

NOTICE OF MEETING

Dear Committee Members

You are requested to attend the following meeting of Council.

WATER AND WASTE STANDING COMMITTEE MEETING OF ISAAC REGIONAL COUNCIL

TO BE HELD ON

WEDNESDAY, 14 MAY 2025

COMMENCING AT 1.00PM

COUNCIL CHAMBERS - MORANBAH

CALE DENDLE

Chief Executive Officer

SCOTT CASEY

Committee Officer

Director Water and Waste

Committee Members:

Cr Simon West (Chair)

Mayor Kelly Veale

Cr Vern Russell

Cr Rachel Anderson

Cr Viv Coleman

TABLE OF CONTENTS

1. OPENING OF MEETING

2. APOLOGIES

3. DECLARATION OF CONFLICTS OF INTEREST

4. CONFIRMATION OF MINUTES

Water and Waste Standing Committee Meeting of Isaac Regional Council held in the Council Chambers, Moranbah, commencing at 1:00pm on Wednesday 9 April 2025.

5. OFFICER REPORTS

5.1 WATER AND WASTE 2024-2025 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 2024/25 Capital Works Program.

5.2 WATER QUALITY INVESTIGATION ACTION PLAN UPDATE

EXECUTIVE SUMMARY

The purpose of this report is to update Council on the Water Quality Reliability Investigation Action Plan Deliverables following the 2021/22 Christmas Period water quality incidents.

5.3 WATER AND WASTE DEPARTMENTAL REPORT- WASTE SERVICES

EXECUTIVE SUMMARY

The purpose of this report is to provide an update to Council on the Waste Services department within the Water and Waste Directorate.

TABLE OF CONTENTS

7. GENERAL BUSINESS

- Re-Cycled Water Project Process Update – Amal Meeghawattage and Chris Andersen
- SCADA Project - Amal Meeghawattage and Chris Andersen
- Water and Waste Industry Developments – All

8. CONCLUSION

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](#).

**WATER AND WASTE
STANDING COMMITTEE MEETING
OF ISAAC REGIONAL COUNCIL
TO BE HELD ON
WEDNESDAY 14 MAY 2025
COUNCIL CHAMBERS, MORANBAH**

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

UNCONFIRMED MINUTES

WATER AND WASTE STANDING COMMITTEE MEETING OF
ISAAC REGIONAL COUNCIL

HELD ON
WEDNESDAY, 9 APRIL 2025
COMMENCING AT 1.00PM

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
WATER AND WASTE
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON WEDNESDAY 9 APRIL 2025

Table of Contents	Page
1. Opening	3
2. Apologies and Leave of Absences	4
3. Declaration of Conflicts of Interest	4
4. Confirmation of Minutes	4
5. Officer Reports	5
6. General Business	9
7. Conclusion	10

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
WATER AND WASTE
STANDING COMMITTEE MEETING

HELD IN COUNCIL CHAMBERS, MORANBAH

ON WEDNESDAY 9 APRIL 2025 COMMENCING AT 1.00PM

ATTENDANCE	Cr Simon West, Division Four (Chair) Cr Vern Russell, Division Two Cr Rachel Anderson, Division Seven
COMMITTEE APOLOGIES	Mayor Kelly Vea Vea Cr Viv Coleman, Division Eight
OBSERVERS	Nil
OFFICERS PRESENT	Mr Jason Grandcourt, Acting Director Water and Waste Mr Stephen Wagner, Manager Operations and Maintenance Mr Norm Caldwell, Acting Manager Waste Services Ms Kirstie Mathews, Acting Manager Business Services Mr Anthony Earl, Consultant - Capital Works Project Manager Mrs Tricia Hughes, Coordinator Executive Support, Office of the Mayor and Chief Executive Officer Ms Carissa Rogers, Executive Assistant, Water and Waste Directorate

1. OPENING

The Chair welcomed all in attendance and declared the meeting open at 1.04pm and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

2. APOLOGIES AND LEAVE OF ABSENCES

A request for a leave of absence has been received from Mayor Kelly Ve a Ve a as she is in Brisbane, attending the LGAQ Resource Council Forum on behalf of Council.

A request for a leave of absence has been received from Cr Viv Coleman due to personal commitments.

Resolution No.: W&W0551

Moved: Cr Rachel Anderson

Seconded: Cr Vern Russell

That the Water and Waste Standing Committee grants leave of absences for Mayor Kelly Ve a Ve a and Cr Viv Coleman.

Carried

3. DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interests declared this meeting.

NOTE:

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

4. CONFIRMATION OF MINUTES

Confirmation of minutes from Water and Waste Standing Committee Meeting of Isaac Regional Council held at Council Chambers, Moranbah, commencing at 1.00pm on Wednesday 12 March 2025.

MEETING MINUTES

Resolution No.: W&W0552

Moved: Cr Vern Russell

Seconded: Cr Rachel Anderson

That the minutes from the Water and Waste Standing Committee meeting held in Council Chambers, Moranbah, commencing at 1.00pm on Wednesday 12 March 2025 are confirmed.

Carried

ATTENDANCE

Mr Chris Andersen, Capital Works Project Manager entered the meeting room at 1.23pm.

5. OFFICERS REPORTS

5.1 Water and Waste Directorate 2024/2025 Capital Projects Progress Report

EXECUTIVE SUMMARY

This report is to provide an update to the Water and Waste Standing Committee and Council on the progress of the delivery of the Water and Waste Directorate 2024/2025 Capital Works Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the monthly Water and Waste 2024/2025 Capital Projects Progress Summary Report.***

Resolution No.: W&W0553

Moved: Cr Rachel Anderson

Seconded: Cr Vern Russell

That the Committee recommends that Council:

- 1. Receives and notes the monthly Water and Waste 2024/2025 Capital Projects Progress Summary Report.**

Carried

5.2 Water and Waste Departmental Report – Customer Administration and Business

EXECUTIVE SUMMARY

The purpose of this report is to present an update of the customer service, administration and business functions of the Business Services Department within the Water and Waste Directorate of Isaac Regional Council.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes this report regarding an update of the customer service, administration and business functions of the Business Services Department within the Water and Waste Directorate of Isaac Regional Council.***

Resolution No.: W&W0554

Moved: Cr Vern Russell

Seconded: Cr Rachel Anderson

That the Committee recommends that Council:

- 1. Receives and notes this report regarding an update of the customer service, administration and business functions of the Business Services Department within the Water and Waste Directorate of Isaac Regional Council.**

Carried

5.3 Auditor General Correspondence Report

EXECUTIVE SUMMARY

The purpose of this report is to provide an outline of the recommendations provided in the Managing Queensland's regional water quality performance audit report and to demonstrate the positive position Water and Waste is currently placed in response to these recommendations.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes this report outlining the Water and Waste Directorate's position in response to the recommendations from the Queensland Audit Office report "Managing Queensland's regional water quality".***

Resolution No.: W&W0555

Moved: Cr Vern Russell

Seconded: Cr Rachel Anderson

That the Committee recommends that Council:

- 1. Receives and notes this report outlining the Water and Waste Directorate's position in response to the recommendations from the Queensland Audit Office report "Managing Queensland's regional water quality".**

Carried

5.4 Water Fluoridation in Isaac Region

EXECUTIVE SUMMARY

Fluoridation of drinking water in Queensland has seen many directions over the last 15 years and this report provides an overview of the journey that Isaac Regional Council has taken before and during this time leading to the current position.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes this report outlining the journey that Isaac Regional Council has endured on Fluoridation in drinking water.***

Resolution No.: W&W0556

Moved: Cr Rachel Anderson

Seconded: Cr Vern Russell

That the Committee Recommends that Council:

- 1. Receives and notes this report outlining the journey that Isaac Regional Council has endured on Fluoridation in drinking water.**

Carried

5.5

Request for Waiver of Waste Disposal Fees from a Not-For-Profit – Moranbah Op-Shop

EXECUTIVE SUMMARY

The purpose of this report is to consider a request from a Not-For-Profit, Moranbah Op Shop to waive waste disposal fees.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- Approves the application from the Moranbah Op Shop (27 Bacon Street, Moranbah) for the waiving of waste disposal fees, with a limit of \$1,000.00 (excluding GST) for the 2024/2025 Financial Year.*

Resolution No.:

Moved: Cr Rachel Anderson

Seconded: Cr Simon West

That the Committee Recommends that Council:

- Approves the application from the Moranbah Op Shop (27 Bacon Street, Moranbah) for the waiving of waste disposal fees, with a limit of \$1,000.00 (excluding GST) for the 2024/2025 Financial Year.

Lost

Resolution No.: W&W0557

Moved: Cr Rachel Anderson

Seconded: Cr Simon West

That the Committee requests that the Request for Waiver of Waste Disposal Fees from a Not-For-Profit – Moranbah Op-Shop Report is presented to the Water and Waste Standing Committee Meeting in May 2025 with additional information to be provided with alternative options as discussed by the Committee.

Carried

6. GENERAL BUSINESS

6.1 Water and Waste Works

Cr Simon West enquired about works being completed in front of the Moranbah State High School Blue Shed on the traffic island and the recycled water metres that are located on Clements Street.

Mr Stephen Wagner provided an update on the above matters during the Committee Meeting advising that these are operational works.

6.2 Leaking Water Reservoir Dysart

Cr Vern Russell requested an update on the leaking water reservoir in Dysart.

Mr Stephen Wagner provided an update advising that the reservoir has been drained, and a team will be onsite soon to repair the leaks.

6.3 Dam Water Levels

Mr Stephen Wagner provided an update on the dam water levels:

- Fairbairn Dam 25% (only 4% increase)
- Burdekin Dam 141%
- Theresa Creek Dam 100%
- Eungella Dam 113%
- Bingegang Weir 115%
- St Lawrence 100%

MEETING MINUTES

7. CONCLUSION

There being no further business, the Chair declared the meeting closed at 2.13pm.

These minutes will be confirmed by the Committee at the Water and Waste Standing Committee Meeting to be held on Wednesday 14 May 2025 in Moranbah.

.....
CHAIR

..... / /
DATE

MEETING DETAILS	Water and Waste Standing Committee Wednesday 14 May 2025
AUTHOR	Amal Meegahawattage
AUTHOR POSITION	Manager Planning and Projects

5.1 WATER AND WASTE 2024-25 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 2024/25 Capital Works Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the monthly Water and Waste 2024/25 Capital Projects Progress Summary Report.***

BACKGROUND

Regular updates on the financial and physical status of projects within the 2024/25 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 2024/25 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 2024/25 Capital Works Program is essential to meet the identified timeframes of the 2024/25 financial year.

