable to Council in Period		**(18,407,627)**	**(18,228,127)**	**(179,500)**	**35,604,763**	**(21,995,773)**	**(51.7%)**
Total Comprehensive Income		**(18,407,627)**	**(18,228,127)**	**(179,500)**	**35,604,763**	**(21,995,773)**	**(51.7%)**

Council's operating position at month end is a $19.5M deficit

1. **Operating Grants, Subsidies & Contributions** are $226,006 favourable compared to the revised budget. This favourable variance is mainly due to higher revenue from road maintenance contributions predominantly related to infrastructure agreements and revenue for the DRFA November 21 event. The budgeted amounts for grant revenue will be reviewed during the Quarter 1 Budget Review.

2. **Other Recurrent Revenue** for the year to date is $414,067 being $1,160,462 unfavourable to revised budget. This unfavourable variance is predominantly due to waste disposal revenue (invoices only issued to mid July) at Waste Management Facilities and no septic invoices issued to date.

3. **Materials & Services** for the financial year to date are $311,618 unfavourable with $10,494,475 in actual expenditure against the YTD revised budget of $10,182,856. This unfavourable variance is predominantly due to timing of the expenditure for IT hardware low value assets. YTD commitments are at $7,352,060, larger commitments of note are $3.6M Galilee and Bowen Basin recoverable works and $1.3M for RMPC works.

4. **Capital Revenue** for the financial year is $906,891 unfavourable when compared to revised budget. This favourable variance is predominantly due to a developer contribution payment received for infrastructure charges.

ISAAC REGIONAL COUNCIL

Statement of Financial Position

For the Period Ended 31 August 2025

	Notes	Actual YTD	30 June 2025	Variance
		$	$	%
Current Assets				
Cash & Cash Equivalents		61,030,937	78,359,753	(22.1%)
Receivables		8,205,129	14,510,434	(43.5%)
Inventories		1,198,199	1,203,321	(0.4%)
Contract assets		3,356,207	4,354,005	(22.9%)
Other assets		780,989	4,689,907	(83.3%)
Total Current Assets		74,571,461	103,117,420	(27.7%)
Non-Current Assets				
Receivables		5,583,542	5,545,529	0.7%
Inventories		18,236,435	18,236,435	0.0%
Property, Plant and Equipment		1,239,204,095	1,238,756,531	0.0%
Total Non-Current Assets		1,263,024,072	1,262,538,495	0.0%
TOTAL ASSETS		1,337,595,533	1,365,655,915	(2.1%)
Current Liabilities				
Trade and other payables		3,461,546	13,556,594	(74.5%)
Provisions		10,224,310	10,597,004	(3.5%)
Borrowings		2,121,602	1,942,648	9.2%
Leases		87,308	87,308	0.0%
Contract liabilities		4,385,931	3,572,672	22.8%
Other liabilities		833,659	990,139	(15.8%)
Total Current Liabilities		21,114,356	30,746,365	(31.3%)
Non-Current Liabilities				
Trade and other payables		42,012	42,012	0.0%
Provisions		26,060,313	26,081,061	(0.1%)
Borrowings		20,971,572	20,971,573	(0.0%)
Leases		1,927,443	1,927,443	0.0%
Contract liabilities		63,250	63,250	0.0%
Other liabilities		866,102	866,102	0.0%
Total Non-Current Liabilities		49,930,692	49,951,441	(0.0%)
TOTAL LIABILITIES		71,045,048	80,697,806	(12.0%)
NET COMMUNITY ASSETS		**1,266,550,485**	**1,284,958,109**	**(1.4%)**
Community Equity				
Retained surplus		892,921,298	912,466,811	(2.1%)
Asset revaluation reserve		308,901,737	308,901,737	0.0%
Other reserves		64,727,451	63,589,561	1.8%
TOTAL COMMUNITY EQUITY		**1,266,550,486**	**1,284,958,109**	**(1.4%)**

ISAAC REGIONAL COUNCIL

Statement of Cash Flows

For the Period Ended 31 August 2025

	Actual YTD	30 June 2025	Variance
	$	$	%
Cash Flows from Operating Activities			
Receipts from customers	14,503,719	155,349,747	9.3%
Payments to suppliers and employees	(28,866,790)	(113,414,355)	25.5%
Cash provided by / (used in) net result	(14,363,071)	41,935,393	(34.3%)
Cash Flows from Investing Activities			
Profit / (Loss) on sale of capital assets	-	(12,162,110)	0.0%
Grants, subsidies, contributions and donations	1,137,891	24,589,335	4.6%
Payments for property, plant and equipment	(4,282,845)	(50,492,737)	8.5%
Net cash provided by investing activities	(3,144,954)	(38,065,512)	8.3%
Cash Flow from Financing Activities			
Proceeds from borrowings	-	(1,942,648)	0.0%
Repayment of borrowings	178,953	94,831	188.7%
Net cash provided by financing activities	178,953	(1,847,817)	(9.7%)
Net Increase / (Decrease) in Cash Held	(17,329,072)	2,022,063	(857.0%)
Cash at the beginning of the period	78,360,009	76,337,945	102.6%
Cash at the end of the Reporting Period	**61,030,937**	**78,360,009**	**77.9%**

Appendix 2 – Preliminary Executive Level Reports

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

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

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

ISAAC REGIONAL COUNCIL

Statement of Comprehensive Income

For the Period Ended 31 August 2025

Office of the CEO

	Notes	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Commitments	Completion
		$	$	$	$	$	%
Income							
Operating Revenue							
Operating Grants, Subsidies & Contributions		9,518	6,667	2,851	350,000	-	2.7%
		9,518	**6,667**	**2,851**	**350,000**	**-**	**2.7%**
Expenses							
Operating Expenses							
Employee Expenses		811,259	785,485	25,774	4,872,068	-	16.7%
Materials & Services	1	464,647	564,945	(100,298)	2,065,766	315,229	22.5%
Finance Costs		(10)	-	(10)	-	-	0.0%
Corporate Overheads & Competitive Neutrality Costs		(830,900)	(830,900)	-	(4,985,402)	-	16.7%
		444,996	**519,529**	**(74,533)**	**1,952,432**	**315,229**	**22.8%**
Operating Position Before Capital Items		**(435,478)**	**(512,862)**	**77,384**	**(1,602,432)**	**(315,229)**	**27.2%**
Capital Revenue							
		-	**-**	**-**	**-**	**-**	**0.0%**
Net Result Attributable to Council in Period		**(435,478)**	**(512,862)**	**77,384**	**(1,602,432)**	**(315,229)**	**27.2%**
Total Comprehensive Income		**(435,478)**	**(512,862)**	**77,384**	**(1,602,432)**	**(315,229)**	**27.2%**

1. **Materials & Services** for the financial year to date are $100,298 favourable with $464,647 of actual expenditure against YTD revised budget of $564,945. This favourable variance is due to lower expenditure for travel & accommodation and advertising & promotion.

ISAAC REGIONAL COUNCIL

Statement of Comprehensive Income

For the Period Ended 31 August 2025

Corporate, Governance & Financial Service

	Notes	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Commitments	Completion
		$	$	$	$	$	%
Income							
Operating Revenue							
Net Rates & Utility Charges		(63,569)	(15,095)	(48,474)	75,565,702	-	(0.1%)
Fees & Charges		26,282	20,350	5,932	122,100	-	21.5%
Interest Received		503,386	528,467	(25,081)	3,170,800	-	15.9%
Sales of Contract & Recoverable Works		20,557	15,000	5,557	90,000	-	22.8%
Operating Grants, Subsidies & Contributions		891,999	901,743	(9,744)	7,630,078	-	11.7%
Other Recurrent Revenue		1,472	16,667	(15,195)	100,000	-	1.5%
		1,380,127	**1,467,131**	**(87,004)**	**86,678,680**	**-**	**1.6%**
Expenses							
Operating Expenses							
Employee Expenses		627,984	670,296	(42,312)	10,547,319	-	6.0%
Materials & Services	1	6,012,597	5,352,638	659,959	14,814,364	3,217,074	40.6%
Finance Costs		46,466	71,028	(24,561)	484,789	-	9.6%
Depreciation and Amortisation		294,010	294,010	-	1,764,060	-	16.7%
Corporate Overheads & Competitive Neutrality Costs		(2,963,056)	(2,963,056)	-	(17,778,337)	-	16.7%
		4,018,001	**3,424,916**	**593,085**	**9,832,194**	**3,217,074**	**40.9%**
Operating Position Before Capital Items		**(2,637,874)**	**(1,957,785)**	**(680,089)**	**76,846,486**	**(3,217,074)**	**(3.4%)**
Capital Revenue							
		-	**-**	**-**	**-**	**-**	**0.0%**
Net Result Attributable to Council in Period		**(2,637,874)**	**(1,957,785)**	**(680,089)**	**76,846,486**	**(3,217,074)**	**(3.4%)**
Total Comprehensive Income		**(2,637,874)**	**(1,957,785)**	**(680,089)**	**76,846,486**	**(3,217,074)**	**(3.4%)**

1. **Materials & Services** for the financial year to date are $659,959 unfavourable with $6,012,597 in actual expenditure against the YTD revised budget of $5,352,638. This unfavourable variance is due to the consolidation of Sundry Creditors for the whole of Council within this Directorate and cashflowing of low value assets for IT hardware purchases, offset by lower insurance expenses. YTD commitments are at $3,217,074, larger commitments to note are $2.5M of IT expenses associated with the Digital Strategy, $174K for consultancy and $121K for computer hardware / software licence expenses.

ISAAC REGIONAL COUNCIL

Statement of Comprehensive Income

For the Period Ended 31 August 2025

Engineering & Infrastructure Services

	Notes	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Commitments	Completion
		$	$	$	$	$	%
Income							
Operating Revenue							
Fees & Charges		115,093	45,833	69,260	345,000	-	33.4%
Rental Income		303,351	292,591	10,760	1,755,545	-	17.3%
Sales of Contract & Recoverable Works		1,217	1,177	39	6,491,465	-	0.0%
Operating Grants, Subsidies & Contributions	1	1,189,722	989,735	199,987	5,552,450	-	21.4%
		1,609,383	**1,329,336**	**280,047**	**14,144,460**	**-**	**11.4%**
Expenses							
Operating Expenses							
Employee Expenses	2	2,603,917	2,792,010	(188,093)	16,953,554	-	15.4%
Materials & Services	3	1,480,242	1,725,594	(245,352)	16,029,483	7,352,060	9.2%
Depreciation and Amortisation		2,939,218	2,939,218	-	17,635,309	-	16.7%
Corporate Overheads & Competitive Neutrality Costs		2,083,088	2,083,088	-	12,498,530	-	16.7%
		9,106,465	**9,539,911**	**(433,445)**	**63,116,876**	**7,352,060**	**14.4%**
Operating Position Before Capital Items		**(7,497,082)**	**(8,210,575)**	**713,492**	**(48,972,416)**	**(7,352,060)**	**15.3%**
Capital Revenue							
Capital Revenue	4	534,996	-	534,996	17,322,425	-	3.1%
Proceeds from Sale of Land & PPE		-	-	-	800,000	-	0.0%
		534,996	**-**	**534,996**	**18,122,425**	**-**	**3.0%**
Net Result Attributable to Council in Period		**(6,962,086)**	**(8,210,575)**	**1,248,488**	**(30,849,991)**	**(7,352,060)**	**22.6%**
Total Comprehensive Income		**(6,962,086)**	**(8,210,575)**	**1,248,488**	**(30,849,991)**	**(7,352,060)**	**22.6%**

1. **Operating Grants, Subsidies & Contributions** are $199,987 favourable compared to the revised budget. This favourable variance is due to higher revenue from road maintenance contributions predominantly related to infrastructure agreements and revenue for the DRFA November 21 event. The budgeted amounts for grant revenue will be reviewed during the Quarter 1 Budget Review.

2. **Employee Expenses** are favourable compared to the revised budget by $188,093. This favourable variance is predominantly due to employee vacancies, some of which are currently being backfilled through Agency Temp Staff (current actuals $34K and commitments of $76K).

3. **Materials & Services** for the financial year to date are $245,352 favourable with $1,480,242 in actual expenditure against the YTD revised budget of $1,725,594. This favourable variance is predominantly due to cashflowing of RMPC expenditure, electricity and cleaning expenses. YTD commitments are at $7,352,060 with larger commitments of note being $3.6M Galilee and Bowen Basin recoverable works and $1.3M for RMPC works.

4. **Capital Revenue** for the year to date is $534,996 which is favourable to budget by $534,996. This favourable variance is due to a developer contribution payment received for infrastructure charges.

ISAAC REGIONAL COUNCIL

Statement of Comprehensive Income

For the Period Ended 31 August 2025

Planning, Environment & Community Service

	Notes	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Commitments	Completion
		$	$	$	$	$	%
Income							
Operating Revenue							
Fees & Charges		449,206	399,350	49,856	2,726,100	-	16.5%
Rental Income		51,770	37,833	13,936	227,000	-	22.8%
Operating Grants, Subsidies & Contributions		146,938	114,027	32,912	1,160,096	-	12.7%
Other Recurrent Revenue		1,149	500	649	43,000	-	2.7%
		649,062	**551,710**	**97,352**	**4,156,196**	**-**	**15.6%**
Expenses							
Operating Expenses							
Employee Expenses		2,183,066	2,120,703	62,363	12,888,896	-	16.9%
Materials & Services		1,307,059	1,265,445	41,614	9,888,795	2,349,307	13.2%
Finance Costs		93,347	93,347	-	719,812	-	13.0%
Depreciation and Amortisation		502,432	502,432	-	3,014,592	-	16.7%
Corporate Overheads & Competitive Neutrality Costs		549,703	549,703	-	3,298,219	-	16.7%
		4,635,607	**4,531,630**	**103,977**	**29,810,314**	**2,349,307**	**15.6%**
Operating Position Before Capital Items		**(3,986,545)**	**(3,979,920)**	**(6,625)**	**(25,654,118)**	**(2,349,307)**	**15.5%**
Capital Revenue							
Capital Revenue		231,111	231,000	111	14,295,190	-	1.6%
		231,111	**231,000**	**111**	**14,295,190**	**-**	**1.6%**
Net Result Attributable to Council in Period		**(3,755,434)**	**(3,748,920)**	**(6,514)**	**(11,358,928)**	**(2,349,307)**	**33.1%**
Total Comprehensive Income		**(3,755,434)**	**(3,748,920)**	**(6,514)**	**(11,358,928)**	**(2,349,307)**	**33.1%**

ISAAC REGIONAL COUNCIL

Statement of Comprehensive Income

For the Period Ended 31 August 2025

Water & Waste

	Notes	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Commitments	Completion
		$	$	$	$	$	%
Income							
Operating Revenue							
Net Rates & Utility Charges		227,031	206,241	20,790	35,064,540	-	0.6%
Fees & Charges		109,570	149,150	(39,580)	1,182,200	-	9.3%
Rental Income		10,443	19,533	(9,090)	110,782	-	9.4%
Interest Received		32,392	36,892	(4,500)	221,350	-	14.6%
Operating Grants, Subsidies & Contributions		-	-	-	559,730	-	0.0%
Other Recurrent Revenue	1	411,447	1,557,362	(1,145,915)	13,316,673	-	3.1%
		790,883	**1,969,178**	**(1,178,295)**	**50,455,275**	**-**	**1.6%**
Expenses							
Operating Expenses							
Employee Expenses		1,476,872	1,420,309	56,563	8,652,238	-	17.1%
Materials & Services		1,229,930	1,274,234	(44,305)	21,371,760	8,762,104	5.8%
Finance Costs		5,813	5,813	-	45,258	-	12.8%
Depreciation and Amortisation		1,905,643	1,905,643	-	11,433,856	-	16.7%
Corporate Overheads & Competitive Neutrality Costs		1,161,165	1,161,165	-	6,966,991	-	16.7%
		5,779,422	**5,767,164**	**12,258**	**48,470,103**	**8,762,104**	**11.9%**
Operating Position Before Capital Items		**(4,988,538)**	**(3,797,985)**	**(1,190,553)**	**1,985,172**	**(8,762,104)**	**(251.3%)**
Capital Revenue							
Capital Revenue	2	371,784	-	371,784	584,456	-	63.6%
		371,784	**-**	**371,784**	**584,456**	**-**	**63.6%**
Net Result Attributable to Council in Period		**(4,616,754)**	**(3,797,985)**	**(818,769)**	**2,569,628**	**(8,762,104)**	**(179.7%)**
Total Comprehensive Income		**(4,616,754)**	**(3,797,985)**	**(818,769)**	**2,569,628**	**(8,762,104)**	**(179.7%)**

1. **Other Recurrent Revenue** for the year to date is $411,447 being $1,145,915 unfavourable to revised budget. This unfavourable variance is predominantly due to waste disposal revenue (invoices only issued to mid July) at Waste Management Facilities and no septic invoices issued to date.

2. **Capital Revenue** for the year to date is $371,784 which is favourable to YTD budget by $371,784. This favourable variance is due to a developer contribution payment received for infrastructure charges.

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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Warren Clough
AUTHOR POSITION	Senior Safety and Resilience Partner

9.2 SAFETY AND RESILIENCE UPDATE

EXECUTIVE SUMMARY

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

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

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

Resolution No.: **CGFS1016**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Terry O'Neill**

That the Committee recommends that Council:

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

Carried

BACKGROUND

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

The main focus for the month has been:

- The operational HSW Committee meeting was held in Middlemount.
- The Snr Disaster and Resilience Partner along with Manager Safety & Resilience attended the AFAC conference in Perth.
- Our MRO audit that was scheduled to start on 18 August 2025 was cancelled due to unforeseen circumstances. Arrangements for a new time frame are currently being discussed with the auditor.

IMPLICATIONS

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

CONSULTATION

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

BASIS FOR RECOMMENDATION

The updated attachments include the normal monthly update.

ACTION ACCOUNTABILITY

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

KEY MESSAGES

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

Report prepared by:	**Report authorised by:**
WARREN CLOUGH **Senior Safety and Resilience Partner**	DARREN FETTELL **Director Corporate, Governance and Financial Services**
Date: 25 August 2025	Date: 2 September 2025

ATTACHMENTS

- Attachment 1 – Safety and Resilience Monthly Report August 2025

REFERENCE DOCUMENT

- Nil

SAFETY AND RESILIENCE MONTHLY REPORT

DATE	28th August 2025
TO	September 2025, Ordinary Council meeting
FROM	Senior Safety and Resilience Partners

1. SUMMARY

The Safety and Resilience Department welcomed a new manager, Emma Wyhoon. This included showing her around our region and introducing her to the workforce.

The operational HSW Committee meeting was held in Middlemount.

The Snr Disaster and Resilience Partner along with Manager Safety & Resilience attended the AFAC conference.

Ongoing Fire mitigation activities underway across the region.

Our MRO audit that was scheduled to start on the 18th of August was cancelled due to unforeseen circumstances. Arrangements for a new time frame are currently being discussed with the auditor.

Explanatory Note:

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

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

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

2. BEST PRACTICE SYSTEM

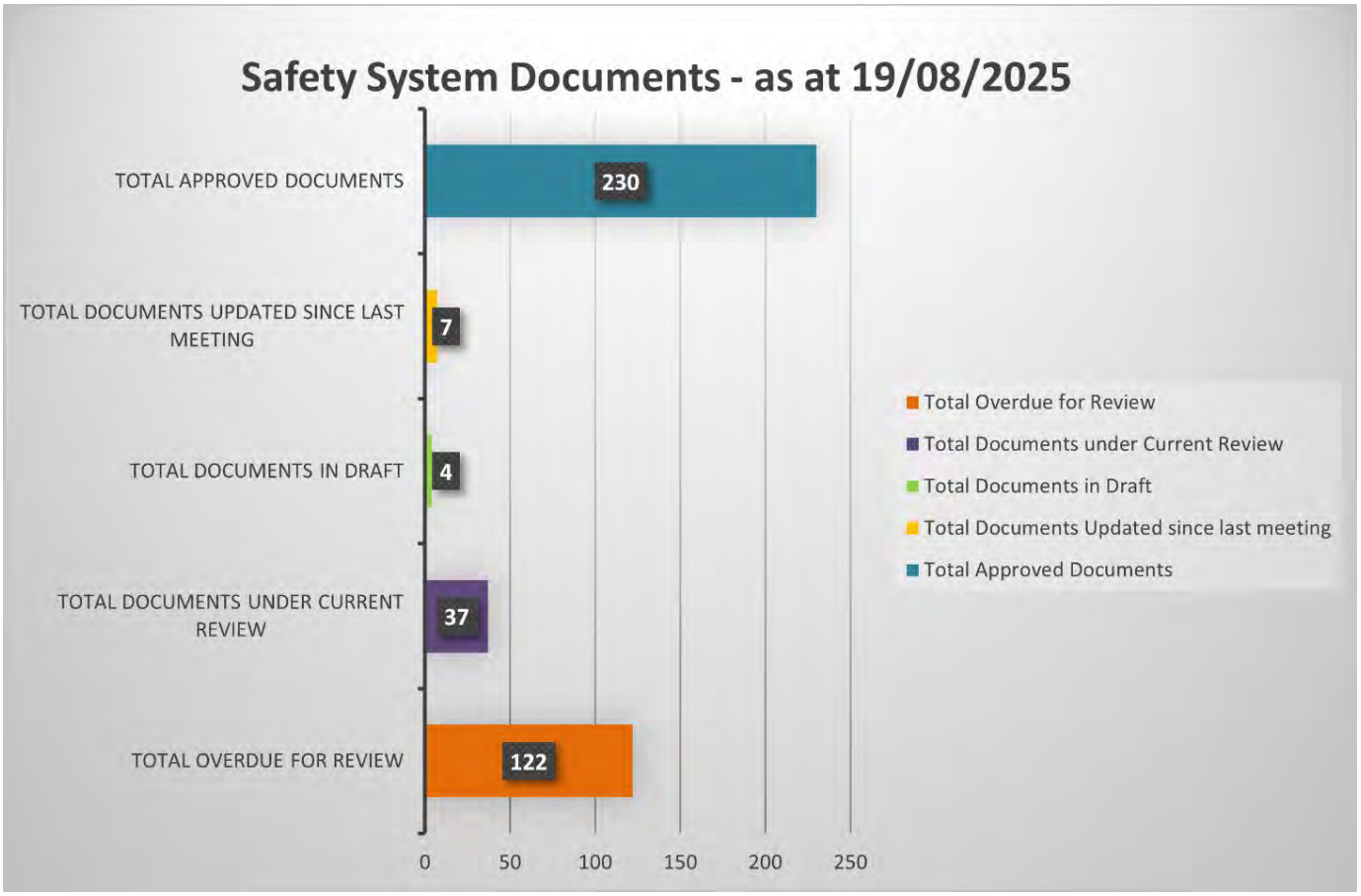
Know about safety matters, monitoring and continuously improving our systems, aiming for best practice documentation.

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

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

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

Document Type	230 Approved	122 Overdue	37 Reviewing	4 Draft	7 Updated
Checklists	5	8	1		
Process / Flowcharts	19	10	4		2
Forms	56	23	12	1	
Guidelines	50	42	9	1	3
Miscellaneous	2	2	1	1	
Plans	7	6	1		
Policies	3	0	4		
Procedures	18	9	4		1
SWMS	8	1	0		
Templates	18	5	0		1
Terms of Reference	2	1	1		
Work Instructions	42	15	0	1	

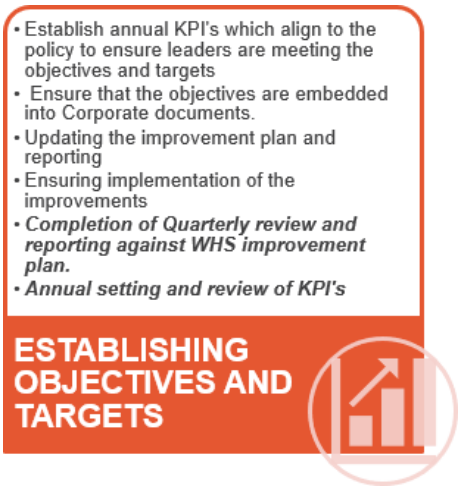


2.1 LEGISLATIVE OR OTHER CHANGES

Nil updates.

*It is noted that all documents remain in place until reviewed and are updated as required. Documents have been reviewed and updated as legislation/regulation or processes change rather than waiting for schedules review times.

3. OBJECTIVES AND TARGETS



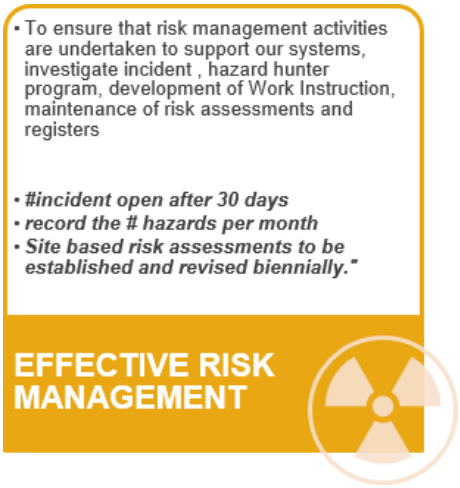
This is how we ensure due diligence to compliance with obligations.

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

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

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

4. EFFECTIVE RISK MANAGEMENT



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

4.1 HAZARD HUNTER

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

TARGET: Number of hazards reported and rectified.

STATUS: 16 hazards were identified for 01/08/25 - 28/08/25, and 1 has been fully managed and closed and 3 have been completed.

There has been consistent reporting of hazards, with 16 being recorded this month against 15 for the previous period.

7 – Draft

5 – Approved

1 – Closed

3 – Complete

7 remain still at draft stage with no action taken within Lucidity, 5 have been approved with actions assigned, 1 closed out with actions assigned and 3 completed.

4.2 EVENT REVIEW

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

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

STATUS: 15 events are still sitting at draft stage requiring attention. The Safety and Resilience teams continuous review of all "Draft" items has not revealed any high-risk items.

The concerted effort by the team in following up with responsible managers along with reminders has resulted in an improvement in our total events in the draft, currently at 15 compared to the previous three months of 39, 68 and 136.

4.3 EVENTS RECORED DURING AUGUST

There have been **48** events recorded during the month to **28 August,** of these:

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

***Note: The table below doesn't capture opportunities for improvement, hence a total of 46.**

Event by Type	Hazard	Injury	Plant	Property	Security Threats	Near Miss	Theft	Incident report	Non-conformance
E&I	4							13	2
PECS	3							4	
CGFS								2	
OCEO									
W&W	9							8	1

4.4 EMERGENCY MANAGEMENT COMMITTEE

No meeting was held during this period; however, this is something under review.

4.5 CONTRACTOR MANAGEMENT

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

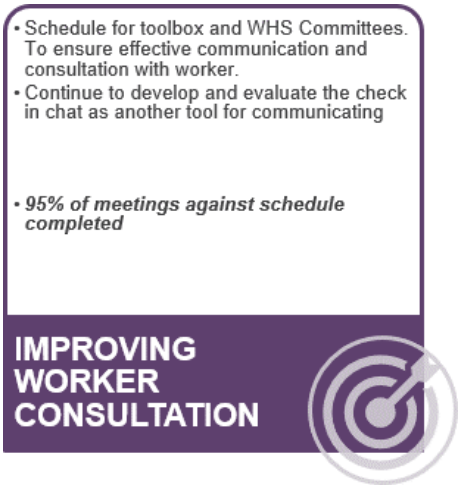
TARGET: report on # approved contractors and highlight where nonconformance issues arise.

STATUS: APPROVED contractor companies 214

There has been a slight increase in the amount of approved contractors during the month,our team are supporting contractors who require assistance with maintaining compliance.Including resetting contractor logins and supplying how to guides. Note, a contractor being engaged was notified to update new personnel records through inductions to remain compliant.

5. IMPROVING WORKER CONSULTATION

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



5.1 HEALTH, SAFETY, AND WELLBEING COMMITTEES

There was an operational HSW committee meeting held in Middlemount on the 26th of August.

OBJECTIVE: Completed schedules of meetings.

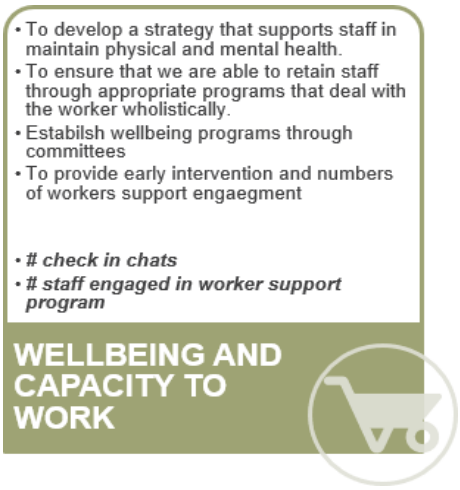
TARGET: 100% of meetings completed against a target at the end of the year.

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

No HSW strategic meeting was held during this reporting period.

6. WELLBEING & CAPACITY TO WORK

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



6.1 VACCINATIONS

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

- **7** new workers contacted to undergo work-related vaccinations
- **11** remain in progress
- **7** have not been actioned/overdue

6.2 DRUG & ALCOHOL TESTING

The Safety & Resilience Partners conducted onsite D&A testing at the Moranbah Workshop during the month.

- 5 tests completed with nil non negatives reported.

6.3 WORKERS' COMPENSATION AND REHABILITATION

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

- **12** active (accepted) workers compensation cases.
- **14** non-work-related cases.
- **0** pending workers compensation case awaiting a response from LGW.

6.4 FLUORIDE TESTING

All workers exposed to fluoride in the workplace have been contacted for annual fluoride testing. Below are the current outcomes. The W&R Team will continue to follow up with workers until all fluoride limits have been successfully monitored.

- **0** - Worker overdue for fluoride testing
- **0** - Awaiting pathology results

All other workers within acceptable fluoride limits.

7. AUDIT/ INSPECTIONS

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

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

TARGET 100% of audits completed against the plan.

STATUS: 3 WHS &/OR Environmental Audits completed against the plan.

S&R Partners completed audits at the Clermont Aerodrome, Dysart Hub and Moranbah Waste.

8. CONTINUOUS IMPROVEMENT

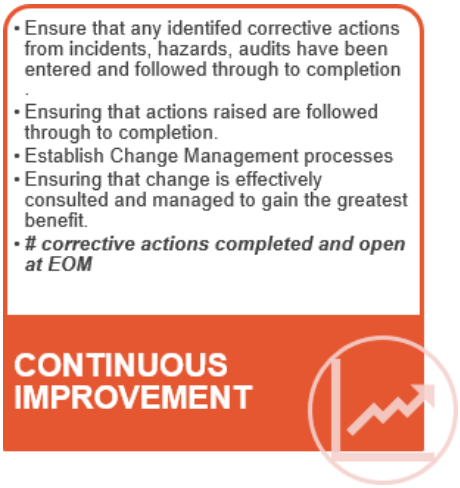
This is the ongoing verification of due diligence activities.

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

OBJECTIVE: Ensure identified corrective actions followed to completion.

TARGET: 0 actions greater than >30 days overdue

STATUS: STATUS -Total 43 overdue open actions as of 28th of August 2025, with 17 of these being overdue >30 days.

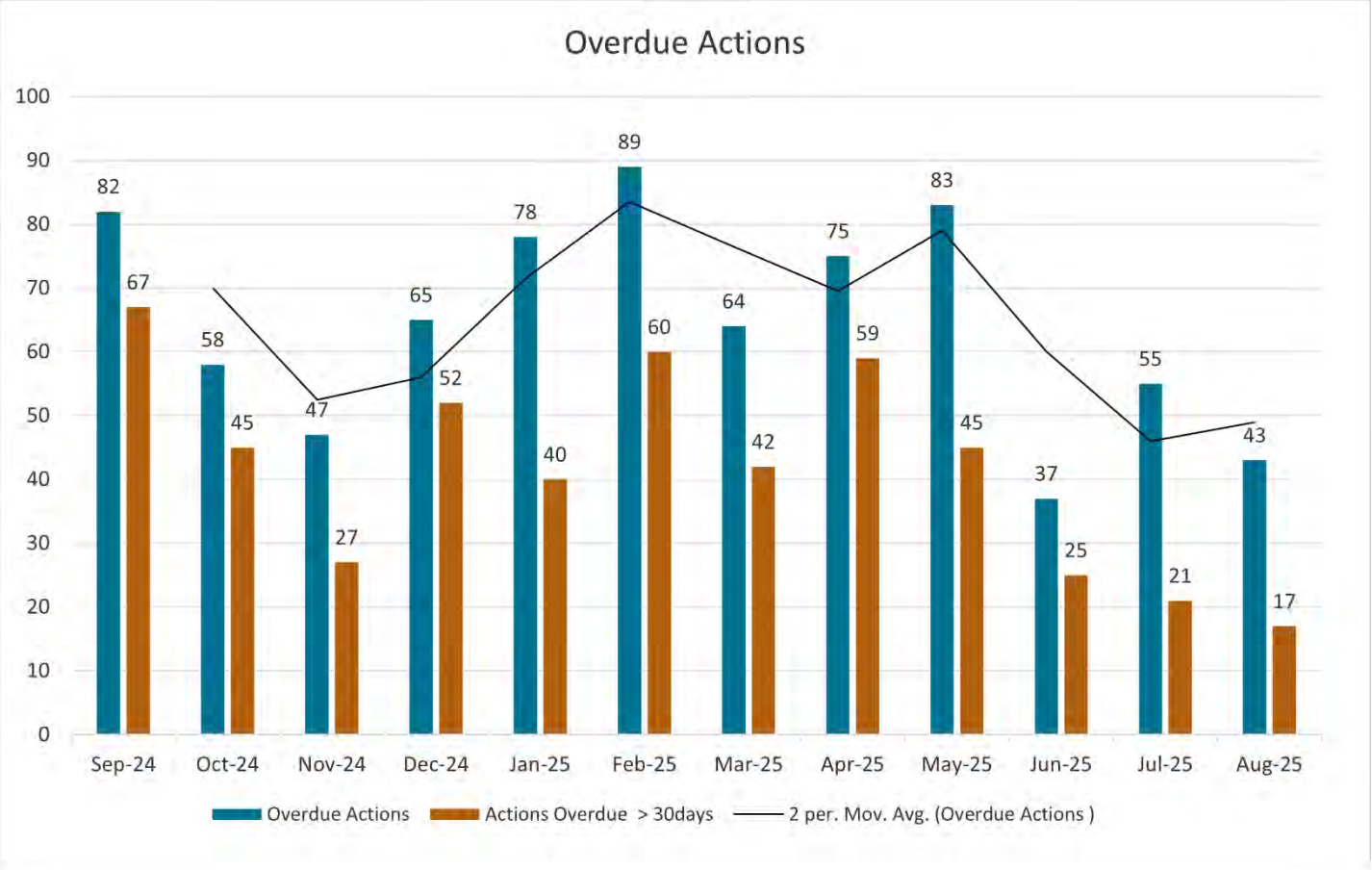


- There are currently 43 overdue open actions as of the end of 28 August 2025.
- Of these 43 overdue open actions, 17 are overdue by greater than 30 days.
- The Safety and Resilience teams' continuous review of assigned actions has not revealed any high-risk items, requiring immediate attention.
- There has been a decrease in the number of overdue actions since the last report, down from 55.

We send a reminder email prior to the end of month reporting, along with conducting a review of Lucidity and emailing those who have overdue actions.

Expired Actions by directorate and type:

Action by Type:	Audits and inspections	Hazards	Incidents	Regulatory Notification	Meetings	Report Only	Improvement opportunity
E&I	5	1	10				
PECS	12	10	1				
CGFS	2						
OCEO							
W&W	2						



9. EMPOWERING AND SUPPORTING LEADERSHIP

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

OBJECTIVE Establish LPIs for individual managers.

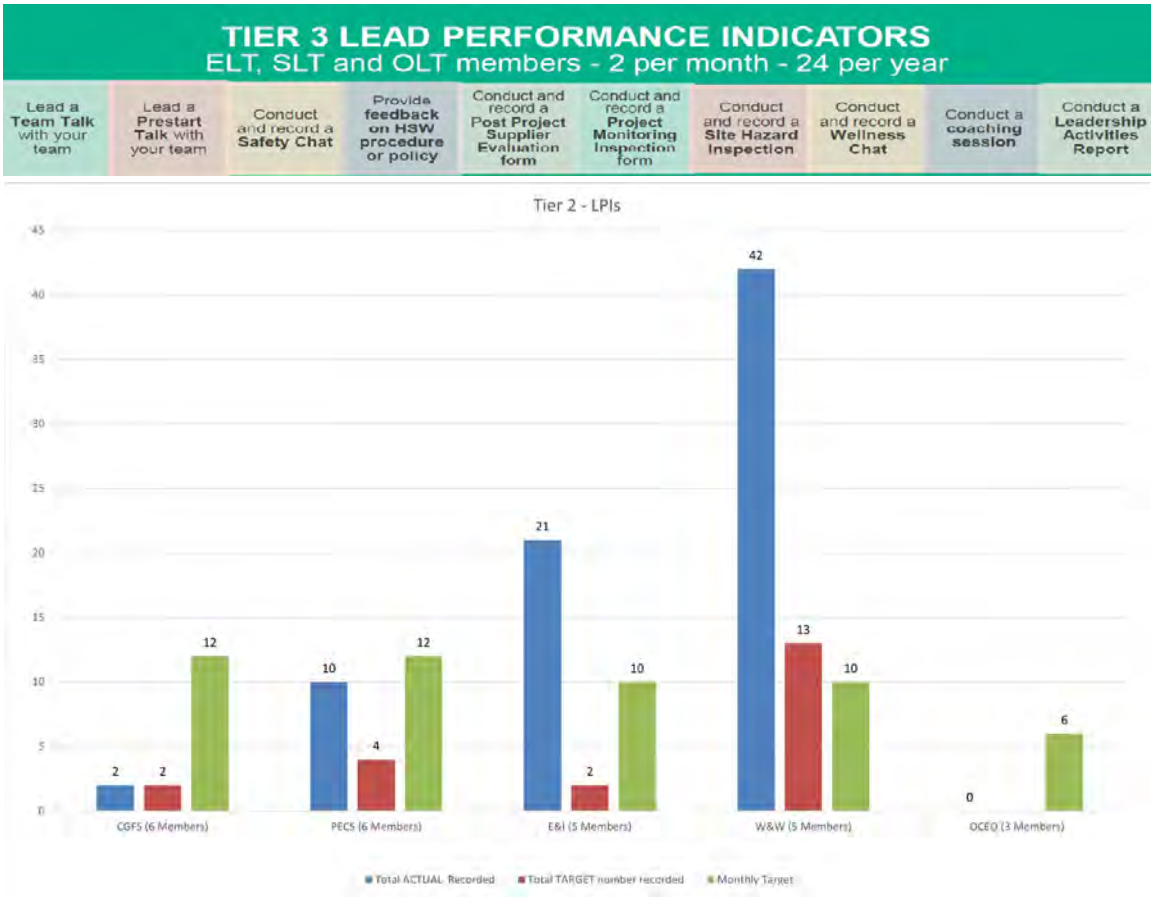
The monthly report will capture tier 3 LPIs, with the annual report capturing the Tier 1 and Tier 2 achievements against objective. Monitored monthly by ELT.

TIER 3 LPIs – ELT & SLT Members

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

The Safety and Resilience team have been collaborating and reviewing the current way in which we report LPIs and who are required to complete these. It has recently been communicated that only the ELT and M3 departmental managers are required to complete tier 2 and 3 LPI's. Follow up engagement and training to occur during September to improve understanding and future uptake.

- We have reviewed and updated our original registers for each tier of LPI's, with those who are required to complete an LPI within each tier.
- With the onboarding of our new manager, we will be reviewing the current LPI process, to ensure it meets modern day safety methods.



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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Maria Borg
AUTHOR POSITION	Senior Disaster and Emergency Resilience Partner

9.3 LOCAL DISASTER MANAGEMENT GROUP MINUTES – 11 AUGUST 2025

EXECUTIVE SUMMARY

This report is to present the Local Disaster Management Group (LDMG) meeting minutes from 11 August 2025.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Receive and note the minutes from the Local Disaster Management Group meeting held 11 August 2025.***

Resolution No.: **CGFS1017**

Moved: **Cr Terry O'Neill** **Seconded:** **Cr Viv Coleman**

That the Committee recommends that Council:

1. **Receive and note the minutes from the Local Disaster Management Group meeting held 11 August 2025.**

Carried

BACKGROUND

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

IMPLICATIONS

Nil.

CONSULTATION

- Local Disaster Management Group
- District Disaster Management Group

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

BASIS FOR RECOMMENDATION

Ensuring the policies are updated and align with Corporate Policy Framework and values of continuous improvement.

ACTION ACCOUNTABILITY

Senior Disaster & Emergency Resilience Partner in consultation with the Local Disaster Coordinator and the Chair of the Local Disaster Management Group to ensure all confirmed minutes from meetings are sent to all members of the Isaac LDMG.

KEY MESSAGES

The policy provides a guide to best practice activities in Council operations.

Demonstrates Council's commitment to continuous improvement and transparency.

Report prepared by:	**Report authorised by:**
MARIA BORG **Senior Safety and Resilience Partner**	DARREN FETTELL **Director Corporate, Governance and Financial Services**
Date: 25 August 2025	Date: 2 September 2025

ATTACHMENTS

- Attachment 1 – Local Disaster Management Group Meeting Minutes – 11 August 2025

REFERENCE DOCUMENT

- Nil

MEETING MINUTES

LOCAL DISASTER MANAGEMENT GROUP

DATE	Monday, 11 August 2025	**START TIME**	9.00 am
LOCATION	Disaster Management Complex		
CHAIR	LDMG Chairperson, Mayor Kelly Vea Vea		
SECRETARY	Maria Borg		

1. OPENING OF MEETING

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

1.2 Acknowledgment of Traditional Owners

2. ATTENDANCE

2.1 Apologies were received for the following people:

AGENCY	NAMES
Isaac Regional Council	Cr Viv Coleman
Queensland Police Service	Josh McAnulty (EMC)
Peabody Energy	John Anger

2.2 Introduction of all attendees

AGENCY	NAMES
Isaac Regional Council	Mayor Kelly Vea Vea Cr Jane Pickels Cale Dendle Darren Fettell Emma Wyhoon Maria Borg
Queensland Fire Department	Rees May
Queensland Ambulance Service	Damien White
Queensland Police Service	Sgt Jaella Christensen SSgt Adam Dyer

State Emergency Service	Brandon Goode
Anglo American	Kristy Purdon Angela van Vuuren
BHP	Ben Randazzo Andrew White Ruth McIntyre
Bravus Mining	Michael Heap
Dept. Families, Seniors, Disability Services and Child Safety	Carmen Jensen
Dyno Nobel	Julie Boyd
QPM Energy	Tim McIntyre
North Queensland Primary Health Network	Natalie Kerrigan

3. CONFIRMATION OF PREVIOUS MINUTES

3.1 The Local Disaster Management Group will review and confirm the minutes from previous minutes held on Thursday, 27 March 2025.

The minutes were accepted.

4. OUTSTANDING ACTIONS FROM PREVIOUS MEETING

No outstanding actions.

5. CORRESPONDENCE

5.1 Incoming Correspondence

- Letter of appointment, QAS for Damien White
- Letter of appointment, NQPHN Natalie Kerrigan and Mia Summat-Landt
- Letter from Office of Commissioner, Qld Fire Department requesting endorsement of bushfire risk management report
- Letter from Minster for Local Government & Water, Minister for Fire, Disaster Recovery & Volunteers encouraging continued participation in Area Bushfire Management Committees
- IGEM – notice of annual disaster management plan assessment, due 29 August 2025

5.2 Outgoing Correspondence

NIL

6. NEW AGENDA ITEMS

6.1 Bushfire Risk Mitigation Plan endorsement – Darren Fettell, Isaac Regional Council

The Area Fire Management Group meeting held in March 2025 reviewed fuel hazard ratings and fire likelihood, identified priority hotspots, and endorsed a 12-month implementation plan with these priorities identified:

- Mount Britton: Fire trail maintenance for community protection.
- Glenden: Hazard reduction burn for fuel management.
- IRC: Community education on stock route fire permits.
- Peak Downs Highway (Clermont to Moranbah): Roadside hazard reduction via slashing/burning.
- Clermont – Rosewood Ridge State Reserve: Planned burn to protect mining infrastructure.
- LDMG encourages contribution from agencies to contribute to the Bushfire Risk Mitigation Plan.

The LDMG endorses the Bushfire Risk Mitigation Plan 2025.

Carried

6.2 Bushfire Mitigation Planning – Brandon Goode, Isaac Regional Council

- Middlemount - Hazard reduction burn completed facilitated with external agency collaboration with Department of Resources.
- Glenden - Hazard reduction burn scheduled for late August, with local fire crews and support from Walkerston station.
- Moranbah – scheduled hazard reduction burns on western side of Moranbah (Grosvenor estate) have been postponed due to unfavourable weather conditions. Mitigation plans for the eastern side (Utah Drive) is pending rectification with civil works
- Coppabella – slashing conducted near the Civeo camp, with QRI also completing hazard reduction burns near the gold course.

  Permit education - Implementation of the IRC Roadside Burning Policy and Application has been favourably accepted across the region and by QFD staff.

6.3 Review and endorsement of 2025 Local Disaster Management Plan – Maria Borg

The 2025 review of the Local Disaster Management Plan had the following amendments:

- Inclusion of Australian Warning System content for communications
- Inclusion of flood study activities with external links

- Inclusion of educational facilities
- Removal of population statistical information, with links to external sites for improved accuracy
- Removal of references to morgue and cemetery capacity information
- Revised roles and responsibilities for members and agencies

ACTION: The Local Disaster Management Group confirms the endorsement of the 2025 annual review of the Local Disaster Management Plan.

Carried

7. STANDING AGENDA ITEMS

7.1 Mackay District Disaster Management Group update – QPS Sgt Jaella Christensen

- Preseason preparedness underway and training for local officers
- District disaster management plan review underway
- Correspondence to be received from Queensland Reconstruction Authority (QRA) for revised Resilient action plan templates to identify projects to enhance resilience within the region.
- QDMA training sessions scheduled for delivery by Josh McAnulty.
- Disaster Management plan assessment for IGEM being undertaken for the Mackay District Disaster Management Group

7.2 Mackay District Disaster Management Executive Officer update – Sgt Jaella Christensen

Refer to 7.1

7.3 Disaster Management Training – Jaella Christensen (on behalf of Josh McAnulty QPS Emergency Management Coordinator)

Refer to 7.1

7.4 Agency Updates – Core Members

- **Queensland Ambulance Service – Damien White, QAS OIC Clermont**

  BAU

- No emerging issues across the region

- **Queensland Fire Department – Rees May, QFD Inspector**

  Bushfire preparedness ongoing, in consultation with local crews

  Utilisation of the Bushfire Hazard Analysis app through Survey 123 – reporting local risks back to the iZone to liaise with land holders to encourage mitigation.

  Rail corridor concerns for track approx. 10km from Moranbah in consultation with Aurizon to be followed up. sparks

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

  Staff update with – Dysart upgrade to 3 officer station

  Scenes of crime officer appointed in Moranbah which is a first for the region.

- **State Emergency Service – Brandon Goode, SES Local Controller**

  61 active SES volunteers across the region; Nebo has the highest with 21 members.

  Since 1 January 2025, there have been:

  - 65 agency support call-outs (QPS, QAS, QFES) for road crash rescue and ambulance assist.
  - 10 storm-related tasks earlier in the year.

  $550,000 in funding secured for drone purchase/replacement.

  - Currently, only one drone pilot in the region.
  - Drones support land search operations.
  - Efforts underway to secure a drone for the Isaac unit.

  Group Leader position is currently vacant for the Moranbah SES group.

  Question: [Damian White, QAS] Can SES access drones from Queensland Parks & Wildlife Service (QPWS) to assist with search operations?

  Response: [Brandon Goode, SES Local Controller] Unsure if SES have engaged with QPWS however will follow up.

  Response: [Michael Heap, Bravus] Drones available at the Bravus sites for surveyors on site as per their emergency management plan, and suggested other mines may have drone resources available.

- **Queensland Health (MHHS)**

  NIL update provided. Agency representative was unable to attend.

7.5 Isaac LDMG Update – Darren Fettell, Local Disaster Coordinator

- Emma Wyhoon has joined Council as the Safety & Resilience Manager, and to be formally appointed as Deputy Local Disaster Coordinator.
- Engineering – Disaster Ready Fund Projects
  - Automated road closure signs and flood cameras installed across key regional sites.
  - Funded by the Australian Government's Disaster Ready Fund.
- Flood Camera Network Expansion
  - Network now includes 11 sites, all linked to the Disaster Dashboard.
  - Repairs planned for Funnel Creek and Denison Creek ahead of storm season.
- Water & Waste – Theresa Creek Dam

- Emergency Action Plan review completed.
- Plan ready for submission to Dam Safety (State Government).

- Planning & Environment – Flood Study
  - Procurement underway for Hydraulic Flood Study (Upper Nogoa & Mackenzie River Catchments).
  - Previous studies available on the Council website.
- Emergency Services – Nebo Update
  - QAS to lease the Nebo Emergency Services Complex.
  - SES and RFS relocating to a new facility on Bowen Street.
- Disaster Management Training
  - Ongoing QDMA training for LDCC staff, LDMG members, and emergency services.
  - Upcoming sessions:
    - 12 August – Clermont
    - 14 October – Moranbah
    - 9 December – Moranbah

7.6 Agency updates, by exception – Advisory Members

8. GENERAL BUSINESS

8.1 Attendees invited to raise general business.

Mayor Vea Vea

Raising awareness of the Emergency Service Cadets program has commenced in Moranbah. Meeting every Wednesday night with the Queensland Fire Department Fire & Rescue team.

ACTION: More information to be shared with the LDMG at a future LDMG meeting.

Darren Fettell

With Maria returning from extended leave, a note of thanks to Alexis Coutts who covered in her absence.

The community Advisory Group meetings will recommence in the coming months in preparation for the upcoming disaster season.

9. MEETING CLOSE

Mayor Vea Vea thanked everyone for their attendance.

The next LDMG meeting is scheduled for October.

Meeting closed at 9.37am

10. APPROVAL

These minutes are recorded as true and correct.

SIGNED	DATE
LDMG CHAIRPERSON, MAYOR KELLY VEA VEA	

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ABN 39 274 142 600

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Maria Borg
AUTHOR POSITION	Senior Disaster and Emergency Resilience Partner

9.4 ISAAC REGIONAL COUNCIL LOCAL DISASTER MANAGEMENT PLAN 2025

EXECUTIVE SUMMARY

This report is to seek Council endorsement of the 2025 annual review of the Local Disaster Management Plan (LDMP). The LDMP is required to be endorsed by Council under the Queensland Disaster Management Arrangements (Disaster Management Act 2003 (Qld), Part 5, Section 80, 1 (b)).

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Endorse the Local Disaster Management Plan 2025.

Resolution No.: **CGFS1018**

Moved: **Cr Terry O'Neill** **Seconded:** **Cr Viv Coleman**

That the Committee recommends that Council:

1. Endorses the Local Disaster Management Plan 2025.

Carried

BACKGROUND

As part of the Queensland Disaster Management Arrangements (Disaster Management Act 2003 (Qld)). Council is required to review the LDMP annually. The review commenced in April 2025 and was completed through the Local Disaster Management Group in August 2025.

The 2025 review of the Local Disaster Management Plan had the following amendments:

- Inclusion of Australian Warning System content for communications
- Inclusion of flood study activities with external links
- Inclusion of educational facilities
- Removal of population statistical information, with links to external sites for improved accuracy
- Removal of references to morgue and cemetery capacity information
- Revised roles and responsibilities for members and agencies

IMPLICATIONS

Legislation/Best Practice

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

CONSULTATION

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

BASIS FOR RECOMMENDATION

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

ACTION ACCOUNTABILITY

Safety and Resilience team in consultation with the Local Disaster Coordinator and the Chair of the Local Disaster Management Group to ensure the plan is reviewed and tested annually.

KEY MESSAGES

- The local disaster management plan is up to date and communicated.
- The current plan is available to the public via the council website.
- Regular reporting to meet good governance.

Report prepared by:	**Report authorised by:**
MARIA BORG **Senior Disaster and Resilience Partner**	DARREN FETTELL **Director Corporate, Governance and Financial Services**
Date: 25 August 2025	Date: 2 September 2025

ATTACHMENTS

- Attachment 1 – 2025 Review Draft LDMP (all mark up)
- Attachment 2 – 2025 review LDMP (LDMG endorsed)

REFERENCE DOCUMENT

- Nil

ISAAC LOCAL DISASTER MANAGEMENT PLAN

Presented by: Local Disaster Management Group
Adopted:
Resolution No:
Current as at:

ISAAC REGION
HELPING TO ENERGISE THE WORLD

ISAAC.QLD.GOV.AU ISAAC REGIONAL COUNCIL ABN 39 274 142 600
P 1300 472 227 F 07 4941 8666 A PO Box 97 Moranbah QLD 4744
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FIRST NATIONS ACKNOWLEDGEMENT

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

TABLE OF CONTENTS

FOREWORD **7**

PLAN ENDORSEMENT 7

DOCUMENT CONTROL **8**

AMENDMENT CONTROL 8
AMENDMENT REGISTER 8
DISTRIBUTION 9
PURPOSE 9
SCOPE 10
OBJECTIVES OF THE PLAN 10

DISASTER MANAGEMENT ARRANGEMENTS **10**

DISASTER MANAGEMENT STRUCTURES 12
INSPECTOR GENERAL EMERGENCY MANAGEMENT 13
QUALITY ASSURANCE FRAMEWORK 14
QUEENSLAND RECONSTRUCTION AUTHORITY (QRA) 14
NATIONAL EMERGENCY MANAGEMENT AGENCY 15

FUNCTIONS OF THE LOCAL DISASTER MANAGEMENT GROUP **16**

MEMBERSHIP 16
ADMINISTRATION 17
MEETINGS 18
AGENCY STATUS REPORTS 18
ANNUAL REPORTS 18
COMMUNITY ADVISORY SUBGROUPS 18
SUBGROUP MEMBERSHIP 20
LDMG MEMBER ROLES AND RESPONSIBILITIES 20
CORE MEMBER RESPONSIBILITIES 20
AGENCY ROLES AND RESPONSIBILITIES 22
LOCAL RECOVERY SUB COMMITTEES 26

ISAAC COMMUNITY CHARACTERISTICS **27**

POPULATION STATISTICS 28
ESTIMATED RESIDENT POPULATION BY LOCALITY 29
EDUCATION 31
INDUSTRY 31
HEALTH AND MEDICAL 31
EMERGENCY SERVICES 33

CRITICAL INFRASTRUCTURE **34**

REFERABLE DAMS 34
WATER 34
WASTEWATER 35
POWER 35

HAZARDOUS SITES 35
COMMUNICATION TOWERS 35
AIRPORTS 35
ROADS 36
RAIL NETWORK 36

OUR HAZARDS & RISKS 37

HAZARD SPECIFIC PLANNING 40

PREVENTION ARRANGEMENTS 43

COMMUNITY ENGAGEMENT 43
FLOOD STUDIES IN THE ISAAC REGION 43
DISASTER MANAGEMENT ACTIVITIES CALENDAR 46

PREPAREDNESS ARRANGEMENTS 48

SUB PLANS 48
COMMUNITY PREPAREDNESS 48
COMMUNITY EDUCATION 49
LOCAL DISASTER COORDINATION CENTRE 51
TRAINING FOR LDMG 51
EXERCISES 51
LESSONS MANAGEMENT 53
ACTIVATIONS & TRIGGERS 54
DECLARATION OF A DISASTER SITUATION 55
LOGISTICS SUPPORT & RESOURCE ALLOCATION 55

RESPONSE ARRANGEMENTS 57

DISASTER RECOVERY FUNDING ARRANGEMENTS 57
PUBLIC INFORMATION AND WARNINGS 57
WARNING AUTHORITY 58
AUSTRALIAN WARNING SYSTEM 59
EMERGENCY ALERT 60
EMERGENCY SUPPLY 60
EVACUATION 62
SUMMARY OF SAFER LOCATIONS FOR COASTAL RESIDENTS 66
PLACES OF REFUGE 67

RECOVERY ARRANGEMENTS 70

LOCAL RECOVERY STRATEGY 70
LOCAL RECOVERY PLAN 70
FUNCTIONAL RECOVERY GROUPS 71
APPENDIX A – AGENCY RESPONSIBILITIES BY HAZARD 72
APPENDIX B – TRIGGERS AND ACTIVATIONS 74
APPENDIX C – COMMUNICATION APPROVALS – LDMG/LDCC 78
APPENDIX D - ACRONYMS & ABBREVIATIONS 81
APPENDIX E – COMMUNITY SIGNAGE LOCATIONS 83

~~**FOREWORD ..... 5**~~

~~PLAN ENDORSEMENT ..... 5~~

~~DOCUMENT CONTROL ..... 6~~
~~AMENDMENT CONTROL ..... 6~~
~~AMENDMENT REGISTER ..... 6~~
~~DISTRIBUTION ..... 7~~
~~PURPOSE ..... 8~~
~~SCOPE ..... 8~~
~~OBJECTIVES OF THE PLAN ..... 8~~
~~DISASTER MANAGEMENT ARRANGEMENTS ..... 9~~
~~STRATEGIC POLICY STATEMENT ..... 9~~
~~DISASTER MANAGEMENT IN QUEENSLAND ..... 9~~
~~DISASTER MANAGEMENT STRUCTURES ..... 10~~
~~QUALITY ASSURANCE FRAMEWORK ..... 10~~
~~FUNCTIONS OF THE LOCAL DISASTER MANAGEMENT GROUP ..... 13~~
~~MEMBERSHIP ..... 13~~
~~ADMINISTRATION ..... 15~~
~~MEETINGS ..... 16~~
~~AGENCY STATUS REPORTS ..... 16~~
~~ANNUAL REPORTS ..... 16~~
~~COMMUNITY ADVISORY SUB GROUPS ..... 16~~
~~SUB GROUP MEMBERSHIP ..... 18~~
~~LDMG MEMBER ROLES AND RESPONSIBILITIES ..... 18~~
~~MEMBER RESPONSIBILITIES ..... 18~~
~~STATE AGENCY ROLES AND RESPONSIBILITES ..... 28~~
~~LOCAL RECOVERY SUB COMMITTEES ..... 28~~
~~ISAAC COMMUNITY CHARACTERISTICS ..... 30~~
~~ESTIMATED RESIDENT POPULATION BY AGE ..... 31~~
~~INDIGENOUS STATUS ..... 31~~
~~ESTIMATED RESIDENT POPULATION BY LOCALITY ..... 31~~
~~EMPLOYMENT BY INDUSTRY ..... 32~~
~~INDUSTRY ..... 32~~
~~HEALTH AND MEDICAL ..... 33~~
~~CEMETERY SITES ..... 33~~
~~REFERRABLE DAMS ..... 35~~
~~WATER ..... 35~~
~~WASTEWATER ..... 36~~
~~POWER ..... 36~~
~~COMMUNICATIONS ..... 36~~
~~ROADS ..... 36~~
~~AIRPORTS ..... 37~~
~~RAIL NETWORK ..... 37~~
~~HAZARD SPECIFIC ARRANGEMENTS ..... 38~~
~~HAZARDOUS SITES ..... 38~~
~~HAZARD SPECIFIC PLANNING ..... 38~~
~~RISK ASSESSMENT MANAGEMENT ..... 39~~
~~PREVENTION ARRANGEMENTS ..... 41~~

~~COMMUNITY ENGAGEMENT ..... 41~~
~~AGENCY ENGAGEMENT ACTIONS ..... 41~~
~~DISASTER MANAGEMENT ACTIVITIES CALENDAR ..... 42~~

~~PREPAREDNESS ARRANGEMENTS ..... 44~~

~~SUB PLANS ..... 44~~
~~COMMUNITY PREPAREDNESS ..... 45~~
~~COMMUNITY EDUCATION ..... 45~~
~~COMMUNICATION ..... 46~~
~~WEBSITE UPDATES ..... 46~~
~~MEDIA MANAGEMENT ..... 46~~
~~LOCAL DISASTER COORDINATION CENTRE ..... 47~~
~~TRAINING FOR LDMG ..... 47~~
~~EXERCISES ..... 48~~
~~LESSONS MANAGEMENT ..... 48~~
~~ACTIVATIONS & TRIGGERS ..... 49~~
~~DECLARATION OF A DISASTER SITUATION ..... 50~~
~~LOGISTICS SUPPORT & RESOURCE ALLOCATION ..... 50~~

~~RESPONSE ARRANGEMENTS ..... 52~~

~~RESUPPLY ..... 52~~
~~EVACUATION ..... 53~~
~~SUMMARY OF SAFER LOCATIONS FOR COASTAL RESIDENTS ..... 57~~
~~PLACES OF REFUGE ..... 58~~

~~RECOVERY ARRANGEMENTS ..... 61~~

~~LOCAL RECOVERY STRATEGY ..... 61~~
~~LOCAL RECOVERY PLAN ..... 61~~
~~FUNCTIONAL RECOVERY GROUPS ..... 62~~
~~APPENDIX A – AGENCY REPSONSIBILITEIS BY HAZARD ..... 63~~
~~APPENDIX B – TRIGGERS AND ACTIVATIONS ..... 66~~
~~APPENDIX C – COMMUNICATION APPROVALS – LDMG/LDCC ..... 70~~
~~APPENDIX D - ACRONYMS & ABREVIATIONS ..... 71~~
~~APPENDIX E – COMMUNITY SIGNAGE LOCATIONS ..... 73~~

FOREWORD

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

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

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

PLAN ENDORSEMENT

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

Cr Mayor Kelly Vea Vea

Chair of Local Disaster Management Group

Isaac Regional Council

Sign _____

Date _____

Darren Fettell

Local Disaster Coordinator

Isaac Regional Council

Sign _____

Date _____

DOCUMENT CONTROL

AMENDMENT CONTROL

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

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

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

AMENDMENT REGISTER

VERSION	DATE	AMENDMENT	PLAN UPDATED
V 14	November 2021	LDC & team	Review by LDMG, with endorsement from LDMG on 25 November 2021.
V 15	September 2022	LDC & team	Review by LDMG, with endorsement from LDMG on 10 November 2022.
V16	July 2023	LDC & team	Review by the LDMG, with endorsement from LDMG on 13 July 2023,
V17	August 2024	LDC & team	~~Commenced review for 2024~~Reviewed by the LDMG, with endorsement from LDMG on 31 October 2024.
V18	July 2025	LDC & team	Commenced review for 2025 Reviewed by the LDMG, with endorsement from LDMG on 11 August 2025

DISTRIBUTION

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

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

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

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

PURPOSE

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

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

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

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

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

SCOPE

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

OBJECTIVES OF THE PLAN

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

PRIMARY OBJECTIVES INCLUDE

To assess risk to the community:

- To preserve lives and keep residents and visitors to the Isaac region as safe as possible from disasters.
- Ensure there is a clear and consistent approach to disaster management and response across the Isaac region and one which aligns with State requirements.
- Protect essential services and infrastructure during an event.
- Collaboratively work with District and State disaster support groups and State agencies during events.
- During normal times, undertake planning and source effective investment into disaster prevention and mitigation activities and works that will build and improve community resilience.
- The development, review, and assessment of effective disaster management for the Isaac region, including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
- An all-agencies approach which recognises the development, implementation and monitoring of priorities for disaster management for the local government area.
- Compliance with the Queensland Disaster Management Committee (QDMC) the Strategic Policy Statement; the State Disaster Management Plan; the Local Disaster Management Guidelines, and any other Guidelines relevant to local level disaster management and disaster operations.
- Hasten community and business recovery post an event.
- Incorporate risk-based planning into disaster management decision making.
- Continuously improve disaster management through implementation of innovation, research and lessons learned.

DISASTER MANAGEMENT ARRANGEMENTS

~~STRATEGIC POLICY STATEMENT~~

Local Government has the primary responsibility for managing disasters within their Local Government Area underpinned by support from the District and State Disaster Groups (see Figure 1). The State Government has a primary responsibility to ensure effective disaster management is developed and implemented for the State, and to identify and coordinate additional external assistance and resources relating to disaster management and disaster operations. The development of the LDMP and establishment of the LDMG enhances community preparedness and capacity to respond and recover after experiencing a disaster. ~~Local government has a key role in identifying and understanding the hazards and risks that could threaten the safety of their communities~~

The Disaster Management Act 2003 (The Act) sets out the Arrangements for Management of Disasters within the state of Queensland. As outlined in s18 of the Act, the State Disaster Management Group is

responsible for the development of the ~~The development of a~~ Strategic Policy Framework for Disaster Management. ~~is the responsibility of the State Disaster Management Group as per s18 of the *Disaster Management Act 2003*. The local government's responsibility u~~Under section 30 of the Act ~~is outlined in s30 and states that the~~ local government is to ensure that Disaster Management and disaster operations in the area are consistent with the State's Strategic Policy Statement for disaster management. https://www.disaster.qld.gov.au/__data/assets/pdf_file/0022/337234/2016-Strategic-Policy-Statement.pdf

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

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

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

~~DISASTER MANAGEMENT IN QUEENSLAND~~

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

Queensland's disaster management arrangements are guided by:

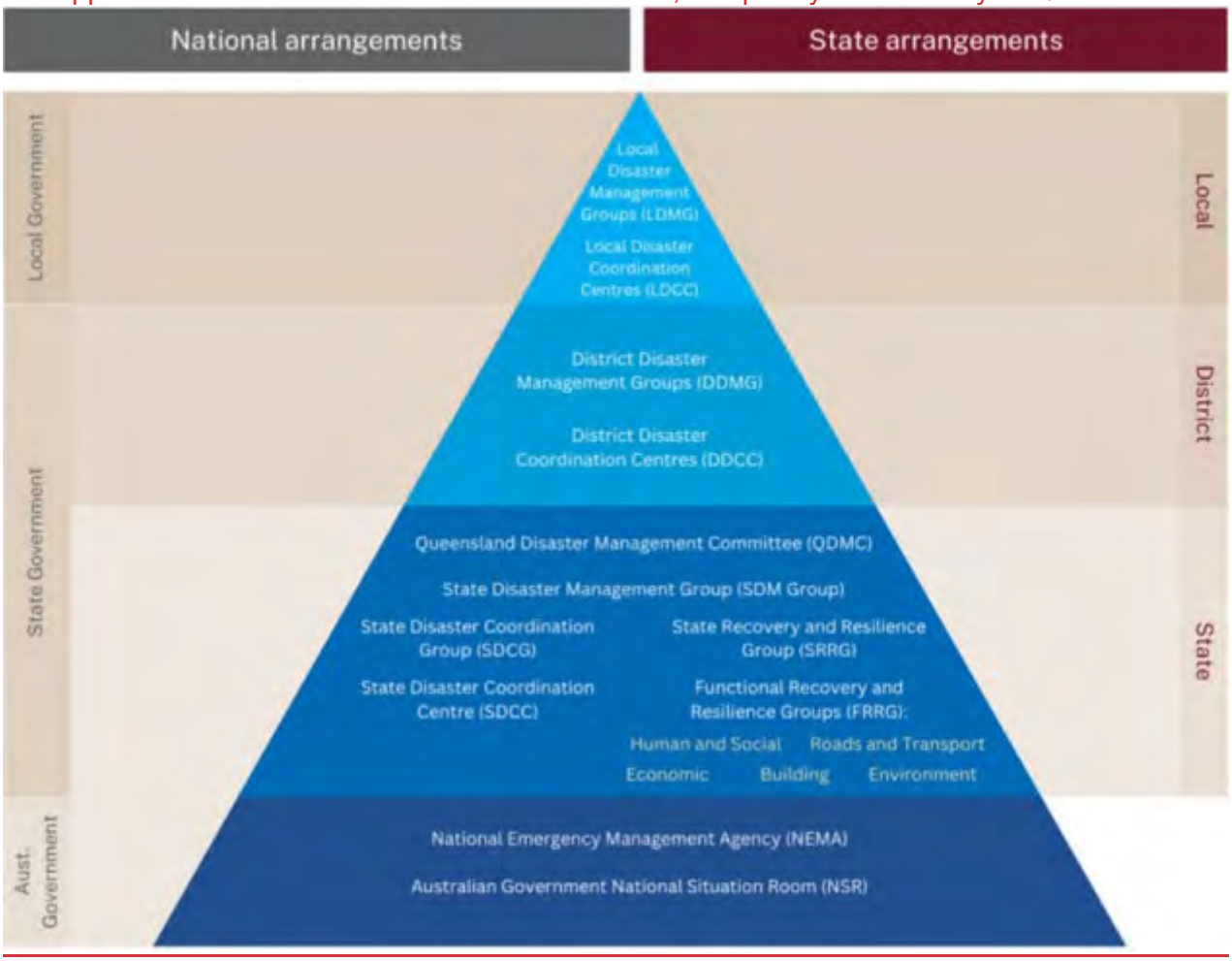
- Disaster Management Act 2003
- Disaster Management Regulation 2014
- Queensland Disaster Management 2016 Strategic Policy Statement
- Standard for Disaster Management in Queensland 2021
- Queensland Interim State Disaster Management Plan 2024-25
- Queensland Strategy for Disaster Resilience 2022 - 2027.

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

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

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

~~support of local communities and address the size, complexity and diversity of Queensland.~~



DISASTER MANAGEMENT STRUCTURES

The QDMA is based on five main principles:

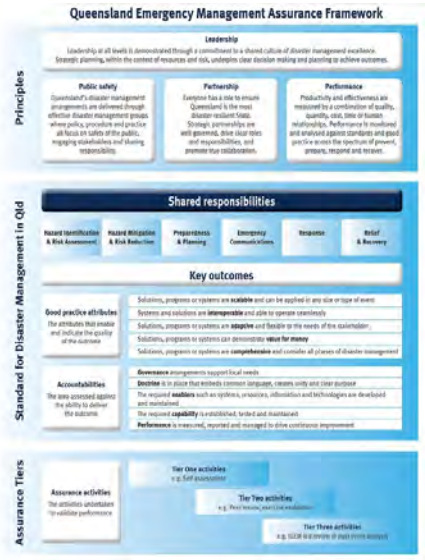
- Disaster Management is planned across the 4 phases – Prevention, Preparation, Response and Recovery Improvement of resilience of the community across all 4 phases
- All events are managed in accordance with the strategic policy framework, State disaster Management Plan and Disaster management guidelines
- Local governments should be primarily responsible for events in their area.
- District groups and the QDMC provide local governments with appropriate resources and support to carry out disaster operations.

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

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

~~The QDMA is based on five main principles:~~

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



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

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

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

~~QUALITY ASSURANCE FRAMEWORK~~

~~Disaster management and disaster operations within the Isaac Regional Council aim to be consistent with IGEM Emergency Management Assurance Framework.~~

~~This is achieved by following the framework objectives to:~~

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

INSPECTOR GENERAL EMERGENCY MANAGEMENT

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

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

Key accountabilities for the Office of the IGEM include:

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

QUALITY ASSURANCE FRAMEWORK

Disaster management and disaster operations within the Isaac Regional Council aim to be consistent with IGEM Emergency Management Assurance Framework.

This is achieved by following the framework objectives to:

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

QUEENSLAND RECONSTRUCTION AUTHORITY (QRA)

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

The QRA manages and coordinates the Government's programme of infrastructure renewal and recovery within disaster affected communities. The QRA focuses on working with state and local government partners

to deliver best practice administration of public reconstruction and resilience funds. The QRA is the state's lead agency responsible for disaster recovery, resilience and mitigation policy.

NATIONAL EMERGENCY MANAGEMENT AGENCY

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

FUNCTIONS OF THE LOCAL DISASTER MANAGEMENT GROUP

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

MEMBERSHIP

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

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

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

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

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

The following are Core Members of the Isaac LDMG:

AGENCY	POSITION
Isaac Regional Council	Chief Executive Officer
Isaac Regional Council	Director Planning, Environment & Community Services - Local Recovery Coordinator
Isaac Regional Council	Manager Engaged Communities
Queensland Police Service	Mackay DDMG
Queensland State Emergency Service	SES Local Controller
Queensland Fire Department	Area Representative
Queensland Police Service	Officer in Charge Moranbah
Queensland Ambulance Service	Officer in Charge ~~Moranbah~~ Clermont
Queensland Health	Mackay Hospital & Health Service Emergency Management Coordinator
Isaac Regional Council	Safety & Resilience Support (Secretariat)

The following are Advisory Member Agencies:		
Australian Red Cross	Department of Local Government, Water and Volunteers~~Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts~~	Department of Education
Department of Transport & Main Roads	Ergon Energy	North Queensland Primary Health Network
Mackay Hospital and Health Service	Department of the Environment, Tourism, Science and Innovation ~~DESI~~	Queensland Reconstruction Authority
Telstra/NBN	~~QPWS~~Queensland Parks and Wildlife Service	
Industry & other local agencies	Other industries/organisations may be invited as relevant	
Anglo American	QPM Energy	Aurizon
BHP	Bravus Mining	Civeo
Dyno Nobel	Glencore	Peabody
Fitzroy	Vitrinite	Terracom
First Nations Representatives		

ADMINISTRATION

Local Disaster Management Group meetings are mandated in section 12 of the Disaster Management Regulation 2014. The Local Disaster Management Group must meet at least once every six months. aims to meet. Attendance at meetings can be either in person, video or teleconference, and minutes are recorded and retained.

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

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

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

Guardian IMS is widely used throughout Queensland local governments as the preferred disaster management software and provides interoperability between LDMG's. It provides a full state-wide view in a

secure and scalable, cloud-hosted environment allowing Council to manage incidents, intelligence, and reporting.

MEETINGS

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

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

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

AGENCY STATUS REPORTS

Written status reports on behalf of member agencies are used to update LDMG members on the status of agency disaster management initiatives, projects, training, community awareness, disaster management plans, operations and contact information. This information assists the LDMG to evaluate the status of disaster management and disaster operations for the Isaac Region. Member status reports are provided in writing at all regular LDMG meetings.

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

ANNUAL REPORTS

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

COMMUNITY ADVISORY SUBGROUPS

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

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

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

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

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

- Isaac Coast
- Glenden & Nebo

- Clermont
- Dysart
- Middlemount
- Nebo

SUBGROUP MEMBERSHIP

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

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

LDMG MEMBER ROLES AND RESPONSIBILITIES

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

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

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

See the following tables:

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

CORE MEMBER RESPONSIBILITIES ~~OF LDMG CORE MEMBERS~~

~~LDMG~~ ROLE	~~LDMG~~ RESPONSIBILITY
CHAIRPERSON **IN ACCORDANCE WITH SECTION 34 OF THE ACT THE RELEVANT LOCAL GOVERNMENT SHOULD APPOINT A CHAIRPERSON TO THE LDMG.**	•• Chairing the Isaac Regional Council Local Disaster Management Group meetings. •• Authorising activation of the Local Disaster Coordination Centre. •• Official LDMG spokesperson for all media briefings and interviews. •• Attending local, district and state briefings to maintain situational awareness of disaster operations and community impact. •• Liaising with elected representatives such as the Premier, Prime Minister and Local Councillors. •• Conduct meetings with the Local Disaster Coordinator in peace time and disaster situations to ensure a coordinated response.
DEPUTY CHAIRPERSON **IN ACCORDANCE WITH SECTION 34 OF THE ACT THE**	•• To provide advice and support to the Chair and LDMG. •• To chair LDMG Meetings in the absence of the Chair.

RELEVANT LOCAL GOVERNMENT SHOULD APPOINT A DEPUTY CHAIRPERSON TO THE LDMG.	
LOCAL DISASTER COORDINATOR **IN ACCORDANCE WITH SECTION 35 OF THE ACT, THE CHAIRPERSON OF THE LDMG MUST AFTER CONSULTING WITH THE POLICE COMMISSIONER, APPOINT THE CHIEF EXECUTIVE OFFICER OR AN EMPLOYEE OF THE RELEVANT LOCAL GOVERNMENT AS A LOCAL DISASTER COORDINATOR OF THE GROUP**	• To provide advice and support to the Chair, Deputy Chair and LDMG. • Coordinate disaster operations for the local group • Report regularly to the local group about disaster operations • Ensure that any strategic decisions about disaster operations by the local group are implemented.
DEPUTY LOCAL DISASTER COORDINATOR	• To provide advice and support to the LDC • To undertake the functions of the LDC in the LDC's absence
LOCAL RECOVERY COORDINATOR	• To provide advice and support to the Chair, Deputy Chair, LDC and LDMG • To coordinate the local recovery groups • To liaise with functional lead agency representatives and work with identified agencies and the community to develop the specific recovery strategy • To provide advice and support to the Chair and recovery groups • To activate the Disaster Recovery Plan when required.
ISAAC REGIONAL COUNCIL (CHIEF EXECUTIVE OFFICER)	• To provide a link between the LDMG and council • To ensure release of appropriately trained staff for rostering into the Local Disaster Coordination Centre • To provide strategic policy and planning advice and secretariat support to the Local Group, Chair and Local Disaster Coordinator • To action council's emergency response.
QUEENSLAND AMBULANCE SERVICE	• Liaison between the agency and the LDMG • Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise • Contribution to development and review of LDMP.
QUEENSLAND FIRE DEPARTMENT	• Liaison between the agency and the LDMG • Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise • Contribution to development and review of LDMP.
QUEENSLAND POLICE SERVICE	• Liaison between the agency and the LDMG • Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise • Contribution to development and review of LDMP.
QUEENSLAND POLICE SERVICE (EMERGENCY MANAGEMENT & COORDINATION COMMAND)	• To provide advice and support to the Chair and the LDC • Liaison between the agency and the LDMG • Link to the Qld Disaster Management System • Policy advice about Qld Disaster Management system. • Assessment of the Local Disaster Management Plan. • Training delivery as per the QDMTF

QUEENSLAND HEALTH	• Liaison between the agency and the LDMG. • Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise. • Contribution to development and review of LDMP.
QUEENSLAND STATE EMERGENCY SERVICES	• Liaison between the QSES and the LDMG.

~~LDMG~~ AGENCY ROLES AND RESPONSIBILITIES

(See Appendix A for Lead Agency Responsibilities by Hazard)

AGENCY	ROLES AND RESPONSIBILITIES
LOCAL DISASTER MANAGEMENT GROUP	• Functions as allocated to the group under s30 of The Act. • Development of a comprehensive local disaster management plan • Design and maintenance of a public education/awareness program, which is delivered through Council and member agency resources. • Support for the coordination of response agencies through the Local Disaster Coordination Centre. • Provision of public information prior to, during and following disaster events. • Recommended areas to be considered for directed evacuation. • Public advice regarding voluntary evacuation.
ISAAC REGIONAL COUNCIL	• Perform the following roles and responsibilities in support of the Local Group: • Management, support, policy advice and coordination of the business of the LDMG and its sub- groups, including the development and maintenance of disaster management plans and sub plans. • Identification, development, maintenance and operation of a LDCC at a primary location and maintenance of alternative locations. • Identification and delivery of training and staffing required to operate the LDCC. • Coordination of disaster operations by the LDC through the LDCC for the LDMG ensuring that strategic decisions of the LDMG are implemented. • Lead and coordinate recovery operations and provide immediate community support and recovery needs in conjunction with the Department of Communities, Disability Services and Seniors and relevant agencies and stakeholders. • Assist the community to prepare for, respond to and recover from an event or disaster. • Issue of public information or warnings about disaster situations in accordance with Local Plan. • Provide advice and support to the DDC. • General Council responsibilities: • Development and maintenance of prevention and mitigation strategies such as Land Use Planning and Capital Works programs. • Development and maintenance of a response plans where the Council is identified as the Lead Agency. • Identification and delivery of training and staffing required to operate the LDCC. • Development and maintenance of communications systems between response and recovery agencies and coordination centres. • Maintenance (including debris clearance) of local roads and bridges. • Collection and interpretation of information from rainfall and flooding telemetry systems, conjointly with the Bureau of Meteorology. • Maintenance of Council owned Flood Warning Infrastructure systems. • Community awareness and education for risks for which Council is lead agency.

QUEENSLAND AMBULANCE SERVICE	• Provide, operate and maintain ambulance services • Access, assess, treat and transport sick and injured persons • Protect persons from injury or death, during rescue and other related activities • Coordinate all volunteer first aid groups during major emergencies and disasters • Provide and support temporary health infrastructure where required • Collaborate with Retrieval Services Queensland in the provision of paramedics for rotary wing operations • Collaborate with Queensland Health in mass causality management systems • ~~Provide disaster, urban search and rescue, chemical hazard, biological and radiological operations support with specialist logistic and specialist paramedics.~~
QUEENSLAND FIRE DEPARTMENT	• ~~1.~~ **Fire Suppression and Prevention** • Conduct fire suppression activities for structural, bush, and chemical fires. • Implement fire prevention strategies, including public awareness campaigns and safety inspections. • ~~2.~~ **Rescue and Emergency Response** • Lead urban search and rescue (USAR) operations. • Provide swift water, road crash rescue, and other technical rescue capabilities. • Support hazardous materials (HAZMAT) incidents and containment. • ~~3.~~ **Disaster Response Support** • Assist in disaster operations with trained personnel and equipment. (Assist other Lead Agencies in disaster operations) • Provide logistical support and coordination for emergency services during disaster response through the ICC, RFCC (Regional Fire Coordination Centre) and SFCC (State Fire Coordination Centre)) • Support community evacuation efforts in coordination with other lead agencies. • ~~4.~~ **Fire Risk Management** • Contribute to the development and review of local risk assessments and fire risk management plans In conjunction with Rural Fire Service QLD • RFSQ lead the Area Fire Management Group as conduits for information and actions on bushfire risk through communities to LDMG and the Regional Bushfire Committee. • ~~5.~~ **Community Education and Engagement** • Deliver fire safety and disaster preparedness education programs to the public. • Support vulnerable communities by raising awareness about emergency preparedness. • ~~6.~~ **Interagency Collaboration** • Liaise with local and state authorities, including Local Disaster Management Groups (LDMG), to ensure coordinated disaster response efforts. • Contribute resources and expertise to the broader emergency management framework during disasters. • ~~7.~~ **Post-Incident Recovery** • Participate in damage assessment and recovery operations, in conjunction with other Lead agencies.
QUEENSLAND HEALTH	• Lead agency for response functions of public health, mental health and medical services, mass causality management, mass fatality management, including victim identification (with QPS) and emergency medical retrieval • Provide health emergency incident information • Primary agency for heatwave, pandemic, influenza, biological and radiological incidents • Provide local context and coordination of health aspects of an incident to the local district with regards to the full spectrum of prevention, preparedness, response and recovery. • Provide health emergency incident information to the LDCC for dissemination.

	• Provide liaison to the wider Health system through the Queensland Health Disaster management framework.
QUEENSLAND POLICE SERVICE	• Assisting the community to prepare for, respond to and recover from an event or disaster • Coordination of search and rescue • Control and coordination of evacuation operations • Provided liaison officers to the LDCC • Uphold the law generally • Preservation of peace and good order • Prevention of crime • Investigation of the criminal aspect of any event • Security of any site as a possible crime scene • Coronial investigation procedures • Provide a disaster victim identification capability • Traffic control, including assistance with road closures and maintenance of road blocks with other agencies • Crowd management/ public safety
QUEENSLAND STATE EMERGENCY SERVICE	• ~~1.~~ **Disaster Response and Support** • Provide operational support in response to natural disasters, including storms, floods, and cyclones. • Conduct damage assessments, including initial impact assessments for local authorities. • Assist in temporary emergency repairs to homes and infrastructure (e.g., roof tarping, debris removal). • Assist with emergency traffic control. • ~~2.~~ **Rescue Operations** • Conduct land based swift water rescue operations. • Provide vertical rescue, road crash rescue, and other general rescue services as required. • ~~3.~~ **Evacuation Assistance** • Assist with evacuation planning and execution, including helping vulnerable communities evacuate. • Provide support to evacuation centers and relief facilities as needed. • ~~4.~~ **Flood and Storm Response** • Lead floodboat operations to rescue stranded individuals during flood events. • Conduct storm damage operations, including sandbagging, tree clearing, and securing property. • ~~5.~~ **Incident Management Support** • Support the Local Disaster Coordination Centre (LDCC) and Incident Control with trained personnel. • Assist with logistics, communications, and incident reporting during disaster events. • ~~6.~~ **Community Education and Engagement** • Conduct public education programs on disaster preparedness and mitigation. • Promote awareness of flood and storm safety measures to local communities.

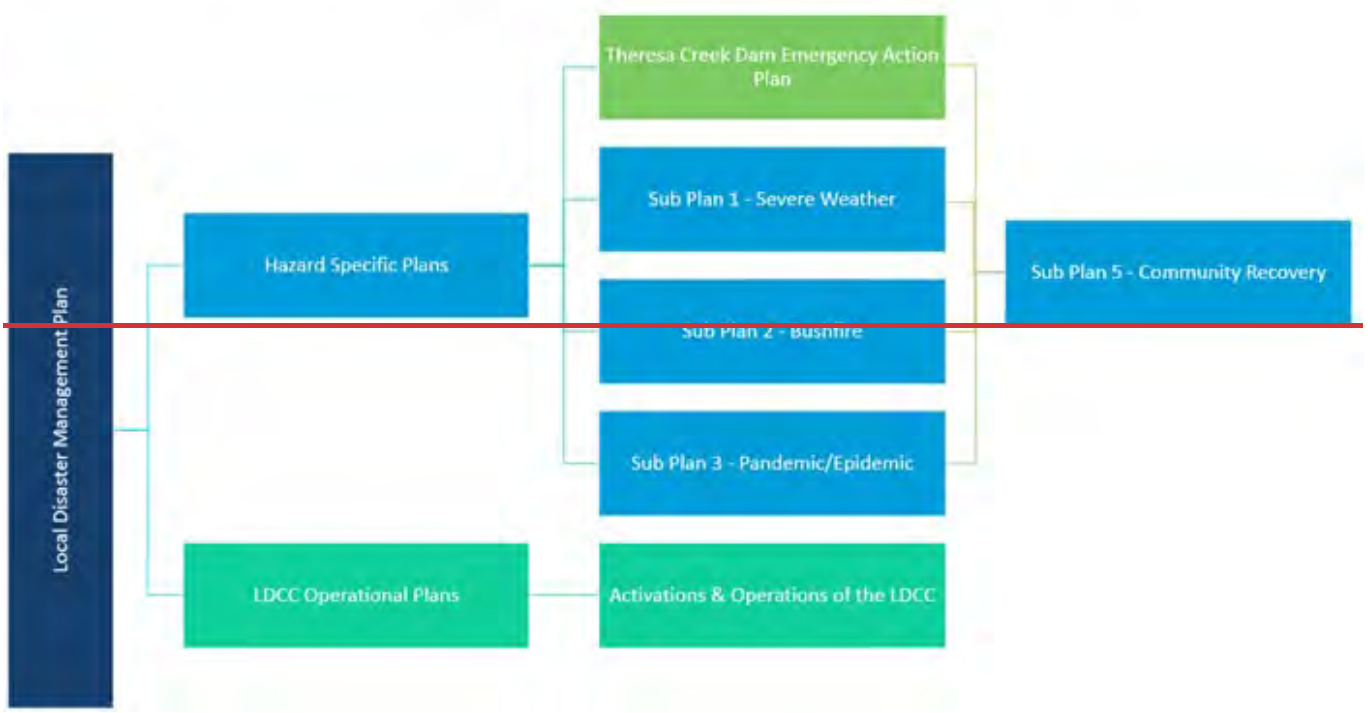
	• ~~7.~~ **Interagency Collaboration** • Work alongside local councils, emergency services, and other agencies in the planning and coordination of disaster response efforts. • Participate in multi-agency exercises to ensure readiness and cooperation. • ~~8.~~ **Post-Disaster Recovery** • Support post-disaster recovery operations, including assisting with the clean-up and restoration of community services. • Help coordinate volunteer efforts and resources for rebuilding and recovery initiatives.
DEPARTMENT OF TRANSPORT AND MAIN ROADS	• Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure • Assist with the safe movement of people resulting from mass evacuation • Ensure the capability of logistics-related industries is appropriately applied to disaster response and recovery activities.
NORTH QUEENSLAND PRIMARY HEALTH NETWORK	• assist with health ~~response~~responses during emergencies by providing a key liaison and communication role with general practice and pharmacy providers across the district as requested.
ADVISORY MEMBER AGENCIES	• assist with response during emergencies by providing a key liaison, communication and resources as requested.

LOCAL RECOVERY SUB COMMITTEES

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

~~STRUCTURE OF THE LOCAL DISASTER MANAGEMENT PLAN AND SUBPLANS~~

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



ISAAC COMMUNITY CHARACTERISTICS

The Isaac local government area spans an area of approximately 58,000 km2. The Isaac region is bordered by the local government areas of Mackay, Whitsunday, Rockhampton, Livingstone, Barcaldine, Banana, Charters Towers and Central Highlands.

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

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

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

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

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

POPULATION STATISTICS

The Isaac encompasses 58,709 square kilometres where over 20,000 residents call home, although, an additional 11,085 resource sector workers travel here and are housed in temporary accommodation. At any one time the full-time equivalent population in the Isaac region is estimated at 35,845.

The Isaac region include the modern mining towns of Moranbah, Middlemount, Dysart and Glenden, to the historic communities of Nebo, Clermont and St Lawrence and small coastal villages and rural localities. Moranbah is the main service centre for the region with an estimated population of 9,120.

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

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

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

Additional information can be found ~~in the *Economic And Population Review 2023* report~~ via the Isaac Regional Council website - Strategies and Data - Isaac Regional Council

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

~~INDIGENOUS STATUS~~

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

~~EMPLOYMENT BY INDUSTRY~~

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

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

ESTIMATED RESIDENT POPULATION BY LOCALITY

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

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

EDUCATION

The Isaac Region has numerous schools, child care centres and early learning centres located with the LGA.

SCHOOL TYPE	STATE	NON-STATE	TOTAL
Primary	14	1	15
Secondary/Combined	3		3

INDUSTRY

The Isaac Region contains most of Australia's high quality metallurgical coal reserves, as well as significant deposits of thermal coal. Much of the coal produced in the region is transported by rail to coal terminals on the coast for export to overseas markets. In addition to coal mining, the region is home to other resource industries, including coal seam gas (CSG) and conventional gas operations, metalliferous mines, renewable energy projects and resource industry infrastructure.

In June 2024, there were 31 operating coal mines, three related infrastructure operations and one gas operation in Isaac. Each of the 11 largest coal mines in the LGA engaged more than 1,000 workers (RSHQ, 2024). One renewable energy project—Clarke Creek Wind Farm— was under construction in June 2024, and rehabilitation work was underway at Newlands mine (QGSO, 2024).

Agriculture, inclusive of crops, livestock, fishing and aquaculture, continues to drive the regional economy, with two important agricultural areas (as identified by the Queensland Agricultural Land Audit) that has all the requirements for agriculture to be successful and sustainable, is part of a critical mass of land with similar characteristics and is strategically significant to the region or the state.

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

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

~~Two projects—Olive Downs Complex and Clarke Creek Wind and Solar Farm—were under construction in June 2023, and rehabilitation work was underway at Newlands and Grasstree mines.~~

~~Agriculture is another key industry for the region. The local value of Isaac Commodities produced is $656.36 million, with $572.74 million from livestock, $81.64 million from crops, $1.73 million from livestock products, and $0.26 million from fruit and nuts. The Queensland Agricultural Land Audit identifies two important agricultural areas within the Isaac LGA, East Coast and The Golden Mile. An important agricultural area is described as an area that has all the requirements for agriculture to be successful and sustainable, is part of a critical mass of land with similar characteristics and is strategically significant to the region or the state.~~

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

HEALTH AND MEDICAL

The Isaac region's Public Hospital services are provided by the Mackay Hospital and Health Service (MHHS). There are hospital facilities in Moranbah, Clermont and Dysart and a range of specialist and allied

health services across the region. The Clermont Multipurpose Health Service also provides residential aged care. Private medical and a range of Home and Community Services organisations also operate across the region.

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

~~CEMETERY SITES~~

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

~~MORGUE FACILITIES~~

~~LOCATION~~	~~BODY CAPACITY~~
~~Clermont Hospital~~	~~2~~
~~Central Highlands Funeral Services, Emerald~~	~~10~~
~~Central Highlands Funeral Services, Sarina~~	~~20~~
~~Dysart Hospital~~	~~2~~
~~Moranbah Hospital~~	~~2~~

~~TEMPORARY COOL ROOM FACILITIES~~

~~LOCATION~~	~~APPROXIMATE CAPACITY~~
~~Glenden Recreation Centre~~	~~4~~
~~Moranbah Community Centre~~	~~8~~
~~Dysart Community Centre~~	~~4~~
~~Clermont Community Centre~~	~~4~~
~~Middlemount Community Centre~~	~~4~~
~~Nebo Undercover Arena~~	~~20~~

EMERGENCY SERVICES

	POLICE	QFD	RFSQ	AMBULANCE	SES
CARMILA					
CLERMONT					
DYSART					
GLENDEN					
GREENHILL					
ILBILBIE					
MIDDLEMOUNT					
MORANBAH					
NEBO					
ST LAWRENCE					

NOTE: There are additional 29 Rural Fire Service (RFSQ) primary producer brigades located across the Isaac region which are equipped with slip on units.