KEY CAPITAL PROJECTS

1. CW222983 – Moranbah Water Treatment Plant Roof Replacement

This project involves replacing the roof of the 5.7ML water reservoir to protect the structure and extend its service life. One roof sheet has been identified for replacement, and the installation of the expansion seal gasket is scheduled for early May. The epoxy coating, installation of a new access hatch, and platform have been completed. Installation of a davit arm at the access hatch is still required, and a quote from the contractor is pending to finalise this component. Project completion is anticipated by May 2025.

2. CW233155 – Clermont Water Treatment Plant Modernisation

This upgrade ensures compliance with the Drinking Water Quality Management Plan. The turbidity analyser system was upgraded in September 2024 with new EPA 180.1-compliant analysers installed and calibrated, and the associated control panel upgrade has also been completed. The chemical dosing system upgrade is currently under tender evaluation as a Design and Construct contract. Tender evaluation is nearing finalisation; however, submitted prices were significantly higher than expected. In response, the evaluation panel, in consultation with the Procurement team, has scheduled a post-tender meeting with the shortlisted respondent on 29 April to explore options for reducing cost and delivery time.

Project completion is forecast for December 2025, with \$500,000 allocated in the 2025/26 financial year to support delivery. The funding agency has approved the revised completion timeline and has suggested dividing the project to allow partial completion within the current agreement period to achieve the \$700,000 forecast spend. A meeting with LGGSP is planned for 14 May to discuss delivery options to ensure compliance with the funding agreement.

3. CW243181 – Moranbah Sewer Pump Station Upgrades

This project aimed to increase the capacity and operational efficiency of the Moranbah Sewer Pump Station. The contract was awarded in July 2024. A new non-return valve (NRV) was installed in early April, and an existing NRV is currently being assessed to determine if remediation is possible. Feedback from the contractor is awaited.

4. CW243205 – Moranbah Rectification of Landfill Cell

This project aims to stabilise and rectify the Moranbah landfill cell to maintain compliance with environmental regulations. Geotechnical option analysis workshops were conducted in January 2025 by a specialist consultant. Following consultation with the Director of Water and Waste, the Waste Management Department, and Governance, the Planning and Projects team initiated the closeout of the geotechnical engagement. A Project Management Consultant is now advancing the preparation of Design and Construct tender documentation, which is scheduled to be released through the Local Buy Vendor Panel in early May.

5. CW243185 – Moranbah Recycled Water Network

This multi-stage, multi-year project supports improved recycled water management through new mains construction, staged irrigation, and evaporator installations. Works along Sarchedon Drive, Tallon Street, and Mills Avenue are progressing, with community consultation underway since late April, involving local businesses, residents, and Councillors.

GBA Engineers commenced design in February 2025, with site surveys completed in March. Final design is due by late May, and Stage 1 construction is scheduled for completion by January 2026.

Procurement planning for portable evaporators is ongoing, with units priced between \$300,000 and \$1.1 million. Initial site inspections in Mt Morgan identified noise concerns with some models, and further evaluations, including a visit to Biloela, are planned to assess alternative options.

6. CW243239/CW243240 – Carmila and Greenhill Landfill Capping

These two projects aim to ensure compliance through capping works at the Carmila and Greenhill landfill sites. Additional funding was allocated in the Quarter 2 budget to support the completion of geotechnical testing and remaining design activities, ensuring all documentation was finalised within the current financial year. A design review resulted in a reduced project scope and an anticipated cost saving of approximately \$200,000 compared to earlier estimates. The design consultant has now finalised the aftercare plan, and all design documentation is complete.

7. CW253266 – Dysart Waste Management Facility Repurpose to Transfer Station

This project involves repurposing the Dysart landfill into a transfer station. An initial Design and Construct tender received a compliant but over-budget submission, with a subsequent bid also exceeding available funding. Following consultation with Waste Services, the project scope was revised to complete only the design component in the 2024/25 financial year, with construction deferred to 2025/26. The design contract was awarded in March 2025, with the design now completed by the consultant and approved by IRC. An amount of \$525,000 was carried forward as part of the Quarter 2 budget adjustment to cover costs incurred during this financial year.

8. CW253273 / CW253274 – Carmila and St Lawrence Water Treatment Plant Upgrades

These multi-year projects will upgrade the SCADA systems, chemical dosing, and monitoring infrastructure at the Carmila and St Lawrence Water Treatment Plants. Planning commenced in July 2024, with initial site investigations now completed. The Operations Team is finalising the Project Requirements document.

Both upgrades will be bundled into a single Design and Construct contract with separable portions. Procurement documentation is being updated to offer greater flexibility for respondents, with the aim of achieving value-for-money outcomes that meet project requirements. This approach follows learnings from the Clermont WTP project in 2024, where responses significantly exceeded forecast cost and time expectations.

Most project funding was carried forward as part of the Quarter 2 budget adjustment to align with construction activities scheduled for Q1–Q3 of the 2025/26 financial year.

9. CW253275 – CORP Sewer Relining 2025

This project involves CCTV inspection and relining of targeted segments of the sewer network. The contract was awarded in January 2025. CCTV surveying commenced in late March and is currently underway, with 10 km completed out of the targeted 35 km. The footage is now with the Operations Team for review to confirm the final scope for relining works.

An amount of \$600,000 was carried forward into the 2025/26 financial year to undertake the relining component. The contract spans three years, allowing for staged delivery of the works.

10. CW253282 – CORP Water Network Water Meters

This project involves replacing outdated water meters to improve billing accuracy and water consumption tracking. All 450 meters have now been replaced, completing the scope of works. Project finalisation is currently in progress.

11. CW253287 – Glenden Water Treatment Plant Turbidity Analyser on Filters

This project involves installing turbidity analysers on the filters at the Glenden Water Treatment Plant to enhance water quality monitoring and ensure regulatory compliance. The contract was awarded in February 2025. Installation of the analysers is currently underway and is expected to be completed in early May.

12. CW253290 – Middlemount Water Network Augmentation

This project involves installing a new water main in Middlemount, with a drainage component along Nolan Drive included as a separable portion. The contractor has completed water main location activities and is currently clearing the alignment. Installation of concrete retaining walls, as part of the drainage construction works, has been completed. Works are expected to continue into the 2025/26 financial year.

13. CW253283 – CORP Switchboards

This project targets the replacement of ageing switchboards to improve operational reliability and ensure compliance. The contract has been awarded. Electrical schematics have been endorsed by the Operations Team, and switchboard fabrication has been completed. Installation is currently underway and is expected to be completed by early May.