CRITICAL INFRASTRUCTURE

REFERABLE DAMS

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

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

DAM NAME	DAM OWNER	DETAILS
Burton Gorge Dam Dam ID 557	Peabody	Located 54km south-west of Glenden Full Supply Capacity 14,829 ML
Theresa Creek Dam Dam ID 366	Isaac Regional Council	Located 22km south-west of Clermont Full Supply Capacity 9,200 ML
Environmental Dam Dam ID 222	TerraComm	Located at Blair Athol Mine, Clermont
Teviot Creek Dam Dam ID 556	Bowen Coking Coal	Located on Lot No. 5311 on SP 262721.

WATER

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

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

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

WASTEWATER

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

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

POWER

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

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

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

~~*Refer to: ECM_4786229 - DM Plans - Isaac Region - Power Restoration Planning - Critical Services*~~

HAZARDOUS SITES

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

COMMUNICATION TOWERS~~S~~

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

AIRPORTS

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

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

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

ROADS

Major arterial roads passing through the region include:

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

Many of these roads become compromised by flooding during wet seasons and heavy rain periods as do many of the local roads providing access to the towns for residents from outlying areas and on properties. There are two major vehicle transport corridors through the region:

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

~~AIRPORTS~~

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RAIL NETWORK

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

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

OUR HAZARDS & RISKS

The Isaac region has several natural and non natural hazards that have the potential to affect our communities.

Severe Thunderstorms

Severe thunderstorms are localised events that usually do not affect areas as widely as tropical cyclones and floods; therefore, their impacts are often underestimated. Thunderstorms that produce any of the following events are classified as severe in Australia:

- Large hail (2cm or greater in diameter).
- Wind gusts (90km/hr or greater).
- Tornadoes.
- Heavy rainfall conducive to flash flooding.

Severe thunderstorms are likely to cause damage to property, crops and natural vegetation and [have been known to] result in death or injury.

Flooding

Flash flooding occurs within six hours of rain falling. It can happen after a short burst of heavy rain, such as from a thunderstorm. Flash floods can be a serious problem in urban areas if drainage systems can't cope and tend to affect a localised area.

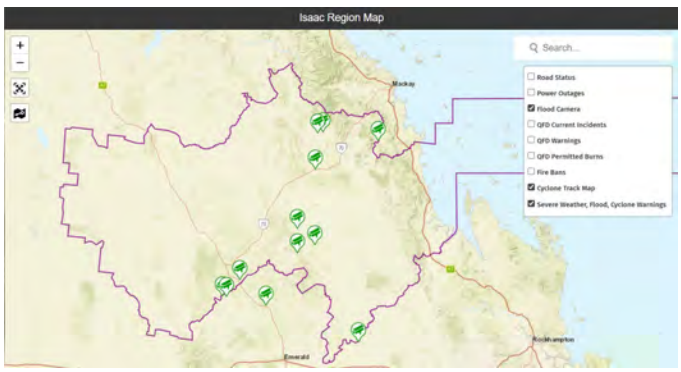
The BoM will issue a Flood Watch when forecasted rainfall suggests that local and riverine flooding is possible. Its purpose is to provide early advice of a developing situation that may lead to flooding. A Flood Watch isn't a warning of imminent flooding.

The BoM will issue a Flood Warning if there is more certainty that flooding is expected in a particular location. Flood warnings are more targeted and are issued for specific catchments and locations within catchments. The severity of the expected flood will be categorized into three specific flood classifications – Minor, Moderate or Major flooding.

Council maintains a network of 30 river and rain gauges within in the region that provide real-time rainfall and river height information.

To enable situational awareness for road users, Council also has eleven flood monitoring cameras located in the following key locations:

- Bee Creek, Suttor Development Road
- Peak Gully, Suttor Development Road
- Campbell Creek (Convicts Crossing), Dysart Clermont Road
- Denison Creek, Sarina Oxford Downs Road
- Downs Creek, Golden Mile Road
- Funnel Creek, Sarina Marlborough Road
- Prospect Creek, Sarina Marlborough Road
- Thirty Mile Creek, Peak Downs Highway
- Hughes Creek, Dysart Saraji Road
- Browns Flat, Gregory Highway
- Theresa Creek Dam (Spillway)



Tropical Cyclones

Tropical cyclones are the most disruptive and damaging natural hazard in Queensland with the potential to pose the most risk to life during impact. Cyclones have made landfall in and around the region previously, destroying homes and infrastructure.

As a cyclone approaches, the wind and rain gradually increase over several hours. Winds caused by cyclones are powerful enough to break large trees, roll over shipping containers, and blow away unsecured caravans, garden sheds and patios. Strong winds associated with cyclones can cause extensive property damage and turn loose items into wind-borne debris that cause further building damage. Slow moving cyclones can take many hours to move past a particular location, causing extreme wind and rain that lasts hours and days after the initial coastal crossing.

The severity of a tropical cyclone is described in terms of categories, ranging from 1 (weakest) to 5 (strongest), related to the maximum mean wind speed. Table 5 explains the Tropical Cyclone Rating System in more detail. Tropical cyclones are referred to as “severe tropical cyclones” when they are producing “very destructive winds”, which corresponds to category 3, 4 and 5.

Storm Surge and Tide

A storm tide is the rise of the ocean water level, combined with the tide at the time and strong onshore winds and/ or reduced atmospheric pressure. This combination of effects, especially if it occurs on a high tide or king tide, can force sea water and pounding waves into areas that would normally be well above sea level and sometimes several kilometres inland if the land is low lying. The more intense the cyclone is, the higher the storm tide risk is.

Bushfire

Bushfires and grassfires are common throughout Australia. Grassfires are fast moving. They have a low to medium intensity and primarily damage crops, livestock and farming infrastructure, such as fences. Bushfires are generally slower moving but have a higher heat output. Fire in the crown of the tree canopy can move rapidly.

The bushfire danger period extends from mid-late winter through to early summer (August to December). Seasonal conditions can exacerbate potential bushfire situations; this is especially the case if a relatively wet summer/autumn period (which produces good vegetation growth) is followed by a cold, dry winter and warm spring. This can result in abundant quantities of dried vegetation, especially if the cycle occurs over several years.

Natural bushlands are prone to bushfire. Grassland fires are possible in most rural areas depending on seasonal conditions.

The Area Bushfire Management Committee (ABMC) develops and reviews its Fire Management Plan in conjunction with council and other key stakeholders. This plan provides a shared understanding of the important geographical and access features of these estates and they contain information critical for balancing emergency response priorities with those of environmental conservation and protection of culturally sensitive sites.

Heatwave

The Bureau of Meteorology defines a heatwave as three days or more of high maximum and minimum temperatures that is unusual for that location.

Heatwaves are sometimes described as a “silent killer” and can result in significant health stress on vulnerable people. This stress may result in death during the heat event, but in many cases, death occurs

well after the heatwave has passed. Often it can be difficult to determine whether the heatwave caused death, as many of those who die have a pre-existing or contributing health condition.

Intense heatwaves may also affect the reliability of infrastructure, such as power, water and transport services.

Pandemic

A pandemic is a worldwide spread of a new disease and is usually a viral respiratory disease. The outbreak of an infectious disease within the human population could cause the normal response systems within the community to be overwhelmed. It could involve isolation and quarantine of large numbers of people for a protracted period.

As the COVID-19 pandemic demonstrated, pandemic mitigation measures may have significant psychological and economic impacts in the community and may require significant changes to emergency response and planning by responsible agencies.

Earthquake

Earthquakes are the vibrations caused by rocks breaking under stress. The underground surface along which the rock breaks and moves is called a fault plane. Earthquakes in Australia are usually caused by movements along faults as a result of compression in the Earth's crust.

Dam Failure

The Isaac LGA has four referrable dams. A dam fails when there is a physical, structural collapse or an uncontrolled release of any water. All referrable dams in Isaac LGA have emergency action plans that outline what areas would be inundated from a failure and what actions dam operators would take.

Tsunami

Tsunami are waves caused by the sudden movement of the ocean surface due to earthquakes, sea floor landslides, land slumping into the ocean, large volcanic eruptions or meteorite impacts in the ocean. There is little recorded history of tsunami in Australia, however the risk is still present.

~~HAZARD SPECIFIC ARRANGEMENTS~~

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

~~NATURAL HAZARD~~	~~NON-NATURAL HAZARD~~
~~Meteorological~~	~~Human Caused~~
~~Cyclone~~	~~Major Transport Infrastructure Outage~~
~~Flood~~	~~Terrorist Incident~~
~~Storm Tide~~	~~Marine Oil Spill~~
~~Bushfire~~	~~Arson~~
~~Severe Storm~~	~~Sabotage of Essential Services~~
~~Heatwave~~	~~Severe Civil Unrest~~
~~Drought~~	~~Bombing~~
~~Geological~~	~~Supply Chain Failure~~

~~Earthquake~~	~~Infrastructure~~
~~Landslide~~	~~Building Collapse~~
~~Tsunami~~	~~Failure of Essential Infrastructure~~
~~Biological~~	~~Hazardous Materials Incident~~
~~Human Epidemic~~	~~Bridge Collapse~~
~~Animal and Plant Disease~~	~~Dam Failure~~
~~Insect or Vermin Plague~~	~~Industrial Incident~~

~~HAZARDOUS SITES~~

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

HAZARD SPECIFIC PLANNING

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

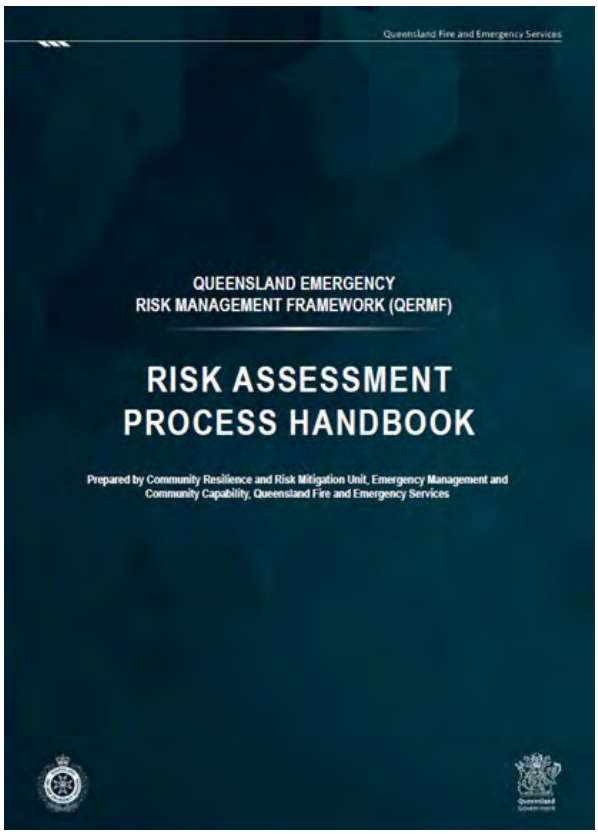
Refer to APPENDIX A – AGENCY RESPONSIBILITIES BY HAZARD

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

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

~~RISK ASSESSMENT MANAGEMENT~~

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



~~In order to ensure a contemporary and consistent methodology, Isaac Regional Council has adopted the process of the Queensland Emergency Risk Management Framework (QERMF).~~

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

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

~~The process specifically considers the following:~~

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

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

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

~~Communicating gaps in capacity that may lead to residual risk ensures those either accepting the management of the residual risk or looking to share the residual risk can clearly plan to address the identified gaps.~~

~~Any plans or strategies developed to manage residual risk will need to be complementary between the relevant agencies at each level within the QDMA.~~

PREVENTION

ISAAC REGION

PREVENTION ARRANGEMENTS

The Isaac LDMG is committed to reducing disaster risks wherever possible, by reducing the likelihood and/or consequence of disaster events.

The following strategies are promoted by the group to reduce disaster risk to the community:

- Compliance with Legislation, Regulations and Standards
- The LDMG is committed to implementing and promoting knowledge and awareness within the group's members in respect to their applicable legislation/s.
- The various acts, regulations and standards include provisions which work to reduce the risks associated with disasters and have been considered in the preparation of this LDMP.

COMMUNITY ENGAGEMENT

- To ensure that disaster resilience is built within community.
- Through promotion of the Get Ready Queensland activities, radio updates, community group engagement activities.
- ~~Maintain and communicate Council's~~ Disaster Dashboard, which provides real time updates for awareness for disasters with access to current weather warnings, road closures, power outages – ~~https://dashboard.isaac.qld.gov.au/~~

Isaac Local Disaster Coordination Centre Facebook page is another platform for sharing community messaging using the toolkits provided by Get Ready Queensland which ensures consistent messaging, and other relevant communications sources such as posts from the Bureau of Meteorology, Queensland Health, Queensland Fire and Emergency Services.

AGENCY ENGAGEMENT ACTIONS

Throughout the year the LDMG participates in regional activities:

- Fire Management Group meetings facilitated by Rural Fire Service Queensland
- Disaster Management Officer Forums – with district and regional LGA's
- Resilient Queensland strategies facilitated by Queensland Reconstruction Authority
- Infrastructure Resilience Working Group facilitated internally by Isaac Regional Council
- Community Advisory Subgroup's which are facilitated regionally by Isaac Regional Council via the LDMG.

FLOOD STUDIES IN THE ISAAC REGION

Flooding affects many areas across the Isaac region. Isaac Regional Council is working to better understand flood risks to improve community safety and access to flood information.

Every flood is different, but each event helps us improve future predictions and preparedness.

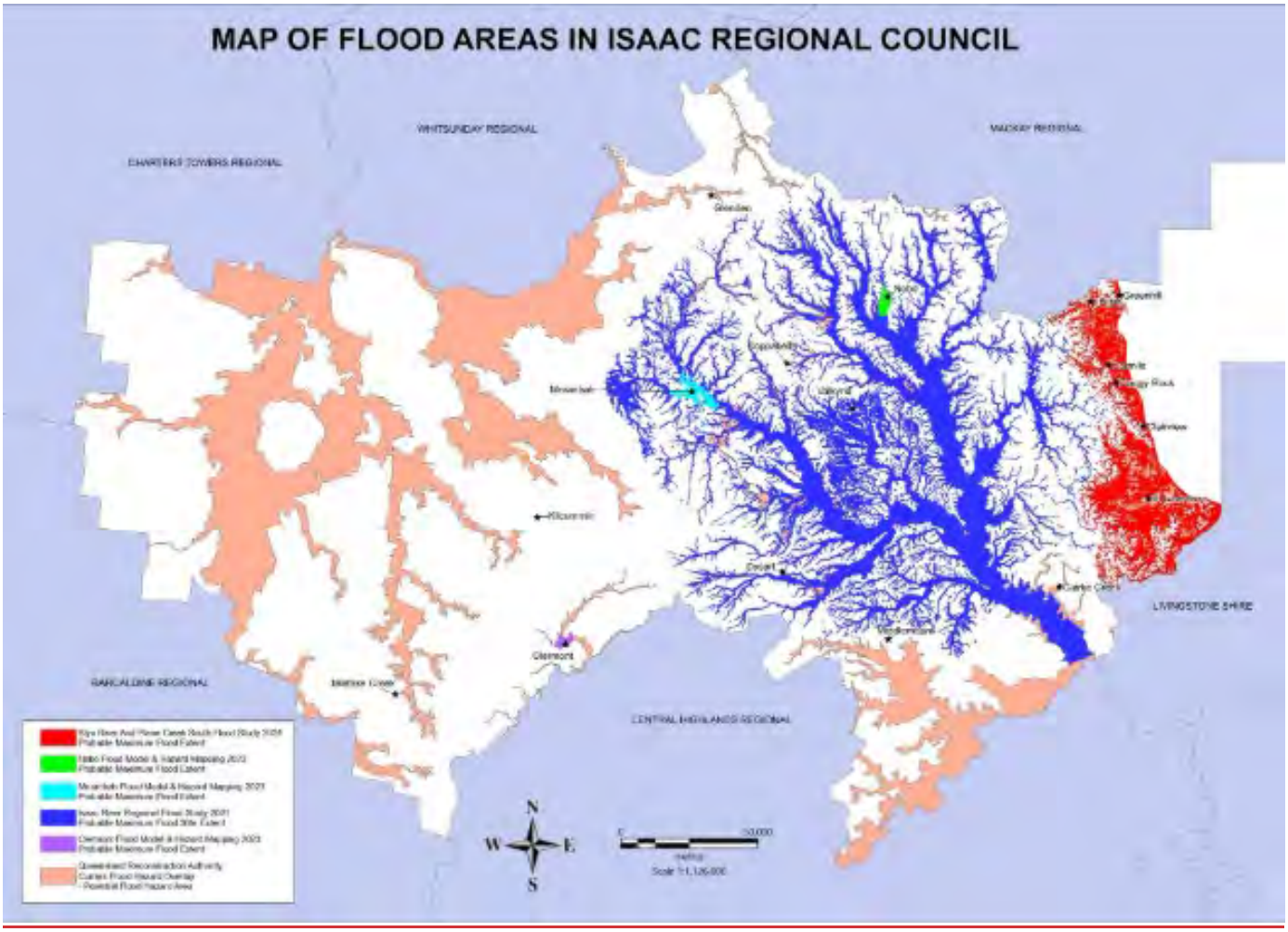
Flood studies investigate how floods behave in specific areas—looking at depth, speed, and extent. This helps guide building, planning, emergency response, and infrastructure decisions.

By studying current and future climate impacts, we aim to reduce risk and protect people, property, and communities.

To date flood studies have been undertaken or are in progress for the following locations:

- **Isaac River catchment** - the Isaac River Flood Study was undertaken by KBR and completed in 2021. It covers a large rural area in central Isaac, west of the Connors Range.
- **Clermont** - the Clermont, Flood Model and Hazard Mapping Study was delivered by GHD in 2023 covers the town of Clermont and its immediate rural areas.
- **Moranbah** - the Moranbah Flood Model and Hazard Mapping Study was delivered by GHD in 2023 covers the town of Moranbah and extends down to the Peak Downs Highway.
- **Nebo** – the Nebo Flood Model and Hazard Mapping Study was delivered by GHD in 2023 the town of Nebo.
- **Isaac Coastal areas** – the Styx River and Plane Creek South Flood Study was delivered by KBR in 2024 and covers the Isaac coastal area, including the communities of Ilbilbie, Greenhill, Carmila, Clairview, Flaggy Rock and St Lawrence.

The below image shows the extent of flood impacted land (probable maximum flood areas) across the Isaac Region and the relevant flood studies that have been undertaken across these areas. Council will continue to review the extent of our Flood Program in the future. Updates about flood study program can be found here: can be found here: Flood Study Program - Isaac Regional Council


MAP OF FLOOD AREAS IN ISAAC REGIONAL COUNCIL
WHITSUNDAY REGIONAL
MACKAY REGIONAL
CHARTERS TOWERS REGIONAL
LIVINGSTONE SHIRE
BARCALDINE REGIONAL
CENTRAL HIGHLANDS REGIONAL
Clermont
N
W
E
S

DISASTER MANAGEMENT ACTIVITIES CALENDAR

PREVENTION

Key Activities
Reporting, Assessing, Planning, Training & Exercising

PREPAREDNESS

Key Activities
Reviewing, Planning, Training, Exercising, Cabinet Submission & Community Awareness

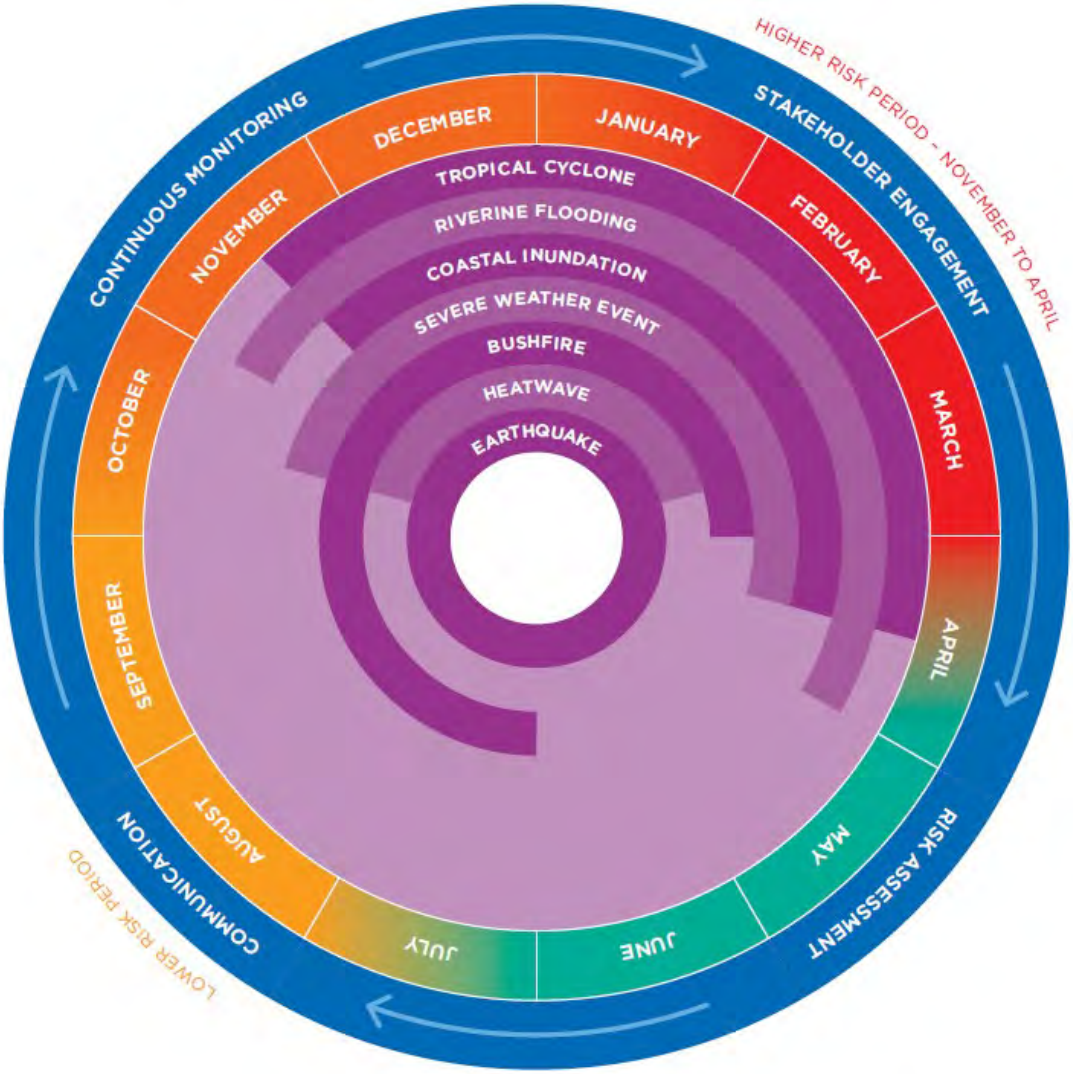
RESPONSE

Key Activities
Responding, Recovering, Meetings & Reporting

RECOVERY

Key Activities
Post Event Series i.e. Meetings
Assurance Activities
Review & Assess

Reference: Queensland State Disaster Management Plan



PREPAREDNESS

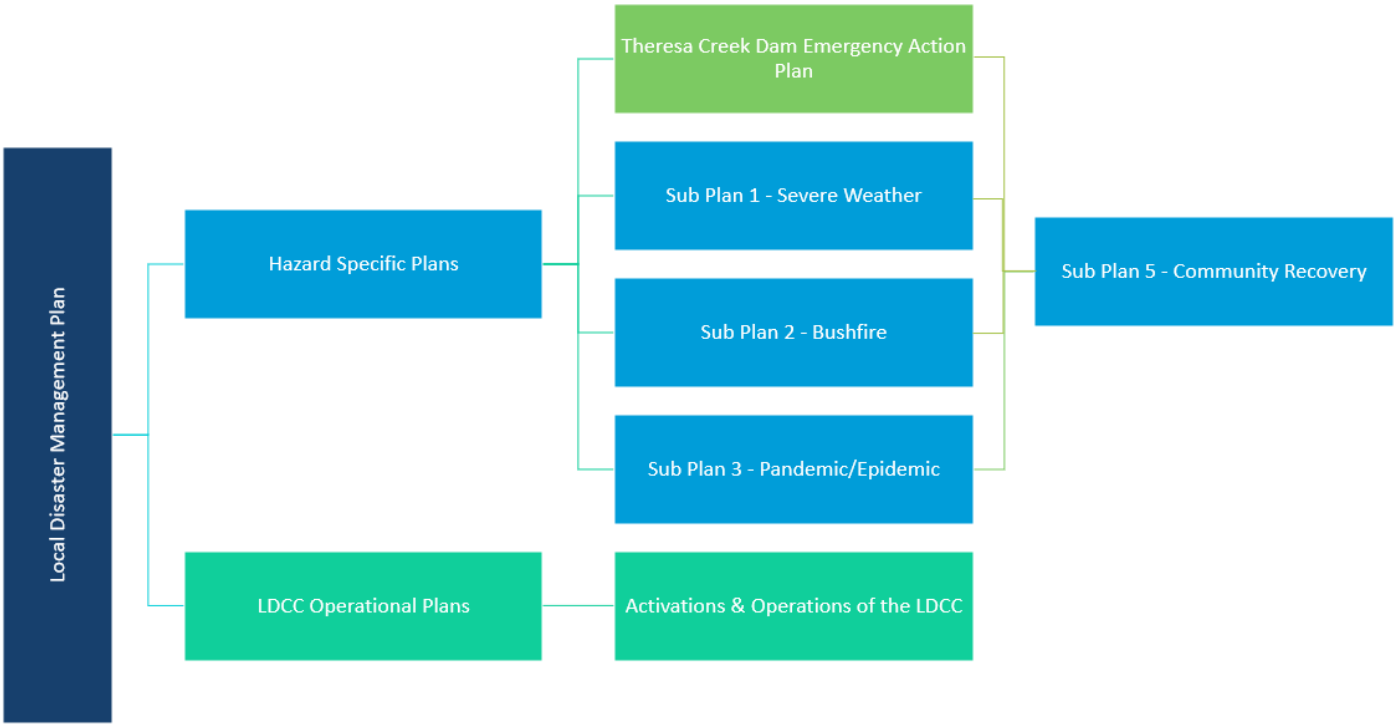
PREPAREDNESS ARRANGEMENTS

SUB PLANS

NAME	INTERNAL DOCUMENT NUMBER
Sub Plan 1 – Severe Weather	ECM 4479062
Sub Plan 2 - Bushfire	ECM 3643414
Sub Plan 3 - Pandemic / Epidemic	ECM 711023
Sub Plan 4 – Activation & Operations of the LDCC	ECM 4467523
Sub Plan 5 - Community Recovery Plan	ECM 4683695

These plans address specific hazards where State departments or agencies have primary management responsibility to ensure that an effective plan is prepared. Hazard specific plans address the hazard actions across all PPRR phases and include information on how the QDMA links with the hazard specific arrangements and support the primary agency to manage the hazard specific event. Specific planning is required to ensure appropriate coordination and operational procedures are developed for specific hazards; these may be different to those for disaster management.

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



COMMUNITY PREPAREDNESS

With 17 unique communities and arrange of differing lifestyles, economic drivers, historical impacts and a vast distance to cover, it is essential that the communities of the Isaac region are resilient and able to cope with a range of potential natural and manmade disasters.

Most of the Isaac communities have thriving local sports groups, volunteer organisations and community groups. The majority have active Rural Fire and SES services with a wealth of local knowledge, as well as teams on all mine sites specifically trained to manage on mine site disasters.

With most events, a combined community and industry response, led by the LDMG and appropriate government agencies, would be forthcoming to prevent, prepare for, respond to and recover from an event.

IRC has worked to develop Disaster Management capacity within the region, with 1.5 full time staff employed in Disaster Management, and a full time SES Local Controller. Council's disaster management team is continually gaining capacity through training and exercises. Council employs approximately 450 staff across all major locations in the region.

COMMUNITY EDUCATION

In accordance with s30 (e) of the Act, the LDMG undertakes several place-based and regional campaigns to promote the key themes in alignment with Get Ready Queensland.

Communications Strategy:

- Annual regional media campaigns.
- Disaster dedicated preparation messages released through social media, during storm, cyclone and fire season, event based.
- Dedicated messaging during events via press releases, public notices and social media via the Isaac Local Disaster Coordination Centre page. ~~https://www.facebook.com/IsaacLDCC~~
- Isaac's Disaster Dashboard. ~~https://dashboard.isaac.qld.gov.au/~~
- Participation in local and regional events promoting Get Ready Queensland, and other disaster management messaging.
- Conducting preparedness educational programs at the local primary schools in the Isaac Region each year.
- Targeted community awareness at a grass roots level for development of contact lists and registers, focussed on most likely event/hazard/risk.

~~COMMUNICATION~~

~~Communicating with the LDMG about events is via email and SMS (via Guardian IMS).~~

~~If the primary means of communications fails, then Telstra and the various Lead and Support Agencies will attempt to restore communications or provide alternative means of communications.~~

~~All Core and Advisory Member Agencies involved in the disaster response shall provide their own communication links between the LDCC and their agency.~~

~~Council will use the most efficient and appropriate means to warn the community before, during and after a disaster event. These means may include:~~

- ~~Australian Warning System (AWS) – The AWS is a national approach to information and warnings for hazards like bushfire, flood, storm, cyclone, extreme heat and severe weather. The AWS aims to provide consistent warnings to Australian communities so that people know what to do when they see a warning level. There are three warning levels:~~
  - ~~Advice: An incident has started. There is no immediate danger. Stay up to date in case the situation changes.~~
  - ~~Watch and Act: There is a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.~~

- Emergency Warning: An Emergency Warning is the highest level of warning. You may be in danger and need to take action immediately. Any delay now puts your life at risk.

- Media releases with warnings including the utilisation of radio stations and ABC local radio
- Personal visit to property by Police, Emergency Services members or Council employees
- Emergency Alert - EA provides a platform for local and state agencies to issue warnings. EA is a way to deliver messages directly to a person's mobile or landline phone, it should complement other forms of public information or warning delivery such as traditional media, social media and website updates.
- (via Latest Updates) - https://dashboard.isaac.qld.gov.au/
- LDCC Facebook page - https://www.facebook.com/IsaacLDCC

Refer to Communication Approvals – LDMG/LDCC – Appendix C

WEBSITE UPDATES

The Communications Officer in conjunction with the Web Coordinator is responsible for editing, where necessary and lodging the contents of any routine updates or situation reports to the Disaster Dashboard (Latest Updates). The Communications Officer is also responsible for the drafting of any messages to be lodged on the website and advising the community of imminent threats, changes to threat states, recommended actions and precautions.

MEDIA MANAGEMENT

Information is the basis of timely and appropriate decisions. The best use of information will follow a systematic handling of information.

All information must be evaluated before communications are developed. At all time consideration will be given to sharing ONLY from the single point of truth (the responsible agency).

The key steps are:

- Collection – from multiple sources (history and real time)
- Collation – the sorting of information by interested parties
- Confirmation – the verification of information collected and collated
- Interpretation – suitably skilled and authorised personnel make sense of the information
- Act – response to the above actions
- Record/store/file

These actions are repeated constantly during disaster operations, and result in substantial quantities of information. The sign of good information management is the capture and recording of all the information, to enable it to be shared with as many interested personnel as possible – both during an event.

When this is done well all personnel involved will have far greater 'situational awareness' and, after the event, will be able to reconstruct what happened, and when.

This facilitates organisational learning, by continuous improvement, through analysis of past operations. It will also ensure information is not lost and is processed in a thorough and systematic manner. Personnel needing to make decisions can be assured they have the most up-to-date and complete information with which to work.

LOCAL DISASTER COORDINATION CENTRE

The primary functions of the Local Disaster Coordination Centres (LDCC) revolve around three key activities:

- Forward planning
- Resource management
- Information management.

Local Disaster Coordination Centres are either permanent or temporary facilities within each local government area, or combined local government area, established to support the LDMG during disasters.

- **Primary Location** – Disaster Management Complex, 38 Bacon Street Moranbah QLD
- **Secondary Location** – Council Chambers, Batchelor Parade, Moranbah QLD

LDCCs operationalise LDMG decisions, as well as plan and implement strategies and activities on behalf of the LDMG during disaster operations.

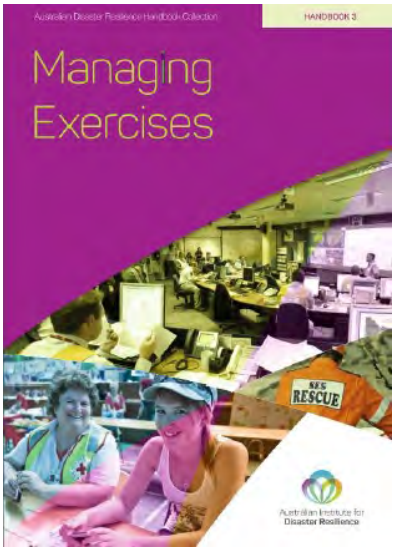
Representatives from the media are not permitted in the LDCC during activations. ~~.~~

TRAINING FOR LDMG

- Training for LDMG, staff and operations personnel is facilitated by QPS Emergency Management Coordinator.
- Training for the LDMG, staff and operations personnel shall be in accordance with the Queensland Disaster Management Training Framework.
- Members of the IRC disaster management team, who shall assist in the event of a disaster, shall be trained in the use of Guardian IMS.

EXERCISES

In accordance with the Act s59 (2) a Local Government must review the effectiveness of their LDMP at least once a year and this is normally achieved through an exercise.



Exercises can enhance capacity and confidence of the people that participate in them. The conduct of an exercise is one way in which the LDMG can undertake a review of the Local Plan. The development and enactment of scenarios to evaluate the effectiveness of plans is key to good governance and assurance.

Analysing plan effectiveness – both in times of exercise and post-incident response – enhances planning outcomes and enables the implementation of lessons identified.

Accordingly, plans must be adjusted where necessary. Flexibility and agility in planning, rather than rigidity, ensures plans remain relevant, realistic and risk based.

https://knowledge.aidr.org.au/media/3547/handbook-3-managing-exercises.pdf

An exercise determined by the LDC which is designed to evaluate the Isaac LDMG response and coordination capability should be facilitated annually.

~~This exercise can be any of the following types:~~

- ~~Discussion~~
- ~~Functional~~

- ~~Field~~
- ~~Seminars~~
- ~~Practice Functions~~
- ~~Simulated realistic event~~
- ~~Agency Presentations~~
- ~~Real Time~~
- ~~Hypothetical~~
- ~~Syndicate Progressive~~
- ~~Workshop based~~
- ~~Skills based~~

LESSONS MANAGEMENT

The Isaac LDMG subscribes to ongoing learning through a lessons management process. Council facilitates and coordinates routine debriefs, after action reviews and learning application from events, exercises, training, and reviews. Council also engages with the Inspector-General of Emergency Management (IGEM), who maintains the state's disaster management assurance program to ensure best practice and alignment with The Standard for Disaster Management in Queensland.~~Lessons management is a key element of continuous improvement and disaster management stakeholders in Queensland are urged to apply this learning practice. It involves the identification of learning of lessons captured through evaluation activities (including debriefing, monitoring and reviews) occurring before, during and after emergencies. It includes the establishment of a learning culture to support the monitoring, debriefing and review activities, which are then analysed for trends, risk, and lessons. Lessons are then assessed for action, which are then in turn implemented and monitored for change and improvement.~~

~~It is strongly recommended that the strategy applied by disaster management stakeholders be consistent with The Australian Resilience Handbook for Lessons Management.~~

ACTIVATIONS & TRIGGERS

The Chairperson of the LDMG is responsible for the decision to activate the LDMG, in consultation with the Local Disaster Coordinator as required. Should the Chairperson be unavailable, the Deputy Chairperson of the LDMG is responsible for the decision. Should neither of the above members of Council be available, the decision may be taken by the Local Disaster Coordinator, who will advise the Chair, LDMG as soon as is practicable. Should the LDC be unavailable, the decision may be taken by the Deputy LDC.

Timely activation, across all levels of Queensland's Disaster Management Arrangements, is critical to an effective disaster response. This relies on a clear understanding of the indicators used in Queensland's disaster management arrangements to monitor and provide situational awareness of events.

Disaster management arrangements in Queensland are activated using an escalation model based on the following levels:

ACTIVATION LEVEL	DEFINITION
PRE-ACTIVATION	A state of awareness of a potential situation or threat, generally during bush fire and severe weather seasons. Watching and gathering information with the LDMG Chair and LDC consultation to determine activation to the next level
ALERT	A heightened level of vigilance and preparedness due to the possibility of an event in the area of responsibility. Some action may be required, and the situation should be monitored by staff capable of assessing and preparing for the potential hazard.
LEAN FORWARD	An operational state prior to 'Stand Up', characterised by the heightened level of situational awareness of a disaster event (either current or impending) and state of operational readiness. Disaster coordination centres are on standby – prepared by not activated.
STAND UP	The operational state following 'Lean Forward' where resources are mobilised, personnel are activated, and operational activities commenced. Disaster coordination centres are activated.
STAND DOWN	Transition from responding to an event back to normal core business and/or recovery operations. The event no longer requires a coordinated operational response.
DEBRIEF	This stage is the close out of the activation ensuring that lessons identified are captured.

https://www.disaster.qld.gov.au/__data/assets/pdf_file/0029/339428/RG1157-DMG-Activation-Triggers-Reference-Guide.pdf

DECLARATION OF A DISASTER SITUATION

Section 64 of the *Disaster Management Act 2003* gives the legislative authority for declaring a disaster situation. The declaration of a disaster situation provides additional powers to nominated officers.

A disaster situation will normally only be declared when it is necessary to exercise those additional powers to prevent or minimise:

- Loss of human life
- Illness or injury to humans
- Property loss or damage
- Damage to the environment

If a District Disaster Coordinator believes the disaster or impending disaster is likely to require specific disaster powers, then the DDC may, after consultation with the DDMG and relevant local governments and with the approval of the Minister declare a disaster situation for all or part of the district.in the Isaac Region.

FINANCIAL MANAGEMENT

All agencies are responsible for meeting and recording their own operational expenses incurred during a disaster event, and for claiming reimbursement of any expenses allowed refer to:

https://www.qra.qld.gov.au/funding/drfa

Financial cost codes are activated for cost recovery and staff operations. IRC is required to discharge financial management responsibilities in accordance with the Financial Accountability Act 2009.

LOGISTICS SUPPORT & RESOURCE ALLOCATION

Isaac Regional Council is required to manage the purchasing of resources and support in accordance with Local Government Regulations 2012.

RESPONSE

RESPONSE ARRANGEMENTS

DISASTER RECOVERY FUNDING ARRANGEMENTS

The DRFA is a joint funding initiative of the Australian and State governments to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters and terrorist acts. In Queensland, this program is managed on a whole-of-government basis by the QRA.

Eligible disasters under DRFA include cyclones, floods, landslides, meteor strikes, storms, bushfires, terrorist acts, tornadoes and earthquakes.

Droughts, frosts, heatwaves, epidemics and events relating from poor environmental planning, commercial development or personal intervention are not eligible events under DRFA.

The DRFA activation relies on the damage, loss and personal hardship information provided by State and Local governments.

PUBLIC INFORMATION AND WARNINGS

On LDCC activation, the release of public information related to the event will be coordinated by the Communications Coordinator in the LDCC and will be shared using Disaster Dashboard, social media, broadcast media and on council's website.

Council's corporate social media channels, including Facebook is used to distribute approved key messaging and repost partner agency key messages. Residents are actively encouraged to follow council through these mediums and subscribe to free Opt-In Notifications through the Disaster Dashboard.

Community members who have subscribed to the free Opt-In Notification service may receive email and SMS alerts with weather warnings and alerts.

WARNING AUTHORITY

The following table details agencies that are responsible to issuing hazard-based warnings:

ORGANISATION	WARNINGS/INFORMATION TYPE
Biosecurity Queensland	▪ Emergency animal diseases ▪ Priority plant pests and diseases
Bureau of Meteorology	▪ Severe Weather Alerts (e.g. Fire, weather, heatwave) ▪ Flood Warning and Watches ▪ Marian Warnings ▪ Tropical Cyclone Watch and Warnings ▪ Tsunami Watch and Warnings ▪ Severe Thunderstorm ▪ Space Weather
Department of Transport and Main Roads	▪ Major Road Disruptions ▪ Queensland Rail Disruptions
Energy Queensland (Ergon)	▪ Power Outages
Isaac Regional Council	▪ Major infrastructure failure (Water, sewerage) ▪ Local warnings utilising the Australian Warning System
Queensland Fire Department	▪ Bushfires and major fires ▪ Hazardous material incidents
Queensland Health	▪ Public Health Alerts ▪ Heatwaves
Queensland Police Service	▪ Public Safety Preservation Act declarations ▪ Terrorism incident ▪ Emergency Alerts ▪ Standard Emergency Warning Signal
Sunwater	▪ Dam release notifications ▪ Dam spilling ▪ Dam recreational safety
Telecommunications	▪ Telecommunication outages

AUSTRALIAN WARNING SYSTEM

The Australian Warning System (AWS) is a national approach to providing consistent warnings for hazards like bushfires, floods, storms, cyclones, extreme heat, and severe weather. It helps communities understand what actions to take when a warning is issued.

There are 3 warning levels which should reflect what the community is being asked to do:

ADVICE	WATCH AND ACT	EMERGENCY WARNING
An incident has started. There is no immediate danger. Stay up to date in case the situation changes.	There is a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.	An Emergency Warning is the highest level of warning. You may be in danger and need to take action immediately. Any delay now puts your life at risk.
▪ Prepare now ▪ Stay informed ▪ Monitor conditions ▪ Stay informed/threat is reduced ▪ Avoid the area ▪ Return with caution ▪ Avoid smoke	▪ Prepare to leave/evacuate ▪ Leave/evacuate now (if you are not prepared) ▪ Prepare to take shelter ▪ Move/stay indoors ▪ Stay near shelter ▪ Walk two or more streets back ▪ Monitor conditions as they are changing ▪ Be aware of ember attack ▪ Move to higher ground (away from creeks/rivers/coast) ▪ Limit time outside (cyclone, heat, asthma) ▪ Avoid the area/avoid the flooded area ▪ Stay away from damaged buildings and other hazards Prepare for isolation ▪ Protect yourself against the impacts of extreme heat ▪ Do not enter flood water ▪ Not safe to return ▪ Prepare your property (cyclone/storm)	▪ Leave/evacuate (immediately, by am/pm/hazard timing) ▪ Seek/take shelter now ▪ Shelter indoors now ▪ Too late/dangerous to ▪ leave

These warnings and calls to action will be issued in conjunction with Functional Lead Agency hazard warning through standard public communication procedures. Further information on the AWS can be found at Australian Warning System.

Hazard Icons						
Hazard	Bushfire	Cyclone	Severe Weather	Flood	Extreme Heat	Other
Descriptors	(Bushfire) (Smoke)	(Tropical Cyclone) (Storm Surge)	(Storm) (Dust Storm) (Tropical Low)	(Riverine Flooding) (Flash Flooding)	(Heat Wave)	(Water Supply)
Advice Icons						
Watch and Act Icons						
Emergency Warning Icons						

EMERGENCY ALERT

Emergency Alert (EA) is the national telephone warning system used by emergency services and council to send voice messages (to landlines) and text messages (to mobile phones) within a defined area about likely or actual emergencies.

The EA system will only be used in dangerous situations where there is likely to be an impact on human life. It relies on telecommunications networks to send messages, and message delivery cannot be guaranteed.

EMERGENCY ~~RESS~~UPPLY

Emergency Supply is the acquisition and management of emergency supplies and services in support of disaster operations. Emergency supply can include:

- Resource support in the establishment of forward command posts, community recovery centres and/or disease control centres, such as furniture, equipment and materials.
- Resource support for community evacuation centres, such as furniture, bedding material and health and hygiene products.
- Bottled water and bulk water supplies.
- Temporary structures such as marquees and portable ablution facilities.
- Small plant equipment hire services, such as chainsaws and pressure washers.

Before requesting emergency supply:

- Every effort will be made to exhaust local supplies.
- Attempts will be made to support local economies.
- Organisations will use their own internal acquisition processes.~~Reference:~~https://www.disaster.qld.gov.au/__data/assets/pdf_file/0022/339421/M1205-Queensland-Resupply-Manual.pdf
- ~~The LDMG is responsible for the management of and community education and awareness in relation to the resupply of isolated communities and isolated rural properties.~~
- ~~Resupply operations are not intended to ensure retailers can continue to trade nor are they a substitute for individual and retailer preparation and preparedness. Resupply operations are expensive and logistically challenging and must be considered as a last resort.~~
- ~~When local and district operations require additional resources, QFD coordinates the acquisition and management of resupply through the SDCC Logistics (if activated) or the SDCC Watch Desk (if not activated).~~

There are three types of resupply operations undertaken in Queensland:

1. RESUPPLY OF ISOLATED COMMUNITIES

This operation occurs when people residing in a community have access to retail outlets, but those outlets are unable to maintain the level of essential goods required due to normal transport routes being inoperable as a result of a natural disaster event. In this scenario, the state government contributes to the cost of transporting goods by alternate methods.

This operation ensures essential goods are available to the community through the normal retail facilities within that community. This maintains the safety and wellbeing of humans and domestic animals during the period of isolation.

2. RESUPPLY OF ISOLATED RURAL PROPERTIES

Isolated rural properties are groups of individuals isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event. This may include primary producers, outstations or small communities that have no retail facilities and require resupply. The aim of resupply operations to isolated rural properties is to maintain access to essential goods, including medications.

Isolated rural property owners are responsible for placing and paying for their orders with retailers. The LDCC and DDCC facilitate and meet the cost of transport only. Resupply to isolated rural properties may continue for some time after resupply to isolated communities is no longer required.

LDMG whose area of responsibility contains rural properties that are subject to isolation should ensure that all rural properties are aware of the resupply process, protocols and contacts.

3. RESUPPLY OF STRANDED PERSONS

This operation provides essential goods to individuals who are isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event and are not at their normal place of residence. This is usually stranded travellers and campers.

The resupply or evacuation of stranded persons is coordinated by the QPS. QPS may also use the resources of the LDCC if it is activated in response to a disaster event in the local government area.

QPS determines the most appropriate course of action: whether to resupply stranded individuals or to evacuate them to a safer environment. If the LDCC is not activated, QPS will resupply or evacuate stranded individuals and report through the normal police reporting system.

•

TYPES OF RESUPPLY OPERATIONS	
TYPE	**OPERATION**
Resupply of isolated communities	This operation occurs when people residing in a community have access to retail outlets, but these outlets are unable to maintain the level of essential goods required due to normal transport routes being inoperable as a result of a natural disaster event.
Resupply of isolated rural properties	Isolate rural properties are groups of individual isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event.
Resupply of stranded persons	This operation provides essential goods to individuals who are isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event and are not at their normal place of residence. This is usually stranded travellers and campers.

EVACUATION

Evacuation is a risk management strategy that may be used to reduce loss of life or lessen the effects of an emergency on a community, prior to the onset of, or during, an emergency. It involves the movement of people threatened by a hazard to a safer location and, typically, their eventual safe and timely return. For an evacuation to be as effective as possible, it must be appropriately planned and implemented.

Reference: https://knowledge.aidr.org.au/resources/handbook-evacuation-planning/

Stages of the evacuation process

The key consideration in evacuation planning is to address the five -stage evacuation process:

1. **Decision to evacuate**
2. **Warning**
3. **Withdrawal**
4. **Shelter**
5. **Return**

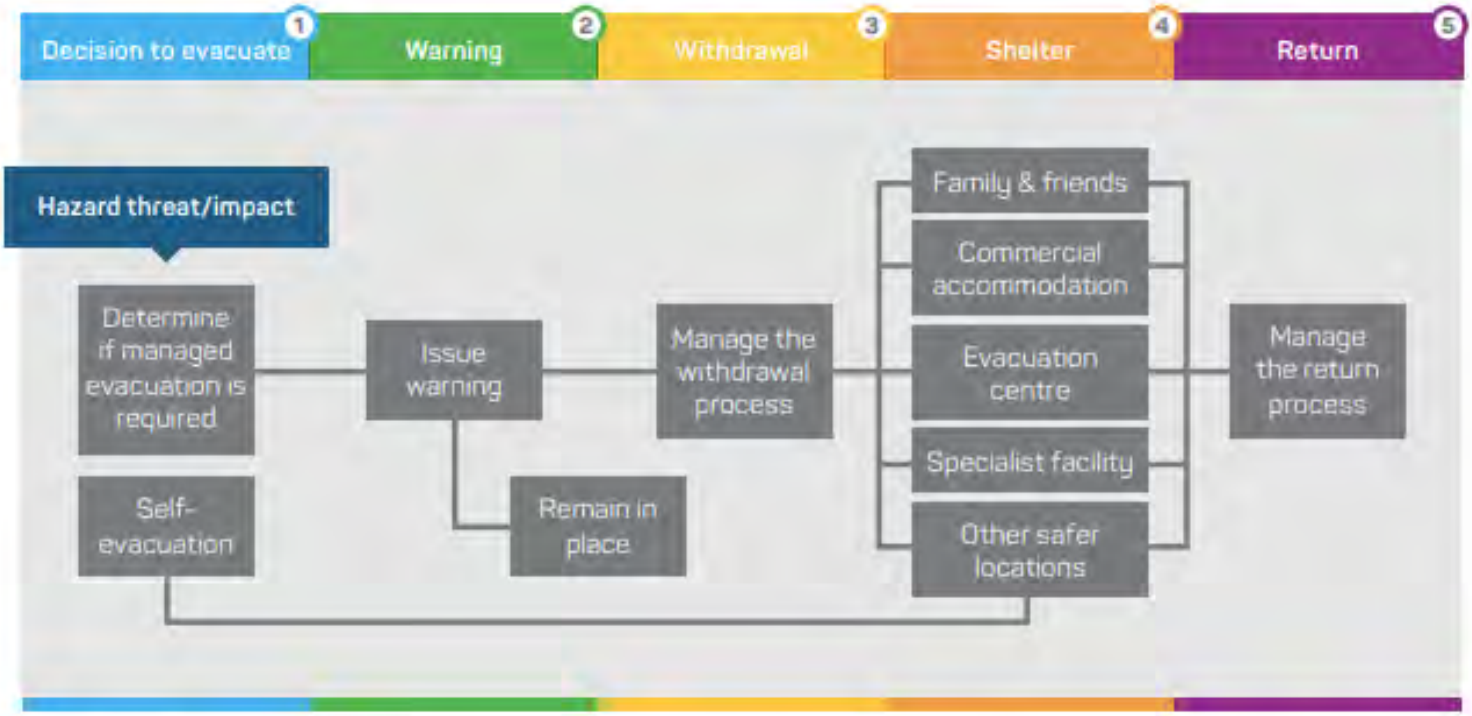


Figure 1 Evacuation process

1. DECISION TO EVACUATE

During evacuation planning, decision makers analyse event specific information and intelligence and make an assessment on the necessity to evacuate exposed persons.

Considerations

- Is evacuation the best option?
- Are there other alternatives?
- Is it possible to evacuate?
- Has a risk assessment been undertaken to inform the decision to evacuate?
- Will it be a staggered evacuation?
- Have any special arrangements for the vulnerable population been considered?

Authority to evacuate

The decision to authorise an evacuation may occur under the following conditions or authorities:

- QPS under the Public Safety Preservation Act 1986
- QFD under the Fire Services Act 1990
- LDMG may recommend a voluntary self-evacuation of a community or portions of a community
- LDMG may recommend that the Mackay DDC declare a Disaster Situation under the *Disaster Management Act 2003* to affect a managed evacuation of a community or portions of a community

Disaster Management Act 2003 (the Act) requires the declaration of a disaster situation. During a disaster situation, the DDC and Declared Disaster Officers are provided with additional powers under sections 77-78 of the Act. These powers may be required to give effect to a directed evacuation.

2. WARNING

All warnings should be timed to allow sufficient time for the community to evacuate the impeding danger area. Timing will depend upon information and intelligence received on the impending threat.

Time of issue of warning = Warning time + evacuees' reaction time + travel time to a shelter.

Warning dissemination and methods

The following table (page 41) documents the agencies' responsible for the dissemination of evacuation warnings to exposed populations.

EXPOSED POPULATION	ACTIVATION / RISK LEVEL	WARNING METHOD	WHO
GENERAL POPULATION	Minor	Mass media: Media releases Social Media Disaster Dashboard Interviews with approved officers.	LDMG – Public Information Officers.
	Moderate	Door Knocking.	QPS with assistance from SES
		Information / letter drop.	LDMG - Public Information Officers
	Major	Emergency Alert	LDMG to formally request through DDMG to SDCC.
HOSPITALS NURSING HOMES, AGED CARE	All	Notification of LDMG Activation via QH and Hospital Services and Department of Communities, Child Safety and Disability Services.	LDMG via contact lists
		Mass Media.	Public Information Officers
SCHOOLS **DAY CARE CENTRES** **KINDERGARTEN**	All	Notification of LDMG Activation via Department of Education	LDMG via contact lists
		Mass Media.	Public Information Officers
TOURISTS	All	Via Tourism Operators, Accommodation Providers etc.	LDMG via contact lists
		Mass Media.	Public Information Officers
OFFSHORE ISLANDS	Middle Island has two caretakers in residence and there may be campers / recreational vessels in the area.	Warning via Maritime Safety Queensland (MSQ) and mass media.	LDMG contacts MSQ
CARAVAN PARKS, CAMPING GROUNDS	All	Signage at camp grounds.	LDMG contact to IRC
		Information to camping ground / caravan park managers.	
NON-ENGLISH SPEAKING	All	Nominated central point of contact within community for interpretation and distribution to relevant ethnic group.	
PEOPLE WITH A DISABILITY	All	Notification of event to community service providers.	LDMG via contact lists
MARINE USERS	All	Marine Radio and Distress Systems and Networks via Maritime Safety Queensland.	LDMG contacts MSQ
HOMELESS		Mobile Public Address System at known hot spots.	

Standard messages to the community

The standard 'wording' content contained in evacuation orders and media release statements should be further populated with the details relevant to the event and then utilised across all warning methods to ensure consistent messages are provided to all sectors of the community. For some events there are Standard Emergency Alert messages that have been preformatted and lodged with the SDCC.

3. WITHDRAWAL

Transport

Transportation of evacuees will be via their own vehicles or with friends and family. Public transport is limited in the Isaac region however pre-agreements with bus contractors can be investigated. Details of transportation will be included in the localised planning.

SUBURB / LOCATION	PLANNING ARRANGEMENTS	TRANSPORT MODE	TRANSPORT PROVIDER	NUMBER OF SERVICES	PICK UP POINT	DESTINATION
IRC COAST	No shelters or places of refugee.	Own vehicles				Mackay / Rockhampton
	Clients of Broadsound Community Care.	Private Bus	Broadsound Community Care.	1	To be advised	

Pets and animals

Pets and animals are the responsibility of the owner. Should the household be required to evacuate they are to take their domestic animals with them or make arrangements with someone in a safe place to care for them.

4. SHELTER

EVACUATION CENTRES

There are no Evacuation Centres located within the Isaac region. Refer below to places of refuge. Residents should consider Self-Shelter options first where possible.

Self-Shelter Options

Residents are encouraged to make their own arrangements away from the hazard impact area. Some options that should be considered are:

- Using a holiday home
- Staying with family and friends
- Using commercial accommodation (hotels, motels)

PLACES OF REFUGE

For our residents located in our coastal communities, refer to 'Summary of Safer Locations for Coastal Residents' table below. Noting these centres are considered places of refuge as Council does not have supplies, without the request for assistance.

SUMMARY OF SAFER LOCATIONS FOR COASTAL RESIDENTS

LOCATION	NAME	KNOWN COMMUNITY GATHER POINTS	CYCLONE	FLOOD	STORM TIDE	BUSHFIRE	TSUNAMI	PANDEMIC	EARTH-QUAKE	HAZMAT
CARMILA	Carmila Memorial Hall	Broadsound Community Care				✓		✓		
CLAIRVIEW	Clairview Community Centre					✓		✓		
CLARKE CREEK	Clarke Creek Community Hall					✓		✓		
CLERMONT	Clermont Community Centre					✓		✓		
DYSART	Dysart Civic Centre					✓		✓		
FLAGGY ROCK	Flaggy Rock Community & Recreation Centre					✓		✓		
ILBILBIE	Ilbilbie Community Centre					✓		✓		
MIDDLEMOUNT	Middlemount Community Hall					✓		✓		
MORANBAH	Moranbah Community Centre					✓		✓		
NEBO	Nebo Memorial Hall					✓		✓		
ST LAWRENCE	Broadsound Centenary Hall					✓		✓		

PLACES OF REFUGE

Council Owned Community Facilities

Should Council be asked to assist external agencies or local businesses in providing a temporary space for a place of refuge the following Council facilities can be made available.

LOCALITY	ADDRESS	CAPACITY	AMENITIES	
			TOILET	SHOWER
Broadsound Centenary Hall	7 Railway Street, St Lawrence	50	M/F	
Carmila Hall	Music Street, Carmila	50	M/F	
Clarke Creek Hall	44 May Downs Road, Clarke Creek	50	M/F	
Clermont Civic Centre	Daintree Street, Clermont	200	M/F	
Dysart Civic Centre	Queen Elizabeth Drive, Dysart	200	M/F	
Dysart Recreation Centre	Queen Elizabeth Drive, Dysart	200	M/F	Yes
Glenden Recreation Centre	Ewan Drive, Glenden	200	M/F	
Middlemount Community Hall	27 James Randall Drive, Middlemount	200	M/F	
Moranbah Community Centre			**Facility currently under refurbishment.** In the event a Place of Refuge is required in Moranbah, a Request for Assistance (RFA) will be submitted to the Mackay DDMG for response by Education Queensland.	
Nebo Memorial Hall	Reynolds Street, Nebo	Possibility to offer 50-100 capacity	M/F	
Nebo Recreation Centre	Bowen Street, Nebo	100	M/F	
Nebo Medical Centre	Kemmis Street, Nebo	Under lease to a medico. Capacity for 10	M/F	

Council Owned Fatigue Accommodation

Council has accommodation options that may be available at the following locations across the region.

LOCALITY	ADDRESS	CAPACITY
Dysart	2 Nolan Street 2 Singleton Street 1 Fisher Street Bradford St	3 bedrooms 3 bedrooms 3 bedrooms 4 rooms (donga style with private ensuite)
Middlemount	Nolan St	7 rooms (donga style with ensuite)
Clermont	Wattle Hill Road	20 rooms (donga style with ensuite)
St Lawrence	1-3/6 Wilangi Street 7 Arthur Street 14A Arthur Street 31 Macartney Street 36 Macartney Street Railway Parade	2-bedroom units 3 bedrooms 2 bedrooms 3 bedrooms 3 bedrooms 23 Rooms (donga style with shared bathroom facilities)
Nebo	Bowen St Unit 2/8 Bovey Street	4 Rooms (donga style with ensuite) 1-bedroom unit
Glenden	3 Dinang Crescent	3-bedroom house
Moranbah	Acacia Street	16 rooms (donga style with private ensuite, and back-up generator power on site)

5. RETURN

Timely return of evacuees is critical; however, safety should not be compromised, all issues need to be considered and the area deemed safe for return. The decision for the return of evacuees and the development of a return strategy will be undertaken by the LDMG and local emergency service representative on the ground. This decision will be based on the information provided by agencies and organisations, such as:

- Queensland Police Service
- Electricity provider
- Communications provider
- Local government operational business units as relevant (may include environmental health, engineering and infrastructure, water, and sewerage).

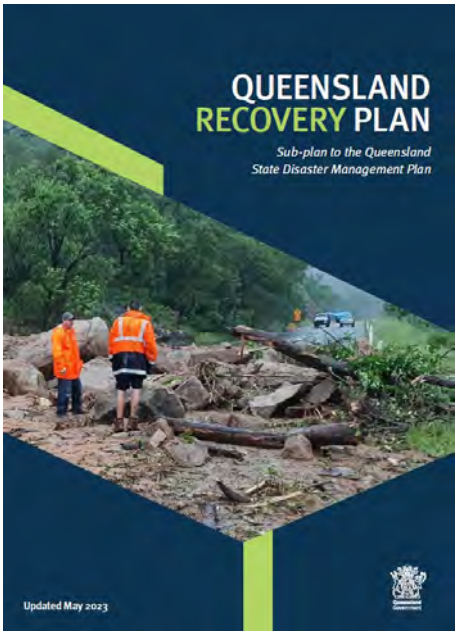
RECOVERY

RECOVERY ARRANGEMENTS

LOCAL RECOVERY STRATEGY

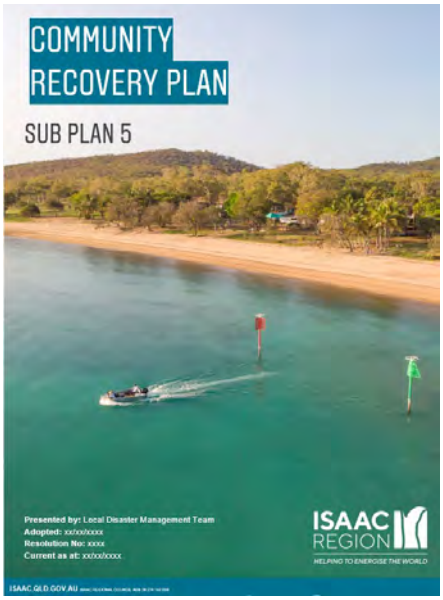
Isaac's LDMG recovery strategy reflects the Queensland Recovery Plan which provides detailed information on the roles, responsibilities and reporting requirements of Queensland's recovery groups, committees and positions.

As per the Act, IRC has appointed a Local Recovery Coordinator (LRC) to conduct planning and ensure Council is prepared and equipped to assist the community's recovery needs. IRC have facilitated recovery training and workshops in the area during 2016-2018. The Local Recovery Group was established and have applied learnings from significant local events which impacted communities in the region.



LOCAL RECOVERY PLAN

The Community Recovery Plan has been adopted by the LDMG.



FUNCTIONAL RECOVERY GROUPS

FUNCTION	DETAILS	LEAD AGENCY
HUMAN AND SOCIAL RECOVERY	Human and social recovery relates to the emotional, social, physical and psychological health and well-being of individuals, families and communities following a disaster.	Department of Local Government, Water and Volunteers.~~Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts~~
ECONOMIC RECOVERY	The effects of a disaster on the economic environment can be classified in terms of direct and indirect impacts. The tangible impacts can usually be given a monetary value and may include loss of tourism, employment opportunities and reduction in cash flow for businesses.	Department of State Development, Infrastructure, ~~Local Government~~ and Planning
ENVIRONMENT RECOVERY	The effects of a disaster on the natural environment may be a direct result of the disaster or through a secondary impact or flow on from the disaster response or recovery process. Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, or damage to heritage listed places.	Department of the Environment, Tourism, Science and Innovation~~Department of Environment and Science~~
BUILDING RECOVERY	The effects of a disaster on the built environment often result in damage and disruption which inhibits the capacity of essential services and services such as housing, accommodation, education, and health facilities.	Department of Housing and Public Works~~Department of Energy and Public Works~~
ROADS AND TRANSPORT	The effects of a disaster on transport networks, including road, rail, aviation and maritime normally result in difficulty accessing communities and disruption to critical supply chains (both within and outside of the impacted area). Restoration of these networks, or the identification of alternatives, is a priority in disaster recovery.	Department of Transport and Main Roads

APPENDIX A – AGENCY RESPONSIBILITIES BY HAZARD

HAZARD / RESPONSE	DESCRIPTION	LEAD AGENCY
Flood	A flood is an overflow of water that submerges land that is usually dry.	Local Disaster Management Group Queensland Fire ~~and Emergency Services~~Department Queensland Police Service
Storm	A storm is very bad weather, with heavy rain, strong winds, and often thunder and lightning.	
Storm Tide	Storm tide is the total observed seawater level during a storm, which is the combination of storm surge and normal high tide.	
Earthquake	An earthquake is the result of a sudden release of stored energy in the Earth's crust that creates seismic waves.	
Tsunami	A tsunami is a series of waves caused by earthquakes or undersea volcanic eruptions.	
Landslip	A landslide is defined as the movement of a mass of rock, debris, or earth down a slope.	
Animal & Plant Disease	A highly infectious disease that can be transmitted animals, plants and humans.	Department of Agriculture and Fisheries (DAF)
Road Traffic Accident	An accident originated on a way or street open to public traffic and at least one moving vehicle involved.	Queensland Police Service
Bushfire	Bushfires occur when both managed and unmanaged areas of vegetation ignite and burn through reserves, national parks, private property and urban corridors and are most likely to occur when the weather is very hot and dry.	Queensland Fire Department Rural Fire Service Queensland
Chemical	Defined as the uncontrolled release of a hazardous chemical, either as a solid, liquid or a gas.	Queensland Fire Department
Aircraft Accident	Associated with the operation of an aircraft that affects or could affect the safety of operation.	Asset owner and Queensland Police Service
Rail Accident	A train wreck, crash or derailment is a type of disaster involving one or more trains.	

Hazardous Material Accident	Hazardous materials come in the form of explosives, flammable and combustible substances, poisons and radioactive materials. Hazards can occur during production, storage, transportation, use or disposal.	
Epidemic / Pandemic	An outbreak of disease that attacks many peoples at the same time and may spread through one or several communities / throughout the world.	Queensland Health
Heatwave	A period of excessively hot weather, which may be accompanied by high humidity.	
Biological (Human)	Refers to substances that pose a threat to the health of living organisms, primarily that of humans.	
Radiological		
Animal and Plant Disease	Containment and eradication of emergency animal and plant diseased, plant and animal pests, invasive plants and animals, residue and contaminates in agricultural commodities and emergency animal welfare incidents.	Department of Agriculture and Fisheries
Terrorist Attack	A surprise attack involving the deliberate use of violence against civilians.	Queensland Police Service
Ship-Sourced Pollution	Refers to substances discharged into the sea that pose a threat to the health of living organisms.	Dept. Transport and Main Roads
Mass Casualty Management	QH is response for the provision of an integrated response. A mass casualty event is an incident or event where the location, number, severity or type of live casualties requires extraordinary resources.	Queensland Health Queensland Ambulance Service Queensland Police Service
	QH and QPS has joint responsibility for the management of deceased.	Queensland Police Service
	May support recovery hubs to provide initial grant payments for personal hardship assistance, psychological first aid and access to a range of support and information services to enable transition into post-event recovery.	Department of Families, Seniors, Disability Services and Child Safety ~~Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts~~

APPENDIX B – TRIGGERS AND ACTIVATIONS

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
Note: 'Alert' and 'Lean Forward' stages may not be possible if the emergency/disaster strikes without warning.				
PRE-ACTIVATION	Localised agency event – no community impact. Watching and gathering of information. The LDC and the LDMG Chair will consult on whether the LDMG should be activated to the "Alert Stage" regardless of the event or the identification of a lead agency.	LDMG Executive	Maintain a watching brief to monitor the situation. Liaise with required personnel.	Chair and LDC on mobile remotely. Public messaging from Council for awareness.
ALERT	Awareness of a hazard that has the potential to affect the local government area. Organisations will be alerted to ensure readiness to act if required. The LDC and the LDMG Chair will consult on whether the LDMG should be activated to the "Lean Forward Stage" regardless of the event or the identification of a lead agency.	LDMG Executive	Activate Guardian IMS Ensure the LDCC is in a basic state of readiness Determine required LDCC staff and seek permission from OCEO for release Establish contact with the XO Provide initial advice to relevant stakeholders identified in the LDMG contact list Identify potential risks of imminent hazard and outline strategies and planning in anticipation of escalation Establish contact with community relations officers as required	Chair and LDC on mobile remotely. Identified stakeholders will receive an email stating "LDMG/LDCC @ Alert Stage". The email will contain non-sensitive information about the event.

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
LEAN FORWARD	There is a likelihood that threat may affect the local government area. The threat is quantified but may not yet be imminent. The Lead Agency / LDMG are alerted to “Lean Forward” being placed on standby and ready to deploy resources and respond. The Chairperson of the LDMG will, in consultation with the LDC, make the decision to activate to the “Stand Up Stage.”	LDMG Executive LDCC Membership LDMG members as requried.	Confirm the level of potential threat Conduct meeting with core and available LDMG members regarding briefing, future planning and response strategies Determine trigger point to stand up maintain contact with XO Inform relevant stakeholders of “Lean Forward” stage Ensure the LDCC is fully established & set up ready for operation Release public advice (via media officer) of any relevant public information and warnings, approved by the LDC Commence financial management processes of internal cost codes Chair and LDC to arrange record decisions in Guardian IMS.	Identified stakeholders in LDMG Contacts List will receive an email stating “LDMG/LDCC – Lean Forward Stage”. Chair and LDC face to face or via mobile

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
STAND UP	LDMG Chairperson and LDC decide to activate to the “Stand Up” Stage when a trigger point is reached e.g.: A warning or advice of an impending threat. The community will be or already have been impacted. Multi agency response will be required. Request is made by other agency to provide assistance.	LDMG executive LDMG members as required LDCC membership group Recovery Coordinator.	LDCC is activated in Stand Up: Maintain contact with the Mackay DDC, XO & EMC Commence SITREPs as required by DDMG Scale LDCC staffing levels as required with rosters planned and implemented and core LDMG members located in LDCC Call LDMG meetings with the lead agency and all LDMG Members Continue providing information to the public (via the Media Liaison Officer) including IRC phone contacts LDCC remains operational until all tasks have been completed.	Maintain contact with XO by telephone or otherwise as determined by the LDC Advice of the LDMG and LDCC activating to ‘Stand Up’ stage will be sent to identified stakeholders LDMG contacts list. All core members to be physically located in the LDMG meeting from this stage. Communications officer will maintain the flow of notifications and warnings to the public as approved by the LDC and Chairperson via social media

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
STAND DOWN	LDMG Chairperson and LDC in consultation with the lead Agency (if applicable) determine at when "Stand Down" is initiated to conclude an operation. The 'Stand Down' stage is the point that the response to the emergency/disaster event is completed and the coordination of operations transitions to Recovery.	LDMG Executive Recovery coordinator LDMG members as requried LDCC staff	Upon being advised of the conclusion of an operation the LDC will: Coordinate stand down of participating organisations Notify XO, EMC of stand down Ensure completion and collation of all paperwork and financial management within LDCC and DRFA Conduct hot debrief Close LDCC – transition to Recovery.	Contact with the XO will be by telephone or otherwise as determined by the LDC. LDMG and LDCC staff members will be sent an email stating "LDMG Stand Down" and provide details of final meeting times and LDCC closure process. Advice of response operations ceasing will be forwarded to identified stakeholders with advice pertaining to required debriefs and post operation reporting.
DEBRIEF	To be undertaken on conclusion of the activation.	All personnel involved Internal/ external.	Questions: What went well? What did not go well? Where can we improve for next time? Conduct formal debrief and Collate into lessons identified.	Hot Debrief Formal debrief Confidential feedback.

COMMUNICATION APPROVALS – LDMG/LDCC

ACTIVATION LEVEL	TYPE	PLATFORM	EXAMPLE	SOURCE	APPROVAL REQUIREMENTS
Pre-activation	Education and resilience posts	Disaster Dashboard LDCC Facebook	• Road Conditions • Severe weather warnings • Weather Updates • Get Ready Toolkit resources	• IRC • Disaster Dashboard • BOM • Get Ready Queensland	NIL
Pre-activation	Situational awareness posts	Disaster Dashboard LDCC Facebook, with share to IRC Facebook	• Road Conditions • Severe weather warnings • Weather Updates • Get Ready Toolkit resources	• IRC • Disaster Dashboard • BOM • QFD • QPS • QAS • Get Ready Queensland	NIL
Alert Lean Forward Stand Up Stand Down	LDMG status updates	Disaster Dashboard (activation status function) LDCC Facebook	LDCC activation – noting simplified messaging for public		Deputy LDC LDC Mayor

Approved by: Darren Fettell – Local Disaster Coordinator

Date: 14 June 2022

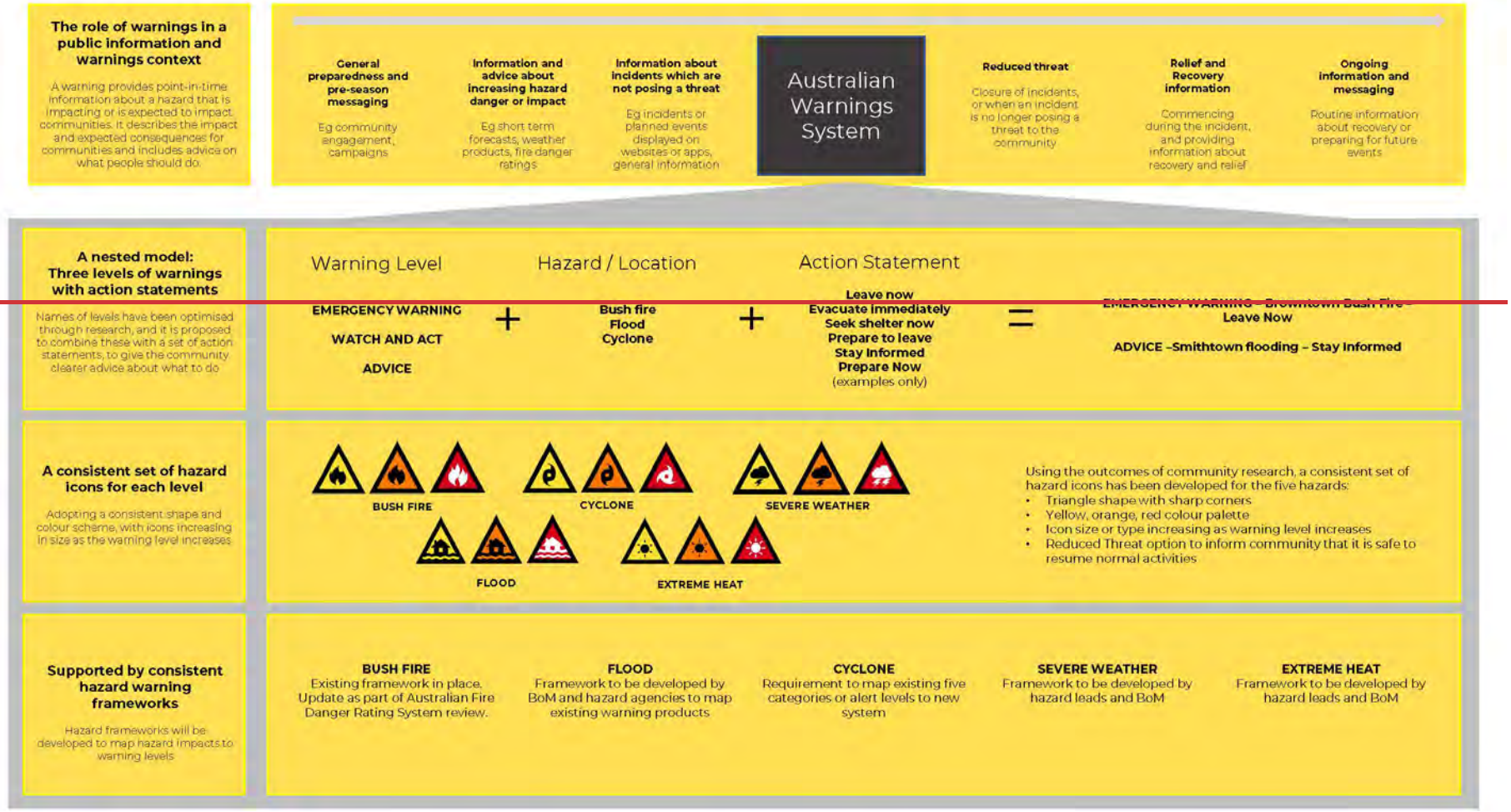
APPENDIX D - THE AUSTRALIAN WARNING SYSTEM

The Australian Warning System

The Australian Warning System has been developed based on community research and input from Australia's emergency services and hazard agencies.

As part of a major national research project, more than 14,000 people were surveyed or interviewed, to assess community perceptions of existing warning systems and improvements which could make warnings clearer and lead people to take action during hazard events.

The system builds on existing warning frameworks and would apply to bushfire, flood, severe storm, cyclone and extreme heat – but is designed to be adaptable and scalable to other hazards.



APPENDIX DE - ACRONYMS & ABBREVIATIONS

ABS	Australian Bureau of Statistics
AHD	Australian Height Datum
ALA	Aircraft Landing Area
AWS	Australian Warning System
BOM	Bureau of Meteorology
CEO	Chief Executive Officer
DACC	Defence Aid to Civil Community
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DRFA	Disaster Recovery Funding Arrangements
DTMR	Department of Transport & Main Roads
EA	Emergency Alert
EMAF	Emergency Management Assurance Framework
GIS	Geographic Information System
HAT	Highest Astronomical Tide
IGEM	Inspector General of Emergency Management
IRC	Isaac Regional Council
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LGAQ	Local Government Association of Queensland
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
MHHS	Mackay Hospital Health Service
MSQ	Maritime Safety Queensland
NEMA	National Emergency Management Agency
NGO	Non-Government Organisation
NQPHN	North Queensland Primary Health Network
PPRR	Prevention, Preparedness, Response and Recovery
PSBA	Public Safety Business Agency
QAS	Queensland Ambulance Service

QCS	Queensland Corrective Services
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QDMTF	Queensland Disaster Management Training Framework
QERMF	Queensland Emergency Management Risk Framework
QFD	Queensland Fire Department
QGSO	Queensland Government Statisticians Office
QH	Queensland Health
QLDMG	Queensland Local Disaster Management Guidelines
QPS	Queensland Police Service
QRA	Queensland Reconstruction Authority
QSES	Queensland State Emergency Service
RFA	Request for Assistance
RFDS	Royal Flying Doctor Service
RFSQ	Rural Fire Service Queensland
RSHQ	Resources Safety & Health Queensland
SDCC	State Disaster Coordination Centre
SDMG	State Disaster Management Group
SDMG	State Disaster Management Group
SDR	State Recovery Coordinator
SDRA	State Disaster Relief Arrangements
SEWS	Standard Emergency Warning System
SHECC	State Health Emergency Coordination Centre
SITREP	Situation Report
SOP	Standard Operating Procedures
XO	District Executive Officer

APPENDIX EF – COMMUNITY SIGNAGE LOCATIONS

TOWN	SIGN LOCATION	ADDRESS
CARMILA	Carmila SES	6 Music Street
	Carmila Ambulance Station	18 Music Street
	Carmila Police Station	7 Music Street
	Carmila Hall	16 Music Street
CLAIRVIEW	BarraCrab Caravan Park	21 Colonial Drive
CLARKE CREEK	Clarke Creek Community Hall	May Downs Road
	Clarke Creek Campdraft Grounds	May Downs Road
	The Homestead @ Lotus Creek	Marlborough - Sarina Road
CLERMONT	Council Office & Library	24-26 Herschel Street
	Clermont Hospital	26 Francis Street
	Clermont Ambulance Station	36-3840 Sirius Street
	Clermont Police Station	6 Capella Street
	Theresa Creek Dam Kiosk	Theresa Creek Dam
COPPABELLA	Civeo Camp	Peak Downs Highway
	Coppabella Store	76 Lee Street
DYSART	Council Office & Library	Shannon Crescent
	Dysart Civic Centre	Queen Elizabeth Drive
	Dysart Police Station	43 Queen Elizabeth Drive
	Dysart Ambulance Station	47 Queen Elizabeth Drive
GLENDEN	Council Office & Library	Dalton Place
	Glenden Police Station	8 Bell Place
	Glenden Ambulance Station	4 Bell Place
GREENHILL	Greenhill Rural Fire Shed	Greenhill Road
	Greenhill bus shelter	Pacific Avenue
KOUMALA	Koumala Post Office	Bruce Highway
MIDDLEMOUNT	Council Office	11 Carter Place
	Middlemount Shopping Centre	Leichhardt Drive
	Middlemount Library	Leichhardt Drive
MORANBAH	Council Office & Library	Grosvenor Complex, Batchelor Parade
	Town Square Noticeboards	
	Moranbah Youth Centre	Appleton Street
	Moranbah Fair	St Francis Drive
	Moranbah Community Workers Club	49-55 Mills Avenue
	Moranbah Miners Leagues Club	185 Mills Avenue
NEBO	Council Office & Library	Reynolds Street
	Nebo Hotel	Reynolds Street
	Service Station	Cnr Bowen Street & Peak Downs Highway
ST LAWRENCE	Council Office	36 Macartney Street
	St Lawrence Hotel	19 Railway Parade
	Broadsound Memorial Hall	7 Railway Parade
	St Lawrence Recreation Grounds	St Lawrence Connection Road

ISAAC LOCAL DISASTER MANAGEMENT PLAN

Presented by: Local Disaster Management Group
Adopted:
Resolution No:
Current as at:

ISAAC REGION
HELPING TO ENERGISE THE WORLD

ISAAC.QLD.GOV.AU ISAAC REGIONAL COUNCIL ABN 39 274 142 600
P 1300 472 227 F 07 4941 8666 A PO Box 97 Moranbah QLD 4744
isaacregionalcouncil isaacregionalcouncil Isaacrcouncil

FIRST NATIONS ACKNOWLEDGEMENT

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

TABLE OF CONTENTS

FOREWORD **5**

PLAN ENDORSEMENT 5

DOCUMENT CONTROL **6**

AMENDMENT CONTROL 6
AMENDMENT REGISTER 6
DISTRIBUTION 7
PURPOSE 7
SCOPE 8
OBJECTIVES OF THE PLAN 8

DISASTER MANAGEMENT ARRANGEMENTS **8**

DISASTER MANAGEMENT STRUCTURES 10
INSPECTOR GENERAL EMERGENCY MANAGEMENT 10
QUALITY ASSURANCE FRAMEWORK 10
QUEENSLAND RECONSTRUCTION AUTHORITY (QRA) 11
NATIONAL EMERGENCY MANAGEMENT AGENCY 11

FUNCTIONS OF THE LOCAL DISASTER MANAGEMENT GROUP **12**

MEMBERSHIP 12
ADMINISTRATION 13
MEETINGS 14
AGENCY STATUS REPORTS 14
ANNUAL REPORTS 14
COMMUNITY ADVISORY SUBGROUPS 14
SUBGROUP MEMBERSHIP 15
LDMG MEMBER ROLES AND RESPONSIBILITIES 15
CORE MEMBER RESPONSIBILITIES 15
AGENCY ROLES AND RESPONSIBILITIES 17
LOCAL RECOVERY SUB COMMITTEES 20

ISAAC COMMUNITY CHARACTERISTICS **21**

POPULATION STATISTICS 22
ESTIMATED RESIDENT POPULATION BY LOCALITY 22
EDUCATION 23
INDUSTRY 23
HEALTH AND MEDICAL 23
EMERGENCY SERVICES 24

CRITICAL INFRASTRUCTURE **25**

REFERABLE DAMS 25
WATER 25
WASTEWATER 26
POWER 26

HAZARDOUS SITES 26
COMMUNICATION TOWERS 26
AIRPORTS 26
ROADS 27
RAIL NETWORK 27

OUR HAZARDS & RISKS 28

HAZARD SPECIFIC PLANNING 30

PREVENTION ARRANGEMENTS 32

COMMUNITY ENGAGEMENT 32
FLOOD STUDIES IN THE ISAAC REGION 32
DISASTER MANAGEMENT ACTIVITIES CALENDAR 34

PREPAREDNESS ARRANGEMENTS 36

SUB PLANS 36
COMMUNITY PREPAREDNESS 37
COMMUNITY EDUCATION 37
LOCAL DISASTER COORDINATION CENTRE 37
TRAINING FOR LDMG 38
EXERCISES 38
LESSONS MANAGEMENT 38
ACTIVATIONS & TRIGGERS 38
DECLARATION OF A DISASTER SITUATION 40
LOGISTICS SUPPORT & RESOURCE ALLOCATION 40

RESPONSE ARRANGEMENTS 42

DISASTER RECOVERY FUNDING ARRANGEMENTS 42
PUBLIC INFORMATION AND WARNINGS 42
WARNING AUTHORITY 43
AUSTRALIAN WARNING SYSTEM 44
EMERGENCY ALERT 45
EMERGENCY SUPPLY 45
EVACUATION 46
SUMMARY OF SAFER LOCATIONS FOR COASTAL RESIDENTS 50
PLACES OF REFUGE 51

RECOVERY ARRANGEMENTS 54

LOCAL RECOVERY STRATEGY 54
LOCAL RECOVERY PLAN 54
FUNCTIONAL RECOVERY GROUPS 55
APPENDIX A – AGENCY RESPONSIBILITIES BY HAZARD 56
APPENDIX B – TRIGGERS AND ACTIVATIONS 58
APPENDIX C – COMMUNICATION APPROVALS – LDMG/LDCC 62
APPENDIX D - ACRONYMS & ABBREVIATIONS 63
APPENDIX E – COMMUNITY SIGNAGE LOCATIONS 65

FOREWORD

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

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

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

PLAN ENDORSEMENT

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

Cr Mayor Kelly Vea Vea

Chair of Local Disaster Management Group

Isaac Regional Council

Sign _____

Date _____

Darren Fettell

Local Disaster Coordinator

Isaac Regional Council

Sign _____

Date _____

DOCUMENT CONTROL

AMENDMENT CONTROL

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

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

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

AMENDMENT REGISTER

VERSION	DATE	AMENDMENT	PLAN UPDATED
V 14	November 2021	LDC & team	Review by LDMG, with endorsement from LDMG on 25 November 2021.
V 15	September 2022	LDC & team	Review by LDMG, with endorsement from LDMG on 10 November 2022.
V16	July 2023	LDC & team	Review by the LDMG, with endorsement from LDMG on 13 July 2023,
V17	August 2024	LDC & team	Reviewed by the LDMG, with endorsement from LDMG on 31 October 2024.
V18	July 2025	LDC & team	Commenced review for 2025 Reviewed by the LDMG, with endorsement from LDMG on 11 August 2025

DISTRIBUTION

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

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

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

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

PURPOSE

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

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

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

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

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

SCOPE

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

OBJECTIVES OF THE PLAN

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

PRIMARY OBJECTIVES INCLUDE

To assess risk to the community:

- To preserve lives and keep residents and visitors to the Isaac region as safe as possible from disasters.
- Ensure there is a clear and consistent approach to disaster management and response across the Isaac region and one which aligns with State requirements.
- Protect essential services and infrastructure during an event.
- Collaboratively work with District and State disaster support groups and State agencies during events.
- During normal times, undertake planning and source effective investment into disaster prevention and mitigation activities and works that will build and improve community resilience.
- The development, review, and assessment of effective disaster management for the Isaac region, including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
- An all-agencies approach which recognises the development, implementation and monitoring of priorities for disaster management for the local government area.
- Compliance with the Queensland Disaster Management Committee (QDMC) the Strategic Policy Statement; the State Disaster Management Plan; the Local Disaster Management Guidelines, and any other Guidelines relevant to local level disaster management and disaster operations.
- Hasten community and business recovery post an event.
- Incorporate risk-based planning into disaster management decision making.
- Continuously improve disaster management through implementation of innovation, research and lessons learned.

DISASTER MANAGEMENT ARRANGEMENTS

Local Government has the primary responsibility for managing disasters within their Local Government Area underpinned by support from the District and State Disaster Groups (see Figure 1). The State Government has a primary responsibility to ensure effective disaster management is developed and implemented for the State, and to identify and coordinate additional external assistance and resources relating to disaster management and disaster operations. The development of the LDMP and establishment of the LDMG enhances community preparedness and capacity to respond and recover after experiencing a disaster.

The Disaster Management Act 2003 (The Act) sets out the Arrangements for Management of Disasters within the state of Queensland. As outlined in s18 of the Act, the State Disaster Management Group is responsible for the development of the Strategic Policy Framework for Disaster Management. Under section 30 of the Act local government is to ensure that Disaster Management and disaster operations in the area

are consistent with the State's Strategic Policy Statement for disaster management. https://www.disaster.qld.gov.au/__data/assets/pdf_file/0022/337234/2016-Strategic-Policy-Statement.pdf

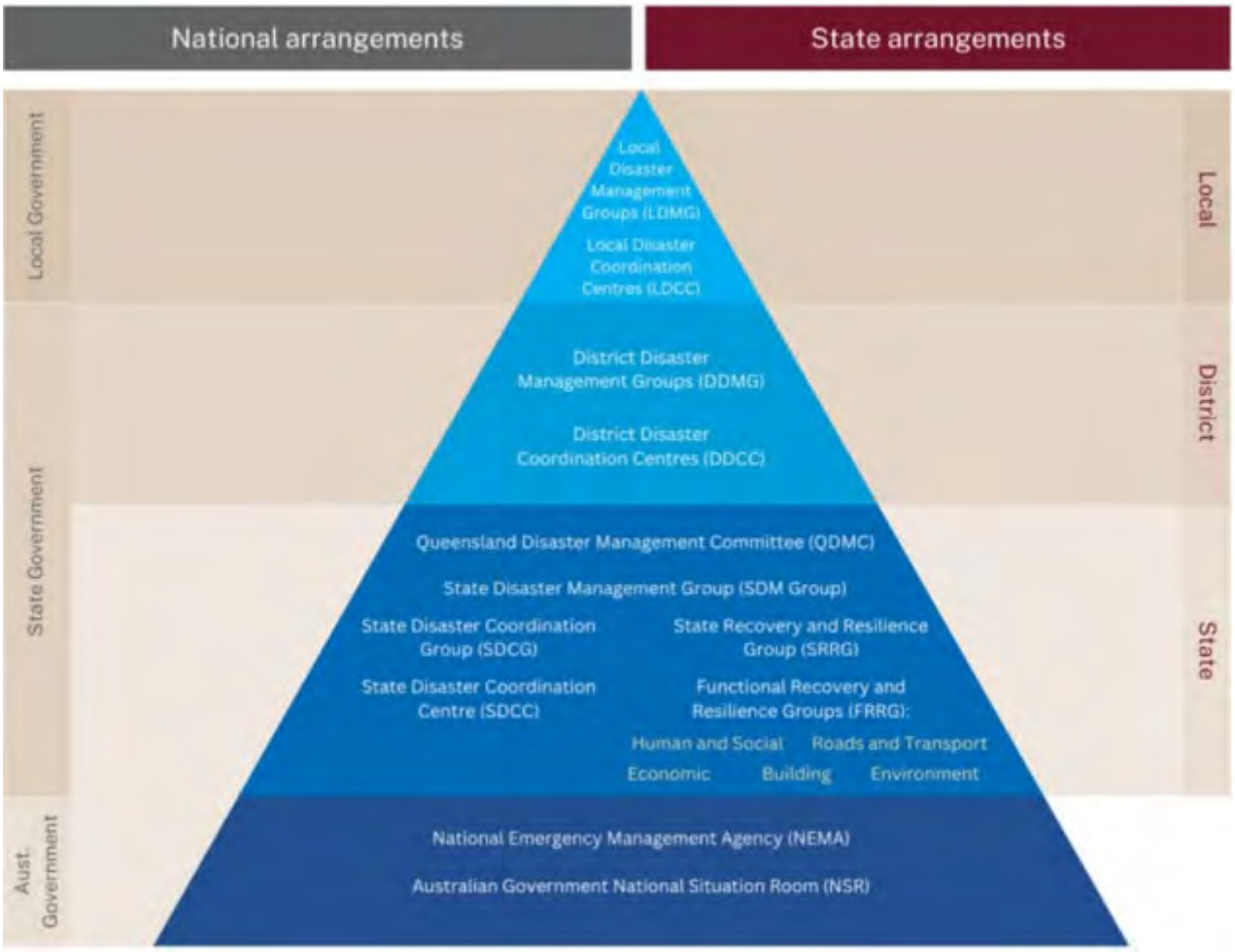
This includes the development and implementation of strategies that enable the local government and community prevent, prepare for, respond to and recover from disasters, within their human, financial and physical resource capacities.

Queensland's disaster management arrangements are guided by:

- Disaster Management Act 2003
- Disaster Management Regulation 2014
- Queensland Disaster Management 2016 Strategic Policy Statement
- Standard for Disaster Management in Queensland 2021
- Queensland Interim State Disaster Management Plan 2024-25
- Queensland Strategy for Disaster Resilience 2022 - 2027.

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

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



DISASTER MANAGEMENT STRUCTURES

The QDMA is based on five main principles:

- Disaster Management is planned across the 4 phases – Prevention, Preparation, Response and Recovery Improvement of resilience of the community across all 4 phases
- All events are managed in accordance with the strategic policy framework, State disaster Management Plan and Disaster management guidelines
- Local governments should be primarily responsible for events in their area.
- District groups and the QDMC provide local governments with appropriate resources and support to carry out disaster operations.

INSPECTOR GENERAL EMERGENCY MANAGEMENT

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

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

Key accountabilities for the Office of the IGEM include:

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

QUALITY ASSURANCE FRAMEWORK

Disaster management and disaster operations within the Isaac Regional Council aim to be consistent with IGEM Emergency Management Assurance Framework.

This is achieved by following the framework objectives to:

- Direct, guide and focus work of all entities, including all tiers of government, to achieve key disaster management outcomes for the community
- Promote cooperation between entities responsible for disaster management in the State

- Support emergency services, other entities and the community to identify and improve disaster management capabilities
- Identify opportunities for cooperative partnerships to improve disaster management outcomes
- Support continuous improvement in disaster management
- Provide consistency and reinforce “cultural interoperability” based on “shared responsibilities”.

QUEENSLAND RECONSTRUCTION AUTHORITY (QRA)

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

NATIONAL EMERGENCY MANAGEMENT AGENCY

The National Emergency Management Agency (NEMA) is Australia’s National Disaster Management Organisation. NEMA manages the Australian Government Disaster Response Plan under which states and territories may seek Australian Government assistance when the scale of an emergency or disaster exceeds or exhausts the jurisdiction’s response capacity and capabilities, or where resources cannot be mobilised in sufficient time. NEMA delivers programs, policies and services that strengthen Australia’s national security and emergency management capabilities..

FUNCTIONS OF THE LOCAL DISASTER MANAGEMENT GROUP

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

MEMBERSHIP

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

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

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

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

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

The following are Core Members of the Isaac LDMG:

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

The following are Advisory Member Agencies:		
Australian Red Cross	Department of Local Government, Water and Volunteers	Department of Education
Department of Transport & Main Roads	Ergon Energy	North Queensland Primary Health Network
Mackay Hospital and Health Service	Department of the Environment, Tourism, Science and Innovation	Queensland Reconstruction Authority
Telstra/NBN	Queensland Parks and Wildlife Service	
Industry & other local agencies	Other industries/organisations may be invited as relevant	
Anglo American	QPM Energy	Aurizon
BHP	Bravus Mining	Civeo
Dyno Nobel	Glencore	Peabody
Fitzroy	Vitrinite	Terracom
First Nations Representatives		

ADMINISTRATION

Local Disaster Management Group meetings are mandated in section 12 of the Disaster Management Regulation 2014. The Local Disaster Management Group must meet at least once every six months. aims to meet. Attendance at meetings can be either in person, video or teleconference, and minutes are recorded and retained.

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

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

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

Guardian IMS is widely used throughout Queensland local governments as the preferred disaster management software and provides interoperability between LDMG's. It provides a full state-wide view in a secure and scalable, cloud-hosted environment allowing Council to manage incidents, intelligence, and reporting.

MEETINGS

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

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

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

AGENCY STATUS REPORTS

Written status reports on behalf of member agencies are used to update LDMG members on the status of agency disaster management initiatives, projects, training, community awareness, disaster management plans, operations and contact information. This information assists the LDMG to evaluate the status of disaster management and disaster operations for the Isaac Region. Member status reports are provided in writing at all regular LDMG meetings.

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

ANNUAL REPORTS

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

COMMUNITY ADVISORY SUBGROUPS

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

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

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

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

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

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

SUBGROUP MEMBERSHIP

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

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

LDMG MEMBER ROLES AND RESPONSIBILITIES

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

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

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

See the following tables:

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

CORE MEMBER RESPONSIBILITIES

ROLE	RESPONSIBILITY
CHAIRPERSON **IN ACCORDANCE WITH SECTION 34 OF THE ACT THE RELEVANT LOCAL GOVERNMENT SHOULD APPOINT A CHAIRPERSON TO THE LDMG.**	• Chairing the Isaac Regional Council Local Disaster Management Group meetings. • Authorising activation of the Local Disaster Coordination Centre. • Official LDMG spokesperson for all media briefings and interviews. • Attending local, district and state briefings to maintain situational awareness of disaster operations and community impact. • Liaising with elected representatives such as the Premier, Prime Minister and Local Councillors. • Conduct meetings with the Local Disaster Coordinator in peace time and disaster situations to ensure a coordinated response.
DEPUTY CHAIRPERSON **IN ACCORDANCE WITH SECTION 34 OF THE ACT THE RELEVANT LOCAL**	• To provide advice and support to the Chair and LDMG. • To chair LDMG Meetings in the absence of the Chair.

GOVERNMENT SHOULD APPOINT A DEPUTY CHAIRPERSON TO THE LDMG.	
LOCAL DISASTER COORDINATOR **IN ACCORDANCE WITH SECTION 35 OF THE ACT, THE CHAIRPERSON OF THE LDMG MUST AFTER CONSULTING WITH THE POLICE COMMISSIONER, APPOINT THE CHIEF EXECUTIVE OFFICER OR AN EMPLOYEE OF THE RELEVANT LOCAL GOVERNMENT AS A LOCAL DISASTER COORDINATOR OF THE GROUP**	• To provide advice and support to the Chair, Deputy Chair and LDMG. • Coordinate disaster operations for the local group • Report regularly to the local group about disaster operations • Ensure that any strategic decisions about disaster operations by the local group are implemented.
DEPUTY LOCAL DISASTER COORDINATOR	• To provide advice and support to the LDC • To undertake the functions of the LDC in the LDC's absence
LOCAL RECOVERY COORDINATOR	• To provide advice and support to the Chair, Deputy Chair, LDC and LDMG • To coordinate the local recovery groups • To liaise with functional lead agency representatives and work with identified agencies and the community to develop the specific recovery strategy • To provide advice and support to the Chair and recovery groups • To activate the Disaster Recovery Plan when required.
ISAAC REGIONAL COUNCIL (CHIEF EXECUTIVE OFFICER)	• To provide a link between the LDMG and council • To ensure release of appropriately trained staff for rostering into the Local Disaster Coordination Centre • To provide strategic policy and planning advice and secretariat support to the Local Group, Chair and Local Disaster Coordinator • To action council's emergency response.
QUEENSLAND AMBULANCE SERVICE	• Liaison between the agency and the LDMG • Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise • Contribution to development and review of LDMP.
QUEENSLAND FIRE DEPARTMENT	• Liaison between the agency and the LDMG • Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise • Contribution to development and review of LDMP.
QUEENSLAND POLICE SERVICE	• Liaison between the agency and the LDMG • Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise • Contribution to development and review of LDMP.
QUEENSLAND POLICE SERVICE (EMERGENCY MANAGEMENT & COORDINATION COMMAND)	• To provide advice and support to the Chair and the LDC • Liaison between the agency and the LDMG • Link to the Qld Disaster Management System • Policy advice about Qld Disaster Management system. • Assessment of the Local Disaster Management Plan. • Training delivery as per the QDMTF

QUEENSLAND HEALTH	• Liaison between the agency and the LDMG. • Attendance and contribution to LDMG meetings through agency reports and related Disaster management related activities/exercise. • Contribution to development and review of LDMP.
QUEENSLAND STATE EMERGENCY SERVICES	• Liaison between the QSES and the LDMG.

AGENCY ROLES AND RESPONSIBILITIES

(See Appendix A for Lead Agency Responsibilities by Hazard)

AGENCY	ROLES AND RESPONSIBILITIES
LOCAL DISASTER MANAGEMENT GROUP	• Functions as allocated to the group under s30 of The Act. • Development of a comprehensive local disaster management plan • Design and maintenance of a public education/awareness program, which is delivered through Council and member agency resources. • Support for the coordination of response agencies through the Local Disaster Coordination Centre. • Provision of public information prior to, during and following disaster events. • Recommended areas to be considered for directed evacuation. • Public advice regarding voluntary evacuation.
ISAAC REGIONAL COUNCIL	• Perform the following roles and responsibilities in support of the Local Group: • Management, support, policy advice and coordination of the business of the LDMG and its sub- groups, including the development and maintenance of disaster management plans and sub plans. • Identification, development, maintenance and operation of a LDCC at a primary location and maintenance of alternative locations. • Identification and delivery of training and staffing required to operate the LDCC. • Coordination of disaster operations by the LDC through the LDCC for the LDMG ensuring that strategic decisions of the LDMG are implemented. • Lead and coordinate recovery operations and provide immediate community support and recovery needs in conjunction with the Department of Communities, Disability Services and Seniors and relevant agencies and stakeholders. • Assist the community to prepare for, respond to and recover from an event or disaster. • Issue of public information or warnings about disaster situations in accordance with Local Plan. • Provide advice and support to the DDC. • General Council responsibilities: • Development and maintenance of prevention and mitigation strategies such as Land Use Planning and Capital Works programs. • Development and maintenance of a response plans where the Council is identified as the Lead Agency. • Identification and delivery of training and staffing required to operate the LDCC. • Development and maintenance of communications systems between response and recovery agencies and coordination centres. • Maintenance (including debris clearance) of local roads and bridges. • Collection and interpretation of information from rainfall and flooding telemetry systems, conjointly with the Bureau of Meteorology. • Maintenance of Council owned Flood Warning Infrastructure systems. • Community awareness and education for risks for which Council is lead agency.

QUEENSLAND AMBULANCE SERVICE	• Provide, operate and maintain ambulance services • Access, assess, treat and transport sick and injured persons • Protect persons from injury or death, during rescue and other related activities • Coordinate all volunteer first aid groups during major emergencies and disasters • Provide and support temporary health infrastructure where required • Collaborate with Retrieval Services Queensland in the provision of paramedics for rotary wing operations • Collaborate with Queensland Health in mass causality management systems
QUEENSLAND FIRE DEPARTMENT	• **Fire Suppression and Prevention** • Conduct fire suppression activities for structural, bush, and chemical fires. • Implement fire prevention strategies, including public awareness campaigns and safety inspections. • **Rescue and Emergency Response** • Lead urban search and rescue (USAR) operations. • Provide swift water, road crash rescue, and other technical rescue capabilities. • Support hazardous materials (HAZMAT) incidents and containment. • **Disaster Response Support** • Assist in disaster operations with trained personnel and equipment. (Assist other Lead Agencies in disaster operations) • Provide logistical support and coordination for emergency services during disaster response through the ICC, RFCC (Regional Fire Coordination Centre) and SFCC (State Fire Coordination Centre)) • Support community evacuation efforts in coordination with other lead agencies. • **Fire Risk Management** • Contribute to the development and review of local risk assessments and fire risk management plans In conjunction with Rural Fire Service QLD • RFSQ lead the Area Fire Management Group as conduits for information and actions on bushfire risk through communities to LDMG and the Regional Bushfire Committee. • **Community Education and Engagement** • Deliver fire safety and disaster preparedness education programs to the public. • Support vulnerable communities by raising awareness about emergency preparedness. • **Interagency Collaboration** • Liaise with local and state authorities, including Local Disaster Management Groups (LDMG), to ensure coordinated disaster response efforts. • Contribute resources and expertise to the broader emergency management framework during disasters. • **Post-Incident Recovery** • Participate in damage assessment and recovery operations, in conjunction with other Lead agencies.
QUEENSLAND HEALTH	• Lead agency for response functions of public health, mental health and medical services, mass causality management, mass fatality management, including victim identification (with QPS) and emergency medical retrieval • Provide health emergency incident information • Primary agency for heatwave, pandemic, influenza, biological and radiological incidents • Provide local context and coordination of health aspects of an incident to the local district with regards to the full spectrum of prevention, preparedness, response and recovery. • Provide health emergency incident information to the LDCC for dissemination. • Provide liaison to the wider Health system through the Queensland Health Disaster management framework.

QUEENSLAND POLICE SERVICE	• Assisting the community to prepare for, respond to and recover from an event or disaster • Coordination of search and rescue • Control and coordination of evacuation operations • Provided liaison officers to the LDCC • Uphold the law generally • Preservation of peace and good order • Prevention of crime • Investigation of the criminal aspect of any event • Security of any site as a possible crime scene • Coronial investigation procedures • Provide a disaster victim identification capability • Traffic control, including assistance with road closures and maintenance of road blocks with other agencies • Crowd management/ public safety
QUEENSLAND STATE EMERGENCY SERVICE	• **Disaster Response and Support** • Provide operational support in response to natural disasters, including storms, floods, and cyclones. • Conduct damage assessments, including initial impact assessments for local authorities. • Assist in temporary emergency repairs to homes and infrastructure (e.g., roof tarping, debris removal). • Assist with emergency traffic control. • **Rescue Operations** • Conduct land based swift water rescue operations. • Provide vertical rescue, road crash rescue, and other general rescue services as required. • **Evacuation Assistance** • Assist with evacuation planning and execution, including helping vulnerable communities evacuate. • Provide support to evacuation centers and relief facilities as needed. • **Flood and Storm Response** • Lead floodboat operations to rescue stranded individuals during flood events. • Conduct storm damage operations, including sandbagging, tree clearing, and securing property. • **Incident Management Support** • Support the Local Disaster Coordination Centre (LDCC) and Incident Control with trained personnel. • Assist with logistics, communications, and incident reporting during disaster events. • **Community Education and Engagement** • Conduct public education programs on disaster preparedness and mitigation. • Promote awareness of flood and storm safety measures to local communities. • **Interagency Collaboration** • Work alongside local councils, emergency services, and other agencies in the planning and coordination of disaster response efforts. • Participate in multi-agency exercises to ensure readiness and cooperation. • **Post-Disaster Recovery** • Support post-disaster recovery operations, including assisting with the clean-up and restoration of community services. • Help coordinate volunteer efforts and resources for rebuilding and recovery initiatives.

DEPARTMENT OF TRANSPORT AND MAIN ROADS	• Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure • Assist with the safe movement of people resulting from mass evacuation • Ensure the capability of logistics-related industries is appropriately applied to disaster response and recovery activities.
NORTH QUEENSLAND PRIMARY HEALTH NETWORK	• assist with health responses during emergencies by providing a key liaison and communication role with general practice and pharmacy providers across the district as requested.
ADVISORY MEMBER AGENCIES	• assist with response during emergencies by providing a key liaison, communication and resources as requested.

LOCAL RECOVERY SUB COMMITTEES

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

ISAAC COMMUNITY CHARACTERISTICS

The Isaac local government area spans an area of approximately 58,000 km2. The Isaac region is bordered by the local government areas of Mackay, Whitsunday, Rockhampton, Livingstone, Barcaldine, Banana, Charters Towers and Central Highlands.

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

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

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

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

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

POPULATION STATISTICS

The Isaac encompasses 58,709 square kilometres where over 20,000 residents call home, although, an additional 11,085 resource sector workers travel here and are housed in temporary accommodation. At any one time the full-time equivalent population in the Isaac region is estimated at 35,845.

The Isaac region include the modern mining towns of Moranbah, Middlemount, Dysart and Glenden, to the historic communities of Nebo, Clermont and St Lawrence and small coastal villages and rural localities. Moranbah is the main service centre for the region with an estimated population of 9,120.

Additional information can be found via the Isaac Regional Council website - Strategies and Data - Isaac Regional Council

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

ESTIMATED RESIDENT POPULATION BY LOCALITY

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

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

EDUCATION

The Isaac Region has numerous schools, child care centres and early learning centres located with the LGA.

SCHOOL TYPE	STATE	NON-STATE	TOTAL
Primary	14	1	15
Secondary/Combined	3		3

INDUSTRY

The Isaac Region contains most of Australia's high quality metallurgical coal reserves, as well as significant deposits of thermal coal. Much of the coal produced in the region is transported by rail to coal terminals on the coast for export to overseas markets. In addition to coal mining, the region is home to other resource industries, including coal seam gas (CSG) and conventional gas operations, metalliferous mines, renewable energy projects and resource industry infrastructure.

In June 2024, there were 31 operating coal mines, three related infrastructure operations and one gas operation in Isaac. Each of the 11 largest coal mines in the LGA engaged more than 1,000 workers (RSHQ, 2024). One renewable energy project—Clarke Creek Wind Farm— was under construction in June 2024, and rehabilitation work was underway at Newlands mine (QGSO, 2024).

Agriculture, inclusive of crops, livestock, fishing and aquaculture, continues to drive the regional economy, with two important agricultural areas (as identified by the Queensland Agricultural Land Audit) that has all the requirements for agriculture to be successful and sustainable, is part of a critical mass of land with similar characteristics and is strategically significant to the region or the state.

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

HEALTH AND MEDICAL

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

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

EMERGENCY SERVICES

	POLICE	QFD	RFSQ	AMBULANCE	SES
CARMILA					
CLERMONT					
DYSART					
GLENDEN					
GREENHILL					
ILBILBIE					
MIDDLEMOUNT					
MORANBAH					
NEBO					
ST LAWRENCE					

NOTE: There are additional 29 Rural Fire Service (RFSQ) primary producer brigades located across the Isaac region which are equipped with slip on units.

CRITICAL INFRASTRUCTURE

REFERABLE DAMS

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

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

DAM NAME	DAM OWNER	DETAILS
Burton Gorge Dam Dam ID 557	Peabody	Located 54km south-west of Glenden Full Supply Capacity 14,829 ML
Theresa Creek Dam Dam ID 366	Isaac Regional Council	Located 22km south-west of Clermont Full Supply Capacity 9,200 ML
Environmental Dam Dam ID 222	TerraComm	Located at Blair Athol Mine, Clermont
Teviot Creek Dam Dam ID 556	Bowen Coking Coal	Located on Lot No. 5311 on SP 262721.

WATER

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

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

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

WASTEWATER

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

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

POWER

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

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

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

HAZARDOUS SITES

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

COMMUNICATION TOWERS

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

AIRPORTS

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

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

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

ROADS

Major arterial roads passing through the region include:

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

Many of these roads become compromised by flooding during wet seasons and heavy rain periods as do many of the local roads providing access to the towns for residents from outlying areas and on properties. There are two major vehicle transport corridors through the region:

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

RAIL NETWORK

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

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

OUR HAZARDS & RISKS

The Isaac region has several natural and non natural hazards that have the potential to affect our communities.

Severe Thunderstorms

Severe thunderstorms are localised events that usually do not affect areas as widely as tropical cyclones and floods; therefore, their impacts are often underestimated. Thunderstorms that produce any of the following events are classified as severe in Australia:

- Large hail (2cm or greater in diameter).
- Wind gusts (90km/hr or greater).
- Tornadoes.
- Heavy rainfall conducive to flash flooding.

Severe thunderstorms are likely to cause damage to property, crops and natural vegetation and [have been known to] result in death or injury.

Flooding

Flash flooding occurs within six hours of rain falling. It can happen after a short burst of heavy rain, such as from a thunderstorm. Flash floods can be a serious problem in urban areas if drainage systems can't cope and tend to affect a localised area.

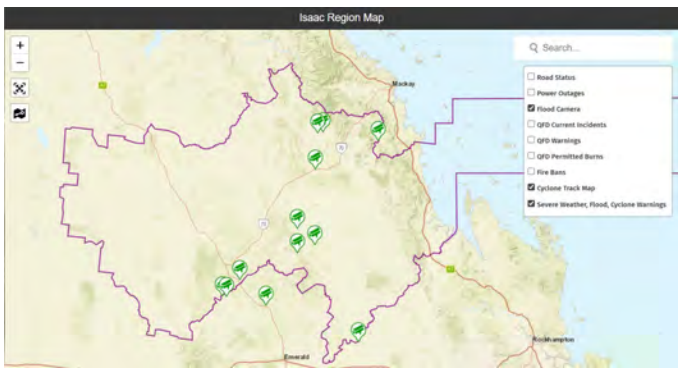
The BoM will issue a Flood Watch when forecasted rainfall suggests that local and riverine flooding is possible. Its purpose is to provide early advice of a developing situation that may lead to flooding. A Flood Watch isn't a warning of imminent flooding.

The BoM will issue a Flood Warning if there is more certainty that flooding is expected in a particular location. Flood warnings are more targeted and are issued for specific catchments and locations within catchments. The severity of the expected flood will be categorized into three specific flood classifications – Minor, Moderate or Major flooding.

Council maintains a network of 30 river and rain gauges within in the region that provide real-time rainfall and river height information.

To enable situational awareness for road users, Council also has eleven flood monitoring cameras located in the following key locations:

- Bee Creek, Suttor Development Road
- Peak Gully, Suttor Development Road
- Campbell Creek (Convicts Crossing), Dysart Clermont Road
- Denison Creek, Sarina Oxford Downs Road
- Downs Creek, Golden Mile Road
- Funnel Creek, Sarina Marlborough Road
- Prospect Creek, Sarina Marlborough Road
- Thirty Mile Creek, Peak Downs Highway
- Hughes Creek, Dysart Saraji Road
- Browns Flat, Gregory Highway
- Theresa Creek Dam (Spillway)



Tropical Cyclones

Tropical cyclones are the most disruptive and damaging natural hazard in Queensland with the potential to pose the most risk to life during impact. Cyclones have made landfall in and around the region previously, destroying homes and infrastructure.

As a cyclone approaches, the wind and rain gradually increase over several hours. Winds caused by cyclones are powerful enough to break large trees, roll over shipping containers, and blow away unsecured caravans, garden sheds and patios. Strong winds associated with cyclones can cause extensive property damage and turn loose items into wind-borne debris that cause further building damage. Slow moving cyclones can take many hours to move past a particular location, causing extreme wind and rain that lasts hours and days after the initial coastal crossing.

The severity of a tropical cyclone is described in terms of categories, ranging from 1 (weakest) to 5 (strongest), related to the maximum mean wind speed. Table 5 explains the Tropical Cyclone Rating System in more detail. Tropical cyclones are referred to as “severe tropical cyclones” when they are producing “very destructive winds”, which corresponds to category 3, 4 and 5.

Storm Surge and Tide

A storm tide is the rise of the ocean water level, combined with the tide at the time and strong onshore winds and/ or reduced atmospheric pressure. This combination of effects, especially if it occurs on a high tide or king tide, can force sea water and pounding waves into areas that would normally be well above sea level and sometimes several kilometres inland if the land is low lying. The more intense the cyclone is, the higher the storm tide risk is.

Bushfire

Bushfires and grassfires are common throughout Australia. Grassfires are fast moving. They have a low to medium intensity and primarily damage crops, livestock and farming infrastructure, such as fences. Bushfires are generally slower moving but have a higher heat output. Fire in the crown of the tree canopy can move rapidly.

The bushfire danger period extends from mid-late winter through to early summer (August to December). Seasonal conditions can exacerbate potential bushfire situations; this is especially the case if a relatively wet summer/autumn period (which produces good vegetation growth) is followed by a cold, dry winter and warm spring. This can result in abundant quantities of dried vegetation, especially if the cycle occurs over several years.

Natural bushlands are prone to bushfire. Grassland fires are possible in most rural areas depending on seasonal conditions.

The Area Bushfire Management Committee (ABMC) develops and reviews its Fire Management Plan in conjunction with council and other key stakeholders. This plan provides a shared understanding of the important geographical and access features of these estates and they contain information critical for balancing emergency response priorities with those of environmental conservation and protection of culturally sensitive sites.

Heatwave

The Bureau of Meteorology defines a heatwave as three days or more of high maximum and minimum temperatures that is unusual for that location.

Heatwaves are sometimes described as a “silent killer” and can result in significant health stress on vulnerable people. This stress may result in death during the heat event, but in many cases, death occurs

well after the heatwave has passed. Often it can be difficult to determine whether the heatwave caused death, as many of those who die have a pre-existing or contributing health condition.

Intense heatwaves may also affect the reliability of infrastructure, such as power, water and transport services.

Pandemic

A pandemic is a worldwide spread of a new disease and is usually a viral respiratory disease. The outbreak of an infectious disease within the human population could cause the normal response systems within the community to be overwhelmed. It could involve isolation and quarantine of large numbers of people for a protracted period.

As the COVID-19 pandemic demonstrated, pandemic mitigation measures may have significant psychological and economic impacts in the community and may require significant changes to emergency response and planning by responsible agencies.

Earthquake

Earthquakes are the vibrations caused by rocks breaking under stress. The underground surface along which the rock breaks and moves is called a fault plane. Earthquakes in Australia are usually caused by movements along faults as a result of compression in the Earth's crust.

Dam Failure

The Isaac LGA has four referrable dams. A dam fails when there is a physical, structural collapse or an uncontrolled release of any water. All referrable dams in Isaac LGA have emergency action plans that outline what areas would be inundated from a failure and what actions dam operators would take.

Tsunami

Tsunami are waves caused by the sudden movement of the ocean surface due to earthquakes, sea floor landslides, land slumping into the ocean, large volcanic eruptions or meteorite impacts in the ocean. There is little recorded history of tsunami in Australia, however the risk is still present.

HAZARD SPECIFIC PLANNING

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

Refer to APPENDIX A – AGENCY RESPONSIBILITIES BY HAZARD

PREVENTION

PREVENTION ARRANGEMENTS

The Isaac LDMG is committed to reducing disaster risks wherever possible, by reducing the likelihood and/or consequence of disaster events.

The following strategies are promoted by the group to reduce disaster risk to the community:

- Compliance with Legislation, Regulations and Standards
- The LDMG is committed to implementing and promoting knowledge and awareness within the group's members in respect to their applicable legislation/s.
- The various acts, regulations and standards include provisions which work to reduce the risks associated with disasters and have been considered in the preparation of this LDMP.

COMMUNITY ENGAGEMENT

- To ensure that disaster resilience is built within community.
- Through promotion of the Get Ready Queensland activities, radio updates, community group engagement activities.
- Disaster Dashboard, which provides real time updates for awareness for disasters with access to current weather warnings, road closures, power outages –

Isaac Local Disaster Coordination Centre Facebook page is another platform for sharing community messaging using the toolkits provided by Get Ready Queensland which ensures consistent messaging, and other relevant communications sources such as posts from the Bureau of Meteorology, Queensland Health, Queensland Fire and Emergency Services.

AGENCY ENGAGEMENT ACTIONS

Throughout the year the LDMG participates in regional activities:

- Fire Management Group meetings facilitated by Rural Fire Service Queensland
- Disaster Management Officer Forums – with district and regional LGA's
- Resilient Queensland strategies facilitated by Queensland Reconstruction Authority
- Infrastructure Resilience Working Group facilitated internally by Isaac Regional Council
- Community Advisory Subgroup's which are facilitated regionally by Isaac Regional Council via the LDMG.

FLOOD STUDIES IN THE ISAAC REGION

Flooding affects many areas across the Isaac region. Isaac Regional Council is working to better understand flood risks to improve community safety and access to flood information.

Every flood is different, but each event helps us improve future predictions and preparedness.

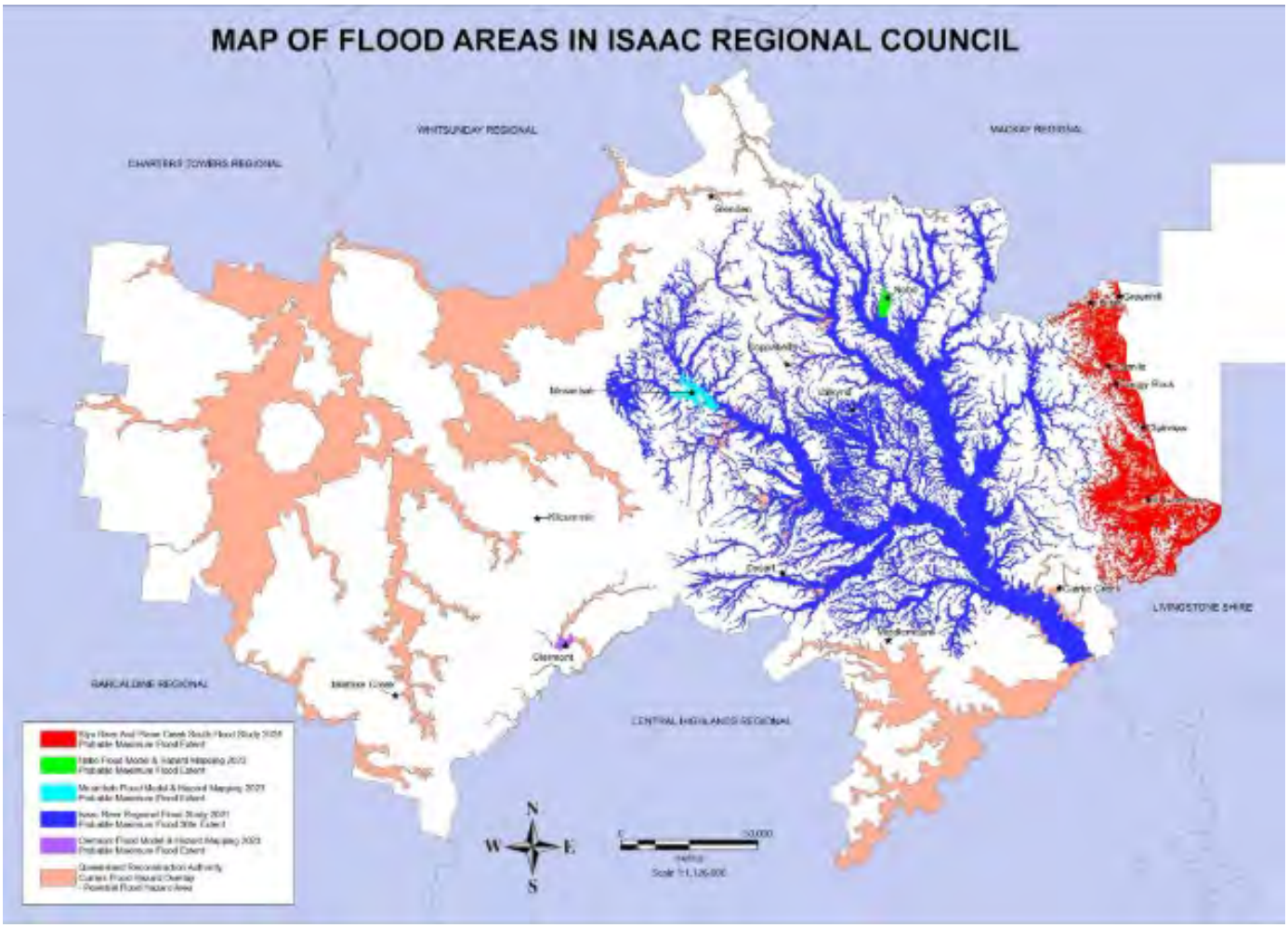
Flood studies investigate how floods behave in specific areas—looking at depth, speed, and extent. This helps guide building, planning, emergency response, and infrastructure decisions.

By studying current and future climate impacts, we aim to reduce risk and protect people, property, and communities.

To date flood studies have been undertaken or are in progress for the following locations:

- **Isaac River catchment** - the Isaac River Flood Study was undertaken by KBR and completed in 2021. It covers a large rural area in central Isaac, west of the Connors Range.
- **Clermont** - the Clermont, Flood Model and Hazard Mapping Study was delivered by GHD in 2023 covers the town of Clermont and its immediate rural areas.
- **Moranbah** - the Moranbah Flood Model and Hazard Mapping Study was delivered by GHD in 2023 covers the town of Moranbah and extends down to the Peak Downs Highway.
- **Nebo** – the Nebo Flood Model and Hazard Mapping Study was delivered by GHD in 2023 the town of Nebo.
- **Isaac Coastal areas** – the Styx River and Plane Creek South Flood Study was delivered by KBR in 2024 and covers the Isaac coastal area, including the communities of Ilbilbie, Greenhill, Carmila, Clairview, Flaggy Rock and St Lawrence.

The below image shows the extent of flood impacted land (probable maximum flood areas) across the Isaac Region and the relevant flood studies that have been undertaken across these areas. Council will continue to review the extent of our Flood Program in the future. Updates about flood study program can be found here: can be found here: [Flood Study Program - Isaac Regional Council]



DISASTER MANAGEMENT ACTIVITIES CALENDAR

PREVENTION

Key Activities
Reporting, Assessing, Planning, Training & Exercising

PREPAREDNESS

Key Activities
Reviewing, Planning, Training, Exercising, Cabinet Submission & Community Awareness

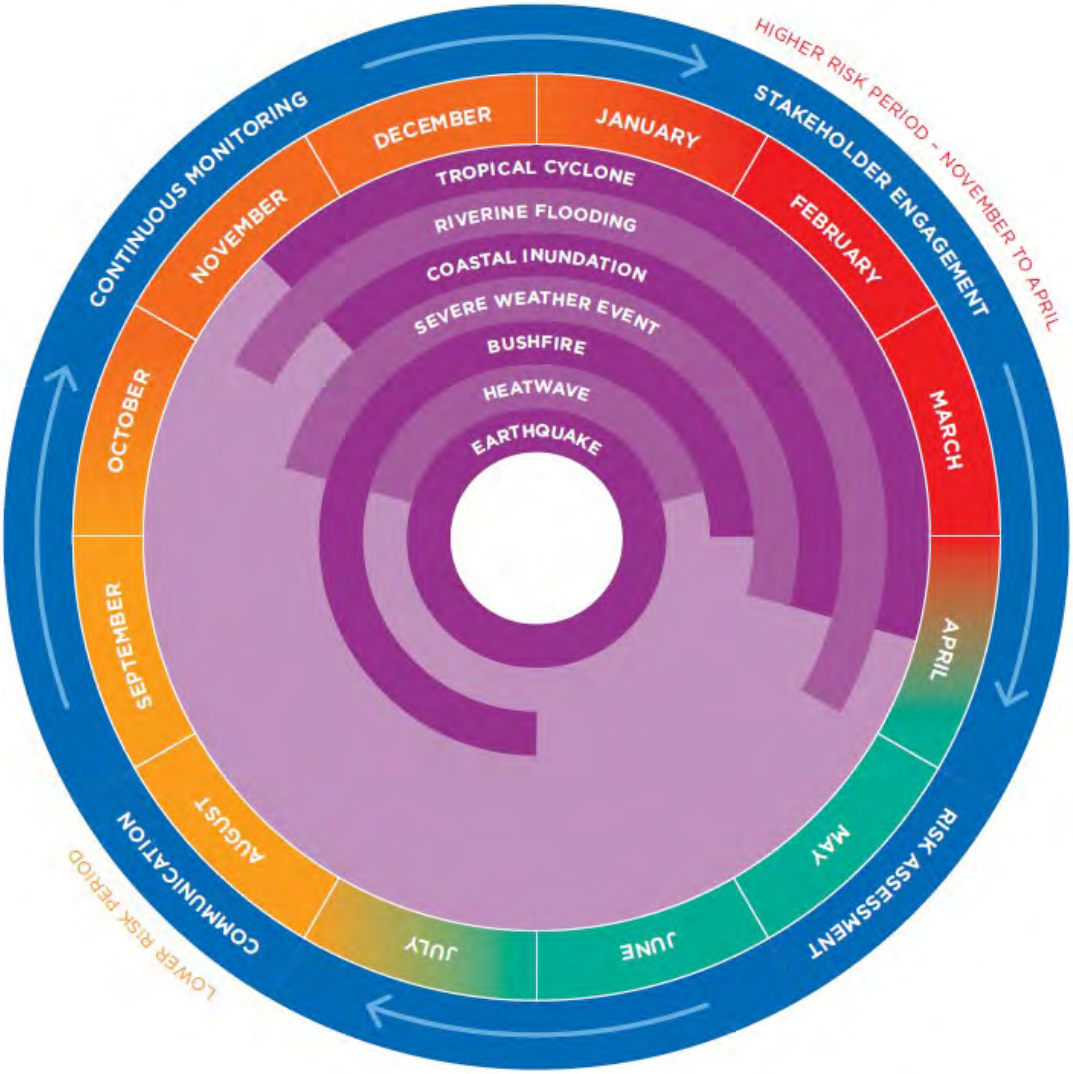
RESPONSE

Key Activities
Responding, Recovering, Meetings & Reporting

RECOVERY

Key Activities
Post Event Series i.e. Meetings
Assurance Activities
Review & Assess

Reference: Queensland State Disaster Management Plan



PREPAREDNESS

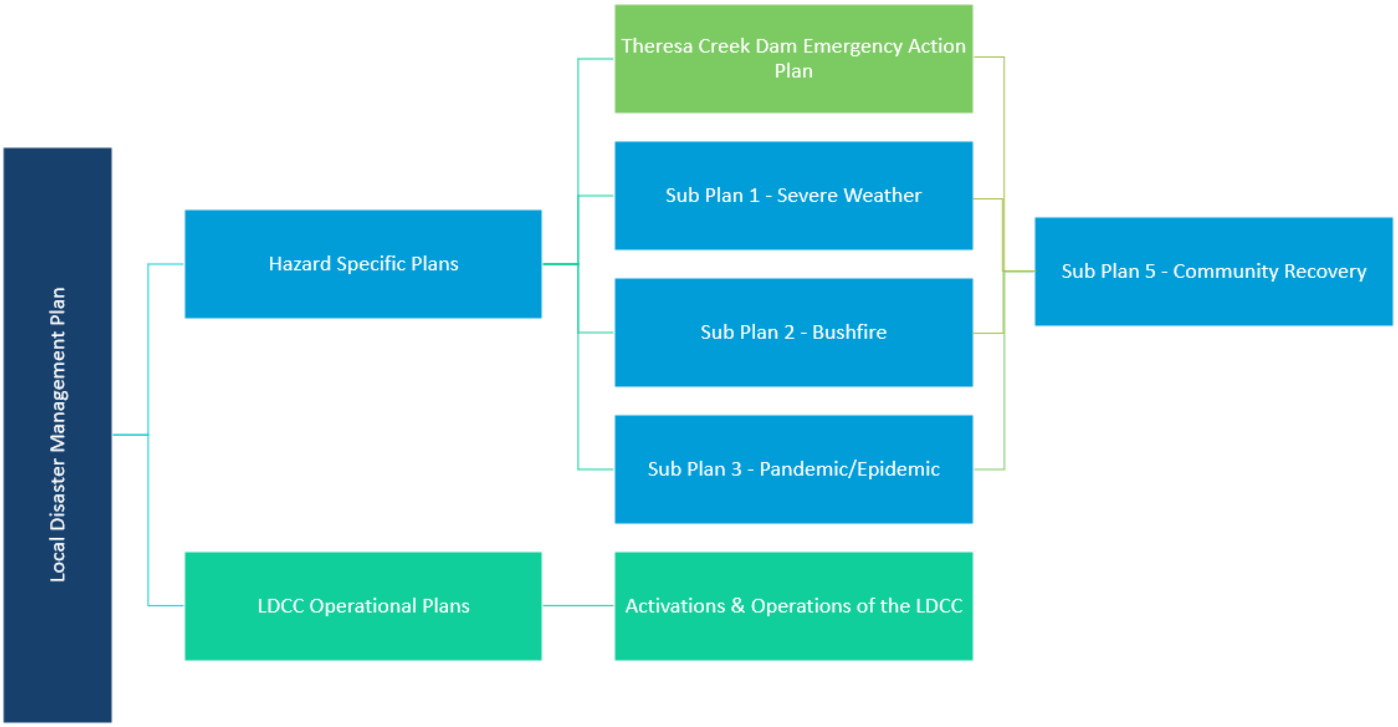
PREPAREDNESS ARRANGEMENTS

SUB PLANS

NAME	INTERNAL DOCUMENT NUMBER
Sub Plan 1 – Severe Weather	ECM 4479062
Sub Plan 2 - Bushfire	ECM 3643414
Sub Plan 3 - Pandemic / Epidemic	ECM 711023
Sub Plan 4 – Activation & Operations of the LDCC	ECM 4467523
Sub Plan 5 - Community Recovery Plan	ECM 4683695

These plans address specific hazards where State departments or agencies have primary management responsibility to ensure that an effective plan is prepared. Hazard specific plans address the hazard actions across all PPRR phases and include information on how the QDMA links with the hazard specific arrangements and support the primary agency to manage the hazard specific event. Specific planning is required to ensure appropriate coordination and operational procedures are developed for specific hazards; these may be different to those for disaster management.

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



COMMUNITY PREPAREDNESS

With 17 unique communities and arrange of differing lifestyles, economic drivers, historical impacts and a vast distance to cover, it is essential that the communities of the Isaac region are resilient and able to cope with a range of potential natural and manmade disasters.

Most of the Isaac communities have thriving local sports groups, volunteer organisations and community groups. The majority have active Rural Fire and SES services with a wealth of local knowledge, as well as teams on all mine sites specifically trained to manage on mine site disasters.

With most events, a combined community and industry response, led by the LDMG and appropriate government agencies, would be forthcoming to prevent, prepare for, respond to and recover from an event.

IRC has worked to develop Disaster Management capacity within the region, with 1.5 full time staff employed in Disaster Management, and a full time SES Local Controller. Council's disaster management team is continually gaining capacity through training and exercises. Council employs approximately 450 staff across all major locations in the region.

COMMUNITY EDUCATION

In accordance with s30 (e) of the Act, the LDMG undertakes several place-based and regional campaigns to promote the key themes in alignment with Get Ready Queensland.

Communications Strategy:

- Annual regional media campaigns.
- Disaster dedicated preparation messages released through social media, during storm, cyclone and fire season, event based.
- Dedicated messaging during events via press releases, public notices and social media via the Isaac Local Disaster Coordination Centre page.
- Isaac's Disaster Dashboard.
- Participation in local and regional events promoting Get Ready Queensland, and other disaster management messaging.
- Conducting preparedness educational programs at the local primary schools in the Isaac Region each year.
- Targeted community awareness at a grass roots level for development of contact lists and registers, focussed on most likely event/hazard/risk.

LOCAL DISASTER COORDINATION CENTRE

The primary functions of the Local Disaster Coordination Centres (LDCC) revolve around three key activities:

- Forward planning
- Resource management
- Information management.

Local Disaster Coordination Centres are either permanent or temporary facilities within each local government area, or combined local government area, established to support the LDMG during disasters.

- **Primary Location** – Disaster Management Complex, 38 Bacon Street Moranbah QLD
- **Secondary Location** – Council Chambers, Batchelor Parade, Moranbah QLD

LDCCs operationalise LDMG decisions, as well as plan and implement strategies and activities on behalf of the LDMG during disaster operations.

Representatives from the media are not permitted in the LDCC during activations.

TRAINING FOR LDMG

- Training for LDMG, staff and operations personnel is facilitated by QPS Emergency Management Coordinator.
- Training for the LDMG, staff and operations personnel shall be in accordance with the Queensland Disaster Management Training Framework.
- Members of the IRC disaster management team, who shall assist in the event of a disaster, shall be trained in the use of Guardian IMS.

EXERCISES

In accordance with the Act s59 (2) a Local Government must review the effectiveness of their LDMP at least once a year and this is normally achieved through an exercise.

Exercises can enhance capacity and confidence of the people that participate in them. The conduct of an exercise is one way in which the LDMG can undertake a review of the Local Plan. The development and enactment of scenarios to evaluate the effectiveness of plans is key to good governance and assurance.

Analysing plan effectiveness – both in times of exercise and post-incident response – enhances planning outcomes and enables the implementation of lessons identified.

Accordingly, plans must be adjusted where necessary. Flexibility and agility in planning, rather than rigidity, ensures plans remain relevant, realistic and risk based.

https://knowledge.aidr.org.au/media/3547/handbook-3-managing-exercises.pdf

An exercise determined by the LDC which is designed to evaluate the Isaac LDMG response and coordination capability should be facilitated annually.

LESSONS MANAGEMENT

The Isaac LDMG subscribes to ongoing learning through a lessons management process. Council facilitates and coordinates routine debriefs, after action reviews and learning application from events, exercises, training, and reviews. Council also engages with the Inspector-General of Emergency Management (IGEM), who maintains the state's disaster management assurance program to ensure best practice and alignment with The Standard for Disaster Management in Queensland.

ACTIVATIONS & TRIGGERS

The Chairperson of the LDMG is responsible for the decision to activate the LDMG, in consultation with the Local Disaster Coordinator as required. Should the Chairperson be unavailable, the Deputy Chairperson of the LDMG is responsible for the decision. Should neither of the above members of Council be available, the decision may be taken by the Local Disaster Coordinator, who will advise the Chair, LDMG as soon as is practicable. Should the LDC be unavailable, the decision may be taken by the Deputy LDC.

Timely activation, across all levels of Queensland's Disaster Management Arrangements, is critical to an effective disaster response. This relies on a clear understanding of the indicators used in Queensland's disaster management arrangements to monitor and provide situational awareness of events.

Disaster management arrangements in Queensland are activated using an escalation model based on the following levels:

ACTIVATION LEVEL	DEFINITION
PRE-ACTIVATION	A state of awareness of a potential situation or threat, generally during bush fire and severe weather seasons. Watching and gathering information with the LDMG Chair and LDC consultation to determine activation to the next level
ALERT	A heightened level of vigilance and preparedness due to the possibility of an event in the area of responsibility. Some action may be required, and the situation should be monitored by staff capable of assessing and preparing for the potential hazard.
LEAN FORWARD	An operational state prior to 'Stand Up', characterised by the heightened level of situational awareness of a disaster event (either current or impending) and state of operational readiness. Disaster coordination centres are on standby – prepared by not activated.
STAND UP	The operational state following 'Lean Forward' where resources are mobilised, personnel are activated, and operational activities commenced. Disaster coordination centres are activated.
STAND DOWN	Transition from responding to an event back to normal core business and/or recovery operations. The event no longer requires a coordinated operational response.
DEBRIEF	This stage is the close out of the activation ensuring that lessons identified are captured.

https://www.disaster.qld.gov.au/__data/assets/pdf_file/0029/339428/RG1157-DMG-Activation-Triggers-Reference-Guide.pdf

DECLARATION OF A DISASTER SITUATION

Section 64 of the *Disaster Management Act 2003* gives the legislative authority for declaring a disaster situation. The declaration of a disaster situation provides additional powers to nominated officers.

A disaster situation will normally only be declared when it is necessary to exercise those additional powers to prevent or minimise:

- Loss of human life
- Illness or injury to humans
- Property loss or damage
- Damage to the environment

If a District Disaster Coordinator believes the disaster or impending disaster is likely to require specific disaster powers, then the DDC may, after consultation with the DDMG and relevant local governments and with the approval of the Minister declare a disaster situation for all or part of the district.in the Isaac Region.

FINANCIAL MANAGEMENT

All agencies are responsible for meeting and recording their own operational expenses incurred during a disaster event, and for claiming reimbursement of any expenses allowed refer to:

https://www.qra.qld.gov.au/funding/drfa

Financial cost codes are activated for cost recovery and staff operations. IRC is required to discharge financial management responsibilities in accordance with the Financial Accountability Act 2009.

LOGISTICS SUPPORT & RESOURCE ALLOCATION

Isaac Regional Council is required to manage the purchasing of resources and support in accordance with Local Government Regulations 2012.

RESPONSE

RESPONSE ARRANGEMENTS

DISASTER RECOVERY FUNDING ARRANGEMENTS

The DRFA is a joint funding initiative of the Australian and State governments to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters and terrorist acts. In Queensland, this program is managed on a whole-of-government basis by the QRA.

Eligible disasters under DRFA include cyclones, floods, landslides, meteor strikes, storms, bushfires, terrorist acts, tornadoes and earthquakes.

Droughts, frosts, heatwaves, epidemics and events relating from poor environmental planning, commercial development or personal intervention are not eligible events under DRFA.

The DRFA activation relies on the damage, loss and personal hardship information provided by State and Local governments.

PUBLIC INFORMATION AND WARNINGS

On LDCC activation, the release of public information related to the event will be coordinated by the Communications Coordinator in the LDCC and will be shared using Disaster Dashboard, social media, broadcast media and on council's website.

Council's corporate social media channels, including Facebook is used to distribute approved key messaging and repost partner agency key messages. Residents are actively encouraged to follow council through these mediums and subscribe to free Opt-In Notifications through the Disaster Dashboard.

Community members who have subscribed to the free Opt-In Notification service may receive email and SMS alerts with weather warnings and alerts.

WARNING AUTHORITY

The following table details agencies that are responsible to issuing hazard-based warnings:

ORGANISATION	WARNINGS/INFORMATION TYPE
Biosecurity Queensland	▪ Emergency animal diseases ▪ Priority plant pests and diseases
Bureau of Meteorology	▪ Severe Weather Alerts (e.g. Fire, weather, heatwave) ▪ Flood Warning and Watches ▪ Marian Warnings ▪ Tropical Cyclone Watch and Warnings ▪ Tsunami Watch and Warnings ▪ Severe Thunderstorm ▪ Space Weather
Department of Transport and Main Roads	▪ Major Road Disruptions ▪ Queensland Rail Disruptions
Energy Queensland (Ergon)	▪ Power Outages
Isaac Regional Council	▪ Major infrastructure failure (Water, sewerage) ▪ Local warnings utilising the Australian Warning System
Queensland Fire Department	▪ Bushfires and major fires ▪ Hazardous material incidents
Queensland Health	▪ Public Health Alerts ▪ Heatwaves
Queensland Police Service	▪ Public Safety Preservation Act declarations ▪ Terrorism incident ▪ Emergency Alerts ▪ Standard Emergency Warning Signal
Sunwater	▪ Dam release notifications ▪ Dam spilling ▪ Dam recreational safety
Telecommunications	▪ Telecommunication outages

AUSTRALIAN WARNING SYSTEM

The Australian Warning System (AWS) is a national approach to providing consistent warnings for hazards like bushfires, floods, storms, cyclones, extreme heat, and severe weather. It helps communities understand what actions to take when a warning is issued.

There are 3 warning levels which should reflect what the community is being asked to do:

ADVICE	WATCH AND ACT	EMERGENCY WARNING
An incident has started. There is no immediate danger. Stay up to date in case the situation changes.	There is a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.	An Emergency Warning is the highest level of warning. You may be in danger and need to take action immediately. Any delay now puts your life at risk.
▪ Prepare now ▪ Stay informed ▪ Monitor conditions ▪ Stay informed/threat is reduced ▪ Avoid the area ▪ Return with caution ▪ Avoid smoke	▪ Prepare to leave/evacuate ▪ Leave/evacuate now (if you are not prepared) ▪ Prepare to take shelter ▪ Move/stay indoors ▪ Stay near shelter ▪ Walk two or more streets back ▪ Monitor conditions as they are changing ▪ Be aware of ember attack ▪ Move to higher ground (away from creeks/rivers/coast) ▪ Limit time outside (cyclone, heat, asthma) ▪ Avoid the area/avoid the flooded area ▪ Stay away from damaged buildings and other hazards Prepare for isolation ▪ Protect yourself against the impacts of extreme heat ▪ Do not enter flood water ▪ Not safe to return ▪ Prepare your property (cyclone/storm)	▪ Leave/evacuate (immediately, by am/pm/hazard timing) ▪ Seek/take shelter now ▪ Shelter indoors now ▪ Too late/dangerous to ▪ leave

These warnings and calls to action will be issued in conjunction with Functional Lead Agency hazard warning through standard public communication procedures. Further information on the AWS can be found at Australian Warning System.

Hazard Icons

Hazard	Bushfire	Cyclone	Severe Weather	Flood	Extreme Heat	Other
Descriptors	(Bushfire) (Smoke)	(Tropical Cyclone) (Storm Surge)	(Storm) (Dust Storm) (Tropical Low)	(Riverine Flooding) (Flash Flooding)	(Heat Wave)	(Water Supply)
Advice Icons						
Watch and Act Icons						
Emergency Warning Icons						

EMERGENCY ALERT

Emergency Alert (EA) is the national telephone warning system used by emergency services and council to send voice messages (to landlines) and text messages (to mobile phones) within a defined area about likely or actual emergencies.

The EA system will only be used in dangerous situations where there is likely to be an impact on human life. It relies on telecommunications networks to send messages, and message delivery cannot be guaranteed.

EMERGENCY SUPPLY

Emergency Supply is the acquisition and management of emergency supplies and services in support of disaster operations. Emergency supply can include:

- Resource support in the establishment of forward command posts, community recovery centres and/or disease control centres, such as furniture, equipment and materials.
- Resource support for community evacuation centres, such as furniture, bedding material and health and hygiene products.
- Bottled water and bulk water supplies.
- Temporary structures such as marquees and portable ablution facilities.
- Small plant equipment hire services, such as chainsaws and pressure washers.

Before requesting emergency supply:

- Every effort will be made to exhaust local supplies.
- Attempts will be made to support local economies.
- Organisations will use their own internal acquisition processes.

TYPES OF RESUPPLY OPERATIONS

TYPE	OPERATION
Resupply of isolated communities	This operation occurs when people residing in a community have access to retail outlets, but these outlets are unable to maintain the level of essential goods required due to normal transport routes being inoperable as a result of a natural disaster event.
Resupply of isolated rural properties	Isolate rural properties are groups of individual isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event.
Resupply of stranded persons	This operation provides essential goods to individuals who are isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event and are not at their normal place of residence. This is usually stranded travellers and campers.

EVACUATION

Evacuation is a risk management strategy that may be used to reduce loss of life or lessen the effects of an emergency on a community, prior to the onset of, or during, an emergency. It involves the movement of people threatened by a hazard to a safer location and, typically, their eventual safe and timely return. For an evacuation to be as effective as possible, it must be appropriately planned and implemented.

Reference: https://knowledge.aidr.org.au/resources/handbook-evacuation-planning/

Stages of the evacuation process

The key consideration in evacuation planning is to address the five -stage evacuation process:

1. **Decision to evacuate**
2. **Warning**
3. **Withdrawal**
4. **Shelter**
5. **Return**

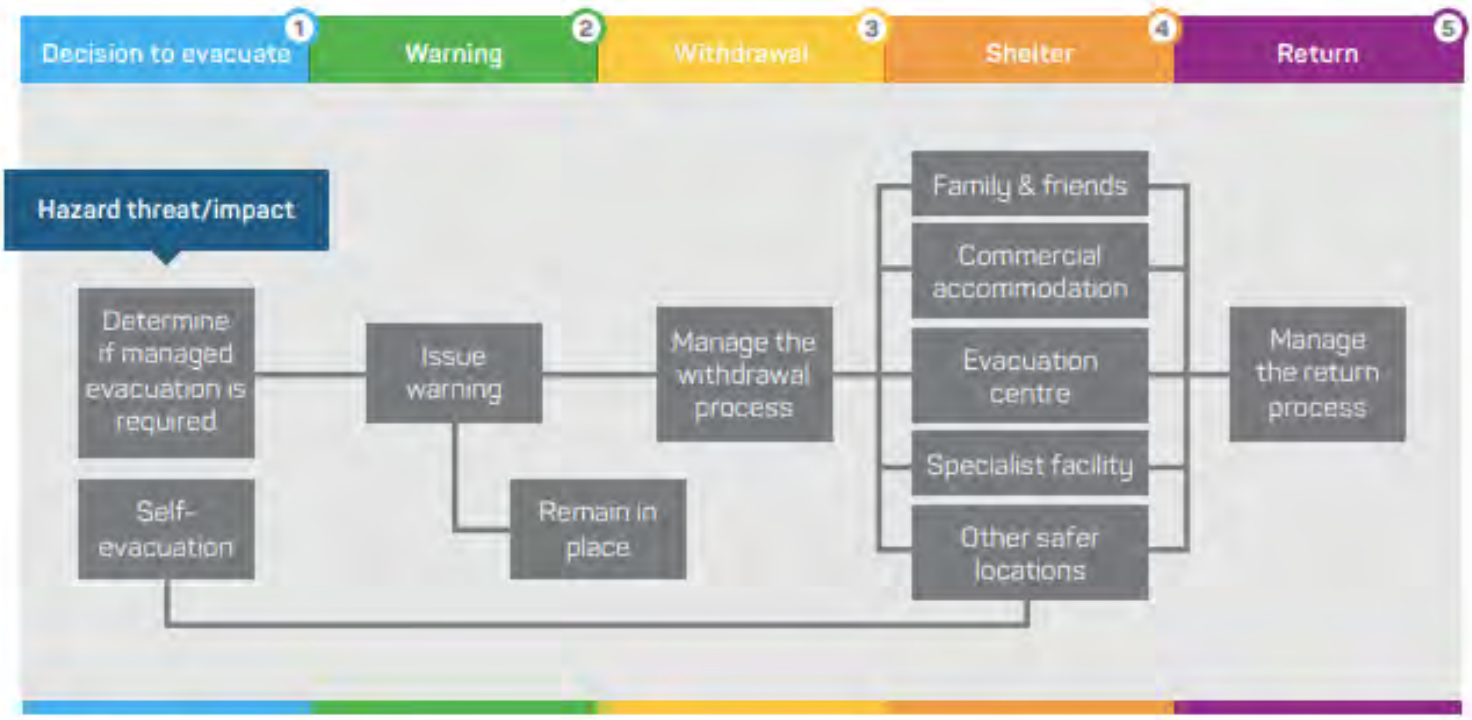


Figure 1 Evacuation process

1. DECISION TO EVACUATE

During evacuation planning, decision makers analyse event specific information and intelligence and make an assessment on the necessity to evacuate exposed persons.

Considerations

- Is evacuation the best option?
- Are there other alternatives?
- Is it possible to evacuate?
- Has a risk assessment been undertaken to inform the decision to evacuate?
- Will it be a staggered evacuation?
- Have any special arrangements for the vulnerable population been considered?

Authority to evacuate

The decision to authorise an evacuation may occur under the following conditions or authorities:

- QPS under the Public Safety Preservation Act 1986
- QFD under the Fire Services Act 1990
- LDMG may recommend a voluntary self-evacuation of a community or portions of a community
- LDMG may recommend that the Mackay DDC declare a Disaster Situation under the *Disaster Management Act 2003* to affect a managed evacuation of a community or portions of a community

Disaster Management Act 2003 (the Act) requires the declaration of a disaster situation. During a disaster situation, the DDC and Declared Disaster Officers are provided with additional powers under sections 77-78 of the Act. These powers may be required to give effect to a directed evacuation.

2. WARNING

All warnings should be timed to allow sufficient time for the community to evacuate the impeding danger area. Timing will depend upon information and intelligence received on the impending threat.

Time of issue of warning = Warning time + evacuees' reaction time + travel time to a shelter.

Warning dissemination and methods

The following table (page 41) documents the agencies' responsible for the dissemination of evacuation warnings to exposed populations.

EXPOSED POPULATION	ACTIVATION / RISK LEVEL	WARNING METHOD	WHO
GENERAL POPULATION	Minor	Mass media: Media releases Social Media Disaster Dashboard Interviews with approved officers.	LDMG – Public Information Officers.
	Moderate	Door Knocking.	QPS with assistance from SES
		Information / letter drop.	LDMG - Public Information Officers
	Major	Emergency Alert	LDMG to formally request through DDMG to SDCC.
HOSPITALS NURSING HOMES, AGED CARE	All	Notification of LDMG Activation via QH and Hospital Services and Department of Communities, Child Safety and Disability Services.	LDMG via contact lists
		Mass Media.	Public Information Officers
SCHOOLS **DAY CARE CENTRES** **KINDERGARTEN**	All	Notification of LDMG Activation via Department of Education	LDMG via contact lists
		Mass Media.	Public Information Officers
TOURISTS	All	Via Tourism Operators, Accommodation Providers etc.	LDMG via contact lists
		Mass Media.	Public Information Officers
OFFSHORE ISLANDS	Middle Island has two caretakers in residence and there may be campers / recreational vessels in the area.	Warning via Maritime Safety Queensland (MSQ) and mass media.	LDMG contacts MSQ
CARAVAN PARKS, CAMPING GROUNDS	All	Signage at camp grounds.	LDMG contact to IRC
		Information to camping ground / caravan park managers.	
NON-ENGLISH SPEAKING	All	Nominated central point of contact within community for interpretation and distribution to relevant ethnic group.	
PEOPLE WITH A DISABILITY	All	Notification of event to community service providers.	LDMG via contact lists
MARINE USERS	All	Marine Radio and Distress Systems and Networks via Maritime Safety Queensland.	LDMG contacts MSQ
HOMELESS		Mobile Public Address System at known hot spots.	

Standard messages to the community

The standard 'wording' content contained in evacuation orders and media release statements should be further populated with the details relevant to the event and then utilised across all warning methods to ensure consistent messages are provided to all sectors of the community. For some events there are Standard Emergency Alert messages that have been preformatted and lodged with the SDCC.

3. WITHDRAWAL

Transport

Transportation of evacuees will be via their own vehicles or with friends and family. Public transport is limited in the Isaac region however pre-agreements with bus contractors can be investigated. Details of transportation will be included in the localised planning.

SUBURB / LOCATION	PLANNING ARRANGEMENTS	TRANSPORT MODE	TRANSPORT PROVIDER	NUMBER OF SERVICES	PICK UP POINT	DESTINATION
IRC COAST	No shelters or places of refugee.	Own vehicles				Mackay / Rockhampton
	Clients of Broadsound Community Care.	Private Bus	Broadsound Community Care.	1	To be advised	

Pets and animals

Pets and animals are the responsibility of the owner. Should the household be required to evacuate they are to take their domestic animals with them or make arrangements with someone in a safe place to care for them.

4. SHELTER

EVACUATION CENTRES

There are no Evacuation Centres located within the Isaac region. Refer below to places of refuge. Residents should consider Self-Shelter options first where possible.

Self-Shelter Options

Residents are encouraged to make their own arrangements away from the hazard impact area. Some options that should be considered are:

- Using a holiday home
- Staying with family and friends
- Using commercial accommodation (hotels, motels)

PLACES OF REFUGE

For our residents located in our coastal communities, refer to 'Summary of Safer Locations for Coastal Residents' table below. Noting these centres are considered places of refuge as Council does not have supplies, without the request for assistance.

SUMMARY OF SAFER LOCATIONS FOR COASTAL RESIDENTS

LOCATION	NAME	KNOWN COMMUNITY GATHER POINTS	CYCLONE	FLOOD	STORM TIDE	BUSHFIRE	TSUNAMI	PANDEMIC	EARTH-QUAKE	HAZMAT
CARMILA	Carmila Memorial Hall	Broadsound Community Care				✓		✓		
CLAIRVIEW	Clairview Community Centre					✓		✓		
CLARKE CREEK	Clarke Creek Community Hall					✓		✓		
CLERMONT	Clermont Community Centre					✓		✓		
DYSART	Dysart Civic Centre					✓		✓		
FLAGGY ROCK	Flaggy Rock Community & Recreation Centre					✓		✓		
ILBILBIE	Ilbilbie Community Centre					✓		✓		
MIDDLEMOUNT	Middlemount Community Hall					✓		✓		
MORANBAH	Moranbah Community Centre					✓		✓		
NEBO	Nebo Memorial Hall					✓		✓		
ST LAWRENCE	Broadsound Centenary Hall					✓		✓		

PLACES OF REFUGE

Council Owned Community Facilities

Should Council be asked to assist external agencies or local businesses in providing a temporary space for a place of refuge the following Council facilities can be made available.

LOCALITY	ADDRESS	CAPACITY	AMENITIES	
			TOILET	SHOWER
Broadsound Centenary Hall	7 Railway Street, St Lawrence	50	M/F	
Carmila Hall	Music Street, Carmila	50	M/F	
Clarke Creek Hall	44 May Downs Road, Clarke Creek	50	M/F	
Clermont Civic Centre	Daintree Street, Clermont	200	M/F	
Dysart Civic Centre	Queen Elizabeth Drive, Dysart	200	M/F	
Dysart Recreation Centre	Queen Elizabeth Drive, Dysart	200	M/F	Yes
Glenden Recreation Centre	Ewan Drive, Glenden	200	M/F	
Middlemount Community Hall	27 James Randall Drive, Middlemount	200	M/F	
Moranbah Community Centre			**Facility currently under refurbishment.** In the event a Place of Refuge is required in Moranbah, a Request for Assistance (RFA) will be submitted to the Mackay DDMG for response by Education Queensland.	
Nebo Memorial Hall	Reynolds Street, Nebo	Possibility to offer 50-100 capacity	M/F	
Nebo Recreation Centre	Bowen Street, Nebo	100	M/F	
Nebo Medical Centre	Kemmis Street, Nebo	Under lease to a medico. Capacity for 10	M/F	

Council Owned Fatigue Accommodation

Council has accommodation options that may be available at the following locations across the region.

LOCALITY	ADDRESS	CAPACITY
Dysart	2 Nolan Street 2 Singleton Street 1 Fisher Street Bradford St	3 bedrooms 3 bedrooms 3 bedrooms 4 rooms (donga style with private ensuite)
Middlemount	Nolan St	7 rooms (donga style with ensuite)
Clermont	Wattle Hill Road	20 rooms (donga style with ensuite)
St Lawrence	1-3/6 Wilangi Street 7 Arthur Street 14A Arthur Street 31 Macartney Street 36 Macartney Street Railway Parade	2-bedroom units 3 bedrooms 2 bedrooms 3 bedrooms 3 bedrooms 23 Rooms (donga style with shared bathroom facilities)
Nebo	Bowen St Unit 2/8 Bovey Street	4 Rooms (donga style with ensuite) 1-bedroom unit
Glenden	3 Dinang Crescent	3-bedroom house
Moranbah	Acacia Street	16 rooms (donga style with private ensuite, and back-up generator power on site)

5. RETURN

Timely return of evacuees is critical; however, safety should not be compromised, all issues need to be considered and the area deemed safe for return. The decision for the return of evacuees and the development of a return strategy will be undertaken by the LDMG and local emergency service representative on the ground. This decision will be based on the information provided by agencies and organisations, such as:

- Queensland Police Service
- Electricity provider
- Communications provider
- Local government operational business units as relevant (may include environmental health, engineering and infrastructure, water, and sewerage).

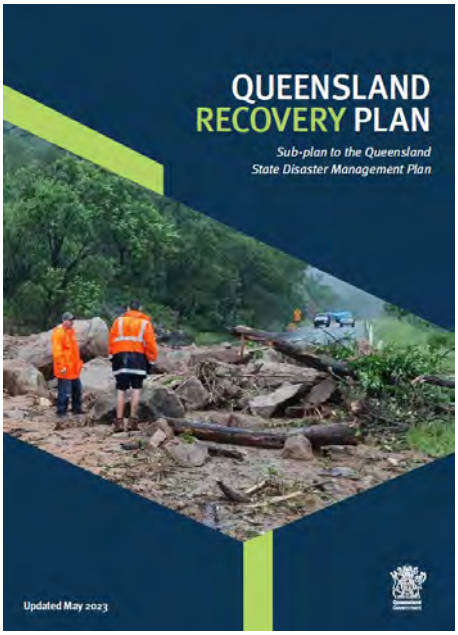
RECOVERY

RECOVERY ARRANGEMENTS

LOCAL RECOVERY STRATEGY

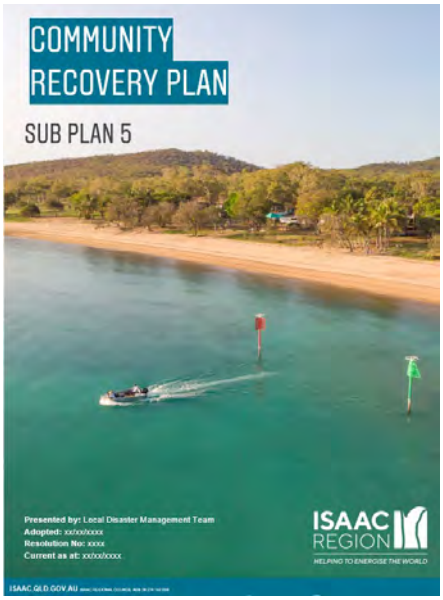
Isaac's LDMG recovery strategy reflects the Queensland Recovery Plan which provides detailed information on the roles, responsibilities and reporting requirements of Queensland's recovery groups, committees and positions.

As per the Act, IRC has appointed a Local Recovery Coordinator (LRC) to conduct planning and ensure Council is prepared and equipped to assist the community's recovery needs. IRC have facilitated recovery training and workshops in the area during 2016-2018. The Local Recovery Group was established and have applied learnings from significant local events which impacted communities in the region.



LOCAL RECOVERY PLAN

The Community Recovery Plan has been adopted by the LDMG.



FUNCTIONAL RECOVERY GROUPS

FUNCTION	DETAILS	LEAD AGENCY
HUMAN AND SOCIAL RECOVERY	Human and social recovery relates to the emotional, social, physical and psychological health and well-being of individuals, families and communities following a disaster.	Department of Local Government, Water and Volunteers.
ECONOMIC RECOVERY	The effects of a disaster on the economic environment can be classified in terms of direct and indirect impacts. The tangible impacts can usually be given a monetary value and may include loss of tourism, employment opportunities and reduction in cash flow for businesses.	Department of State Development, Infrastructure, and Planning
ENVIRONMENT RECOVERY	The effects of a disaster on the natural environment may be a direct result of the disaster or through a secondary impact or flow on from the disaster response or recovery process. Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, or damage to heritage listed places.	Department of the Environment, Tourism, Science and Innovation
BUILDING RECOVERY	The effects of a disaster on the built environment often result in damage and disruption which inhibits the capacity of essential services and services such as housing, accommodation, education, and health facilities.	Department of Housing and Public Works
ROADS AND TRANSPORT	The effects of a disaster on transport networks, including road, rail, aviation and maritime normally result in difficulty accessing communities and disruption to critical supply chains (both within and outside of the impacted area). Restoration of these networks, or the identification of alternatives, is a priority in disaster recovery.	Department of Transport and Main Roads

APPENDIX A – AGENCY RESPONSIBILITIES BY HAZARD

HAZARD / RESPONSE	DESCRIPTION	LEAD AGENCY
Flood	A flood is an overflow of water that submerges land that is usually dry.	Local Disaster Management Group Queensland Fire Department Queensland Police Service
Storm	A storm is very bad weather, with heavy rain, strong winds, and often thunder and lightning.	
Storm Tide	Storm tide is the total observed seawater level during a storm, which is the combination of storm surge and normal high tide.	
Earthquake	An earthquake is the result of a sudden release of stored energy in the Earth's crust that creates seismic waves.	
Tsunami	A tsunami is a series of waves caused by earthquakes or undersea volcanic eruptions.	
Landslip	A landslide is defined as the movement of a mass of rock, debris, or earth down a slope.	
Animal & Plant Disease	A highly infectious disease that can be transmitted animals, plants and humans.	Department of Agriculture and Fisheries (DAF)
Road Traffic Accident	An accident originated on a way or street open to public traffic and at least one moving vehicle involved.	Queensland Police Service
Bushfire	Bushfires occur when both managed and unmanaged areas of vegetation ignite and burn through reserves, national parks, private property and urban corridors and are most likely to occur when the weather is very hot and dry.	Queensland Fire Department Rural Fire Service Queensland
Chemical	Defined as the uncontrolled release of a hazardous chemical, either as a solid, liquid or a gas.	Queensland Fire Department
Aircraft Accident	Associated with the operation of an aircraft that affects or could affect the safety of operation.	Asset owner and Queensland Police Service
Rail Accident	A train wreck, crash or derailment is a type of disaster involving one or more trains.	

Hazardous Material Accident	Hazardous materials come in the form of explosives, flammable and combustible substances, poisons and radioactive materials. Hazards can occur during production, storage, transportation, use or disposal.	
Epidemic / Pandemic	An outbreak of disease that attacks many peoples at the same time and may spread through one or several communities / throughout the world.	
Heatwave	A period of excessively hot weather, which may be accompanied by high humidity.	Queensland Health
Biological (Human)	Refers to substances that pose a threat to the health of living organisms, primarily that of humans.	
Radiological		
Animal and Plant Disease	Containment and eradication of emergency animal and plant diseased, plant and animal pests, invasive plants and animals, residue and contaminates in agricultural commodities and emergency animal welfare incidents.	Department of Agriculture and Fisheries
Terrorist Attack	A surprise attack involving the deliberate use of violence against civilians.	Queensland Police Service
Ship-Sourced Pollution	Refers to substances discharged into the sea that pose a threat to the health of living organisms.	Dept. Transport and Main Roads
Mass Casualty Management	QH is response for the provision of an integrated response. A mass casualty event is an incident or event where the location, number, severity or type of live casualties requires extraordinary resources.	Queensland Health Queensland Ambulance Service Queensland Police Service
	QH and QPS has joint responsibility for the management of deceased.	Queensland Police Service
	May support recovery hubs to provide initial grant payments for personal hardship assistance, psychological first aid and access to a range of support and information services to enable transition into post-event recovery.	Department of Families, Seniors, Disability Services and Child Safety

APPENDIX B – TRIGGERS AND ACTIVATIONS

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
Note: 'Alert' and 'Lean Forward' stages may not be possible if the emergency/disaster strikes without warning.				
PRE-ACTIVATION	Localised agency event – no community impact. Watching and gathering of information. The LDC and the LDMG Chair will consult on whether the LDMG should be activated to the "Alert Stage" regardless of the event or the identification of a lead agency.	LDMG Executive	Maintain a watching brief to monitor the situation. Liaise with required personnel.	Chair and LDC on mobile remotely. Public messaging from Council for awareness.
ALERT	Awareness of a hazard that has the potential to affect the local government area. Organisations will be alerted to ensure readiness to act if required. The LDC and the LDMG Chair will consult on whether the LDMG should be activated to the "Lean Forward Stage" regardless of the event or the identification of a lead agency.	LDMG Executive	Activate Guardian IMS Ensure the LDCC is in a basic state of readiness Determine required LDCC staff and seek permission from OCEO for release Establish contact with the XO Provide initial advice to relevant stakeholders identified in the LDMG contact list Identify potential risks of imminent hazard and outline strategies and planning in anticipation of escalation Establish contact with community relations officers as required	Chair and LDC on mobile remotely. Identified stakeholders will receive an email stating "LDMG/LDCC @ Alert Stage". The email will contain non-sensitive information about the event.

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
LEAN FORWARD	There is a likelihood that threat may affect the local government area. The threat is quantified but may not yet be imminent. The Lead Agency / LDMG are alerted to “Lean Forward” being placed on standby and ready to deploy resources and respond. The Chairperson of the LDMG will, in consultation with the LDC, make the decision to activate to the “Stand Up Stage.”	LDMG Executive LDCC Membership LDMG members as requried.	Confirm the level of potential threat Conduct meeting with core and available LDMG members regarding briefing, future planning and response strategies Determine trigger point to stand up maintain contact with XO Inform relevant stakeholders of “Lean Forward” stage Ensure the LDCC is fully established & set up ready for operation Release public advice (via media officer) of any relevant public information and warnings, approved by the LDC Commence financial management processes of internal cost codes Chair and LDC to arrange record decisions in Guardian IMS.	Identified stakeholders in LDMG Contacts List will receive an email stating “LDMG/LDCC – Lean Forward Stage”. Chair and LDC face to face or via mobile

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
STAND UP	LDMG Chairperson and LDC decide to activate to the “Stand Up” Stage when a trigger point is reached e.g.: A warning or advice of an impending threat. The community will be or already have been impacted. Multi agency response will be required. Request is made by other agency to provide assistance.	LDMG executive LDMG members as required LDCC membership group Recovery Coordinator.	LDCC is activated in Stand Up: Maintain contact with the Mackay DDC, XO & EMC Commence SITREPs as required by DDMG Scale LDCC staffing levels as required with rosters planned and implemented and core LDMG members located in LDCC Call LDMG meetings with the lead agency and all LDMG Members Continue providing information to the public (via the Media Liaison Officer) including IRC phone contacts LDCC remains operational until all tasks have been completed.	Maintain contact with XO by telephone or otherwise as determined by the LDC Advice of the LDMG and LDCC activating to ‘Stand Up’ stage will be sent to identified stakeholders LDMG contacts list. All core members to be physically located in the LDMG meeting from this stage. Communications officer will maintain the flow of notifications and warnings to the public as approved by the LDC and Chairperson via social media

ACTIVATION LEVEL	THREAT / TRIGGER	REQUIRED PERSONNEL	ACTIONS	COMMUNICATION METHOD
STAND DOWN	LDMG Chairperson and LDC in consultation with the lead Agency (if applicable) determine at when "Stand Down" is initiated to conclude an operation. The 'Stand Down' stage is the point that the response to the emergency/disaster event is completed and the coordination of operations transitions to Recovery.	LDMG Executive Recovery coordinator LDMG members as requried LDCC staff	Upon being advised of the conclusion of an operation the LDC will: Coordinate stand down of participating organisations Notify XO, EMC of stand down Ensure completion and collation of all paperwork and financial management within LDCC and DRFA Conduct hot debrief Close LDCC – transition to Recovery.	Contact with the XO will be by telephone or otherwise as determined by the LDC. LDMG and LDCC staff members will be sent an email stating "LDMG Stand Down" and provide details of final meeting times and LDCC closure process. Advice of response operations ceasing will be forwarded to identified stakeholders with advice pertaining to required debriefs and post operation reporting.
DEBRIEF	To be undertaken on conclusion of the activation.	All personnel involved Internal/ external.	Questions: What went well? What did not go well? Where can we improve for next time? Conduct formal debrief and Collate into lessons identified.	Hot Debrief Formal debrief Confidential feedback.

COMMUNICATION APPROVALS – LDMG/LDCC

ACTIVATION LEVEL	TYPE	PLATFORM	EXAMPLE	SOURCE	APPROVAL REQUIREMENTS
Pre-activation	Education and resilience posts	Disaster Dashboard LDCC Facebook	• Road Conditions • Severe weather warnings • Weather Updates • Get Ready Toolkit resources	• IRC • Disaster Dashboard • BOM • Get Ready Queensland	NIL
Pre-activation	Situational awareness posts	Disaster Dashboard LDCC Facebook, with share to IRC Facebook	• Road Conditions • Severe weather warnings • Weather Updates • Get Ready Toolkit resources	• IRC • Disaster Dashboard • BOM • QFD • QPS • QAS • Get Ready Queensland	NIL
Alert Lean Forward Stand Up Stand Down	LDMG status updates	Disaster Dashboard (activation status function) LDCC Facebook	LDCC activation – noting simplified messaging for public		Deputy LDC LDC Mayor

Approved by: Darren Fettell – Local Disaster Coordinator

Date: 14 June 2022

APPENDIX D - ACRONYMS & ABBREVIATIONS

ABS	Australian Bureau of Statistics
AHD	Australian Height Datum
ALA	Aircraft Landing Area
AWS	Australian Warning System
BOM	Bureau of Meteorology
CEO	Chief Executive Officer
DACC	Defence Aid to Civil Community
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DRFA	Disaster Recovery Funding Arrangements
DTMR	Department of Transport & Main Roads
EA	Emergency Alert
EMAF	Emergency Management Assurance Framework
GIS	Geographic Information System
HAT	Highest Astronomical Tide
IGEM	Inspector General of Emergency Management
IRC	Isaac Regional Council
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LGAQ	Local Government Association of Queensland
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
MHHS	Mackay Hospital Health Service
MSQ	Maritime Safety Queensland
NEMA	National Emergency Management Agency
NGO	Non-Government Organisation
NQPHN	North Queensland Primary Health Network
PPRR	Prevention, Preparedness, Response and Recovery
PSBA	Public Safety Business Agency
QAS	Queensland Ambulance Service
QCS	Queensland Corrective Services
QDMA	Queensland Disaster Management Arrangements

QDMC	Queensland Disaster Management Committee
QDMTF	Queensland Disaster Management Training Framework
QERMF	Queensland Emergency Management Risk Framework
QFD	Queensland Fire Department
QGSO	Queensland Government Statisticians Office
QH	Queensland Health
QLDMG	Queensland Local Disaster Management Guidelines
QPS	Queensland Police Service
QRA	Queensland Reconstruction Authority
QSES	Queensland State Emergency Service
RFA	Request for Assistance
RFDS	Royal Flying Doctor Service
RFSQ	Rural Fire Service Queensland
RSHQ	Resources Safety & Health Queensland
SDCC	State Disaster Coordination Centre
SDMG	State Disaster Management Group
SDMG	State Disaster Management Group
SDR	State Recovery Coordinator
SDRA	State Disaster Relief Arrangements
SEWS	Standard Emergency Warning System
SHECC	State Health Emergency Coordination Centre
SITREP	Situation Report
SOP	Standard Operating Procedures
XO	District Executive Officer

APPENDIX E – COMMUNITY SIGNAGE LOCATIONS

TOWN	SIGN LOCATION	ADDRESS
CARMILA	Carmila SES	6 Music Street
	Carmila Ambulance Station	18 Music Street
	Carmila Police Station	7 Music Street
	Carmila Hall	16 Music Street
CLAIRVIEW	BarraCrab Caravan Park	21 Colonial Drive
CLARKE CREEK	Clarke Creek Community Hall	May Downs Road
	Clarke Creek Campdraft Grounds	May Downs Road
	The Homestead @ Lotus Creek	Marlborough - Sarina Road
CLERMONT	Council Office & Library	24-26 Herschel Street
	Clermont Hospital	26 Francis Street
	Clermont Ambulance Station	36-38 Sirius Street
	Clermont Police Station	6 Capella Street
	Theresa Creek Dam Kiosk	Theresa Creek Dam
COPPABELLA	Civeo Camp	Peak Downs Highway
	Coppabella Store	76 Lee Street
DYSART	Council Office & Library	Shannon Crescent
	Dysart Civic Centre	Queen Elizabeth Drive
	Dysart Police Station	43 Queen Elizabeth Drive
	Dysart Ambulance Station	47 Queen Elizabeth Drive
GLENDEN	Council Office & Library	Dalton Place
	Glenden Police Station	8 Bell Place
	Glenden Ambulance Station	4 Bell Place
GREENHILL	Greenhill Rural Fire Shed	Greenhill Road
	Greenhill bus shelter	Pacific Avenue
KOUMALA	Koumala Post Office	Bruce Highway
MIDDLEMOUNT	Council Office	11 Carter Place
	Middlemount Shopping Centre	Leichhardt Drive
	Middlemount Library	Leichhardt Drive
MORANBAH	Council Office & Library	Grosvenor Complex, Batchelor Parade
	Town Square Noticeboards	
	Moranbah Youth Centre	Appleton Street
	Moranbah Fair	St Francis Drive
	Moranbah Community Workers Club	49-55 Mills Avenue
	Moranbah Miners Leagues Club	185 Mills Avenue
NEBO	Council Office & Library	Reynolds Street
	Nebo Hotel	Reynolds Street
	Service Station	Cnr Bowen Street & Peak Downs Highway
ST LAWRENCE	Council Office	36 Macartney Street
	St Lawrence Hotel	19 Railway Parade
	Broadsound Memorial Hall	7 Railway Parade
	St Lawrence Recreation Grounds	St Lawrence Connection Road

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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Peta Eyschen
AUTHOR POSITION	Manager Governance and Corporate Services

9.5 AUDIT AND RISK COMMITTEE MEETING MINUTES - 21 AUGUST 2025

EXECUTIVE SUMMARY

The purpose of this report is to present the unconfirmed minutes of the Audit and Risk Committee meeting held on Thursday, 21 August 2025 and propose that the recommendations are adopted.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Receives and notes the Minutes of the Audit and Risk Committee meeting held on 21 August 2025.***
2. ***Adopts the recommendations of the Audit and Risk Committee on 21 August 2025, namely:***
   a. ***Remove consolidation from future financial statements in line with QAO advice, noting that while the draft statements currently include consolidation, this will be reversed moving forward.***
   b. ***CEO to follow up with Isaac Affordable Housing Trust & Moranbah Early Learning Centre Company Secretary's regarding Committee's request for clarification on the format and interpretation of the of reports, with a response to be provided to the Committee out of session.***
   c. ***That the Manager Governance and Corporate Services include summary data on outstanding actions relevant to the internal audit function in future Internal Audit reports.***
   d. ***That the Cyber Security Internal Audit be deferred until September meeting with additional work to be undertaken by Chief Information Officer around action plan for improvement opportunities going forward.***
   e. ***That items 16-19 be deferred until the September meeting and those reports which were deferred from the August meeting can be included in the September agenda without any updates, with the exception of the Internal Audit: Cyber Security.***

Resolution No.: **CGFS1019**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Terry O'Neill**

That the Committee recommends that Council:

1. **Receives and notes the Minutes of the Audit and Risk Committee meeting held on 21 August 2025.**

2. Adopts the recommendations of the Audit and Risk Committee on 21 August 2025, namely:

a. Remove consolidation from future financial statements in line with QAO advice, noting that while the draft statements currently include consolidation, this will be reversed moving forward.

b. Chief Executive Officer to follow up with Isaac Affordable Housing Trust and Moranbah Early Learning Centre Company Secretary's regarding Committee's request for clarification on the format and interpretation of the of reports, with a response to be provided to the Committee out of session.

c. That the Manager Governance and Corporate Services include summary data on outstanding actions relevant to the internal audit function in future Internal Audit reports.

d. That the Cyber Security Internal Audit be deferred until September meeting with additional work to be undertaken by Chief Information Officer around action plan for improvement opportunities going forward.

e. That items 16 to 19 be deferred until the September meeting and those reports which were deferred from the August meeting can be included in the September agenda without any updates, with the exception of the Internal Audit: Cyber Security.

Carried

BACKGROUND

Pursuant to section 211 of the *Local Government Regulation 2012* an Audit Committee must, as soon as practicable after a meeting of the committee, give the local government a written report about the matters reviewed at the meeting and the committee's recommendations about the matters.

The Audit and Risk Committee (**the Committee**) met on 21 August 2025 for their third scheduled meeting for the 2025 calendar year in accordance with Council's audit workplan. The minutes for the meeting are attached for Council's information and consideration.

IMPLICATIONS

The proposed actions ensure compliance with the *Local Government Act 2009* and relevant regulations related to audit committees and internal audit functions.

CONSULTATION

Chief Executive Officer

Audit and Risk Committee Chair

Director Corporate, Governance and Financial Services.

BASIS FOR RECOMMENDATION

ACTION ACCOUNTABILITY

The Manager Governance and Corporate Services will ensure the approved Minutes are stored in corporate memory and the actions recorded and registered for follow-up.

KEY MESSAGES

Council is committed to transparent decision making, identifying and managing its risks, and continuous improvement.

Report prepared by:	**Report authorised by:**
PETA EYSCHEN **Manager Governance and Corporate Services**	DARREN FETTELL **Director Corporate, Governance and Financial Services**
Date: 28 August 2025	Date: 2 September 2025

ATTACHMENTS

- Attachment 1 – CONFIDENTIAL Unconfirmed Minutes – Audit and Risk Committee Meeting 21 August 2025

REFERENCE DOCUMENT

- Nil

PAGES 275 TO 290 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Peta Eyschen
AUTHOR POSITION	Manager Governance and Corporate Services

9.6 AUDIT AND RISK COMMITTEE EXTERNAL REPRESENTATIVE APPOINTMENT

EXECUTIVE SUMMARY

Following a procurement process (EOI IRC-CGFS-0725-T440), this report seeks endorsement for the appointment of a replacement External Member in line with the existing Audit and Risk Committee Charter and Policy.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Endorses the appointment of one (1) external member to replace the role vacated by the current chairperson based on the evaluation panel's recommendation.***
2. ***Authorises the Chief Executive Officer to negotiate and agree contractual terms with the successful candidate as required.***

Resolution No.: **CGFS1020**

Moved: **Cr Terry O'Neill** **Seconded:** **Cr Viv Coleman**

1. **That the Committee defer Report 5.6 Audit and Risk Committee External Representative Appointment to the September 2025 Ordinary Meeting of Council for a decision due to the Corporate, Governance and Financial Services being inquorate with Cr Melissa Westcott's Declarable Conflict of Interest.**

Carried

BACKGROUND

The previous Chair of the Audit and Risk Committee retired from the Committee at the end of June 2025 having served 6 years in line with the terms of the Audit and Risk Committee Charter. Council Resolution 9110 endorsed on 23 April 2025, appointed Ms Kerry Phillips as Chair of the Audit and Risk Committee commencing July 2025. Ten (10) highly skilled candidates from eleven (11) submissions were evaluated independently and in a moderated session by three (3) experienced personnel against the pre-determined selection criterions. The evaluation panel has agreed on a preferred candidate to fill the vacant role who they believe has strong risk, compliance and local knowledge which would add value to the Committee's overall skillset.

IMPLICATIONS

This will result in most of the Committee members being external to Council, being 3 members, which will provide the Committee with best practice independence and transparency when undertaking its oversight responsibilities.

The costs associated with the third external member are estimated at $11,000 ex GST per annum as travel and overnight accommodation to four (4) of the five (5) meetings is not required. This equates to a total of $66,000 over 6 years at current costs. These costs are anticipated to be catered for within existing budget allocations.

This appointment will be for an initial 2-year period with the possibility of two (2) two-year extensions subject to performance.

CONSULTATION

- Evaluation Panel members
- Current Chair of Audit and Risk Committee
- Contracts and Procurement Team including Manager Contracts and Procurement
- Director Corporate Governance and Financial Services

BASIS FOR RECOMMENDATION

The evaluation was performed on a range of mandatory requirements and a balanced scorecard according to the following weighted criteria:

Criteria	Weighting	Reasoning
Local Preference	10%	As per Local Preference Policy STAT-POL-086 (Resolution 8736)
Price	10%	Value for Money
Relevant Local Knowledge & Experience	35%	Respondent's experience in performing similar roles and local knowledge of the Isaac region
Qualifications	25%	Respondent's Curriculum Vitae that outlines their qualifications, skills, experience and referees with similar roles
Availability	20%	Respondents should detail the process they intend to use to ensure availability when required, within the requirements of the Specification including an understanding of the scope of work and travel requirements.

The proposal is in line with best practice which encourages more external members on advisory committees to increase transparency, improve diversity of thought and provide access to a wider pool of ideas for Council to draw from.

ACTION ACCOUNTABILITY

Chief Executive Officer – negotiating and executing contracts with the successful candidate along with any extensions that Council offers within their contract term.

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Report prepared by:	Report authorised by:
Peta Eyschen **Manager Contracts and Procurement**	Darren Fettell **Director Corporate Governance and Financial Services**
Date: 1 September 2025	Date: 3 September 2025

ATTACHMENTS

- Attachment 1 - IRC-CGFS-0725-T440 Recommendation Report (Confidential in Confidence)

REFERENCE DOCUMENT

- Nil

PAGES 294 TO 341 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	John Squire
AUTHOR POSITION	Manager Contracts and Procurement

9.7 CONTRACTS AND PROCUREMENT QUARTERLY REPORT

EXECUTIVE SUMMARY

The purpose of this report is to provide an overview and status update of the Contracts and Procurement Department's operations.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Receive and note the content of the report which provides an overview and status update of the Contract and Procurement department's operations.

Resolution No.: **CGFS1021**

Moved: **Cr Terry O'Neill** **Seconded:** **Cr Viv Coleman**

That the Committee recommends that Council:

1. Receives and notes the contents of the report which provides an overview and status update of the Contract and Procurement Department's operations.

Carried

BACKGROUND

The Contracts and Procurement department is responsible for;

- Process leadership for establishing contractual arrangements for works or acquisition of goods and services; and
- Cost effective and efficient management of warehousing and supply chain operations.

IMPLICATIONS

The attached Contracts and Procurement Quarterly Report is provided for Council visibility into the operational aspects of the Contracts and Procurement department.

CONSULTATION

Director Corporate Governance and Financial Services

Contracts and Procurement Department

BASIS FOR RECOMMENDATION

The recommendation is to receive and note the content of this report which provides an accurate overview and status update of the Contracts and Procurement Department's operations.

ACTION ACCOUNTABILITY

The Manager Contracts and Procurement is responsible for the strategic direction and operational deliverables of the Contracts and Procurement Department, including reporting on delivery of its Business Plan and approved operational projects.

KEY MESSAGES

The Manager Contracts and Procurement will provide information on a quarterly basis to keep Council well informed of the performance and developing initiatives within the departments area of operations.

Report prepared by:	**Report authorised by:**
JOHN SQUIRE **Manager Contracts and Procurement**	DARREN FETTELL **Director Corporate Governance and Financial Services**
Date: 1 September 2025	Date: 2 September 2025

ATTACHMENTS

- Attachment 1 - Contracts and Procurement Quarterly Report – September 2025

REFERENCE DOCUMENT

- Nil

CONTRACTS AND PROCUREMENT

QUARTERLY UPDATE SEPTEMBER 2025

Current as at 01.09.2025

Presented by **Manager Contracts and Procurement**

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EXECUTIVE SUMMARY

This report is a quarterly update for the Contracts and Procurement Department presented in September 2025 for the period 01/06/2025 to 31/08/2025.

HIGHLIGHTS

- Retirements of Stores Officers at Nebo and Moranbah, recruitment of new officers.
- End of Financial Year processing completed.
- Completion of Auction of redundant items.
- Delivery of Procurement Program, Corporate Clothing and PPE, Audit and Risk,
- Trade Services Panel arrangements under review.
- Further progress with TechnologyOne CiA Supply Chain Management (SCM) Implementation - progress reviewing material codes and sourcing modelling
- Closer working relationship with Fleet resulting in refined stockholding.
- Training and education sessions held

3-MONTH OUTLOOK

- Recruitment of new Strategic Sourcing Officer.
- Delivery of Procurement Program
- Restructure of procurement support model due to organisational restructure.
- CiA Implementation – material codes review and sourcing modelling (ongoing)
- Continue revision of Contract templates
- Tender for Janitorial and Washroom supplies

EMERGING ISSUES

- Employee Satisfaction Survey results and improvement opportunities.
- Record keeping through ECM to align with C & P filing practices (to be addressed in due course)

FINANCES

- End of Financial Year Actual expenditure remained below budget. Current Financial Year commitments are slightly above budget due to annual purchase orders for clothing, although this is expected to return within budget.