PROGRESS PHOTOS



Image 1: Moranbah WTP Roof Replacement – Roof and Access Installation Complete

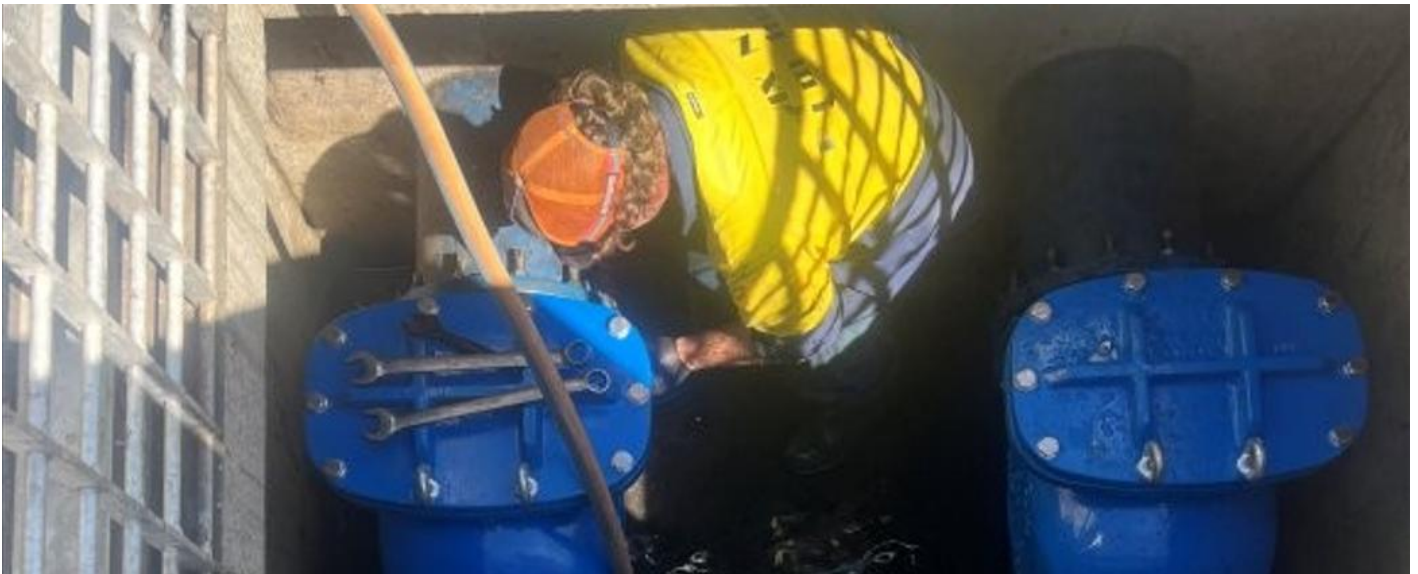


Image 2: Moranbah SPS – New Non-Return Valve is being installed

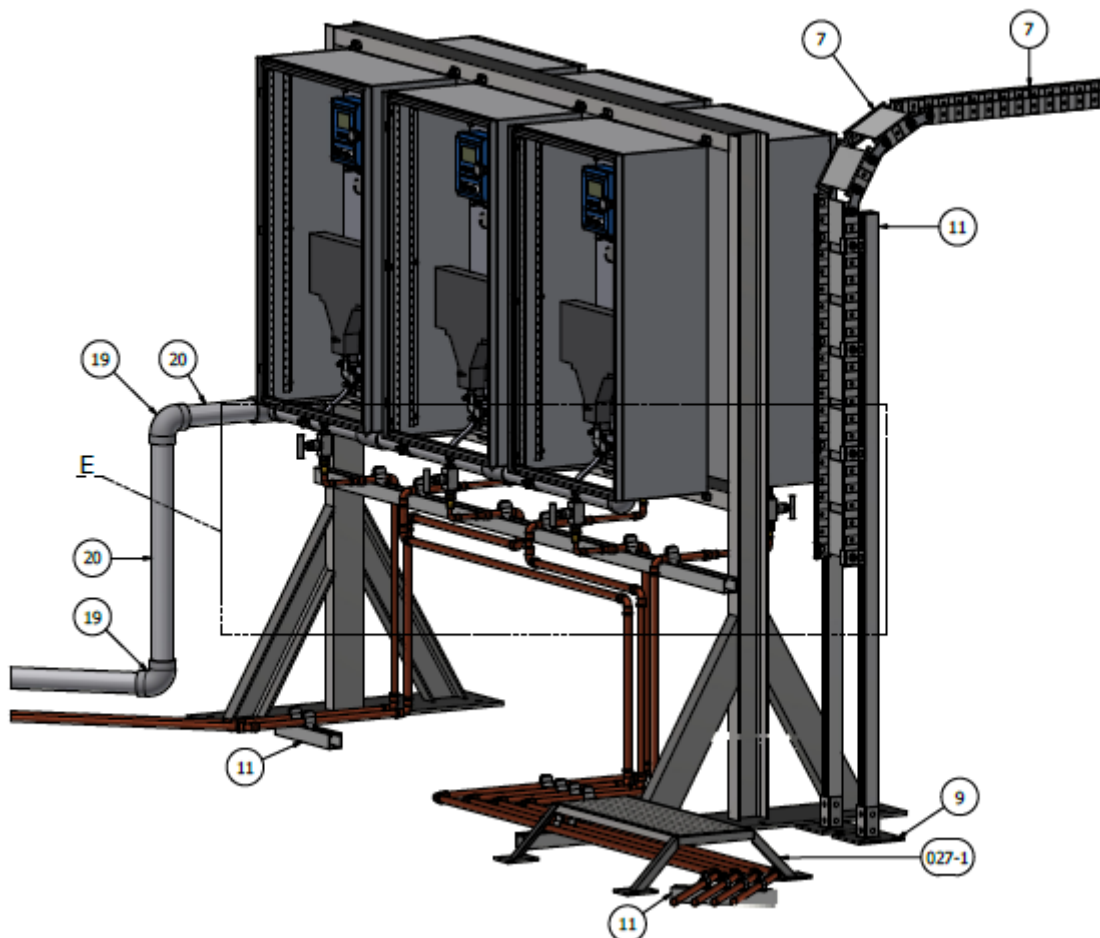


Image 3: MBH WTP Bobby Plant - Proposed Turbidity Analyser Isometric View (Illustration purposes only)



Image 4: Glenden WTP – Installation of Turbidity Analysers underway

BENEFITS

Council can see a monthly progress report detailing the progress of projects in the Water and Waste 2024/25 Capital Program. This report communicates risks, failures and delays that have been identified within the Water and Waste 2024/25 Capital Works program.

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 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.

KEY MESSAGES

That Council has open communication, oversight, and transparency of the Water and Waste 2024/25 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:

AMAL MEEGAHAWATTAGE
Manager Planning and Projects

Date: 29 April 2025

Report authorised by:

SCOTT CASEY
Director Water and Waste

Date: 30 April 2025

ATTACHMENTS

- CONFIDENTIAL Attachment 1 – Water and Waste Capital Projects Progress Summary Spreadsheet May 2025

REFERENCE DOCUMENT

- Nil.

PAGES 24 TO 25 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS	Water and Waste
	Standing Committee
	Wednesday 14 May 2025
AUTHOR	Scott Casey
AUTHOR POSITION	Director Water and Waste

5.2

WATER QUALITY INVESTIGATION ACTION PLAN UPDATE

EXECUTIVE SUMMARY

The purpose of this report is to update Council on the Water Quality Reliability Investigation Action Plan Deliverables following the 2021/22 Christmas Period water quality incidents.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the quarterly update report for the Water Quality Investigation Action Plan Deliverables.***

BACKGROUND

Over the Christmas/New Year period 2021/2022 there were water quality incidents in four (4) townships across the Isaac Region, which caused disruption and impacted the water supply service levels experienced by those communities. The Chief Executive Officer (CEO) of Isaac Regional Council (IRC) committed to a thorough investigation into the incidents. The terms of reference (TOR) for the investigation were approved by Council and an internal investigation was conducted which was peer reviewed by an independent third-party consultant.

Arising from the investigation an action plan was prepared and presented to Council. At the November 2022 Ordinary Meeting (refer resolution number 8126) Council received and acknowledged the Water Quality Investigation Report received and endorsed the Water Quality Investigation Report Action Plan and requested that a regular report be presented to Council on the progress against the action plan deliverables.

IMPLICATIONS

The risk of a reoccurrence of the water quality incidents remained after the events had been resolved, and it was clear from the subsequent investigation that there was no single solution which would entirely remove the risk of such water supply failures. The investigation report gave rise to an action plan which set out a suite of actions which will address the root causes of the water quality events.

The action plan contained both short term interventions and actions that form part of a longer-term strategy. Some of the short-term interventions such as the replacement of failed equipment have already had an impact on the likelihood of a reoccurrence but will not eliminate it entirely. Expected delivery dates have been identified in the action plan so that progress may be tracked and effectively managed. It should be noted that implementation of the recommended actions has taken a significant commitment from the Water and Waste

management team and Isaac Regional Council. Some of the identified actions have become business as usual (BAU) activities and as such are considered complete.

In the period from February 2025 to May 2025 continued progress has been made on delivery of the Water Quality Action Plan. Progress to date is shown in detail in Attachment 1 - Water Quality Investigations Action Plan - Update – May 2025 but can be summarised as follows:

Status	April 2024	July 2024	October 2024	January 2025	May 2025
Actions Complete	20*	22*	23	26	30
Previously Completed Actions removed from PLAN	-	-	21	23	23
Action On - Track	17**	15**	14	10	7
Action Needs Improvement	0	0	0	0	0
Action Yet to Commence	0	0	0	0	0
Ongoing	0	0	0	1	0

* Where actions have become embedded as business-as-usual activities they have been considered as complete.

** Some of the identified actions are scheduled to be delivered over several years.

CONSULTATION

- Director Water and Waste
- Manager Operations and Maintenance
- Program Leader Compliance and IMS
- Water and Waste Process Engineer

BASIS FOR RECOMMENDATION

The Action Plan in Attachment 1 forms the basis of future risk mitigation measures, and its implementation significantly reduces the likelihood of similar water quality incidents occurring in the future. This report shows that progress has been made against all actions; 30 actions are now complete, and the remaining 7 are on track for successful delivery. Of the completed actions 23 have now been removed from the attachment for ease of reporting. The continuing implementation of this action plan will further reduce the risk of future water quality events occurring.

The scope and nature of many of the actions in the plan are multi-year initiatives which will embed a culture of continuous improvement in the Water and Waste directorate.

These continuous improvement actions are incorporated into the Water and Waste Integrated Management System where appropriate, to secure the improvements in future operations. Funding relating to some of the actions has been included in the budget submissions for the 2024/25 Financial Year.

The action plan is one mechanism being used to improve water quality in response to specific water quality events. It is complimented by broader activities such as the Water and Waste Integrated Management System (IMS) and the Drinking Water Quality Management Plan (DWQMP) which was reviewed in December 2023.

The review of the DWQMP included a targeted improvement plan Risk Management Improvement Plan (RMIP) which has informed the 2024/25 Financial Year investment strategy for the Water and Waste Directorate.

The IMS continues to evolve and expand and includes quarterly management reviews to track progress and has recently been audited and recertified (April 2025).

Although the continued delivery of the action plan in Attachment 1 will result in a more robust and sustainable water services it represents the actions identified at a point in time and will be complemented by further initiatives which have commenced subsequently.

ACTION ACCOUNTABILITY

The Director of Water and Waste will continue to lead the improvement in reliability of the water supply schemes across the Region.

KEY MESSAGES

The management team of Water and Waste are committed to improving performance and implementing change to minimise the risk of water quality failures in the future, both in a focused way in response to specifically identified risks and more systemically through continuous process improvement mechanisms.

Since the water quality events in December 2021/22 that triggered this investigation and action plan, the improvements made to date have enhanced the resilience of the water treatment process. Subsequent events have been identified and resolved before they have compromised water quality or the continuity of water supply to the community. These practical examples demonstrate that the initiatives captured in this action plan along with increased asset maintenance and additional staff training have led to more sustainable services.

There are several inter-related initiatives encompassed by this action plan and in complimentary business improvement frameworks. The ultimate success in preventing future water quality events will be dependent upon delivering them all, so that they complement each other.

Report prepared by:

SCOTT CASEY
Director Water and Waste

Date: 6 May 2025

Report authorised by:

SCOTT CASEY
Director Water and Waste

Date: 6 May 2025

ATTACHMENTS

- Attachment 1 - Water Quality Investigations Action Plan - Update – May 2025

REFERENCE DOCUMENT

- Drinking Water Quality Management Plan

WATER QUALITY INVESTIGATIONS – ACTION PLAN

Q4 UPDATE – APRIL 2025

Key

Lead – Is the resource identified to lead and co-ordinate the implementation of an action.

Support – Is a resource that will be required to contribute to the delivery of an action but will support the Lead.

Input - Is a resource that will be required to contribute to achieve the successful delivery of an action but will only contribute as required.