RESOURCES

- Resignation of the Strategic Sourcing Officer. Recruitment underway with advertising closing 2/09/2025.
- Appointment of Nebo Stores Officer – secondment completed to permanent transfer.
- Appointment of the Moranbah Store Officer – 4 weeks into probation period.

Highlights

1.1. CORPORATE CLOTHING AND PPE TENDER

OVERVIEW

The final extension option for the prior agreement had expired and therefore Council were required to again test the market and establish a new supply agreement for the supply of Corporate Clothing and PPE.

The resulting agreement will be established for an initial term of two (2) years, with an option to extend for an additional one (1) year period at the discretion of the Council, and agreement by the successful Supplier.

The requirements under the contract are to provide/maintain;

- clothing that is functional, cost-effective, easily identifiable, presents a professional appearance and is low maintenance.
- a sufficient level of stock on hand for high quantity items to reduce lead time.
- the agreed uniform selection for the length of the contract
- on-site fitting services or a proposed alternative to ensure Council staff have access to the proposed and accepted range of uniform / PPE.
- Logo embroidery and alteration services.
- An easy to access catalogue and an online ordering facility.
- Delivery services to the Isaac Regional Council office and/or depot as nominated by Council.

MARKET RESPONSE AND EVALUATION

This tender was well contested with 11 responses received of which 9 were considered compliant. The two non-compliant responses failed to provide requested documentation.

Commentary on the Weighted Evaluation Criteria is as follows:

	Weighted Evaluation Criteria
Branded Australia Pty Ltd	Locality: Molendinar, Gold Coast, QLD Price: Quality & Variety: Brand - Fashion Biz, Range is as requested. Embroidered logo. leverage off QA from Bisley and Fashion Biz. Provided inclusive sizing. Order & Delivery: commitment to supply within 4 weeks of order date, suitable returns policy in line with specification. Scheduled on-site fitting. Unclear if ordering platform confirms end user allocation Industry & Experience: Established 20+ years originally as a headwear manufacturer. unclear how long in clothing. CSR for breast cancer.
Dina Uniform Group	Locality: Kirawee NSW Price: Quality & Variety: Brand - Fashion Biz, Range is as requested no mention of embroidery of logo. Order & Delivery: Strong CSR and policy for Modern Slavery. No details on ordering system, delivery commitments or returns policy Industry & Experience: 45 years +, supply over 750 organisations.

Icombined 360 Servicves Group Pty Ltd	Locality: Woolongong, NSW Price: Quality & Variety: Range is as requested, ISO9001 QMS accredited. no mention of providing embroidery services for logo except in returns policy. they can supply a range of PPE, PPE is their core function for supplying their own staff. Inclusive sizing. Order & Delivery: have an ordering portal with tracking capability. Commitment to supply within 4 weeks. Acknowledges individual ordering though unclear if ordering platform confirms end user allocation. Has a suitable returns policy garments with logos cannot be returned unless faulty or incorrectly supplied. No mention of modern Slavery or CSR. no on-site fitting. Industry & Experience: Are not clothing specialists. 9 years to 5 companies.
M.T.O Apparel Pty Ltd	Locality: Lane Cove NSW Price: Could not provide all items requested Quality & Variety: Concise Internal QMS. Have provided MTO branded products "Benchmark", "Riggers". Have in-house adjustment and embroidery service. Order & Delivery: Production ex Bangladesh, India and China, 3PL in Perth and Sydney to ensure supply chain resilience. Unclear if ordering platform confirms end user allocation. Industry & Experience: 16 Years has sustainability and ethical sourcing policy
Reali Supply	Locality: branch at Paget Mackay QLD Price: Quality & Variety: Biz Range as requested, "Eureka" brand PPE. No QA just a QA policy statement. In house embroidery facilities. Order & Delivery: ordering platform supports employee self-service and $ allocation management. annual on-site fitting. Good reporting. Mackay based warehouse. garment supplied from India. buffer warehouses in Perth and Brisbane. Industry & Experience: Company in operation for 15 years, staff have much longer. National coverage. Ethical sourcing and modern slavery policies.
RSEA Safety	Locality: branch at Moranbah QLD Price: Quality & Variety: Brand - Fashion Biz for corporate, PPE comes from a variety of brands. Could not supply full range as requested (women's shirt dress and apron). QMS statement only. In-house alteration and embroidery service Order & Delivery: Has an online portal for ordering and can manage employee entitlements. Samples available for size fitting in Moranbah commitment to fulfill orders within 4 weeks. Delivery service to the nominated depots. suitable returns process. Production from China and Vietnam. Local stocks. Have addressed ethical sourcing, modern slavery and environmental standards. Industry & Experience: ASIC statement outdated though registration was in 2000. currently trade with over 100 councils nationally. have CSR programs. Provided a draft implementation plan.

Southern Cross Industrial Group Pty Ltd	Locality: Paget, Mackay QLD Price: Quality & Variety: Did not provide any pricing for PPE Order & Delivery: apparently has an online ordering portal, but does not address requirements for employee self-service and $ allocation management Industry & Experience: apparently have 20 years' experience although business registration is from 2020
Talent Advisory	Non-compliant
Tonga Capital Pty Ltd	Non-compliant
Totally Workwear Mackay	Locality: Mackay QLD. Ojema have 19 branches across Australia and New Zealand and are part of the broader group of 85 stores. Price: FIS and includes logo embroidery Quality & Variety: Strong brand representation. Range is as requested. QA to AS/NZ standards but no ISO accreditation. In-house embroidery Order & Delivery: Customisable ordering portal. Order tracking. Click and Collect. Does have employee $ allocation management. Production from China, Bangladesh Vietnam and India multiple points to limit supply chain disruption. "Competitive turnaround time" but fails to make commitment to service within 4 weeks. Industry & Experience: Established in 2018? (however reference customers from 14+ years) Established CSR programs including environmental sustainability.
Worklocker Moranbah	Locality: Moranbah QLD Price: Quality & Variety: Range is as requested. QA policy only based on ISO accreditation. Suppliers are ISO 9001 accredited. In-house embroidery. Order & Delivery: Incumbent supplier with a proven track record for reliable customer service and can usually deliver same day or next day, commit to delivery within two weeks. Customisable ordering portal. Order tracking. Does have employee $ allocation management. On-site fitting service. Returns process with all costs met by Worklocker. Industry & Experience: Established in 2016 and services over 400 businesses in the local area. Established CSR programs for community wellbeing including for breast cancer, suicide prevention and environmental impact.

SCORING

The evaluation panel consisted of members from Procurement, People and Capability and Safety. Each panellist undertook an independent evaluation in accordance with the scoring guide by assessing each supplier's response against the pre-determined criteria, and later convened to perform the moderated evaluation to achieve a consensus scorecard. The prior commentary is the justification for the scoring below.

Weighted Evaluation Criteria	Weighting	Branded Australia Pty Ltd		Dina Uniform Group		Icombined 360 Servicves Group Pty Ltd		M.T.O Apparel Pty Ltd		Reali Supply		RSEA Safety		Southern Cross Industrial Group Pty Ltd		Totally Workwear Mackay		Worklocker Moranbah	
		Score (Out of 10)	Weighted Score	Score (Out of 10)	Weighted Score	Score (Out of 10)	Weighted Score	Score (Out of 10)	Weighted Score	Score (Out of 10)	Weighted Score	Score (Out of 10)	Weighted Score	Score (Out of 10)	Weighted Score	Score (Out of 10)	Weighted Score	Score (Out of 10)	Weighted Score
LOCAL PREFERENCE POLICY	10%	5	5.00	3	3.00	3	3.00	3	3.00	7	7.00	10	10.00	7	7.00	7	7.00	10	10.00
PRICE	30%	6.22	18.67	6.98	20.93	7.23	21.69	9.68	29.04	8.21	24.64	10.00	30.00			6.40	19.20	7.37	22.11
Quality & Variety of Proposed Uniforms	25%	6	15.00	5	12.50	6	15.00	4	10.00	8	20.00	6	15.00	1	2.50	9	22.50	9	22.50
Ordering, Delivery & Reporting Processes	25%	5	12.50	2	5.00	4	10.00	6	15.00	8	20.00	8	20.00	2	5.00	9	22.50	10	25.00
Industry Experience & Capacity	10%	7	7.00	8	8.00	4	4.00	6	6.00	7	7.00	8	8.00	4	4.00	9	9.00	7	7.00
Totals	100%		58.17		49.43		53.69		63.04		78.64		83.00		18.50		80.20		86.61

SCORING GUIDE

9 to 10 - Outstanding offer, greatly exceeds requirements
7 to 8 - Good offer, exceeds requirements
5 to 6 - Fair offer, no deficiencies, meets requirements
3 to 4 - Marginal offer, minor failures in meeting requirements
1 to 2 - Inadequate/Poor offer, major deficiencies, fails to meet requirements
0 - Does not address requirements

AWARD

The process was conducted fairly and without bias, with the result from this exercise to award the contract to Worklocker Moranbah. This supplier also happens to be the incumbent supplier, noting that this aspect did not factor into the evaluation. They were third for pricing however as a local supplier their ability to provide immediate availability, onsite fitting, alteration and logo application, and hassle-free returns policy could not be matched. RSEA as the other local provider also provided a strong overall offer, having the best pricing.

1.2. TRADE SERVICES PANEL ARRANGEMENTS

OVERVIEW

The Trade Services panel arrangements cover a wide variety of trades and services. These panels will be structured in a way so to enable council to efficiently identify and rank in order, the suppliers best placed to perform each discrete ad hoc requirement.

Each discrete engagement thereafter will be assessed according to the same evaluation criteria and scoring as previously determined by the evaluation panel and a price calculated by an estimate of the duration and the established schedule of rates for that region.

This will establish a ranking of the providers, with the best placed supplier afforded the first opportunity to confirm their availability and secure the work. Should the first placed supplier forego that opportunity, the next best placed supplier will be contacted, and so on until confirmation is achieved. In fairness to those suppliers that made the effort to provide a response, only once the panel arrangement for the category has been exhausted will council look outside the arrangement to seek alternative services.

MARKET RESPONSE

The Trade Services Tender has closed and we are presently revising and clarifying responses. This is mainly around the schedule of rates where suppliers have deviated from the originally requested format. In some cases there is merit in revising the response format, so that council officers can make “like for like” comparisons.

The categories and responses received include the following suppliers;

Classification	Suppliers
Arborist	• Complete Tree Management • Tree Acq Pty Ltd t/as MPDT • Treebeards Arboriculture Pty Ltd • C.M Edwards & D.R Edwards (T/A Treespec)
Automatic Doors / Gates/ Roller Doors	• CQ Building Projects Pty Ltd • D.N.E. Pty Ltd • IM Industries Pty Ltd • Janke Electrical
Builders	• CQ Building Projects Pty Ltd • D.J Thompson & P.V Thompson • Marlee Constructions Pty. Ltd. • Peter John Bailey • T&C Services Pty Ltd trading as Programmed Industrial Maintenance
Building Inspectors	• Marlee Constructions Pty. Ltd.
Carpentry	• CQ Building Projects Pty Ltd • D.J Thompson & P.V Thompson • Marlee Constructions Pty. Ltd. • Peter John Bailey • T&C Services Pty Ltd trading as Programmed Industrial Maintenance

Cleaning	• Coalfield Carpet Cleaning And Pest Control Pty Ltd • Pattos Gutter Pro Pty Ltd • Wizard Window and Pressure Washing • Diverse Asset Maintenance Services Pty Ltd
Concreting Services	• Adept Contractors Pty Ltd • CQ Building Projects Pty Ltd • D.J Thompson & P.V Thompson • T&C Services Pty Ltd trading as Programmed Industrial Maintenance
Electrical trade services	• Comlek Group Pty Ltd • CQ Building Projects Pty Ltd • D.N.E. Pty Ltd • Dalglish Electrical Pty Ltd • Devine & Son Electrical (Qld) Pty Ltd • Electracom Services • Electrical and Process Services Pty Ltd • Electrosolve Pty Ltd • GMG Electrical Pty Ltd • IM Industries Pty Ltd • Jack Ashton Electrical Pty Ltd • KD & NC JANKE T/A JANKE ELECTRICAL CONTRACTING • Patrick Refrigeration Pty Ltd • Rapid Electrical Service (Qld) • Revolution Electrical Pty Ltd • Saintelec Australia Pty Ltd • Shepelec Contracting Services Pty Ltd • Wiked Electrical
Electrical / Mechanical pumps	• Comlek Group Pty Ltd • Devine & Son Electrical (Qld) Pty Ltd • Electrical and Process Services Pty Ltd • Electroquip Pty Ltd • G-MECH • GMG Electrical Pty Ltd • IM Industries Pty Ltd • Jack Ashton Electrical Pty Ltd • KD & NC JANKE T/A JANKE ELECTRICAL CONTRACTING • Patrick Refrigeration Pty Ltd • Rapid Electrical Service (Qld) • Revolution Electrical Pty Ltd • Saintelec Australia Pty Ltd • Shepelec Contracting Services Pty Ltd
Test and Tag	• Comlek Group Pty Ltd • CQ Building Projects Pty Ltd • D.N.E. Pty Ltd • Devine & Son Electrical (Qld) Pty Ltd • Electroquip Pty Ltd • GMG Electrical Pty Ltd • IM Industries Pty Ltd • Jack Ashton Electrical Pty Ltd

	• KD & NC JANKE T/A JANKE ELECTRICAL CONTRACTING • Patrick Refrigeration Pty Ltd • Rapid Electrical Service (Qld) • Revolution Electrical Pty Ltd • Saintelec Australia Pty Ltd • Shepelec Contracting Services Pty Ltd
Fencing	• CQ Building Projects Pty Ltd • D.J Thompson & P.V Thompson • Peter John Bailey • T&C Services Pty Ltd trading as Programmed Industrial Maintenance
Glazier	• CQ Building Projects Pty Ltd • D.J Thompson & P.V Thompson
Handyman	• CQ Building Projects Pty Ltd • D.J Thompson & P.V Thompson • T&C Services Pty Ltd trading as Programmed Industrial Maintenance • Diverse Asset Maintenance Services Pty Ltd
Heating, Ventilation and Air Conditioning (HVAC)	• Dalglish Electrical Pty Ltd • IM Industries Pty Ltd • KD & NC JANKE T/A JANKE ELECTRICAL CONTRACTING • Thorn Air Conditioning & Refrigeration Pty Ltd • Geiger Solutions Pty Ltd • Patrick Refrigeration
Irrigation Services	• Shane Robert Niethe • Highlands Plumbing Drainage & Gas Pty Ltd
Landscaping and Gardening maintenance	• Complete Tree Management • Diverse Asset Maintenance Services Pty Ltd
Mechanical Maintenance	• Dartry Services Pty. Ltd • Re-Pump Australia Pty Ltd • Saintelec Australia Pty Ltd
Painting	• D.J Thompson & P.V Thompson • T&C Services Pty Ltd trading as Programmed Industrial Maintenance • Wix Painting Services Pty Ltd
Pest Control Services	• Coalfield Carpet Cleaning And Pest Control Pty Ltd • CQ Building Projects Pty Ltd • Flick Anticimex Pty Ltd • Keen 2 Kill Pest Control • Rentokil Pest Control (QLD) Pty Ltd
Plasterer	• CQ Building Projects Pty Ltd • D.J Thompson & P.V Thompson
Plumber – Maintenance	• Aquaflow (Qld) Pty Ltd • Comlek Group Pty Ltd • CQ Building Projects Pty Ltd • D.J Thompson & P.V Thompson

	• Data Right Pty Ltd • Elite Rpm Solutions Pty Ltd • Geiger Solutions Pty Ltd • Highlands Plumbing Drainage & Gas Pty Ltd • Nixon Plumbing Pty Ltd • O'Keefe Plumbing Services Pty Ltd • Shane Robert Niethe • WF Lennox Pty Ltd
Plumber - Roofing	• Aquaflow (Qld) Pty Ltd • Comlek Group Pty Ltd • D.J Thompson & P.V Thompson • Elite Rpm Solutions Pty Ltd • Geiger Solutions Pty Ltd • Highlands Plumbing Drainage & Gas Pty Ltd • O'Keefe Plumbing Services Pty Ltd • Peter John Bailey • Shane Robert Niethe • WF Lennox Pty Ltd
Pool Plant Maintenance	• CQ Commercial Aquatic Services • Highlands Plumbing Drainage & Gas Pty Ltd • Saintelec Australia Pty Ltd
Refrigeration mechanic	• Geiger Solutions Pty Ltd • IM Industries Pty Ltd • Jack Ashton Electrical Pty Ltd • KD & NC JANKE T/A JANKE ELECTRICAL CONTRACTING • Patrick Refrigeration
SCADA	• 360 Engineering Pty Ltd • GMG Electrical Pty Ltd • PSA Engineering Servies Pty Ltd • Rapid Electrical Service (Qld) • Revolution Electrical Pty Ltd
Tiler	• CQ Building Projects Pty Ltd • D.J Thompson & P.V Thompson • Peter John Bailey
Window Coverings	• T&C Services Pty Ltd trading as Programmed Industrial Maintenance

PANEL OPERATION

An initial term of two years may follow with two extension periods of twelve months each. These may be executed at Council's discretion and mutual acceptance of the revised Contractor, with rates being in line with the proposed price variation mechanism. Council may also refresh the panel annually, either partially or in its entirety. This decision will hinge on the effectiveness of the arrangement in meeting Council's needs as suppliers enter into or depart the region.

These panel arrangements are not a simple pool of suppliers for the council officer to select from, and while the panel will operate under a ranking system, that ranking will change depending on the extent of the requirement and the location in which the service is to be performed.

The Procurement team will assist Council Officers by operating the assessment tool. This system has the advantage of maintaining fairness as it negates any individual officer's potential bias towards a particular supplier, having already undertaken an evaluation by a panel of peers.

Hypothetical Example;

Trades and Services

REGION	AREA 2 EAST						
CATEGORY	ELECTRICIAN						
TRADE OR SERVICE REQUIREMENTS	STANDARD QUANTITY	AFTER HOURS QUANTITY	HOLIDAY HRS QUANTITY			FROM DATE	TO DATE
Tradesperson ($/Hr)	40	12	6				
Trades Assistant ($/Hr)	35						
Apprentice ($/Hr) (one rate regardless of tenure)	30						
Additional role (please specify or leave blank)							
Plant and Equipment (enter item 1) (/day rate)							
Plant and Equipment (enter item 2) (/day rate)							
Plant and Equipment (enter item 3) (/day rate)							
Plant and Equipment (enter item 4) (/day rate)							
Plant and Equipment (enter item 5) (/day rate)							
Plant and Equipment (enter item 6) (/day rate)							
Accommodation (per person per night)	2						
After hours emergency call out fee	1						
Disposal & Clean up (cost + %)	200						
Consumables and Materials (cost + %)	500						

Vendor	Total Price	Price	Locality	Experience	Resources	Total	Ranking
Comlek Group Pty Ltd	$ 17,320.00	25.56	7.00	6.00	10.50	49.06	14
Dalglish Electrical Pty Ltd	$ 17,000.00	26.04	10.00	4.00	14.00	54.04	12
Devine & Son Electrical (Qld) Pty Ltd	$ 17,660.00	25.07	10.00	16.00	21.00	72.07	8
D.N.E. Pty Ltd	$ 22,625.00	19.57	7.00	16.00	28.00	70.57	9
Electracom Services	$ 16,320.00	27.13	7.00	18.00	21.00	73.13	7
Electrical and Process Services Pty Ltd	$ 16,669.00	26.56	7.00	16.00	21.00	70.56	10
GMG Electrical Pty Ltd	$ 12,650.00	35.00	7.00	16.00	31.50	89.50	1
IM Industries Pty Ltd	$ 18,835.00	23.51	10.00	6.00	10.50	50.01	13
Jack Ashton Electrical Pty Ltd	$ 16,851.00	26.27	10.00	14.00	24.50	74.77	6
Patrick Refrigeration Pty Ltd							
Rapid Electrical Service (Qld)	$ 17,599.90	25.16	7.00	16.00	31.50	79.66	4
Revolution Electrical Pty Ltd	$ 17,475.00	25.34	7.00	18.00	31.50	81.84	3
Saintelec Australia Pty Ltd	$ 19,520.00	22.68	5.00	16.00	24.50	68.18	11
Shepelec Contracting Services Pty Ltd	$ 17,910.00	24.72	7.00	14.00	31.50	77.22	5
Wiked Electrical	$ 12,879.20	34.38	10.00	16.00	24.50	84.88	2

The best option is	GMG Electrical Pty Ltd
Contact details to confirm availability:	admin@gmgelectrical.services

1.3. GENERAL GOODS PUBLIC AUCTION

SUMMARY

The general goods auction of items no longer wanted or required by Council was performed by Slattery Auctions & Valuations. The online auction ran from 12pm on 20/06/2025 to 7pm on the 25/06/2025.

To garner interest in the sale, several attempts to contact likely interested parties were made by the Procurement team (ie funeral homes re coffins; auto spares suppliers re filters). In addition, the BMC team assisted with Public Notices and social media posts. A total of 109 lots were offered and at the conclusion, a total of $5137.00 was raised through the process.

SALE DETAILS

As an unreserved auction, items were sold for as little as $1. The sold items details are as follows;

Asset: Lot Number	Asset: Asset Name	Asset: Sale Price
1	Adult Coffin	AUD 123.00
2	Child Coffin	AUD 81.00
3	Child Coffin	AUD 83.00
4	Child Coffin	AUD 11.00
5	Child Coffin	AUD 2.00
6	Child Coffin	AUD 41.00
7	Child Coffin	AUD 46.00
8	Adolescent Coffin	AUD 24.00
9	Adolescent Coffin	AUD 156.00
10	Adolescent Coffin	AUD 146.00
11	Adult Coffin	AUD 426.00
12	Adult Coffin	AUD 267.00
13	Adult Coffin	AUD 261.00
14	Adult Coffin	AUD 160.00
15	Adult Coffin	AUD 252.00
16	Mortuary Trolley	AUD 511.00
21	Survey Equipment Tripod	AUD 1.00
23	Survey Equipment	AUD 1.00
26	Ricco Camera	AUD 1.00
27	Survey Equipment	AUD 62.00
28	Survey Equipment	AUD 52.00
29	Camera	AUD 1.00
30	Survey Equipment	AUD 6.00
31	Survey Equipment	AUD 651.00
32	Survey Equipment	AUD 51.00
34	Survey Equipment	AUD 5.00
35	Survey Equipment	AUD 1.00
37	Sony Camera	AUD 12.00
39	Caterpillar Parts	AUD 62.00
41	Plastic Wrap Rolls	AUD 62.00
42	Double Sink Complete With Fittings	AUD 3.00
44	White Barrier Mesh	AUD 1.00
46	Cannon Camera	AUD 34.00
48	Fuji Film Camera	AUD 5.00
50	Olympus Camera	AUD 1.00
51	Cannon Camera	AUD 36.00
55	Large Electric Motor	AUD 1.00
56	Cabin Air Filter	AUD 1.00
61	Strike Apha Cradle For Z3 Compact	AUD 1.00
63	Air Filter (Wa5520)	AUD 1.00

64	Air Filter (Wa1100/A1439)	AUD 1.00
65	Cabin Air Filter (Wacf0021/Rca3259p)	AUD 1.00
68	Nissan Cartridge Assy (16403-4u11a)	AUD 1.00
71	Air Filters (Al172780)	AUD 1.00
72	Isuzu Air Cleaner Filter (Genuine Part Gm 97062294)	AUD 1.00
73	Toyota Hino 17801-7808 Element Sub Ass (Genuine Part)	AUD 1.00
74	Fuel Filter (Wcf31nm / R2619p)	AUD 2.00
75	Hino Fuel Filter (Genuine Parts. 23304-78091)	AUD 1.00
76	Komatsu Filter (23b-07-74170)	AUD 1.00
77	John Deere Air Filters (Al150288)	AUD 1.00
78	John Deere Air Filter (Al172780)	AUD 1.00
79	John Deere Air Filters (Re253519)	AUD 1.00
80	Air Filters (Af26155)	AUD 1.00
81	Air Filter Assemblies (Af26655)	AUD 1.00
84	Air Filters (Af26157)	AUD 1.00
87	Fleetguard Lube Filters (Lf16243)	AUD 1.00
90	Hydraulic Filters (Af35474)	AUD 1.00
91	Fuel Water Separators (Fs19978)	AUD 1.00
92	Fleetguard Element Assemblies (Fs20074)	AUD 1.00
97	Electric Motor	AUD 1.00
98	Electric Motor	AUD 1.00
100	Suprascan Quartz A1 Hd Digitiser	AUD 2.00
101	Lockable Steel Cupboard (Locked No Key)	AUD 29.00
104	Pool Table	AUD 901.00
105	Adult Coffin	AUD 403.00
106	Aee Police Recording Equipment Pd77g - Body Cameras	AUD 36.00
107	Dogtra - No Bark Collars	AUD 46.00
109	Double Glass Door Fridge	AUD 56.00

PASSED-IN ITEMS

The auction has been successful in clearing space by removing many bulky and unwanted items, however there were several items that failed to sell through this process. These have been returned to the mezzanine floor of the Moranbah Depot and will be held over for a future auction at a date yet to be determined.

The passed-in items were as follows;

Asset: Lot Number	Asset: Asset Name
17	Survey Equipment
18	Survey Equipment
19	Survey Equipment Tripod
20	Survey Equipment Tripod
24	Survey Equipment

25	Survey Equipment
33	Telephone
36	Toilet Tissue Dispensers
38	Tank Outlet Screen
40	Hands Free Towel Dispensers
43	Monkeez Pre Rinse Tap Unit
45	Handy Cam Camera
47	Advantix Kodak Camera
49	Sony Digital Movica Camera
52	Hummingbird Electronics Gps Tripmeter
53	Kenwood Transceiver With Charger
54	Digitech Receiver
57	Hino Air Filter
58	Hino Reduction Unit
59	Brick Light
60	Hino Air Filter - Donaldson Filtration Solutions (P500197)
62	Cabin Air Filters (Wacf0219/Rca325p)
66	Ryco Air Filter (A1957)
67	Nissan Element Assy (Genuine Part 16546-4bdoc)
69	Ryco Fuel Filter (Z1000 Suits Navara)
70	Air Filters (Af55829)
82	Air Filters (Af26672)
83	John Deere Air Filters (Al169573)
85	John Deere Air Filters (Re195491)
86	Air Filters (Af27954)
88	John Deere Lube Filter (Al221066)
89	John Deere Fuel Filters (Re526557)
93	John Deere Filter Elements (Re197065)
94	John Deere Oil Filters (Re504836)
95	Car Seats C/W Fasteners
96	Coin Operated Switches
99	Prado Spare Tyre Cover
102	Perma Colour Premix Concrete Topping Colour (Hardened)
103	Cargo Barrier
108	Steel Safe
53A	Kenwood Radio Handsets
55A	Uniden UHF Speaker Microphone

3 – Month Outlook

2.1. STAFF RESOURCING

NEBO STORES OFFICER

Prior to the retirement of the Nebo Stores officer, we were able to recruit an internal applicant into the role under a secondment pending permanent placement. That officer has been successful in making the transition permanent.

MORANBAH STORES OFFICER

Unfortunately, the recruitment for the Moranbah Stores Officer failed to yield any suitable applicants initially and we had to return to market a second time. A suitable applicant was identified the second time around, however by the time they commenced with Council, the incumbent had already left the organisation, resulting in a limited handover process. The new Stores Officer is 4 weeks into the probationary period.

STRATEGIC SOURCING OFFICER

The Strategic Sourcing Officer located in Moranbah has also since resigned due to family reasons and will be greatly missed. Recruitment for this role remains a priority, with applications closing 2/9/2025.

ORGANISATIONAL RESTRUCTURE

As the organisation transitions to the new reporting line structure, it has become evident that the Procurement team will also need to adapt our key customer service model. The procurement workload that is expected to be generated through Infrastructure Services (former E&I) is expected to increase as functions come across to Parks and Recreation. Our team have considered this impact and it will mean that having the one Contracting Facilitator to assist the Infrastructure Services directorate will no longer be feasible. Moving forward, some functions previously supported by the Contracting Facilitator as the E&I directorates key procurement contact will be supported by the Contracting Facilitator who previously supported the W&W and PECS directorates. Ie;

- CF1 – Parks, Roads, Engineering
- CF2 – Property, Fleet, Community Services, Water and Waste, Corporate Services, OCEO

2.2. CIA IMPLEMENTATION PROGRESS

MATERIALS REVIEW

With both the Moranbah and Nebo stores officers retiring, a lot of effort went towards reviewing the listing of stores materials across IRC prior to their departures. The purpose of these sessions was to determine which materials will be required in the new CiA instance so that only those items will be brought across into the new system. Note we have a lot of legacy data that cause issues on occasion.

There were numerous sessions held, and these sessions ran for subsequent days or whole days due to the dispersed locations of the officers and the requirement of their presence for effective collaboration. There remains a considerable portion outstanding which will need to be continued by new people who are not as familiar with the materials at each location. This will protract the completion of the task.

The initial review has been completed, with a number of items flagged as ‘pending’ due to plans to phase these out as they have been superseded or are tied to equipment that is not longer in service.

The current steps are to review the material codes to align with United Nations Standard Products and Services Code (UNSPSC).

How UNSPSC Works

The UNSPSC is a four level hierarchical classification system. Each level provides users with an increasingly focused level of classification.

For example, one can drill down from the Segment "Office Equipment and Accessories and Supplies" to the Family "Office Supplies" to the Class "Ink and lead refills" to the Commodity "Ink refills ". Each level of the hierarchy has its own unique number.

There is an optional fifth level that is different in character from the other levels. It indicates the business function of a supplier, such as rental/lease, wholesale/retail, etc.

Hierarchy	Category Number	Name
Segment	44	Office Equipment and Accessories and Supplies
Family	44 12	Office supplies
Class	44 12 19	Ink and lead refills
Commodity	44 12 19 04	Ink refills

"Ink refills" - UNSPSC classification 44-12-19-04

Your company can use the UNSPSC in your management systems to classify products and services.

The system then allows internal and external audiences to search products where applicable, refer to products by a specific code, and perform precise expenditure analysis on categories that are relevant to your needs.

This new structure will be determined by the user and shall replace the existing system generated codes. Under the current system, similar materials can have vastly different codes depending on when they were added to the material listing of stores items. By having the user determine the code, similar products can have codes adjacent to existing materials. This makes processes, including stocktakes, much more efficient to perform.

Example; Alkaline Batteries (26111702)

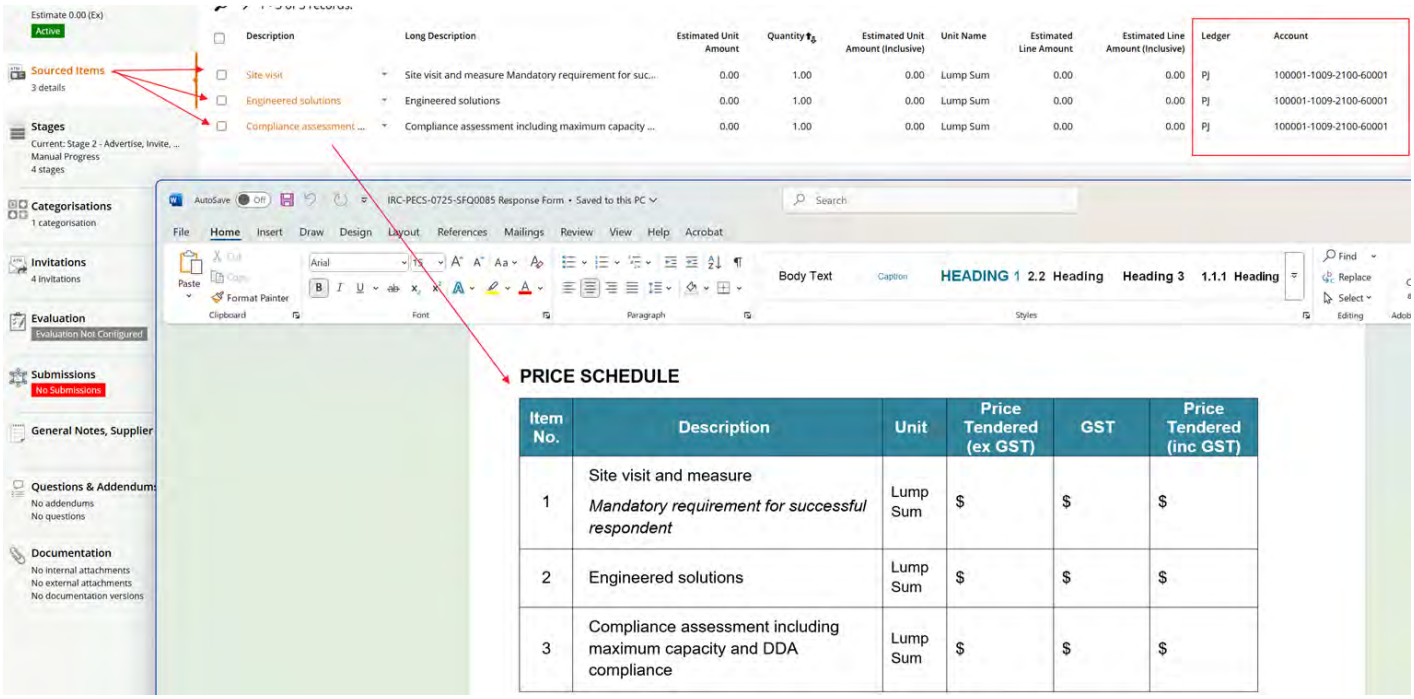
Material	**old code**	**new code**
Battery AAA	100951	2611170201
Battery AA	100950	2611170202
Battery C	100177	2611170203
BATTERY D	102761	2611170204
Battery 6 Volt	100843	2611170206
BATTERY 9 VOLT	102762	2611170209

Steps to follow will include;

- systemising and revising the material description characterisation and sequencing
- Automatic re-ordering parameters

SOURCING MODEL

Progress is being made in the sourcing space for T1 CiA. For simple Quotation Requests, data can be entered into the T1 screens to produce an output that replicates the appearance of our current word documents used when going out to market. This gives consistent output and provides all invitees a fair and equal opportunity in submitting a response for consideration.



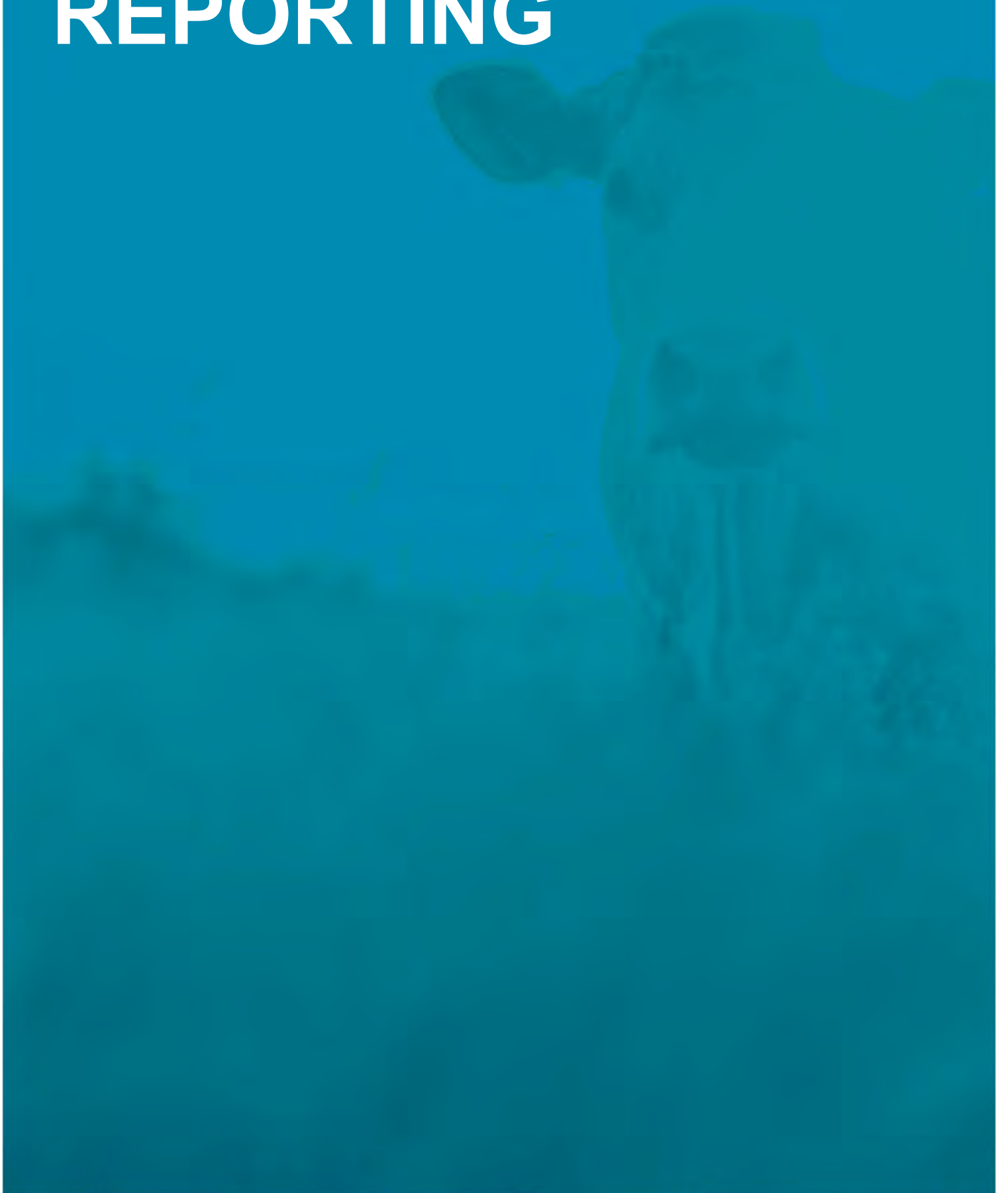
For the more complex arrangements in which we intend to continue to use VendorPanel as the market engagement vehicle, work has commenced in producing a workflow model for the approvals process. A bonus of this methodology is that it can produce a report that displays the status and identifies the person responsible for performing particular tasks. This means greater accountability.

Following the authorisation of the sourcing exercise, the sourcing (out to market) and evaluations processes are performed externally to CiA (through VendorPanel) with a recommendation report imported back into CiA which also goes through the authorisation process for the award. On award, a systems contract is created in CiA and this is used to help facilitate contract management steps including progress payments and claims submitted via the Supplier Portal.

2.3. CONTRACT TEMPLATE REVIEW

As per prior report, the work in performing a revision of the standard IRC bespoke contract templates for unfair contract terms and the Australian Standard (AS) suite list of departures, remains on our radar. It has also been recently brought to our attention that the AS4000 (1997) General Condition of Contract document, is in the process of becoming superseded by AS4000 (2025). This is the contract document used for standard works.

REPORTING



3.1. CONTRACTING ACTIVITY

SUMMARY OF CONTACTING ACTIVITY

01/06/2024 – 31/08/2025	OCEO	CGFS	E & I	W & W	PECS
Awarded Tenders	0	0	3	1	2
Active Tenders	0	2	9	1	0
In progress Tenders	0	2	17	8	2
Awarded RFQ's	0	1	11	6	9
Active RFQ's	1	0	9	6	7
In progress RFQ's	0	3	4	4	6
Active - out to market or under evaluation as at the end of the reporting period In Progress - specification under development as at the end of the reporting period Awarded – during the reporting period					

CONTRACTS VARIATIONS

Contracts Variations Approved - 01/06/2024 – 31/08/2025 (Top 5 summarised below)	**Quantity** 21	**Total Amount** $ 1,236,725.40

Reference	Contract Name	Variation Amount	Total Value
IRC-E&I-0724-T383	Wet Hire Trains and Loader Resheet 24-25	$ 547,766.56	$ 1,217,666.56
IRC-E&I-0225-T413	Network Resealing Program	$ 188,439.55	$ 3,986,261.90
PMBH061867	AV commissioning for the IEC	$ 84,959.53	$ 103,124.93
IRCQ-ALL3-0123-1215	Environmental Monitoring - Water and Waste	$ 76,303.95	$ 283,241.16
IRC-E&I-0225-Q1384	Design for Federation Walk	$ 76,194.80	$ 255,824.80

In accordance with Chapter 6, Part 4, Section 237 of the Local Government Regulation 2012 a local government must, as soon as practicable after entering a contract worth $200,000 or more (GST Exclusive), publish the relevant details of the contract on the local government's website; and display relevant details of the contract in a conspicuous place in the local government's public office. The relevant details must also be published or displayed for a period of at least 12 months. The full listing of all such contracts are published as required. For full disclosure, it is the practice of IRC to publish the total of the contractual arrangement which includes the sum of all variations to the original contract value.

CONTRACTS AWARDED OVER $200K

During the reporting period, the following contracts above $200k were awarded;

Contract Number	Contractor	Details	Contract Value	Commence Date	Completion Date
IRC-E&I-0525-Q1405	CQ Building Projects	Rectification of 19 Lawrence Street Moranbah Variations Total	$208,677.60 (inc GST) $8,637.86 (inc GST) $218,315.46 (inc GST)	10/06/2025	27/06/2026
IRC-E&I-0325-T417	Cbs Facilities Solutions Pty Ltd	Rest Area Servicing - Isaac Coast	$480,000.00 (ex GST)	15/09/2025	30/09/2026
IRC-W&W-0525-Q1403	4 T Consultants Pty Ltd	Environmental Monitoring	$207,400.88 (ex GST) and provisional schedule of rates	22/08/2025	21/08/2026
IRC-PECS-0724-T382	Durack Civil Pty Ltd	Nebo Showgrounds Masterplan Stage 1	$2,494,772.95 (ex GST)	01/08/2025	08/12/2025
IRC-E&I-0225-T413 2025-26	RPQ Mackay Pty Ltd	2025-26 Network resealing Program Variations Total	$3,797,822.35 (inc GST) $188,439.55 (inc GST) $3,986,261.90 (inc GST)	25/07/2025	31/10/2025
IRC-W&W-0924-T395	Dowdens Pumping & Water Treatment	Clermont Water Treatment Plant Chemical Dosing Upgrade Design & Construct	$1,448,936.00 (ex GST)	17/07/2025	17/07/2026
IRC-E&I-0525-Q1413	Allquip Water Trucks Pty Ltd	Purchase of one (1) Truck and Dog with Water Tank Bodies	$730,000.00 (ex GST)	14/07/2025	30/07/2026

Contract Number	Contractor	Details	Contract Value	Commence Date	Completion Date
IRC-E&I-0525-Q1408	Kubota Australian (Milne Bros)	Purchase of Two (2) Tractors	$265,000.00 (ex GST)	14/07/2025	30/07/2026
IRC-E&I-0325-T415	LD & LJ Hillery Pty Ltd	Win Crush & Screen Gravel 25/26 program	Schedule of Rates Estimated value $232,290.00 ex GST	04/07/2025	30/09/2025
IRC-E&I-0525-Q1406	Komatsu Australia	Purchase of One (1) Front End Loader	$329,000.00 (ex GST)	08/07/2025	01/07/2026
IRC-E&I-0225-Q1384	AECOM Australia Pty Ltd	Design for Federation Walk Variations Total	$179,630.00 (inc GST) $76,194.80 $255,824.80 (inc GST)	16/06/2025	As negotiated with IRC
IRC-E&I-1124-T403	Durack Civil Pty Ltd	Peak Downs Mine Access Road - Cha. 1.386-2.500 Rehabilitation and Widening	$1,491,259.77 (ex GST)	17/06/2025	30/06/2025

3.2. PURCHASING ACTIVITY

Purchase Requisitions Released - 01/06/2024 – 31/08/2025	**Qtr period**
Value of Purchase Requisitions processed	$ 43,469,173.01
No. Purchase Requisitions Released	1909
Requisitions Suspended (not yet released)	29

Exceptions Raised - 01/06/2024 – 31/08/2025 (Top 5 summarised below)		QTY 45	Total Amount $ 3,358,019.68
Details (top 5 by value)	Reason – *LG Regs 2012*		Amount

Fitout for the Clermont Country University Centre	*S234* LocalBuy (LB329)	$ 1,100,000.00
'Manage my Fleet' telematics subscription until 2028.	*S234* LocalBuy (LB281)	$ 450,000.00
Project support including design and consultation works for the next stage of Moranbah Recycled Water Network	*S234* LocalBuy (LB312)	$ 244,140.00
Project support including design and consultation works for the next stage of Middlemount Water Treatment plant upgrades	*S234* LocalBuy (LB312)	$ 151,570.00
Adobe acrobat Pro and Creative Cloud product licencing to 12/06/2026	*S234* LocalBuy (LB308)	$ 113,775.79

3.3. INVENTORY

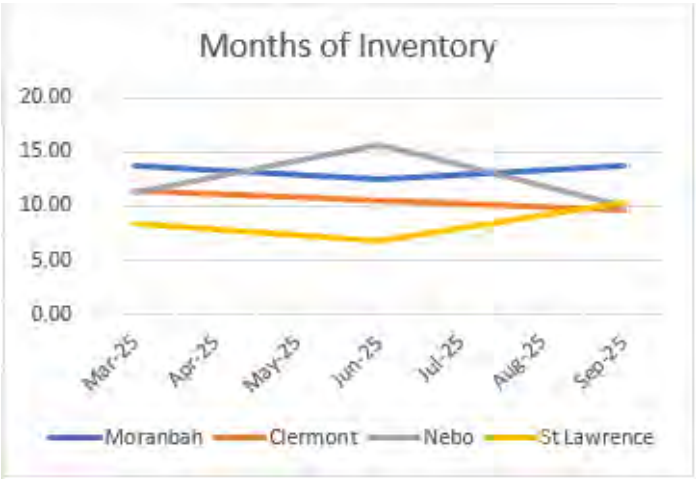
INVENTORY TURNOVER

1/06/2024 – 31/08/2025	Moranbah	Clermont	Nebo	St Lawrence
Total Value of Inventory (SOH) as at 31/08/2025	$173,121.99	$270,383.22	$110,956.17	$36,846.70
Value of Goods Issues (for the reporting period)	$37,715.84	$84,478.35	$33,447.83	$10,746.46
Inventory Turns (Annual)	0.87	1.25	1.21	1.17
Stock on hand (average)	13.77 months	9.6 months	9.95 months	10.29 months

* As at period end date

* Excludes Fuel, Jet Fuel and Avgas

These figures are based on the total for the location and does not account for individual product circumstances. It is not an average of individual product turnover, noting that some items have faster turnover than others.

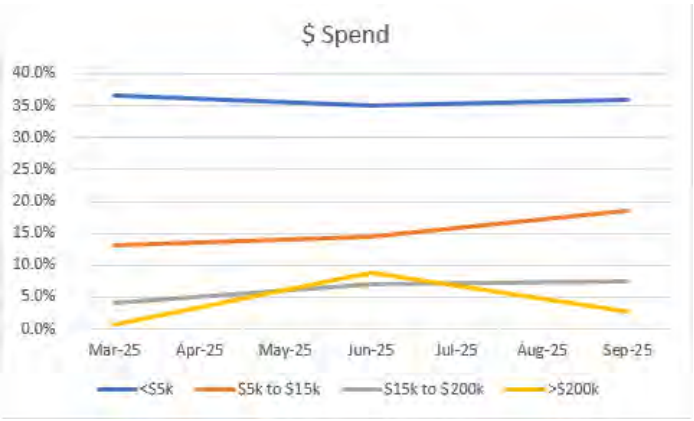


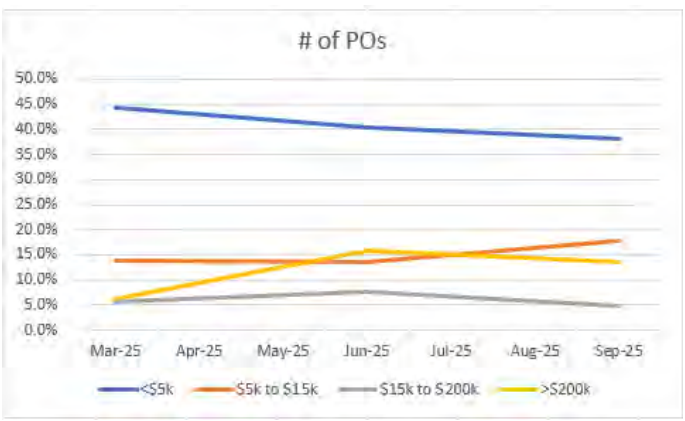
3.4. SUPPLIER LOCATION METRICS

Awarded Purchase Order Value by Region – (01/06/2024 – 31/08/2025)				
Region	**<$5k**	**$5k to $15k**	**$15k to $200k**	**>$200k**
Local	$ 765,082.44	$259,208.18	$582,469.30	$765,339.86
Neighbouring	$ 605,144.36	$351,694.77	$2,538,521.75	$7,196,434.50
QLD	$ 430,266.07	$474,730.09	$2,974,715.37	$17,082,721.07
Interstate	$ 331,861.6	$310,202.23	$1,805,182.15	$2,045,803.15
Grand Total	**$2,132,354.47**	**$1,395,835.27**	**$7,900,888.57**	**$27,090,298.58**
Local %	**35.9%**	**18.6%**	**7.4%**	**2.8%**

Number of Purchase Orders by Region – (01/06/2024 – 31/08/2025)				
Region	**<$5k**	**$5k to $15k**	**$15k to $200k**	**>$200k**
Local	609	28	7	3
Neighbouring	521	42	44	7
QLD	269	52	57	9
Interstate	195	35	40	3
Grand Total	**1594**	**157**	**148**	**22**
Local %	**38.2%**	**17.8%**	**4.7%**	**13.6%**

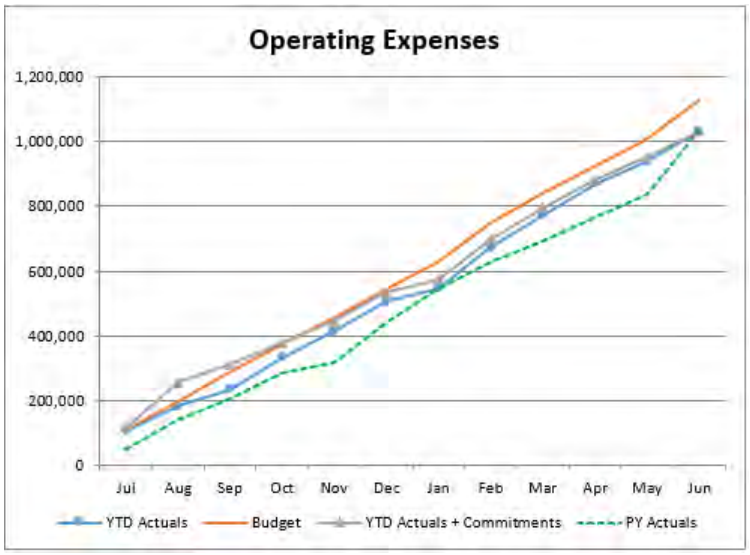
*Data is based on the allotted supplier and does not attempt to determine subcontractor contribution.



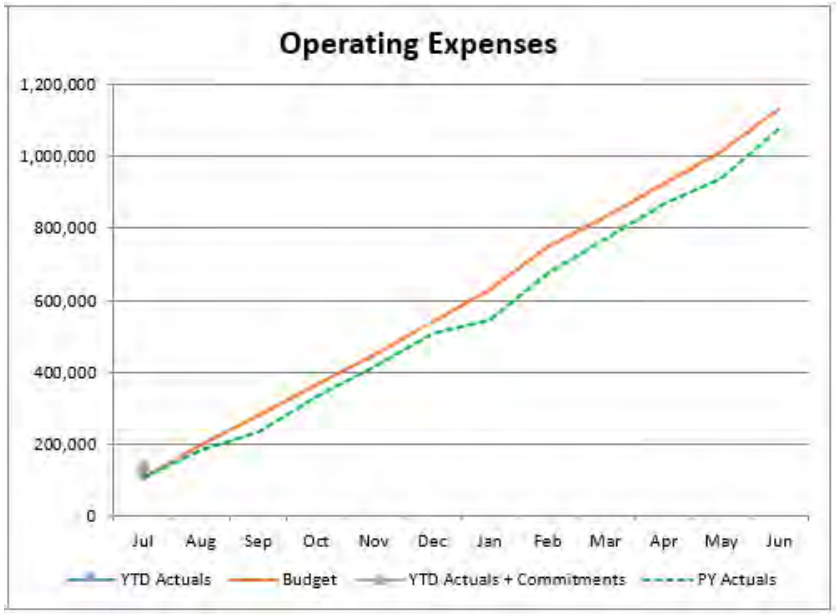


3.5. FINANCE (BUDGET)

JUNE 2025



JULY 2025



ISAAC REGION
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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Tracy McElroy
AUTHOR POSITION	Business Transformation Director

9.8 DIGITAL STRATEGY PROGRAM UPDATE

EXECUTIVE SUMMARY

This report is provided as an update to Council on the current status of the Digital Strategy Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Receives and notes the Digital Strategy update.

Resolution No.: **CGFS1024**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Terry O'Neill**

That the Committee recommends that Council:

1. Receives and notes the Digital Strategy update.

Carried

BACKGROUND

Following the previous update provided in May 2025, this report provides a further update on progress to date of the Digital Strategy Program (DSP). For context, key components/ excerpts from the previous update are outlined below:

Technology One upgrade (T30B)

The revised phase 1 of the TechnologyOne Upgrade Project will now include the following modules:

- Human Resources and Payroll
- Enterprise Asset Management and Project Lifecycle Management
- Financials
- Supply Chain Management including Contracts
- CPM – Enterprise Budgeting
- Performance Planning

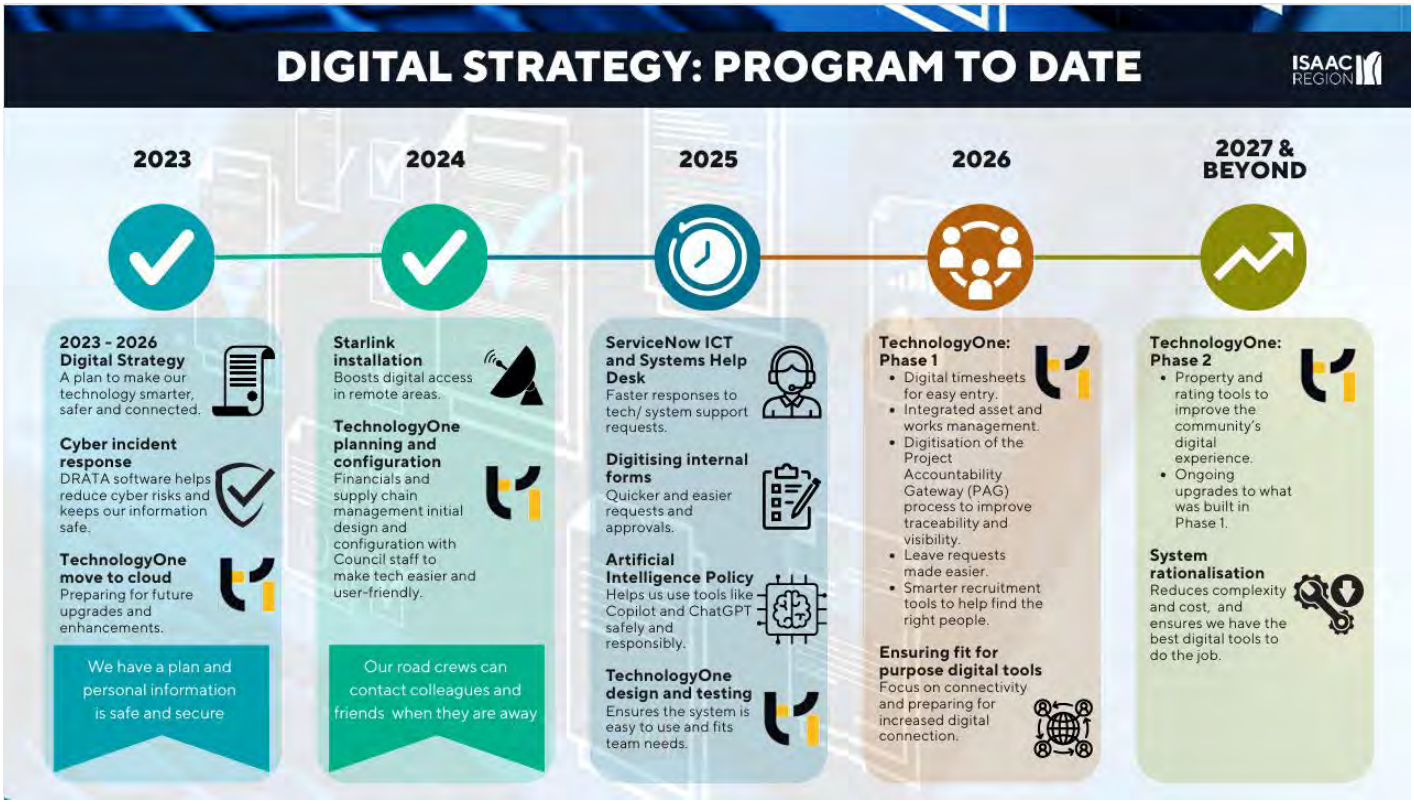
Resourcing for the project has been updated in line with the lessons learnt exercise with technical specialist roles appointed to assist the internal subject matter experts in both TechnologyOne understanding and technical requirements along with project management support.

Overarching governance structures have been reviewed with the Steering Committee and were ratified at a special purpose meeting on 6 August 2025.

Digital Strategy Update

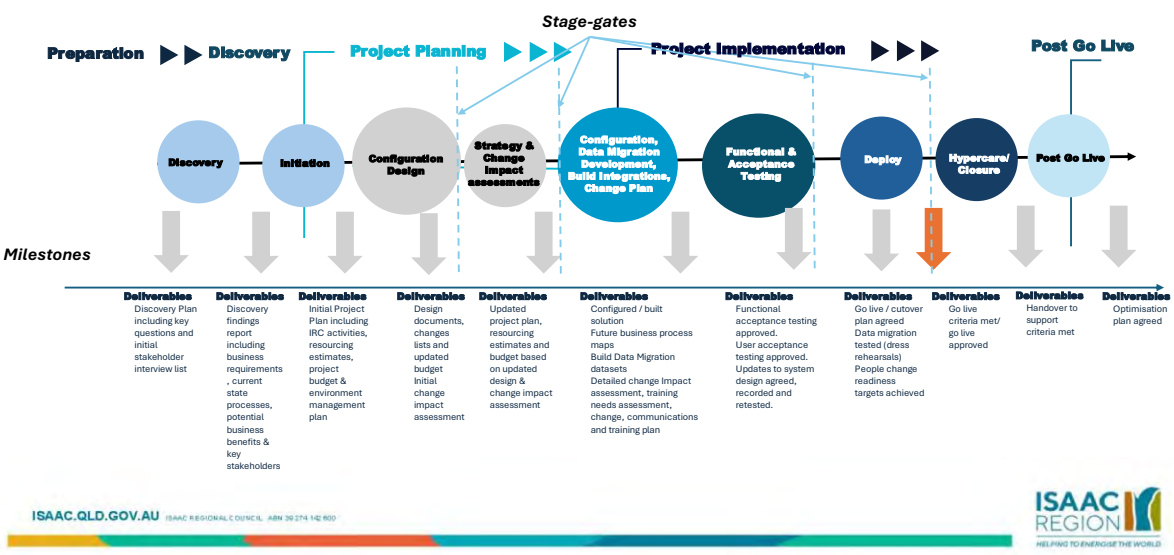
With the commencement of the Business Transformation Director, we are taking the opportunity to refresh the Digital Strategy to ensure it remains fit for purpose and delivers on the business benefits for which it was designed.

As part of this refresh, we took the opportunity with the new financial year to reflect on the key achievements to date and shared this by way of an organisational update sent out last month, as outlined in the image below. The focus of the communication was highlighting how much has been achieved and providing a high level overview of digital developments to come.



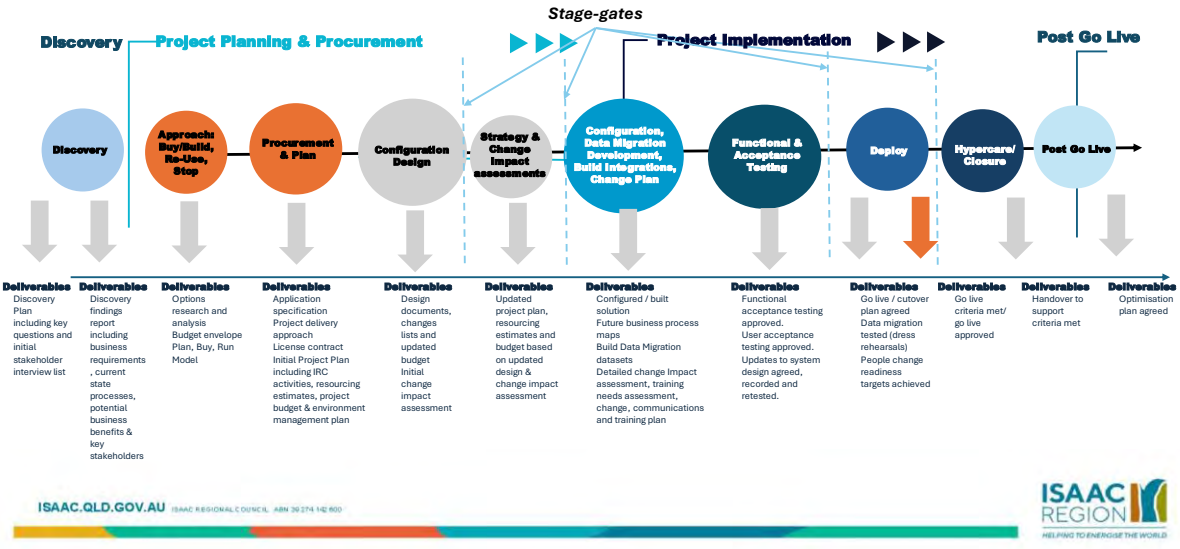
A refreshed approach to the project governance methodology being used for the Digital Program was proposed and ratified at the August Steering Committee meeting. This methodology is based on the TechnologyOne project methodology and is shown in figure 1.

Figure 1: TechOne Program Approach



For completeness, it should be noted that the non-Technology One projects typically have 2 extra steps, as shown in figure 2 below. Those being the addition of a decision to buy/build, reuse or stop using an existing platform, then the procurement of a solution (if required).

Figure 2: Digital (Non-TechOne) Program Approach



The approach relies heavily on a quality discovery exercise to inform all following phases and stages. We note the previous discovery review was completed in 2022, and there have been many developments since

this date. Therefore, it is timely to undertake a review of progress as well as rechecking our understanding of the key requirements and "voice" of the organisation. We wanted to understand organisational awareness of the Digital Strategy (including the TechnologyOne Upgrade) and key challenges and pain points that may be resolved via improved digital solutions. This is key to ensuring we prioritise the program initiatives correctly.

The outcomes of this report will be available in the next update in the form of a revised business case for the Digital Program.

TechnologyOne Program Update

From the previous update provided, the following action has been taken in relation to the TechnologyOne Upgrade project.

Naming

There has been some confusion around the use of the name T30B, with most of the organisation simply calling the program the "TechnologyOne Upgrade" or "TechOne Program". There is also considerable positive sentiment about the program from almost all of the 65+ people interviewed as part of the updated discovery exercise that has been undertaken over the last 2 months (please see below for further details). Therefore, the preference is to use the name "TechOne Project" going forwards.

Planning

The project management plan has been reviewed with engagement of the Steering Committee and Project Control Group to revise / update appropriate areas and include gate criteria.

The project plan and other project documentation has had a significant review due to the appointment of final additional resources into the project team in May / early June. This has led to a revised plan with Go Live dates of 1 July 2026 for release 1 and 1 July 2027 for release 2.

An updated project management plan with stage gate criteria is provided in Attachment 1.

Resourcing

Since the last update, the technical specialists that have been appointed to the program have commenced work on the following key functional areas:

- Finance and Supply Chain
- Human Resources & Payroll
- Enterprise Asset Management
- Change Management and Communications

The new Business Transformation Director will largely be responsible for project governance across both the TechOne upgrade and other digital strategy projects. We are also pleased to advise the new Chief Information Officer has also commenced work with IRC and has kicked off his role with a strong focus on validating the cyber security and infrastructure elements of the program.

With these changes now fully implemented the role and assistance of GWI digital as delivery partner was also reviewed. GWI is no longer engaged to provide governance services, and the team are currently reviewing opportunities for specific projects and tasks as required to complement the services of the in-house ICT team.

GWI provided a credit to enable the early closure of their contract and we are using this to explore and prioritise activities that will add the most value to the program.

In terms of resources to deliver Training Material, we are continuing to investigate options. We have spoken to 3 other councils (Redland, Logan and Whitsundays) who are running similar projects. The general feedback is that there is a high cost involved in using third parties, that isn't necessarily matched by the quality, and the knowledge gained from translating business processes into material isn't retained in the organisation. Recommended options are to use a hybrid model combining external expertise and hiring local talent which will give us the best of both worlds. This option is also enabled by modern digital tools, making it easier to learn the required skills, and retain the material on an in-house platform. Final recommendations will be put to the Steering Committee for sign-off shortly.

Governance Structures

Steering Committee meetings have commenced with updates received on progress of projects and review of roles and responsibilities between the steering committee and project control group. Accountabilities for both groups have been developed were ratified by the Steering Committee (predominantly the IRC Executive Leadership Team) at a special purpose meeting on Wednesday 6 August 2025. Terms of reference will be updated shortly.

The Council's internal auditor OCM is being engaged to provide project assurance with a terms of reference document being prepared to confirm the details of the engagement.

Delivery

With reference to figure 1 above, with the exception of HRP (HR and Payroll modules) that are further ahead in the program, all remaining modules are currently in the final stages of "CONFIGURATION DESIGN" with the key deliverables being approved design documentation to then enable TechnologyOne to complete configuration of prototype solutions. In the case of HRP, Data Migration is significantly progressed and Key User Training (KUT) sessions are nearly complete, which enables the commencement of functional testing. The HRP team are therefore forming the overall approach to how testing and data migration will be undertaken, and ensuring the right tools are in place to support the team.

Module by module the update is as follows:

Finance – noting the finance configuration was largely completed last year, the remaining actions include the progression of revised chart of accounts and testing. Draft chart prepared by Finance being loaded into test environments for functional testing.

Supply Chain (includes Purchasing, Inventory Management, Sourcing and Contracts) – similarly the core SCM modules were also configured last year. We are continuing to review sourcing options of TechOne offering v VendorPanel product and potential for integration. We are also investigating how the Contract management module will ensure consistency and reduce risk for the many teams across Engineering & Infrastructure and Water and Waste.

Human Resources and Payroll – KUT sessions are nearing completion with functional testing about to commence.

Enterprise Asset Management - Workshops to design the EAM (assets and works management modules), PLM and Spatial are complete. We have engaged widely across the assets and finance communities to gain

as many perspectives as possible in the design of the solution, however for effective management of more technical tasks, we have now formed smaller special purpose working groups to complete tasks such as Data Migration, PLM and PAG alignment and Spatial.

Corporate Performance Management (CPM) which is comprised of Enterprise Budgeting and Performance Reporting (PPLGS) workshops are also complete. We are working closely with the relevant organisational teams and TechnologyOne to build out their prototypes for testing.

Non TechnologyOne Digital projects

Brief overviews provided below:

Service Now (IT helpdesk ticketing system)

The ServiceNow ICT and Systems helpdesk system went live on Monday the 23rd of June supported by a communications program to inform the organisation. Since the launch we have received anecdotal feedback that the organisation appreciates the ease of following up on tickets via an email link and using the new hardware request form. We are now introducing a feedback form to ensure we capture feedback at the ticket level to plan and rollout improvements.

It is also important to note that ServiceNow as a digital platform provides a comprehensive set of capabilities including defining and managing technology architecture and workflow of forms that we will be further exploring as part of the digital program.

Starlink/Infrastructure / DRATA & Cyber Security – Ryan Johnson

Due to the recent engagement and onboarding of a new Chief Information Officer, a holistic review is underway to determine the best path forward for these technical initiatives.

Regarding cybersecurity, as expected the recent review by internal auditors OCM does raise opportunities for improvement with continuing high and medium risks. It is noted that a number of actions are well progressed.

The initial review by the CIO has already identified that there may be opportunities to combine a number of programs of work in manner that will deliver more consistent and cost-effective outcomes for the organisation. More detail will be provided in the next reporting period once the current review activities have been completed.

System Rationalisation

- Analysis to identify system owners has progressed well. 9 applications have been decommissioned or uninstalled, and 40 remaining applications have been identified for rationalisation pending confirmation with business owners.

Digitisation of forms (conversion of paper forms to digital forms with workflows through Office 365)

- 5 forms have been identified for digitisation initially. This work is being undertaken as a proof of concept, with a set of guiding principles being learnt through the process. The team notes that many forms will be within the scope of the TechOne upgrade and it is important to avoid rework, however there are likely to be many other workflows that are either not TechOne related or won't be improved by the TechOne upgrade until release 2 (at least 2 years away).
- We are now reviewing the best technology options for the underlying platform (including ServiceNow, TechnologyOne and Adobe Acrobat including Digital Signatures).

- The selection of forms that will be in scope will be informed by the current Discovery exercise and provided to PCG/Steerco for ratification.

Orbus Infinity/ TechOne Process Maps

- This system has been used to centralise TechnologyOne process maps (capturing business process mapping and instruction manuals for testing, training and future inductions). A cost vs. benefit analysis is being undertaken to confirm the optimum way forwards for the program.

AI Policy

The Audit and Risk Committee identified a key risk around lack of organisational understanding of AI risks and opportunities. An initial communication was drafted in consultation with the Governance team and ICT and Systems teams and sent to the organisation on 18 June 2025. This was intended to be an interim step to raise awareness of safe / responsible and unsafe use of AI based tools such as Microsoft Copilot.

Development of a full AI policy is now underway, that will further inform the IRC practices around the use of AI. This policy will be presented to the Audit and Risk Committee for endorsement before being shared with the organisation. It is expected that further communication and training will be provided to support the policy rollout.

IMPLICATIONS

Risks are currently being managed through risk registers and reporting to Steering Committee and Project Control Group.

CONSULTATION

Director Corporate, Governance and Financial Services

Chief Information Officer

Program Technical Director

Technical Specialists

BASIS FOR RECOMMENDATION

Nil.

ACTION ACCOUNTABILITY

Nil.

KEY MESSAGES

Nil.

Report prepared by:	**Report authorised by:**
TRACY MCELROY **Business Transformation Director**	DARREN FETTELL **Director Corporate, Governance and Financial Services**
Date: 28 August 2025	Date: 2 September 2025

ATTACHMENTS

- Attachment 1 - TechnologyOne Plan-on-a-Page, Deliverables, Stage-gates and Milestones Governance Pack.

REFERENCE DOCUMENT

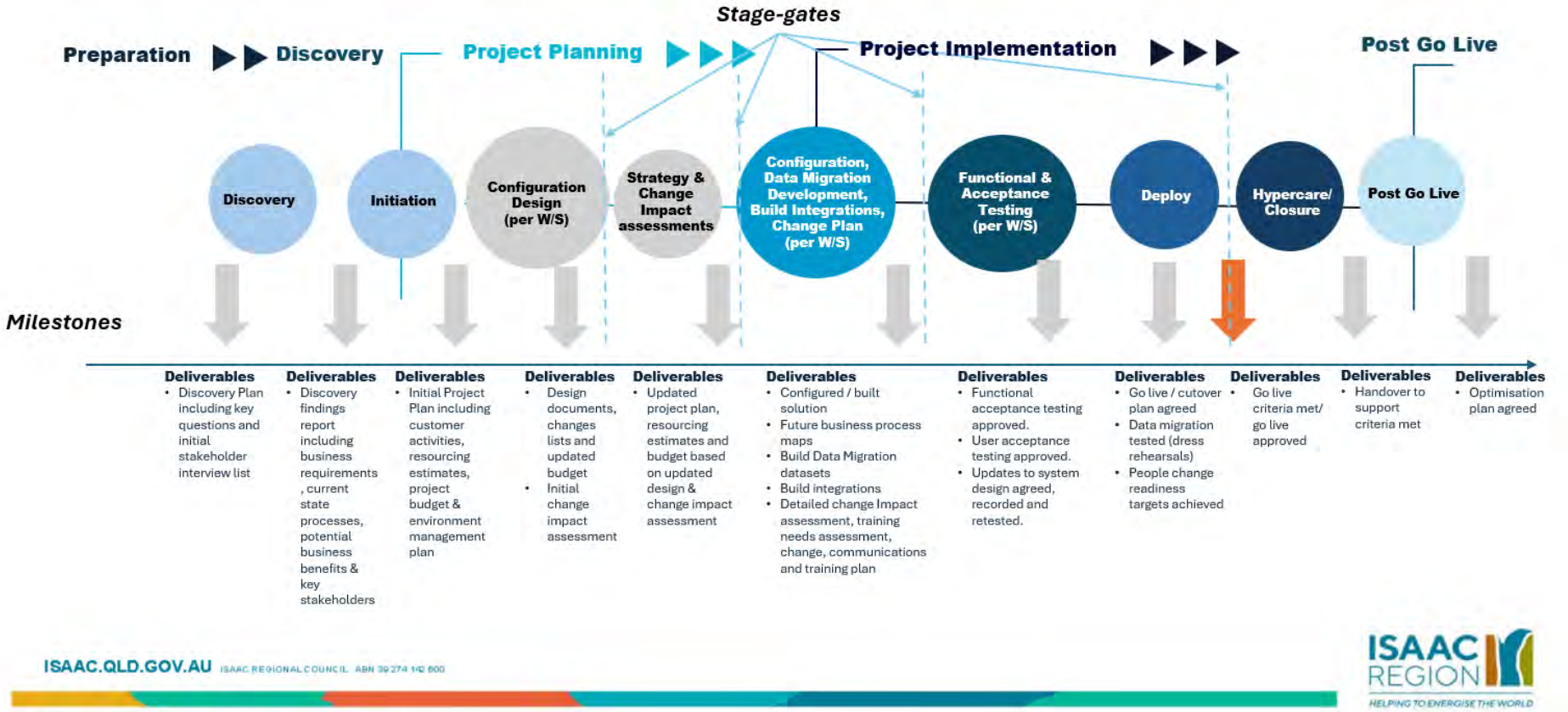
- Nil

TechnologyOne Project
Release 1

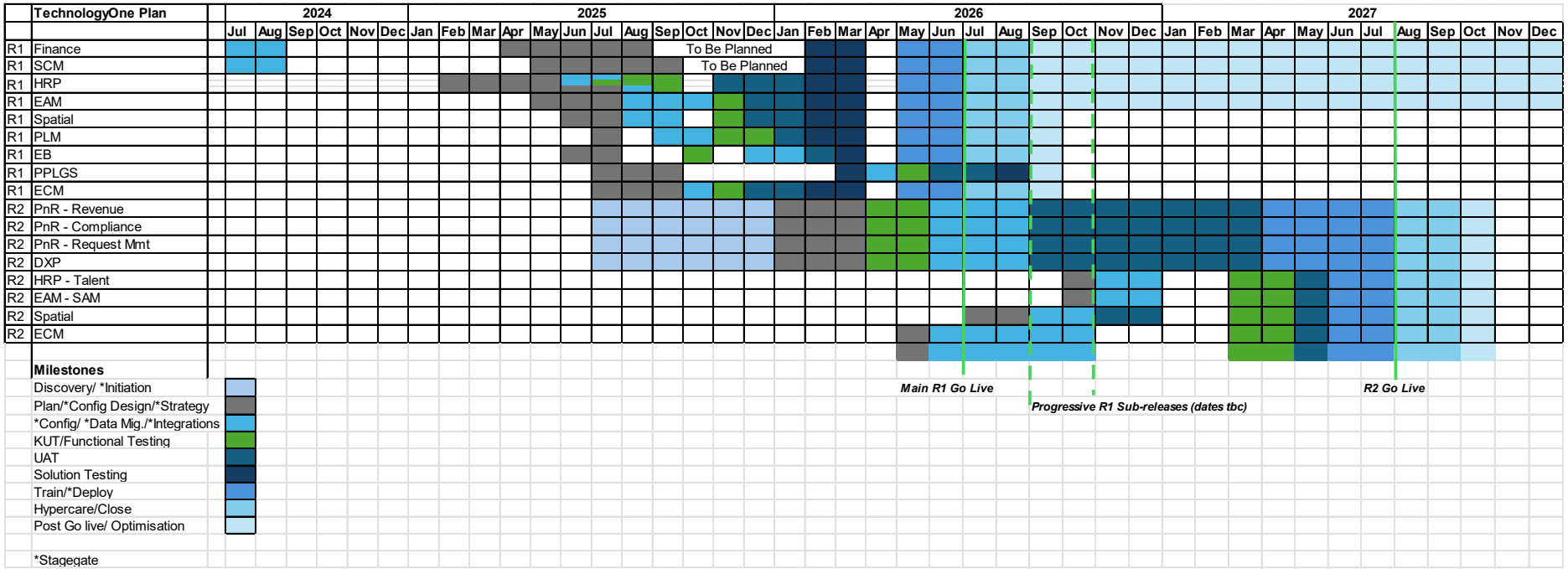
Stage-Gate, Milestone and Deliverables Tracking Report

Version: 28 August 2025

TechnologyOne Project Methodology



TechnologyOne Plan on a Page



TechnologyOne Stage-gate, Milestone and Deliverables Tracking Report

Initiate, Design and Strategy Stages:

Status:	In progress		Completed	At risk	Not started	N/A							
Stage	**By Module or Composite (across all Modules)**		**Deliverable**	**Comp. Deliv.**	**FIN**	**SCM**	**HRP**	**EAM**	**PLM**	**EB**	**PPLGS**	**Spa-tial**	**ECM**	**Water billing (TBC)**
			Target Finish Date	*Target Finish Date*	*Target Finish Date*	*Target Finish Date*	*Target Finish Date*	*Target Finish Date*	*Target Finish Date*	*Target Finish Date*	*Target Finish Date*	*Target Finish Date*	*Target Finish Date*	*Target Finish Date*
Discovery	by Module	1a	Discovery plan	N/A	2024	2024	N/A	20/06/2025	20/06/2025	2024	2024	2024	2024	tbc
Discovery	by Module	1b	Discovery Findings Report	N/A	2024	2024	2024	30/08/2025	30/08/2025	2024	2024	2024	2024	tbc
Initiation	Composite	1c	Initial Project Plan = Project Strategy & Quality Plan - Planning Phase	Mar-25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Initiation	**Stage Gate**		**INITIATION COMPLETE**											
Design	by Module	2a	Design Workshops Complete	N/A	2024	2024	1/05/2025	Jul-25	Aug-25	Jul-25	Jul-25	Jul-25	tbc	tbc
Design	by Module	2a	Design: CDD or SSD Signed off	N/A	2024	2024	5/06/2025	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Design	**Stage Gate**		**DESIGN COMPLETE**											
Strategy	Composite	3a	Environment Mmt Plan	Mar-25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Strategy	Composite	3b	Detailed Plan & PSQP - Implementation Phase	Jul-25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Strategy	Composite	3c	Change Impact Assessment	Jul-25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Strategy	Composite	3d	Change Management & Comms Plan	Jul-25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Strategy	**Stage Gate**		**STRATEGY COMPLETE**											
Configuration	by Module	4a	Configured built solution handed over from T1 in agreed enviroments	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Configuration	by Module	4b	IRC config (e.g. User Access Mmt config)	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Configuration	**Stage Gate**		**TechOne CONFIGURATION COMPLETE**											

Configuration, Functional & Acceptance Testing and End-User Training:

Status:	In progress		Completed	At risk	Not started	N/A								
Stage	**By Module or Composite (across all Modules)**		**Deliverable**	**Comp. Deliv.**	**FIN**	**SCM**	**HRP**	**EAM**	**PLM**	**EB**	**PPLGS**	**Spa-tial**	**ECM**	**Water billing (TBC)**
Configuration	by Module	4c	Future State Process Maps built & validated	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Configuration	Milestone		Future State Processes Complete											
Configuration	by Module	4d	Integrations built & Tested	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Configuration	Milestone		Integrations complete											
Functional & Acceptanc	by Module	5a	KUT Session Plan	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	by Module	5b	KUT Sessions Delivered	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	by Module	5c	Functional Test Plan	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	by Module	5d	Functional Test Scripts	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	by Module	5e	Functional Testing delivered	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	by Module	5f	Defect remediation of agreed defects	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	by Module	5g	Design changes to CDD/SSD from Func. Testing.	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	**Milestone**		**Functional Testing Complete**											
Functional & Acceptanc	by Module	6a	UAT Plan	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	by Module	6b	Defect remediation of agreed def	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	by Module	6c	UAT Complete	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	**Milestone**		**UAT Complete**											
Functional & Acceptanc	by Module	6d	Design changes to CDD/SSD fro	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Functional & Acceptanc	**Milestone**		**Final Design Agreed**											
Functional & Acceptanc	Composite	7a	Solution Test Plan	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Functional & Acceptanc	Composite	7b	Solution Testing Complete	**tbc**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Functional & Acceptanc	**Milestone**		**Solution Testing Complete**											
End User Training	Composite	8a	Training needs assessment	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
End User Training	Composite	8b	Deployment stages agreed (functions/ groups)	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
End User Training	Composite	8c	Learning Plans per user group	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
End User Training	by Module	8d	Training material prepared (including recordings, QRG's, Procedures etc.)	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
End User Training	**Milestone**		**Training Material Complete**											
End User Training	Composite	8e	Pre go live Training delivered & learning goals achieved	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
End User Training	**Milestone**		**Pre- go live End User Training Delivered**											
End User Training	Module	8f	Post go live Training delivered & learning goals achieved	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
End User Training	**Milestone**		**Post- go live End User Training Delivered**											

Data Migration, Deployment, Handover to Support and Optimisation.

Status:	In progress		Completed	At risk	Not started	N/A								
Stage	**By Module or Composite (across all Modules)**		**Deliverable**	**Comp. Deliv.**	**FIN**	**SCM**	**HRP**	**EAM**	**PLM**	**EB**	**PPLGS**	**Spa-tial**	**ECM**	**Water billing (TBC)**
Data Migration	Module	9a	Data Migration Plans (Data build & cleansing, Data Migration),	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Data Migration	Module	9b	DataSets Ready for Trial Migration	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Data Migration	Module	9c	Trial Data Migration dress rehearsals Complete	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
		9d	Data remediation work complete		tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Data Migration	Module	9e	Data Migration Complete	N/A	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Data Migration	**Milestone**		**Data Migration Complete**											
Deploy	Comp	10a	Go Live/ Cutover Plan	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Deploy	Comp	10b	Organisational readiness target achieved	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Deploy	Comp	10c	Go live criteria met & approved	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Deploy	**Stage Gate**		**DEPLOY COMPLETE**											
Handover to Support	Comp	11a	Handover to Support criteria identified	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Handover to Support	Comp	11b	Handover to Support criteria met	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Handover to Support	**Milestone**		**Handed over to Support**											
Optimisation	Comp	12a	Optimisation Plan agreed	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Optimisation	Comp	12b	Optimisation initiatives achieved	tbc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Optimisation	**Milestone**		**Optimisation targets achieved**											

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Trudi Liekefett
AUTHOR POSITION	Manager People and Capability

9.9 PEOPLE AND CAPABILITY MONTHLY REPORT

EXECUTIVE SUMMARY

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

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Receives and notes the People and Capability monthly report.

Resolution No.: **CGFS1025**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Terry O'Neill**

That the Committee recommends that Council:

1. Receives and notes the People and Capability monthly report.

Carried

HIGHLIGHTS:

Recruitment highlights

Following recent Council approval, the new Process Engineer position has been created to support operational improvements and future planning. This newly established position is expected to be advertised in early September 2025.

After a long-standing vacancy, an Electrician has been successfully sourced to support the Water & Waste Operations and Maintenance team. The new team member is scheduled to commence on 15 September 2025, helping to strengthen service delivery and team capacity.

For the first time in several years, the Community Education and Compliance department now has a full team of Compliance Officers. This is a significant milestone that will enhance regulatory support and improve service consistency across key areas.

Reduced labour hire engagement

Labour hire engagement to for water and sewerage plants has significantly reduced with continued success in attracting and onboarding Operators directly onto IRC's workforce. This transition strengthens internal capability and supports more consistent service delivery. The labour hire arrangement with Simmonds & Bristow has now concluded, marking a key milestone in building a more sustainable in-house operational

model. One (1) operator continues to be contracted through a separate labour hire company to ensure operational continuity.

LGMA Rural Management Challenge

The Central Queensland team for the 2025 Rural Management Challenge has been selected. Each participating council nominates a team of four individuals—who may or may not have previously worked together—to represent their region in this professional development initiative. The nominated team from Isaac Regional Council, supported by a team mentor, will receive their pre-challenge task on 22 September. They will then compete against other Central Queensland councils during the Challenge Day, scheduled for 12 November in Rockhampton.

Challenge Day involves a series of simulated business tasks and scenarios that reflect the day-to-day operations of local government. These activities are designed to enhance key professional skills including teamwork, communication, presentation, negotiation, influencing, and effective resource and time management. The event provides a dynamic and supportive environment for participants to grow both individually and as a cohesive team.

RECRUITMENT AND ONBOARDING UPDATE:

The People and Capability team successfully recruited and onboarded fourteen (14) new and existing employees up to 31 August 2025:

Directorate	Position Title	Work Location
CGFS	Manager Safety & Resilience	Moranbah
E&I	Plant Operator	St Lawrence
E&I	Water Truck Operator	Nebo
E&I	Truck Driver	Clermont
E&I	Trade Assistant	Moranbah
PECS	Community Compliance Officer	Nebo
PECS	Engaged Communities Programs Assistant	Moranbah
PECS	Community Development Officer - Moranbah	Moranbah
PECS	Frontline Service Officer	Moranbah
PECS	Casual Pool Lifeguard	Moranbah
PECS	Senior Sports & Recreation Officer	Dysart
PECS	Centre Operations Leader - Moranbah	Moranbah
W&WW	Plumber	Moranbah
W&WW	Water & Wastewater Operator	Dysart

There were fourteen (14) employee separations up to the 31 August 2025:

Directorate	Position Title	Work Location
CGFS	Strategic Sourcing Officer	Moranbah
E&I	Coordinator Infrastructure West	Clermont
E&I	Overseer - Infrastructure	Clermont

OCEO	People & Capability Officer	Moranbah
CGFS	Disaster and Emergency Support	Moranbah
E&I	Leading Hand	Moranbah
PECS	Community Hub Area Leader - Moranbah	Moranbah
PECS	Casual Pool Lifeguard	Moranbah
OCEO	People & Capability Business Partner	Moranbah
Directorate	**Position Title**	**Work Location**
OCEO	People & Capability Executive Assistant	Moranbah
CGFS	Safety and Resilience Support	Moranbah
E&I	Labourer	Clermont
E&I	Leading Hand	Nebo
E&I	Plant Operator	St Lawrence

PEOPLE AND CAPABILITY LEARNING & DEVELOPMENT UPDATE:

The upward trend toward a personal development learning focus for our employees continues in August with some higher-level qualifications being supported within directorates. The steady commitment to mandatory and compliance training continues with First Aid/CPR, Plant logbooks and sign-offs, Block training, AC/DC and Forklift being the highlights.

Three (3) employees from the Contracts and Procurement department enrolled in the Diploma of Procurement and Contracting. The Cadet within the Community Education and Compliance department enrolled in Certificate IV in Government Investigations (Regulatory Compliance).

Top three (3) Go1 training themes for August

- Artificail Intelligence
- Follow Battery Safety Protocols
- Mastering Excel Features

Figure 1.0 Estimated Data - Employee Training August 2025

Directorate	OCEO	E&I	PECS	W&W	CGFS	Graph
Number of Employees - August 2025	3	8	4	16	2	

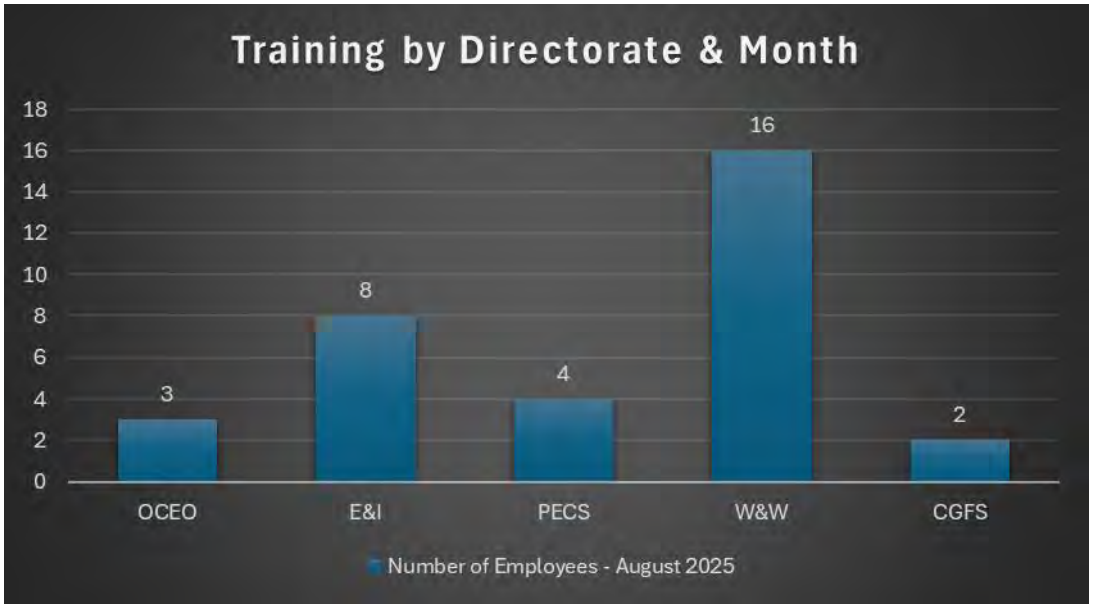


Figure 2.0 Estimated Data – Training Separated by Mandatory VS Desirable

Women	Men
14	19

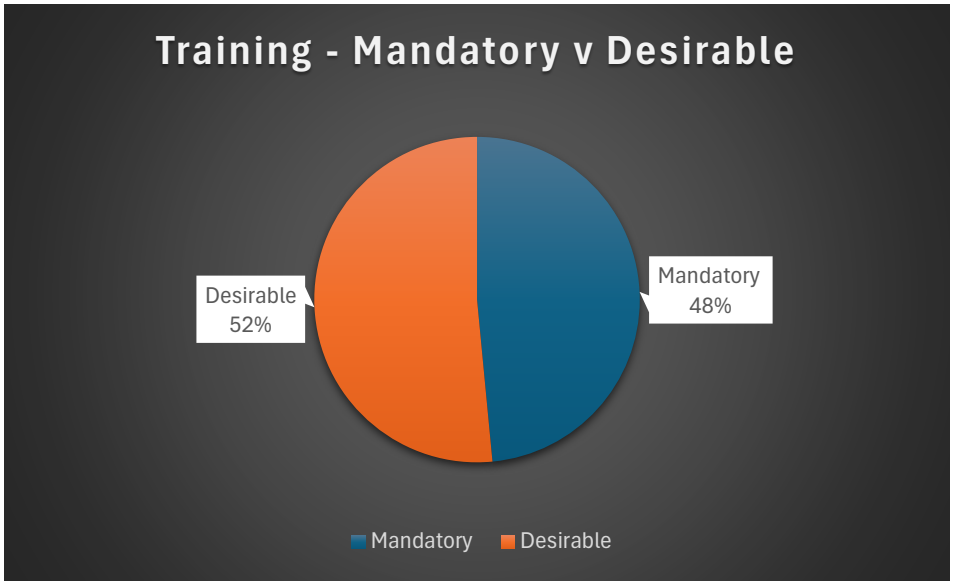


Figure 3.0 Estimated Data - Total Hours of Training – August 2025

Training Course	Hours	OCEO	E&I	PECS	W&W	CGFS
10th National Flying-fox Forum	7.00			1		
AC/DC	37.50		5			
Block Training	367.5		1		3	
Construction Card	5.00				1	
Employment Law Masterclass Australia 2025	13.00	2				
Discover the future of Industrial Automation						
LAWMAC Conference	30.00				4	
LVR/CPR	4.50				1	
LGMA: Personal communication styles: How do you communicate in the workplace?						
Operate a Forklift	39.00				3	
Professional Certificate in Asset Management Planning - Module 1 - Asset Management Concepts	4.00				1	
Propeller	45.00	1		2		
Provide CPR	8.00				2	
QIT Plus - Incident and Disaster Management Solutions	30.00		2			2
RMLV (Responsible Management of a Licenced Venue						
Social Planning and Community Development	15.00			1		
Water Annual Forum 2025 Eagle Farm Brisbane	15.00				1	
Total	**546.00**	**3**	**8**	**4**	**16**	**2**

PEOPLE AND CAPABILITY

ISAAC REGION
HELPING TO ENERGISE THE WORLD
ABN 39 274 142 600

FINANCIAL REPORT:

People and Capability is tracking to budget for the month of August 2025.

DEVIATION FROM BUDGET AND POLICY:

NIL

ACTION ACCOUNTABILITY:

Not Applicable.

Report prepared by:	**Report authorised by:**
TRUDI LIEKEFETT **Manager People and Capability**	CALE DENDLE **Chief Executive Officer**
Date: Monday 1 September 2025	Date: Tuesday 2 September 2025

ATTACHMENTS

- Attachment 1 - People and Capability Establishment Report

REFERENCE DOCUMENT

- NIL

DATE: 31 August 2025

PEOPLE AND CAPABILITY

DEEP DIVE TOPIC: OVERTIME AND TIME OFF IN LIEU (TOIL)

This month's deep dive focuses on organisational trends in Overtime and Time Off in Lieu (TOIL). Drawing on data from September 2024 to August 2025, the analysis highlights peak periods, department-level patterns, and the implications for employee wellbeing and resource planning.

Section	Summary
Key Metrics	**Overtime:** Across the organisation, a total of 20,387.52 overtime hours were recorded. Water & Waste Operations led with 6,052.26 hours, followed by Infrastructure East (2,705.25 hours) and Waste Management Operations (2,607.57 hours). Infrastructure East saw a sharp 12% increase in overtime in August, reaching 34%. **TOIL:** E&I held the highest TOIL balance, peaking at 900.91 hours in July and slightly declining to 732.56 in August. PECS increased by 70 hours at 521 hours, while CGFS and OCEO showed gradual increases. W&W remained consistently low, this can be attributed to the high amount of overtime being paid in the W&W directorate.
Changes Over Time	**Overtime:** Compared to earlier months, Infrastructure East saw a rise in overtime, while other areas remained stable or declined. W&W maintained high overtime levels, with spikes aligning to operational demands. **TOIL:** E&I showed slight improvement in TOIL usage. Business Services (W&W) demonstrated steady growth, while Waste Services had irregular accruals. Information Solutions (CGFS) maintained high TOIL and Governance & Procurement remained low. Engaged Communities led TOIL accruals within PECS.
Cost Implications	**Overtime:** Overtime costs were highest in W&W, especially in February and July. E&I also showed elevated costs, particularly in Infrastructure East, where overtime percentages surged. **TOIL:** High TOIL balances, especially in E&I and PECS, may reduce staff availability during peak periods, affecting service delivery. Regular review of TOIL balances to ensure time off is planned in a way that supports team efficiency.
Operational Insights	**Overtime:** Resourcing gaps and workload spikes in Infrastructure East and W&W may be the key drivers of overtime. These patterns suggest a need for better workforce planning and task distribution. **TOIL:** TOIL is not always taken promptly, particularly in E&I and PECS.

	Some departments show minimal TOIL, which may reflect better workload distribution or cultural factors. Monthly TOIL reports support proactive leave planning.
Employee Wellbeing	**Overtime:** Sustained overtime may lead to fatigue and impact work-life balance. We'll monitor TOIL trends with engagement and exit data to identify workload issues and improve staff wellbeing and retention. **TOIL:** High TOIL balances can indicate overwork or delayed leave usage. Work with leaders in departments showing consistently high TOIL balances to explore potential causes such as overwork or delayed leave usage. Identify if additional support or a review of workload expectations is needed to promote staff wellbeing and operational sustainability.
Recommendations	**Overtime:** P&C continue to work with leaders in high-overtime areas such as Infrastructure East and W&W to understand whether overtime is planned or unplanned. Review staffing model and rostering practices and consider process improvements to reduce reliance on overtime and support sustainable workforce planning. **TOIL:** Reinforce TOIL management to ensure fair and timely usage. P&C will continue to provide monthly reports to managers and provide support for them to monitor excessive hours and support sustainable workloads.

EXECUTIVE SUMMARY:

Highlight	Details
Workforce establishment	• Approved FTE remained highly stable, reflecting a well-defined and consistent permanent workforce structure. • All Positions FTE showed expected variability due to temporary staffing, with peaks aligning with project or leave coverage needs.
Employee demographics and tenure	• The workforce has a strong representation of employees aged 40–60, highlighting the importance of managing an aging workforce through succession planning and retirement transitions. • Tenure data shows a high proportion of early-career employees (less than 3 years), balanced by a solid base of experienced staff. • We continue to support formal transition to retirement arrangements. Currently four (4) long-serving employees transitioning to retirement who have collectively contributed 82 years of service. This is being managed through fixed-term part-time roles to ensure effective knowledge transfer and mitigate operational risks. • As at 31 August, 452 employees working across eight (8) towns. Moranbah has the most staff, while Carmila has the fewest. Field-based positions are steady in each town whilst office-based positions are less evenly spread, with a much higher number located in Moranbah compared to other towns. • Employee housing allocation totals 130 across the seven (7) towns, reflecting workforce needs and operational priorities across the region.
Employee turnover	• **Annual turnover rate: 23.34%, which is an increase from 21.10% in June 2025.** • Turnover reasons: the primary reasons for turnover include employees leaving the Isaac region (23%), family/personal reasons (14%) and better job opportunities /retirement (13%).
Recruitment update	• Vacancies slightly increased to 68 positions, July at 65, June at 68 and 73 in May. The team's continues efforts and commitment to actively progressing recruitment actions across the directorates. • 31 positions were on hold which is an increase from 32 positions in July 2025, a gradual increase in paused recruitment. Majority of positions were under review or temporarily backfilled.
Labour hire engagement	• Labour hire continues to support operational continuity across directorates, especially in W&W and E&I. • Engagements are primarily for backfilling vacancies or supporting project roles.
Workforce leave	• Leave utilisation across directorates remained steady, with patterns reflecting operational demands and workforce composition.

	• Core leave types such as sick leave, annual leave and rostered days off were broadly accessed, parental leave and leave without pay were more selectively utilised, with notable usage in PECS, CGFS, and E&I. • Over the past 12 months, 28,685.59 hours of sick leave, 45,207.61 hours of RDO, and 55,213.89 hours of annual leave were taken. • E&I recorded the highest overall leave usage, consistent with its larger workforce. This included the most long service leave and workers compensation hours. • **Sick leave remained steady with an average of 5% across all directorates, with moderate fluctuations during the 12 months.**
Absenteeism	• The August report continues tracking unplanned leave to help with workforce planning and improve transparency. • The data covers 1 September 2024 to 22 August 2025 and includes sick/carers leave, leave without pay, and workers' compensation. • **Across all five directorates, 6,262.39 days of unplanned leave were taken out of 115,624.94 available workdays, an absenteeism rate of 5.50%.** • CGFS and E&I had the highest rates at 6.98% and 6.21%.
Workforce TOIL	• Between September 2024 and August 2025, E&I consistently held the highest TOIL balance, with varying levels across other directorates. • The P&C team continues to work with department managers for effective workload management and equitable time-off allocation.
Workforce overtime	• From September 2024 to August 2025, overtime remained highest in the Water & Waste (W&W) directorate, with peak usage in July 2025. • Engineering & Infrastructure (E&I) also showed elevated overtime, especially in August 2025, where Infrastructure East reached 34%, up 12% from the previous month. • Overtime costs were highest in W&W, with notable spikes in February and July 2025, which also saw increased ordinary time costs, particularly in E&I. • Data suggests a sustained reliance on overtime to maintain service delivery during periods of heightened activity or vacant roles.

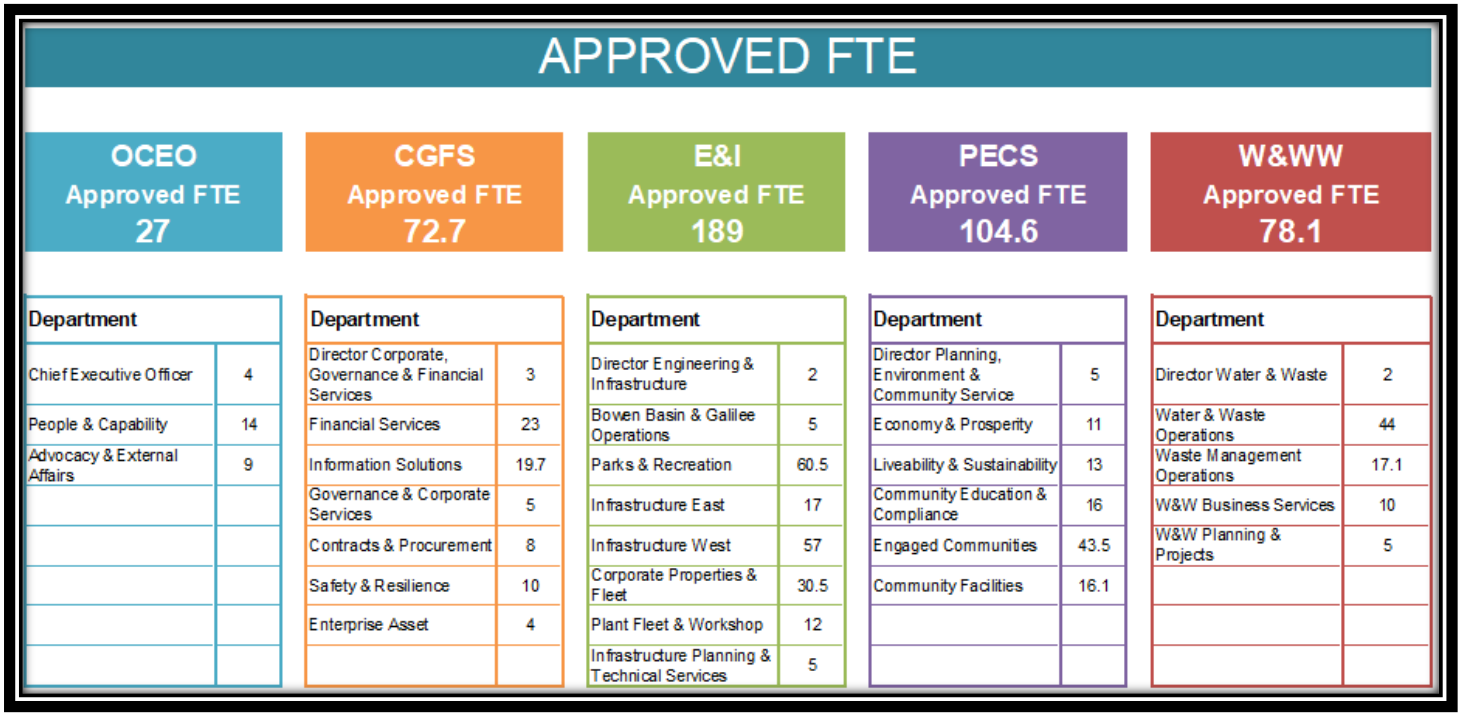
1. WORKFORCE ESTABLISHMENT UPDATE:

1.1. Approved FTE Update

The approved budgeted Full-Time Equivalent (FTE) as at 31 August 2025 is 471.40 an increase of 1 to the approved FTE for the month of August 2025. The Water & Wastewater Operations team has a new full-time Process Engineer position approved by Council (resolution no #9318). This will position will be responsible for improvement and optimisation of the water and wastewater treatment processes, training and troubleshooting issues along with the development of work procedures to capture critical corporate knowledge. Currently this position if filled by an external consultant. By increasing the approved FTE this will result in reducing the need to engage labour hire which comes at a higher cost to Council.

Figure 1.0 shows the approved budgeted full time equivalent (FTE) by directorate. This data excludes temporary short-term positions created for short term projects/activities and long-term leave coverage. The P&C department ensures all structural changes are carefully considered, align with operational requirements and maintain budget neutrality. New permanent positions can only be established with a Council resolution.

Figure 1.0: Approved Position FTE by directorate as at 31 August 2025



APPROVED FTE	FILLED FTE	VACANT FTE	HEADCOUNT (actual count)
471.40	410.00	61.40	419.00

Note:

**Permanent positions approved and endorsed by Council consist of full-time, part-time and casual.*

** Headcount: Approved FTE: Number of employees sitting against an approved and endorsed position by Council.*

Month	FTE Movement		Description	OCEO	CGFS	E&I	PECS	W&WW	FTE
Sep-2024	1		Advocacy & External Affairs (13010)	25.00	72.70	190.70	105.50	77.10	471.00
Oct-2024		-1	Economy & Prosperity (62507)	25.00	72.70	190.70	104.50	77.10	470.00
Nov-2024				25.00	72.70	190.70	104.50	77.10	470.00
Dec-2024				25.00	72.70	190.70	104.50	77.10	470.00
Jan-2025	1	-0.40	Advocacy & External Affairs (13009) & Liveability & Sustainability (63532)	26.00	72.70	190.70	104.10	77.10	470.60
Feb-2025		-0.50	Community Facilities (67638)	26.00	72.70	190.70	103.60	77.10	470.10
Mar-2025		-1.00	Parks & Recreation (52224)	26.00	72.70	189.70	103.60	77.10	469.10
Apr-2025	1		People & Capability (11117)	27.00	72.70	189.70	103.60	77.10	470.10
May-2025				27.00	72.70	189.70	103.60	77.10	470.10
Jun-2025	1	-0.7	Liveability & Sustainability (63535) & Corporate Properties (57503)	27.00	72.70	189.00	104.60	77.10	470.40
Jul-2025				27.00	72.70	189.00	104.60	77.10	470.40
Aug-2025	1		W&WW Operations (81002)	27.00	72.70	189.00	104.60	78.10	471.40

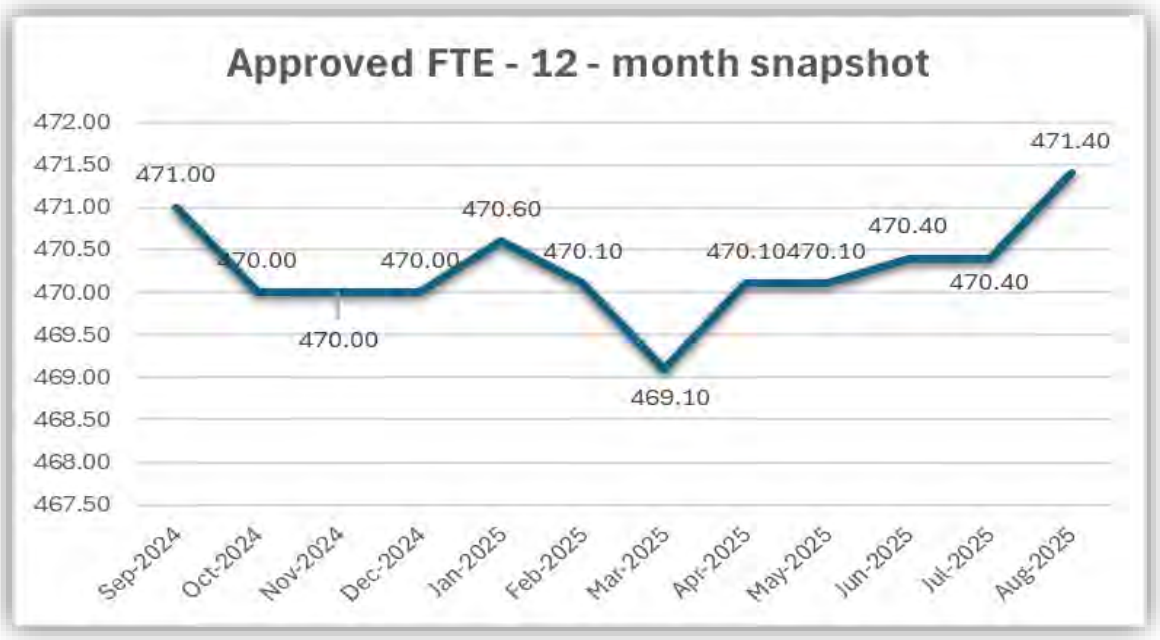
The Approved FTE has continued to remain steady at 471.40 during the 12 months (September 2024 – August 2025). Minor adjustments were observed as follows:

Increases: + 1 in August (Water & Wastewater Operations)

Decreases: -Nil

The final count was 471.40 in August 2025, showing an increase of +0.40 FTE over the year.

Figure 2.0: Approved FTE: September 2024 – August 2025 - 12-month snapshot



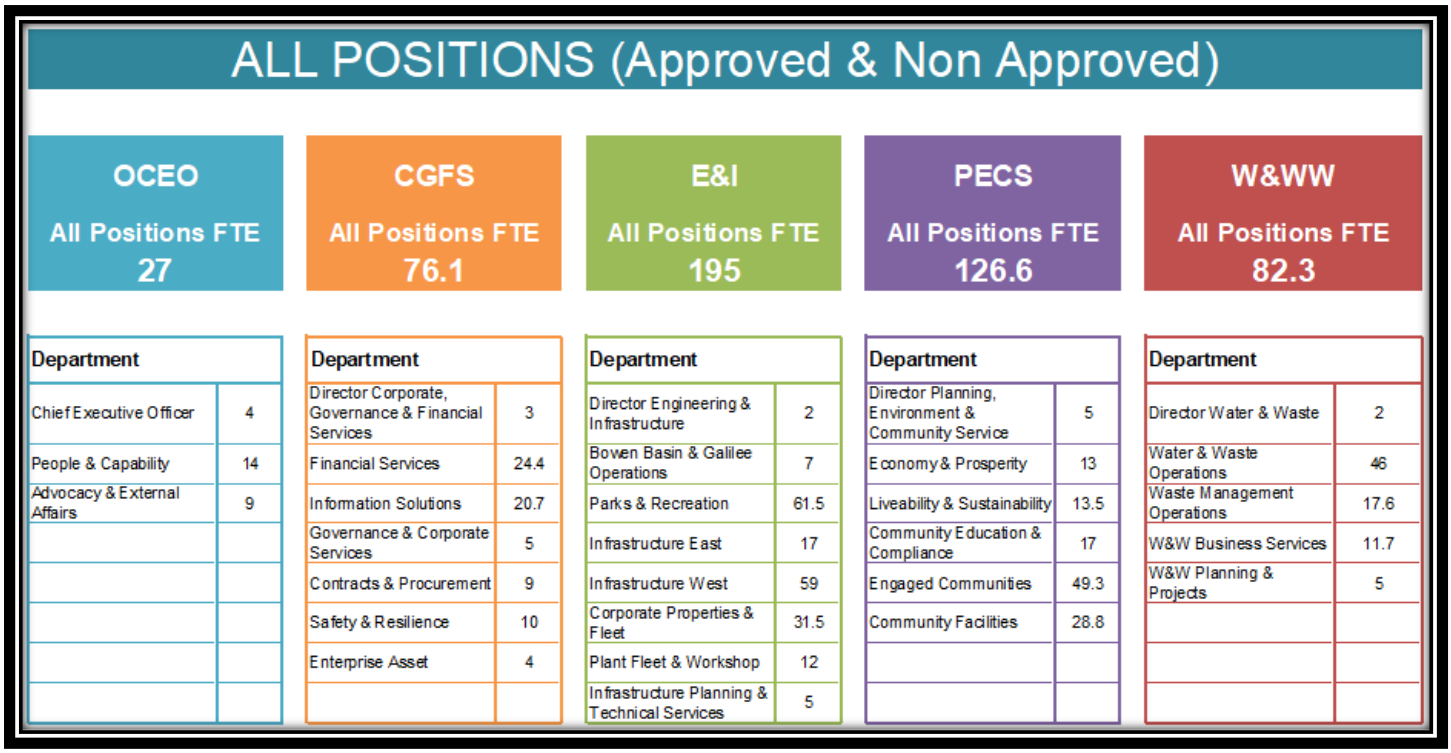
1.2. All Positions (FTE)

The All Positions FTE, which includes both permanent and temporary roles, began at 502.70 in September 2024, reflecting temporary roles. Fluctuations were observed as follows:

Peaked at 508.40 in September 2024 due to multiple new temporary positions.

Notable drops: January (-2.3 FTE), March (-2.3 FTE). Recovery: Gradual increases between April and June with a sharp increase in August (+3.2) due to new temporary roles. The final count was 507.00, an increase of +1.40 FTE over the year.

Figure 3.0: All Positions FTE by directorate as at 31 August 2025



ALL POSITIONS FTE	FILLED FTE	VACANT FTE	HEADCOUNT (actual count)
507.00	441.60	65.40	452.00

Note:

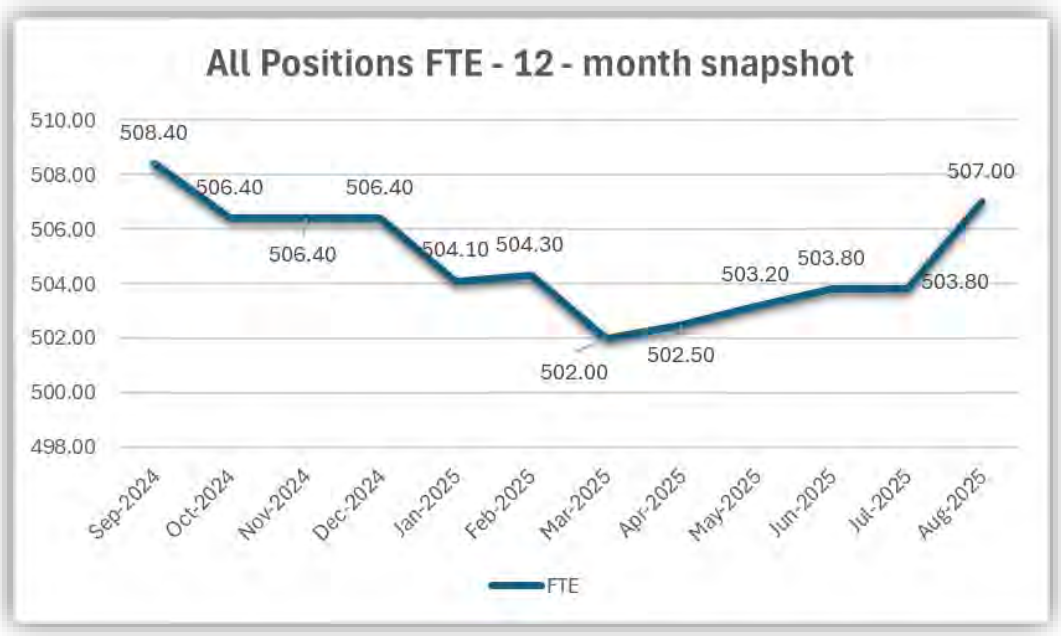
**Temporary positions approved by the CEO for fixed-term engagement for a specific task or period. Consist of full-time, part-time and casual. Positions will be removed from the organisation structure upon completion of the term.*

** Examples of engagement: Filling a position due to known absences like approved long term leave, parental leave, secondment. Project with a known end date, like Capital Works Projects, Community Support State Funding. Filling short-term vacancy needs before finalisation of the recruitment process. Handling unexpected short-term workload increases.*

**Headcount: Number of employees sitting against approved and temporary positions within the organisational structure.*

Month	FTE Movement		Description	OCEO	CGFS	E&I	PECS	W&WW	FTE
Sep-2024	1.2		Removed Positions (56104 + 64540 +64553 +65611.3 + 67632.3 + 83008.3) New Positions (11102.2 + 66753.3 + 67511.3 + 67527.3 + 83007.3)	30.70	76.70	193.40	126.30	81.30	508.40
Oct-2024		-2.0	Removed Positions (58214 + 62507 + 62508.2 + 81027) New Positions (56207 + 84411)	30.70	76.70	193.40	124.30	81.30	506.40
Nov-2024				30.70	76.70	193.40	124.30	81.30	506.40
Dec-2024				30.70	76.70	193.40	124.30	81.30	506.40
Jan-2025		-2.3	Removed Positions (11114 + 1116 + 4106.2 + 44214.3 + 46204.3 + 64530 + 66753.3 + 67502.3 + 67610.3 + 83006.3) New Positions (11103.3 + 13009 + 44212.2 + 52204.2 + 56064.2 + 58000.3 + 60004.2 + 63545 + 66723.3 + 67624.3 + 67625.3)	31.00	74.70	195.40	122.70	80.30	504.10
Feb-2025	0.2		Removed Positions (11001.3 + 52206 + 58000.3 + 67624.3 + 67625.3 + 67638) New Positions (56066 62501.2 +66710.3 + 66743.1)	30.00	74.70	195.40	123.90	80.30	504.30
Mar-2025		-2.3	Removed Positions (11103.3 + 11113.3 + 52224 + 56065 + 67511.3 + 67530.3 + 83007.3) New Positons (41,041 + 66703.3 + 67633.2 + 84406.3)	28.00	75.40	193.70	124.60	80.30	502.00
Apr-2025	0.5		Removed Positions (11109.2 + 58203 + 58204 + 60004.2 + 66703.3 + 67527.3) New Positiosn (11117 + 44214.3 + 56217.3 + 57000 + 57002 + 62500.3)	28.00	76.40	194.70	123.10	80.30	502.50
May-2025	0.7		Removed Positions (41200 + 56064.2 + 66723.3) New Positiosn (41034 + 45050 + 47007.3)	28.00	77.60	194.70	122.60	80.30	503.20
Jun-2025	0.6		Removed Positions (44,214.3, 51,505.3, 57,503, 60,000.3, 66,743.1, 84,406.3) New Positions (46,203.3, 62,506.2, 63,535, 67,620.2, 67,632.2)	28.00	77.60	193.00	125.90	79.30	503.80
Jul-2025	0.6		Removed Positions (47,007.3, 62,501.2) New Positions (56,064.2,57,503.3,66,742.20,66,743.10)	28.00	77.60	193.00	125.90	79.30	503.80
Aug-2025	3.2		Removed Positions (11,101.2 + 47,008.2 + 66,710.30 + 67,632.3) New Positions (81,002 + 81,012.3 + 81,063.3)	27.00	76.10	195.00	126.60	82.30	507.00

Figure 4.0: All Positions FTE: September 2024 – August 2025 - 12-month snapshot

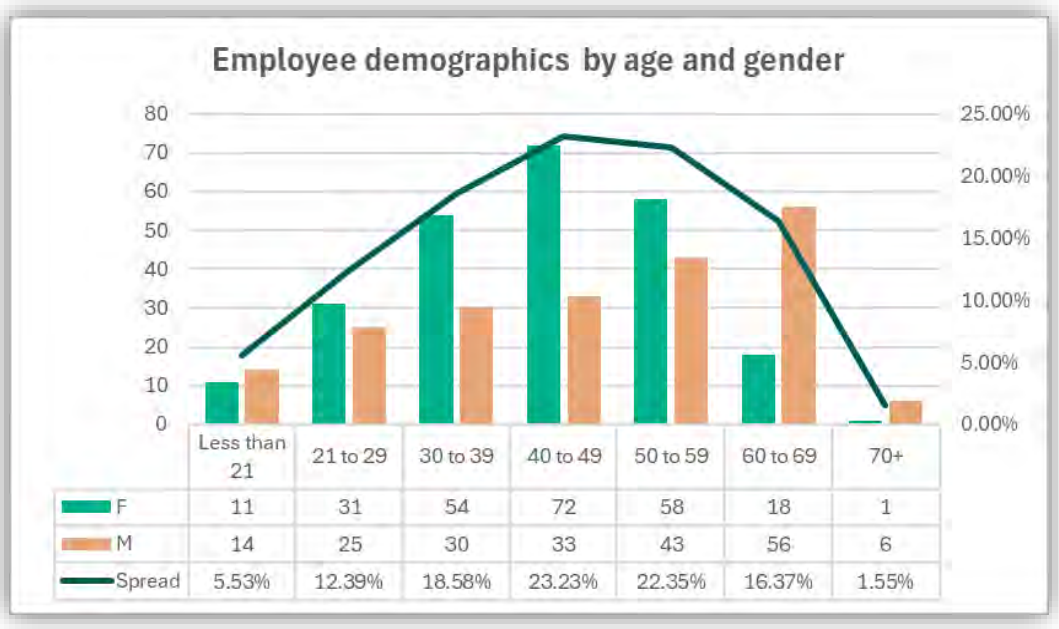


2. EMPLOYEE TRENDS UPDATE:

2.1. Employee Demographics

The current age demographics of Council employees highlight the need to effectively manage an aging workforce. We acknowledge and recognise the importance of leveraging the experience and skills of older employees while ensuring a productive and inclusive work environment. The age demographics continues to show a strong presence of employees aged 40 to 49 and a notable portion aged 50 to 69. To manage workforce aging, the P&C department supports retirement transitions, succession planning, and knowledge transfer, ensuring continuity, inclusivity, and the retention of valuable experience and skills. Figure 5.0 shows Council's current workforce by age groups.

Figure 5.0: Employee demographics by age and gender as at 31 August 2025



	Less than 21	21 to 29	30 to 39	40 to 49	50 to 59	60 to 69	70+
F	11	31	54	72	58	18	1
M	14	25	30	33	43	56	6
Spread	5.53%	12.39%	18.58%	23.23%	22.35%	16.37%	1.55%

2.2. Transition to Retirement

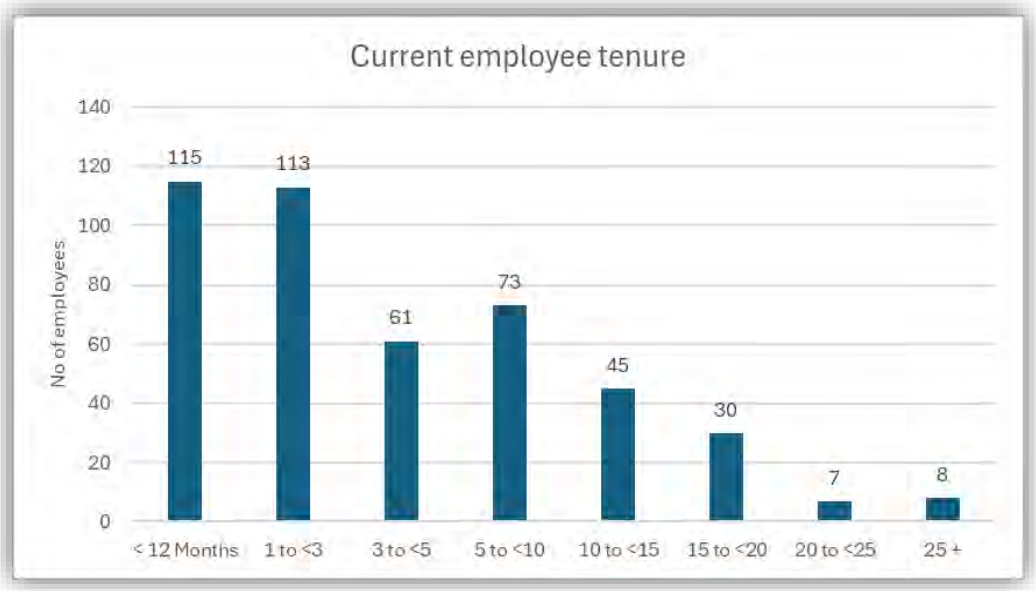
Council is currently supporting the transition to retirement for four (4) long-serving employees. These employees have collectively contributed 82 years of service to the Isaac Regional Council, including their tenure within the shires prior to the 2008 amalgamation. This transition is being managed with fixed-term part-time positions to ensure knowledge transition and therefore mitigate any potential operational risks associated with their departure.

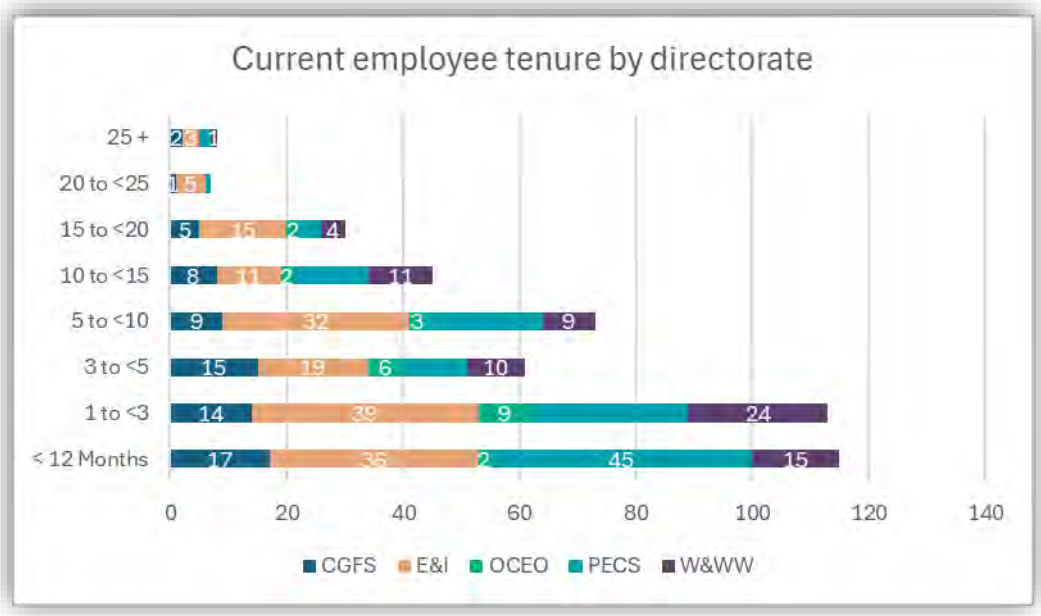
- Corporate, Governance & Financial Services | Financial Services | 19 years
- Engineering & Infrastructure | Infrastructure - West | 7.5 years
- Engineering & Infrastructure | Infrastructure - West | 7.5 years
- Planning Environment & Community Service | Engaged Communities | 48 years

2.3. Employee Tenure

Council's workforce tenure data guides our focus on retention. We aim to enhance onboarding, career development, employee recognition, wellness support, flexible work, mentoring and knowledge transfer. The tenure distribution as of 31 August shows the largest employee group continues to be those with less than 12 months of service (115 employees), followed by 1 to <3 years (113) and 5 to <10 years (73). Mid-tenure groups include 3 to <5 years (61) and 10 to <15 years (45). Long-tenured employees include 15 to <20 years (30), 20 to <25 years (7), and 25+ years (8).

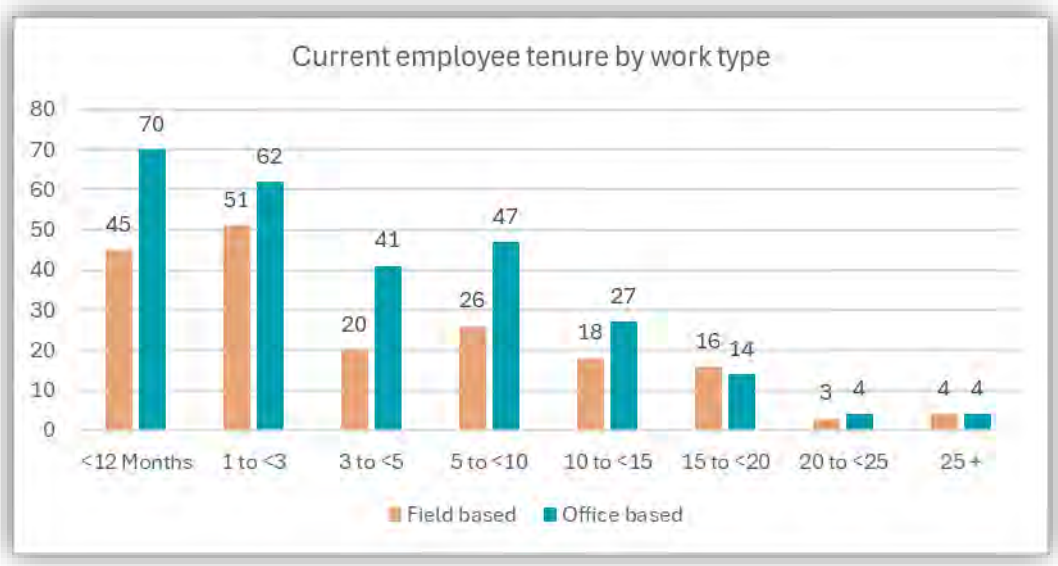
Figure 6.0: Employee tenure and by directorate as at 31 August 2025





Most office-based employees have been with Council for less than three (3) years and have more people in most work length groups, except for the 15 to <20 group where field employees have slightly more. Employees who've worked for 25+ years are evenly split between office and field roles.

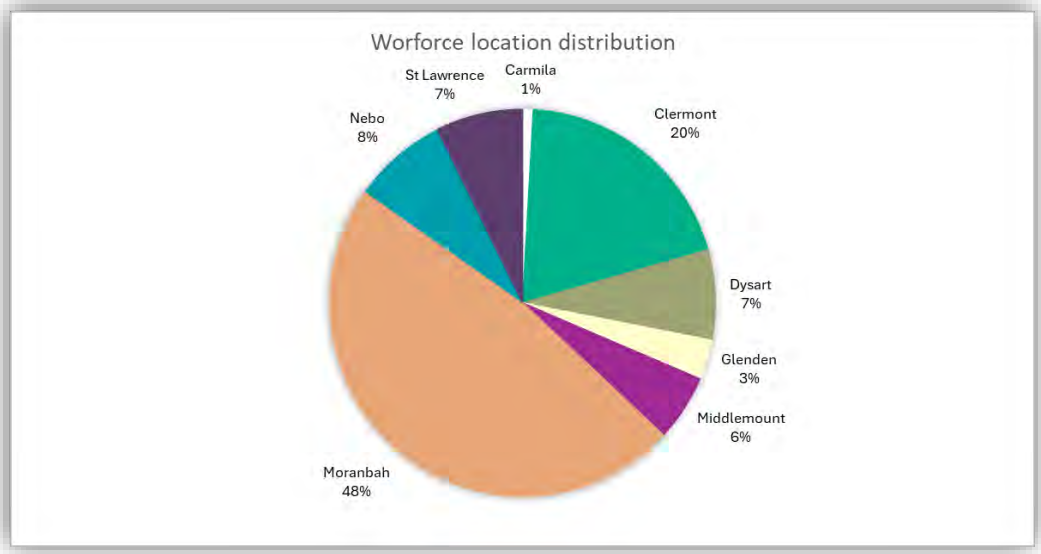
Figure 6.1: Employee tenure and by work type as at 31 August 2025



2.4. Employee work type and location distribution

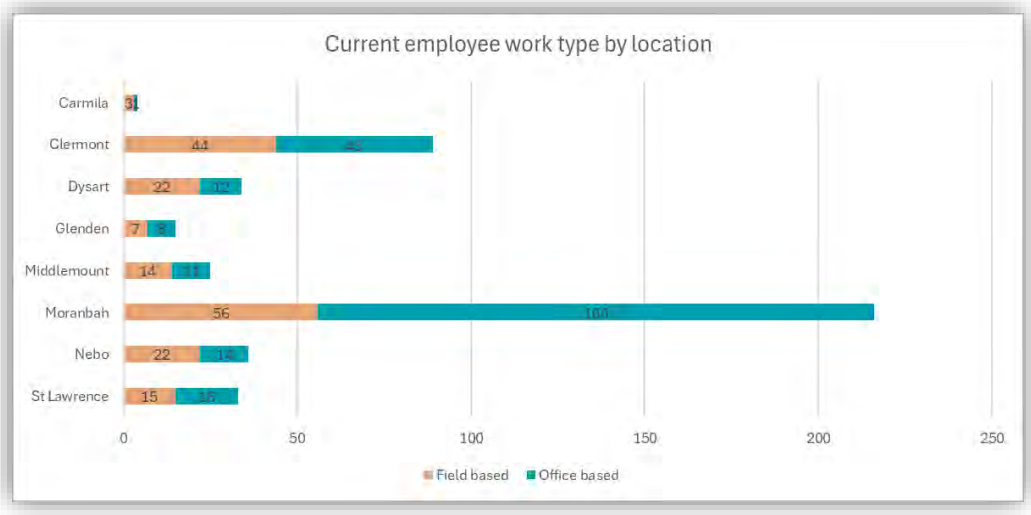
Council's workforce is distributed across eight (8) locations, Moranbah having the largest number of employees (216), Clermont (89), Nebo (36), St Lawrence (33), Dysart (34), Middlemount (25), Glenden (15), and Carmila (4). The total workforce as at 31 August is 452 employees.

Figure 6.2: Employee tenure and work type as at 31 August 2025



Field-based positions across towns remain relatively stable, reflecting Council's commitment to maintaining operational presence in each location. Office-based positions, however, show significant variation, particularly in Moranbah which has a notably higher concentration. There is an opportunity to review office-based role distribution during the recruitment process to ensure genuine consideration of alternative locations, optimise resource allocation and support equitable service delivery across the region.

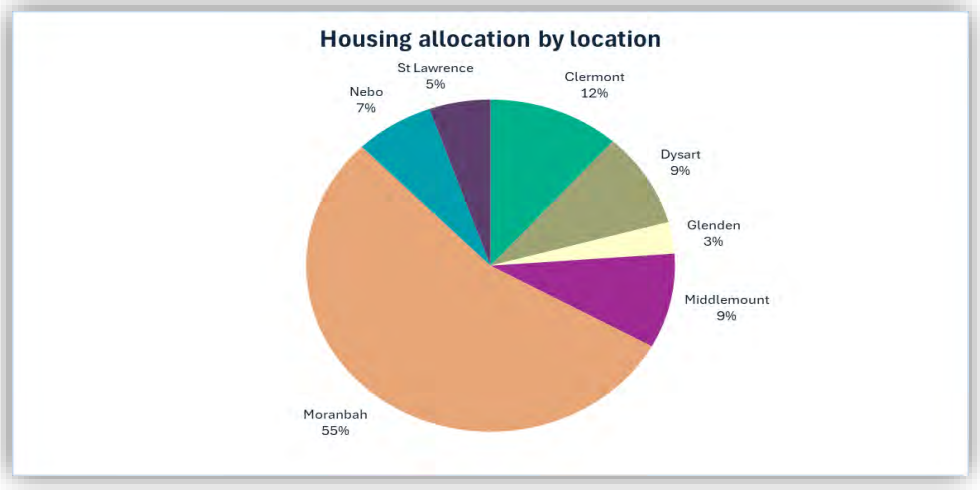
Figure 6.3: Employee location by work type as at 31 August 2025



2.5. Housing allocation distribution

As at 31 August 2025, the total employee housing allocation remains at 130 properties across seven locations. Allocations include Clermont (15), Dysart (12), Glenden (4), Middlemount (12), Moranbah (71), Nebo (9), and St Lawrence (7).

Figure 6.4: Employee housing allocation by location as at 31 August 2025



The data includes the following categories of employee housing allocation:

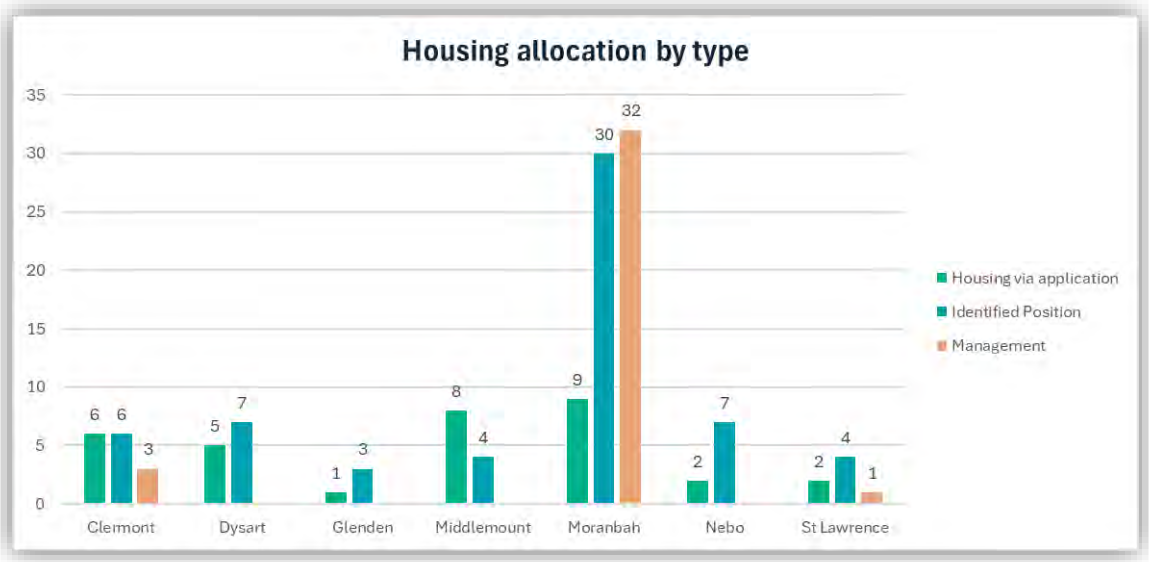
Management and Identified Positions

Housing entitlements continue to be reviewed to ensure alignment with operational needs, recruitment challenges, and strategic priorities. Housing remains tied to the position, not the individual, and is provided where contractually required. Identified positions continue to receive housing at a subsidised rate to support recruitment, retention and service continuity in key areas.

Housing via application

Housing via application remains available for employees whose positions do not include contractual housing entitlement. This option is offered at a subsidised rate and continues to play a role in supporting staff in areas with high rental costs or limited housing availability.

Figure 6.5: Employee housing allocation by type as at 31 August 2025



2.6. Employee Turnover

The employee turnover rate from September 2024 to 31 August 2025 is 24.34%, based on data collected through exit surveys and resignation letters. The primary reasons for turnover include employees leaving the Isaac region (23%), family/personal reasons (14%) and better job opportunities /retirement (13%). The People and Capability team continues to engage with departing employees to understand their reasons for leaving and identify opportunities for improvement.

Figure 7.0: Employee turnover by Directorate for 12-month period 1 September 2024 to 31 August 2025. (Approved establishment only).

Directorate	Appointed	Turnover	Current	Percent (%)
Office of the CEO	4	5	24	20.83%
Corporate, Governance & Financial Services	16	10	67	14.93%
Engineering and Infrastructure	37	44	154	28.57%
Planning, Environment and Community Services	39	21	101	20.79%
Water and Waste	17	12	69	17.39%
TOTAL	113	92	415	22.17%

Figure 7.1: Turnover Reasons for period 1 September 2024 to 31 August 2025 (12 months).

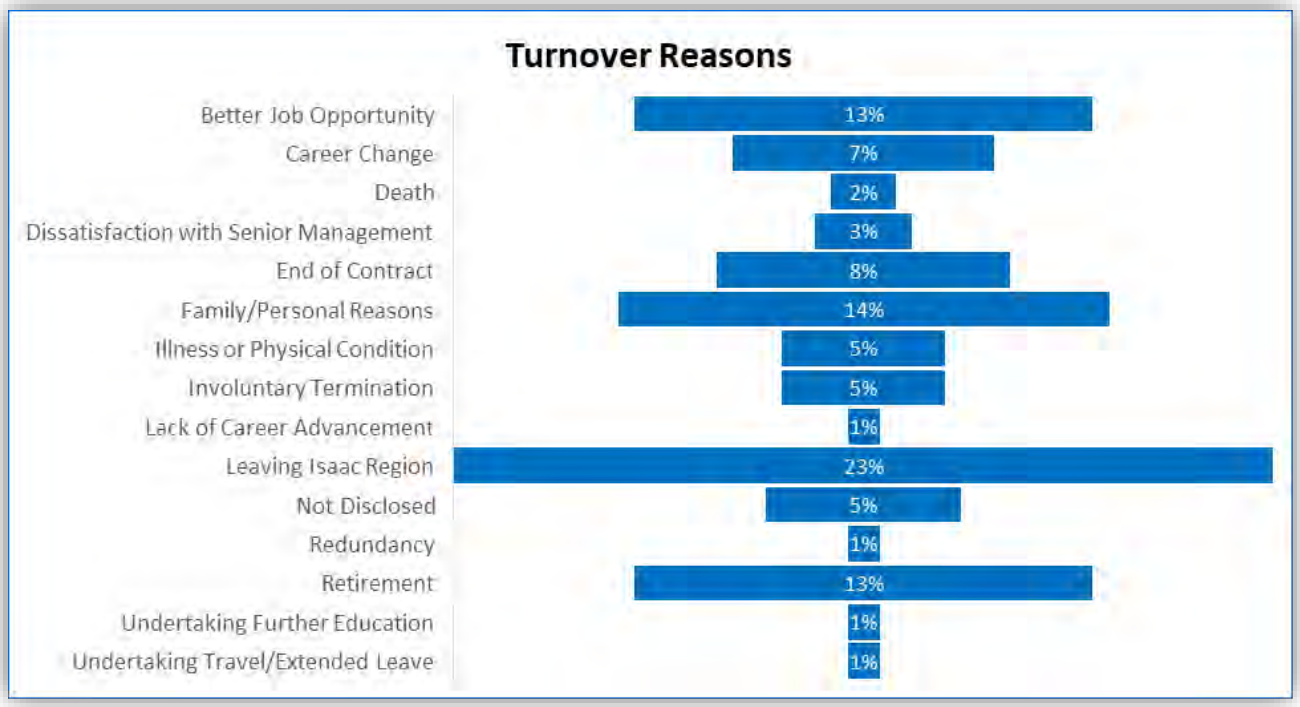
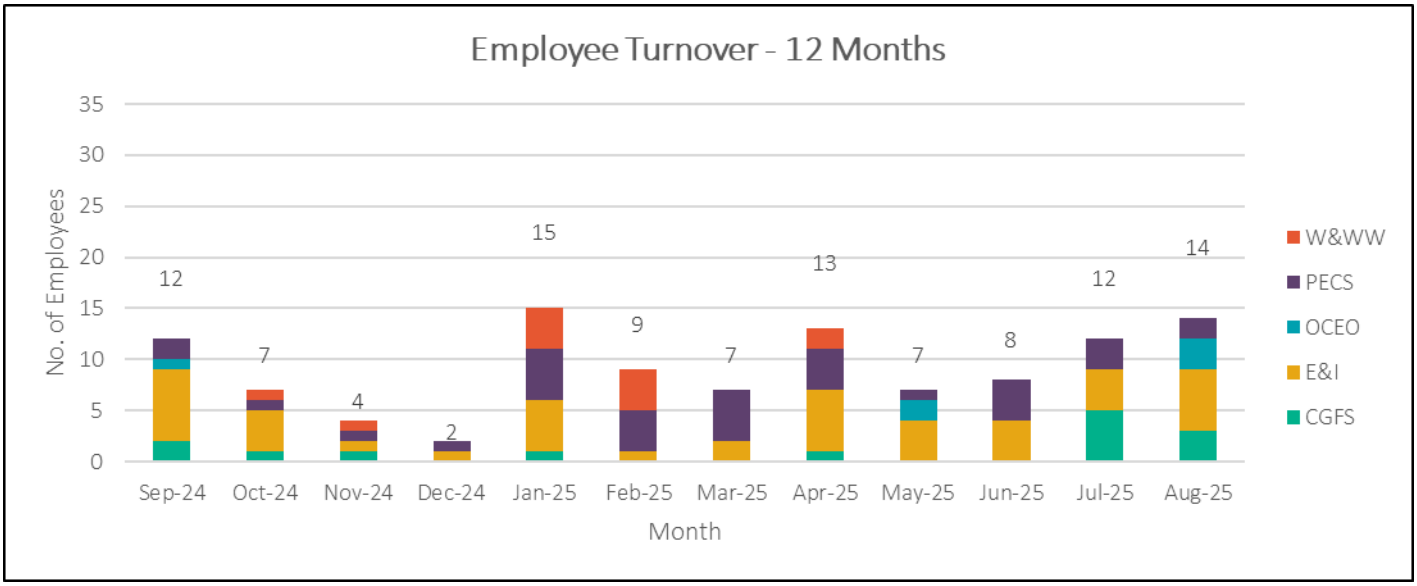


Figure 7.2: Turnover rate 5-year period

Turnover - Calendar Year	Percent (%)
1 September 2020 to 31 August 2021	19.00%
1 September 2021 to 31 August 2022	26.15%
1 September 2022 to 31 August 2023	25.38%
1 September 2023 to 31 August 2024	22.84%
1 September 2024 to 31 August 2025	22.17%

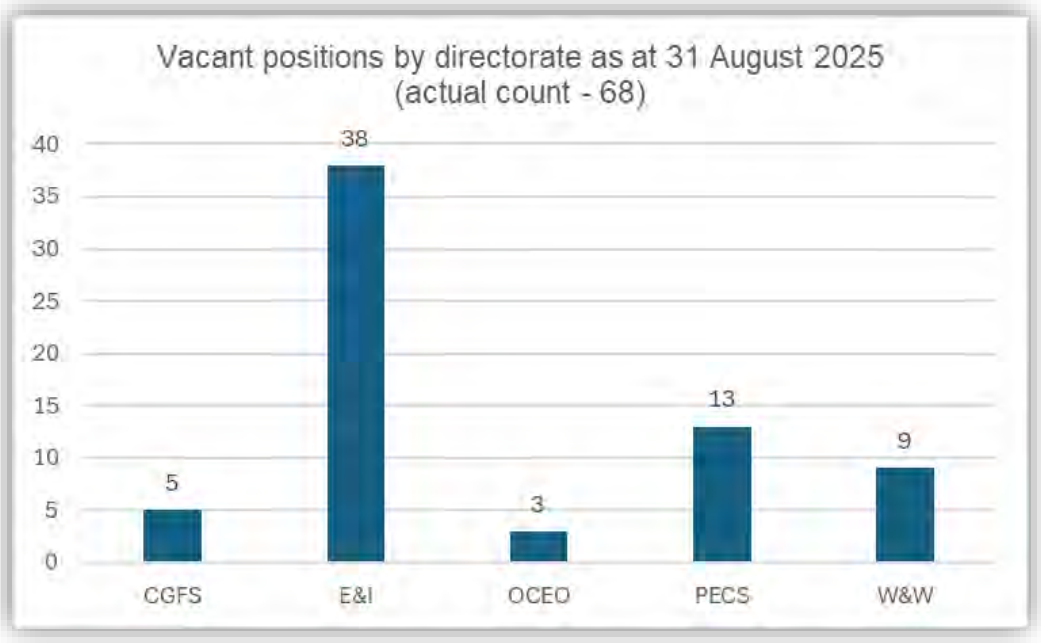
Figure 7.3: Turnover Demographics –1 September 2024 to 31 August 2025



3. Workforce recruitment

As at 31 August 2025, the number of vacant positions changed over the past few months. It went down from 73 in May to 68 in June, then to 65 in July, but rose slightly to 68 in August. This shows that while recruitment has improved overall, there are still changes month to month. The team continues to work hard to fill roles across all directorates. In August, E&I had the highest number of vacancies with 38, followed by PECS with 13, W&W with 9, CGFS with 5, and OCEO with 3. Importantly, five (5) new starters are due to begin on 1 September 2025 which will help reduce the vacancy numbers further.

Figure 8.0: Number of vacancies by directorate.



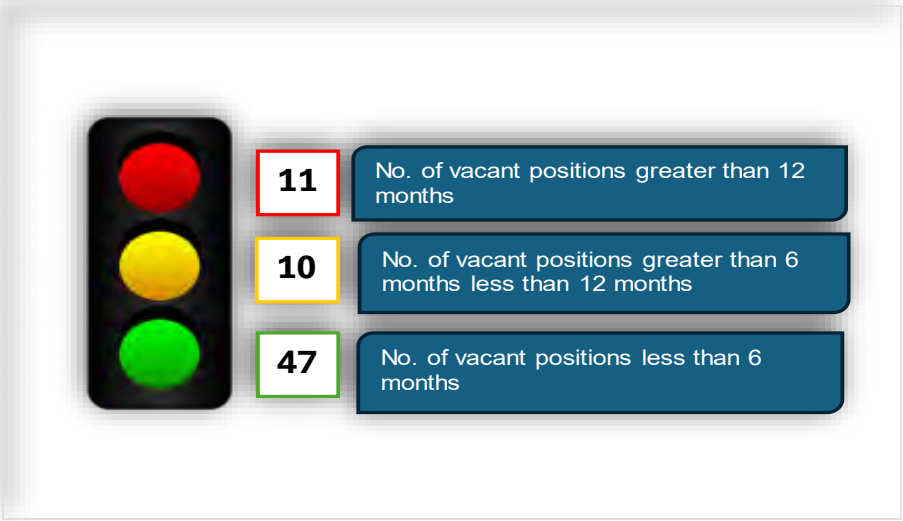
3.1. Vacancy Risk

The People and Capability team recognises the risks associated with prolonged vacancies and is actively working to address them. The team continues to work closely with hiring managers to prioritise the recruitment of critical roles. Where immediate coverage is needed, temporary labour hire and internal acting or higher duties are currently used to maintain service continuity and support staff development.

As at 31 August 2025, the number of positions vacant for **"*greater than 12 months*"** remained steady at 11. Of these, two positions are currently in the recruitment stages of shortlisting and due to start soon. Vacancies open for **"*greater than 6 months but less than 12 months*"** dropped slightly from 11 to 10, while those vacant **"*less than 6 months*"** increased from 43 to 47, partly due to 14 employee separations during August.

While vacancy numbers dropped from May to July, the August data shows a small rise in newer vacancies. This suggests that recruitment is still heading in the right direction.

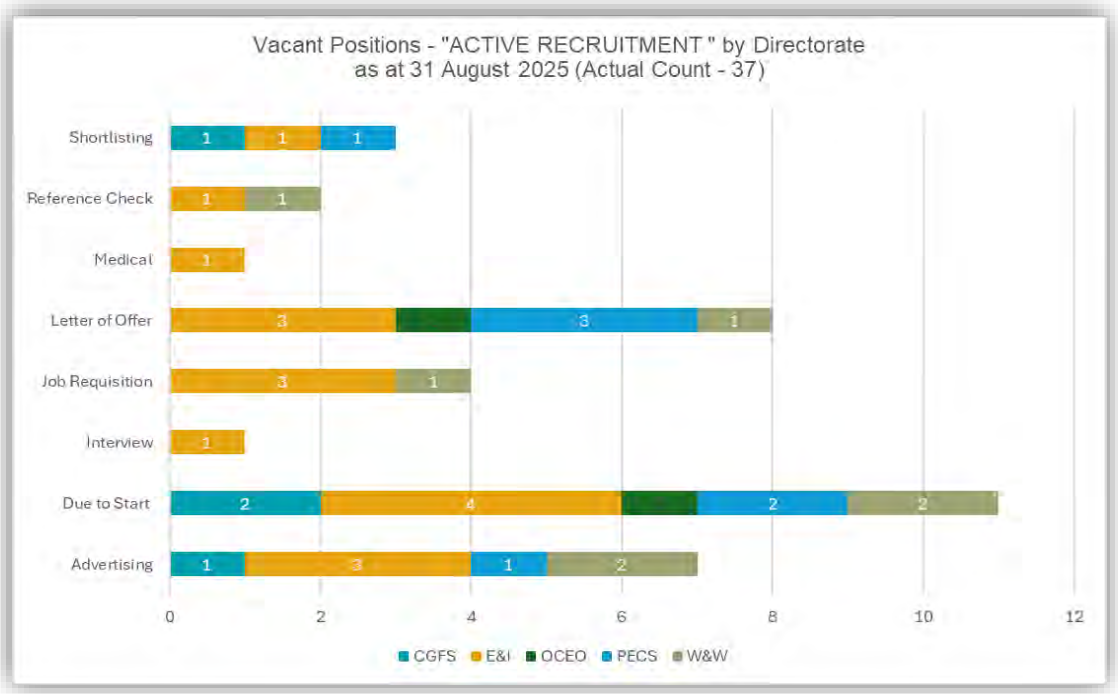
Figure 8.1: shows "length of time vacant" as of 31 August 2025 (actual count - 68).



3.2. Vacancy Active Recruitment

As at 31 August 2025, the number of vacant positions under active recruitment increased to 37, up from 33 in July, showing a rise in open roles. August showed a wider spread across different stages of recruitment and more positions marked as due to start. This points to a more active recruitment process with several candidates moving through different stages and closer to commencement.

Figure 8.2: Active recruitment, vacancies by directorate and status



Vacant Positions "ACTIVE RECRUITMENT" as of 31 August 2025

Position No.	Position Title	No of Days Vacant	Vacancy Status
CEO Office			
11,106.00	People & Capability Officer	20	Due to Start
11,108.00	People & Capability Executive Assistant	6	Letter of Offer
Corporate Governance and Financial Services			
46,400.00	Strategic Sourcing Officer	21	Advertising
44,222.00	Systems Officer	36	Due to Start
46,203.00	Purchasing/Stores Officer	36	Due to Start
44,221.00	Senior Systems Officer	24	Shortlisting
Engineering and Infrastructure			
58,206.00	Technical Officer - Mechanical Planning	100	Advertising
55,502.00	Overseer - Infrastructure	22	Advertising
52,222.00	Leading Hand	17	Advertising
59,000.00	Manager Infrastructure Planning and Technical Serv	256	Due to Start
52,228.00	Apprentice Parks and Recreation	204	Due to Start
56,000.00	Manager Infrastructure	36	Due to Start
52,223.00	Labourer	25	Due to Start
56,210.00	Plant Operator	115	Interview
52,233.00	Labourer	1	Job Requisition
52,251.00	Leading Hand	1	Job Requisition
55,203.00	Plant Operator	1	Job Requisition
56,416.00	Labourer	97	Letter of Offer
56,500.00	Coordinator Infrastructure West	21	Letter of Offer
56,501.00	Overseer - Infrastructure	21	Letter of Offer
56,214.00	Grader Operator	156	Medical
55,305.00	Plant Operator	172	Reference Check
57,622.00	Cleaner	419	Shortlisting
Planning, Environment and Community Services			
67,626.00	Casual Flaggy Rock Labourer	15	Advertising
67,634.00	Hospitality Casual	286	Due to Start
67,525.00	Pool Coordinator	25	Due to Start
67,522.00	Casual Lifeguard	101	Letter of Offer
65,605.00	Program Leader Community Events and Activation	50	Letter of Offer
67,517.00	Casual Pool Lifeguard	16	Letter of Offer
62,602.00	Labourer	45	Shortlisting
Water and Waste			
81,024.00	Water & Wastewater Operator	171	Advertising
84,406.00	Administration Officer	25	Advertising
Water and Waste			
81,013.00	Senior Water & Wastewater Operator	856	Due to Start
81,023.00	Water & Wastewater Operator	171	Due to Start
81,002.00	Water and Wastewater Process Engineer	8	Job Requisition
81,022.00	Electrician	150	Letter of Offer

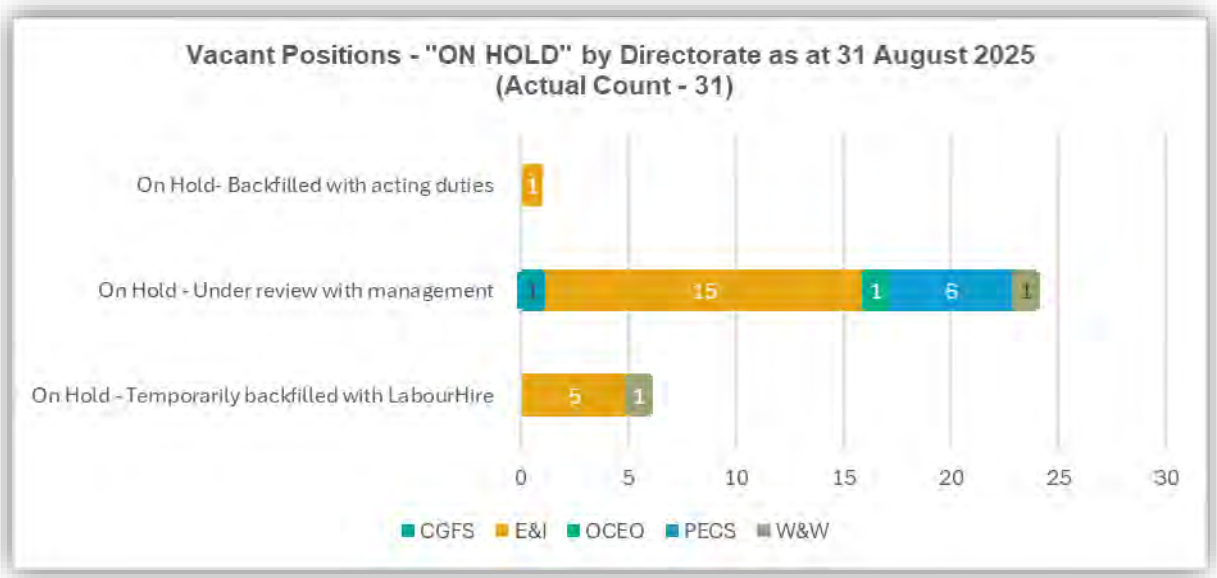
81,014.00	Water & Wastewater Operator	132	Reference Check

3.3. Vacancy - Recruitment on hold

As at 31 July 2025, the number of positions on hold across directorates increased to 32, up from 31 in June and 27 in May indicating a gradual upward trend in delayed recruitment activity. Most of these roles are currently under review by management. In July, three (3) E&I roles were taken off hold and are progressing through the recruitment stages whilst five (5) positions across CGFS, E&I and PECS were placed on hold due to internal reviews, reclassification and secondments. This shows that some roles are moving ahead while others are paused to allow time for review or changes.

As at 31 August 2025, the number of positions on hold across directorates decreased slightly to 31, down from 32 in July, indicating a fluctuating trend in delayed recruitment activity. Most of these roles remain under management review. In August, one (1) E&I role was taken off hold and is now progressing through the recruitment stages, while four (4) positions across CGFS, E&I, and PECS were placed on hold due to internal reviews, reclassification, and secondments. This shows that some roles are moving ahead while others are paused to allow time for review or changes.

Figure 8.3: On Hold positions ("Positions on Hold – Under Review" reflect position changes, position description updates or recruitment challenges.)



Vacant Positions "ON HOLD" as of 31 August 2025 (Actual count 32)

Position No.	Position Title	No of Days Vacant	Vacancy Status	Vacancy Status
CEO Office				
13,010.00	Advocacy Coordinator	244	On Hold - Under review with management	Position has been put on hold with manager and backfilled with consultant.
Corporate Governance and Financial Services				
47,008.00	Disaster and Emergency Support	20	On Hold - Under review with management	PD under review with new Manager Safety &Resilience.
Engineering and Infrastructure				
56,613.00	Truck Driver	734	On Hold - Temporarily backfilled with LabourHire	Awaiting JCC for consultation
56,612.00	Labourer	722	On Hold - Temporarily backfilled with LabourHire	Awaiting JCC for consultation
56,614.00	Water Truck Driver	577	On Hold - Temporarily backfilled with LabourHire	Awaiting JCC for consultation
56,611.00	Grader Operator	385	On Hold - Temporarily backfilled with LabourHire	Awaiting JCC for consultation
56,610.00	Roller Plant Operator	125	On Hold - Temporarily backfilled with LabourHire	Awaiting JCC for consultation
52,227.00	Parks Maintenance Officer	400	On Hold - Under review with management	Reviewing internal staff and potential qualifications to internally upskill.
51,507.00	Civil Engineering Student	321	On Hold - Under review with management	Position to be advertised later in 2025 to align with university breaks.
57,509.00	Electrician	315	On Hold - Under review with management	Potential to restructure team - awaiting confirmation.
57,513.00	Plumber - Commercial	275	On Hold - Under review with management	Potential to restructure team - awaiting confirmation.
56,428.00	Grader Operator	236	On Hold - Under review with management	Awaiting JCC for consultation.
57,610.00	Maintenance Officer West	210	On Hold - Under review with management	Potential to restructure team - awaiting confirmation.
57,507.00	Apprentice Carpenter	191	On Hold - Under review with management	Temporarily moving position to Fleet.
57,510.00	Apprentice Electrician	165	On Hold - Under review with management	Temporarily moving position to Infrastructure East.
56,066.00	Trainee - Administration	139	On Hold - Under review with management	Position to be advertised later in 2025 to align with end of school.
59,015.00	Design and Planning Engineer	121	On Hold - Under review with management	Restructure underway.
57,600.00	Program Leader Maintenance	97	On Hold - Under review with management	Position on hold pending corporate properties restructure.

52,295.00	Labourer	70	On Hold - Under review with management	Advertising in October.
56,429.00	Semi Water Truck Driver	62	On Hold - Under review with management	Manager reviewing - contractor currently engaged.
Engineering and Infrastructure				
56,418.00	Tractor Slasher Operator	23	On Hold - Under review with management	PAM being raised, reclassify position prior to advertising.
52,226.00	Groundsman	10	On Hold - Under review with management	PD with Manager for review.
57,000.00	Manager Corporate Properties	105	On Hold- Backfilled with acting duties	Darrin Anderson is acting in this position.
Planning, Environment and Community Services				
64,551.00	Environmental Health Officer	1146	On Hold - Under review with management	Advertised position x 3 in last 2 months, no suitable applications - Nishu is reviewing the PD.
64,501.00	Community Education Officer	573	On Hold - Under review with management	Manager has reviewed PD and it is currently with P&C. Advertised 8 times since its become vacant. Offered twice however candidates withdrew.
64,552.00	Lead Environmental Health Officer	111	On Hold - Under review with management	Advertised position x 3 in last 2 months, no suitable applications - Nishu is reviewing the PD.
67,610.00	South & West Facilities Area Leader	67	On Hold - Under review with management	Recently advertised with no suitable applications, temporary backfill with higher duties.
60,001.00	Senior Executive Support	51	On Hold - Under review with management	PAM Awaiting approval for title change.
63,544.00	Student Planner	35	On Hold - Under review with management	We are not recruiting at this time, with manager to decide.
Water and Waste				
86,606.00	Project Manager	424	On Hold - Temporarily backfilled with LabourHire	Backfilled with labour hire.
81,030.00	Senior Water & Wastewater Operator	512	On Hold - Under review with management	This position is to be reclassified as maintenance fitter and location MORANBAH. Final approvals to repurpose position are underway.

3.4. Labour hire engagement

Labour hire personnel are engaged to support vacant and project-specific roles across directorates, ensuring continuity of service delivery and operational effectiveness during ongoing permanent recruitment processes or in response to short-term staffing and project requirements.

Labour hire personnel as of 31 August 2025

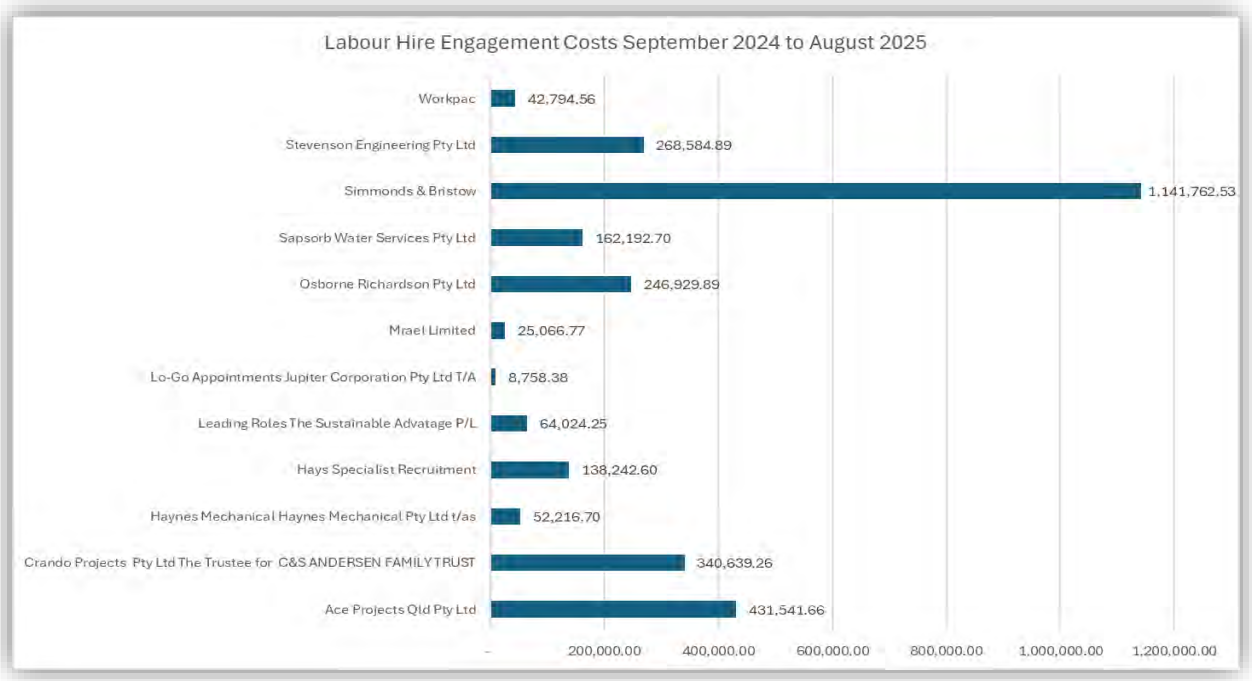
Directorate	Position Number	Position	Agency	Reason for Engagement	Start Date	End Date
OCEO	n/a	People and Capability Officer	Hays	Labour hire to assist with current workload, Officers acting in BP roles. Organisation restructure	19/08/2025	30/01/2026
E&I	57,610.00	Maintenance Officer - West	Osborne Richardson	Labour hire required to backfill vacancy	24/03/2025	31/10/2025
E&I	59,000.00	Manager Infrastructure Planning and Technical Services	Stevenson Engineering Pty Ltd	Labour hire required to backfill vacancy	31/03/2025	26/09/2025
E&I	56,500.00	Coordinator Infrastructure West	GBA Consultants	Labour hire required to backfill vacancy	29/07/2025	31/10/2025
PECS	n/a	Animal Management Centre Attendant	Haynes	Labour Hire required to assist with Animal Management Duties whilst short staffed	3/08/2024	30/01/2026
PECS	n/a	Saleyard and Showgrounds Officer	Osborne Richardson	Labour hire required to assist with sales as required.	25/02/2023	26/06/2026
PECS	n/a	Animal Management Centre Attendant	Haynes	Labour Hire required to assist with Animal Management Duties whilst short staffed.	7/07/2025	30/01/2026
PECS	n/a	Community Education and Compliance Administration Officer	Hays	Labour hire required to backfill vacancy.	21/7/2025	21/11/2025
W&W	81,024.00	Water and Wastewater Operator	SAPSORB	Emergent coverage post resignation	1/01/2025	30/12/2025

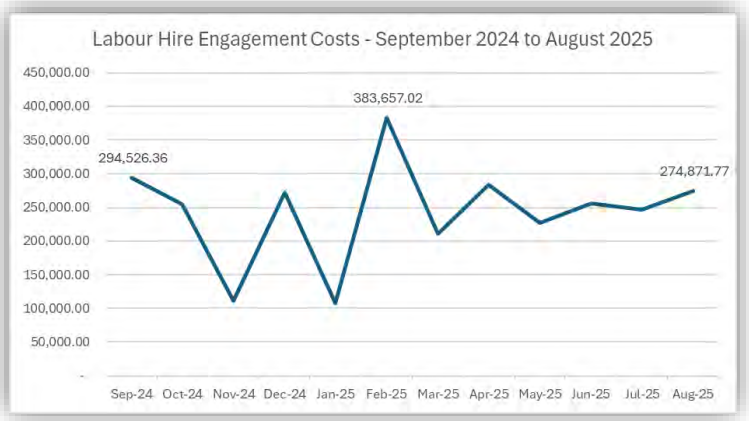
W&W	n/a	Project Administration Officer	Hays	Project Work	9/01/2025	30/06/2026
W&W	Projects	Process Engineer	Simmonds & Bristow	Project Work	12/01/2024	31/12/2025
W&W	Capital	Capital Works Project Manager	Chris Andersen Consultancy	Project Work	13/05/2024	1/05/2026
W&W	Capital	Project Consultant	ACE Projects	Project Work	1/01/2022	12/12/2025
W&W	Capital	Administration Officer	Osborne Richardson	Project Work	9/08/2024	30/06/2026

3.5. Labour hire expenditure

Labour hire costs across providers from August 2024 to July 2025. Payments through accounts payable.

Labour hire Agency	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Total
Ace Projects Qld Pty Ltd	33,706.20	32,736.00	33,173.80	34,362.02	20,072.36	38,684.80	34,633.72	54,594.32	35,768.04	37,358.20	38,860.36	37,591.84	431,541.66
Crando Projects Pty Ltd The Trustee for C&S ANDERSEN FAMILY TRUST	26,821.69	40,525.39	28,151.37	15,890.50	27,381.04	28,625.75	28,507.16	36,507.41	21,643.11	27,490.65	30,604.64	28,490.55	340,639.26
Haynes Mechanical Haynes Mechanical Pty Ltd t/as	2,932.98	4,786.65	2,138.40	935.55	5,741.73	5,004.45	4,207.50	4,613.40	5,314.24	7,143.40	9,398.40	-	52,216.70
Hays Specialist Recruitment	24,647.78	20,251.25	24,301.49	12,635.34	15,538.87	6,912.84	10,325.55	-	3,865.45	1,460.28	7,967.05	10,336.70	138,242.60
Leading Roles The Sustainable Advatage P/L	17,307.49	33,204.60	5,888.85	-	-	-	-	-	-	-		7,623.31	64,024.25
Lo-Go Appointments Jupiter Corporation Pty Ltd T/A	8,758.38	-	-	-	-	-	-	-	-	-		-	8,758.38
Mrael Limited	-	-	-	-	-	-	-	-	3,347.43	11,287.83	10,431.51	-	25,066.77
Osborne Richardson Pty Ltd	51,964.81	35,473.03	17,814.12	18,327.77	20,316.88	15,298.85	15,594.30	23,686.08	13,837.14	10,898.82	21,577.29	2,140.80	246,929.89
Sapsorb Water Services Pty Ltd	-	-	-	-	-	17,393.75	24,805.00	39,355.25	22,067.38	28,041.75	23,171.50	7,358.07	162,192.70
Simmonds & Bristow	128,387.03	87,468.97	-	189,656.91	19,008.45	271,736.58	91,926.81	75,038.72	121,500.06	52,730.21	76,630.04	27,678.75	1,141,762.53
Stevenson Engineering Pty Ltd	-	-	-	-	-	-	-	36,818.57	-	79,399.15	27,856.95	124,510.22	268,584.89
Workpac	-	-	-	-	-	-	459.39	13,193.64	-	-		29,141.53	42,794.56
Total	294,526.36	254,445.89	111,468.03	271,808.09	108,059.33	383,657.02	210,459.43	283,807.39	227,342.85	255,810.29	246,497.74	274,871.77	2,922,754.19





4. Workforce leave

4.1. All leave taken (hours)

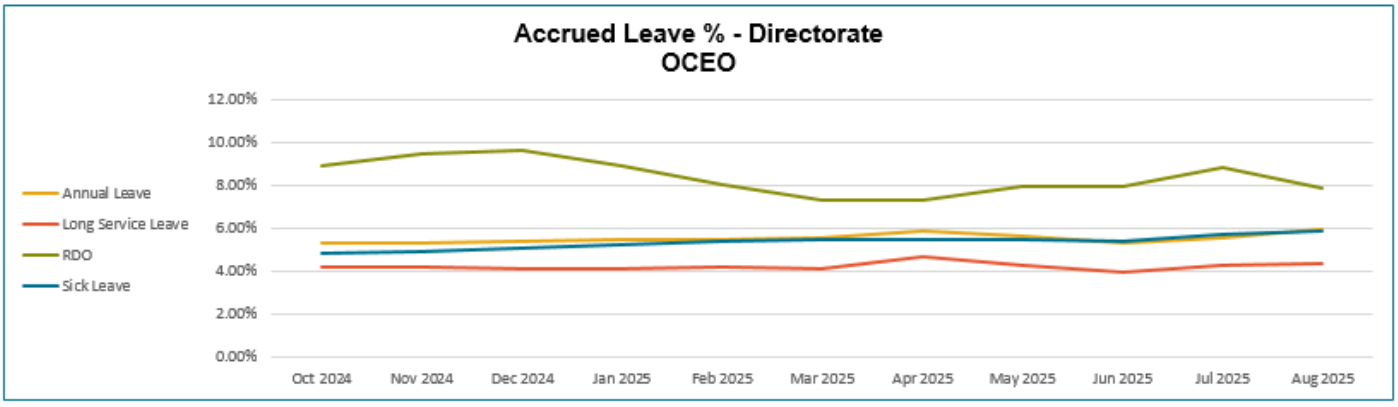
Across all directorates, a total of 28,685.59 hours of sick leave, 45,207.61 hours of RDO and 55,213.89 hours of annual leave were taken over the 12-month period. E&I directorate recorded the highest leave usage overall, noting that E&I has the largest number of employees. This includes the most long service leave and workers compensation hours. Parental leave was most significant in PECS and CGFS. Leave without pay was also notable in CGFS, PECS and E&I.

	ALL LEAVE (HOURS TAKEN) - 1 September 2024 to 22 August 2025						
Directorate	Sick Leave	RDO	Annual Leave	Long Service Leave	Workers Compensation	Parental Leave	Leave With Out Pay
CGFS							
Director Corporate, Governance & Financial Services	99.86	189.88	367.61	0.00	0.00	0.00	122.93
Financial Services	1,178.41	3,000.00	3,195.77	120.00	0.00	652.50	94.98
Information Solutions	1,654.62	2,839.20	2,353.40	0.00	0.00	664.50	1,833.68
Governance & Corporate Services	197.82	211.26	405.40	0.00	0.00	0.00	35.78
Contracts & Procurement	421.27	587.44	451.89	0.00	0.00	0.00	2.60
Safety & Resilience	570.40	1,476.42	1,278.48	42.18	0.00	0.00	0.00
Enterprise Asset	105.15	547.54	435.80	0.00	0.00	0.00	0.00
CGFS Total	**4,227.53**	**8,851.74**	**8,488.35**	**162.18**	**0.00**	**1,317.00**	**2,089.97**
E&I							
Director Engineering & Infrastructure	82.32	201.50	331.18	0.00	0.00	0.00	0.00
Bowen Basin & Galilee Operations	205.28	662.62	813.91	0.00	0.00	0.00	0.00
Infrastructure East	1,104.37	217.62	2,059.10	746.56	71.00	0.00	8.80
Infrastructure West	3,297.50	1,133.01	5,739.56	982.10	372.50	1,054.75	367.42
Parks & Recreation	4,825.28	9,123.57	8,239.71	1,211.86	993.75	739.50	829.64
Corporate Properties & Fleet	1,816.09	2,029.72	2,860.37	862.00	926.87	0.00	218.10
Plant Fleet & Workshop	754.76	828.84	2,138.82	364.00	62.00	0.00	19.62
Infrastructure Planning & Technical Services	189.34	256.32	381.05	0.00	0.00	0.00	0.00
E&I Total	**12,274.94**	**14,453.20**	**22,563.70**	**4,166.52**	**2,426.12**	**1,794.25**	**1,443.58**
OCEO							
Chief Executive Officer	209.68	591.20	729.25	0.00	0.00	0.00	0.00
People & Capability	534.77	1,268.51	1,306.40	1.82	0.00	725.00	31.97
Advocacy & External Affairs	329.57	652.86	747.13	0.00	0.00	0.00	0.00
OCEO Total	**1,074.02**	**2,512.57**	**2,782.78**	**1.82**	**0.00**	**725.00**	**31.97**
PECS							
Director Planning, Environment & Community Service	196.67	280.52	609.51	0.00	0.00	1,087.50	0.00
Economy & Prosperity	561.51	1,496.57	1,833.07	0.00	8.06	435.00	33.62
Liveability & Sustainability	741.24	1,512.85	1,309.90	0.00	0.00	0.00	110.75
Community Education & Compliance	1,215.72	2,004.07	1,918.95	0.00	0.00	797.50	255.10
Engaged Communities	2,663.24	4,574.01	4,482.17	401.70	480.84	2,573.75	899.31
Community Facilities	917.99	1,415.37	1,468.58	0.00	0.00	380.00	58.53
PECS Total	**6,296.37**	**11,283.39**	**11,622.18**	**401.70**	**488.90**	**5,273.75**	**1,357.31**
W&WW							
Director Water & Waste	0.00	80.60	170.38	0.00	0.00	0.00	48.34
Water & Waste Operations	2,299.47	5,996.70	5,470.07	304.00	17.50	0.00	91.39
Waste Management Operations	1,706.50	788.25	2,509.82	409.40	10.00	0.00	152.00
W&W Business Services	587.80	1,079.96	1,346.90	246.25	0.00	0.00	85.67
W&W Planning & Projects	218.96	161.20	259.71	0.00	0.00	0.00	12.45
W&WW Total	**4,812.73**	**8,106.71**	**9,756.88**	**959.65**	**27.50**	**0.00**	**389.85**
Grand Total	**28,685.59**	**45,207.61**	**55,213.89**	**5,691.87**	**2,942.52**	**9,110.00**	**5,312.68**

Office of the CEO

OFFICE OF THE CEO												
PERCENTAGE	Month	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
	Annual Leave	5.30%	5.35%	5.41%	5.50%	5.46%	5.53%	5.86%	5.62%	5.29%	5.59%	5.97%
	Long Service Leave	4.19%	4.16%	4.12%	4.13%	4.18%	4.13%	4.66%	4.29%	4.00%	4.25%	4.39%
	RDO	8.91%	9.48%	9.62%	8.94%	8.05%	7.29%	7.29%	7.94%	7.95%	8.81%	7.91%
	Sick Leave	4.83%	4.90%	5.06%	5.25%	5.37%	5.50%	5.50%	5.50%	5.42%	5.74%	5.87%

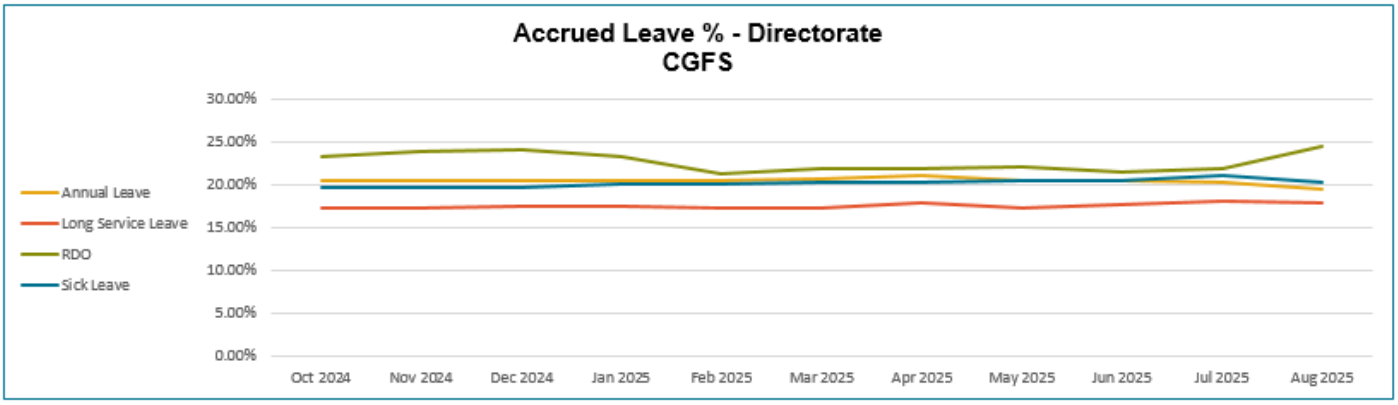
NUMBER OF WEEKS ACCRUED												
LEAVE TYPE	Annual Leave	100.07	103.73	106.63	103.22	91.96	96.64	105.19	102.71	94.84	102.54	109.53
	Long Service Leave	108.45	108.76	109.00	109.55	110.03	109.48	123.39	113.60	104.68	110.02	110.45
	RDO	9.63	11.08	11.83	9.05	7.45	7.25	7.25	8.69	8.96	9.85	8.95
	Sick Leave	133.03	136.19	140.99	144.84	147.36	151.07	151.07	151.23	150.64	156.29	154.17



Corporate, Governance and Financial Services

CORPORATE, GOVERNANCE & FINANCIAL SERVICES												
PERCENTAGE	Month	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
	Annual Leave	20.47%	20.48%	20.49%	20.40%	20.56%	20.62%	21.08%	20.42%	20.51%	20.30%	19.57%
	Long Service Leave	17.39%	17.39%	17.43%	17.55%	17.22%	17.33%	17.86%	17.38%	17.77%	18.18%	17.98%
	RDO	23.29%	23.80%	24.03%	23.22%	21.24%	21.95%	21.95%	22.09%	21.43%	21.92%	24.49%
	Sick Leave	19.72%	19.68%	19.70%	20.01%	20.12%	20.29%	20.29%	20.48%	20.52%	21.12%	20.36%

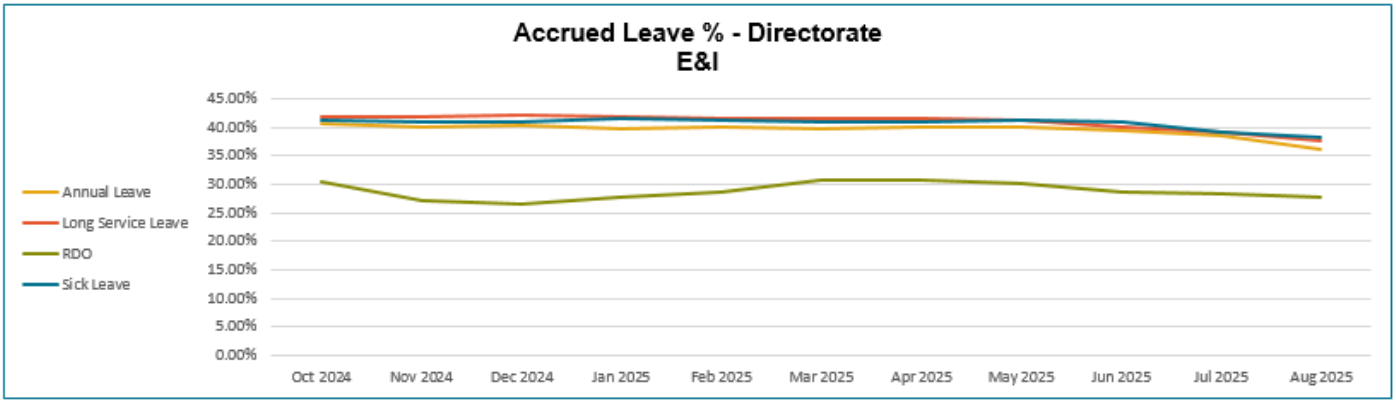
NUMBER OF WEEKS ACCRUED												
LEAVE TYPE	Annual Leave	386.58	397.12	404.07	383.15	346.27	360.52	378.58	373.19	367.69	372.52	358.78
	Long Service Leave	450.35	454.53	460.63	465.49	453.32	459.53	472.48	460.58	465.56	471.14	452.68
	RDO	25.16	27.80	29.53	23.49	19.66	21.83	21.83	24.18	24.15	24.52	27.73
	Sick Leave	543.62	546.31	549.30	552.05	552.48	557.36	557.36	563.17	570.24	574.59	534.27



Engineering and Infrastructure

ENGINEERING & INFRASTRUCTURE												
PERCENTAGE	Month	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
	Annual Leave	40.68%	40.04%	40.35%	39.82%	40.16%	39.80%	40.07%	40.17%	39.31%	38.48%	36.20%
	Long Service Leave	41.71%	41.91%	42.02%	41.76%	41.60%	41.69%	41.41%	41.20%	40.18%	39.06%	37.69%
	RDO	30.48%	27.27%	26.51%	27.64%	28.50%	30.71%	30.71%	30.26%	28.57%	28.21%	27.78%
	Sick Leave	41.35%	41.05%	41.00%	41.62%	41.22%	40.89%	40.89%	41.35%	40.95%	39.19%	38.19%

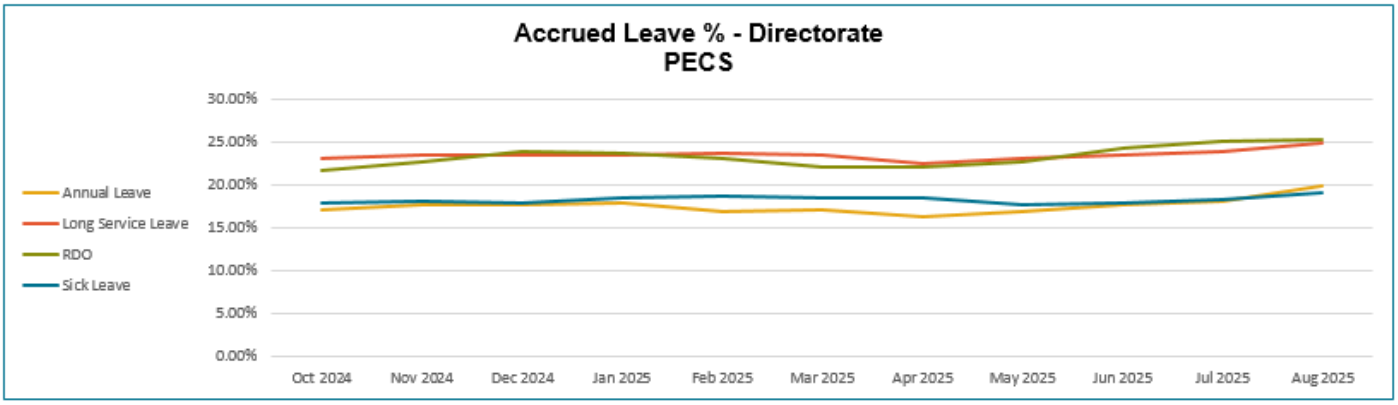
NUMBER OF WEEKS ACCRUED												
LEAVE TYPE	Annual Leave	768.23	776.48	795.81	747.80	676.32	695.78	719.82	734.35	704.80	704.80	663.68
	Long Service Leave	1080.09	1095.46	1110.75	1107.69	1095.03	1105.33	1095.42	1091.85	1052.53	1052.53	948.98
	RDO	32.93	31.85	32.57	27.96	26.37	30.54	30.54	33.12	32.20	32.20	31.46
	Sick Leave	1139.61	1139.83	1143.15	1148.49	1132.15	1123.32	1123.32	1136.92	1138.10	1138.10	1002.32



Planning, Environment and Community Services

PLANNING, ENVIRONMENT & COMMUNITY SERVICES												
PERCENTAGE	Month	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
	Annual Leave	17.11%	17.66%	17.64%	17.96%	16.93%	17.13%	16.26%	16.95%	17.70%	18.15%	19.84%
	Long Service Leave	23.11%	23.45%	23.45%	23.59%	23.79%	23.54%	22.45%	23.03%	23.59%	23.85%	24.93%
	RDO	21.67%	22.76%	23.91%	23.73%	23.15%	22.02%	22.02%	22.76%	24.26%	25.13%	25.20%
	Sick Leave	17.95%	18.00%	17.98%	18.53%	18.69%	18.48%	18.48%	17.60%	17.95%	18.31%	19.13%

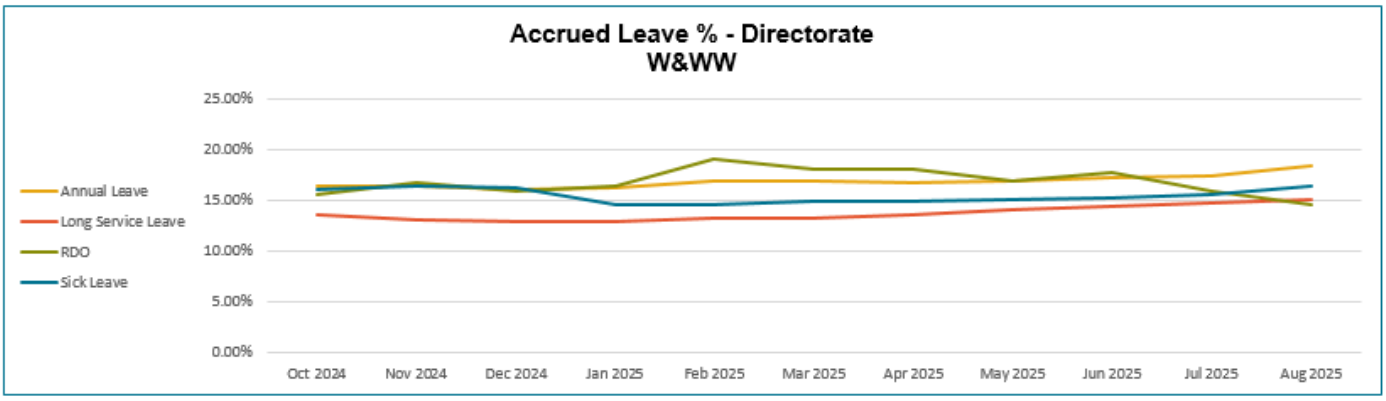
NUMBER OF WEEKS ACCRUED												
LEAVE TYPE	Annual Leave	323.10	342.39	347.88	337.32	285.06	299.50	292.15	309.75	317.32	333.05	363.83
	Long Service Leave	598.42	612.93	619.80	625.86	626.03	624.11	593.78	610.45	617.93	1011.98	627.76
	RDO	23.42	26.59	29.38	24.01	21.42	21.89	21.89	24.91	27.35	28.12	28.54
	Sick Leave	494.69	499.85	501.44	511.34	513.36	507.63	507.63	483.96	498.85	498.07	502.09



Water and Waste

WATER & WASTE												
PERCENTAGE	Month	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
	Annual Leave	16.43%	16.48%	16.12%	16.32%	16.89%	16.91%	16.73%	16.84%	17.19%	17.48%	18.42%
	Long Service Leave	13.61%	13.09%	12.98%	12.97%	13.21%	13.31%	13.62%	14.10%	14.46%	14.67%	15.02%
	RDO	15.65%	16.68%	15.92%	16.47%	19.06%	18.03%	18.03%	16.96%	17.79%	15.93%	14.62%
	Sick Leave	16.15%	16.36%	16.26%	14.59%	14.60%	14.85%	14.85%	15.07%	15.16%	15.64%	16.44%

NUMBER OF WEEKS ACCRUED												
LEAVE TYPE	Annual Leave	310.31	319.52	317.87	306.41	284.52	295.64	300.51	307.90	308.16	320.64	337.68
	Long Service Leave	352.32	342.09	343.17	344.08	347.61	352.90	360.33	373.75	378.71	380.01	378.22
	RDO	16.91	19.49	19.56	16.66	17.64	17.93	17.93	18.56	20.05	17.82	16.56
	Sick Leave	445.06	454.36	453.23	402.59	400.95	407.94	407.94	414.40	421.45	425.55	431.41

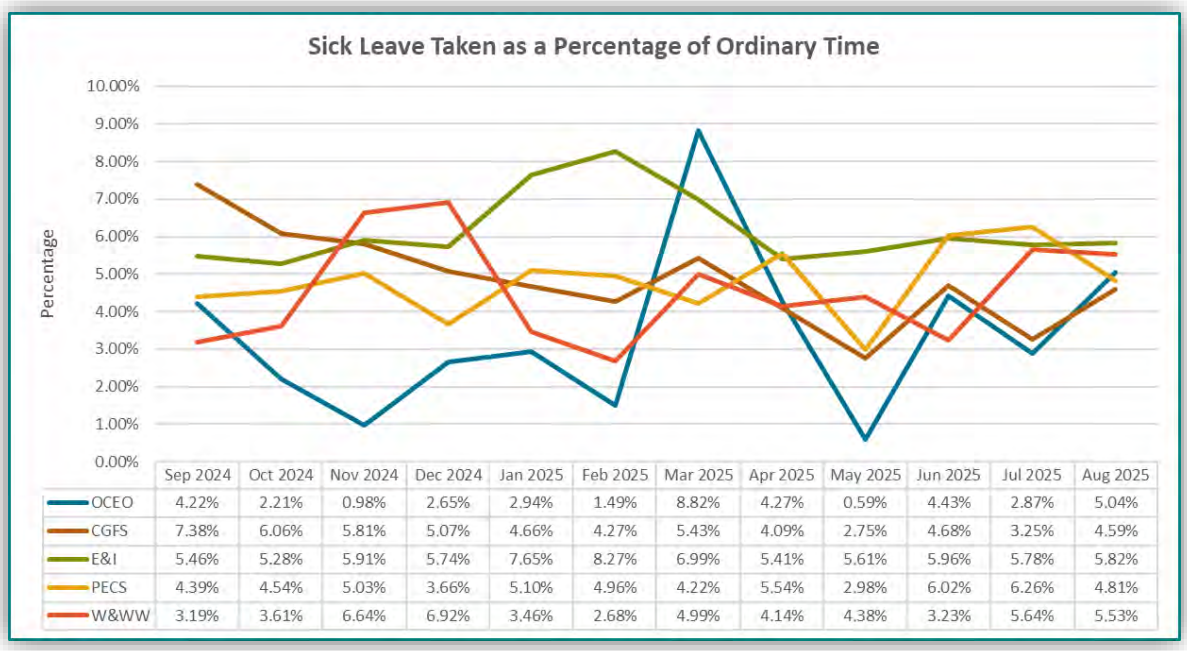


4.2. Sick leave

From September 2024 to August 2025, sick leave trends varied across directorates, with E&I consistently showing the highest rates and OCEO the lowest. November 2024 and January and March 2025 marked a noticeable increase in both sick leave and work hours across the board. Overall, sick leave remained steady with an average of 5% across all directorates except for May 2025 which saw sick leave decrease to 4%. Moderate fluctuations were seen during the 12 months.