BAU – Business as Usual

CAPEX – Capital Expenditure

DWQMP – Drinking Water Quality Management Plan

IMS – Integrated Management System

OPEX – Operational Expenditure

RMIP - Risk Management Improvement Program

SWIMS – Statewide Information Management System

WWILT – Water and Waste Influencers and Leadership Team

WTP – Water Treatment Plant

WWTP – Wastewater Treatment Plant

NO	FACTORS	ACTION	TIMELINE	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025	PROGRESS APRIL 2025
1.	System Documentation / Knowledge Management	Review existing operational documentation to identify gaps.	4 months per site (across all 8 water treatment plants) Start Jan 2023 End Dec 2024 Time extension to June 2025 to finalise documentation.	Technical Standard for documentation partially completed. This shall be presented to the Capital Projects team to obtain feedback and improve. Investigate utilising the IMS document Management protocols to ensure Engineering documentation is relevant and remains current. Integration of operational documentation into the IMS is ongoing and will eventually form a complete operating system. ON TRACK	This is an ongoing issue. Ideally suitable documentation for all plants will encompass historical assets and the project delivery process will require contractors to update engineer documentation when providing improvements or replacements on treatment facilities. Project delivery guidelines are currently being drafted. ON TRACK	Will be consideration in the project delivery workflow document that is being compiled. ON TRACK	Integrate engineering document requirements into Capital Projects IMS procedures and framework. ONGOING	Documentation requirements integrated into individual Capital Project specification. Ongoing integration into IMS procedures and capital project framework. This is now considered to be BAU. COMPLETE
1A.	System Documentation / Knowledge Management	Develop specific SOPs for lab testing procedures (specific to the instrumentation)	2 months per site (across all 8 water treatment plants following on from action 1A)	Waiting for draft work instructions to be finalised in IMS. ON TRACK	Operators using new Hach equipment, using the Hach test methods until the	All activities commenced in the previous quarters are ongoing and yet to reach a conclusion.	Work instructions awaiting IMS approvals. COMPLETE	COMPLETE Remove from future reports

NO	FACTORS	ACTION	TIMELINE	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025	PROGRESS APRIL 2025
		that is at the sites).	Start Jan 2023 End April 2024		new IRC WIs are approved. ON TRACK	ON TRACK	Remove from future reports	
1C.	Process Robustness (previously action 19)	Review processes, identify gaps or processes that would provide more robust response to variability in raw water quality (e.g. the use of a coated media processes rather than potassium permanganate). Consider what additional monitoring (including on-line) to provide early warning or automated process changes. For example, pH and DO monitoring to provide early warning that coated media manganese	5 months (across all 8 water treatment plants following on from action 1B) May need to prioritise in high-risk sites. Start Jan 2023 End December 2026	DWQMP and RMIP COMPLETE Next step to produce a WTP Process Standard against which each treatment plant is audited to identify improvements. ON TRACK	Draft for WTP Process Audit template nearing completion. General technical specification for Isaac Chemical Dosing Requirements is underway with an expected delivery date of August 2024. ON TRACK	Ongoing work in aligning process audits with RMIP for implementation by Capital Projects. Current focus on CLM, STL and CAR. ON TRACK	Priorities managed through the RMIP and through Operations involvement in User requirement spec for upgrades. Process audits template to be circulated for comments. ON TRACK	Process audits will be included as BAU COMPLETE

NO	FACTORS	ACTION	TIMELINE	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025	PROGRESS APRIL 2025
		removal might be compromised. Also, raw water turbidity monitoring with automated step change to the coagulant dose rate. Consider using on-line manages analyser results with alarms and also feed forward change to the potassium permanganate dose rate. The changes to dose rates would be based on information gathered from previous events and jar testing.						
2.	System Documentation / Knowledge Management	Ensure one updated operation and maintenance manual exists for each plant with the manuals all being consistent in format to enable	3-year project (average 4 months per site) Start 1 July 2023 End June 2026	Contractor has been engaged to complete the manuals. ON TRACK	Middlemount and Dysart Water Treatment Plant Manuals have been drafted and awaiting checking with operational team. Once this has been completed these documents will be	Order placed for MBH WTP manual. Review of MMT and DYS in progress. ON TRACK	Staged delivery of the operations and maintenance manuals continues. ON TRACK	O&M manuals continue to be written in line with budgetary constraints. ON TRACK

NO	FACTORS	ACTION	TIMELINE	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025	PROGRESS APRIL 2025
		operators from other plants to easily find information.			registered. Moranbah and Nebo Water Treatment Plants are the next sites to have these documents developed. ON TRACK			
6C.	SCADA	For sites that do not have SCADA – how do we get those sites accessible	2.5 years Start Jan 2023 End July 25 Revised schedule June 27	SCADA Technical Advisor contract has been awarded and initial meetings have been held at Glenden and Nebo. ON TRACK	The initial contractor has not fulfilled their obligations and developed the documentation as required. A second contractor is being engaged to start this process with Clermont WTP. ON TRACK	Clermont WTP SCADA will be implemented in November 2024. Glenden, Carmila and St Lawrence WTP SCADA Scopes are being developed presently and will be including into Capital Upgrade Projects over the next 18 months. ON TRACK	SCADA project implementation is proceeding in line with the implementation schedule and has been integrated into the upgrades of treatment plants where appropriate. ON TRACK	SCADA project implementation is proceeding in line with the implementation schedule and has been integrated into the upgrades of treatment plants where appropriate. ON TRACK
7.	SCADA	Ensure the SCADA system has the capability to put logic to alert discrepancies when variance between actual and recorded information is detected. (eg if	3.5 years Start July 2022 End Dec 25	SCADA Technical Advisor contract has been awarded and initial meetings have been held at Glenden and Nebo. ON TRACK	The initial contractor has not fulfilled their obligations and developed the documentation as required. A second contractor is being engaged to start	This action has been included in the SCADA development that will be implemented at Clermont WTP. This will be a standard feature on all SCADA project moving forward.	This aspect of the SCADA system design has been incorporated into the scope and will be replicated across all sites as part of the SCADA project roll out.	COMPLETED Remove from future reports

NO	FACTORS	ACTION	TIMELINE	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025	PROGRESS APRIL 2025
		X filters on-line then expected flow is Y ML, have a discrepancy alarm)			this process with Clermont WTP. ON TRACK	ON TRACK	COMPLETE	
8.	SCADA	As part of the strategy development review systems and processes to identify gaps in monitoring and control. Ensure there is sufficient on-line instrumentation for monitoring key water quality parameters including Critical Control Points (CCPs). Related to this, there is a need to ensure there is sufficient control of the plant, such as plant shutdowns on breaches of CCP limits.	3.5 years Start July 2022 End Dec 25	DWQMP Review and RMIP complete. Next step to produce a WTP Process Standard against which each treatment plant is audited to identify improvements. ON TRACK	Draft for WTP Process Audit template nearing completion. General technical spec for Chemical dosing requirements is underway. ON TRACK	General technical spec for Chemical dosing requirements completed and provided to the Capital Team. Work has started on specific requirements for STL and CAR. Delivery of online monitoring according to RMIP. ON TRACK	Specific requirements for Clermont WTP completed. Specific requirements for STL WTP close to completion. Specific requirements for CAR WTP are in progress. General chemical dosing requirement developed for Clermont will form the basis of monitoring and control specification for future plant upgrades. COMPLETE	CLM WTP Completed STL WTP Completed CAR WTP Completed NBO WTP Completed GLN WTP Completed MBH WTP Completed DYS WTP Incomplete MMT WTP Incomplete ON TRACK

NO	FACTORS	ACTION	TIMELINE	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025	PROGRESS APRIL 2025
9.	SCADA	The strategy should consider installing instrumentation to monitor raw and treated water quality, production and delivery with trends being monitored to alert operators in advance of the need to start adjusting their plant operation.	3.5 years Start July 2022 End Dec 25	DWQMP Review and RMIP complete. Next step to produce a WTP Process Standard against which each treatment plant is audited to identify improvements. ON TRACK	Draft for WTP Process Audit template nearing completion. ON TRACK	These improvements are being included with the improvements being rolled out. ON TRACK	Process audits template to be circulated for comments. ON TRACK	Process audits have been included in the identification of capital investment. This approach is now part of BAU. COMPLETE
11B.	Ineffective Alarms to Identify Problems and then Escalation (H2O action item 15)	Implement Critical Operating Point (COP) limits in the water supply network, covering low and high limits for free chlorine.	3.5 years – phased implementation based on risk Start July 2022 End Dec 25	PAG submission has been included for the MMT reservoir main for FY2425 budget consideration. ON TRACK	Middlemount Reservoir Main duplication SOW has been completed, and tender being released to market in August 2024. \$1.4M committed in the FY24/25 budget. ON TRACK	Review of CCP's within the DWQMP review and training of staff of these CCP's has uplifted the knowledge of the team to identify a non-compliance CCP. This action has been included in the SCADA development that will be implemented at Clermont WTP. This will be a standard feature on all SCADA project moving forward. The development of online SWMS	Online SWMS reporting is being rolled out and the MMT reservoir main contract has been awarded. ON TRACK	Construction of the duplicate water trunk main is underway. ON TRACK

NO	FACTORS	ACTION	TIMELINE	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025	PROGRESS APRIL 2025
						reporting through Qld Water dashboard has the capability to alarm to supervisors if a CCP has been entered that is out of scope. ON TRACK		
14.	Ineffective Alarms to Identify Problems and then Escalation	Trends should also be automatically calculated to alert before critical levels are reached.	3.5 years - SWIMS Project NOTE - SWIMS will become the daily data log NOTE – links to SCADA implementation. Start July 2022 End Dec 25	SCADA Technical Advisor contract has been awarded and initial meetings have been held at Glenden and Nebo. ON TRACK	The initial contractor has not fulfilled their obligations and developed the documentation as required. A second contractor is being engaged to start this process with Clermont WTP. ON TRACK	Review of CCP's within the DWQMP review and training of staff of these CCP's has uplifted the knowledge of the team to identify a non-compliance CCP. This action has been included in the SCADA development that will be implemented at Clermont WTP. This will be a standard feature on all SCADA project moving forward. The development of online SWMS reporting through Qld Water dashboard has the capability to alarm to supervisors if a	Continued roll out of the SCADA project and implementation of the online SWMS reporting are proceeding. ON TRACK	Continued roll out of the SCADA project and implementation of the online SWMS reporting are both proceeding nicely. ON TRACK

NO	FACTORS	ACTION	TIMELINE	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025	PROGRESS APRIL 2025
						CCP has been entered that is out of scope. ON TRACK		
16b.		Ensure there is sufficient information available for staff who are not fully conversant with the plant to be able to effectively complete the tasks on the worksheets.	Ongoing action Start Jan 2023 End BAU	Workshop between W&W and P&C occurred to investigate options for recruitment and retention. Operations and Maintenance team have developed an onboarding pack for new staff. This has been shared across the directorate. ON TRACK	Recruitment and retention strategy is being developed. ON TRACK	All activities commenced in the previous quarter are ongoing and yet to reach a conclusion. Development of plant manuals will assist with this action. Dysart and Middlemount manuals have been completed in draft form and Moranbah WTP will be developed this FY. ON TRACK	Recruitment and retention strategy is progressing with IRC setting up as a sponsorship organisation for operators and exploration of alternative recruitment avenues. Improvements to staff onboarding are a complete for the O&M team. O&M manuals continue to be written in line with budgetary constraints. ON TRACK	Recruitment and retention strategy is progressing with IRC setting up as a sponsorship organisation for operators and exploration of alternative recruitment avenues. Improvements to staff onboarding are a complete for the O&M team. O&M manuals continue to be written in line with budgetary constraints. This activity is now part of BAU. COMPLETE
17.	Loss of Long-Term Historical Knowledge –	Ensure one updated operation and maintenance manual exists	3-year project (average 4 months per site)	An operational project to prepare operation and maintenance	An operational project to prepare operation and maintenance	Development of plant manuals will assist with this action. Dysart and	O&M manuals continue to be written in line with	O&M manuals continue to be written in line with