Directorate level

Sick leave as a percentage of Ordinary Time - 1 September 2024 to 31 August 2025



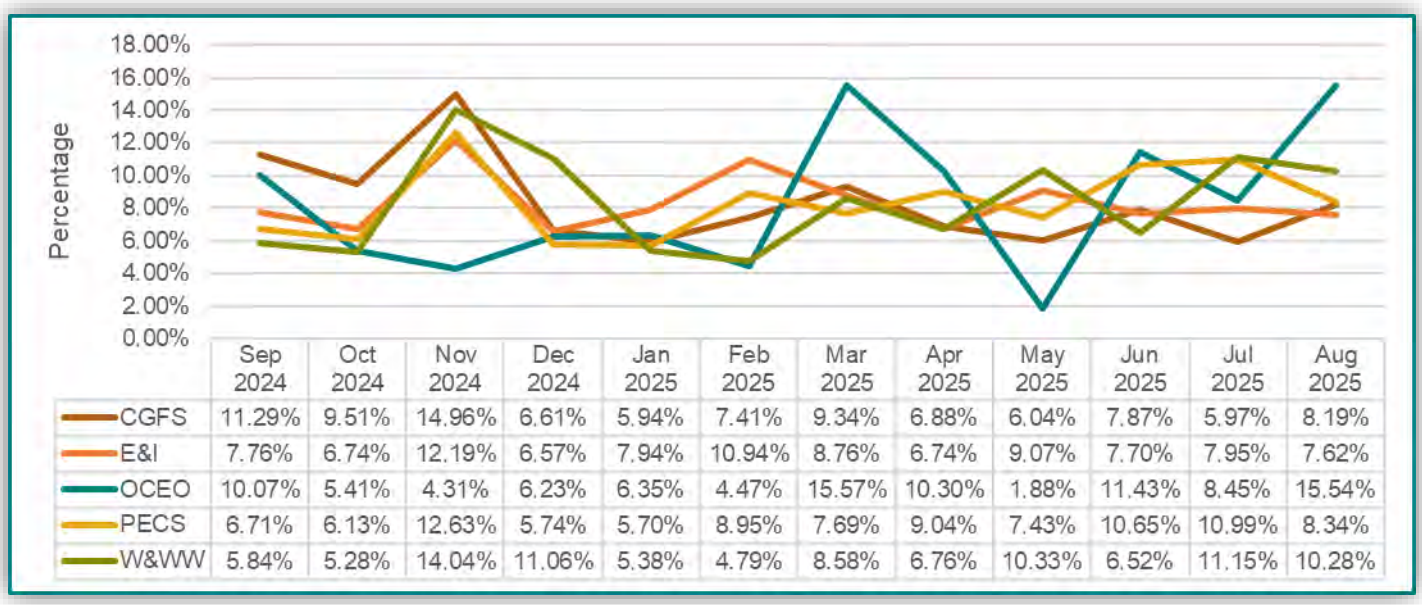
	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
OCEO	4.22%	2.21%	0.98%	2.65%	2.94%	1.49%	8.82%	4.27%	0.59%	4.43%	2.87%	5.04%
CGFS	7.38%	6.06%	5.81%	5.07%	4.66%	4.27%	5.43%	4.09%	2.75%	4.68%	3.25%	4.59%
E&I	5.46%	5.28%	5.91%	5.74%	7.65%	8.27%	6.99%	5.41%	5.61%	5.96%	5.78%	5.82%
PECS	4.39%	4.54%	5.03%	3.66%	5.10%	4.96%	4.22%	5.54%	2.98%	6.02%	6.26%	4.81%
W&WW	3.19%	3.61%	6.64%	6.92%	3.46%	2.68%	4.99%	4.14%	4.38%	3.23%	5.64%	5.53%

PERCENTAGE	Month	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
	OCEO	4.22%	2.21%	0.98%	2.65%	2.94%	1.49%	8.82%	4.27%	0.59%	4.43%	2.87%	5.04%
	CGFS	7.38%	6.06%	5.81%	5.07%	4.66%	4.27%	5.43%	4.09%	2.75%	4.68%	3.25%	4.59%
	E&I	5.46%	5.28%	5.91%	5.74%	7.65%	8.27%	6.99%	5.41%	5.61%	5.96%	5.78%	5.82%
	PECS	4.39%	4.54%	5.03%	3.66%	5.10%	4.96%	4.22%	5.54%	2.98%	6.02%	6.26%	4.81%
	W&WW	3.19%	3.61%	6.64%	6.92%	3.46%	2.68%	4.99%	4.14%	4.38%	3.23%	5.64%	5.53%
	ALL	5.10%	4.73%	5.41%	5.04%	5.46%	5.26%	5.82%	4.90%	3.80%	5.17%	5.15%	5.22%

SICK LEAVE													
	OCEO	$ 7,304.62	$ 3,954.83	$ 2,790.79	$ 4,229.92	$ 3,898.20	$ 2,763.73	$ 16,509.71	$ 7,926.76	$ 1,479.99	$ 8,677.56	$ 5,959.54	$ 10,936.92
	CGFS	$ 32,135.81	$ 24,912.13	$ 40,218.72	$ 17,409.93	$ 15,826.22	$ 19,516.86	$ 25,717.61	$ 18,284.59	$ 16,092.50	$ 22,301.96	$ 16,925.56	$ 24,511.29
	E&I	$ 45,370.24	$ 39,849.79	$ 75,682.44	$ 37,605.71	$ 49,584.38	$ 65,002.21	$ 58,818.33	$ 42,878.78	$ 56,921.00	$ 47,808.01	$ 48,606.90	$ 49,414.38
	PECS	$ 24,567.37	$ 24,494.51	$ 44,637.05	$ 18,494.80	$ 22,765.52	$ 31,351.15	$ 27,212.09	$ 32,431.67	$ 26,314.36	$ 38,882.50	$ 40,183.13	$ 31,752.37
	W&WW	$ 12,372.43	$ 13,434.55	$ 37,773.80	$ 22,479.58	$ 11,409.47	$ 10,624.18	$ 19,891.86	$ 16,283.72	$ 23,766.90	$ 13,424.11	$ 23,852.16	$ 23,709.02
	TOTAL	$ 121,750.47	$ 106,645.81	$ 201,102.80	$ 100,219.94	$ 103,483.79	$ 129,258.13	$ 148,149.60	$ 117,805.52	$ 124,574.75	$ 131,094.14	$ 135,527.29	$ 140,323.98

ORDINARY TIME													
	OCEO	$ 172,991.25	$ 178,776.66	$ 286,086.17	$ 159,340.23	$ 132,518.57	$ 185,873.95	$ 187,160.69	$ 185,836.89	$ 250,574.21	$ 196,047.48	$ 207,710.45	$ 217,065.15
	CGFS	$ 435,609.45	$ 410,815.58	$ 692,217.63	$ 343,650.52	$ 339,668.85	$ 457,512.84	$ 473,292.67	$ 446,554.10	$ 586,225.40	$ 476,383.19	$ 520,538.39	$ 533,930.40
	E&I	$ 830,807.66	$ 754,319.26	$ 1,280,494.59	$ 655,575.81	$ 648,573.89	$ 785,734.99	$ 841,414.86	$ 793,208.30	$ 1,015,346.77	$ 802,425.19	$ 840,340.94	$ 849,727.57
	PECS	$ 559,029.03	$ 539,395.93	$ 887,504.04	$ 505,157.25	$ 446,133.85	$ 632,599.17	$ 645,411.22	$ 585,368.34	$ 882,564.53	$ 645,670.86	$ 641,731.45	$ 659,877.28
	W&WW	$ 388,111.65	$ 372,269.32	$ 568,811.14	$ 325,019.18	$ 329,312.63	$ 395,729.65	$ 398,503.08	$ 393,402.22	$ 542,400.35	$ 414,966.39	$ 422,588.09	$ 429,080.46
	TOTAL	$ 2,386,549.04	$ 2,255,576.75	$ 3,715,113.57	$ 1,988,742.99	$ 1,896,207.79	$ 2,457,450.60	$ 2,545,782.52	$ 2,404,369.85	$ 3,277,111.26	$ 2,535,493.11	$ 2,632,909.32	$ 2,689,680.86

Sick Leave Taken percentage by Directorate up to Pay Period Ending (PPE) 22 August 2025.

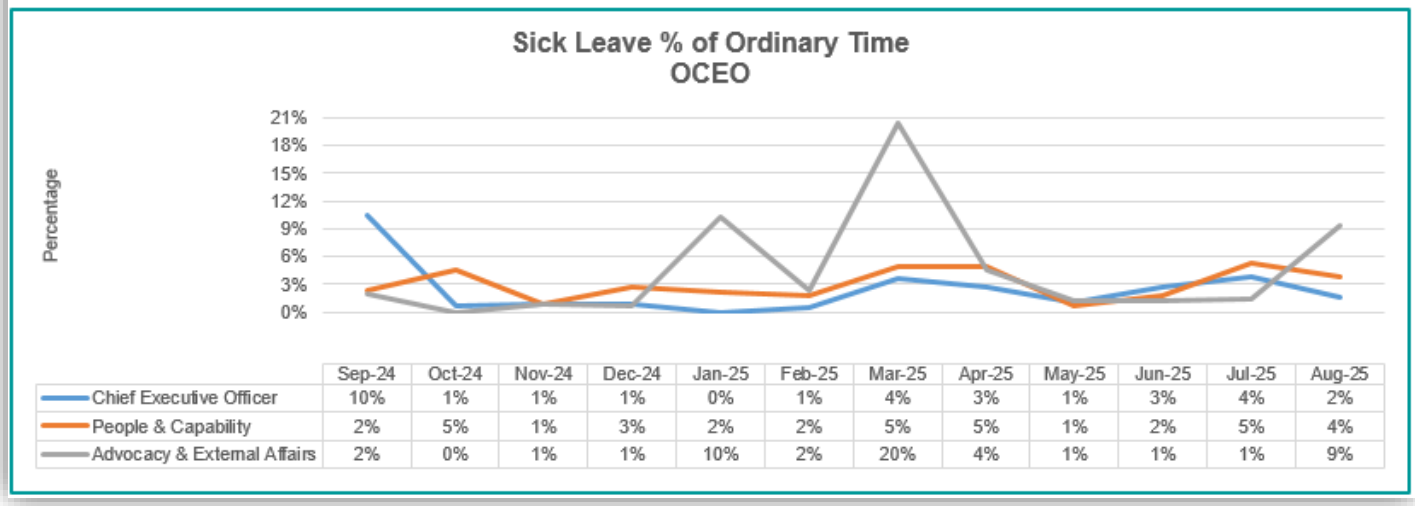


	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
CGFS	11.29%	9.51%	14.96%	6.61%	5.94%	7.41%	9.34%	6.88%	6.04%	7.87%	5.97%	8.19%
E&I	7.76%	6.74%	12.19%	6.57%	7.94%	10.94%	8.76%	6.74%	9.07%	7.70%	7.95%	7.62%
OCEO	10.07%	5.41%	4.31%	6.23%	6.35%	4.47%	15.57%	10.30%	1.88%	11.43%	8.45%	15.54%
PECS	6.71%	6.13%	12.63%	5.74%	5.70%	8.95%	7.69%	9.04%	7.43%	10.65%	10.99%	8.34%
W&WW	5.84%	5.28%	14.04%	11.06%	5.38%	4.79%	8.58%	6.76%	10.33%	6.52%	11.15%	10.28%

Department level

Office of the CEO

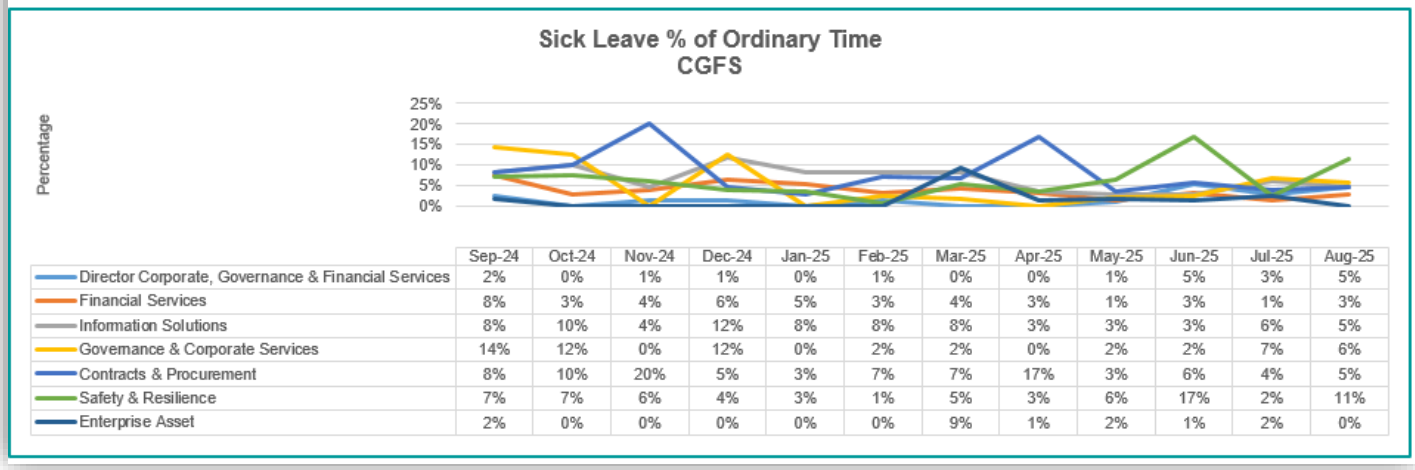
Department	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Chief Executive Officer	10%	1%	1%	1%	0%	1%	4%	3%	1%	3%	4%	2%
People & Capability	2%	5%	1%	3%	2%	2%	5%	5%	1%	2%	5%	4%
Advocacy & External Affairs	2%	0%	1%	1%	10%	2%	20%	4%	1%	1%	1%	9%



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Chief Executive Officer	10%	1%	1%	1%	0%	1%	4%	3%	1%	3%	4%	2%
People & Capability	2%	5%	1%	3%	2%	2%	5%	5%	1%	2%	5%	4%
Advocacy & External Affairs	2%	0%	1%	1%	10%	2%	20%	4%	1%	1%	1%	9%

Corporate, Governance & Financial Services

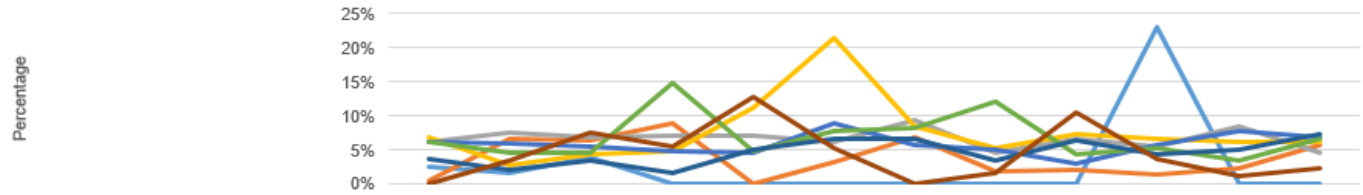
Department	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Corporate, Governance & Financial Services	2%	0%	1%	1%	0%	1%	0%	0%	1%	5%	3%	5%
Financial Services	8%	3%	4%	6%	5%	3%	4%	3%	1%	3%	1%	3%
Information Solutions	8%	10%	4%	12%	8%	8%	8%	3%	3%	3%	6%	5%
Governance & Corporate Services	14%	12%	0%	12%	0%	2%	2%	0%	2%	2%	7%	6%
Contracts & Procurement	8%	10%	20%	5%	3%	7%	7%	17%	3%	6%	4%	5%
Safety & Resilience	7%	7%	6%	4%	3%	1%	5%	3%	6%	17%	2%	11%
Enterprise Asset	2%	0%	0%	0%	0%	0%	9%	1%	2%	1%	2%	0%



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Corporate, Governance & Financial Services	2%	0%	1%	1%	0%	1%	0%	0%	1%	5%	3%	5%
Financial Services	8%	3%	4%	6%	5%	3%	4%	3%	1%	3%	1%	3%
Information Solutions	8%	10%	4%	12%	8%	8%	8%	3%	3%	3%	6%	5%
Governance & Corporate Services	14%	12%	0%	12%	0%	2%	2%	0%	2%	2%	7%	6%
Contracts & Procurement	8%	10%	20%	5%	3%	7%	7%	17%	3%	6%	4%	5%
Safety & Resilience	7%	7%	6%	4%	3%	1%	5%	3%	6%	17%	2%	11%
Enterprise Asset	2%	0%	0%	0%	0%	0%	9%	1%	2%	1%	2%	0%

Engineering & Infrastructure

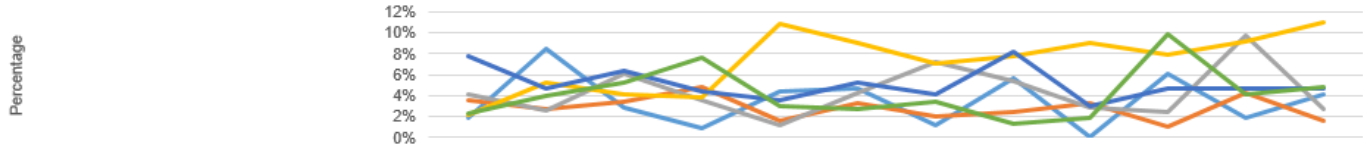
Department	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Engineering & Infrastructure	3%	2%	4%	0%	0%	0%	0%	0%	0%	23%	0%	0%
Bowen Basin & Galilee Operations	0%	7%	6%	9%	0%	3%	7%	2%	2%	1%	2%	6%
Parks & Recreation	6%	8%	7%	7%	7%	6%	9%	5%	7%	6%	8%	5%
Infrastructure East	7%	3%	4%	5%	11%	21%	9%	5%	7%	7%	6%	6%
Infrastructure West	6%	6%	6%	5%	5%	9%	6%	5%	3%	6%	8%	7%
Corporate Properties & Fleet	6%	5%	5%	15%	5%	8%	8%	12%	4%	5%	3%	7%
Plant Fleet & Workshop	4%	2%	3%	2%	5%	7%	7%	4%	6%	4%	5%	7%
Infrastructure Planning & Technical Services	0%	4%	8%	6%	13%	5%	0%	2%	11%	4%	1%	2%



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Engineering & Infrastructure	3%	2%	4%	0%	0%	0%	0%	0%	0%	23%	0%	0%
Bowen Basin & Galilee Operations	0%	7%	6%	9%	0%	3%	7%	2%	2%	1%	2%	6%
Parks & Recreation	6%	8%	7%	7%	7%	6%	9%	5%	7%	6%	8%	5%
Infrastructure East	7%	3%	4%	5%	11%	21%	9%	5%	7%	7%	6%	6%
Infrastructure West	6%	6%	6%	5%	5%	9%	6%	5%	3%	6%	8%	7%
Corporate Properties & Fleet	6%	5%	5%	15%	5%	8%	8%	12%	4%	5%	3%	7%
Plant Fleet & Workshop	4%	2%	3%	2%	5%	7%	7%	4%	6%	4%	5%	7%
Infrastructure Planning & Technical Services	0%	4%	8%	6%	13%	5%	0%	2%	11%	4%	1%	2%

Planning, Environment & Community Services

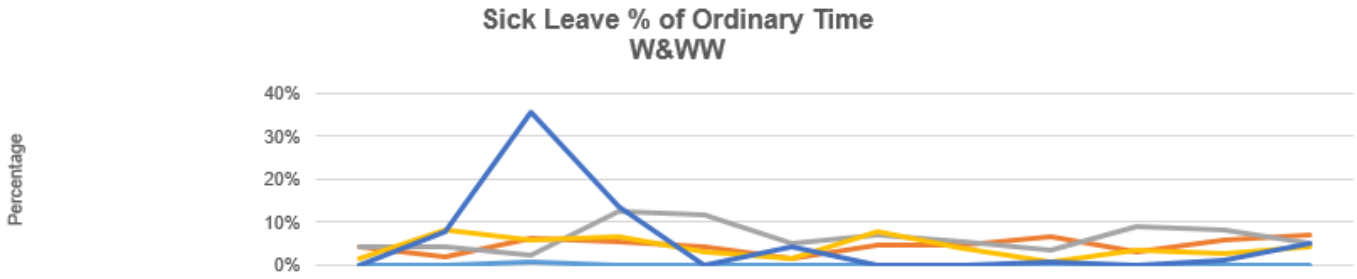
Department	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Planning, Environment & Community Service	2%	8%	3%	1%	4%	5%	1%	6%	0%	6%	2%	4%
Economy & Prosperity	4%	3%	4%	5%	2%	3%	2%	2%	3%	1%	4%	2%
Liveability & Sustainability	4%	3%	6%	4%	1%	4%	7%	5%	3%	2%	10%	3%
Community Education & Compliance	2%	5%	4%	4%	11%	9%	7%	8%	9%	8%	9%	11%
Engaged Communities	8%	5%	6%	4%	4%	5%	4%	8%	3%	5%	5%	5%
Community Facilities	2%	4%	5%	8%	3%	3%	3%	1%	2%	10%	4%	5%



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Planning, Environment & Community Service	2%	8%	3%	1%	4%	5%	1%	6%	0%	6%	2%	4%
Economy & Prosperity	4%	3%	4%	5%	2%	3%	2%	2%	3%	1%	4%	2%
Liveability & Sustainability	4%	3%	6%	4%	1%	4%	7%	5%	3%	2%	10%	3%
Community Education & Compliance	2%	5%	4%	4%	11%	9%	7%	8%	9%	8%	9%	11%
Engaged Communities	8%	5%	6%	4%	4%	5%	4%	8%	3%	5%	5%	5%
Community Facilities	2%	4%	5%	8%	3%	3%	3%	1%	2%	10%	4%	5%

Water & Waste

Department	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Water & Waste	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Water & Waste Operations	4%	2%	6%	6%	4%	2%	5%	5%	7%	3%	6%	7%
Waste Management Operations	4%	4%	2%	13%	12%	5%	7%	5%	3%	9%	8%	5%
W&W Business Services	1%	8%	6%	7%	3%	2%	8%	4%	1%	3%	3%	4%
W&W Planning & Projects	0%	8%	35%	14%	0%	4%	0%	0%	1%	0%	1%	5%



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Water & Waste	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Water & Waste Operations	4%	2%	6%	6%	4%	2%	5%	5%	7%	3%	6%	7%
Waste Management Operations	4%	4%	2%	13%	12%	5%	7%	5%	3%	9%	8%	5%
W&W Business Services	1%	8%	6%	7%	3%	2%	8%	4%	1%	3%	3%	4%
W&W Planning & Projects	0%	8%	35%	14%	0%	4%	0%	0%	1%	0%	1%	5%

4.3. Absenteeism overview

The August report is the second overview of absenteeism. This new inclusion aims to provide greater transparency around patterns of unplanned leave across Council and to support strategic decision-making in relation to workforce planning, wellbeing and operational risk.

The analysis covers the 12-month period from 1 September 2024 to 22 August 2025, based on data from the five (5) directorates. This includes personal leave (sick and carers), unpaid leave (LWOP) and workers' compensation leave. Part-time employees were included based on their work patterns ensuring proportional representation in the calculation of working days and absenteeism rates. Casual employees have been excluded from this analysis due to the variability in their work patterns and the absence of consistent scheduled hours which limits the reliability of absenteeism rate calculations.

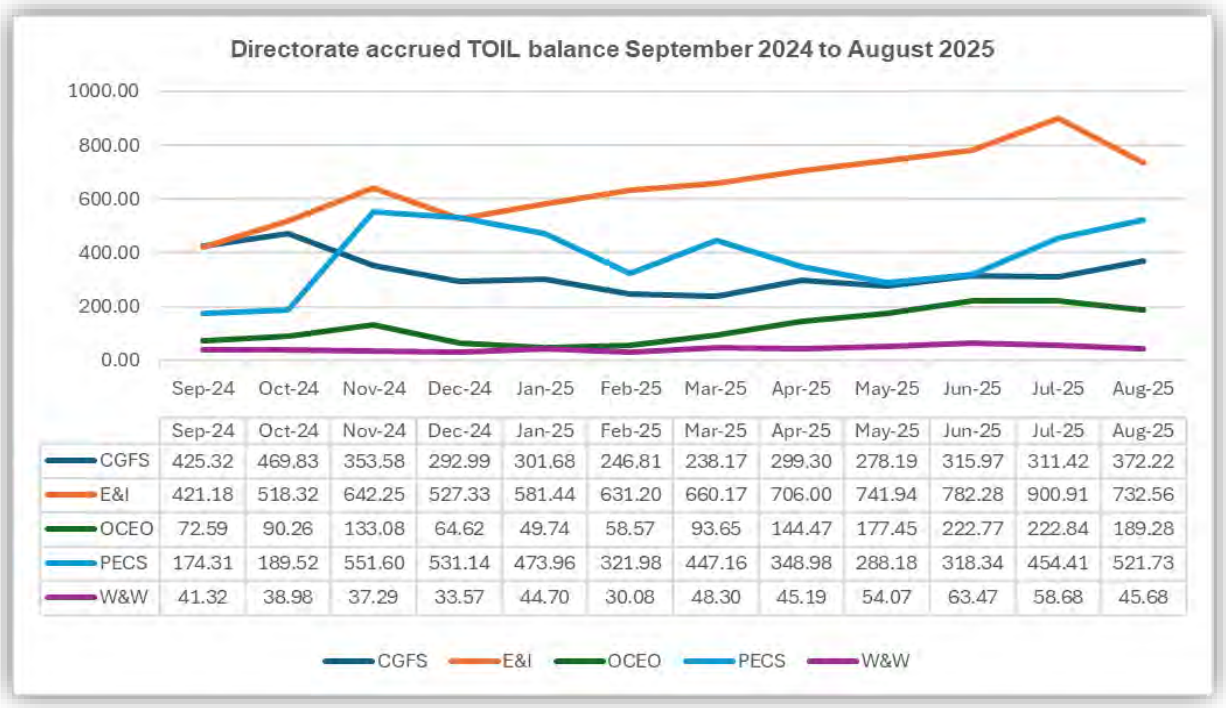
Across the directorates, 6,262.39 days of unplanned leave were recorded against 115,624.94 available working days resulting in an overall absenteeism rate of 5.50%. CGFS and E&I reported the highest rates, at 6.98% and 6.21%. This data will now be monitored monthly to identify emerging trends, inform targeted interventions, and strengthen organisational resilience through timely and evidence-based workforce insights.

Absenteeism rate displayed as a percentage (%); total days absent/total available workdays.

Absenteeism - 1 September 2024 to 22 August 2025			
Directorate	**Unplanned Leave Taken (Days)**	**Number of Working (Days)**	**Absenteeism %**
OCEO	225.40	8,102.20	3.43%
CGFS	1,199.86	19,839.15	6.98%
E&I	2,757.25	50,570.76	6.21%
PECS	1,287.92	31,778.56	4.67%
W&WW	791.97	20,571.44	4.16%
Total	**6,262.39**	**115,624.94**	**5.50%**

4.4. TOIL

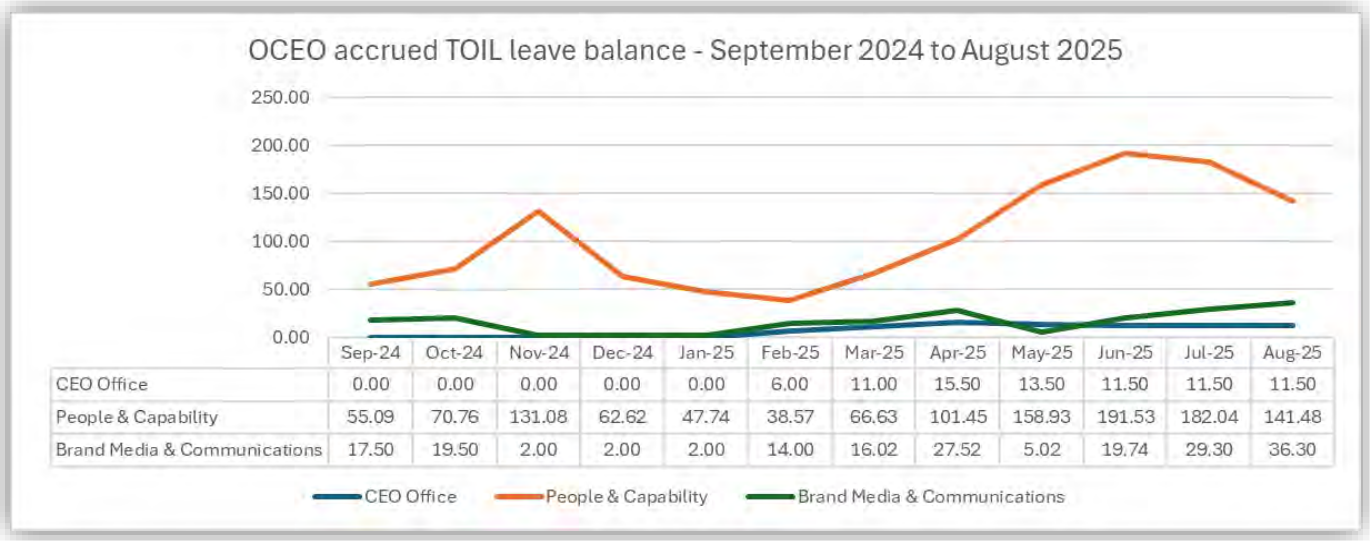
Between September 2024 and August 2025, E&I consistently held the highest TOIL balance, rising from 421.18 hours to a peak of 802.91 in July, before slightly declining to 732.56 hours in August. CGFS showed a declined until January 2025, then gradually increased. PECS showed significant fluctuations, peaking in December and again in June–July, before stabilising around 521 hours in August. OCEO maintained low but slightly increasing balances, while W&W remained consistently low throughout the year. These trends reflect varying workload pressures and TOIL management practices across directorates. The team continues to provide departments with TOIL balance reports, helping leaders have meaningful conversations with their teams about leave usage and planning.



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
CGFS	425.32	469.83	353.58	292.99	301.68	246.81	238.17	299.30	278.19	315.97	311.42	372.22
E&I	421.18	518.32	642.25	527.33	581.44	631.20	660.17	706.00	741.94	782.28	900.91	732.56
OCEO	72.59	90.26	133.08	64.62	49.74	58.57	93.65	144.47	177.45	222.77	222.84	189.28
PECS	174.31	189.52	551.60	531.14	473.96	321.98	447.16	348.98	288.18	318.34	454.41	521.73
W&W	41.32	38.98	37.29	33.57	44.70	30.08	48.30	45.19	54.07	63.47	58.68	45.68

Office of the CEO

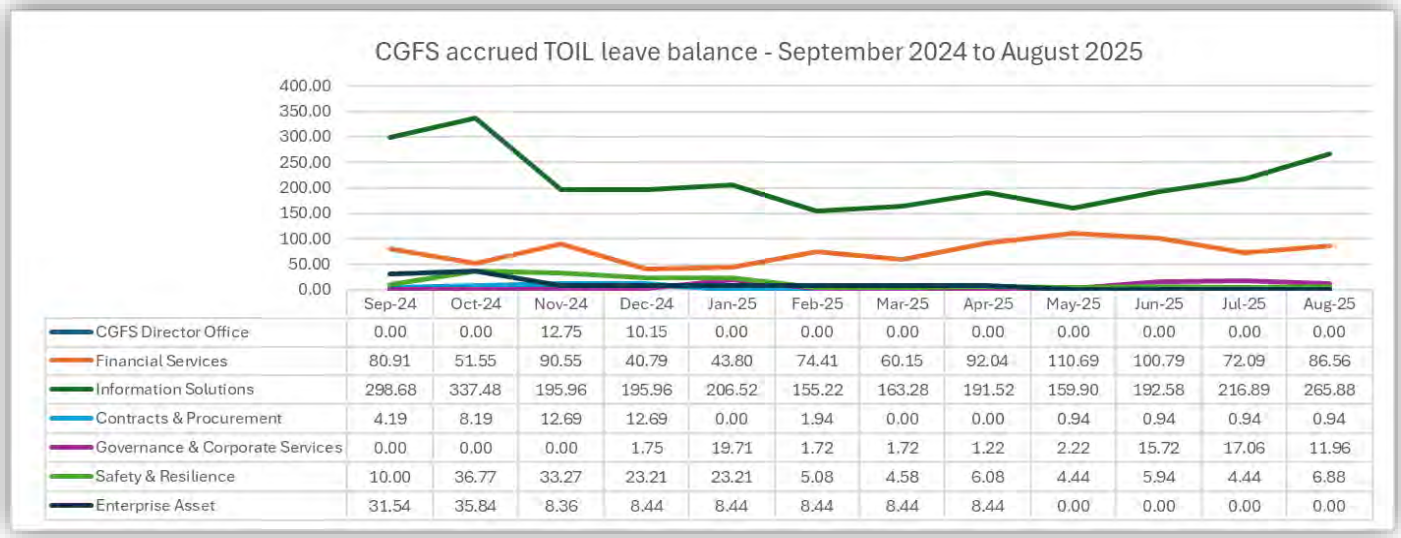
The Office of the CEO directorate recorded relatively low TOIL balances overall, with a noticeable dip in early 2025 followed by a gradual increase from January onwards. People & Capability showed fluctuating but rising accruals, peaking at 191.53 hours in June before slightly decreasing. Brand Media & Communications steadily increased from February, reaching 29.30 hours in July and continuing to rise to 36.30 hours in August.



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
CEO Office	0.00	0.00	0.00	0.00	0.00	6.00	11.00	15.50	13.50	11.50	11.50	11.50
People & Capability	55.09	70.76	131.08	62.62	47.74	38.57	66.63	101.45	158.93	191.53	182.04	141.48
Brand Media & Communications	17.50	19.50	2.00	2.00	2.00	14.00	16.02	27.52	5.02	19.74	29.30	36.30

Corporate, Governance and Financial Services

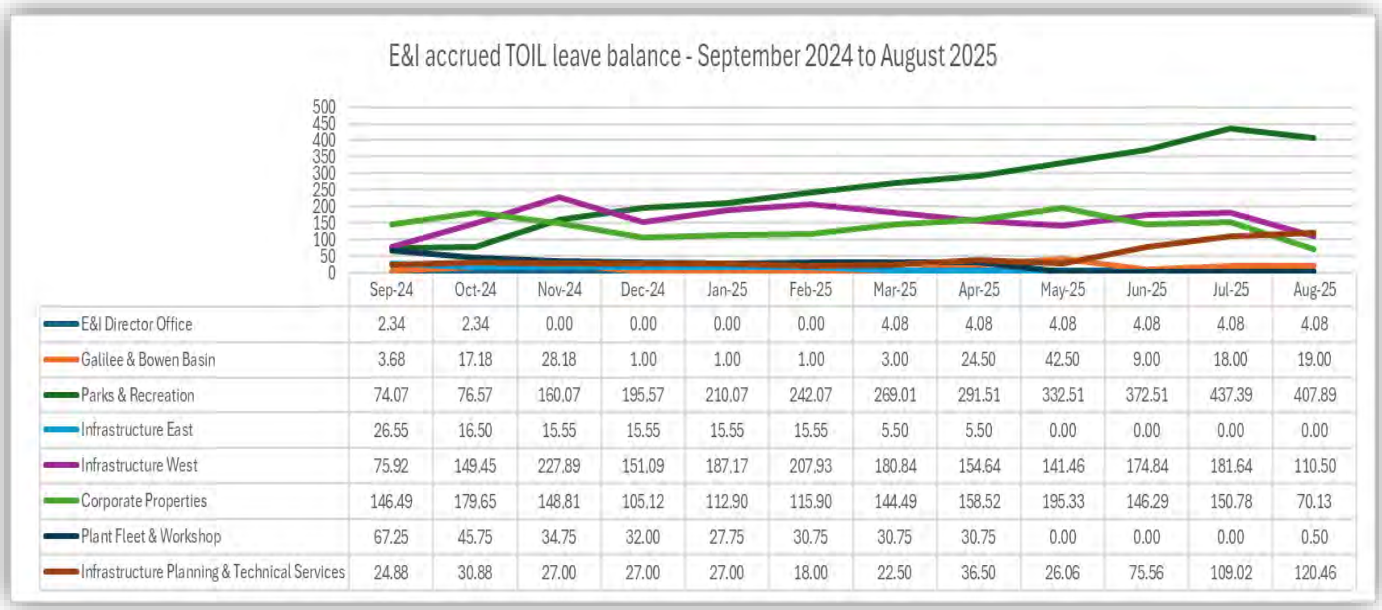
The CGFS directorate showed varied TOIL balances across departments. Information Solutions consistently held the highest accruals, peaking at 337.48 hours in October and remaining elevated throughout the year. Financial Services fluctuated moderately, while other departments such as Contracts & Procurement, Governance & Corporate Services and Safety & Resilience recorded minimal balances.



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
CGFS Director Office	0.00	0.00	12.75	10.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Financial Services	80.91	51.55	90.55	40.79	43.80	74.41	60.15	92.04	110.69	100.79	72.09	86.56
Information Solutions	298.68	337.48	195.96	195.96	206.52	155.22	163.28	191.52	159.90	192.58	216.89	265.88
Contracts & Procurement	4.19	8.19	12.69	12.69	0.00	1.94	0.00	0.00	0.94	0.94	0.94	0.94
Governance & Corporate Services	0.00	0.00	0.00	1.75	19.71	1.72	1.72	1.22	2.22	15.72	17.06	11.96
Safety & Resilience	10.00	36.77	33.27	23.21	23.21	5.08	4.58	6.08	4.44	5.94	4.44	6.88
Enterprise Asset	31.54	35.84	8.36	8.44	8.44	8.44	8.44	8.44	0.00	0.00	0.00	0.00

Engineering & Infrastructure

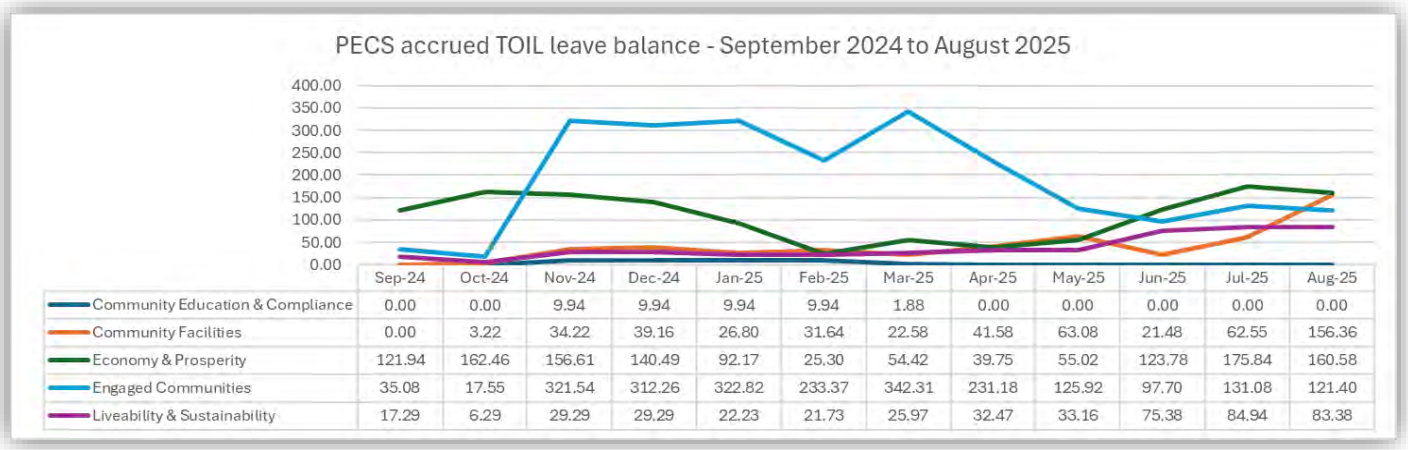
The E&I directorate recorded significant variation in TOIL balances across departments. Parks & Recreation consistently accrued the highest total, reaching 407.09 hours in August. Infrastructure West and Corporate Properties followed with substantial balances. Plant Fleet & Workshop and Infrastructure Planning & Technical Services showed moderate accruals. The E&I Director Office maintained minimal balances throughout, peaking at just 4.08 hours. Galilee & Bowen Basin showed sporadic increases, while Infrastructure East declined to zero by May.



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
E&I Director Office	2.34	2.34	0.00	0.00	0.00	0.00	4.08	4.08	4.08	4.08	4.08	4.08
Galilee & Bowen Basin	3.68	17.18	28.18	1.00	1.00	1.00	3.00	24.50	42.50	9.00	18.00	19.00
Parks & Recreation	74.07	76.57	160.07	195.57	210.07	242.07	269.01	291.51	332.51	372.51	437.39	407.89
Infrastructure East	26.55	16.50	15.55	15.55	15.55	15.55	5.50	5.50	0.00	0.00	0.00	0.00
Infrastructure West	75.92	149.45	227.89	151.09	187.17	207.93	180.84	154.64	141.46	174.84	181.64	110.50
Corporate Properties	146.49	179.65	148.81	105.12	112.90	115.90	144.49	158.52	195.33	146.29	150.78	70.13
Plant Fleet & Workshop	67.25	45.75	34.75	32.00	27.75	30.75	30.75	30.75	0.00	0.00	0.00	0.50
Infrastructure Planning & Technical Services	24.88	30.88	27.00	27.00	27.00	18.00	22.50	36.50	26.06	75.56	109.02	120.46

Planning, Environment and Community Services

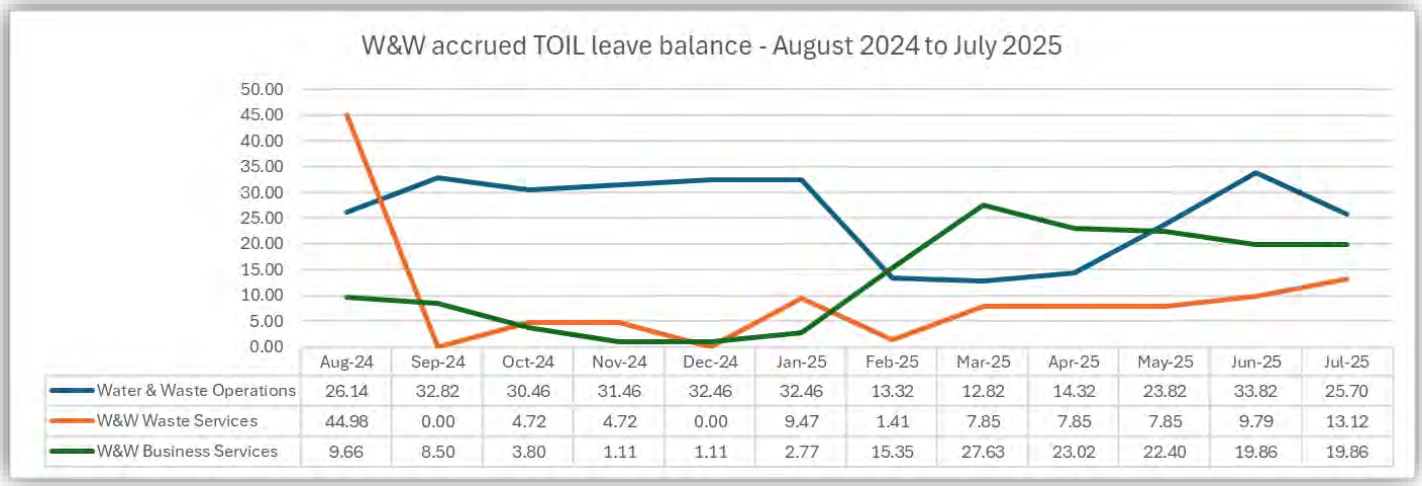
Between September 2024 and August 2025, TOIL balances across PECS departments varied notably. Engaged Communities accrued the highest total, with peaks in February and March. Economy & Prosperity followed with steady accruals and moderate peaks. Community Facilities and Liveability & Sustainability showed lower but consistent balances. Community Education & Compliance recorded minimal, sporadic accruals, while the PECS Director Office remained low throughout the year.



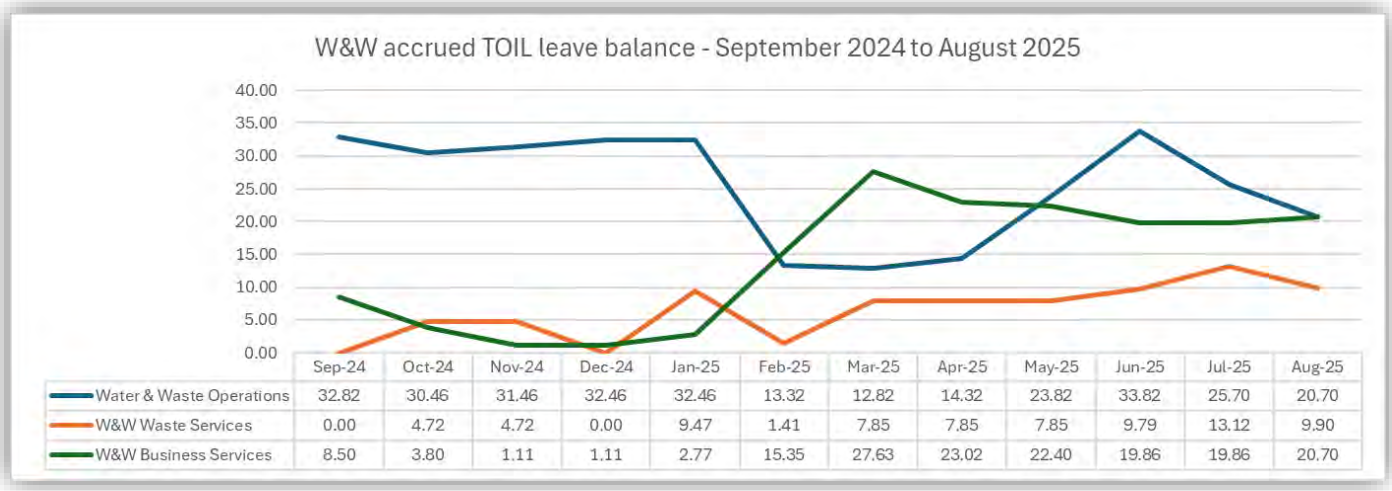
	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Community Education & Compliance	0.00	0.00	9.94	9.94	9.94	9.94	1.88	0.00	0.00	0.00	0.00	0.00
Community Facilities	0.00	3.22	34.22	39.16	26.80	31.64	22.58	41.58	63.08	21.48	62.55	156.36
Economy & Prosperity	121.94	162.46	156.61	140.49	92.17	25.30	54.42	39.75	55.02	123.78	175.84	160.58
Engaged Communities	35.08	17.55	321.54	312.26	322.82	233.37	342.31	231.18	125.92	97.70	131.08	121.40
Liveability & Sustainability	17.29	6.29	29.29	29.29	22.23	21.73	25.97	32.47	33.16	75.38	84.94	83.38

Water & Waste

Water & Waste departments recorded modest TOIL accruals over the year. Water & Waste Operations maintained consistent monthly balances, peaking at 33.82 hours in June and totalling 309.60 hours. Waste Services showed irregular accruals, with several months recording no TOIL, ending with a total of 111.76 hours. Business Services started low but increased steadily from February, reaching 27.63 hours in March and maintaining over 19 hours through July, totalling 155.08 hours.



	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25
Water & Waste Operations	26.14	32.82	30.46	31.46	32.46	32.46	13.32	12.82	14.32	23.82	33.82	25.70
W&W Waste Services	44.98	0.00	4.72	4.72	0.00	9.47	1.41	7.85	7.85	7.85	9.79	13.12
W&W Business Services	9.66	8.50	3.80	1.11	1.11	2.77	15.35	27.63	23.02	22.40	19.86	19.86



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Water & Waste Operations	32.82	30.46	31.46	32.46	32.46	13.32	12.82	14.32	23.82	33.82	25.70	20.70
W&W Waste Services	0.00	4.72	4.72	0.00	9.47	1.41	7.85	7.85	7.85	9.79	13.12	9.90
W&W Business Services	8.50	3.80	1.11	1.11	2.77	15.35	27.63	23.02	22.40	19.86	19.86	20.70

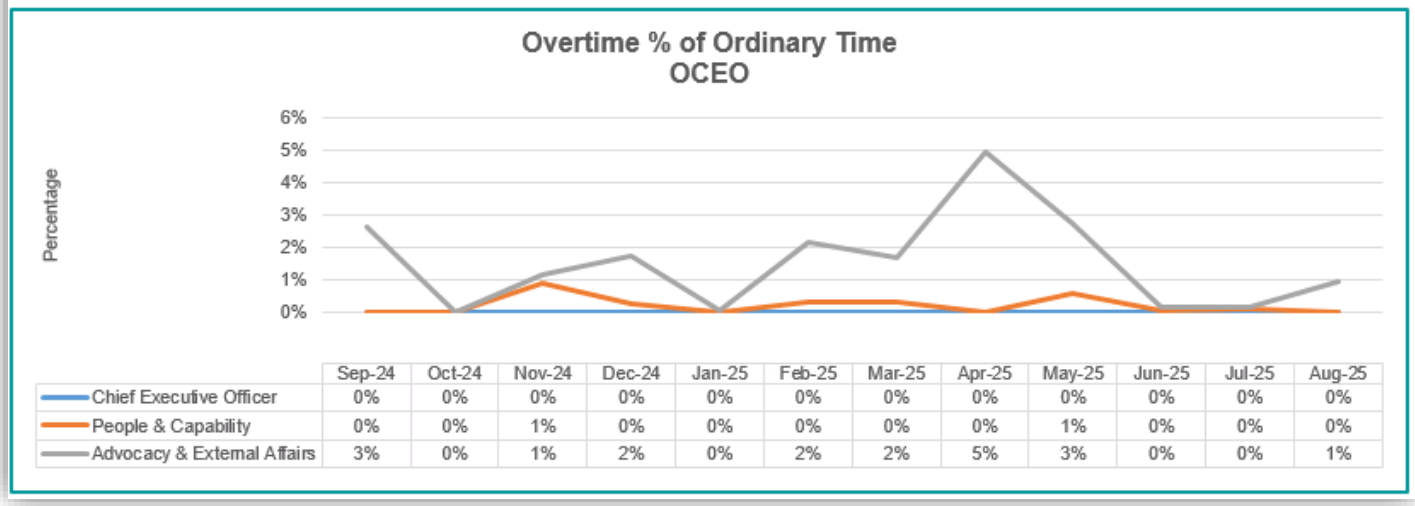
4.5. Overtime

From September 2024 to August 2025, W&W directorate consistently recorded the highest overtime percentages, peaking in July 2025. E&I directorate also showed elevated overtime, particularly in in August 2025 where the Infrastructure East overtime percentage raised to 34%, this is an increase of 12% from the previous month. Overtime costs were highest in W&W, with a significant spikes in February and July 2025, which also marked a peak in ordinary time costs, especially for E&I.

Office of the CEO

Overtime as a percentage of Ordinary Time - 1 September 2024 to 31 August 2025

Department	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Chief Executive Officer	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
People & Capability	0%	0%	1%	0%	0%	0%	0%	0%	1%	0%	0%	0%
Advocacy & External Affairs	3%	0%	1%	2%	0%	2%	2%	5%	3%	0%	0%	1%

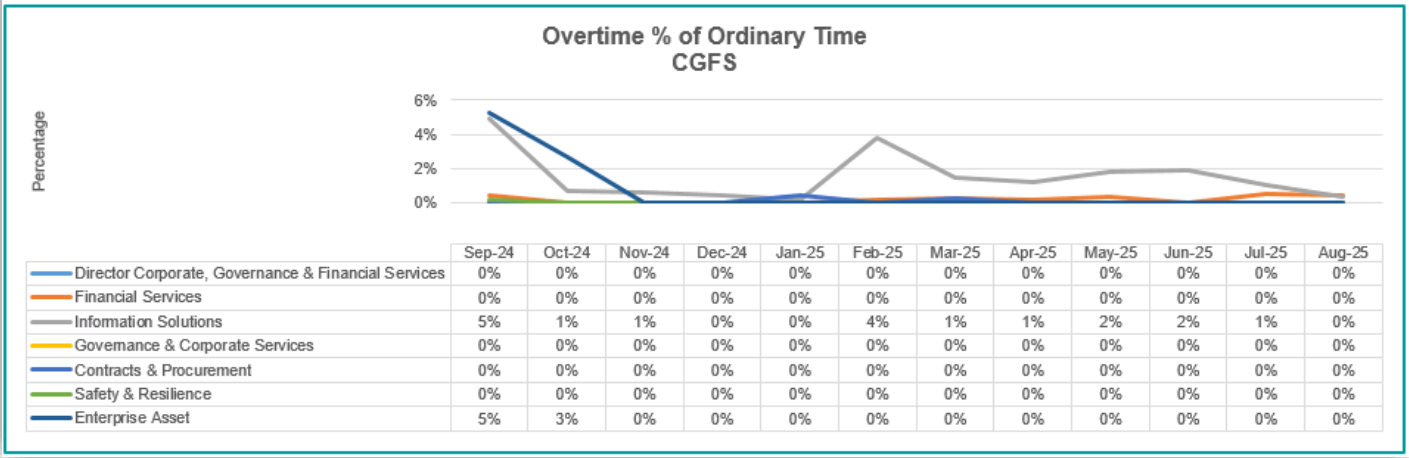


OCEO - OVERTIME % OF ORDINARY TIME

Directorate	Ordinary Time.	Overtime.
Chief Executive Officer	**$ 553,735.22**	**$ -**
Sep 2024	$ 42,641.48	$ -
Oct 2024	$ 44,414.47	$ -
Nov 2024	$ 44,203.21	$ -
Dec 2024	$ 45,657.61	$ -
Jan 2025	$ 20,393.03	$ -
Feb 2025	$ 66,038.76	$ -
Mar 2025	$ 47,302.77	$ -
Apr 2025	$ 42,587.45	$ -
May 2025	$ 38,748.04	$ -
Jun 2025	$ 43,324.42	$ -
Jul 2025	$ 69,753.78	$ -
Aug 2025	$ 48,670.20	$ -
People & Capability	**$ 1,125,091.11**	**$ 2,283.23**
Sep 2024	$ 85,493.05	$ -
Oct 2024	$ 81,241.76	$ -
Nov 2024	$ 96,088.03	$ 852.13
Dec 2024	$ 92,639.69	$ 237.43
Jan 2025	$ 55,027.17	$ -
Feb 2025	$ 132,166.65	$ 375.47
Mar 2025	$ 88,750.46	$ 237.43
Apr 2025	$ 87,241.66	$ -
May 2025	$ 81,111.42	$ 447.89
Jun 2025	$ 87,396.56	$ 3.09
Jul 2025	$ 139,336.68	$ 129.79
Aug 2025	$ 98,597.98	$ -
Advocacy & External Affairs	**$ 681,155.37**	**$ 10,046.47**
Sep 2024	$ 44,856.72	$ 1,181.72
Oct 2024	$ 52,998.56	$ -
Nov 2024	$ 53,035.70	$ 600.51
Dec 2024	$ 52,020.01	$ 903.44
Jan 2025	$ 29,649.53	$ 1.49
Feb 2025	$ 77,021.40	$ 1,650.94
Mar 2025	$ 51,107.46	$ 861.28
Apr 2025	$ 56,007.78	$ 2,768.84
May 2025	$ 43,946.61	$ 1,205.00
Jun 2025	$ 55,800.59	$ 86.36
Jul 2025	$ 94,914.04	$ 140.18
Aug 2025	$ 69,796.97	$ 646.71
Total	**$ 2,359,981.70**	**$ 12,329.70**

Corporate, Governance & Financial Services

Department	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Corporate, Governance & Financial Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Financial Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Information Solutions	5%	1%	1%	0%	0%	4%	1%	1%	2%	2%	1%	0%
Governance & Corporate Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Contracts & Procurement	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Safety & Resilience	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Enterprise Asset	5%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Corporate, Governance & Financial Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Financial Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Information Solutions	5%	1%	1%	0%	0%	4%	1%	1%	2%	2%	1%	0%
Governance & Corporate Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Contracts & Procurement	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Safety & Resilience	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Enterprise Asset	5%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

CGFS - OVERTIME % OF ORDINARY TIME

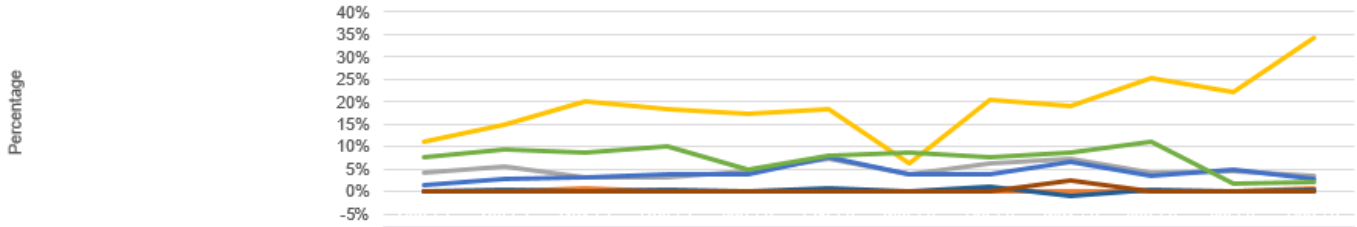
Directorate	Ordinary Time.	Overtime.
Director Corporate, Governance & Financial Services	**$ 376,495.13**	**$ -**
Sep 2024	$ 25,677.03	$ -
Oct 2024	$ 27,307.78	$ -
Nov 2024	$ 28,387.05	$ -
Dec 2024	$ 28,387.05	$ -
Jan 2025	$ 13,031.12	$ -
Feb 2025	$ 35,201.21	$ -
Mar 2025	$ 27,708.12	$ -
Apr 2025	$ 26,907.44	$ -
May 2025	$ 21,991.38	$ -
Jun 2025	$ 32,914.78	$ -
Jul 2025	$ 65,716.50	$ -
Aug 2025	$ 43,265.67	$ -
Financial Services	**$ 1,942,405.87**	**$ 3,608.00**
Sep 2024	$ 146,577.59	$ 600.51
Oct 2024	$ 135,901.99	$ -
Nov 2024	$ 155,531.92	$ -
Dec 2024	$ 160,261.10	$ -
Jan 2025	$ 85,586.86	$ -
Feb 2025	$ 231,969.72	$ 270.42
Mar 2025	$ 171,764.92	$ 358.35
Apr 2025	$ 154,711.02	$ 231.74
May 2025	$ 129,409.95	$ 405.63
Jun 2025	$ 146,558.90	$ -
Jul 2025	$ 244,321.52	$ 1,106.53
Aug 2025	$ 179,810.38	$ 634.82
Information Solutions	**$ 1,376,900.01**	**$ 22,501.04**
Sep 2024	$ 111,354.38	$ 5,480.64
Oct 2024	$ 100,228.91	$ 638.61
Nov 2024	$ 127,213.57	$ 733.45
Dec 2024	$ 88,270.93	$ 347.48
Jan 2025	$ 62,782.57	$ 99.28
Feb 2025	$ 166,705.71	$ 6,361.83
Mar 2025	$ 103,737.83	$ 1,512.69
Apr 2025	$ 106,696.40	$ 1,238.66
May 2025	$ 99,128.65	$ 1,731.75
Jun 2025	$ 113,689.61	$ 2,173.17
Jul 2025	$ 177,874.71	$ 1,788.42
Aug 2025	$ 119,216.74	$ 395.06
Governance & Corporate Services	**$ 284,624.21**	**$ -**
Sep 2024	$ 19,374.73	$ -
Oct 2024	$ 19,704.10	$ -
Nov 2024	$ 23,931.49	$ -
Dec 2024	$ 12,775.57	$ -
Jan 2025	$ 8,461.64	$ -
Feb 2025	$ 32,242.66	$ -
Mar 2025	$ 26,264.74	$ -
Apr 2025	$ 24,445.67	$ -
May 2025	$ 22,219.75	$ -
Jun 2025	$ 23,898.82	$ -
Jul 2025	$ 38,386.22	$ -
Aug 2025	$ 32,918.82	$ -

CGFS - OVERTIME % OF ORDINARY TIME

Directorate	Ordinary Time.	Overtime.
Contracts & Procurement	**$ 647,788.13**	**$ 227.15**
Sep 2024	$ 50,338.43	$ -
Oct 2024	$ 51,631.94	$ -
Nov 2024	$ 50,870.51	$ -
Dec 2024	$ 58,907.57	$ -
Jan 2025	$ 27,229.93	$ 97.35
Feb 2025	$ 79,558.92	$ -
Mar 2025	$ 52,326.12	$ 129.80
Apr 2025	$ 45,639.66	$ -
May 2025	$ 38,155.78	$ -
Jun 2025	$ 51,250.58	$ -
Jul 2025	$ 89,716.07	$ -
Aug 2025	$ 52,162.62	$ -
Safety & Resilience	**$ 713,025.46**	**$ 105.66**
Sep 2024	$ 59,883.20	$ 105.66
Oct 2024	$ 53,377.11	$ -
Nov 2024	$ 58,663.68	$ -
Dec 2024	$ 62,871.65	$ -
Jan 2025	$ 27,968.77	$ -
Feb 2025	$ 88,015.23	$ -
Mar 2025	$ 58,230.18	$ -
Apr 2025	$ 55,133.96	$ -
May 2025	$ 39,881.78	$ -
Jun 2025	$ 43,157.91	$ -
Jul 2025	$ 95,437.26	$ -
Aug 2025	$ 70,404.73	$ -
Enterprise Asset	**$ 375,160.21**	**$ 1,767.30**
Sep 2024	$ 22,404.09	$ 1,178.20
Oct 2024	$ 22,528.57	$ 589.10
Nov 2024	$ 26,951.03	$ -
Dec 2024	$ 24,351.88	$ -
Jan 2025	$ 15,469.49	$ -
Feb 2025	$ 51,586.19	$ -
Mar 2025	$ 33,260.76	$ -
Apr 2025	$ 33,019.95	$ -
May 2025	$ 27,739.58	$ -
Jun 2025	$ 31,848.09	$ -
Jul 2025	$ 48,693.22	$ -
Aug 2025	$ 37,307.36	$ -
Total	$ 5,716,399.02	$ 28,209.15

Engineering & Infrastructure

Department	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Engineering & Infrastructure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Bowen Basin & Galilee Operations	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%
Parks & Recreation	4%	5%	3%	3%	5%	7%	4%	6%	7%	4%	5%	4%
Infrastructure East	11%	15%	20%	18%	17%	19%	6%	20%	19%	25%	22%	34%
Infrastructure West	2%	3%	3%	4%	4%	8%	4%	4%	7%	4%	5%	3%
Corporate Properties & Fleet	8%	9%	9%	10%	5%	8%	9%	8%	9%	11%	2%	2%
Plant Fleet & Workshop	0%	0%	0%	0%	0%	1%	0%	1%	-1%	0%	0%	0%
Infrastructure Planning & Technical Services	0%	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Engineering & Infrastructure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Bowen Basin & Galilee Operations	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%
Parks & Recreation	4%	5%	3%	3%	5%	7%	4%	6%	7%	4%	5%	4%
Infrastructure East	11%	15%	20%	18%	17%	19%	6%	20%	19%	25%	22%	34%
Infrastructure West	2%	3%	3%	4%	4%	8%	4%	4%	7%	4%	5%	3%
Corporate Properties & Fleet	8%	9%	9%	10%	5%	8%	9%	8%	9%	11%	2%	2%
Plant Fleet & Workshop	0%	0%	0%	0%	0%	1%	0%	1%	-1%	0%	0%	0%
Infrastructure Planning & Technical Services	0%	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%

E&I - OVERTIME % OF ORDINARY TIME

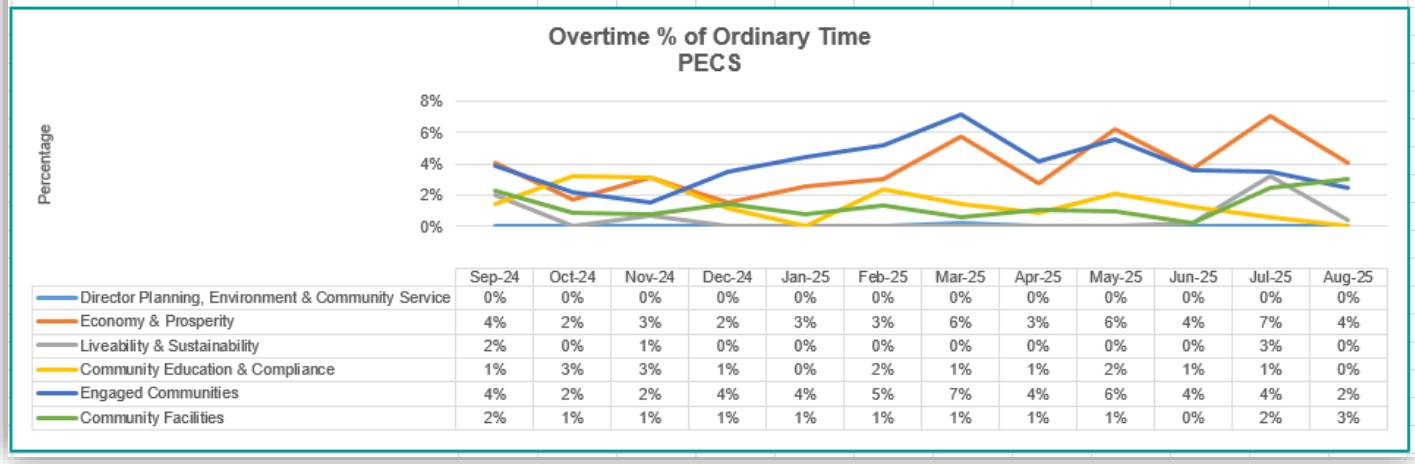
Directorate	Ordinary Time.	Overtime.
Director Engineering & Infrastructure	**$ 343,382.48**	**$ -**
Sep 2024	$ 28,542.69	$ -
Oct 2024	$ 27,291.57	$ -
Nov 2024	$ 27,424.11	$ -
Dec 2024	$ 27,013.92	$ -
Jan 2025	$ 17,291.19	$ -
Feb 2025	$ 42,156.00	$ -
Mar 2025	$ 29,728.86	$ -
Apr 2025	$ 28,196.92	$ -
May 2025	$ 24,227.70	$ -
Jun 2025	$ 21,792.67	$ -
Jul 2025	$ 41,820.77	$ -
Aug 2025	$ 27,896.08	$ -
Bowen Basin & Galilee Operations	**$ 451,016.75**	**$ 690.91**
Sep 2024	$ 33,758.66	$ -
Oct 2024	$ 24,111.74	$ -
Nov 2024	$ 33,675.50	$ 308.61
Dec 2024	$ 30,196.62	$ -
Jan 2025	$ 16,428.81	$ -
Feb 2025	$ 42,581.56	$ -
Mar 2025	$ 29,273.62	$ -
Apr 2025	$ 35,595.85	$ -
May 2025	$ 33,634.76	$ -
Jun 2025	$ 49,154.73	$ -
Jul 2025	$ 74,983.09	$ 71.78
Aug 2025	$ 47,621.81	$ 310.52
Parks & Recreation	**$ 2,947,457.85**	**$ 142,971.61**
Sep 2024	$ 232,451.03	$ 9,687.57
Oct 2024	$ 208,320.54	$ 11,373.70
Nov 2024	$ 231,319.90	$ 7,258.07
Dec 2024	$ 228,843.92	$ 6,926.19
Jan 2025	$ 157,226.60	$ 7,123.67
Feb 2025	$ 359,621.38	$ 26,117.41
Mar 2025	$ 242,537.66	$ 9,422.39
Apr 2025	$ 232,925.63	$ 14,412.49
May 2025	$ 195,110.33	$ 14,397.16
Jun 2025	$ 229,747.41	$ 9,396.14
Jul 2025	$ 362,101.26	$ 17,059.43
Aug 2025	$ 267,252.19	$ 9,797.39
Infrastructure East	**$ 925,374.20**	**$ 176,891.62**
Sep 2024	$ 80,094.51	$ 8,966.18
Oct 2024	$ 75,892.43	$ 11,450.38
Nov 2024	$ 95,747.14	$ 19,119.66
Dec 2024	$ 87,877.42	$ 16,160.53
Jan 2025	$ 36,676.68	$ 6,357.52
Feb 2025	$ 96,002.76	$ 17,762.26
Mar 2025	$ 74,982.96	$ 4,691.33
Apr 2025	$ 69,559.37	$ 14,242.98
May 2025	$ 55,785.85	$ 10,637.53
Jun 2025	$ 74,399.73	$ 18,808.02
Jul 2025	$ 100,820.26	$ 22,229.98
Aug 2025	$ 77,535.09	$ 26,465.25

E&I - OVERTIME % OF ORDINARY TIME

Directorate	Ordinary Time.	Overtime.
Infrastructure West	**$ 3,026,332.26**	**$ 126,989.21**
Sep 2024	$ 241,584.86	$ 3,767.28
Oct 2024	$ 219,174.17	$ 6,130.11
Nov 2024	$ 255,385.38	$ 7,723.45
Dec 2024	$ 263,180.63	$ 10,011.98
Jan 2025	$ 156,368.42	$ 6,229.35
Feb 2025	$ 366,876.91	$ 27,736.53
Mar 2025	$ 250,606.82	$ 9,292.64
Apr 2025	$ 239,307.93	$ 9,598.00
May 2025	$ 199,828.13	$ 13,295.49
Jun 2025	$ 227,291.95	$ 8,072.99
Jul 2025	$ 364,758.33	$ 18,095.56
Aug 2025	$ 241,968.73	$ 7,035.83
Corporate Properties & Fleet	**$ 1,274,477.42**	**$ 92,495.17**
Sep 2024	$ 108,212.28	$ 8,254.51
Oct 2024	$ 106,150.45	$ 9,849.02
Nov 2024	$ 110,662.98	$ 9,637.18
Dec 2024	$ 97,920.13	$ 9,850.63
Jan 2025	$ 53,706.29	$ 2,673.88
Feb 2025	$ 143,076.18	$ 11,583.43
Mar 2025	$ 105,824.19	$ 9,076.15
Apr 2025	$ 111,250.77	$ 8,677.56
May 2025	$ 83,157.02	$ 7,363.56
Jun 2025	$ 92,394.16	$ 10,378.87
Jul 2025	$ 147,893.96	$ 2,860.98
Aug 2025	$ 114,229.01	$ 2,289.40
Plant Fleet & Workshop	**$ 777,312.81**	**$ 1,576.29**
Sep 2024	$ 75,993.89	$ 100.66
Oct 2024	$ 66,510.54	$ 251.65
Nov 2024	$ 65,360.86	$ -
Dec 2024	$ 66,634.32	$ 184.54
Jan 2025	$ 29,732.42	$ -
Feb 2025	$ 92,208.43	$ 606.05
Mar 2025	$ 69,039.25	$ -
Apr 2025	$ 51,261.64	$ 524.34
May 2025	$ 51,912.68	-$ 501.69
Jun 2025	$ 61,836.91	$ 201.32
Jul 2025	$ 84,690.04	$ -
Aug 2025	$ 62,131.83	$ 209.42
Infrastructure Planning & Technical Services	**$ 352,616.06**	**$ 298.02**
Sep 2024	$ 29,526.28	$ -
Oct 2024	$ 27,411.23	$ -
Nov 2024	$ 35,274.89	$ -
Dec 2024	$ 35,170.50	$ -
Jan 2025	$ 14,047.53	$ -
Feb 2025	$ 52,196.30	$ -
Mar 2025	$ 39,421.50	$ -
Apr 2025	$ 24,123.34	$ -
May 2025	$ 12,842.33	$ 298.02
Jun 2025	$ 23,939.13	$ -
Jul 2025	$ 38,748.53	$ -
Aug 2025	$ 19,914.50	$ -
Total	**$ 10,097,969.83**	**$ 541,912.83**

Planning, Environment & Community Services

Department	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Planning, Environment & Community Service	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Economy & Prosperity	4%	2%	3%	2%	3%	3%	6%	3%	6%	4%	7%	4%
Liveability & Sustainability	2%	0%	1%	0%	0%	0%	0%	0%	0%	0%	3%	0%
Community Education & Compliance	1%	3%	3%	1%	0%	2%	1%	1%	2%	1%	1%	0%
Engaged Communities	4%	2%	2%	4%	4%	5%	7%	4%	6%	4%	4%	2%
Community Facilities	2%	1%	1%	1%	1%	1%	1%	1%	1%	0%	2%	3%



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Planning, Environment & Community Service	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Economy & Prosperity	4%	2%	3%	2%	3%	3%	6%	3%	6%	4%	7%	4%
Liveability & Sustainability	2%	0%	1%	0%	0%	0%	0%	0%	0%	0%	3%	0%
Community Education & Compliance	1%	3%	3%	1%	0%	2%	1%	1%	2%	1%	1%	0%
Engaged Communities	4%	2%	2%	4%	4%	5%	7%	4%	6%	4%	4%	2%
Community Facilities	2%	1%	1%	1%	1%	1%	1%	1%	1%	0%	2%	3%

PEC S - OVERTIME % OF ORDINARY TIME

Directorate	Ordinary Time.	Overtime.
Director Planning, Environment & Community Service	**$ 592,701.58**	**$ 123.68**
Sep 2024	$ 61,600.49	$ -
Oct 2024	$ 52,086.52	$ -
Nov 2024	$ 53,859.58	$ -
Dec 2024	$ 53,231.24	$ -
Jan 2025	$ 27,507.51	$ -
Feb 2025	$ 68,111.41	$ -
Mar 2025	$ 45,201.65	$ 123.68
Apr 2025	$ 39,515.44	$ -
May 2025	$ 38,967.66	$ -
Jun 2025	$ 43,749.40	$ -
Jul 2025	$ 59,729.09	$ -
Aug 2025	$ 49,141.59	$ -
Economy & Prosperity	**$ 925,061.96**	**$ 37,328.69**
Sep 2024	$ 65,941.63	$ 2,668.23
Oct 2024	$ 59,983.74	$ 1,047.86
Nov 2024	$ 72,285.06	$ 2,287.29
Dec 2024	$ 68,408.60	$ 1,074.58
Jan 2025	$ 44,148.12	$ 1,149.28
Feb 2025	$ 117,453.95	$ 3,610.52
Mar 2025	$ 79,441.09	$ 4,556.07
Apr 2025	$ 63,723.70	$ 1,757.71
May 2025	$ 65,907.29	$ 4,109.45
Jun 2025	$ 90,504.82	$ 3,373.01
Jul 2025	$ 124,438.23	$ 8,751.82
Aug 2025	$ 72,825.73	$ 2,942.87
Liveability & Sustainability	**$ 858,830.97**	**$ 5,665.93**
Sep 2024	$ 56,589.99	$ 1,128.49
Oct 2024	$ 50,670.11	$ -
Nov 2024	$ 56,843.29	$ 403.91
Dec 2024	$ 69,986.42	$ -
Jan 2025	$ 35,556.48	$ -
Feb 2025	$ 102,304.96	$ -
Mar 2025	$ 72,106.91	$ -
Apr 2025	$ 68,902.33	$ -
May 2025	$ 65,801.47	$ -
Jun 2025	$ 86,366.71	$ 212.94
Jul 2025	$ 112,781.36	$ 3,616.54
Aug 2025	$ 80,920.94	$ 304.05
Community Education & Compliance	**$ 899,180.98**	**$ 13,636.03**
Sep 2024	$ 63,453.23	$ 915.65
Oct 2024	$ 64,246.94	$ 2,075.89
Nov 2024	$ 71,804.51	$ 2,254.12
Dec 2024	$ 74,397.84	$ 845.30
Jan 2025	$ 42,491.94	$ -
Feb 2025	$ 112,629.55	$ 2,723.73
Mar 2025	$ 78,702.28	$ 1,127.06
Apr 2025	$ 66,298.14	$ 610.50
May 2025	$ 68,219.05	$ 1,455.79
Jun 2025	$ 77,803.96	$ 987.74
Jul 2025	$ 104,175.69	$ 640.25
Aug 2025	$ 74,957.85	$ -

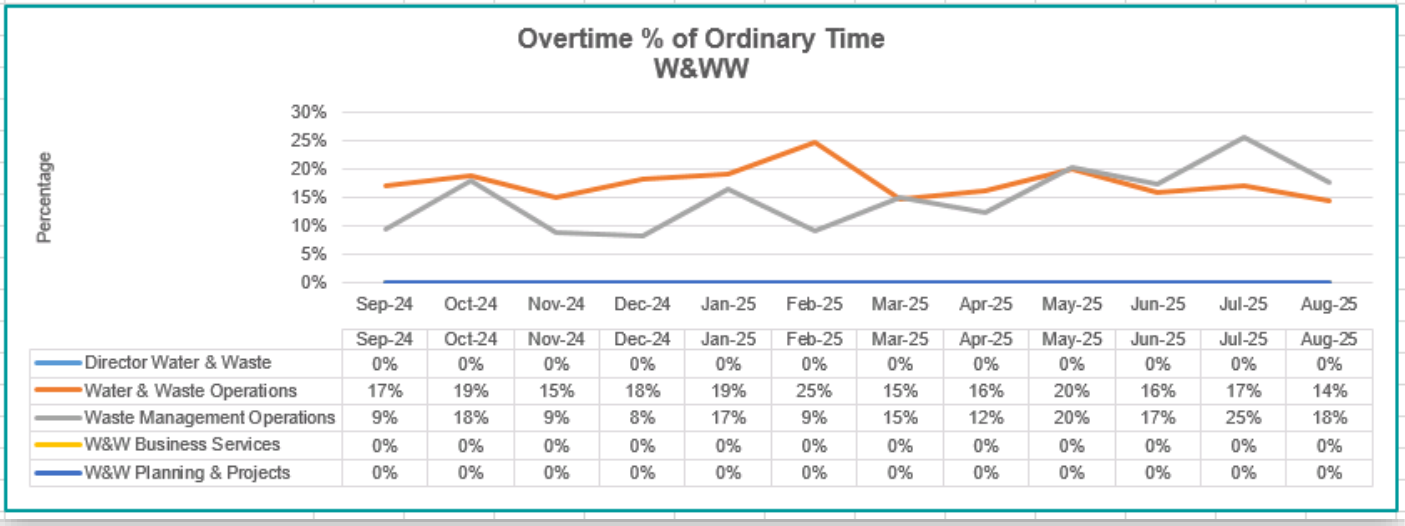
13.

PEC S - OVERTIME % OF ORDINARY TIME

Directorate	Ordinary Time.	Overtime.
Engaged Communities	**$ 2,739,534.09**	**$ 109,071.38**
Sep 2024	$ 188,096.75	$ 7,368.78
Oct 2024	$ 185,798.53	$ 3,998.98
Nov 2024	$ 203,776.51	$ 3,207.22
Dec 2024	$ 211,396.30	$ 7,464.64
Jan 2025	$ 117,834.03	$ 5,182.21
Feb 2025	$ 340,971.57	$ 17,780.54
Mar 2025	$ 239,822.49	$ 17,059.52
Apr 2025	$ 220,305.57	$ 9,180.78
May 2025	$ 203,159.92	$ 11,282.38
Jun 2025	$ 224,501.81	$ 8,024.76
Jul 2025	$ 353,488.96	$ 12,410.35
Aug 2025	$ 250,381.65	$ 6,111.22
Community Facilities	**$ 1,615,133.37**	**$ 22,890.91**
Sep 2024	$ 123,346.94	$ 2,818.40
Oct 2024	$ 126,382.12	$ 1,112.47
Nov 2024	$ 130,804.96	$ 1,022.59
Dec 2024	$ 132,453.38	$ 1,911.78
Jan 2025	$ 78,770.81	$ 656.35
Feb 2025	$ 184,713.61	$ 2,444.68
Mar 2025	$ 124,298.98	$ 794.89
Apr 2025	$ 131,365.28	$ 1,376.81
May 2025	$ 121,237.31	$ 1,171.56
Jun 2025	$ 119,990.11	$ 317.45
Jul 2025	$ 208,636.40	$ 5,184.83
Aug 2025	$ 133,133.47	$ 4,079.10
Total	$ 7,630,442.95	$ 188,716.62

Water & Waste

Department	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Water & Waste	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Water & Waste Operations	17%	19%	15%	18%	19%	25%	15%	16%	20%	16%	17%	14%
Waste Management Operations	9%	18%	9%	8%	17%	9%	15%	12%	20%	17%	25%	18%
W&W Business Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
W&W Planning & Projects	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Director Water & Waste	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Water & Waste Operations	17%	19%	15%	18%	19%	25%	15%	16%	20%	16%	17%	14%
Waste Management Operations	9%	18%	9%	8%	17%	9%	15%	12%	20%	17%	25%	18%
W&W Business Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
W&W Planning & Projects	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

W&WW - OVERTIME % OF ORDINARY TIME

Directorate	Ordinary Time.	Overtime.
Director Water & Waste	**$ 343,000.58**	**$ -**
Sep 2024	$ 28,247.75	$ -
Oct 2024	$ 27,307.78	$ -
Nov 2024	$ 28,588.70	$ -
Dec 2024	$ 25,514.81	$ -
Jan 2025	$ 22,169.64	$ -
Feb 2025	$ 39,433.20	$ -
Mar 2025	$ 28,906.00	$ -
Apr 2025	$ 25,546.65	$ -
May 2025	$ 20,405.42	$ -
Jun 2025	$ 26,936.77	$ -
Jul 2025	$ 42,850.56	$ -
Aug 2025	$ 27,093.30	$ -
Water & Waste Operations	**$ 2,307,872.20**	**$ 408,319.27**
Sep 2024	$ 183,228.52	$ 31,060.61
Oct 2024	$ 178,068.81	$ 33,254.97
Nov 2024	$ 175,755.40	$ 26,083.28
Dec 2024	$ 159,301.50	$ 28,903.81
Jan 2025	$ 130,036.07	$ 24,937.72
Feb 2025	$ 261,189.86	$ 64,800.65
Mar 2025	$ 190,184.81	$ 27,998.49
Apr 2025	$ 198,542.14	$ 32,300.36
May 2025	$ 159,928.22	$ 31,873.85
Jun 2025	$ 193,419.27	$ 30,645.57
Jul 2025	$ 285,115.78	$ 48,883.34
Aug 2025	$ 193,101.82	$ 27,576.62
Waste Management Operations	**$ 1,185,165.85**	**$ 175,174.15**
Sep 2024	$ 93,278.18	$ 8,701.09
Oct 2024	$ 88,079.43	$ 15,683.05
Nov 2024	$ 99,291.19	$ 8,630.50
Dec 2024	$ 100,290.15	$ 8,337.95
Jan 2025	$ 74,256.47	$ 12,299.70
Feb 2025	$ 144,271.63	$ 13,205.78
Mar 2025	$ 89,707.23	$ 13,391.13
Apr 2025	$ 91,902.65	$ 11,205.74
May 2025	$ 80,278.08	$ 16,379.95
Jun 2025	$ 89,535.27	$ 15,526.63
Jul 2025	$ 134,637.19	$ 34,292.54
Aug 2025	$ 99,638.38	$ 17,520.09
W&W Business Services	**$ 780,235.94**	**$ -**
Sep 2024	$ 60,756.45	$ -
Oct 2024	$ 57,990.15	$ -
Nov 2024	$ 59,260.74	$ -
Dec 2024	$ 62,916.61	$ -
Jan 2025	$ 31,883.88	$ -
Feb 2025	$ 102,662.58	$ -
Mar 2025	$ 59,281.02	$ -
Apr 2025	$ 50,168.19	$ -
May 2025	$ 58,457.39	$ -
Jun 2025	$ 63,655.86	$ -
Jul 2025	$ 100,315.18	$ -
Aug 2025	$ 72,887.89	$ -

W&WW - OVERTIME % OF ORDINARY TIME

Directorate	Ordinary Time.	Overtime.
W&W Business Services	**$ 780,235.94**	**$ -**
Sep 2024	$ 60,756.45	$ -
Oct 2024	$ 57,990.15	$ -
Nov 2024	$ 59,260.74	$ -
Dec 2024	$ 62,916.61	$ -
Jan 2025	$ 31,883.88	$ -
Feb 2025	$ 102,662.58	$ -
Mar 2025	$ 59,281.02	$ -
Apr 2025	$ 50,168.19	$ -
May 2025	$ 58,457.39	$ -
Jun 2025	$ 63,655.86	$ -
Jul 2025	$ 100,315.18	$ -
Aug 2025	$ 72,887.89	$ -
W&W Planning & Projects	**$ 363,919.59**	**$ -**
Sep 2024	$ 22,600.75	$ -
Oct 2024	$ 20,497.31	$ -
Nov 2024	$ 17,139.42	$ -
Dec 2024	$ 26,740.32	$ -
Jan 2025	$ 16,413.04	$ -
Feb 2025	$ 42,083.23	$ -
Mar 2025	$ 30,424.02	$ -
Apr 2025	$ 27,242.59	$ -
May 2025	$ 30,216.39	$ -
Jun 2025	$ 33,665.22	$ -
Jul 2025	$ 57,919.13	$ -
Aug 2025	$ 38,978.17	$ -
Total	$ 4,980,194.16	$ 583,493.42

Report authorised by:

CALE DENDLE

Chief Executive Officer

Date 2 August 2025

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Donna Wilson
AUTHOR POSITION	Engaged Communities Grants Officer

9.10 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:

1. Notes the minor community grants approved under delegation for the month of August 2025

Resolution No.: **PECS1372**

Moved: **Cr Terry O'Neill** **Seconded:** **Cr Alaina Earl**

That the Committee recommends that Council:

1. Notes the minor community grants approved under delegation for the month of August 2025.

Carried

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**
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 **Engaged Communities Grants Officer**	HEIDI ROBERTS **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	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Barb Franklin
AUTHOR POSITION	Coordinator Community Hubs

9.11 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:

1. ***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.***

2. ***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.***

Resolution No.: **PECS1373**

Moved: **Cr Melissa Westcott** **Seconded:** **Cr Terry O'Neill**

That the Committee recommends that Council:

1. **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.**

2. **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.**

Carried

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. TWithin 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 **Coordinator Community Hubs**	HEIDI ROBERTS **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.

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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.

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

4. **Artistic and Landscape Design**
    - Engage W&J member to create the layout, yarning 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 yarning 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.

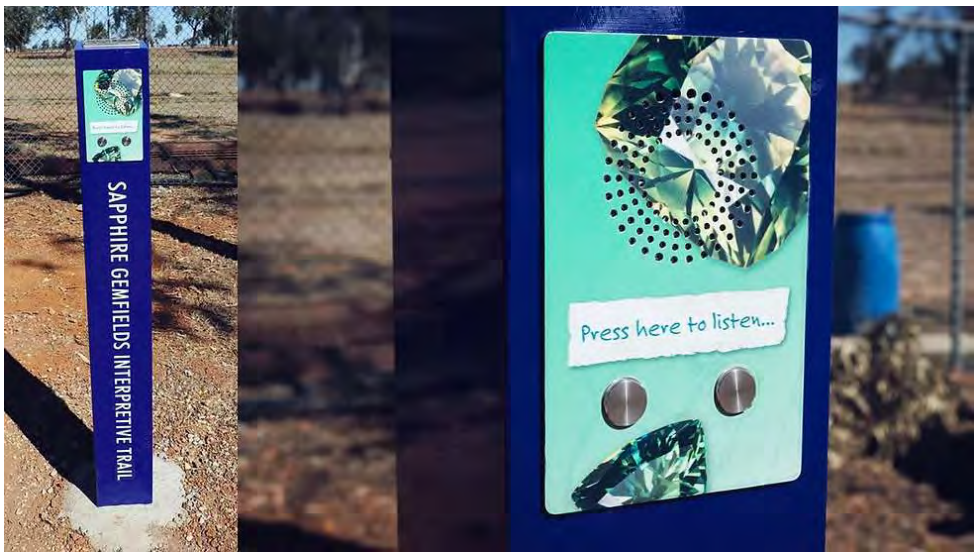
Conclusion

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



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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Joel Redden
AUTHOR POSITION	Program Leader – Economic Development

9.12 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***

Resolution No.: PECS1375

Moved: Cr Alaina Earl Seconded: Cr Terry O'Neill

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.**

Carried

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.

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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:	**Report authorised by:**
SCOTT JARVIS **Manager Economy and Prosperity**	HEIDI ROBERTS **Director Planning Environment & Community Services**
Date: 21 August 2025	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

Photo by Gilmour Space

Reimagine rehab

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

Create Advisory

RESOURCES CENTRE of EXCELLENCE

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GREATER WHITSUNDAY ALLIANCE
MACKAY ▶ ISAAC ▶ WHITSUNDAY

July 2025

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.

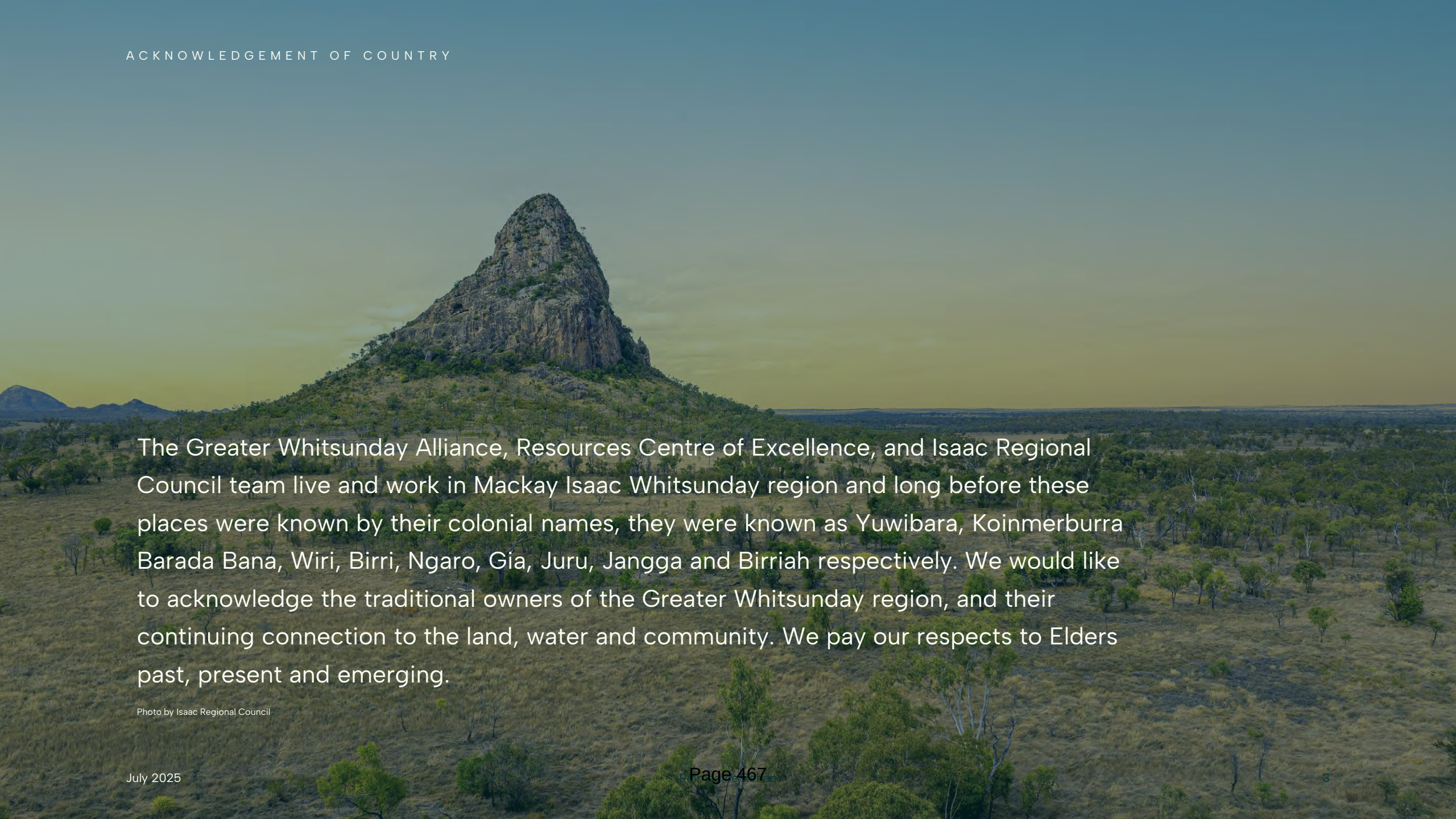
This Prospectus must not be shown, copied, provided, disseminated, given to, or relied on by, any other person or entity outside of Greater Whitsunday Alliance except for as set out in our engagement letter.

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.

ACKNOWLEDGEMENT OF COUNTRY



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.

Future-focused

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

Sustainable

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

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 worlds 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.

585% growth in estimated rehabilitation liability in Queensland over the past two decades.

$8 billion is estimated will be spent on mine closure Australia-wide in 2030.

>$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 produced[2]

58% of the 25,000 regional **jobs** are in mining[3]

89% of regional **output** is from mining[4]

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 it's demand for decades, due in part to the high quality and significant volumes of regional Queensland coal.[5]

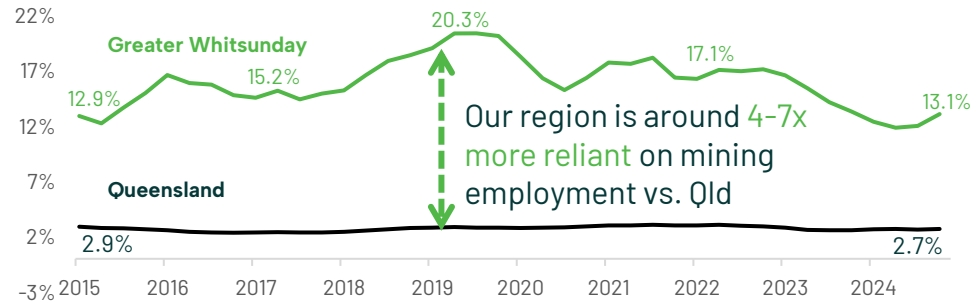
Much of our region is therefore heavily entrenched in the mining sector (particularly our mining equipment, technology and services (METS) businesses). Mining, for example, employs 4 – 7x more people in our region than the Queensland average (see Figure 1).[6]

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

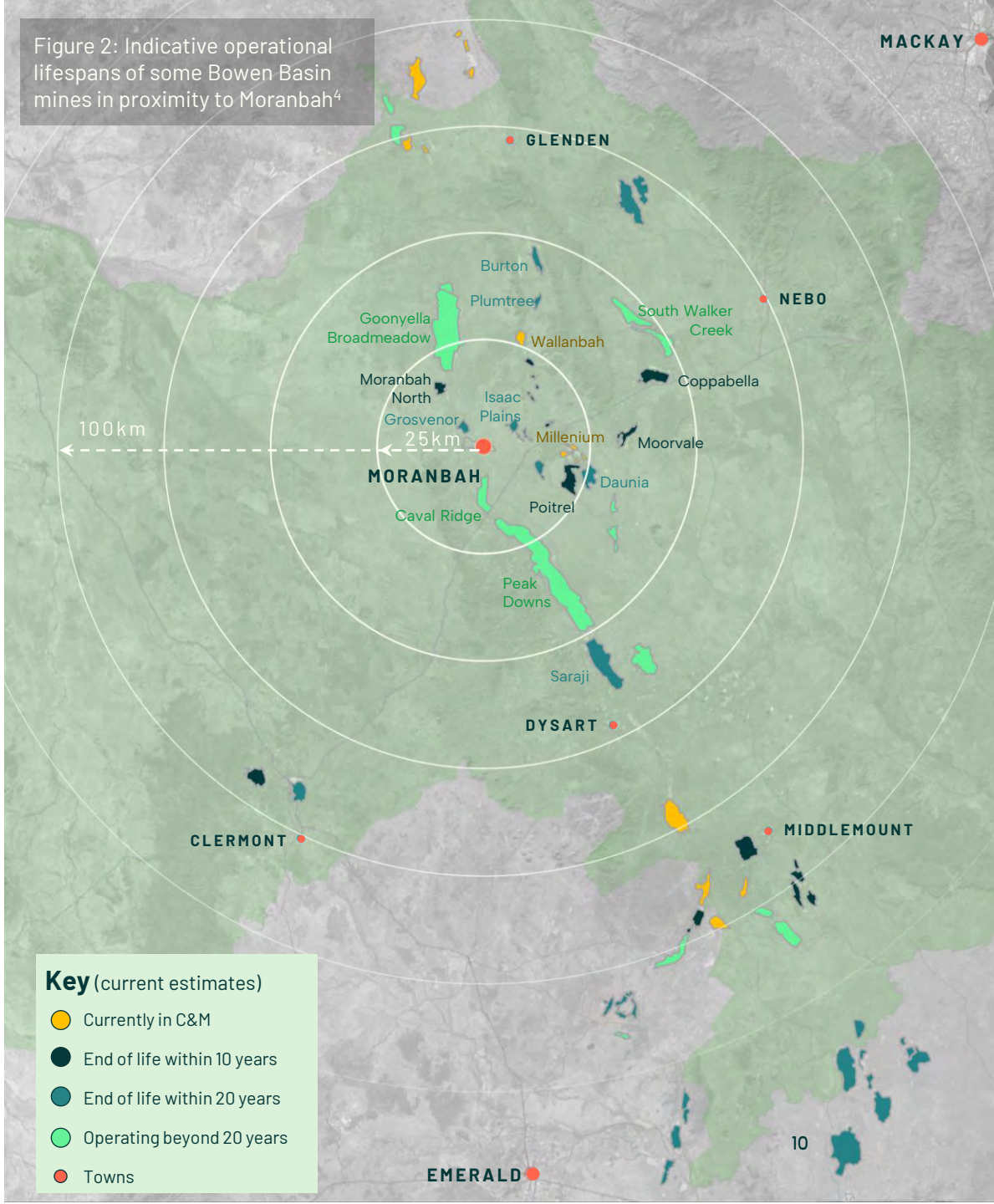
Peak mine closure in the region is anticipated to occur around 2040 and 2070.[1] Many of these mines requiring rehabilitation are near Moranbah as outlined in Figure 2, highlighting a significant opportunity for the region to drive innovation in this space.

The introduction of a new life-of-mine planning instrument (Progressive Rehabilitation and Closure Plan or PRCP) in 2019[2], 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, 2022[1]*

Figure 2: Indicative operational lifespans of some Bowen Basin mines in proximity to Moranbah[4]



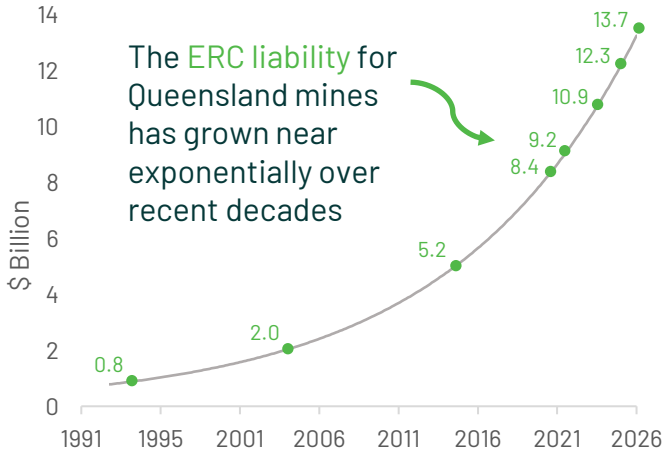
Transformative rehab is estimated to be worth over one billion dollars per annum for Queensland[1]

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

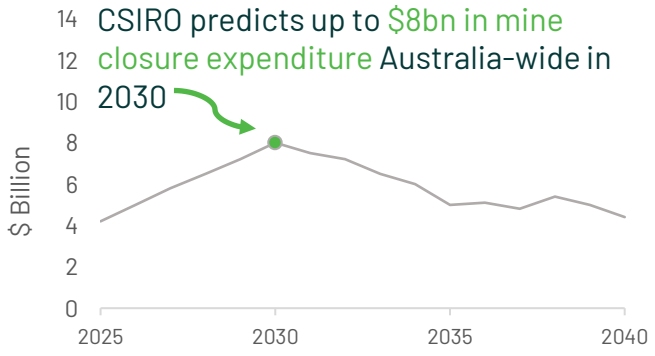


Source: Adapted from Queensland Mine Rehabilitation Commissioner (2024), *2023–24 Report*.

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*.

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.

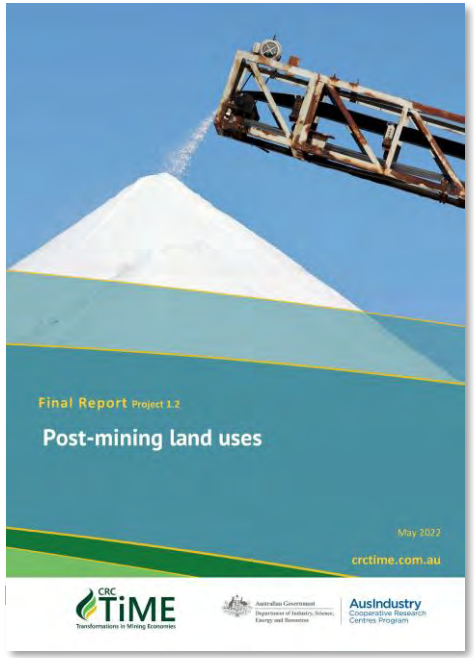
State and Local Government

- 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…

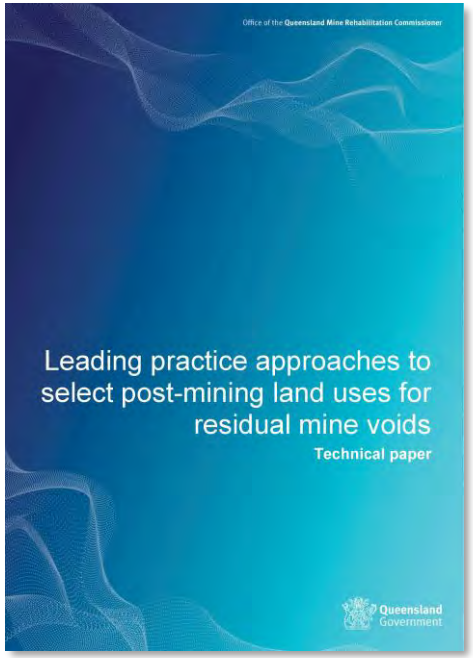


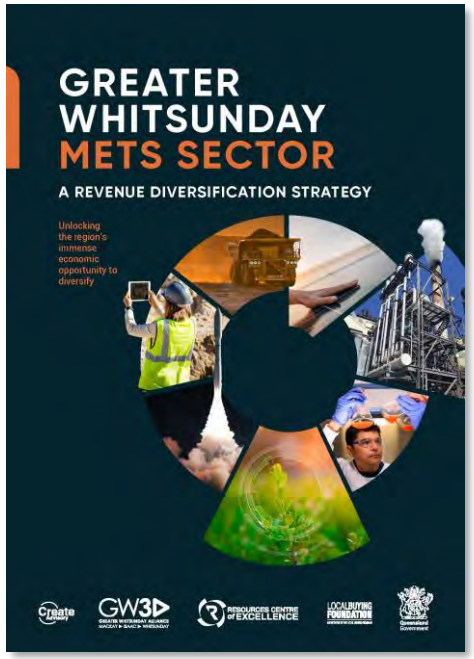
Cooperative Research Centre for Transformations in Mining Economies

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]



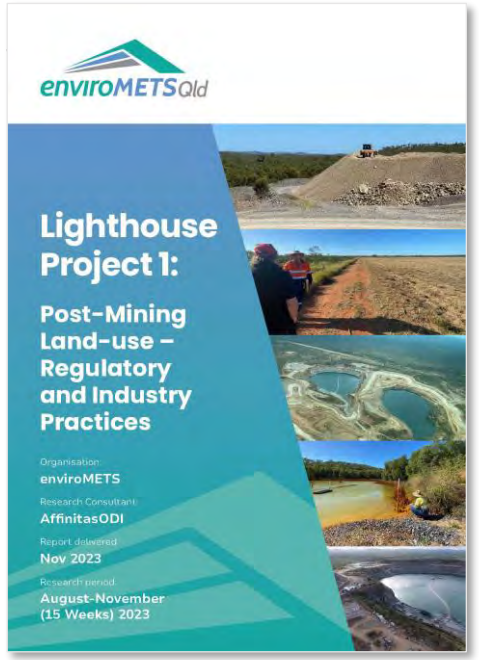


Greater Whitsunday Alliance

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...

Minerals reprocessing to extract valuable residual minerals from waste / tailings.

Renewable energy particularly in solar, wind, battery, and pumped hydro, and connection to nearby REZs.

Tourism and recreation, transforming sites into attractions and publicly usable space.

Housing particularly where sites are located near existing townships or employment centres.

Multi-use Industrial Precinct, connecting and enabling multiple uses and infrastructure.

Industrial / commercial, supporting the growth and diversification of our METS sectors.

Carbon capture and the generation of carbon credits as we seek to continue to decarbonise.

Education and research particularly as we evolve our community and industry to new areas.

Water re-use and storage for a wide variety of uses, and as an enabler of other opportunities.

Modern agriculture / aquaculture leveraging the strength of our agriculture industry.

Biodiversity and ecological restoration including providing habitats and reserves for flora and fauna.

Biomanufacturing and energy leveraging nearby agriculture and infrastructure to grow bio-related industry.

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: The 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 billions[1]

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]

8 Abandoned major mines across the Isaac region

of the 120 complex abandoned sites managed by Department.[2]

6,500ha

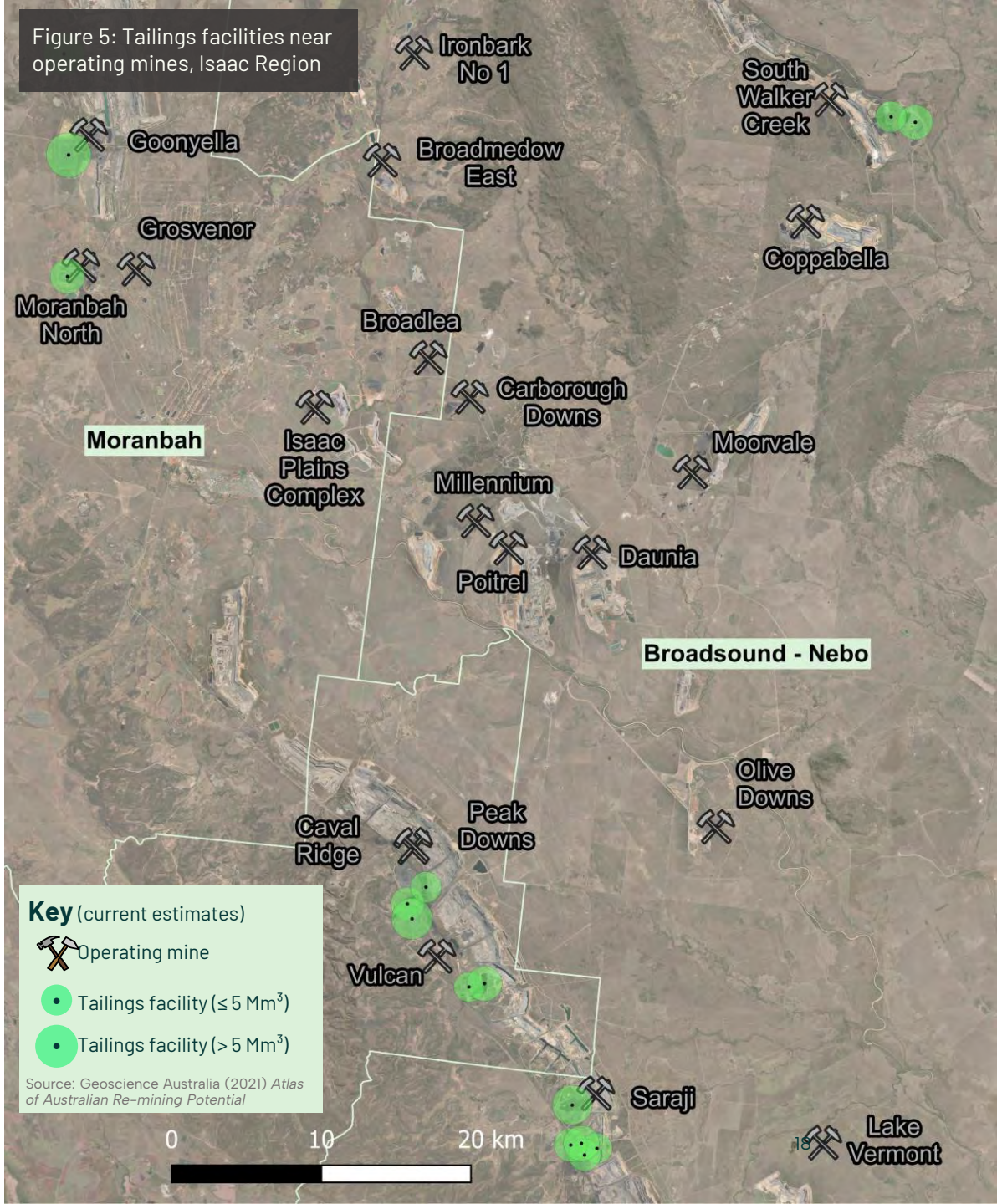
of land in Queensland utilised for coal mine tailings storage.[3]

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]

RESOURCES CENTRE of EXCELLENCE BMA BHP Mitsubishi Alliance Coreo METABOLIC

Example

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]

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

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

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 analysation, laboratories for testing, growing pods and a farm bot for robotics, nutrition, soil science, biology and coding.[2,3,4]

Example

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+ gigalitres of water stored across our mine sites.[1]

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

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

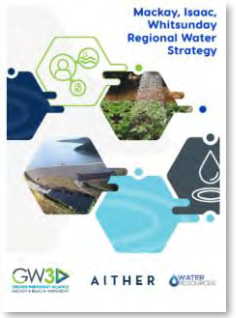
20,000 megalitres of high priority water is needed by 2040 to support mining alone[4]

- **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 acquaculture 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.

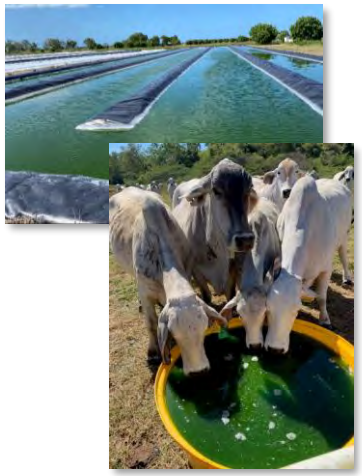
The report also outlines a range of economic enablers and strategic actions to support growth through improved access to water, while identifying key barriers that must be addressed to unlock this potential. Among the most promising opportunities is the strategic use of regional water infrastructure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



Example

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?

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.**

Photo by Eden Project

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Create
Advisory

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Joel Redden
AUTHOR POSITION	Program Leader – Economic Development

9.13 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***

Resolution No.: **PECS1376**

Moved: **Cr Melissa Westcott** **Seconded:** **Cr Terry O'Neill**

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.**

Carried

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:	**Report authorised by:**
SCOTT JARVIS **Manager Economy and Prosperity**	HEIDI ROBERTS **Director Planning Environment and Community Services**
Date: 21 August 2025	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

Queensland Small Business Commissioner

Level 12, 53 Albert Street
Brisbane, Qld. 4000
1300 312 344
commissioner@qsbc.qld.gov.au

11 October 2024 *Our ref: QSBC-10347*

Cr Kelly Vea Vea
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,

Dominique Lamb
Small Business Commissioner

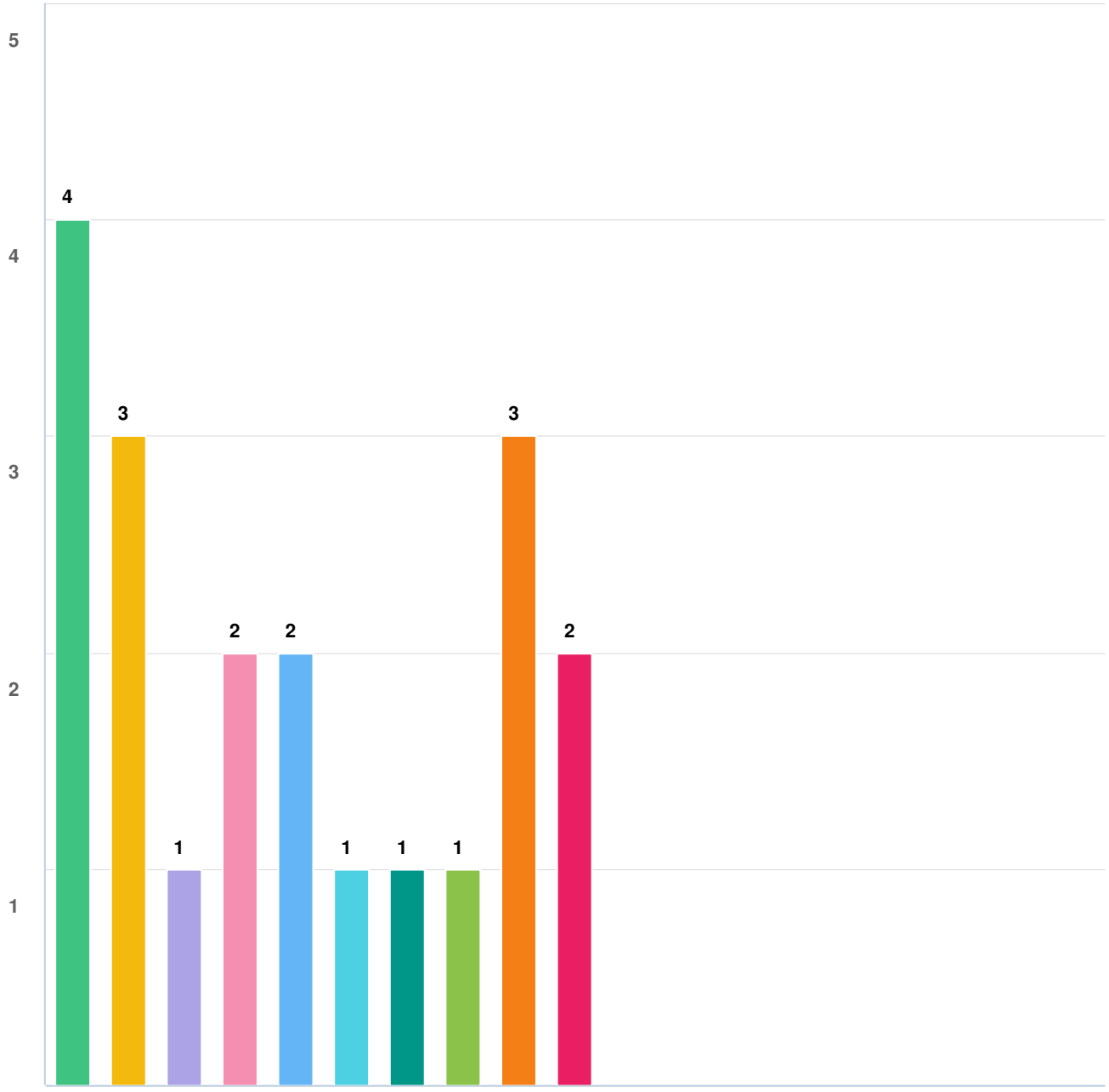
Small Business Survey

SURVEY RESPONSE REPORT
26 July 2025 - 24 August 2025

PROJECT NAME:
Isaac Small Businesses

SURVEY QUESTIONS

Q1 Which industry do you belong to?

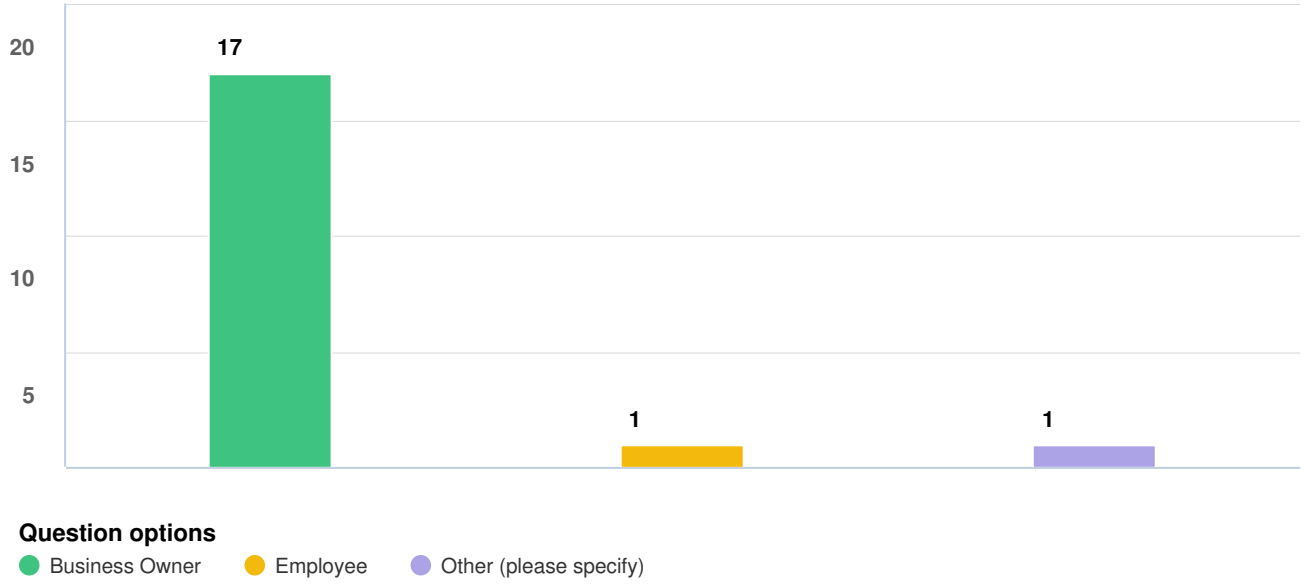


Question options

- 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

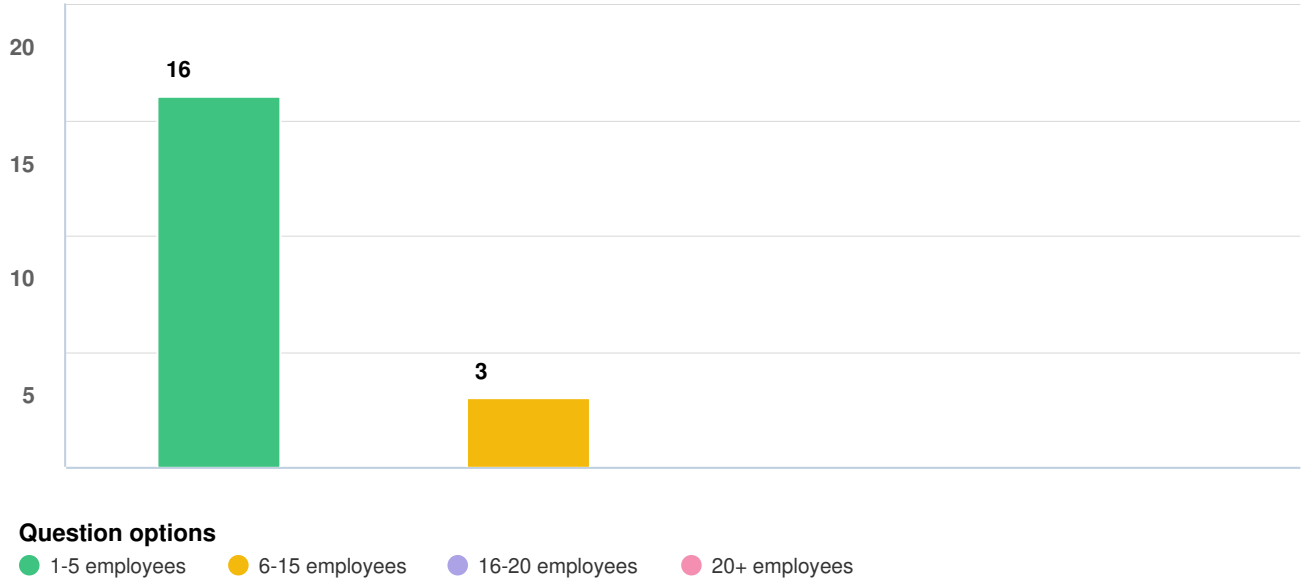
Optional question (20 response(s), 0 skipped)
Question type: Checkbox Question

Q2 Are you a... ?



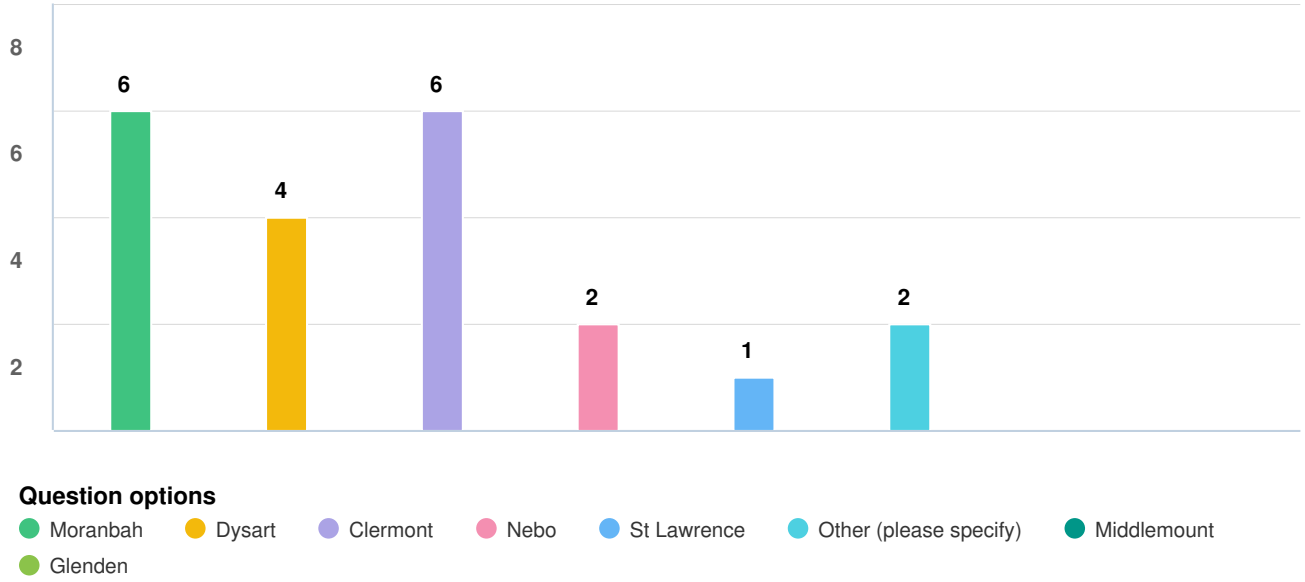
Optional question (19 response(s), 1 skipped)
Question type: Checkbox Question

Q3 What is the size of your business?



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)



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

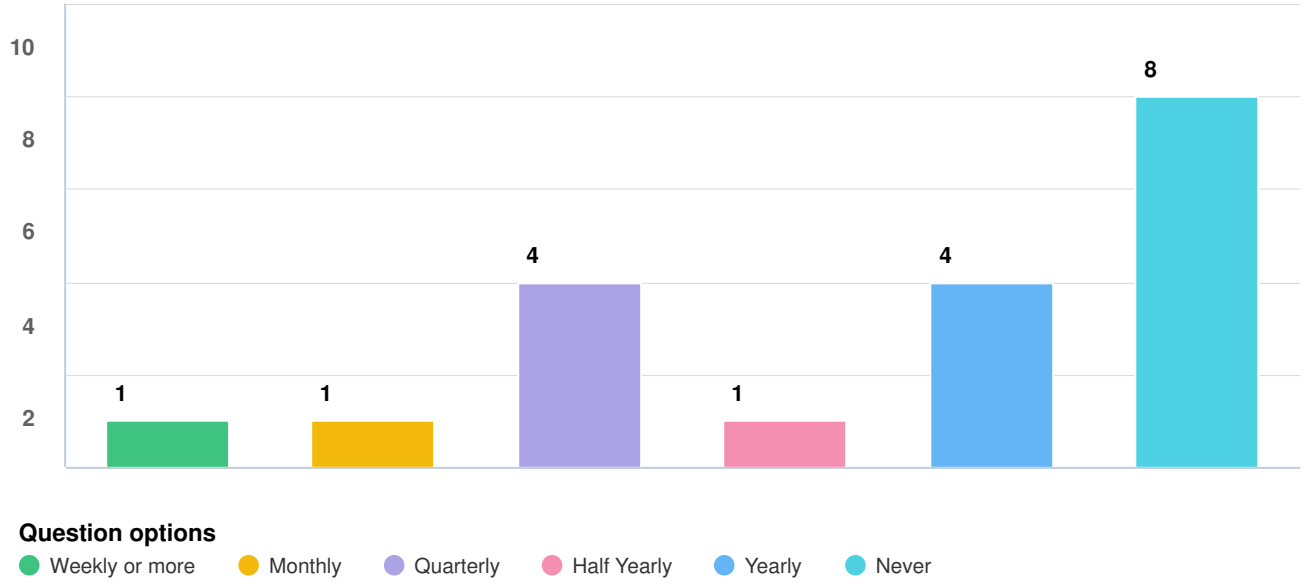
Q5 Which Council departments do you often deal with?

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	Ofiice, 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

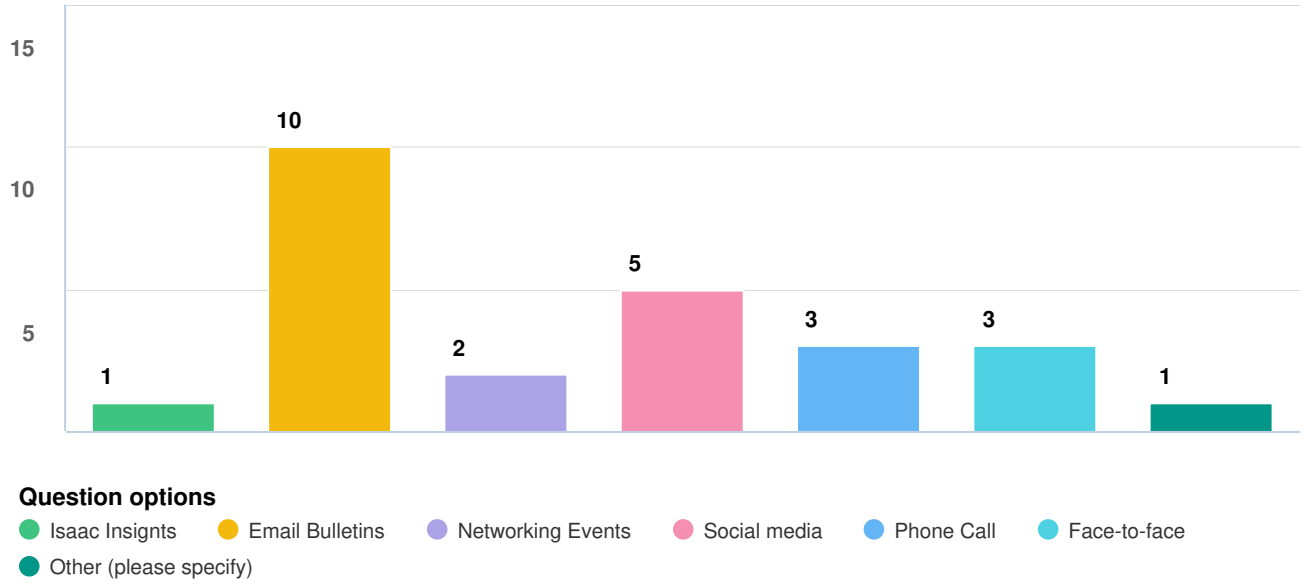
Optional question (17 response(s), 3 skipped)
Question type: Single Line Question

Q6 How often do you dela with these departments?



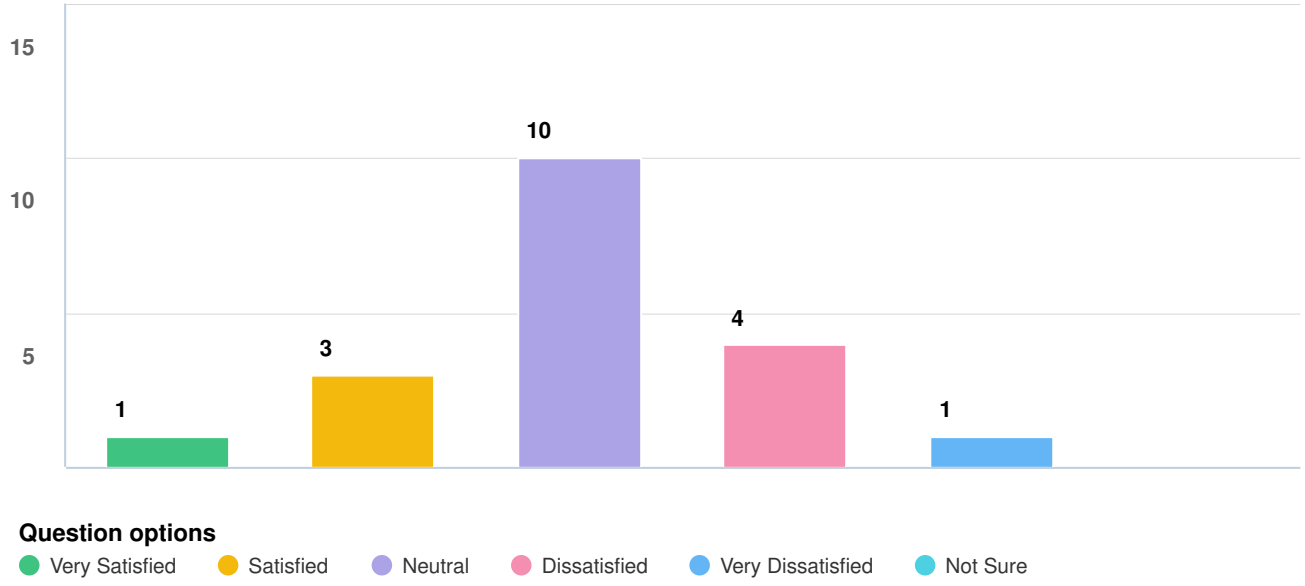
Optional question (19 response(s), 1 skipped)
Question type: Checkbox Question

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



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

Q8 Overall, how satisfied are you with Councils services?



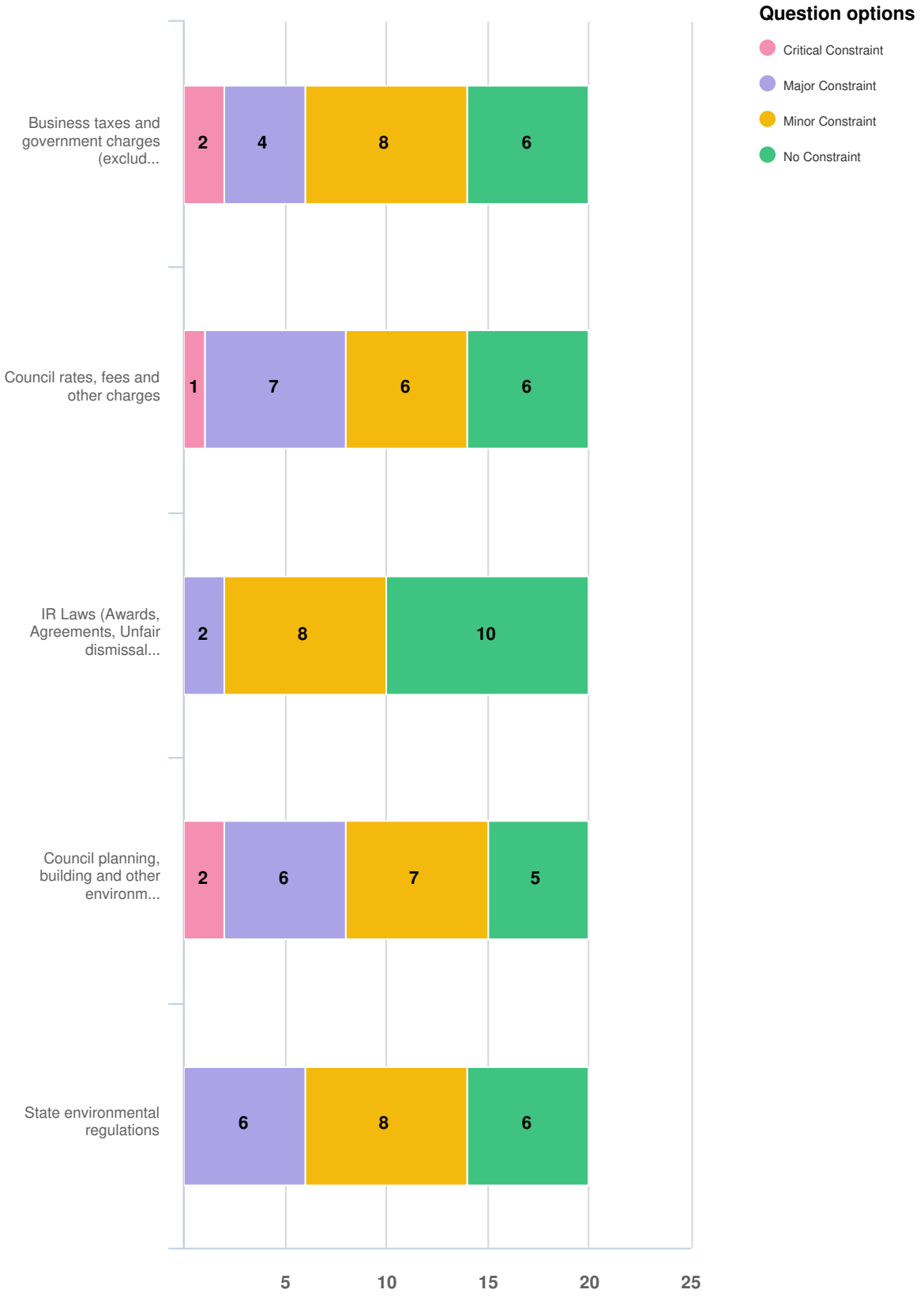
Optional question (19 response(s), 1 skipped)
Question type: Checkbox Question

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 sirlie area. Traffic is full on, deal with airlie 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

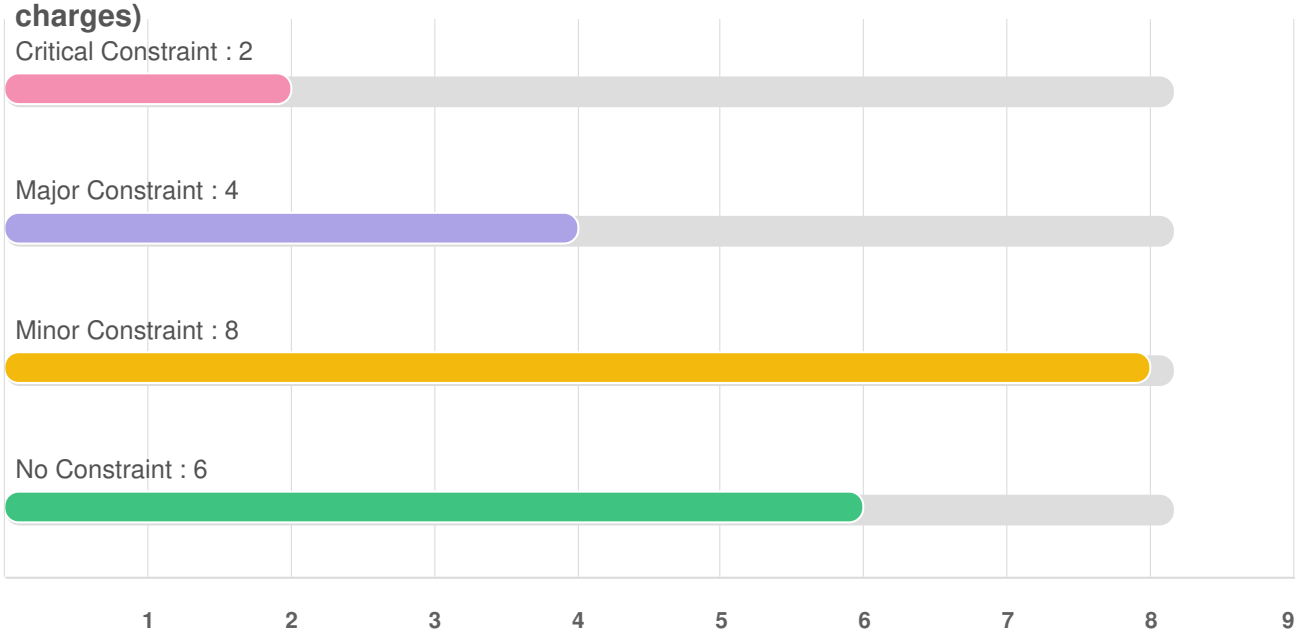
Q10 How much do these regulatory factors (from all levels of government) constrain your business at the moment?



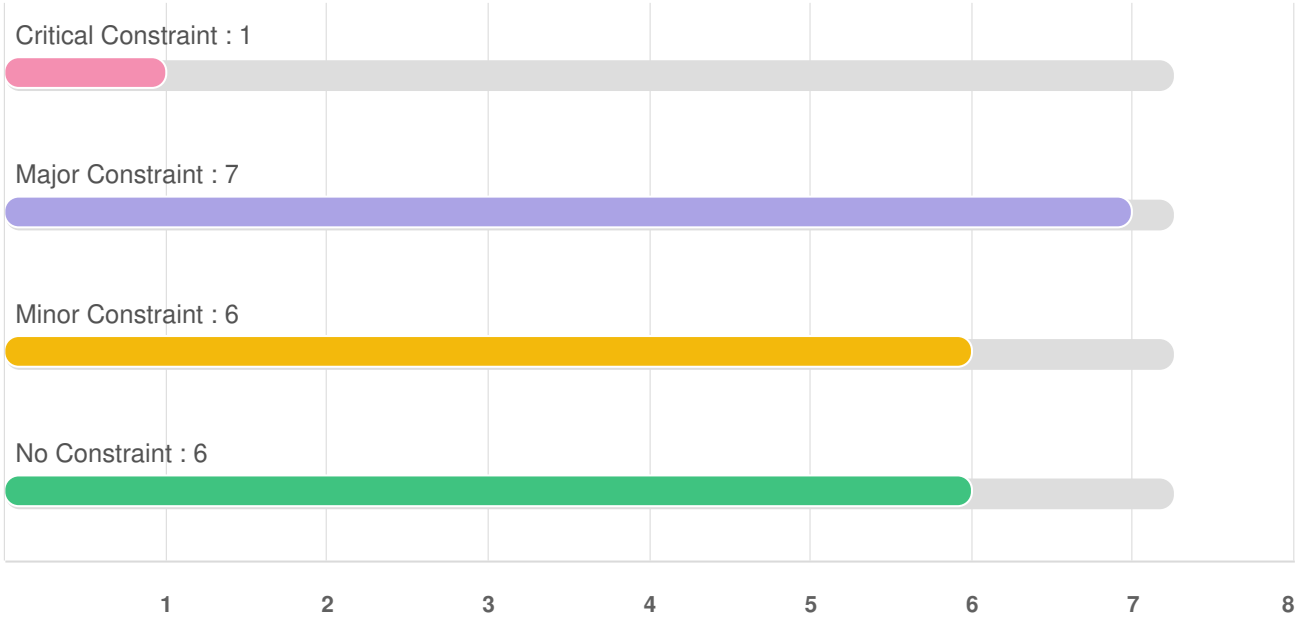
Optional question (20 response(s), 0 skipped)
Question type: Likert Question

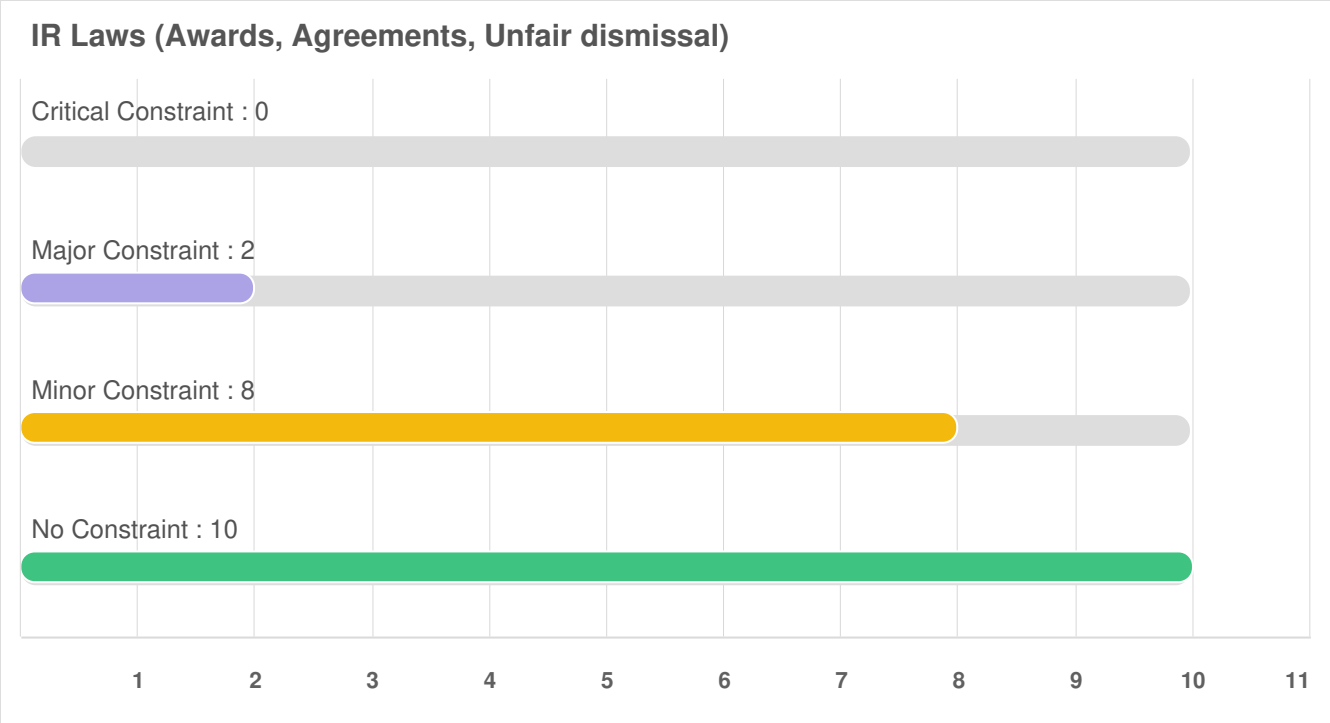
Q10 How much do these regulatory factors (from all levels of government) constrain your business at the moment?

Business taxes and government charges (excluding Council rates, fees and other charges)



Council rates, fees and other charges




IR Laws (Awards, Agreements, Unfair dismissal)
Critical Constraint : 0
Major Constraint : 2
Minor Constraint : 8
No Constraint : 10
1
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3
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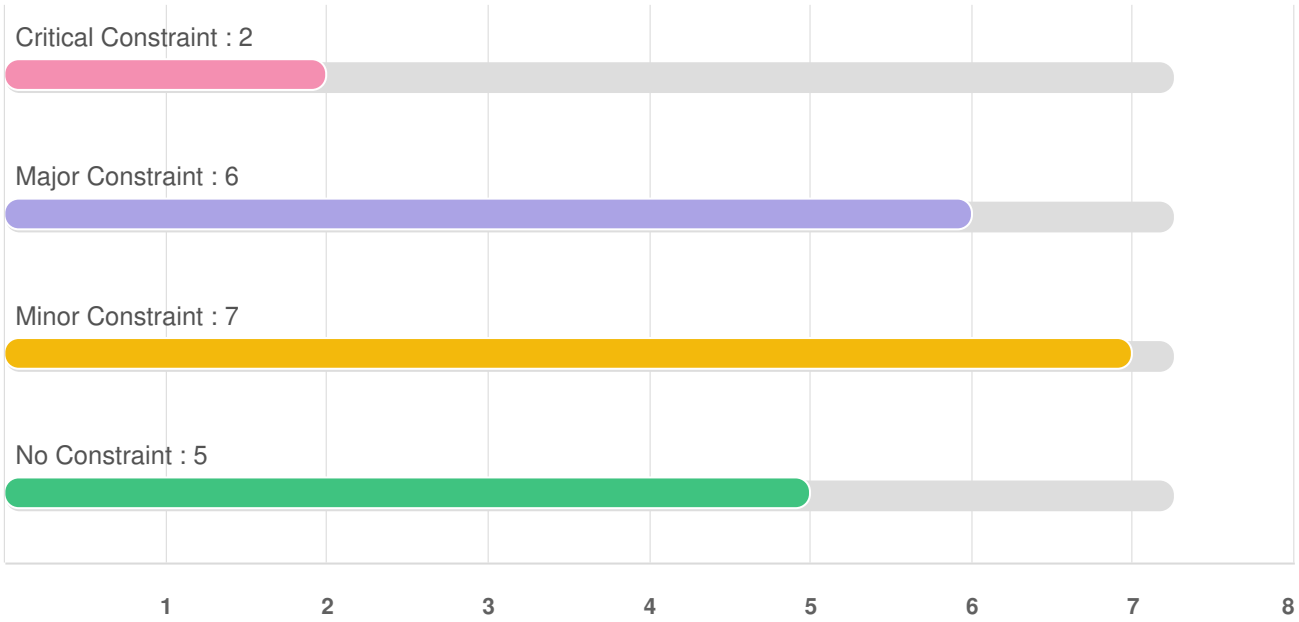
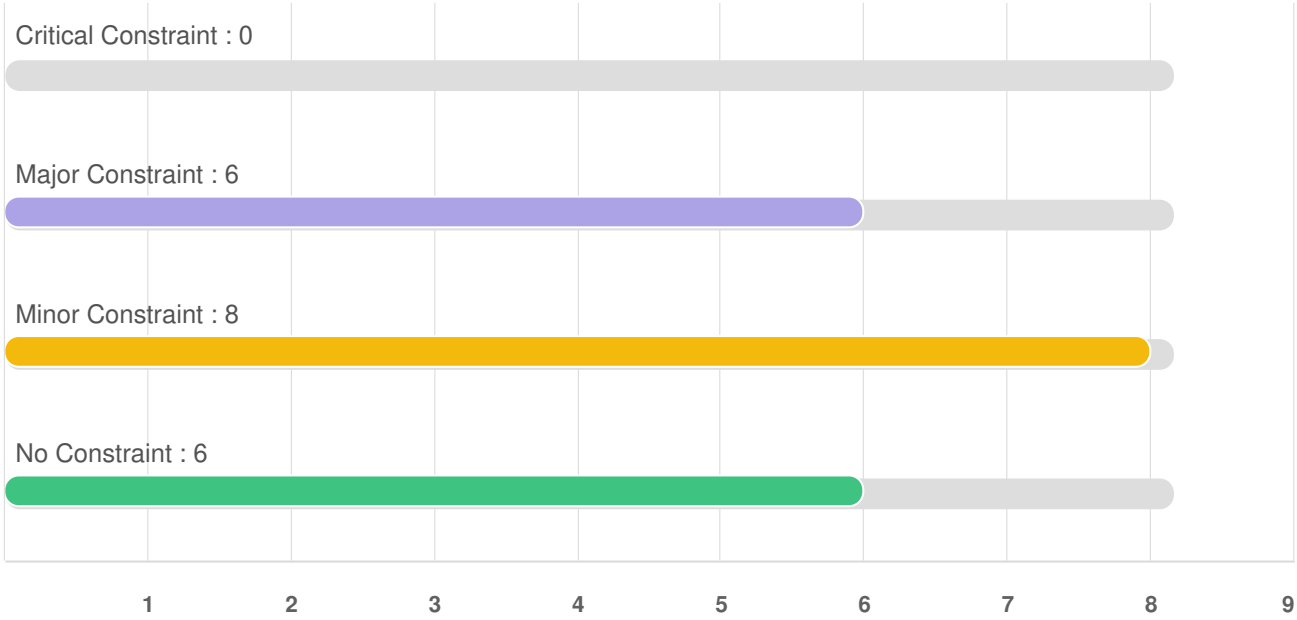
9
10
11

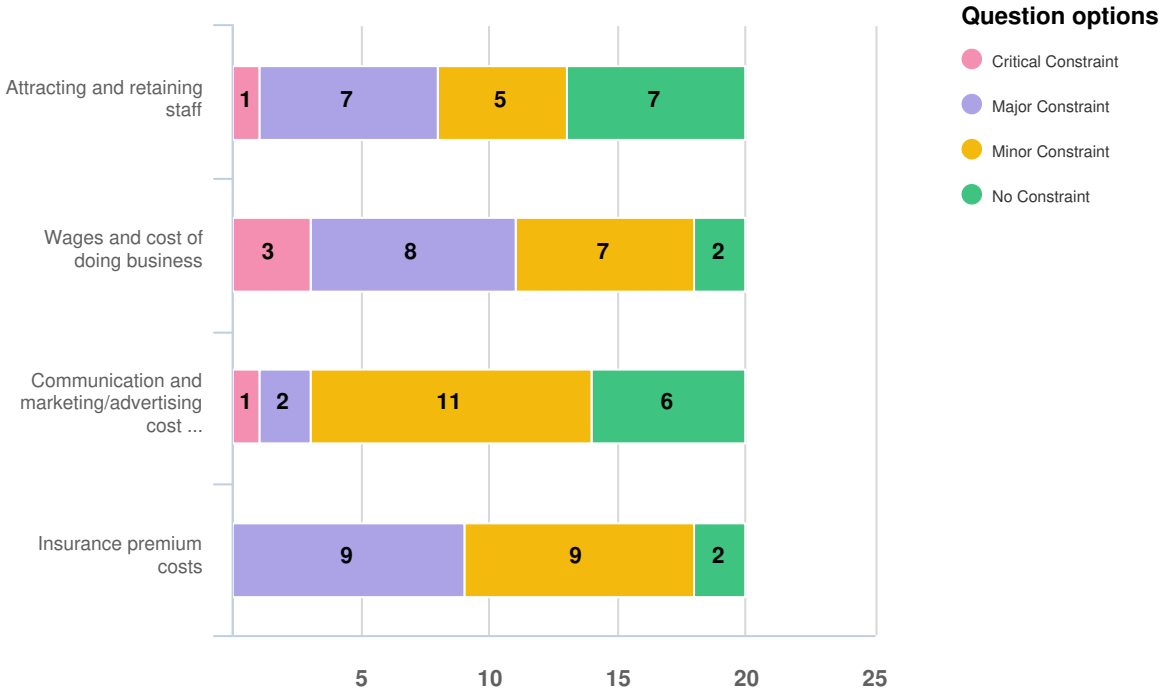
Council planning, building and other environmental regulations



State environmental regulations

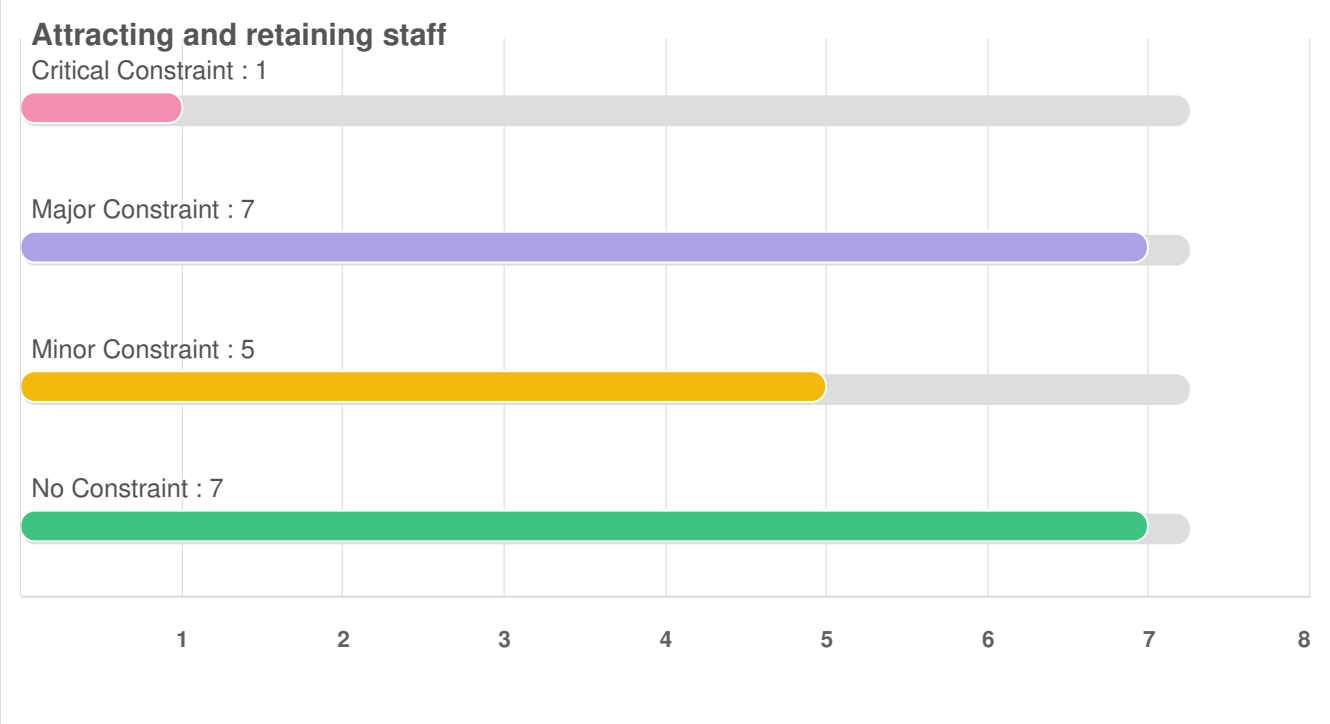


Q11 How much do these operation factors constraint your business at the moment?

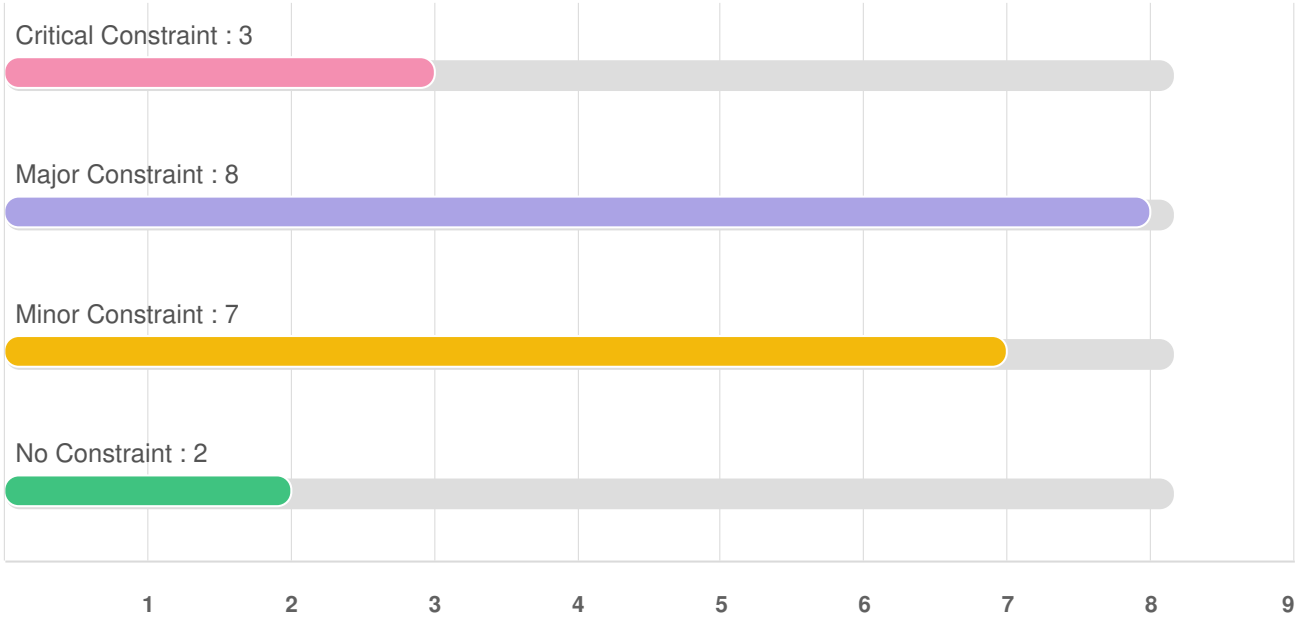


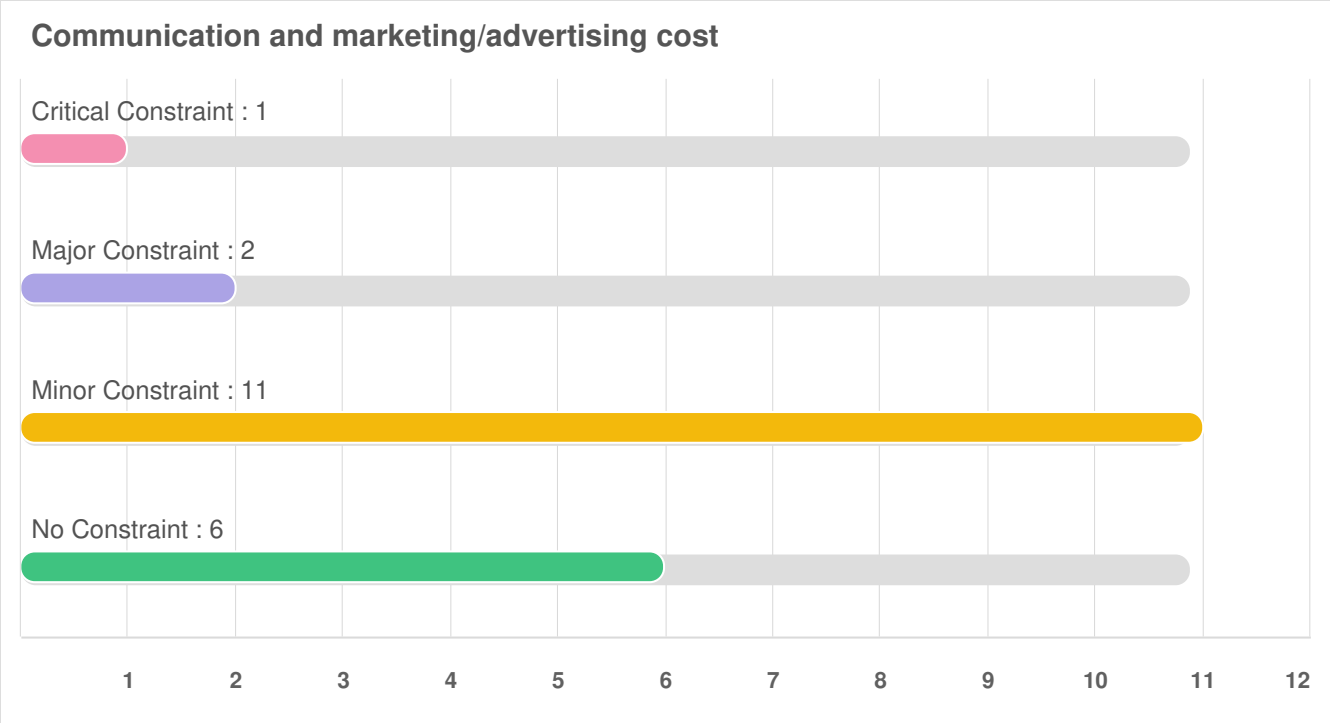
Optional question (20 response(s), 0 skipped)
Question type: Likert Question

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



Wages and cost of doing business




Communication and marketing/advertising cost
Critical Constraint : 1
Major Constraint : 2
Minor Constraint : 11
No Constraint : 6
1
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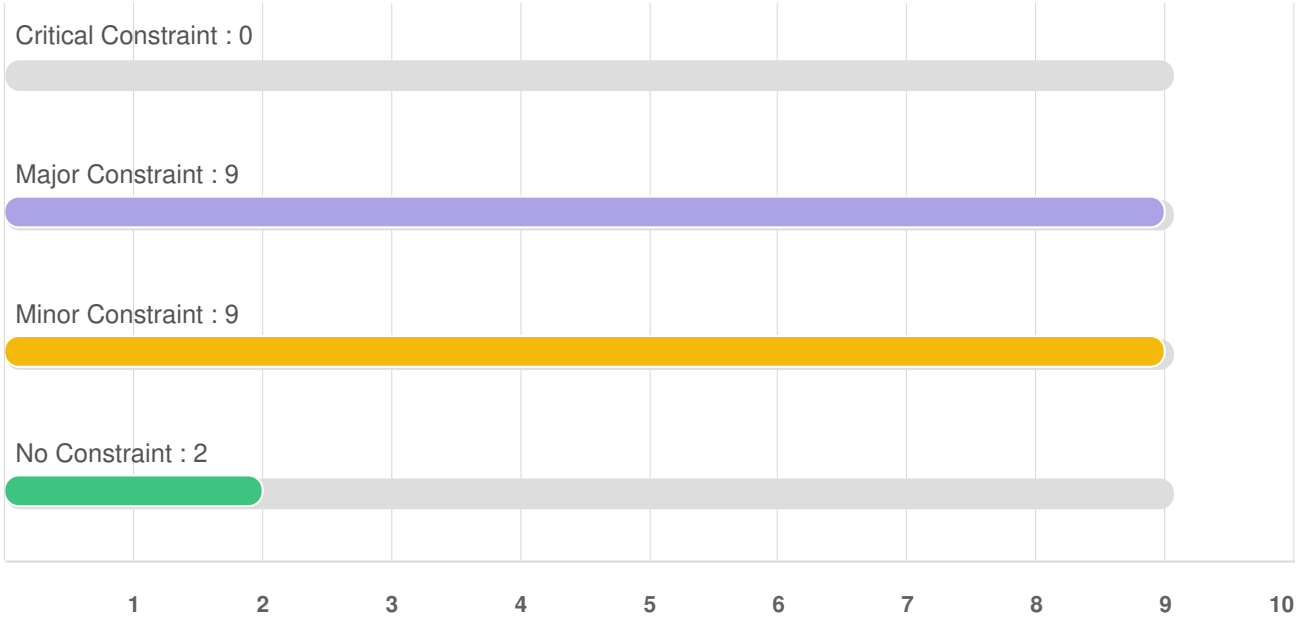
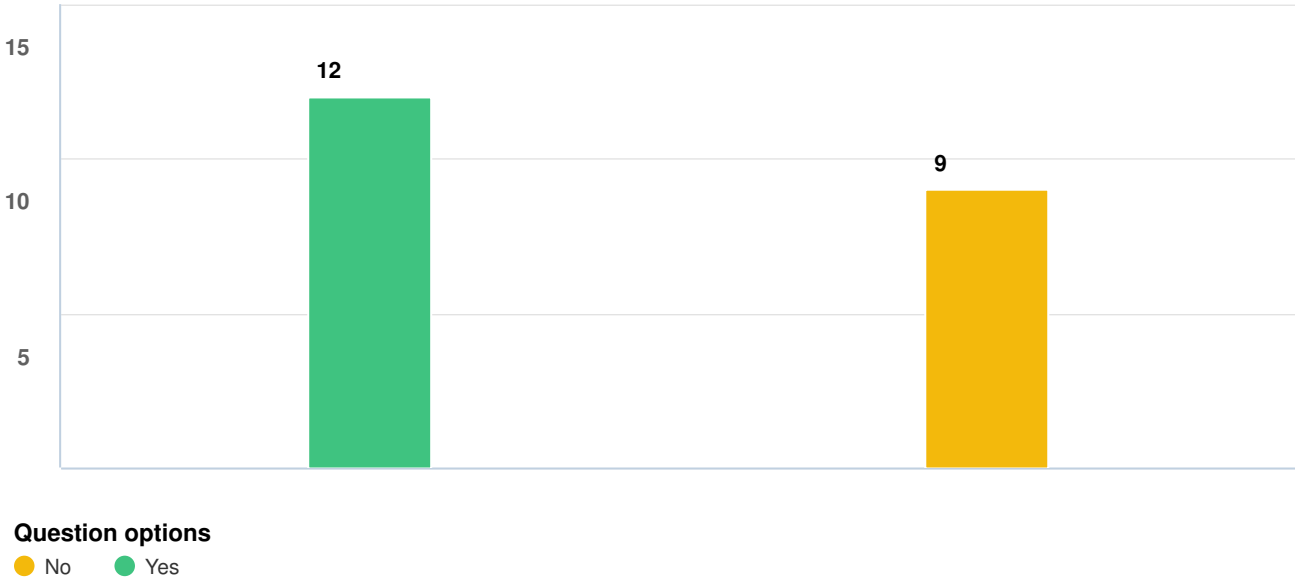
7
8
9
10
11
12

Insurance premium costs

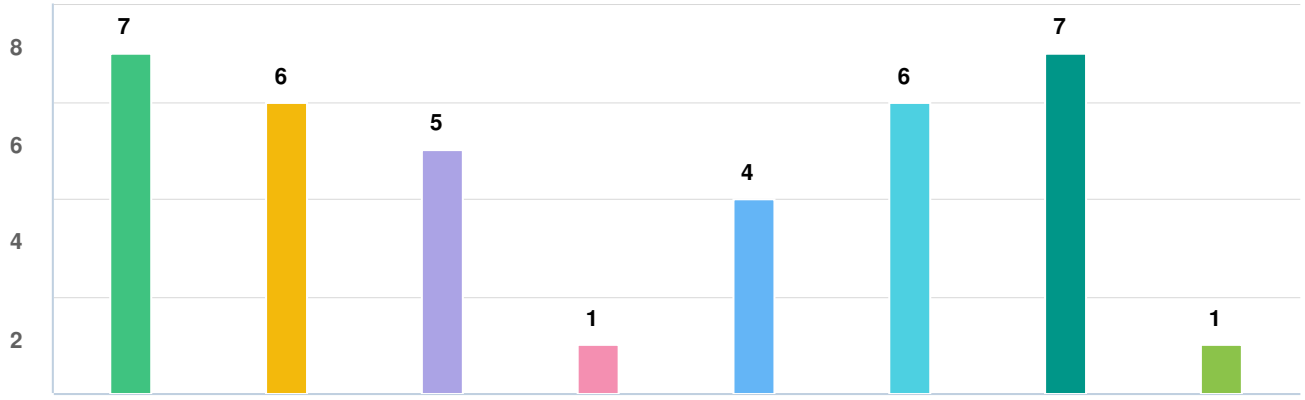


Q12 Would you be interested in skills development or other business training workshops?



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

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

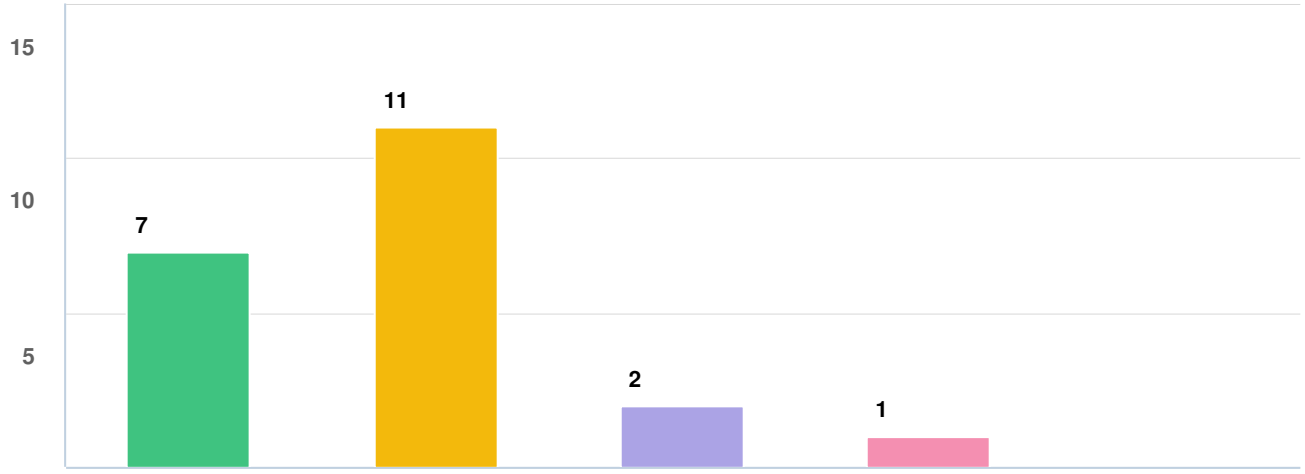


Question options

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?

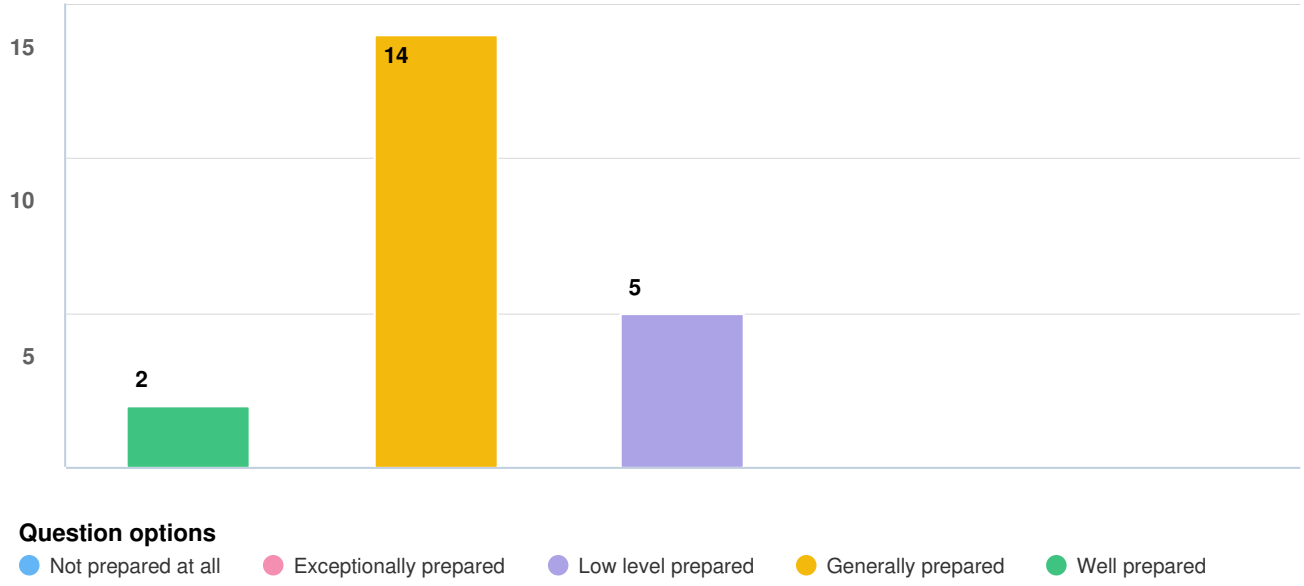


Question options

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?

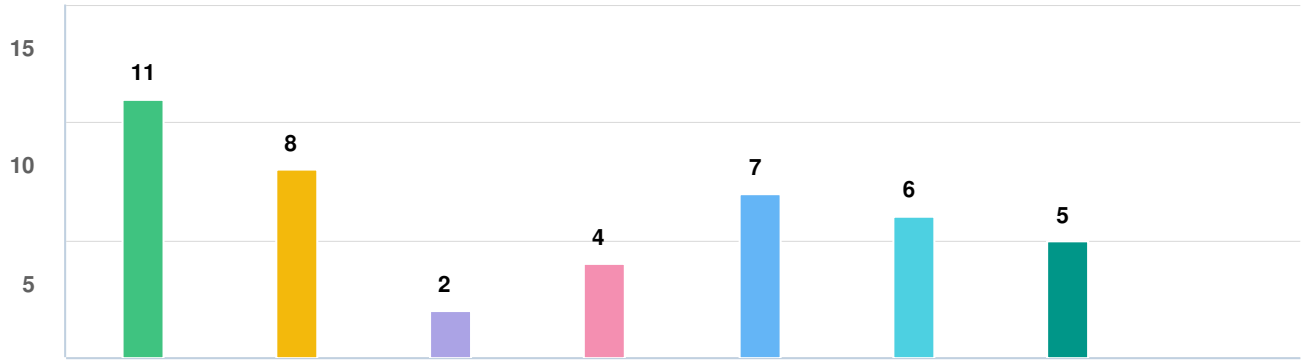


Question options

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 airlie, 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, Orkabie). Total selections: 23 across 20 respondents.

Community	Count
Moranbah	5
Clermont	5
Dysart	3
Nebo	2
St Lawrence	1
Other (Whitsunday, Orkabie)	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 ☒ No ☐
Report published:	Yes ☐ No ☒
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).	☐	☒	☐	☐
b)	Communicate clearly in a timely manner both formally and informally. (e.g., working at all levels to exceed your customers' expectations).	☐	☒	☐	☐
c)	Engage with statewide partners where appropriate on matters affecting small businesses.	☐	☒	☐	☐
d)	Publish clear service standards stating what small businesses can expect from us. (e.g., in service charter, economic strategy, annual plan, etc.).	☐	☒	☐	☐

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.	☐	☐	☒	☐
b)	Encourage campaigns to promote small business and local spending (e.g., buy local).	☐	☒	☐	☐
c)	Help small businesses develop networks, access education, and increase their capabilities.	☐	☐	☒	☐
d)	Assist small businesses to access government, business and industry programs and resources.	☐	☐	☒	☐

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.).	☐	☐	☒	☐
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).	☒	☐	☐	☐
c)	Sharing successes, ideas and learnings with other Small Business Friendly Councils and other stakeholders.	☐	☐	☒	☐
d)	Allow the Queensland Small Business Commissioner to promote our Small Business Friendly Council activities and achievements. **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 placed-based programs to support businesses to start, grow and become more resilient.	☐	☒	☐	☐

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.	☐	☒	☐	☐
b)	Make it easier for small businesses to comply with administrative and/or regulatory requirements.	☐	☒	☐	☐
c)	Administer requirements in a consistent manner in collaboration with key stakeholders.	☐	☒	☐	☐
d)	Regularly review and streamline administrative and/or regulatory arrangements to reduce red tape. (e.g., digitisation projects, process improvement).	☐	☒	☐	☐
e)	Maintain a simple, timely and cost-effective internal review and complaints management system. (e.g., actioning feedback, reviewing practices).	☐	☐	☒	☐

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.	☐	☐	☒	☐
b)	Help small businesses find local procurement opportunities and make tendering quick and easy.	☐	☒	☐	☐
c)	Pay all valid invoices from small business suppliers within a stated reasonable period (e.g., 20 calendar days from receipt of invoice).	☐	☐	☒	☐

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.	☐	☐	☒	☐
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).	☐	☒	☐	☐

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.).	☐	☒	☐	☐
b)	Monitor our performance against this charter and ensure we are meeting our commitments.	☐	☐	☒	☐
c)	Publish a report about our performance in relation to this charter once every financial year.	☐	☐	☒	☐
d)	Complete the SBF Accelerator Pack within 6 months of signing the charter. (for new members). **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 ☐	No ☐		
2.	For new members - Submitted Accelerator Action Plan to the QSBC within 6 months of joining the program.	Yes ☐	No ☐	N/A ☒	
3.	Actively participated in at least four Roundtable meetings in the previous FY.	0 ☐	1-2 ☐	3-4 ☒	>4 ☐
4.	Provided at least one Showcase submission to the QSBC in the previous FY.	0 ☐	1-2 ☒	3-4 ☐	>4 ☐
5.	Attended the Annual Conference in the previous FY (in-person or virtually).	Yes ☒	No ☐		
6.	Attended the SBF workshop in the previous FY (in-person or virtually).	0 ☐	1-2 ☒	3-4 ☐	
7.	Submitted Annual Report to the QSBC by 30 September for the previous FY.	Yes ☒	No ☐		

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@isaaac.qld.gov.au

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

ISAAC REGION
HELPING TO ENERGISE THE WORLD
ABN 39 274 142 600

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Mark Davey
AUTHOR POSITION	Program Manager – Capital Delivery

9.14 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.

Resolution No.: PECS1377

Moved: Cr Alaina Earl **Seconded: Cr Melissa Westcott**

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.

Carried

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 fo 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:	**Report authorised by:**
MARK DAVEY **Program Manager – Capital Delivery**	HEIDI ROBERTS **Director Planning, Environment and Community Services**
Date: 26 August 2025	Date: 1 September 2025

ATTACHMENTS

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

REFERENCE DOCUMENT

- NIL

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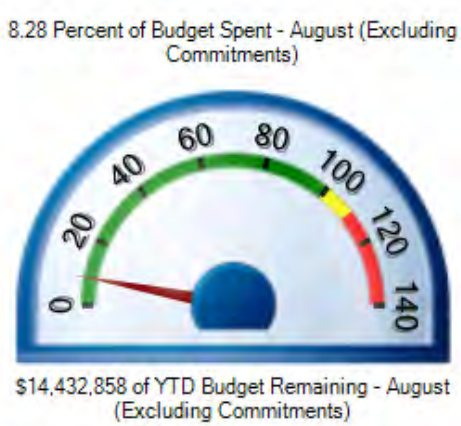
PECS 2025/2026 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 26 AUGUST 2025

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**



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%

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%

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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%

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%

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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%

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%

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%

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%

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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%

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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	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Jessica Bugeja
AUTHOR POSITION	Research and Policy Advisor

9.15 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***

Resolution No.: **PECS1379**

Moved: **Cr Terry O'Neill** **Seconded:** **Cr Alaina Earl**

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.**	
		Carried

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.