NO	FACTORS	ACTION	TIMELINE	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025	PROGRESS APRIL 2025
	Staff Turnover	for each plant with the manuals all being consistent in format to enable operators from other plants to easily find information.	Start Jan 2023 End June 26	manuals is underway. ON TRACK	manuals is underway. ON TRACK	Middlemount manuals have been completed in draft form and Moranbah WTP will be developed this FY. ON TRACK	budgetary constraints. ON TRACK	budgetary constraints. ON TRACK
21a	Asset Management	An asset management system needs to be implemented to identify asset condition and replacement schedules.	2 years Start July 2023? End Jully 25?	A position description has been prepared for a new asset management position within W&W. Recruitment for this position will be progressed. Work continues with the asset management team to consolidate and rationalise the asset registers. ON TRACK	Work continues with the development of this asset management position. Condition assessments are being collated at the end of each preventative maintenance program. These condition assessments are being uploaded into the Asset Management System. Draft asset management plans have been reviewed and updated.	All activities commenced in the previous quarters are ongoing and yet to reach a conclusion. ON TRACK	An Asset Management and Investment Program Leader was recruited and then withdrew, the position is being readvertised. ON TRACK	Position has now been filled. The resources are being shared with finance until approx. June- July 2025 The Asset Management role will work with Maintenance Planner and SAM team to obtain asset condition data. This activity is now part of BAU. COMPLETE

NO	FACTORS	ACTION	TIMELINE	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025	PROGRESS APRIL 2025
					ON TRACK			
21b.	Asset Management	Amend the draft AMPs with focus on the improvement plan	12 months from engagement of resource Start June 23 End June 24	10-year investment programs are now complete in draft for water wastewater and waste functions ON TRACK	Finalisation of the AMP's and the update of the 10-year investment program is near completion. Once completed this will be submitted for approval. ON TRACK	All activities commenced in the previous quarters are ongoing and yet to reach a conclusion. Dedicated Assets resources is presently being finalised with recruitment to start on this position in November 2024. ON TRACK	An Asset Management and Investment Program Leader was recruited and then withdrew, the position is being readvertised. ON TRACK	Position has now been filled. The resources are being shared with finance until approx. June- July 2025. Good progress is now being made and ACAMP review will run parallel to the EAM rollout. Extend the timeline for completion of the ACAMP to June 26. ON TRACK

meeting details	Water and Waste Standing Committee Wednesday 14 May 2025
AUTHOR	Jason Grandcourt
AUTHOR POSITION	Manager Waste Services

5.3

WATER AND WASTE MONTHLY DEPARTMENTAL REPORT –
WASTE SERVICES

EXECUTIVE SUMMARY

The purpose of this report is to provide an update to Council on the Waste Services department within the Water and Waste Directorate.

OFFICER’S RECOMMENDATION

That the Committee recommends that Council:

- 1. *Receives and notes this report outlining Waste Services Department’s activities within the Water and Waste Directorate.*

BACKGROUND

This report will provide visibility of risks and highlights experienced by the Waste Services Department and will outline relevant operational performance in the period between 1 January 2025 and the end of March.

Highlights

The following highlights occurred, since the previous Waste Services Departmental Report was received by Council in December 2024:

In the first quarter of 2025, we welcomed Jessica Armstrong and Adefemi Soneye joining the Waste Services team, as permanent Waste Management Officers.

On 25 and 26 March 2025, the Waste Services team members undertook training in using the Mandalay Ticketing system. Following feedback from the team members in 2024, the training was more focused on the functionality of Mandalay and included a workshop that was undertaken to review and improve the existing processes for waste transactions.

The outcome of the workshop is the development of a Process Improvement Plan, and some quick wins have already been implemented which has reduced the processing times for Officers. The Process Improvement Plan will be a standing item for the monthly team meetings to ensure that the committed actions continue to progress.



Figure 1 - Day 1 participants of the Waste Services Mandalay Training Day – March 2025



Figure 2 - Day 2 participants of the Waste Services Mandalay Training Day – March 2025

Significant wet weather events were experienced throughout the region from January through to March, resulting in the need to manage significant water at all Waste Management Facilities. To mitigate safety hazards to customers, some sites had modified operations or temporary closures. The Waste team successfully managed the risks presented, with no uncontrolled environmental releases, despite the challenging conditions. The wet weather also affected the delivery of kerbside collection services.



Figure 3 - Moranbah Landfill Leachate Storage Dam – March 2025



Figure 4 - Moranbah Landfill Stormwater Storage Dam – March 2025

In 2024, Moranbah Landfill suffered a series of fires with the last fire occurring on 31 July 2024. A consequence of the disrupted operations at the site, was the need to store waste that had to be pulled out for fire management purposes, that created an increase in nuisance levels for flies, birds, odours, litter and dust occurring at the site.

Initial action was to ensure that the active landfill Cell 2, was fully covered and operated as the single landfill active face. Once operations were concentrated at Cell 2 and achieving expected performance outcomes, corrective efforts were focussed on the waste from the fire events stored at the now closed Cell 1.

Works included the covering of all exposed waste with cover soil and along with an additional cover of mulch to encourage vegetation growth. With the subsequent rain, new vegetation is now growing on the batter slopes of Cell 1, which will assist with stormwater management for the site and stabilise the interim capping for the slopes. Litter collection of all exposed legacy litter was undertaken once full cover has been achieved.

These actions have meant that the site is now operating with very low levels of nuisance generation for flies, birds, odours, litter and dust.



Figure 5 - Moranbah Landfill view from Thorpe Street, during the placement of interim capping on the Western batter of Cell 1 – October 2024



Figure 6 - Moranbah Landfill view from Thorpe Street, final cover with mulch in place with vegetation starting growth, along with all legacy litter removed on the Western batter of Cell 1 – March 2025

During the reporting period with the following amount of metal recovered for recycling:

Site	Tonnes Recovered	Revenue
Clermont Waste Management Facility	181.53	\$4,074.00
Dysart Waste Management Facility	171.90	\$31,248.00
Glenden Waste Management Facility	58.20	\$12,707.10
Moranbah Waste Management Facility	446.40	\$12,033.00
Total	858.03	\$60,062.10

Table 1 – Metal recovery amounts

A new supplier was engaged, and it is intended that processing will occur half yearly instead of annually.

Waste Services Performance

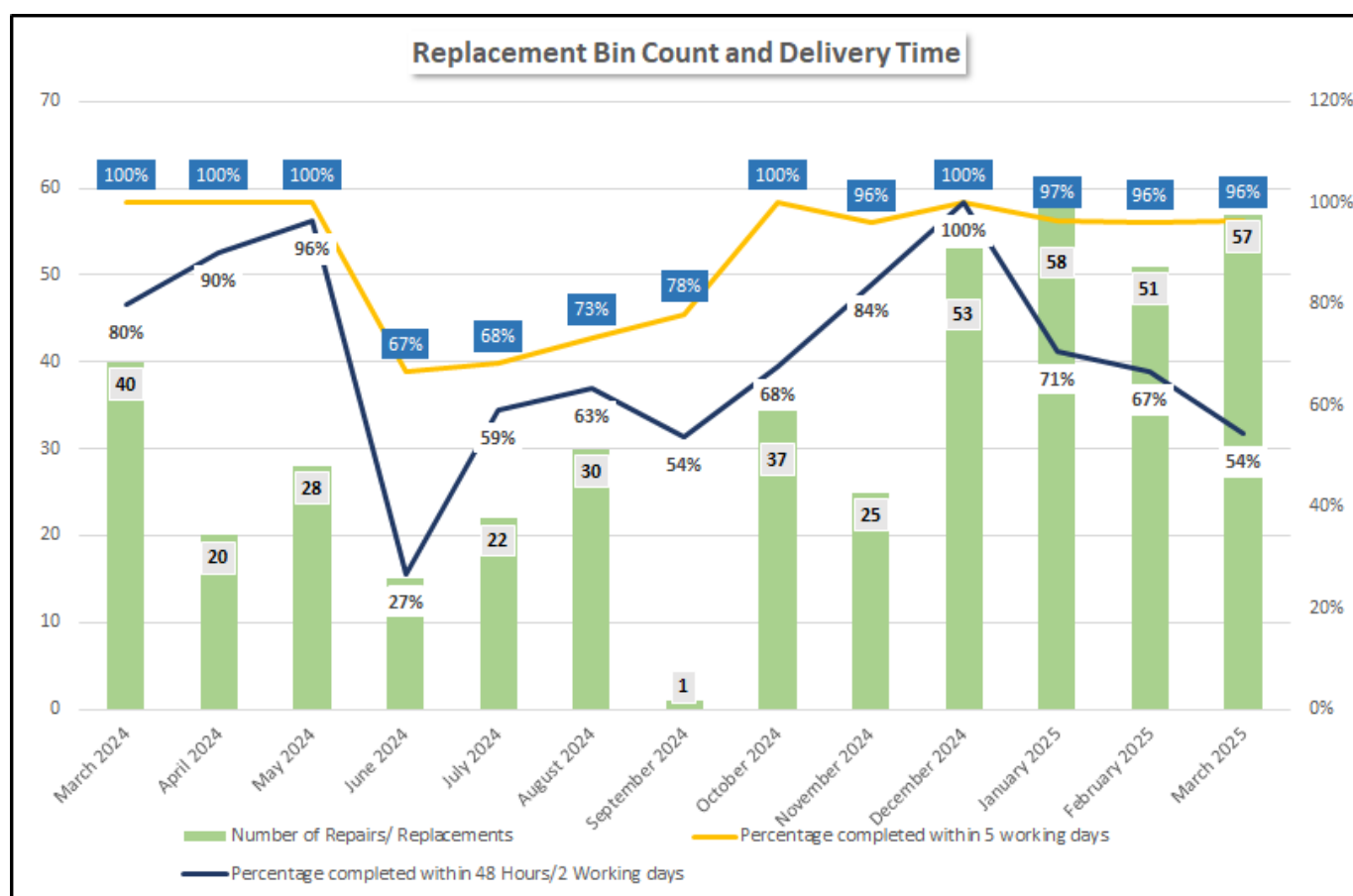


Figure 7 - Kerbside waste and recycling collection services performance – Customer Requests

Commentary – There has been decline in the past quarter in 2025 in meeting performance timeframes for repairing and replacing wheelie bins, however, there has been a substantial increase in the number of bins requiring repairs or replacement for the same reporting period that has impacted the contractor's ability to undertake repairs and replacements. Discussions are occurring with the contractor to improve performance.

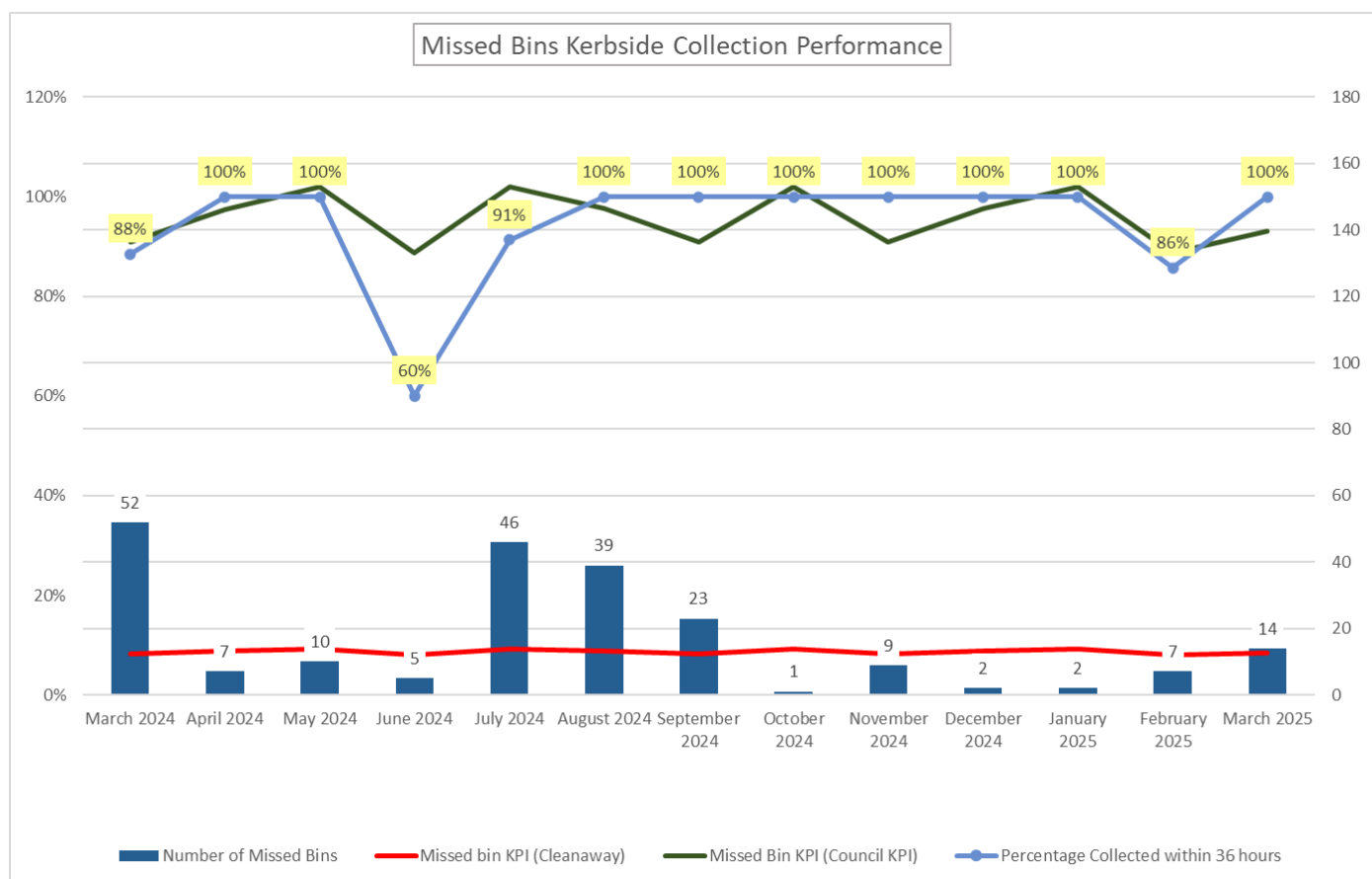


Figure 8 - Kerbside waste and recycling collection services performance – Missed Bins

Commentary – This graph represents customer generated requests regarding contractor missing bins. February 2025 kerbside services were impacted by the substantial wet weather. This graph does not capture changes to scheduled collection days due to contractor issues with staff or truck availability. Future Waste Services Departmental reports will present information regarding this aspect to the service. In addition to kerbside collection services future reports will also present information on kerbside recycling information.

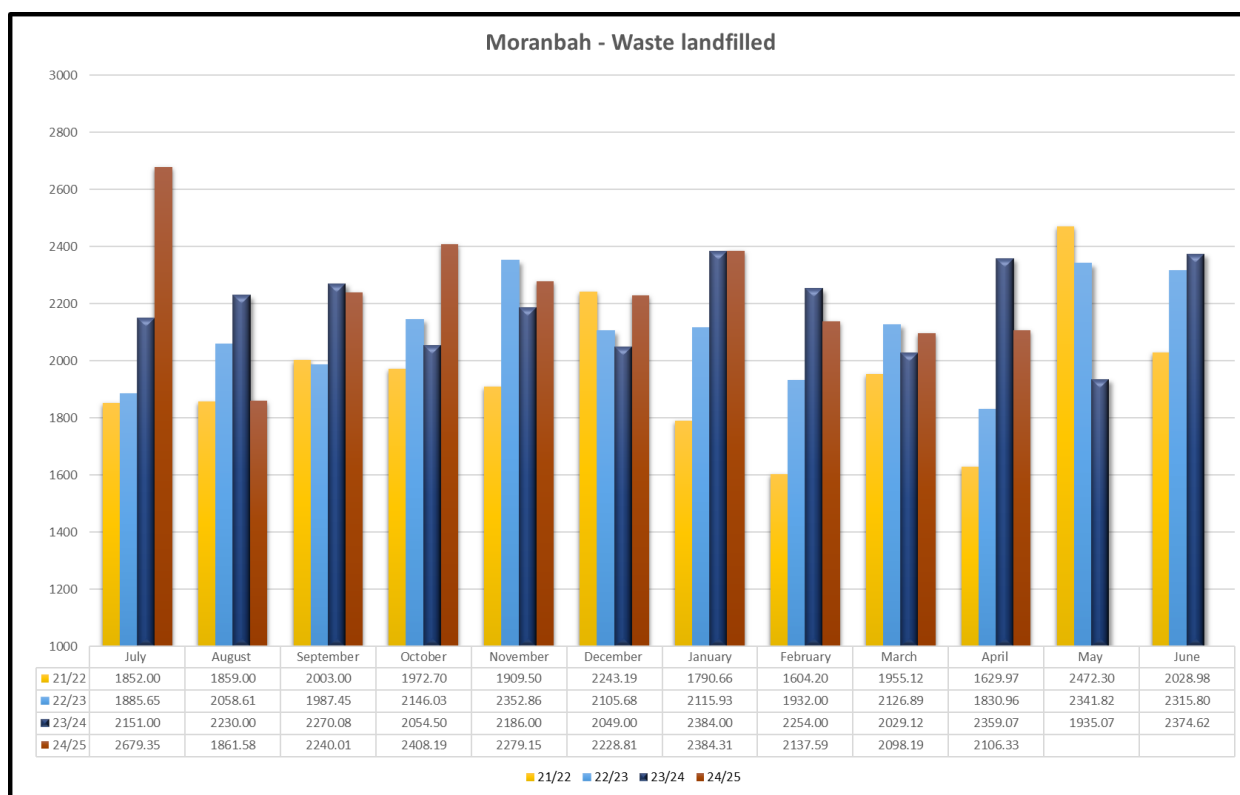


Figure 9 - Moranbah landfill – Tonnes of waste landfilled

Commentary – This graph shows the tonnes of waste landfilled at Moranbah Landfill. There was an increase in tonnes of waste landfilled at second half of 2024. The current trend in 2025 has been a downward adjustment. Future Waste Services Departmental reports will present information on the performance of Clermont and Dysart landfills.

Scheduled Initiatives

Project Name / Description	Scheduled End Date	Comments / Exceptions
Marine flare bins	June 2025	<p>Working in partnership with Marine Safety Queensland, planning and training is currently being undertaken for the provision of suitable bins for the receipt of expired and problematic flares.</p> <p>Initially bins will be placed at the Moranbah Waste Management Facility. Other locations will be assessed for suitability, once the initial service has commenced.</p>
Waste Audit	June 2025	Current procurement proposal to be finalised in May 2025 for June 2025 delivery.
Internal boundary realignment for Dysart Landfill	June 2025	The internal boundary between the landfill and the Resource Recovery Area (RRA) is to be realigned for operational purposes. The survey is scheduled to occur in May 2025.
Procurement for Annual Volumetric Surveys	July 2025	Tender for survey services was issued and has been evaluated. Evaluation report being finalised for mobilisation in June 2025.
Expressions of Interest – Landfill Gas Management	December 2025	This project has been delayed due to operational priorities. Procurement documentation review to occur in May 2025.
Waste Collection Tender	December 2025	<p>Work commenced on tender for collection services has commenced. Initial discussions with Central Highlands Regional Council have occurred relating to potential joint procurement.</p> <p>Next phase to engage a consultant to assist in the transaction process, risk workshop and specification review.</p>
Landfill Operations Tender	December 2025	Review of current agreement is to be undertaken, so that the next tender considers improvements to the service.
Waste Management Strategy Review	December 2025	Presentation to be provided at the Water and Waste Day, scheduled in May 2025 on the current Strategy actions and outcomes, with a view on what is to be included into the review.
Site Based Management Plan review	June 2026	All Site Based Management Plans for all sites are requiring a review. Initial review to be completed by June 2025.

Developing Initiatives

- The project to engage with contracted waste removal companies to improve waste separation on mine sites is intended to facilitate site visits of mining representatives to Council's Moranbah landfill, to illustrate the waste materials that create challenges to Council to operate a safe and compliant landfill in the next quarter.
- Further training for new and existing team members for Introduction to Landfill, facilitated by Waste Management and Resource Recovery Association of Australia (WMRR) continues.
- A workshop with the waste team on improving chronic issues that impact operations will be scheduled during the next quarter. An example is to improve the Waste Acceptance Criteria and extend it to non – residential waste.
- At the Water and Waste Council Briefing Day, it is planning to present to Council matters of interest, such as Not-for-profit Concessions, clean-up days, amnesty days, Waste Strategy review and Greater Whitsunday Council of Mayors (GWCoM) Regional Waste Plan.

Strategic Waste Matters

- Council was represented by Water and Waste Services Officers at the LAWMAC meeting hosted by Townsville City Council on 20 and 21 February 2025. This forum had a focus on Regional Waste Management Plans and waste levy impacts, amongst other current waste management issues facing regional councils.
- In addition to contributing towards Council's submission for the Queensland Government's Local Government Red Tape Reduction Taskforce, the Manager Waste Services contributed to the collective LAWMAC submission.
- Work continued on the drafting of the GWCoM grant funding submission for a Regional Waste Management Coordinator to assist GWCoM's implementation of the Regional Waste Management Plan.

IMPLICATIONS

Provision of the Waste Services departmental report provides Council visibility of the operational aspects of the Waste Services Department.

CONSULTATION

- Director Water and Waste
 - Waste Services Department

BASIS FOR RECOMMENDATION

The recommendation is to receive and note the content of this report regarding an overview of the Waste Services Department within the Water and Waste Directorate of Isaac Regional Council.

ACTION ACCOUNTABILITY

The Manager Waste Services is responsible for strategic-level delivery of Waste Management services across the region, comprising waste and recycling collection services and operation of Waste Management Facilities, and related environmental compliance within the Isaac Region.

KEY MESSAGES

The Manager Waste Services will provide information on a regular basis to keep Council well informed of the performance and developing initiatives within the Waste Services area of operations.

Report prepared by:

JASON GRANDCOURT
Manager Waste Services

Date: 30 April 2025

Report authorised by:

SCOTT CASEY
Director Water and Waste

Date: 7 May 2025

ATTACHMENTS

- Attachment 1 – Waste Services Departmental Business Plan 2024/2025

REFERENCE DOCUMENT

- Nil

WATER & WASTE - WASTE SERVICES DEPARTMENT BUSINESS PLAN FINANCIAL YEAR – 2024/2025



Prepared by: Jason Grandcourt, Manager Waste Services
Current as at: 1 July 2024

TABLE OF CONTENTS

PURPOSE	3
SCOPE	3
KEY FOCUS AREAS	3
BUSINESS PLAN INFLUENCES	3
WASTE SERVICES PLAN ON A PAGE	4
WASTE SERVICES DEPARTMENT OVERVIEW	6
Department Objectives, Targets and Key Functions	6
Our Functions and Services	6
Department Outputs	6
People Resources (as at JULY 2024)	7
Key Customers/Stakeholders	7
STRATEGIES INFLUENCING DEPARTMENT	7
Strategies Influencing Department	8
Legislative Influences on Department	8
DEPARTMENTAL INFLUENCES AND RISKS	8
Department Influences/Impacts	8
Department Identified Risks	9
THE WATER AND WASTE DIRECTORATE PRIORITIES AND PERFORMANCE TARGETS	9
DEPARTMENT PRIORITIES AND PROJECTS	10

PURPOSE

The purpose of this Business Plan is to ensure the implementation of Isaac Regional Council's Corporate Plan through the programs, functions and services provided by the featured department.

Business plans will inform the development of Council's Annual Operational Plan, as well as operational and capital budgets, identifying projects that require concept briefs for approval, for new or unique capital and operational projects. The Business Plan also influences the development of performance measures that will determine how well the Corporate Plan's outcomes are being achieved.

SCOPE

The business plan applies to all operational functions of the department, supporting the strategic direction of the Directorate and Council.

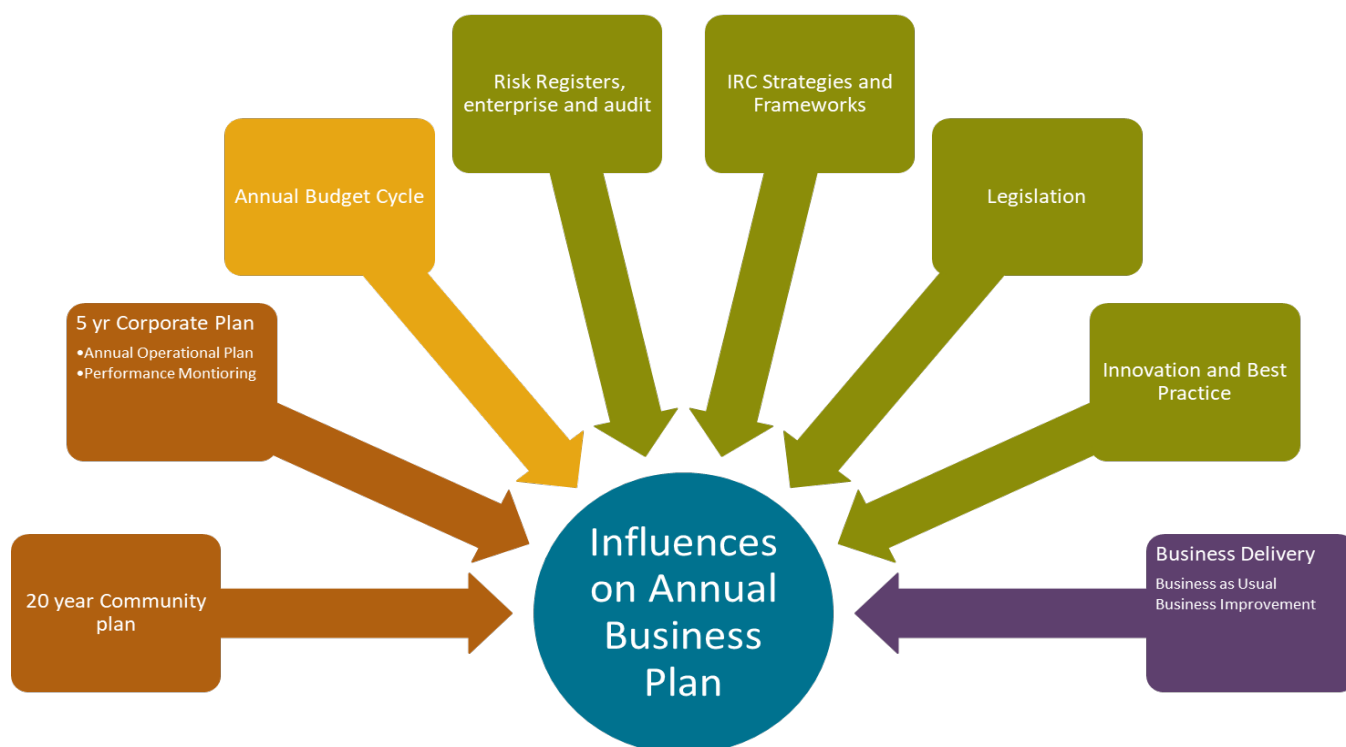
KEY FOCUS AREAS

We're delivering in a changing world. At Isaac, the how matters



BUSINESS PLAN INFLUENCES

How the Business plan is the key link to all business activities.



WASTE SERVICES PLAN ON A PAGE

DEPARTMENT NAME

Waste Services

DEPARTMENT OBJECTIVES

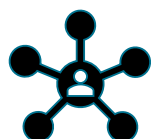
- Provide efficient and timely waste and recycling collection services to the community which encourage waste reduction, reuse, recycling, and diversion from landfills.
- Recycle waste from residents and businesses and landfill residual waste in a financially sustainable manner whilst complying with State Government Legislation.

KEY FUNCTIONS

- Operating and maintaining Waste Management Facilities (Landfills and Waste Transfer Stations).
- Kerbside waste and recycling collection (via a contractor).
- Bulk waste collection and transport services (via a contractor).
- Environmental compliance at waste management facilities.
- Reuse and recycling of selected materials.
- Maintenance of Waste Services assets.
- Waste education.
- Managing customer enquiries.

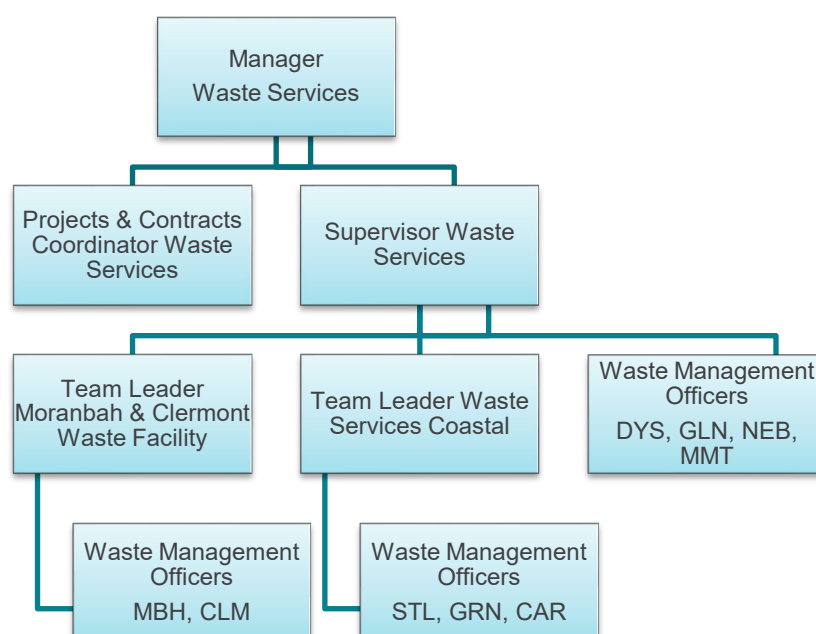
KEY STAKEHOLDERS

- Isaac Region residents
- Waste collection and Landfill management contractors
- Waste producers and transporters
- Elected Members
- All Council staff
- Greater Whitsunday and Mackay Regional Councils



OVERVIEW

RESOURCES





STRATEGY

KEY STRATEGIES

- Isaac Waste Management Strategy 2020-2025
- Water & Waste Customer Service Standards
- Water & Waste Integrated Management System Framework
- Water & Waste Integrated Environmental Management System

KEY LEGISLATION

- Local Government Act 2009
- Local Government Regulation 2012
- Waste Reduction & Recycling Act 2011
- Waste Reduction & Recycling Regulations 2011
- Environmental Protection Act 1994



INFLUENCES AND RISKS

KEY INFLUENCES

- Elected Members
- Isaac residents and property owners
- Department of Environment, Science and Innovation (DESI)
- LAWMAC
- Waste Management & Resource Recovery Association Australia (WMRR)

KEY RISKS

- Enforcement / compliance action by DESI
- Financial unsustainability
- Failure to recover cost of state waste levy
- Recycling services become unsustainable / unviable
- Vulnerability to loss of key Council and contractor staff to mines

KEY BUSINESS AS USUAL (TOP 5)

- Collection of 99.8% of waste and recycling bins on published collection day
- Monthly Summary and Detailed Data returns to DESI
- Diversion of 25% of Council-managed waste from Landfill
- Compliance with all elements of EAs: < 5 Reportable Incidents
- 70,000+ customer interactions at Waste Facilities: <10 non-price related complaints per 1,000



PRIORITIES & PROJECTS

KEY OPERATIONAL PROJECTS

- Finalisation of Waste Strategy 2025-2030
- Waste Audit – Commercial Waste
- Actions for 2024-2025 as detailed in Council's Waste Management Strategy
- Volumetric Surveys
- Groundwater Monitoring
- Gas Monitoring - Moranbah

KEY CAPITAL PROJECTS

- Moranbah rectification of landfill cell
- Upgrade Mandalay terminals
- Dysart repurpose of transfer station

WASTE SERVICES DEPARTMENT OVERVIEW

DEPARTMENT OBJECTIVES, TARGETS AND KEY FUNCTIONS

The Waste Services Department is committed to fulfilling its obligations in line with the Isaac Regional Council's Vision, Mission and Values and the Water and Waste Noble Purpose.

Vision

To energise the world.

Mission

To feed, power and build communities.

Values

Community Focus – we engage and communicate authentically with all Isaac communities to understand both their concerns and specific needs. We will continuously improve how we address those needs to help future-proof our region.

Caring – we are committed to working safely and caring for the safety and wellbeing of our people and communities. We believe that people matter.

Teamwork – we expect respectful relationships in our work together, to achieve. We cultivate commitment through shared purpose, to create value.

Positive Work Ethic – we do our best every day to have pride and enjoyment in our work. We display accountability, transparency, procedural consistency, and integrity. We seek the highest possible practical outcomes in everything we do. We practice the knowledge that how we do things is just as important as what we do.

Water and Waste Noble Purpose

One team servicing Isaac's vital needs safely, sustainably, and seamlessly.

Primary Objectives and Key Functions

The Waste Services Department is responsible for the following primary objectives and functions:

- Providing efficient and timely waste and recycling collection services to the community which encourage waste reduction, reuse, recycling, and diversion from landfills.
- Recycling waste from residents and businesses and landfilling residual waste in a financially sustainable manner whilst complying with State Government Legislation.

OUR FUNCTIONS AND SERVICES

The Waste Services team delivers a range of services under the following programs:

DEPARTMENT OUTPUTS

OUTPUT	FREQUENCY	INTERNAL/EXTERNAL
Residual Household & Commercial Waste Collection	Weekly	External
Recyclable Household & Commercial Waste Collection	Fortnightly	External
Servicing of Council Facilities' waste containers	Various	Internal

Receiving and disposing of 32,000 tonnes of waste	Annual	External
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PEOPLE RESOURCES (AS AT JULY 2024)

UNIT	NUMBER OF STAFF	TENURE TYPE
Waste Management Officers	15	Full Time Permanent Part Time Permanent
Team Leaders	2	Full Time Permanent
Supervisor	1	Full Time Permanent
Projects & Contracts Coordinator	1	Full Time Permanent
Manager Waste Services	1	Contract

WORK SITES

Landfills

Clermont
Dysart
Moranbah

Transfer Stations

Carmila
Greenhill
Middlemount
Nebo
St Lawrence
Glenden

KEY CUSTOMERS/STAKEHOLDERS

INTERNAL	EXTERNAL
Elected members	All domestic Residents
Chief executive officer	Waste Collection contractors
All staff	Waste Producers & Transporters
	Landfill Management Contractors
	Other Councils

STRATEGIES INFLUENCING DEPARTMENT

This section identifies the relevant legislation and internal Council strategies relevant to the day-to-day operations and long-term planning instruments for effective operations of the Department activities.

STRATEGIES INFLUENCING DEPARTMENT

REFERENCE PLANS	DEPARTMENTAL LINKS
Vision & Values	We are delivering in a changing world. At Isaac, the how matters.
Community Plan (20 Years)	Community Engagement strategic objective.
Five-Year Community-Corporate Plan	Engaged Communities, Inclusive Growth for a Progressive Economy, Liveability through Design and Infrastructure, Vibrant Natural Assets, and Governance for Accountability.
Annual Operational Plan	Includes the themes and strategies of the Corporate Plan and items in this Business Plan to identify priorities of projects and services.
Asset Management Plans	Asset class plans.
Enterprise Risk Management Framework	How we identify and manage risks.

LEGISLATIVE INFLUENCES ON DEPARTMENT

REGULATION	RELATED POLICIES
Local Government Act 2009 (LGA 2009)	Quality Management Policy
Local Government Regulation 2012	
Information Privacy Act 2009 (& IP Regulation 2009)	
Public Records Act 2002	
Right to Information Act 2009 (& RTI Regulation 2009)	
Work Health and Safety Act Queensland 2011	WHS Policy Statement and Health and Wellbeing Policy Statement
Environmental	Environmental Management Policy
Waste Reduction & Recycling Act 2011 (and WRR Regulations 2011)	Council's Schedule of Fees & Charges 2024-25
Environmental Protection Act 1994	Waste Acceptance Criteria

DEPARTMENTAL INFLUENCES AND RISKS

DEPARTMENT INFLUENCES/IMPACTS

The following table summarises the various current and emerging influences on the Department at this time, that will have an impact on the business.

INTERNAL/ EXTERNAL	POTENTIAL IMPACT	RISK OR OPPORTUNITY
External	DESI – Compliance Action	Risk

External	DESI – uncertainty over DESI plans to apply waste levy to clean earth including day cover	Risk
External	DESI – uncertainty over final Regional Waste Management Plan	Risk & Opportunity
Internal	Failure to achieve waste diversion target	Risk & Opportunity
External	Potential delay to Clermont weighbridge – statutory requirement	Risk

DEPARTMENT IDENTIFIED RISKS

The following matrix summarises the various current and emerging risks impacting on the deliverables of the Department.

REGISTER REFERENCE	DESCRIPTION OF RISK	MITIGATION ACTIVITIES REQUIRED
WW0006	Waste activities are not compliant with legislation leading to enforcement action, reputation damage, unexpected financial burdens.	<ul style="list-style-type: none"> • Further review of Site-Based Management Plans. • Continued training and monitoring of operational practices to meet obligations.
WW0029	Hazardous manual tasks leading to acute or prolonged injury.	<ul style="list-style-type: none"> • Ensure all skip lid openers are fitted with reverse drill options. • Ensure new staff are trained and complete their Work Instructions as per the Training Matrix.
WW0037	Verbal or physical violence from members of the public or other staff causing physical or psychological injury.	<ul style="list-style-type: none"> • Ensure new staff are trained and complete their requirements as per the Training Matrix.
WW0039	Staff exposed to asbestos.	<ul style="list-style-type: none"> • Ensure new staff are trained and complete their Work Instructions as per the Training Matrix.
WW0042	Increased costs of recycling resulting in the current kerbside recycling service becoming unsustainable.	<ul style="list-style-type: none"> • Monitor tonnage, costs and developments in Australian processing capacity.

THE WATER AND WASTE DIRECTORATE PRIORITIES AND PERFORMANCE TARGETS

The Water and Waste Directorate is comprised of four Departments (Waste Services, Operations and Maintenance, Business Services, and Planning and Projects) and is responsible for the provision of four primary services to Isaac communities, ratepayers, residents, and visitors:

- Collection/securement, storage, treatment, transportation, and supply of potable water.
- Collection, treatment, and disposal of wastewater.

- Storage, treatment, transportation, and management of recycled water.
- Collection, transport, disposal, resource recovery, and recycling of waste.

DEPARTMENT PRIORITIES AND PROJECTS

KEY PRIORITIES OF DEPARTMENT OUTPUTS

The key priorities and outputs are to deliver the functions and services of department business and include operational and capital projects and activities against the corporate management plan.

Current Year

CORPORATE PLAN LINK	PROJECT OR BAU PRIORITY	OPS OR CAP BUDGET	MEASURE OF SUCCESS (KPI)
Vibrant Natural Assets	Finalisation of Waste Strategy 2025-2030	OPS	Completed by 30 June 2025
Vibrant Natural Assets	Waste Audit – Commercial Waste	OPS	Completed by 30 June 2025
Vibrant Natural Assets	Actions for 2024-2025 as detailed in Council's Waste Management Strategy	OPS	Completed by 30 June 2025
Vibrant Natural Assets	Volumetric Surveys	OPS	Completed by 30 June 2025
Vibrant Natural Assets	Groundwater Monitoring	OPS	Completed by 30 June 2025
Vibrant Natural Assets	Gas Monitoring - Moranbah	OPS	Completed by 30 June 2025
Liveability through Design and Infrastructure	Moranbah rectification of landfill cell	CAP	Two-year program
Governance for Accountability	Upgrade Mandalay terminals	CAP	Two-year program
Liveability through Design and Infrastructure	Dysart repurpose of transfer station	CAP	Two-year program

Ongoing or Future Years

PROPOSED FY	CORPORATE PLAN LINK	PROJECT OR BAU PRIORITY	OPS OR CAP BUDGET
All	Vibrant Natural Assets	Collection of 99.8% of waste and recycling bins on published collection day	OPS
All	Governance for Accountability	Monthly Summary and Detailed Data returns to DESI	OPS
All	Vibrant Natural Assets	Diversion of 25% of Council-managed waste from Landfill	OPS

All	Governance for Accountability	Compliance with all elements of EAs:	OPS
2025-26	Governance for Accountability	Renewal of Landfill Management Contract(s)	OPS
2025-26	Governance for Accountability	Renewal of Waste Collection Contract	OPS