OFFICE OF THE CHIEF EXECUTIVE OFFICER

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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:	**Report authorised by:**
JESSICA BUGEJA **Research and Policy Advisor**	CALE DENDLE **Chief Executive Officer**
Date: 3 March 2025	Date: 4 September 2025

ATTACHMENTS

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

REFERENCE DOCUMENT

- Nil

POLICY

RENEWABLE ENERGY COMMUNITY BENEFIT AGREEMENT POLICY

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

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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.

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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.

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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.

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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

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- 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

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COMMUNITY BENEFIT AGREEMENT GUIDE

ISAAC REGION

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.

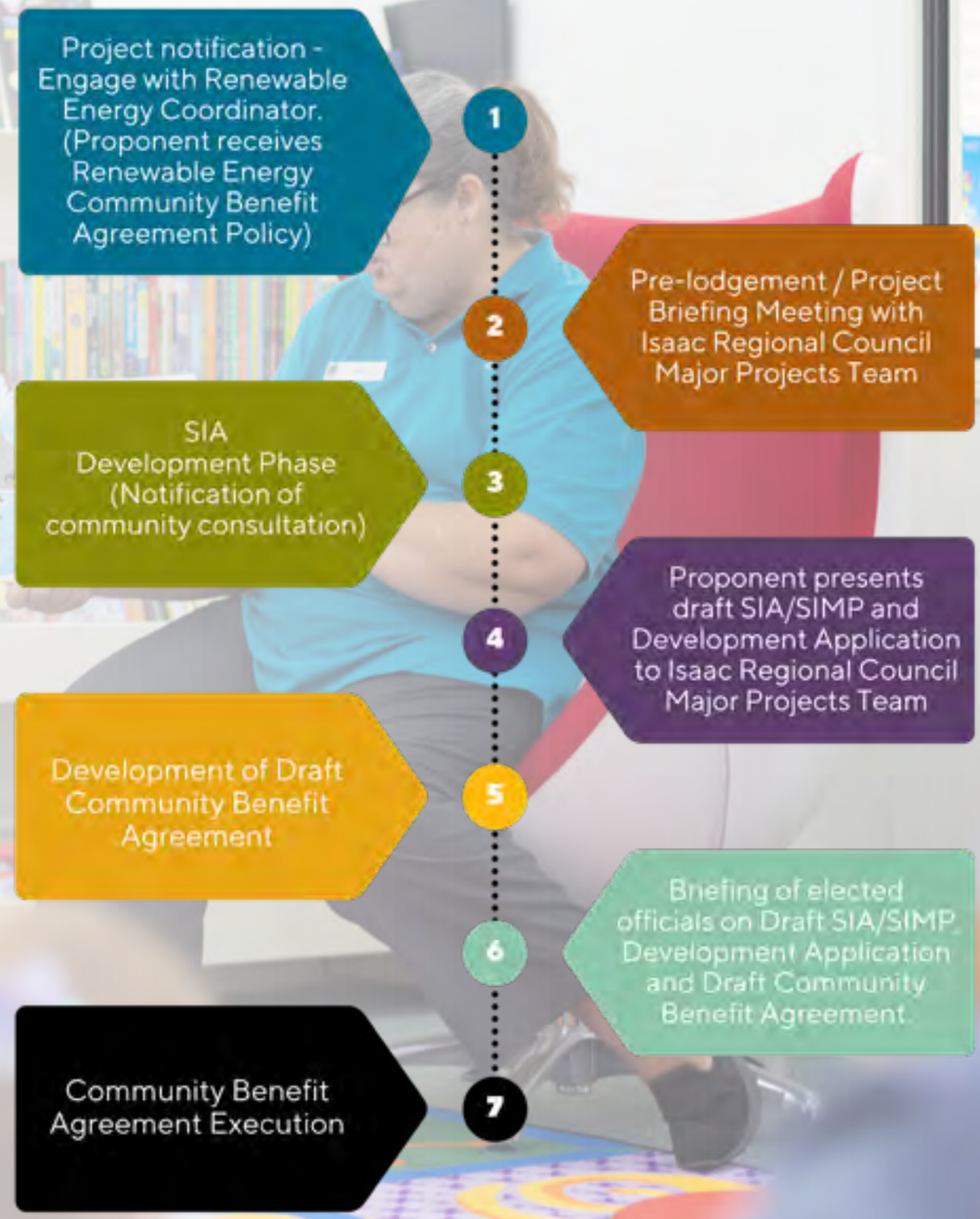
OUR COMMITMENT TO YOU

- 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.

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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.qlcln.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

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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Robert Perna
AUTHOR POSITION	Director Engineering and Infrastructure

9.16 ENGINEERING AND INFRASTRUCTURE 2025/2026 CAPITAL PROJECTS PROGRESS REPORT – AUGUST 2025

EXECUTIVE SUMMARY

This report is to provide an update to the Engineering and Infrastructure Standing Committee and Council of the progress in delivery of the Engineering and Infrastructure 2025/2026 Capital Works Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Receives and notes the monthly Engineering and Infrastructure 2025/2026 Capital Projects Progress Summary Report for August 2025.

Resolution No.: **E&I0850**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Alaina Earl**

That the Committee recommends that Council:

1. Receives and notes the monthly Engineering and Infrastructure 2024/2025 Capital Projects Progress Summary Report for August 2025.

Carried

NOTE:

- **The Committee requests that the resheeting program is to be sent out to all Councillors.**
- **The Committee requests that a map indicating proposed works on Dysart-Middlemount Road is provided to Councillors.**

BACKGROUND

Progressive updates of the financial and physical position of projects in the 2025/2026 Engineering and Infrastructure Capital Works Program are required to ensure that Council is aware of the progress of and risk to the delivery of the program.

IMPLICATIONS

The attached Engineering and Infrastructure 2025/2026 Capital Projects Progress Summary spreadsheet identifies the financial and physical position of all projects.

Compliance

To ensure that the Engineering and Infrastructure 2025/2026 Capital Works Program is achieved within the identified timeframes of the 2025/2026 financial year.

Benefits

Council can see a monthly progress report detailing progress of the projects. This report communicates risks/failures/delays that have been identified in the Engineering and Infrastructure 2025/2026 Capital Works Program.

Project Highlights

- Works continued to progress well on the major projects being Phillips and Cooroora Creek bridges.
- Pavement stabilisation works were completed in preparation for the September reseal program.
- Light vehicle deliveries for the current year are being received noting that we are still waiting on some vehicles from the previous year's program.
- The 2025/26 resheeting program was awarded during the month with works programmed to be completed prior to the end of the calendar year. The remaining works from the 24/25 resheeting program were completed this month.

CONSULTATION

- Manager Galilee and Bowen Basin Operations
- Manager Parks and Recreation
- Manager Fleet
- Acting Manager Corporate Properties
- Department Coordinators

BASIS FOR RECOMMENDATION

To improve business within Engineering and Infrastructure Directorate by providing more appropriate and relevant reporting, transparency and a clear monitoring tool for Council. This report will help identify and communicate any project delays or possible project failures.

ACTION ACCOUNTABILITY

That the Managers and the Director Engineering and Infrastructure oversee the scoping, procurement and the completion of the projects identified within the 2025/2026 Capital Projects Progress Summary spreadsheet. Furthermore, that the appropriate Managers and the Director Engineering and Infrastructure are held accountable for the delivery of the project stages and are completed within the identified timeframes.

ENGINEERING AND INFRASTRUCTURE

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KEY MESSAGES

That Council has open communication, oversight and transparency of the Engineering and Infrastructure 2025/2026 Capital Works Program, to ensure Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.

Report prepared by:	**Report authorised by:**
ROBERT PERNA **Director Engineering and Infrastructure**	CALE DENDLE **Chief Executive Officer**
Date: 2 September 2025	Date: 4 September 2025

ATTACHMENTS

- CONFIDENTIAL Attachment 1 – E&I Capital Projects Progress Summary – August 2025

REFERENCE DOCUMENT

- Nil

PAGES 586 TO 587 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Michael Buckley
AUTHOR POSITION	Manager Parks and Recreation

9.17 INFRASTRUCTURE DEPARTMENT MONTHLY UPDATE – AUGUST 2025

EXECUTIVE SUMMARY

This report is to provide a monthly update to Council on the current operational status of the Infrastructure Department.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Notes the Infrastructure Department monthly update for August 2025.

Resolution No.: **E&I0851**

Moved: **Cr Simon West** **Seconded:** **Cr Alaina Earl**

That the Committee recommends that Council:

1. Notes the Infrastructure Department monthly update for August 2025.

Carried

BACKGROUND

The below information highlights the monthly activities of the Infrastructure Department.

INFRASTRUCTURE

ACHIEVEMENTS COMPLETED – AUGUST 2025:

Clermont and surrounding area	
Twin Hills Rd, Lime St, Turrama Rd, Charles St, Spoonbill Rd Moray Carmichael Boundry Rd, Carmichael Rd, Hyde Park Rd	Programmed maintenance grading 100% complete
Avon Downs Rd	Programmed maintenance grading 75% complete

Dooruna Rd (100%)	Re-sheeting
Various roads	Signage installation & replacement
Laglan Rd, Town Streets	Slashing
98A, Huntly Rd, Laglan Rd, Russel Park Rd, Ken Logan Rd, Mt Mclaren Rd, Rubyvale Rd, Percy Albert Drive	Pothole patching

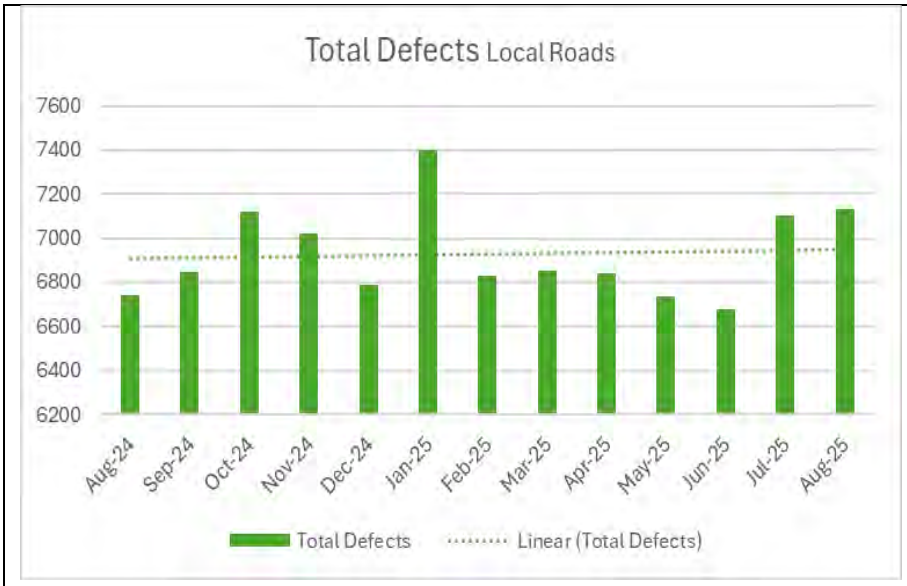
Dysart and surrounding area	
Dysart Clermont Rd, Valkyrie Rd, Saraji Road - 85% completed	Pothole patching
Valkyrie Road	Herbicide spaying
Cotherstone Road, Carfax Road (50%)	Maintenance grading
Middlemount and surrounding area	
Identified town areas	Kerb replacement
Moranbah and surrounding area	
PDMA Rd, MBH Access Rd, Redhill Rd, 80% complete MBH town streets	Pothole patching
Railway Station Rd 30% complete Red Bucket area	Slashing
50% complete MBH town streets	Herbicide spraying
Nebo and surrounding area	
Mt Scott Rd, Mountain View Rd, Collaroy-Killarney Rd patches, Collaroy-Tierawoomba Rd patches, Turrawulla Rd	Maintenance grading
Nil	Slashing

Nebo Depot Carpark Gravel Patching	Other works
Coast and surrounding area	
Palms Rd, Colonial Dr, Greenhill Town, St Lawrence town	Vegetation pruning
Carmila Roads	Herbicide Spraying
Garnham Rd	Pothole Patching
Streeters Road, Majors Road, Barbours Road, Carmila West Road and Gibberland Road.	Programmed maintenance grading (Full length) 100%
State Controlled Network	
Peak Downs Highway 33A & 33B, Oxford-Sarina Road, Marlborough-Sarina Road, Fitzroy Developmental Road, Suttor Developmental Road, Bruce Highway, Gregory Developmental Road, Kilcummin-Diamond Downs Road and Dysart-Middlemount Road	Pothole patching
33B & 33A Peak Downs Highway including Rest Areas, Gregory Developmental Road, Oxford-Sarina Road, Clermont- Alpha Road and Fitzroy Developmental Road	Roadside Slashing

Local Road Hazards and Defects Update

Outstanding Hazards local roads
This graph shows the number of defects each month for the past year that have been raised as higher than intervention level and identified as being a hazard.
In the last three months the number of outstanding defects has reduced.
Upon review of the data there are some defects that have been completed and not closed out in the system. This will be addressed in the next month.
There are planned works in the procurement phase to address some defects. Temporary measures such as

	signage have been put in place to reduce the risk until the works are completed.
	Outstanding Defect Exceeding Target Date Local Roads This graph shows number of defects each month for the past year that have been raised and are past the response time (based on the Main Roads requirements). This graph includes all defects. Some defects are raised at a lower intervention level. Whilst these defects have a response time for TMR on the local road network they are monitored and used to predict future workload and help to inform some of the capital program development. This is being reviewed to be able to separate out the different types of defects for future reports.
	Defect Raised and Accomplished Local Roads This graph shows number of defects and accomplishments each month for the past year that have been raised and completed.



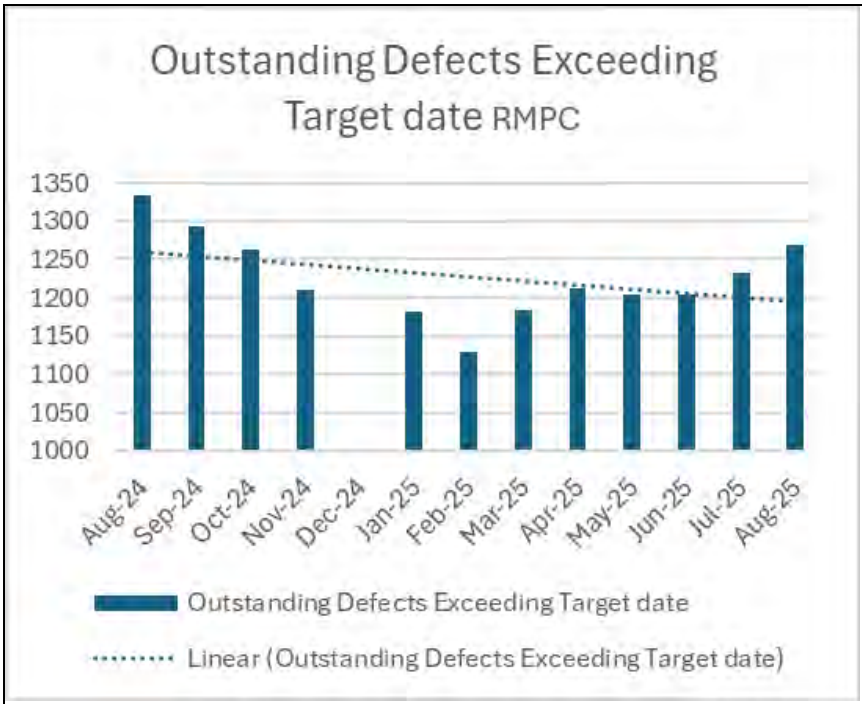
Total Defects Local Roads

This graph shows the total number of defects each month for the past year that have been raised and have not been completed.

RMPC Hazards and Defects Update - August

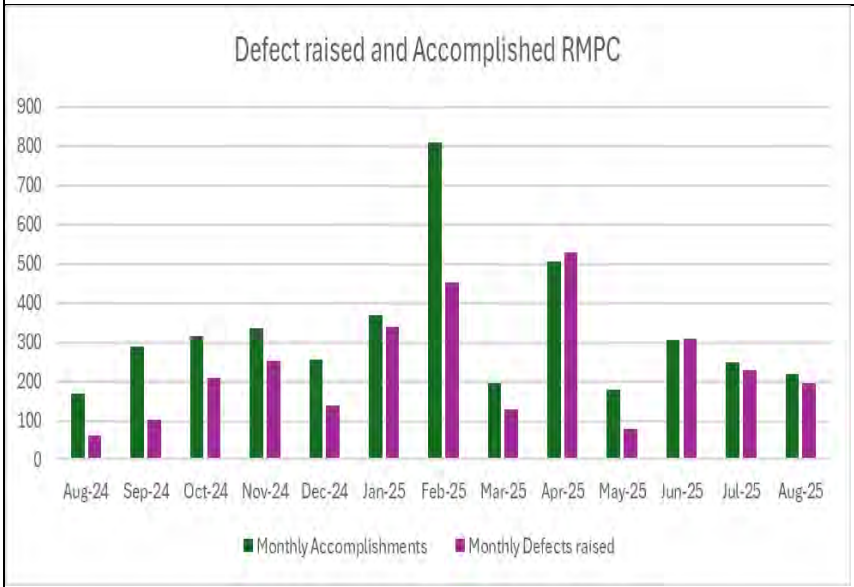
Outstanding Hazards RMPC

This graph shows number of defects each month for the past year that have been raised as higher than intervention level and identified as being a hazard.



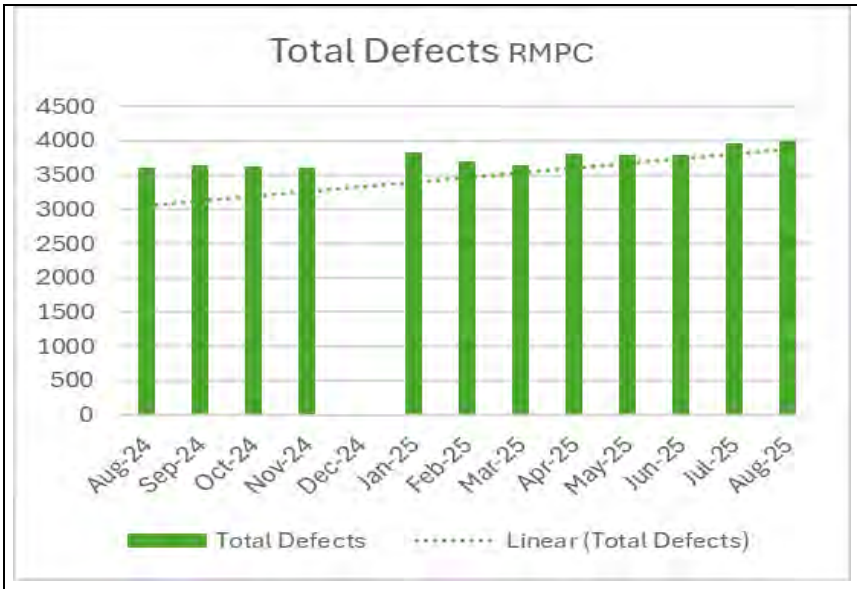
Outstanding Defect Exceeding Target Date RMPC

This graph shows number of defects each month for the past year that have been raised and are past the response time as per Main Roads Standard.



Defects Raised and Accomplished RMPC

This graph shows number of defects and accomplishments each month for the past year that have been raised and completed



Total Defects Local RMPC
This graph shows the total number of defects each month for the past year that have been raised and have not been completed

RMPC Hazards and Defects Update - AUGUST	
Marlborough Sarina	Heavy Patching works
Oxford Downs Sarina	Minor works submission provided TMR for additional funding

RMPC Programmed Works - AUGUST	
Suttor Dev Rd	Slashing 20%
Marlborough Sarina Rd, Fitzroy Dev Rd, Suttor Dev Rd, Oxford Rd	Pothole patching
Marlborough Sarina Rd, Suttor Dev Rd	Hazard Edge break repairs
May Downs Rd	Maintenance grading
May Downs Rd	Shoulder resheeting
Peak Downs Hwy	Asphalt Patch repairs

ROAD INSPECTORS UPDATE

The survey graphs below are based on the data collected using the RACAS camera and roughness The team undertake 2 types of inspections depending on the road hierarchy: weekly inspections on the Bruce Highway (3 monthly RACAS), fortnightly inspections on the State Highways (6 monthly RACAS), monthly and bimonthly inspections on the developmental roads (6 monthly RACAS) and 6 monthly inspections on all other roads with RACAS.

The ratings are a measurement of roughness with rating 1 to 3 being within intervention level and 4 being at intervention level with 5 being above intervention level.

2355.36 km inspected for the month of August

1445.150 km (32.11 %) of the total network for the month of August

827.800 km Sate Road for the month of August

617.350 Km Local Roads for the month of August

PLANNED WORKS FOR SEPTEMBER 2025: THIS PROGRAM IS SUBJECT TO CHANGE DEPENDING ON WEATHER CONDITIONS AND EMERGENT WORKS

Clermont and surrounding area	
Avon Downs Rd, Golden Downs Rd, Lou Lou Park Rd, Pioneer Rd, Wuthung Rd	Programmed maintenance grading (%)
Dysart and surrounding area	
Carfax Rd, May Downs Carfax Road	Programmed maintenance grading

Moranbah and surrounding area	
Pasha Rd, Redhill Rd	Slashing
Ongoing as required	Pothole patching
MBH town streets	Herbicide spraying
MBH town street medians, school crossings	Line marking
Rolfe Creek	Stabilization Works
Bacon Street Footpath works	Construction of new footpath
Nebo surrounding area	
Turrawulla Road	Maintenance grading
Turrawulla Road	Drainage
Coast and surrounding area	
Upper Flaggy Rock Rd, Platts Rd, Elalie Rd, Mt Olympus Rd, Spring Valley Rd	Programmed maintenance grading
State Controlled Network	
Peak Downs Highway	Pothole patching
Oxford Sarina Rd, Suttor Development Rd	Slashing

CLERMONT WORK CAMP

CLERMONT WORK CAMP – CURRENT ROTATION
The July- August rotation kept the team busy with Clermont Pony Club Gymkhana event set up and pack done. Some purpose-built barriers to protect the critical infrastructure at the Pony club like the water mains.....tricky to see when moving around with horse floats.

The QCWA ladies requested help with their garden bed and back step re-paint. The ladies are getting excited and busily preparing for their 100yr Celebrations.

The camp also assisted our neighbours in Emerald with an event set up and Moranbah Race Club with club house painting, new internal doors, metal recycling and general tidy up.

The current rotation has been extended with the camp coming in early. The team is currently supporting IRC and clubs with five prisoners placed in permanent work placements. The workshop is busy making new chook cage stands for the show society, and the small mowing crew is keeping the clubs, organisations and IRC sites tidy. We will also set the CWA ladies ball up, ensuring the lovely ladies are organised and ready for a great night of celebrations.

The August CEC meeting was held with a positive turnout of members and progressive, proactive discussions held.

September/October Rotation:

- Chook cage stands.
- Show Society tables refurbishment, including rebuild of outdated cumbersome heavy tables.
- Show pavilion fruit and vegetable, photo, craft and cake stand refurbishment.
- Five permanent workers.
- Show ground timber pavilion tables re-wax.
- CWA palings to fill void under the building.
- CWA sign to be hung.
- Pony Club fence painting to be finished.
- Moranbah Race Club – painting, doors and tidy
- Belyando Performance Horse set up.
- Standard Vegetation Control

ACTION ACCOUNTABILITY

Not applicable.

KEY MESSAGES

Isaac Regional Council is committed to transparent decision making, identifying and managing its risks and continuous improvement.

Report prepared by:	**Report authorised by:**
Michael Buckley **Manager Parks and Recreation**	ROBERT PERNA **Director Engineering and Infrastructure**
Date: 2 September 2025	Date: 2 September 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Michael Buckley
AUTHOR POSITION	Manager Parks and Recreation

9.18 PARKS AND RECREATION DEPARTMENT OPERATIONAL UPDATE – AUGUST 2025

EXECUTIVE SUMMARY

This report is to provide an update to Council on the current operational status of the Parks and Recreation Department as of 31 August 2025.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Notes the Parks and Recreation Department operational update as of 31 August 2025.

Resolution No.: **E&I0852**

Moved: **Cr Rachel Anderson** **Seconded:** **Cr Viv Coleman**

That the Committee recommends that Council:

1. Notes the Parks and Recreation Department operational update as of 31 August 2025.
2.

Carried

NOTE:

- **The Committee has requested that the lighting at Federation Walk/Red Bucket area and the Moranbah Town Entrance Sign are checked and repaired where possible as there are a number of lights either not working at all or sporadically coming on and off. It is unsafe walking during early morning or night times.**
- **The Committee suggested that it would be a good deterrent if Communication is issued to inform community that the CCTV Cameras have been utilised to identify people that have damaged infrastructure and for break and enters in the Town Square.**

BACKGROUND

The below information highlights the recent activities of the Parks and Recreation Department.

PARKS AND RECREATION

ACHIEVEMENTS COMPLETED:

Clermont and surrounding area	
Drought Resistant Tree's	Works have been completed.
Hood Lagoon Boardwalk Lights	Solar lights have progressively replaced the fixed power lights due to condition.
BMX Track	Track has been cleaned up in preparation for the track rejuvenation that is scheduled to be completed prior to the end of 2025.
Centenary Park	Maintenance of the lights prior to the Coal & Gold festival.
Parks Toilets	High pressure washed interior priority public toilets and painting completed.
Rose Harris & Monash Park	Timber table and seat maintenance and shelters have been treated.
Theresa Creek Dam	New swing installation and carousel at the park.
Dysart and surrounding area	
CCTV investigation	Report has been completed for the scope of works of the CCTV at Centenary Park. This will be listed for consideration in our future capital projects.
Reserve Maintenance	Reserves throughout Dysart have been tidied up.
Leichardt Oval	Irrigation leak investigation completed.
Centenary Park Repairs	Completed repairs at the amenities block due to vandalism.
Middlemount and surrounding area	
Netball Clubhouse	The outdoor team recently completed painting the Netball Clubhouse.
Irrigation Repairs	Pheasant and Curlew Park.
Bougainvillea Centre Mediums	Tidied up.

General Maintenance	Maintenance and improvement of priority landscaping across region, pruning, mulching, mowing/slashing and aesthetic improvements.
Moranbah and surrounding area	
Drought Resistant Tree's	Works completed.
Removal of hedge at the admin building	Hedge removed by the outdoor team. Stump grinding will be completed this month by Treespec.
Timber Treatments	The outdoor team recently completed timber treatments to the park benches.
Park Maintenance	High pressure washed Bernborough Park.
Race Barrier Trailer	The shared race barrier trailer between the regions race club is now registered to IRC and has passed the COI inspection. Clubs are now able to transport the trailer.
Townsquare War Memorial and Griffin Street Clock.	Projects have been completed, will be handed over Friday 29/08/25.
Nebo and surrounding area	
General Maintenance	Maintenance and improvement of priority landscaping across region, pruning, mulching, mowing/slashing and aesthetic improvements.
Coast and surrounding area	
Carmlia Sports Stadium	Replacement of 5 roller doors completed.
Waverley Creek Rest Area	Amenities cleaning and tree pruning.
General Maintenance	Maintenance and improvement of priority landscaping across region, pruning, mulching, mowing/slashing and aesthetic improvements.
Glenden and surrounding area	
Madder Oval Western Field Irrigation	Project completed.
Pothole Patching	Assisting the roads team to carry out pothole patching.
Tree Pruning	Tree pruning completed throughout township.

PLANNED WORKS FOR SEPTEMBER 2025: THIS PROGRAM IS SUBJECT TO CHANGE DEPENDING ON WEATHER CONDITIONS AND EMERGENT WORKS

Clermont and surrounding area
Soil and water testing has been undertaken. Once results received, renovation program will be undertaken in accordance with the recommendations prior to the growth season.
Re-mulch key areas for weeds prevention and improved plant heath. Works to be completed prior to the growth season.
Public notification informing of scheduled removal of the hazardous components of the Chinese Wall.
Contractor engagement to resurface unsealed areas of BMX track as part of quoted works
Dysart and surrounding area
Soil and water testing has been undertaken. Once results received, renovation program will be undertaken in accordance with the recommendations prior to the growth season.
Removal of stone/concrete seating at the Dysart Civic Centre.
Re-mulch key areas for weeds prevention and improved plant heath. Works to be completed prior to the growth season.
Installation of the men's shed septic system.
Middlemount and surrounding area
Nolan Park softfall replacement around swing set.
Soil and water testing has been undertaken. Once results received, renovation program will be undertaken in accordance with the recommendations prior to the growth season.
Moranbah and surrounding area
Soil and water testing has been undertaken. Once results received, renovation program will be undertaken in accordance with the recommendations prior to the growth season.
Tree pruning of the Pony Club to be completed by Treespec.
Re-mulch key areas for weeds prevention and improved plant heath. Works to be completed prior to the growth season.
Townsquare playground gate replacement due to vandalism.
Nebo and surrounding area
Bougainvillea hedge maintenance.
“Welcome to Isaac Region” signage installation.

Coast and surrounding area
Maintenance and improvement of priority landscaping across region, pruning, mulching, mowing/slashing and aesthetic improvements.
Glenden and surrounding area
Additional trees that need to be removed.
Lake Elphinstone – removal of old bollards and additional signage for dump point.
Pothole patching.
Irrigation maintenance.
Inclusive of all towns
Maintenance of parks assets, cleaning playgrounds, shelters, seats and tables. Bin rationalisation program. Irrigation maintenance and repairs as drier conditions arise. Maintenance and improvement of priority landscaping across region, pruning, mulching, mowing/slashing and aesthetic improvements.

MORANBAH WINTER WORKS

CARMILA SPORTS STADIUM

TERESA CREEK DAM

MIDDLEMOUNT NETBALL CLUBHOUSE PAINTING – BEFORE & AFTER

CLERMONT SPRING PARK TOILETS PAINTING

MORANBAH TURF MANAGEMENT WORKSHOP

MORANBAH TOWNSQUARE WAR MEMORIAL – BEFORE & AFTER

MORANBAH GRIFFIN STREET MEMORIAL CLOCK – BEFORE & AFTER

ACTION ACCOUNTABILITY

Not applicable.

KEY MESSAGES

Isaac Regional Council is committed to transparent decision making, identifying and managing its risks and continuous improvement.

Report prepared by:	**Report authorised by:**
MICHAEL BUCKLEY **Manager Parks and Recreation**	ROBERT PERNA **Director Engineering and Infrastructure**
Date: 2 September 2025	Date: 2 September 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Malcolm Gardiner
AUTHOR POSITION	Manager Fleet

9.19 FLEET DEPARTMENT OPERATIONAL UPDATE – 1 APRIL 2025 TO 31 AUGUST 2025

EXECUTIVE SUMMARY

The intent of the report is to provide an update on the operational activities undertaken by the Fleet Department.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Notes the operational update provided for the Fleet Department – 1 April 2025 to 31 August 2025.

Resolution No.: **E&I0853**

Moved: **Cr Alaina Earl** **Seconded:** **Cr Simon West**

That the Committee recommends that Council:

1. Notes the operational update provided for the Fleet Department – 1 April 2025 to 31 August 2025.

Carried

BACKGROUND

Management of Council Workshops

We have completed the power upgrade for the Main input cable at the Moranbah Depot. This has successfully resolved the power outage issues that were disrupting work at the Moranbah Workshop.

Replacement Motorised Roller doors have been installed at the St Lawrence workshop replacing the existing sliding doors and all roller doors at the Moranbah Workshop are scheduled (5 September 2025) to be repaired in the coming weeks. This will complete the Project for Depot Upgrades.

Fleet and Plant Maintenance

Light Vehicle servicing is now being done in-house at all workshops apart from Nebo, where we are still outsourcing due to reduced staffing levels.

Fleet continue to use a mix of internal and outsourced suppliers for servicing of plant and for repairs of both Plant and Fleet.

VMS Reporting

We are in the process of transitioning to “Manage my Fleet” and a new BI portal to manage our VMS data. This new system captures more information, is more economical, user friendly and informative.

Purchasing of new Fleet, Plant and other Capital delivery projects

All Fleet and plant purchases for the 25/26 Financial year have now been ordered with the exception of CW263362 which is expected to be ordered by the end of this month.

Fleet have been kept busy with recent deliveries of 2 slashers, 1 Forklift, 1 Vac trailer and 3 Trailers, resulting in the finalisation of 4 out of our 8 plant projects.

We have also received 9 out of our 20 cars from our 25/26 Vehicle Replacement project which include a 4WD Pool Car for St Lawrence, Kia Sportage's and Isuzu Dmax's. We only have 2 vehicles remaining to be delivered from the 24/25 Vehicle Replacement Project – One of these is expected to be delivered in September with the final vehicle due by 10 October 2025.

Depot Maintenance

Traffic flow plans are currently being developed with the help of the IPTS team for all the depots, once completed the risk assessment and line marking for the depots will be updated.

With the separation from Corporate properties, Fleet has now taken back responsibility for the maintenance of the depots. We have been working with corporate properties to streamline a process for these so repairs can get done in a timely manner. Fleet have organised for the testing and tagging to be done at all of the IRC depots, along with various other maintenance tasks.

We are going to make some changes to the Moranbah store to give us more office space. We have consulted with managers and other key personnel to communicate the proposed changes.

Staff

Our new department restructure was finalised in April with the permanent appointment of the Fleet Manager, Coordinator Plant and Workshops and Technical Officer.

With these positions now in place we are currently recruiting for a Technical Officer to assist with workshop scheduling and ordering and a fitter in Nebo to assist our current fitter that is transitioning into retirement.

Challenges and areas for improvement

Increase the fleet utilization.

Working with finance team to increase our Fleet Hire rates. These rates have not been changed for many years and are no longer adequate to cover expenses incurred for the maintenance of the vehicles/Plant.

IMPLICATIONS

Fleet operations shall continue to operate to maintain and improve service levels for internal and external customers.

CONSULTATION

- Fleet Team

BASIS FOR RECOMMENDATION

The report provides council with an understanding of the Plant and Fleet Department Operations

ACTION ACCOUNTABILITY

Manager Fleet to continue to lead and develop team members to ensure continued service delivery for internal and external customers.

KEY MESSAGES

Fleet operations continue to strive to maintain a high level of Service to ensure other departments can undertake their roles in supporting the community

Report prepared by:	**Report authorised by:**
MALCOLM GARDINER **Acting Manager Fleet**	ROBERT PERNA **Director Engineering and Infrastructure**
Date: 2 September 2025	Date: 2 September 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Sean Robinson
AUTHOR POSITION	Manager Galilee and Bowen Basin Operations

9.20 COMPENSATION AGREEMENT ML700082 AND ML700083

EXECUTIVE SUMMARY

The purpose of this report is for Council to consider the Compensation Agreement with Stanmore ID Extension Pty Ltd.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Supports the negotiation to enter into a compensation agreement for ML700082 AND ML700083 with Stanmore ID Extension Pty Ltd in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA].***
2. ***Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Compensation Agreement in relation to ML700082 AND ML700083 in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA].***

Resolution No.: **E&I0854**

Moved: **Cr Simon West** **Seconded:** **Cr Viv Coleman**

That the Committee recommends that Council:

1. **Supports the negotiation to enter into a compensation agreement for ML700082 AND ML700083 with Stanmore ID Extension Pty Ltd in accordance with section 279 of the *Mineral Resources Act 1989 (Qld) [MRA]*.**
2. **Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Compensation Agreement in relation to ML700082 AND ML700083 in accordance with section 279 of the *Mineral Resources Act 1989 (Qld) [MRA]*.**

Carried

NOTE:

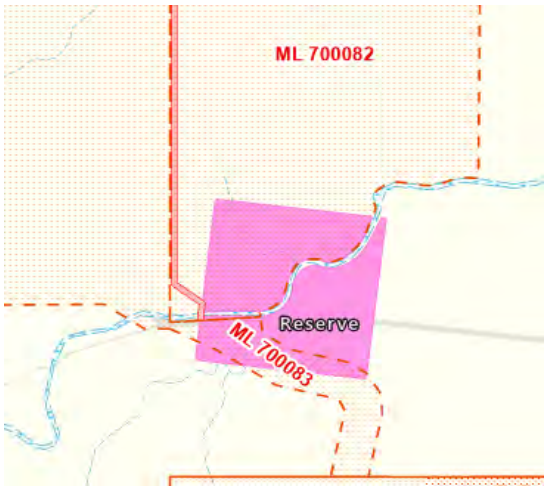
The Committee has requested a map that provides the exact location of proposed area is provided as an addendum to the Report for the Ordinary Meeting.

BACKGROUND

Stanmore ID Extension Pty Ltd ("Stanmore"), as tenement holders of ML700082 AND ML700083 ("the Mining Leases") have approached Council Officers to enter into a Compensation Agreement relating to the grant of the Mining Leases to satisfy the requirements of section 279 and 281 of the MRA.

There are areas of the Mining Leases which overlap a reserve for camping and water for which Council is trustee (shown in pink), and also a small area of unformed Council controlled road reserve overlapped by ML700083. Accordingly, Council is entitled to compensation under the MRA.

Council have provided Stanmore with a draft Compensation Agreement based upon Council's standard template agreement and advised that an independent Certified Practising Valuer will be required to provide a valuation of the land for which Council is entitled to compensation under the MRA.



There is a State Lease and Permit to Occupy registered on title of the reserve and an area within the lower portion of the reserve, overlapped by ML700083 is also subject to a Pipeline Licence between Council and Pembroke. Stanmore has been made aware of these items and the Compensation Agreement foreshadows a requirement to negotiate and engage with the other parties, and if necessary, enter into agreements.

In consultation with Council's stock routes team, Council has proposed drafting that seeks to preserve an access right to the reserve for its purposes of camping and water. Although it should be noted that it is unlikely travelling stock would access the area, as it is not connected to the stock route network and there is a State Lease and Permit to Occupy registered over the land.

The draft Compensation Agreement requires Stanmore to pay Council's reasonable costs of preparation, negotiation and execution of the agreement.

IMPLICATIONS

The Applicants are required to pay Council the compensation amount.

Galilee and Bowen Basin Operations department to provide suitable resources in undertaking the execution and management of the agreement.

Liveability and Sustainability department to engage in relation to access to the reserve on an as needed basis in response to applications for access to the reserve land.

CONSULTATION

- Director Engineering and Infrastructure
- Manager Liveability and Sustainability
- Manager Governance and Corporate Services

- Program Leader Environment and Sustainability
- Galilee and Bowen Basin Operations Officer
- Stanmore

BASIS FOR RECOMMENDATION

In accordance with the *Mineral Resources Act 1989*, Council is required to enter into a Compensation Agreement.

ACTION ACCOUNTABILITY

Manager Galilee and Bowen Basin Operations to ensure executed copies are returned to Stanmore ID Extension Pty Ltd and the compensation under the agreement and Council's costs are paid.

KEY MESSAGES

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

Report prepared by:	**Report authorised by:**
SEAN ROBINSON **Manager Galilee and Bowen Basin Operations**	ROBERT PERNA **Director Engineering and Infrastructure**
Date: 2 September 2025	Date: 2 September 2025

ATTACHMENTS

- CONFIDENTIAL Attachment 1 – Draft Compensation Agreement – ML700082 AND ML700083
- CONFIDENTIAL Attachment 2 – ADDENDUM Stanmore ML700082 and ML700083 map locations

REFERENCE DOCUMENT

- Nil

PAGES 617 TO 642 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Sean Robinson
AUTHOR POSITION	Manager Galilee and Bowen Basin Operations

9.21 BROADSOUND SOLAR FARM – ASSET INSTALLATION AND MAINTENANCE LICENCE

EXECUTIVE SUMMARY

The report seeks to delegate the authority to the Chief Executive Officer to execute a Licence for the installation, use and maintenance of an underground conduit housing a high voltage cable within the Manly Access Road at Clark Creek.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Delegates Authority to the Chief Executive Officer to negotiate, execute and vary the Asset Installation and Maintenance Licence for the installation, use and maintenance of an underground conduit housing a high voltage cable under Manly Access Road in accordance with the terms attached.***

Resolution No.: **E&I0855**

Moved: **Cr Viv Coleman** **Seconded:** **Cr Alaina Earl**

That the Committee recommends that Council:

1. **Delegates Authority to the Chief Executive Officer to negotiate, execute and vary the Asset Installation and Maintenance Licence for the installation, use and maintenance of an underground conduit housing a high voltage cable under Manly Access Road in accordance with the terms attached to the Report.**

Carried

NOTE:

The Committee has requested a map that provides the exact location of proposed area is provided as an addendum to the Report for the Ordinary Meeting.

BACKGROUND

Iberdrola Australia Development Pty Limited are the proponents of the Broadsound Solar Farm, currently under construction at 353 Manly Access Road at Clark Creek (the **Grantee**). The Grantee proposes to install an underground conduit housing a high voltage cable under Manly Access Road to connect their operations.

Manly Access Road is a Council controlled and maintained road.

As the underground conduit housing the high voltage cable will be privately owned asset, the Grantee has been requested to enter a licence arrangement with Council to formalise the obligations and liability arrangements between the parties.

LICENCE

The licence is based on Council's template licence document utilised for private assets within the road corridor. No external legal assistance has been engaged by Council.

The licence contains the following key terms –

- The licence applies to the underground conduit housing the high voltage cable (Asset) as detailed in the licence and at the locations to be identified in Schedule 1.
- The Grantee are responsible for the installation, maintenance and removal of the Asset with specific works identified in Schedule 2 of the Licence.
- A security to the value of $5,000 to be received upon execution and held to secure the obligations under this licence as detailed in clause 20.
- Clause 3.2 – Provides that Council may require the Grantee to relocate the Asset at their cost to a different location, upon suitable notice and at the Grantees cost, if required.
- Clause 4 - Requirement to obtain a Works Approval before commencement of installation and removal works onsite.
- Clause 5 – requirement to carry out necessary maintenance to the Asset and remedy any defects caused by the Asset to Manly Access Road.
- Clauses 8 and 9 - Indemnity and insurance provisions in the terms standard in other recently executed Council licences.
- Clause 10 and 11- Dispute resolution provisions including clauses for external expert determination of a dispute.
- Clause 18 – The Grantee is liable for Council's costs of preparation and execution of the licence and any reasonable costs of project managing the obligations.

IMPLICATIONS

The Galilee and Bowen Basin Operations Department shall ensure obligations under the Licence are met, facilitate processing of necessary works approvals, ensure installation of the Asset is as directed by the licence and provide ongoing monitoring of those obligations.

The Grantee shall undertake the works required to install, maintain and ultimately remove the Asset.

CONSULTATION

- Manager Governance and Corporate Services
- Galilee and Bowen Basin Operations Officer
- Iberdrola Australia Development Pty Limited

BASIS FOR RECOMMENDATION

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

ACTION ACCOUNTABILITY

Galilee and Bowen Basin Operations department to lead negotiations under the guidance of Director Engineering and Infrastructure and Chief Executive Officer.

Chief Executive Officer to execute the Licence.

Manager Galilee and Bowen Basin Operations to ensure a copy of the executed document is provided to the proponent and obligations under the Licence are adhered to.

KEY MESSAGES

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

Report prepared by:	**Report authorised by:**
SEAN ROBINSON **Manager Galilee and Bowen Basin Operations**	ROBERT PERNA **Director Engineering and Infrastructure**
Date: 2 September 2025	Date: 2 September 2025

ATTACHMENTS

- CONFIDENTIAL Attachment 1 – Asset Installation and Maintenance Licence – Broadsound Solar Farm
- CONFIDENTIAL Attachment 2 – ADDENDUM Broadsound Solar Farm Map Locations

REFERENCE DOCUMENT

- Nil

PAGES 646 TO 699 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

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MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Sean Robinson
AUTHOR POSITION	Manager Galilee and Bowen Basin Operations

9.22 BMA RED HILL ROAD INTERSECTION - ASSET INSTALLATION AND MAINTENANCE LICENCE

EXECUTIVE SUMMARY

The report seeks to delegate the authority to the Chief Executive Officer to execute a Licence for the construction of Intersection Works, and the installation, use and maintenance of the Intersection Works, an Access Road and Gate Infrastructure accessed off Red Hill Road.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Delegates Authority to the Chief Executive Officer to negotiate, execute and vary the Asset Installation and Maintenance Licence for Red Hill Road Intersection Construction, Access Road and Gate Infrastructure for the construction of Intersection Works, and the installation, use and maintenance of the Intersection Works, an Access Road and Gate Infrastructure as required across in accordance with the terms attached.***

Resolution No.: **E&I0856**

Moved: **Cr Rachel Anderson** **Seconded:** **Cr Viv Coleman**

That the Committee recommends that Council:

1. **Delegates Authority to the Chief Executive Officer to negotiate, execute and vary the Asset Installation and Maintenance Licence for Red Hill Road Intersection Construction, Access Road and Gate Infrastructure for the construction of Intersection Works, and the installation, use and maintenance of the Intersection Works, an Access Road and Gate Infrastructure as required across in accordance with the terms attached in the Report.**

Carried

NOTE:

The Committee has requested a map that provides the exact location of proposed area is provided as an addendum to the Report for the Ordinary Meeting.

BACKGROUND

BM Alliance Coal Operations - BMA, (the **Grantee**) approached Council to discuss an access off Red Hill Road on the western side of the railway level crossing to facilitate continued operations of their Broadmeadow Mine. The location is identified on plans as Council controlled stock route, however the area proposed for the intersection is the current alignment of Red Hill Road. This area is within BMA's mining Lease ML1763 and the relevant land is subject to a compensation agreement [ECM 3651218].

The proposal includes road widening works, construction of a new intersection, gate and access infrastructure and a BMA private Access Road (the **Assets**). As the Intersection Works and consequent maintenance will be privately undertaken, the Access Road be privately utilised and the Gate Infrastructure will comprise of privately owned assets, the Grantee has been requested to enter into a licence arrangement with Council to formalise the obligations and liability arrangements between the parties.

LICENCE

The licence is based on Council's template licence document utilised for private assets within a Council controlled road corridor or stock route. No external legal assistance has been engaged.

The licence contains the following key terms –

- The licence applies to the construction of Intersection Works, and the installation, use and maintenance of the Intersection Works, the Access Road and Gate Infrastructure as detailed in the licence and at the locations identified in Schedule 1.
- The Grantee are responsible for the installation, maintenance and removal of the Assets with specific works identified in Schedule 2 of the Licence.
- A security to the value of $5,000 to be received upon execution and held to secure the obligations under this licence as detailed in clause 20.
- Clause 3.2 – Provides that Council may require the Grantee to relocate the Assets at their cost to a different location, upon suitable notice and at the Grantees cost, if required.
- Clause 4 - Requirement to obtain a Works Approval before commencement of installation and removal works onsite.
- Clause 5 – requirement to carry out necessary maintenance to the Asset and remedy any defects caused by the Assets to the road reserve area.
- Clauses 8 and 9 - Indemnity and insurance provisions in the terms standard in other recently executed Council licences.
- Clause 10 and 11- Dispute resolution provisions including clauses for external expert determination of a dispute.
- Clause 18 – The Grantee is liable for Council's costs of preparation and execution of the licence and any reasonable costs of project managing the obligations.

IMPLICATIONS

The Galilee and Bowen Basin Operations Department shall ensure obligations under the Licence are met, facilitate processing of necessary works approvals, ensure installation of the Asset is as directed by the licence and provide ongoing monitoring of those obligations.

The Grantee shall undertake the works required to install, maintain and ultimately remove the Asset.

CONSULTATION

- Manager Governance and Corporate Services
- Galilee and Bowen Basin Operations Officer
- Manager Liveability and Sustainability
- Program Leader – Environmental and Sustainability
- BM Alliance Coal Operations

BASIS FOR RECOMMENDATION

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

ACTION ACCOUNTABILITY

Galilee and Bowen Basin Operations department to lead negotiations under the guidance of Director Engineering and Infrastructure and Chief Executive Officer.

Chief Executive Officer to execute the Licence.

Manager Galilee and Bowen Basin Operations to ensure a copy of the executed document is provided to the proponent and obligations under the Licence are adhered to.

KEY MESSAGES

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

Report prepared by:	**Report authorised by:**
SEAN ROBINSON **Manager Galilee and Bowen Basin Operations**	ROBERT PERNA **Director Engineering and Infrastructure**
Date: 2 September 2025	Date: 2 September 2025

ATTACHMENTS

- CONFIDENTIAL Attachment 1 – DRAFT Asset installation and maintenance licence - Red Hill Rd Intersection Gate
- CONFIDENTIAL Attachment 2 – ADDENDEUM BMA Red Hill Road Licence Map Locations

REFERENCE DOCUMENT

- Nil

PAGES 704 TO 764 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Amal Meegahawattage
AUTHOR POSITION	Manager Planning and Projects

9.23 WATER AND WASTE 2025-26 CAPITAL PROJECTS PROGRESS REPORT

EXECUTIVE SUMMARY

This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2025/26 Capital Works Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Receives and notes the monthly Water and Waste 2025/26 Capital Projects Progress Report.

Resolution No.: **W&W0593**

Moved: **Cr Rachel Anderson** **Seconded:** **Cr Viv Coleman**

That the Committee recommends that Council:

1. Receives and notes the monthly Water and Waste 2025/2026 Capital Projects Progress Report.

Carried

BACKGROUND

Regular updates on the financial and physical status of projects within the 2025/26 Water and Waste Capital Works program are crucial to keep Council informed about the program's progress and associated risks.

IMPLICATIONS

The attached Water and Waste 2025/26 Capital Projects Progress Summary provides an overview of the financial and physical status of all projects, with red indicating a projected cost overrun of over 10% or completion after June 2025, yellow indicating a cost overrun of 0-10%, and green indicating no issues. Brief commentary is provided to explain the status of each project. Larger and more complex projects are sometimes delivered over multiple financial years and the exact expenditure in each year may deviate from the annual budget due to variations in the delivery schedule. This can affect expenditure in each year without exceeding the total budgeted amount for the project.

COMPLIANCE

Compliance with the Water and Waste 2025/26 Capital Works Program is essential to meet the identified timeframes of the 2025/26 financial year.

CAPITAL PROJECTS PROGRESS

Excluding carryover projects completed in July and August 2025, the Planning and Projects Department is actively managing 57 projects in the 2025/26 Water and Waste Capital Works Program.

Project status categories (Definitions):

Completed: 100% of construction works delivered

Nearly Complete: Over 95% of scope delivered, with only minor works remaining

On Track: progressing in line with the revised schedule

Lacking Progress: Behind revised program milestones

Planned: scheduled to commence at a later date

Deferred: deferred to a future year or removed from the Capital Works Program

Project Status (Construction)

- Completed: 0 projects (0%)
- Neary Completed: 5 projects (9%)
- On Track: 46 projects (81%)
- Lacking Progress: 0 projects (0%)
- Planned: 5 projects (9%)
- Deferred: 1 project (2%) *[to be delivered under operational works]*

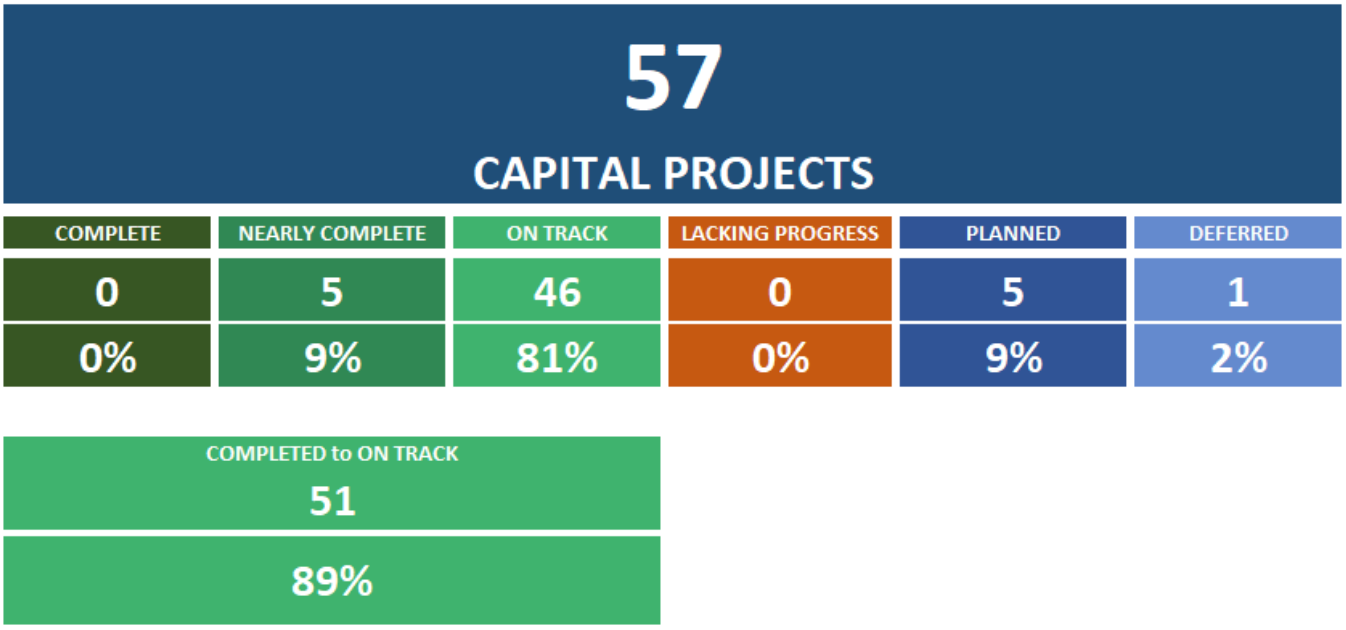

Figure 1: 2025/26 Capital Project Progress Snapshot

Note: the one project in the Deferred category ***CW263403 CLM RAW TCD Intake Tower Control Panel/Crane has been removed from the FY2526 capital program and will be delivered operationally as this will provide better value for money.***

KEY CAPITAL PROJECTS

Nearly Completed Projects

1. CW222983 – Moranbah Water Treatment Plant Roof Replacement

This project replaces the roof of the 5.7 ML water reservoir to protect the structure and extend asset life. Installation of the expansion seal gasket was completed in early May. During partial filling, several defects and minor leaks were identified. The contractor has addressed the defects; however, a leak remains.

The Boby plant was run on 26 Aug to confirm whether the leaks were sealed, but one leak persists. The contractor will return to complete repairs. Practical completion will not be issued until all defects are resolved to Council's satisfaction. The anticipated completion date has been revised to late September due to ongoing defect rectification.

Projects on Track

2. CW233155 – Clermont Water Treatment Plant Modernisation

This upgrade ensures the water supply continues to meet safe drinking water standards. In September 2024, turbidity monitoring equipment was replaced with analysers that meet current national requirements. The associated control panel upgrade is complete.

The next stage will upgrade the chemical dosing system through a Design and Construct contract which has been awarded and is in progress, with full project completion expected by mid-2026. Officers are working with the LGGSP funding agency to finalise scope variations for funding compliance.

3. CW243205 – Moranbah Rectification of Landfill Cell

This project stabilises and rectifies the Moranbah landfill cell to maintain environmental compliance. Tender evaluation is in progress. The project management consultant is coordinating clarifications and scope adjustments with bidders and Council to achieve an economical and appropriate solution before award. Delivery is planned for the end of the financial year, subject to agreement of the final completion date with the successful bidder.

4. CW243185 – Moranbah Recycled Water Network

This multi stage, multi-year project improves recycled water management through new mains, staged irrigation infrastructure, and portable evaporators. Design works along Sarchedon Drive and Tallon Street are progressing.

The design consultant commenced in February 2025 and has engaged Barada Barna legal representatives for the cultural heritage survey. Final design has been received and is under review, with Stage 1 construction scheduled for completion by January 2026. Procurement for an environmental consultant to assist with EA amendments has commenced.

Procurement planning for portable evaporators is also underway. In line with Procurement advice, tender documentation is being prepared to approach the market for the preferred evaporator unit.

5. CW233143 – CORP SCADA Upgrades

This multi-year project upgrades SCADA systems at various treatment plants. The Clermont WTP upgrade is complete. The next stage includes installations at Nebo and Glenden WTPs.

Building Our Regions funding completion is scheduled for March 2026. Contracts for Nebo and Glenden have been awarded. Work is underway at Glenden, although progress has lagged; the Project Manager is following up to recover schedule. Procurement for the SD WAN provider has commenced and is now with ICT for inclusion in the corporate SD WAN program. Current forecast is commencement by Dec 2025, with overall completion in late 2025 or early 2026.

6. CW222991/CW222992 – NBO / GLN WWTP SCADA Projects

These multi-year projects are planned for combined delivery. Following a revised SCADA delivery strategy, the projects were deferred to align with the new schedule.

Procurement documentation has commenced, with the Operations Team currently developing specifications. Construction is planned for Q2 to Q4 of the 2025/26 financial year. Forecast expenditure is above the current budget, based on the lowest 2023 submissions plus 15% cost escalation.

7. CW243239/CW243240 – Carmila and Greenhill Landfill Capping

These projects deliver compliance capping works at Carmila and Greenhill landfills. Design documentation is complete. The construction tender is under evaluation, with completion of evaluation expected in early September.

8. CW253266 – Dysart Waste Management Facility Repurpose to Transfer Station

This project repurposes the Dysart landfill into a transfer station. Design was completed last financial year and tendering commenced in August. Prices received are significantly above budget. The Director Water and Waste and Manager Waste Services are considering options and next steps.

9. CW253273 / CW253274 – Carmila and St Lawrence Water Treatment Plant Upgrades

These projects upgrade chemical dosing, monitoring infrastructure, and SCADA at the Carmila and St Lawrence WTPs.

Both upgrades will be bundled into one Design and Construct contract with separable portions. Procurement documentation is being refined to provide respondents with flexibility and to achieve value for money. Operations has finalised the project scope. Following Project Manager review, tender documentation is being finalised with the intention to approach the market in September, with construction expected in Q2 to Q4.

10. CW253275 – CORP Sewer Relining 2025

This project undertakes CCTV inspection and relining of targeted sewer segments. The contract was awarded in January 2025. CCTV surveying was completed last financial year and the relining scope has been finalised. The contractor mobilised in Moranbah on 25 Jul and works are underway.

Two recent sewer main collapses within the proposed relining scope require reinstatement. On 27 Aug the contractor also reported additional sections severely damaged beyond relining that require replacement. These works are proposed as variations. Following further assessment and costing by Operations and the Project Manager, a request for additional funding is expected through the Q1 budget review, currently estimated at approximately 250,000 dollars from reserves. A separate officer report will be provided once further information is available.

11. CW253290 – Middlemount Water Network Augmentation

This project installs a new water main in Middlemount, with a drainage component on Nolan Drive as a separable portion.

In August the contractor continued construction of concrete piers. Forty one bases and thirty six piers have been poured. The chlorine analyser, stainless steel enclosure, sample pipework and conduit have been installed. Erosion control and backfilling around piers and bases have been undertaken where required.

The project remains on track for completion by the end of September.

12. CW253277 – Moranbah Water Treatment Plant West & East High Lift Pumps

This project remediates the high lift pump station and associated infrastructure at Moranbah WTP to improve system resilience and reduce the risk of service interruptions.

Preparation commenced in July for remediation of the East Tower diesel pump. Installation of the diesel motor and pumps was planned for late August at the time of writing.

13. CW253278 – Moranbah WTP Drinking Water Compliance

This project installs turbidity analysers on filters at the Boby plant and main plant at Moranbah WTP to enable automatic backwashing as part of broader filter upgrades.

Commissioning at the Boby plant was scheduled for the week commencing 25 August. Outstanding works are to commence shortly. The Project Manager is awaiting a variation from the contractor to amend the main WTP analyser drainage.

14. CW253254 – CORP Upgrade Mandalay Terminals

This project installs new Mandalay terminals at all waste management facilities except Clermont, which received a terminal during the weighbridge upgrade. The remaining eight sites are being fitted with SCADA integrated EFTPOS terminals.

Installation is complete at seven of nine sites. There are integration issues between the EFTPOS terminals and the Mandalay system. Mandalay technicians are working to resolve these. Installation at the final two sites has been postponed to the first week of September to allow time to resolve the issues.

15. CW253276 – Moranbah Recycled Network Flow Measuring at Grosvenor Creek

This project involves installing a flow measuring device at Grosvenor Creek, Moranbah.

The contract for radar installation was awarded on 16 June. Surveyors have completed the creek cross-section survey to support calibration. The contractor is developing a draft design for a scope variation requested by Operations. Additional surveying under the bridge was completed and the contractor is exploring mounting options, with Operations preferring a slide-rail installation beneath the bridge for easier maintenance.

This change is expected to increase project costs, and completion is forecast for Q1 of the 2025/26 financial year.

16. CW253279 - MMT and DYS - Drying Beds WTPs

This project delivers remediation works at the sludge drying beds at the Middlemount and Dysart WTPs. Procurement has commenced and tender documentation is being prepared. The tender is planned for Q1 2025/26 with delivery by the end of Q2 2025/26.

17. CW253288 - MMT- WTP Clearwater Pump Replacement

This project remediates and replaces Clearwater lift pumps and associated equipment at Middlemount WTP.

A purchase order was raised on 23 Sep 2024 to remediate the high lift pumps. There have been delays in receiving the contractor's program. Remediation of raw water pumps was completed in October 2024. Works on the horizontal pump were to be scheduled in early 2025.

As at the end of July 2025 the project is 10 percent complete with 7 percent committed. Two new pumps have been ordered and are pending delivery. Two additional motors are required and quotes are pending.

18. CW263391 MMT WTP Upgrade

This multi-year project aims to improve compliance with the Drinking Water Quality Management Plan (DWQMP) and Risk Management Improvement Program (RMIP) by upgrading treatment processes and integrating modern remote monitoring technologies. It will address high-risk chlorine disinfection issues during colder conditions through improved contact time and raw water abstraction review. Upgrades also include enhancements to chemical dosing, clarification, and supernatant return control, with potential installation of turbidity meters and automated backwashing systems. Year 1 is planned to deliver the design works for the upgrade and GBA have been engaged as the design consultant.

19. CW263394 STL Weir Plan - Identify & Repair Leak

This project investigates a suspected leak at the St Lawrence Weir to determine cause and extent, followed by development of an appropriate repair design. Procurement for investigation and design is in progress. A consultant quote has been received and is under evaluation.

20. CW263396/ CW263397 MBH Recycled Water Main & Plant Upgrade

These multi-year projects are the next stages of the Moranbah recycled water initiative. They include a recycled water main in Tallon Street and upgrades to the recycled effluent polishing plant. The Sarchedon Drive recycled water main project is underway and these projects will complement that work by enabling treatment and distribution of recycled water for community use.

GBA has been engaged to support these projects to maintain continuity and value for money given their involvement in Sarchedon Drive. A pre-start meeting with GBA was held in late August.

21. CW263399 CLM WTP Replace Backwash Pipeline to Lagoon

This project delivers the design and replacement of the backwash pipeline to the lagoon at Clermont WTP as the existing pipeline has reached end of life.

Following consultation with Operations, the project will proceed this year as a preliminary design delivered internally, with the intention to approach the market next financial year as a Design and Construct contract.

22. CW263405 CORP WN Water Meters

This project involves replacing water meters that are at the end of their useful life to improve billing accuracy and water consumption tracking and billing. In the previous financial year, 450 meters were replaced in Moranbah. The current year's scope has been expanded to include the replacement of another 450 meters across the Isaac Region.

The procurement process is underway, with the Request for Quote evaluation documents currently with procurement for review.

Projects Deferred or to be Removed from the Capital Works Program

23. CW263403 CLM RAW TCD Intake Tower Control Panel/Crane

This project involves rehabilitation of the Theresa Creek Dam intake tower control panel and overhead crane identified through the preventative maintenance program.

The PAG bid initially proposed delivery as a capital project, informed by condition assessments and service reports highlighting the need to improve asset reliability and functionality. Following further review by the Project Manager, and in consultation with the Operations and Maintenance team, it was determined that completing the works internally as operational activities would be more efficient and provide better value for money.

Accordingly, it is proposed in the forthcoming Q1 budget adjustments to close this project in the Capital Works Program and return the funds to reserves, with the works to be delivered by Operations and Maintenance.

PROGRESS PHOTOS

Image 1: MMT WN Augmentation – installing piers

Image 2: MMT WN Augmentation – flushing pipe from Water Treatment Plant to start of above ground section

Image 3: MMT WN Augmentation – installing pipe above ground

Image 4: CORP Sewer Relining 2025 – collapsed pipes in Flight Street, MBH

CONSULTATION

- Director Water and Waste
- Manager Operations and Maintenance
- Manager Waste Services
- Planning and Projects Capital Works Project Managers

BASIS FOR RECOMMENDATION

To provide Council with a clear monitoring tool to track capital works delivery for the Water and Waste Directorate by providing transparent and relevant reporting. This report will help identify and communicate any project delays, overspends and project risks.

ACTION ACCOUNTABILITY

The Managers and the Director of Water and Waste oversee the scoping, procurement, and completion of the projects identified within the 2025/26 Capital Projects Progress Summary spreadsheet. Furthermore, the appropriate Managers and the Director Water and Waste are held accountable for the delivery of the project stages which are completed within the identified timeframes.

KEY MESSAGES

That Council has open communication, oversight, and transparency of the Water and Waste 2025/26 Capital Works Program, to ensure Isaac will have effective and sustainable water and waste infrastructure that supports the needs of the region's communities and economic sectors.

Report prepared by:	**Report authorised by:**
AMAL MEEGAHAWATTAGE **Manager Planning and Projects**	SCOTT CASEY **Director Water and Waste**
Date: 27 Aug 2025	Date: 2 September 2025

ATTACHMENTS

- CONFIDENTIAL Attachment 1- WW Capital Projects Progress Summary Spreadsheet September 25

REFERENCE DOCUMENT

- Nil

PAGES 775 TO 776 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Seungchan Bang
AUTHOR POSITION	Maintenance Planner Water and Waste

9.24 WATER AND WASTEWATER PREVENTATIVE MAINTENANCE PROGRAM UPDATE

EXECUTIVE SUMMARY

This report provides an update on the progress of the Water and Wastewater Preventative Maintenance Program (PMP). It details the number of Preventative Maintenance Program activities completed since the program's inception, highlights key milestones achieved and the challenges for improvement.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Notes the contents of the Water and Wastewater Preventative Maintenance Program Update.

Resolution No.: **W&W0594**

Moved: **Cr Alaina Earl** **Seconded:** **Cr Viv Coleman**

That the Committee recommends that Council:

1. Notes the contents of the Water and Wastewater Preventative Maintenance Program Update.

Carried

BACKGROUND

The Water and Wastewater Preventative Maintenance Program (PMP) is an ongoing initiative aimed at improving asset reliability and reducing unplanned breakdowns. Of the original 30 identified programs, 25 programs are currently in active execution. Whilst reactive maintenance continues to play a significant role in maintaining effective treatment plant operations, implementation of PMP is critical to enhance operational reliability and reduce emergency breakdown repair events across water and wastewater infrastructure. This report outlines the program's progress to date and its integration with maintenance cost analysis.

ACHIEVEMENTS

The following 25 PMP activities have been successfully established to date:

i. 17 Air Compressor and 15 Blower Bi-Annual Service

ii. 34 Generator Bi-annual Service (Whole of Council Contract)

iii. 30 Overhead Crane and Lifting Beam Annual Service

iv. 100 Sewage Pump Station and Raw Water Pump Station Pump Annual Service

v. 50 Sewage Pump Station and Treatment Plant Well Cleaning Annual Service

vi. 84 Water Treatment Plant (WTP) and Wastewater Treatment Plant (WWTP) Process Equipment Bi-Annual Maintenance

vii. WTP and WWTP Filter and Resin Inspection and Testing (two plants in a year)

viii. 6 Wastewater Treatment Plant Inlet Screen Annual Service

ix. 229 WTP and WWTP Lift, Dosing and Pressure Pump Annual Service

x. Water Network Scouring (one town in a year)

xi. 1 Moranbah WWTP Belt Filter Press Annual Service

xii. 173 Safety Equipment Bi-Annual Service

xiii. 9 Chlorination System Bi-Annual Service

xiv. 25 Weigh Scale and Benchtop Lab Scale Annual Service

xv. 32 Sewage Pump Station RCD Testing

xvi. WTP and WWTP Test and Tag

xvii. 6 UV Disinfection System Bi-annual Service

xviii. 98 Water and Wastewater Treatment Plant Online Analyser Annual Service

xix. 23 Pressure Vessel Annual Service and Certification

xx. Polishing Plant Inspection and Condition Assessment (Moranbah/Dysart/Middlemount)

xxi. 61 Lab Benchtop Analyser Annual Service

xxii. 110 WTP and WWTP Flow Meter Annual Verification Testing

xxiii. Water Reservoir and Tower Inspection and Condition Assessment (one town in a year)

xxiv. 19 WTP and WWTP Electric Gate and Roller Door Annual Service

xxv. 14 WTP and WWTP Pest Control Bi-Annual Service

There are 29,121 assets in the Water and Wastewater Department, and of those 1,722 assets have been serviced, condition assessed and maintained. 1,421 assets are being serviced on a yearly basis.

Key Ongoing Milestones in PMP Include:

a) Proactive Maintenance

Upon completion of each program, the awarded contractor is required to submit a mandatory service report outlining the completed scope of work, condition assessment results and improvement recommendations. The Operations and Maintenance Team reviews

recommendations in detail and undertakes proactive maintenance to address potential issues before equipment failure occurs.

Figure 1 Example of Inlet Screen Proactive Maintenance (Left: Equipment shift to secure location, Right: Install structural protection)

b) Annual Expenditure Trend Analysis

When PMP commenced in August 2022, a five-year expenditure projection was developed for both preventative and reactive maintenance. With an approved budget allocated for every Financial Year, programs were re-prioritised and rescheduled to achieve the best outcomes. Over the past three years, investment in preventative maintenance (Preventative – Actual) has steadily increased whilst actual reactive maintenance expenditure (Reactive-Actual) has consistently declined by 5.0% net – equivalent to an 8.5% reduction when adjusted for the annual CPI increase of 3.5%. This trend represents a major milestone in the program's success, clearly demonstrating the value of a preventative maintenance strategy. The reduction in reactive maintenance costs not only reflects improved equipment reliability and fewer unexpected failures but also allows reallocation of valuable resources to reinvest in additional PMP initiatives. This outcome is a strong indicator that the program is delivering on its core objectives—enhancing operational efficiency, extending asset life, and optimising the Council's investment in water and wastewater infrastructure.

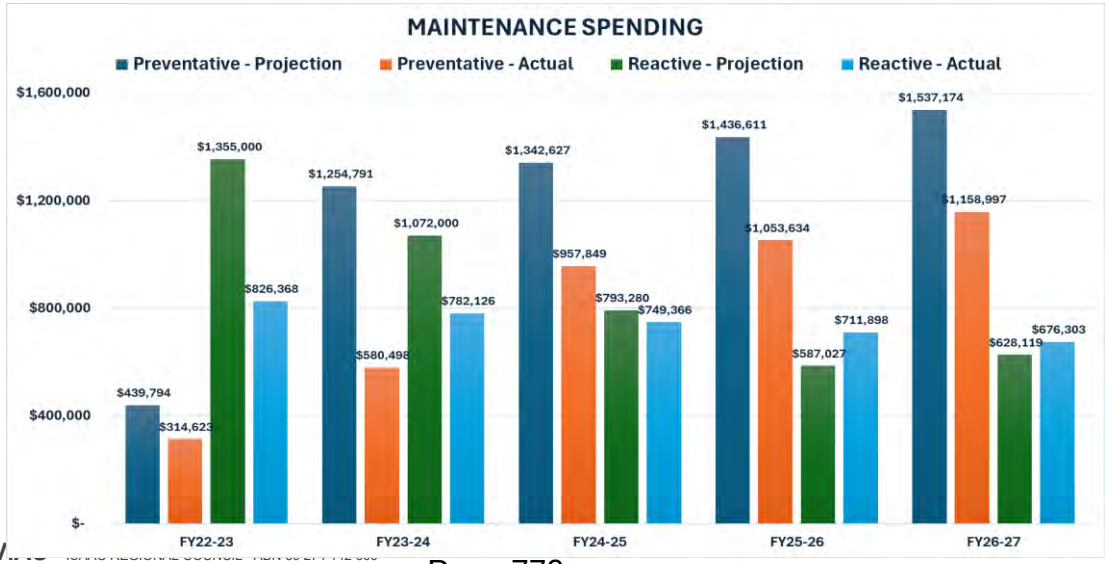

Figure 2: Maintenance Spending Trend

c) Asset Data Cleansing and Migration

The Water and Waste Directorate has control over 50% of the Council's total assets, with 29,121 out of 56,766 assets under its responsibility. In alignment with the Corporate Enterprise Asset Management (EAM) plan, asset information collected through PMP such as make, model, serial number and current condition of equipment, will enhance data accuracy and support the asset data cleansing and migration process.

d) Mechanical Critical Spares

Some 313 critical spares are being held and managed by Isaac Regional Council stores to assist with enabling timely response to breakdown repairs and supporting operational continuity. V-belts for air compressors and blowers have recently included into this range of critical spare parts for continuous operation. Before securing these parts with the maintenance team, breakdown repairs related to the v-belt depended on external contractors located outside of the Isaac Region. This resulted in additional costs due to travel and extended response time, posing a risk to reliable operations at the water treatment plants. To mitigate this, a stock of 61 v-belts across 17 different types is now maintained at the central location.

Figure 3: V-Belts Critical Spares

MAINTENANCE TEAM CAPABILITY

The maintenance team has onboarded a maintenance fitter who is responsible for day-to-day mechanical maintenance and one of the PMP activities: WTP and WWTP Process Equipment Maintenance. Additionally, an electrician is scheduled to join the maintenance team, which will further enhance in-house capability for both PMP and reactive maintenance. With this increased internal capacity, incomplete PMP activities such as WTP and WWTP temperature modulated Control/Switch Room Air Conditioning Maintenance, Differential Pressure and Level Sensor Calibration have the potential to be carried out internally within this financial year. Expanding the internal maintenance team is projected to reduce external costs and improve response time, also ensuring equipment is managed and maintained with consistent knowledge and expertise.

CHALLENGES AND AREAS FOR IMPROVEMENT

Asset data is continually changing due to equipment commissioning, replacement, repairs and decommissioning. These changes must be captured promptly to keep asset information accurate and up to date. Despite significant progress on PMP, ongoing attention to these data management activities is essential to ensure the program's continued success.

PROJECTION

The PMP signifies a shift from the Run-To-Failure (RFT) and reactive maintenance model to proactive condition assessments and preventative maintenance. The Water and Wastewater team endeavours to achieve positive outcomes from the Council's investment in this program. Proactive maintenance, encompassing thorough inspections and timely repairs, is expected to enhance operational efficiency, reduce equipment failures, and ensure uninterrupted operations for the provision of drinking water, wastewater treatment, recycled water production, and the conveyance of all water and wastewater products.

IMPLICATIONS

The data collected from asset condition assessments through the PMP will be instrumental in guiding future investment decisions. Over time, the PMP is expected to minimise asset failure, unplanned service interruptions and reactive maintenance expenses.

CONSULTATION

- Water and Wastewater Team
- Maintenance Planner – Water and Waste
- Treatment Plant Supervisor – North
- Treatment Plant Supervisor – South
- Project Managers Planning and Projects
- Coordinator Water and Wastewater
- Manager Planning and Projects
- Manager Operations and Maintenance
- Director Water and Waste

BASIS FOR RECOMMENDATION

The recommendation is to note the progress of the Water and Wastewater preventative maintenance program.

ACTION ACCOUNTABILITY

The Manager Operations and Maintenance will be responsible for ensuring the continued inclusion of preventative maintenance programs in the operational budget and supporting their successful execution.

KEY MESSAGES

Implementation of the Water and Wastewater preventative maintenance program strengthens the reliability of the water and wastewater services, ensuring the efficient and uninterrupted delivery of essential community services.

Report prepared by:	**Report authorised by:**
SEUNGCHAN BANG **Water and Waste Maintenance Planner**	SCOTT CASEY **Director Water and Waste**
Date: 28 August 2025	Date: 02 September 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

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MEETING DETAILS	**Ordinary Meeting** Wednesday 10 September 2025
AUTHOR	Stephen Wagner
AUTHOR POSITION	Manager Operations and Maintenance Water and Wastewater

9.25 WATER AND WASTE DEPARTMENTAL REPORT – OPERATIONS AND MAINTENANCE

EXECUTIVE SUMMARY

This report provides an overview of the Operations and Maintenance Department's objectives, key functions, and a quarterly update of the activities of the Operations and Maintenance department.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. ***Receives and notes this report outlining Operations and Maintenance Department's activities within the Water and Waste Directorate.***

Resolution No.: **W&W0595**

Moved: **Cr Rachel Anderson** **Seconded:** **Cr Alaina Earl**

That the Committee recommends that Council:

1. **Receives and notes this report outlining the Operations and Maintenance Department's activities within the Water and Waste Directorate.**

Carried

BACKGROUND

The Operations and Maintenance Department is responsible for the following primary objectives and functions:

- Providing effective, sustainable, high-quality and continuous supply of water, wastewater and recycled water products and services.
- Providing potable water that meets the requirements of the Isaac Regional Council (IRC) Drinking Water Quality Management Plan (DWQMP), Australian Drinking Water Guidelines (ADWG) and environmental compliance requirements.
- Ensuring effective collection, transport, storage and treatment of wastewater meeting all relevant Environmental Authority (EA) conditions.
- Supplying recycled water which meets customer expectations and compliance standards.
- Meeting the requirements for dam safety for water storages.

IMPLICATIONS

The attached document has been provided to give Council clear visibility into the operational activities and priorities of the Operations and Maintenance Department.

CONSULTATION

- Director Water and Waste
- Operational Supervisors

BASIS FOR RECOMMENDATION

The recommendation is to receive and note the content of this report which provides an overview and status update of the Operations and Maintenance Department's operations.

ACTION ACCOUNTABILITY

The Manager Operations and Maintenance is responsible for the strategic direction and operational deliverables of the Operations and Maintenance Department, including reporting on delivery of its Business Plan and approved operational projects.

KEY MESSAGES

The Manager of Operations and Maintenance will provide information on a regular basis to keep Council well informed of the performance and developing initiatives within the department's area of operations.

Report prepared by:	**Report authorised by:**
STEPHEN WAGNER **Manager Operations and Maintenance**	SCOTT CASEY **Director Water and Waste**
Date: 01 September 2025	Date: 01 September 2025

ATTACHMENTS

- Attachment 1 – Operations and Maintenance Departmental Report – September 2025

REFERENCE DOCUMENT

- 24-25 Business Plan - Operations and Maintenance

OPERATIONS AND MAINTENANCE DEPARTMENTAL REPORT

SEPTEMBER 2025

Current as at 02.09.2025

Presented by **Manager Operations and Maintenance Water and Wastewater, Stephen Wagner**

ISAAC REGION
HELPING TO ENERGISE THE WORLD

EXECUTIVE SUMMARY

This report provides an overview of the Operations and Maintenance Department's objectives, key functions, and a quarterly update of the activities of the Operations and Maintenance Department.

PRIMARY OBJECTIVES AND KEY FUNCTIONS

The Operations and Maintenance Department is responsible for the following primary objectives and functions:

- Providing effective, sustainable, high-quality, and continuous supply of water, wastewater and recycled water products and services.
- Providing potable water that meets the requirements of the Isaac Regional Council (IRC) Drinking Water Quality Plan (DWQMP), Australian Drinking Water Guidelines (ADWG) and environmental compliance requirements.
- Ensuring effective collection, transportation, storage, and treatment of wastewater meeting all relevant Environmental Authority (EA) conditions.
- Supplying recycled water which meets customer expectations and compliance standards.
- Meeting the requirements for dam safety for water storages.

FUNCTIONS AND SERVICES

The Operations and Maintenance team delivers a range of services:

Table 1: Operations and Maintenance Department Functions

OUTPUT	FREQUENCY	INTERNAL/EXTERNAL
Provide effective, sustainable, high-quality, and continuous water and wastewater products and services.	Daily	Internal
Meet the requirements of the Isaac Regional Council Drinking Water Quality Management Plan, Australian Drinking Water Guidelines, and environmental compliance.	Daily	Internal
Effective collection, transport and treatment of wastewater meeting all relevant environmental authority conditions.	Daily	Internal
Supply of recycled water which meets customer expectations and compliance standards.	Daily	Internal
Audit sites for improvement practices and operational techniques which can be introduced by the operational team to achieve best practice.	Quarterly	Internal
Auditing of recycled water sites for improvement practices and operational techniques that can be introduced to meet objectives and achieve best practice.	Annually	Internal / external

Development, maintenance and coordination of various management plans and policies.	Daily	Internal
Coordinate and manage recycled water including end user compliance through agreements, monitoring, and audits.	Monthly	Internal
Maintain current asset maintenance and servicing as per schedule.	Annual	Internal / external
Management of raw water sources.	Weekly	Internal
Connection and disconnection of water and wastewater services to the community.	As required	Internal
Management of raw, potable, and recycled water standpipes to residential and commercial users.	As required	Internal / external
Manage and monitor the effects of production of water, treatment of sewerage and recycled water irrigation to the Environment.	Quarterly	Internal / external

LOCATIONS

Table 2: Treatment Plant Locations

Location	Water Supply	Wastewater
Carmila	Carmila Water Supply System.	
Clermont	Clermont Water Supply System.	Clermont Wastewater Collection, treatment, and safe disposal system.
Dysart	Dysart Water Supply System.	Dysart Wastewater Collection, treatment, and safe disposal system.
Glenden	Glenden Water Supply System.	Glenden Wastewater Collection, treatment, and safe disposal system.
Middlemount	Middlemount Water Supply System.	Middlemount Wastewater Collection, treatment, and safe disposal system.
Moranbah	Moranbah Water Supply System.	Moranbah Wastewater Collection, treatment, and safe disposal system.
Nebo	Nebo Water Supply System.	Nebo Wastewater Collection, treatment, and safe disposal system.
St Lawrence	St Lawrence Water Supply System.	

OPERATIONAL PRIORITIES

Isaac Water: A monumental achievement to finish off the 24-25 season of the Best Drinking Water with Glenden Water being awarded the Trans-Tasman Best Tasting Water at the 2025 NSW WIOA Conference where the Australian (Glenden) and New Zealand best tasting water went up against each other. The last 12 months has been a tremendous journey showcasing Glenden's Water all over the world and Australia.

Clermont Water was awarded second place in the Qld Best Drinking Water 25-26 competition held at the Qld Water Directorate annual dinner earlier this month.

Operational staff members: There has been continued interest from the treatment community for the vacant Treatment Plant Operators positions that IRC have advertised. Council has also received interest from our current contracting staff, who have expressed a desire to continue their engagements as a direct employee with IRC after the completion of their current contract assignment. These applications are seen as a sign of the department and the organisation as a whole is moving in a progressive forward direction toward becoming a preferred employer within the industry.

Blue-Green Algae: Further development of the Recreational Waters Blue Green Algae Management Plan continues to be a results-based operational plan with the continued improvements being made as issues are identified and additional input, from the staff involved, to adjust the methods and processes.

Environmental Monitoring of Wastewater Treatment Plants: A new contractor has successfully secured a contract to carry out ground water monitoring and soil sampling for possibly the next three years. Tender documents are presently available for contractors to tender on the placement of ground water monitoring bores at the Moranbah and Nebo WWTP.

Operational Manuals: The manuals for the Moranbah Water and Wastewater Treatment Plants, as well as the Clermont Wastewater Treatment Plant, are currently in draft form. They are undergoing ongoing review, testing, and refinement, with finalisation expected by the end of December 2025.
The previously completed manuals for Middlemount and Dysart have proven valuable, enabling staff to thoroughly analyse their processes and make informed operational decisions. This has led to improved output quality and enhanced plant optimisation.

Theresa Creek Dam Compliance: The updated Emergency Action Plan (EAP) for Theresa Creek Dam (TCD) and the Annual Safety Statement have been finalised and submitted to the regulator, in accordance with the Schedule of Matters issued by the Regulator.

THREE MONTH OUTLOOK

User Requirement Specification development: There are presently five projects under development, utilising the input and experience from the operational staff, project team and consultants to achieve the best practical set of standards with the required outcomes and results for each site including the whole of life operational considerations.

Site Based Management Plans: Work has begun to collate information to develop Site Based Management Plans for all W&WW Sites

Environmental: Continue progressing the planning phase for the beneficial reuse of stockpiled biosolids from the WWTP and develop comprehensive testing protocols aligned with the End of Waste Code requirements for water treatment residuals.

Through increased enquiry to accept leachate at the Moranbah WWTP work has begun to establish a clear acceptance criteria to ensure that continual compliance can be achieved.

Preparation of the necessary documentation to support Environmental Authority amendments for the proposed irrigation activities at Sarchedon Drive have been completed.

DWQMP Year Report and Review: Work continues to collate information and data for the Isaac yearly DWQMP report and review of documentation that is due to be submitted in November.

AI-Driven Digitalisation of Sewer and Wastewater Assets: Inflow and infiltration (I&I) into the sewer network significantly increases flow volumes, which can result in unauthorised discharges from manholes, pump stations, and treatment plants. This not only escalates the volume of sewage requiring treatment but also places additional pressure on infrastructure capacity. To address these challenges, a strategic sewer manhole monitoring program has been proposed, enabling operators and asset teams to identify and prioritise areas with excessive I&I for targeted maintenance and capital investment. Leveraging advanced sensor technologies, AI-driven analytics, and machine learning, this initiative aims to reduce environmental incidents and improve operational efficiency across the network.

TRAINING AND PROFESSIONAL DEVELOPMENT

Water and Wastewater has been able to facilitate 26 team members to attend 8 different training or personal development events during June, July and August.

Table 3: Training and Development

Training or Professional Development opportunities	Attendance
CPCCDE3014 Removal Non-friable asbestos	11
High Risk Forklift	7
ACDC Chemical Spray (Weed Kill)	5
Discover the future of Industrial Automation	1
CPR	1
QLD Water Teal Card	23
WIOA NSW Water Industry Operations Conference and Exhibition	1
QLD Water Annual Forum	1

EMERGING ISSUES

Network infrastructure: In recent months there has been 2 sewer mains that have deteriorated to a point that the top of the pipe has collapsed. Repairs have been carried out on the first site with relined the existing pipe work and the second site needing to have ground boring technology used and pulling of a new polypropylene pipe inserted in the location of the collapsed main. Further CCTV will be carried out in the following weeks to explore any other potentially damaged pipe that hasn't been identified yet.

Detection of dam wall seepage at Middlemount ESD: A monitoring program will be implemented and modelled on the successful approach previously used at Dysart. As additional data is collected, a targeted rectification program will be developed and presented to Council for review and consideration.

RAW WATER SOURCE FOR ISAAC REGIONAL TOWNS

Glenden

Raw water for Glenden is provided from the Bowen River which can be refilled from Gattonvale off- stream storage and Eungella Dam.

- Newlands Coal Mine (Xstrata) N/A
- Bowen River Weir 77.74%

No Water Restrictions

Nebo

Nebo's raw water is supplied through six bores. The new water treatment plant and reservoir as part of the Nebo Water Supply Project have 2ML storage on site.

No Water Restrictions

Carmila

Raw water is supplied from two shallow bores located near the Carmila Creek approx. 1km from the WTP.

Water is flowing over the weir near the bore. 46.4mm of rain for the reporting month.

No Water Restrictions

Moranbah

Moranbah's raw water is supplied from two sources:
Burdekin Dam through Burdekin-Moranbah pipeline
Eungella Dam through BMA or Sunwater's pipelines

Water to date	2024/2025	2025/2026	Available Qty
Pembroke Tier 1	150ML	ML	150ML
Dyno Tier 1	50ML	ML	50ML
BMA Tier 1	1825ML	336.4ML	1825ML
Dyno Tier 2	125ML	ML	325ML
Stanmore T1	150ML	ML	150ML
Sunwater	0ML	ML	0ML
BMA Tier 2	0ML	ML	375ML

No Water Restrictions

St Lawrence

St Lawrence's raw water is supplied through high lift pump from the St Lawrence Creek Approx. 45.6mm of rain in St Lawrence township. Water level is 0.19m below weir level.

No Water Restrictions

Clermont

Clermont's raw water is supplied from Theresa Creek Dam. 29mm rain at Theresa Creek Dam. 0.476m below overflow level

No Water Restrictions

Dysart

Dysart's raw water is supplied from Bingegang Weir in the Mackenzie River which can be re-filled from Fairbairn Dam through Bedford Weir.

- Bingegang Weir 88.19%

No Water Restrictions

Middlemount

Middlemount's raw water is supplied from the Bingegang Weir on the Mackenzie River approx. 60km away. The weir is re-filled from Fairbairn Dam through Bedford Weir.

Bingegang Weir 88.19%
Fairbairn Dam 21.24%
Bedford Weir 99.90%

Level 1 Water Restrictions

BUDGET

Operational Purchase Orders at the start of the new financial year indicate over-expenditure in some areas; however, this is expected to balance out over future periods.

CONCLUSION

The Operations and Maintenance Department continues to demonstrate a strong commitment to delivering high-quality water, wastewater, and recycled water services across the Isaac region. The achievements in water quality recognition, proactive infrastructure management, and the integration of AI-driven technologies reflect the department's forward-thinking approach and dedication to operational excellence. Ongoing initiatives such as the development of operational manuals, environmental monitoring programs, and professional development opportunities for staff further reinforce the department's strategic priorities

As we look ahead, the focus remains on enhancing service delivery, maintaining compliance, and fostering innovation to meet the evolving needs of our communities. The department is well-positioned to navigate emerging challenges and continue its trajectory toward becoming a benchmark for best practice in the water and wastewater industry.

MEETING DETAILS	**Ordinary Meeting** Wednesday 24 September 2025
AUTHOR	Michael Buckley
AUTHOR POSITION	Manager Parks and Recreation

10.1 DYSART CENTENARY PARK CCTV INSTALLATION

EXECUTIVE SUMMARY

This report seeks approval of the Isaac Regional Councils proposed CCTV installation at Dysart Centenary Park.

OFFICER'S RECOMMENDATION

That Council:

1. ***Approves a new 25/26 financial year capital works project for Dysart Centenary Park CCTV Installation for $100,000 funded from the Reserve 2002 Operational Sustainability Reserve.***

BACKGROUND

A previous decision was made to close the amenities of a night and a weekend in Centenary Park due to extensive and repeated vandalism. There was a trial again undertaken earlier this year to make the amenities available to the public in the cooler months where increase use is experienced, but this has once again resulted in numerous vandalism events and a request from internal staff and Dysart Police to end the trial and prevent further damage.

CCTV infrastructure was installed at Dysart Centenary Park in 2017. Council officers have undertaken investigation with suitable experienced contractors with feedback provided that the existing condition of infrastructure is unsuitable to repair as a short-term measure.

Recent CCTV projects within Parks and Recreation have provided an effective and suitable solution to reduce vandalism and hold relevant people accountable for their actions enabling facilities open for the general public use.

The installation of CCTV cameras is being proposed for Dysart Centenary Park based on a clear understanding of previous project costs. This provides an option to open facilities 24/7 while addressing the continued issue of vandalism. The installation will also offer expansion to other assets in the future.

IMPLICATIONS

Financial

With our clear understanding of previous CCTV installation projects we would require a budget of $100,000. The project is proposed to be funded from Reserve 2002 Operational Sustainability Reserve for the interim,

with funding transferred to depreciation at the Quarter 2 Budget Review when figures for the funded depreciation are finalised.

Risk

If the project is not accepted the toilets will have to remain closed which effects the amount of facilities that we offer the general public.

Project Delivery

This project will be added to the existing CCTV project that is listed for delivery in the 25/26FY PAG.

Benefits

With the approval and installation of CCTV in Dysart Centenary Park to be delivered prior to June 30 2026 will enable Council to again have facilities open for public use for the busy season. Should installation of CCTV be granted it will reduce reactive maintenance costs, amenities will be fully operational and ensure we are providing the community with a safe space which aligns with Councils Recreation and Open Space Strategy.

CONSULTATION

- Financial Services Department
- Asset Management Department
- Roy Powell Security

BASIS FOR RECOMMENDATION

This provides a long-term option to open facilities 24/7 while addressing the continued issue of vandalism. Expansion to other assets in the future.

ACTION ACCOUNTABILITY

Manager Parks and Recreation to oversee completion of works.

KEY MESSAGES

Isaac Regional Council is committed to the safety of the Dysart Community and providing an outdoor space that aligns with those values.

Report prepared by:	**Report authorised by:**
MICHAEL BUCKLEY **Manager Parks and Recreation**	ROBERT PERNA **Director Infrastructure Services**
Date: 16 September 2025	Date: 16 September 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

PAGES 796 TO 800 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS