



Annual Report

Isaac Regional Council **2022-2023** Helping to energise the world



the isaac story

OUR REGION

We service
17 unique communities
Modern mining, historical,
coastal and rural towns

Our population is

22,550 permanent residents*

13,405 non-permanent population*

59.45% of our population do not live here,
but they enjoy the region's benefits

We produce **\$28.422 billion**
annual economic output**
Mining is the largest industry employer
generating 14,361 jobs in the mining sector**
\$437.532 million agricultural industry output**

ABOUT COUNCIL

We employ
407 full-time equivalent staff across the region

Come visit us at one of our ...
7 customer service offices
8 libraries

We supported and hosted
over **240 events and programs** in 2022-23

We maintain **99 parks and playgrounds**

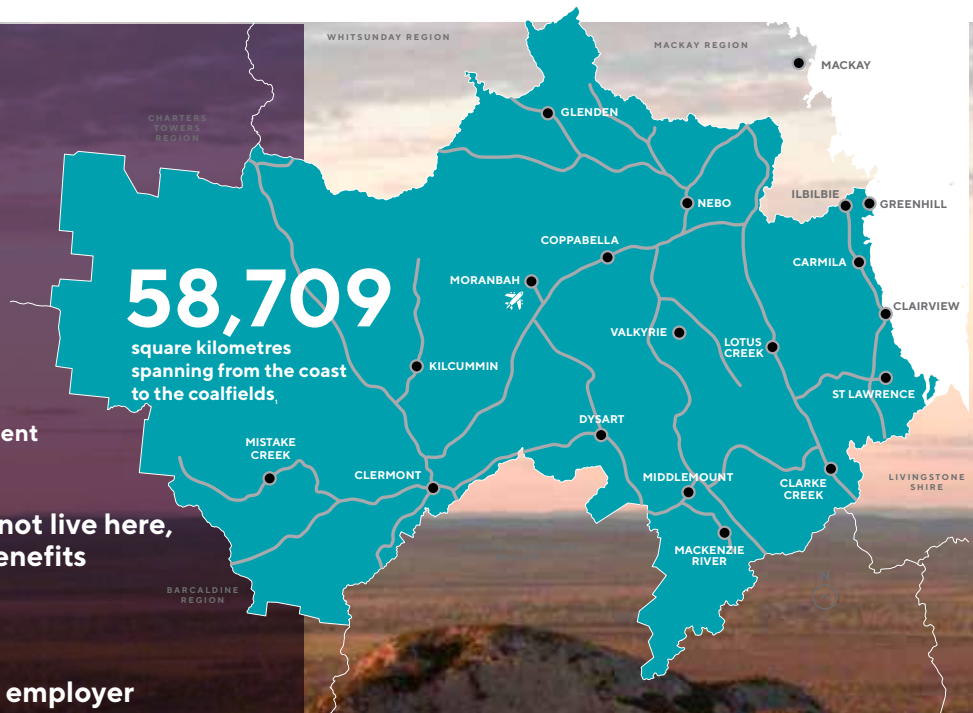
We look after **19 community facilities**,
civic centres, recreation centres, museums,
galleries, halls and showgrounds

We own and operate **8 aquatic facilities**
which is more than many
significantly larger councils

We maintain
8 water treatment plants
6 wastewater treatment plants
9 waste management facilities for
9,400 domestic and 900 commercial customers

and ... we maintain **4,500km of roads**
= sealed 2,400km + unsealed 2,100km

That's like driving from Moranbah to Perth!



*QLD Government Statisticians Office QGSO, Bowen Basin population report, 2022 <https://www.qgso.qld.gov.au/issues/3366/bowen-basin-population-report-2022.pdf>

**REMPAN: <https://app.rempan.com.au/isaac/economy>

ISAAC REGIONAL COUNCIL
ACKNOWLEDGES THE KOINJMAL,
WIDI, BIRRIAH, BARADA KABALBARA
YETIMARALA, JANGGA, BARADA
BARNA, WESTERN KANGOULU AND
WIRDI PEOPLES AS THE TRADITIONAL
CUSTODIANS OF THE LANDS AND
WATERS THROUGHOUT THE ISAAC
REGION AND THEIR ENDURING
CULTURAL CONNECTION TO COUNTRY
AND COMMUNITY.

WE PAY OUR RESPECT TO THE ELDERS
PAST, PRESENT AND EMERGING FOR
THEY HOLD THE STORIES, CULTURE
AND TRADITIONS OF ABORIGINAL AND
TORRES STRAIT ISLANDER PEOPLES.

RECONCILIATION

We are committed to reconciliation and working in partnership with Traditional Custodians and First Peoples to shape a shared future for the benefit of all communities within our region and beyond.

Council's First Nations Engagement Framework and the development of our first 'Innovate' Reconciliation Action Plan is underway.

These plans, in collaboration with our First Peoples communities, will foster a better understanding of their priorities for our shared future.

It will also aim to improve Council's capacity to deliver positive outcomes for the communities of our First Peoples by acting as a foundation for respectful relationships, stronger partnerships, and meaningful opportunities.

We recognise that reconciliation is a journey and will require leadership to ensure our relationships and planning are culturally informed.

introduction

Isaac Regional Council is pleased to present the Annual Report for 2022-23.

This report describes Council's progress and performance over the 2022-23 financial year against the objectives of the Annual Operational Plan, Budget and the priorities of the 5 Year Corporate Plan.

This is our report card to the community; our achievements, setbacks, opportunities, future direction and highlights.

This report is designed to meet our obligations under section 181 of the *Local Government Regulation 2012* and inform our stakeholders including residents, ratepayers, businesses, industry, employees, community groups and partnering government agencies.

All care has been taken to ensure content is complete and accurate. However, Council does not guarantee it is without error.

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how to contact us

For a digital copy of the annual report, scan the QR code shown below or manually input into your desktop browser the following:
<https://www.isaac.qld.gov.au/Your-Council/Corporate-Information/Publications-and-Reports>
Hard copies of the report are available for viewing at all Council administration centres and libraries.

VISIT US IN PERSON

Clermont Office

21 Daintree Street CLERMONT QLD 4721

Dysart Office

18 Shannon Crescent DYSART QLD 4745

Glenden Office

Town Shopping Centre
17-27 Perry Drive GLENDEN QLD 4743

Middlemount Office

11 Carter Place MIDDLEMOUNT QLD 4746

Moranbah Office

Grosvenor Complex
1 Batchelor Parade MORANBAH QLD 4744

Nebo Office

14 Reynolds Street NEBO QLD 4742

St Lawrence Office

36 Macartney Street ST LAWRENCE QLD 4707

OTHER WAYS TO CONTACT US

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Adopted by Council on Tuesday, 12 December 2023
Resolution #8603

TOP FOUR CUSTOMER SERVICE REQUESTS



Water Services
1,547 requests



Regulatory Services
1,482 requests



Roads
905 requests



Waste Services
962 requests





OUR VISION

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



OUR GOAL

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



OUR VALUES



COMMUNITY FOCUS

We engage and communicate authentically with all Isaac communities to understand both their common and specific needs.

We will continuously improve how we address those needs to help future-proof our region.



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.



CARING

We are committed to working safely and caring for the safety and wellbeing of our people and communities.

We believe that people matter.

At Isaac, the how matters.

our towns and communities



CARMILA is at the foot of the Connors Range on the Bruce Highway. The community's main industry is sugar cane. Carmila Beach, with its pristine beachfront, is popular with fishing enthusiasts who trawl through the creeks of this camping oasis.



COPPABELLA was designed to service the junction of two railway lines – Goonyella and Saraji. The unique town built entirely by a government department was named by Queensland Rail.



CLAIRVIEW is a beachside community located between Rockhampton and Mackay. It is a popular fishing and crabbing beachside community. In 1997, the Great Barrier Reef Ministerial Council established Clairview as a Dugong Sanctuary.



DYSART is a friendly community established in 1973 that caters to nearby coal mines plus many surrounding cattle and grain properties. Dysart is a vibrant community and is the second largest community in Isaac.



CLARKE CREEK is a small rural township about halfway between Mackay and Rockhampton on the Old Bruce Highway. Clarke Creek is home to a popular annual campdraft and the region's largest wind farm.



FLAGGY ROCK is primarily a sugar cane growing district situated between Rockhampton and Mackay. Flaggy Rock Bluff has a 360-degree view over the valley ranges and Coral Sea, accessible only by four-wheel drive or on foot.



CLERMONT was established in 1862 and was the first inland settlement in the tropics. Clermont is recognised as one of the most historic towns in northern Australia. The town today is rich with agriculture, mining, gold prospecting and is the third largest community in the Isaac region.



GLENDEN was first introduced by Mount Isa Mines Limited which built the town for its workers and decided to name it Glenden after the Queensland Place Name Board advised this is what the area was called in the ballot in 1918.



GREENHILL/ILBILBIE

is an idyllic location approximately an hour drive south of Mackay. Visitors enjoy shore, estuary and offshore fishing near local reefs and islands, or enjoy the magnificent views and bushland of Cape Palmerston National Park.



MORANBAH is one of the youngest towns in Queensland. Specifically created for miners and their families, Moranbah has grown into a town rich in charm and warmth. It is the largest community in the Isaac region.



KILCUMMIN is about 60km north of Clermont. Surrounded by cattle and cropping properties, the town is underpinned by a supportive, tightknit community.



NEBO was originally known as Fort Cooper, however in 1923 the name was changed by popular demand to Nebo, derived from Nebo Creek. It is home to the renowned Nebo Rodeo.



MIDDLEMOUNT was established in the early 1980s, is a purpose-built coal mining town with breathtaking panoramic views from the iconic Blue Mountain.



ST LAWRENCE, which celebrated its centenary in 1979, was originally built to service the Customs Office for the Port of St Lawrence. It is also home to the wetlands, freshwater fish habitats and abundant birdlife.

MACKENZIE RIVER

is a small nearby rural community.



MISTAKE CREEK is a small and vibrant rural community that earned its name from early settler Jeremiah Rolfe, who mistakenly thought his station was located on the Belyando River.



VALKYRIE is a prominent cattle grazing area, that the Isaac River passes through. The local school is the hub of the community and hosts the majority of community meetings, social gatherings and playgroups.

message from our Mayor

As I reflect on the past 12 months, our Council and our communities have faced their fair share of challenges.

From a cybersecurity incident to fighting for Glenden's survival and securing investment for our 17 unique communities, this year has had it all.

For me personally, it has laid the foundation to help us create more sustainable, inclusive, and thriving communities.

I am so very proud of the Isaac region.

We are home to world class steelmaking coal, beef, grains and aquaculture, including Queensland's second largest cattle herd and one of the state's oldest agricultural shows.

Our Isaac spirit has powered through as we rallied together to secure a bright future for the Isaac region.

In 2022-23, Council budgeted \$40.1 million for around 100 projects to be delivered across an area that is the size of Tasmania for a population of more than 22,000 people.

We balance services with projects that will make sure our Isaac region is well-positioned to embrace new opportunities.

Everything that our team has achieved this year is through maintaining and making new partnerships with First Nations Peoples, government of all levels but most of all our communities.

These strong relationships are a major factor in the runaway success of St Lawrence Wetlands Weekend each year and the upgraded Clermont Showgrounds and J.R. Saleyards, which has allowed traditions to continue in modern times.

It is no easy feat lobbying government to change policy or balancing budgets in the middle of hard economic times.

When a door closes, we look for a window to find a glimmer of hope to fight for our communities.

We secured \$120 million in both state and federal funding by knocking on Brisbane and Canberra's doors.

Our increased advocacy efforts include fully committed funding for Phillips Creek Bridge, the Isaac Resource Excellence Hub, Nebo Showgrounds Stage 1 and the Moranbah Hospital.

All these projects are about economic prosperity, health and social connectedness. While funding is essential, we also need security for our region.

This has led us to advocate to close loopholes in legislation to ensure major projects have a community conscience.

In step with residents, we launched a strategic campaign to highlight the slow death of a town that has supported mining for 40 years.

Our Council has an excellent reputation in leading the way. We fight the good fight when it comes to issues in the too-hard basket.

I couldn't do what I do without the support, advocacy, and strength of our Council, our communities, our industries and our businesses.

Thank you for stepping up every day to help steer the Isaac region towards a brighter future.

MAYOR ANNE BAKER
Isaac Regional Council

our elected representatives



Mayor Anne Baker

Working towards delivering diversity, promoting social prosperity together with economic growth to ensure a sustainable future

Mayor Anne Baker is a passionate advocate for the Isaac region in Central Queensland and has served in local government for more than a decade.

She was elected Mayor in 2012 and returned unopposed in both 2016 and 2020. She served as a divisional councillor in the first term of Isaac Regional Council from 2008.

Mayor Baker continues to believe that local government is the key to building stronger communities, and also recognises the importance of all three levels of government working together, collaborating and aligning priorities.

Her priority for the Isaac region is to work towards delivering diversity and promoting social prosperity together with economic growth to ensure a sustainable future.

Improved liveability is also a key goal, and she strives towards this, both as Mayor and as a passionate member of her community.

Mayor Baker sits on each of Council's Standing Committees. She is also chair of the Local Disaster Management Group, Isaac Affordable Housing Trust and the Moranbah Early Learning Centre.

She is a member of the Advocacy Group Steering Committee and Mackay District Disaster Management Group.

She is currently the chair of the Greater Whitsunday Council of Mayors and is representing the Isaac, Mackay and Whitsunday regions on the Policy Executive of the Local Government Association of Queensland.

She is also the director and deputy chair of the Australian Mining Cities Alliance.

Mayor Baker has lived in the Bowen Basin with her family for nearly 40 years with the last 30 years spent in Moranbah.

She and husband Frank have two adult children and three grandchildren.

our elected representatives



Cr Greg Austen Division 1

Cr Greg Austen is known as a strong supporter of local businesses and is well aware of the issues faced in the region.

Cr Austen was first elected to represent Division 1 following a by-election on 18 November 2017.

He was later elected unopposed at the 2020 elections.

He is a member of Council's Engineering and Infrastructure Standing Committee, Water and Waste Standing Committee and Special Community Grants Standing Committee.

He is also a member of the Clermont Community Business and Community Group, Clermont Saleyards Committee, Clermont Saleyards and Showgrounds Revitalisation Advisory Committee and Glenden Development and Industry Group, Jangga ILUA Consultative Committee and the Burdekin Dry Tropics Pest Management Group.

Cr Austen has lived in the Clermont district for more than 30 years with his wife Marie and their three children. He has worked as a horse breaker, ringer, professional singer and musician.

Cr Austen also owns a small cattle block north of Clermont and local businesses - Clermont Carrying Company and Clermont Signage and Frames.



Cr Sandy Moffat Division 2

When Cr Sandy Moffat first moved to Dysart for work almost 13 years ago, she immediately fell in love with the Isaac lifestyle. Dysart quickly became her home and she has since been on a mission to make it liveable and loveable. Cr Moffat was elected to represent Division 2 in 2020.

Cr Moffat has owned and operated a small business in Dysart and thanks to her 20 years' experience in hospitality and management following her early childhood teaching days working in rural and remote areas. Cr Moffat has been an active member and supporter of the Dysart community with her involvement with the local Business Group, Smart Transformation Advisory Committee, Dysart Community Support Group, Dysart Men's Shed Steering Committee as well as supporting various other groups and clubs across the community.

She has been a staunch advocate for better access to health services with a particular focus on men's mental health as well as a greater recognition of our rural sector and volunteers her time towards Variety Queensland. Cr Moffat sits on Council's Corporate, Governance and Financial Services and Engineering and Infrastructure Standing Committees. She is also Chair of the Isaac Arts and Cultural Advisory Committee, sits on the board of the Isaac Affordable Housing Trust and Childcare Leadership Alliance and a participant of the Dysart Interagency Network. Cr Moffat is a big believer on giving back to others and continually works towards a more sustainable community.



Cr Gina Lacey

Division 3

Cr Gina Lacey is a proud advocate for the long-term liveability and sustainability of Isaac communities. She is dedicated to the Isaac region being valued for its enormous contribution to state and federal economies. She is committed to a serious focus on social inclusion and determined to capitalise on all opportunities for Isaac in this changing world.

Cr Lacey was re-elected unopposed to represent Division 3 in 2020, her fifth term in local government. She served on the Belyando Shire Council and was a foundation councillor of Isaac Regional Council in 2008.

She has lived in Moranbah for more than 45 years, is married to Clint and they have two children. Cr Lacey spent 15 years as CFMEU's office manager and also coordinated many regional events during this time and also owned businesses in Moranbah for 15 years.

Cr Lacey is a member of Council's Advocacy Group Steering Committee, Audit and Risk Committee, Engineering and Infrastructure, Planning, Environment and Community Services Standing Committees, and Glenden Futures Steering Committee.

Cr Lacey is a board member of the Mackay Mayor's Taskforce for Suicide Prevention and is also a director on the Isaac Affordable Housing Trust, Greater Whitsunday Communities and Regional Development Australia boards.



Cr Simon West

Division 4

With years of experience in hospitality management, the mining sector and through union roles, Cr Simon West is a well-recognised community representative. Cr West was first appointed as Division 4 Councillor in 2019 and was re-elected unopposed in 2020.

Elected as an executive member of the Mining and Energy Union (MEU) in 2008, Cr West is currently the President of the Goonyella Riverside MEU. He has represented MEU members around Moranbah as a former elected member of the Queensland Board of Management of the Union's Mining and Energy Division.

With his wife Fiona and son Oliver, Cr West has lived in Moranbah since 2001 and is an active community member and leader. Cr West is a director of the Moranbah Community Scholarship Fund and a founding member and treasurer of the Moranbah Miners' Memorial Committee, also assisting in multiple fundraising ventures such as the May Day Festival and mental health projects.

Cr West is the chair of the Water and Waste Standing Committee and is a member of the Engineering and Infrastructure Standing Committee and an alternate member for Council's Audit and Risk Committee. He is also a member of the Isaac Arts and Cultural Advisory Committee, Land Development Advisory Committee and Local Authority Waste Management Advisory Committee. Cr West is also a board member of the Mackay Hospital Foundation and director of the Moranbah Early Learning Centre.

our elected representatives



Deputy Mayor **Kelly Vea Vea** Division 5

Deputy Mayor Kelly Vea Vea is a strong advocate for the Isaac region on the key issues of population balance, fair funding methodologies for resource communities, liveability and infrastructure investment.

She is passionate about lobbying for policy change and a strong future for our region.

Cr Vea Vea was first elected to Council in 2012 and re-elected in 2016 and 2020.

In 2018 she was appointed as Deputy Mayor and was re-elected by her peers unopposed following the 2020 elections.

She has spent most of her life in Central Queensland mining towns, growing up in Collinsville and moving to Moranbah with her young family in 2007.

She is deputy chair of the Local Disaster Management Group, chair of the Planning, Environment and Community Services Standing Committee and a member of the Water and Waste Standing Committee and Advocacy Group Steering Committee.

She is also a board director of Moranbah Early Learning Centre, director of Isaac Mayor's Charity Trust, Council representative on the Moranbah Miners' Memorial Committee and Glenden Futures Steering Committee.



Cr Carolyn Franzmann Division 6

Cr Carolyn Franzmann moved to Clermont in 1990 as a primary school teacher. She is a mother-of-four, a grandmother-of-seven and a proud fifth-generation North Queenslander who loves rural communities and the people who choose to live in these areas. After 17 years in the classroom, Cr Franzmann turned her talents to various other roles including roles in the tourism industry, manufacturing industry, real estate industry, even a stint for Parliamentary services.

Cr Franzmann is passionate about ensuring the sustainability and liveability of Clermont for future generations to enjoy. She believes the future of Australia depends on the strength of rural towns just like Clermont. Cr Franzmann sits on the Waste and Water, and Corporate Governance and Financial Services standing committees. She chairs the Community Engagement Committee (Clermont Work Camp) and is a director on the Isaac Affordable Housing Trust board. Locally, she represents Council on the Clermont Historical Centre Working Group, Clermont Coal Community Consultative Committee, Clermont Community Housing and Other Services (CCHAOS Inc), Rural Aid Community Builders Program and the JCU Health Project Local Reference group. Outside Council, Cr Franzmann is actively involved in community groups including President of the Clermont Community Business Group, board member of Clermont Connect, Life Member and volunteer of the Clermont Senior Rugby League Club and band member of the Clermont Musicmakers. She is also the founding editor of the Clermont Telegraph and continues to write for the publication.



Cr Jane Pickels

Division 7

Moving to Queensland in 1984, Cr Jane Pickels quickly became involved through committee work and volunteering. She is married to Greg and they have four children, and three grandchildren.

When not taking part in hiking and adventure travels, she loves to play and watch sport and is also involved at an administrative level. She is a member of the Middlemount Community Sports Association, and volunteers for the Middlemount Rugby League and Middlemount Race Clubs.

Cr Pickels was re-elected unopposed to represent Division 7 in both 2016 and 2020, having been first elected in 2012.

Prior to her election, Cr Pickels had eight years' customer service experience with Isaac Regional Council and the former Broadsound Shire.

Cr Pickels chairs Council's Corporate, Governance and Financial Services Standing Committee and Engineering and Infrastructure Standing Committee. She is also a member of the Planning, Environment and Community Services Standing Committee.

Cr Pickels represents Isaac Regional Council on the boards of Mackay Isaac Tourism Limited and the North Queensland Sports Foundation, and is a member of the Isaac Arts and Cultural Advisory Committee, Bowen Basin Regional Roads and Transport Committee, Great Inland Way Promotions Group and Anglo American Community Reference Forums.



Cr Viv Coleman

Division 8

Living and working in St Lawrence, having property in the Isaac area for over 20 years, Cr Viv Coleman has a long-term personal connection to the region.

Cr Coleman has a local business background in construction, waste, agriculture, tourism and real estate.

Cr Coleman has a passion to connect community with Council and advocating for our region, volunteering and engaging with local not-for-profit organisations and working alongside our residents and local Traditional Owners in the region.

She actively supports and encourages social sustainability within our communities and enjoys assisting in community events to encourage growth opportunities and liveability. Cr Coleman also has a continued commitment to charity organisations such as Variety Queensland and the Cancer Council.

Cr Coleman is a member of Council's Corporate, Governance and Financial Services, Planning, Environment and Community Services and Special Community Grants Standing Committees.

She is also a member of the Women in Local Government Advisory Committee, Advocacy Group Steering Committee, Clarke Creek Wind Farm Community Consultative Committee, Road Accident Action Group, River to Reef, Great Barrier Reef Marine Park Authority and Local Marine Activity Group.

our advocacy

ADVOCACY AND EXTERNAL AFFAIRS UNIT

The Isaac region is at the coalface of transformational change. To safeguard our region and deliver thriving communities, Council made the strategic decision to invest in a dedicated advocacy function.

Advocacy serves as the vital catalyst for securing essential investments in community infrastructure, ensuring that our towns and neighbourhoods flourish with robust amenities and shared spaces.

By championing policies that align with our communities' values and needs, advocacy becomes the cornerstone of a resilient and forward-thinking region. In 2022-23, Council's advocacy efforts included securing millions in funding, completing 52 submissions to the Australian and Queensland governments and fighting for legislative change to save Glenden.

Projects secured through advocacy include:

- \$48.5 million Moranbah Hospital upgrade
- \$40 million Isaac Resources Excellence Precinct
- \$18 million Phillips Creek Bridge replacement
- \$2.8 million Nebo Showgrounds Master Plan Stage 1
- \$400 million Beef Corridors road upgrades (partnership with seven regional councils)

STRATEGIC PARTNERSHIPS

Council strongly believes in working collaboratively with many appropriate organisations and associations to tackle a range of shared challenges.

We are active participants in the following strategic partnerships as part of Council's advocacy efforts:

- Australian Local Government Association
- Local Government Association of Queensland
- Australian Mining Cities Alliance
- Cooperative Research Centre of Transformation in Mining Economies
- Queensland Beef Corridors
- Road Accident Action Group
- Mackay Isaac Tourism
- Greater Whitsunday Alliance
- Greater Whitsunday Communities
- Country Universities Centre

2022 LGAQ ANNUAL CONFERENCE

A total of 76 other local governments backed Council's five motions at the 126th Local Government Association of Queensland's (LGAQ) 2022 Annual Conference in Cairns.

The motions were pre-emptive actions to ensure communities and local governments are not responsible for the social, economic and financial impacts from end of mine life and the climate change response.

The conference was an opportunity for Council to help form policy positions and for the LGAQ, a representative for all Queensland councils, to advocate to federal and state governments for the betterment of the regions represented.

The five motions included:

- The need for a regional transformational authority in conjunction with Central Highlands Regional Council
- Resourcing state regulators for major resource and renewable projects
- Establishing a contemporary framework for the resource, renewables and clean energy sector
- Regional university centres program funding
- Cost recovery on over dimensional permits from the national heavy vehicle regulator

SAVE GLENDEN CAMPAIGN LAUNCH

On 29 June 2023, a campaign was launched in a bid to ask the Queensland Government to save Glenden.

The Resources Minister announced a preliminary decision to approve a 450-bed mine camp at the Byerwen coal mining lease, following the Planning and Environment Court's judgement to uphold a decision of Council to refuse a development application for such a camp.

The campaign, which was a joint Council and community effort, called on the Minister to step in and save Glenden. Council has fought to ensure the future sustainability of the Glenden township continues following three positive court outcomes.

COMMUNICATION AND MEDIA

Council continues to be a trusted source of information, with the community tuning to our social and digital communication channels for news and updates that are relevant to them.

The corporate website plays an essential function in Council's communication strategy and it is also used as an engagement tool for our 17 unique communities and fulfills statutory public notice requirements.

One of the key findings was that our corporate website lacked usability and needed refreshing to meet the digital needs of our community.

In mid-2022 the website redevelopment commenced undertaking early work to prepare the site for a full redesign.

The new and improved website was expected to go live in early 2023, however a cybersecurity incident had delayed its launch until the later part of 2023.

Council's focus on improving our digital communication channels will continue in 2023 as we seek to find a balance between our traditional communication channels (community newsletters and Isaac News) and new digital platforms.



Social media Isaac Regional Council manages:

f 11,706 followers
@isaacregionalcouncil
1,349 posts in 2022-23

in 5,211 followers
Search isaac-regional-council
65 posts in 2022-23

ig 1,180 followers
@isaacregionalcouncil
105 posts in 2022-23

tw 630 followers
@isaaccouncil
28 posts in 2022-23

We delivered messages through ...

 isaac.qld.gov.au
website page views
increased to
634,138 in 2022-23
compared to
410,675 in 2021-22

 public notices
average minimum of 7 per week

local, state and national media

253 media inquiries	51 media releases	84 community newsletter advertisements
5 Isaac News editions	22 radio talkback interviews	

our plans and structure

COMMUNITY STRATEGIC PLAN

Isaac 2035 forms a blueprint for the future of the Isaac region, outlining our strategies towards enabling strong, vibrant, diverse and sustainable communities for our people.

This 20-Year Community Strategic Plan was adopted in April 2015.

CORPORATE PLAN

Council's 2017-2022 Corporate Plan derived key themes from Isaac 2035 in order to identify clear goals, strategies and performance indicators to demonstrate how we will achieve our vision for the future. The themes were:

communities,
economy,
infrastructure,
environment,
governance.

STRATEGIC AND OPERATIONAL FRAMEWORK

We deliver on our objectives by implementing our Annual Operational Plan, which includes key projects and activities that directly respond to the priority areas of the Corporate Plan.



QUARTERLY PERFORMANCE

Quarterly reports are delivered throughout the year to measure Council's progress towards implementing the Annual Operational Plan.

Each year we also adopt a budget which outlines allocation of resources in order to deliver specific projects, activities and events in pursuit of the Corporate Plan and Annual Operational Plan.

Council's Strategic Asset Management Plan articulates the Asset Management System model, Asset Management Framework and asset management.

ORGANISATIONAL STRUCTURE

The organisational structure aligns Council's four directorates with our Corporate Plan goals and objectives. The Executive Leadership Team (ELT) is led by the Chief Executive Officer. ELT is charged with the responsibility of ensuring the delivery of the strategic intent of Council and to provide leadership to all employees. The most valued resource of Council is its people. Council, as at 30 June 2023, had 407 full-time equivalent staff who are located across the region.





OFFICE OF THE CEO

Organisational leadership, administration and strategic management | Mayor and CEO support | Elected member support | Council meeting management and administration | People, capability and organisational development | Advocacy and external affairs | First Nations | Brand, media and communications | Corporate sustainability and regional resilience | Business improvement and change management | Cultural leadership | Sustainable community futures

BOARD MANAGEMENT

Council | Standing Committees | Advisory Committees

CORPORATE GOVERNANCE AND FINANCIAL SERVICES

Financial services | Legal and insurance administration | Information technology and GIS | Asset management | Records | Governance | Internal audit | Strategic, corporate and business continuity planning | Risk management | Disaster management | Safety and resilience | Procurement | Stores management | Emergency committee management | Audit and Risk Committee | Local Disaster Coordination | Advisory Committees (Asset Management, ICT)

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

Economic, small business and tourism development | Community facilities | Customer service | Place management | Community relations and

development | Youth programs | Community grants administration | Environmental, biosecurity and natural resource management | Sustainability and climate change planning | Social planning and strategy | Health and food safety compliance | Local law regulation and education | Stock route network management | Regulatory and building compliance | Planning and land use and development | Native title | Community Hub operations - integrated customer, museum, arts and library services | Community leasing | Commercial operations | Committee management | Community-orientated Advisory Committees

ENGINEERING AND INFRASTRUCTURE

Parks and gardens | Engineering design and projects | Roads and drainage service | Plant and fleet management | Depot management | Infrastructure planning | Roads construction and maintenance | Corporate properties and tenancy | Company housing

WATER AND WASTE

Water and wastewater network | Water supply operations | Wastewater collection, transport, storage and treatment operations | Treatment and supply of recycled water | Water and wastewater infrastructure planning, design, construction, maintenance and investigations | Water product quality management | Waste management | Water treatment and network distribution | Asset renewals, operations and maintenance | Dam safety inspections | Kerbside waste and recycling collection | Operation and maintenance of Waste Management Facilities | Reuse and recycling of selected materials

assessment snapshot



2022-23 SNAPSHOT

The following provides a snapshot of how we performed in our projects and activities in 2022-23:

For more information, please visit Council's website: isaac.qld.gov.au to view the quarterly performance reports.

	Completed	On Target*	Monitor	Not Met/ Below Target	Did Not Proceed	Total
Communities	13	1	2	8	1	25
Economy	10	2	1	7	1	21
Infrastructure	19	1	0	11	1	32
Environment	11	0	2	7	0	20
Governance	30	2	1	12	1	46
Total of Corporate Plan/ Operational Plan Links	83	6	6	45	4	144
	58%	4%	4%	31%	3%	100%

*does not include actions on target to meet project planning post 30 June 2023.

For more information, please visit Council's website: isaac.qld.gov.au to view the quarterly performance reports.

our people



RECOGNITION OF SERVICE

Council is committed to recognising the long and valued service of its people. Council celebrated with employees who reached milestones of 5, 10, 15, 20, 25, 35 and 45 years of service. Council's longest serving employees between them shared 110 years of dedicated service towards building a better Isaac. In 2022-23 we recognised:

- 45 years of service: Desley Jeffs
- 35 years of service: William Bruggemann
- 25 years of service: Allan Greenough
- 20 years of service: Nadine Cluff, Donna Skinner and Linda Esquire

WORK EXPERIENCE PROGRAM

Council hosted 11 work experience students across libraries, engineering, systems, trades, customer service, information and communication technology, safety, human resources and business administration.

DEVELOPING OUR LEADERS

Leadership development equips our employees to make a difference not only in the workplace but in their community. Some highlights included:

- Implementation of internal Leading and Managing Program
- Development of our leaders through programs including Ignite, Propeller, Women and Leadership
- Development of people focused initiatives

ANNUAL EDUCATION AND CAREER PATHWAY EXPO

The Education and Career Pathway Expo hosted by Moranbah State High School is an excellent way for students across the Isaac region to engage in meaningful discussions with education providers and employers. Council engaged with students to give an overview of Council careers and our Apprentice and Trainee Program, along with hosting presentations throughout the day.

LGMA RURAL MANAGEMENT CHALLENGE

Isaac Energise-Hers competed in the Rural Management Challenge in November 2022 with a team comprising of Amanda Bendle, Elizabeth Strauss, Tenelle Bird and Kayler Comerford along with team mentor Zoe Behrendt in Rockhampton, giving their all to the competition and performing



their best on the day. Acknowledgment to Melissa Clifford-Death for her support with the challenge.

MENTOR PROGRAM

The 2022–23 cohort consisted of six pairings from different areas of Council. The mentoring program offers employees the opportunity to grow, improve and enhance their skills for current and future work.

TRAINEE AND APPRENTICESHIP PROGRAM

The 2023 intake of apprentices and trainees witnessed the engagement of nine new employees taking the advantage to live, work and invest in their local government futures. The program is part of creating career paths for those looking to expand their horizons in Local Government.

Apprentice and trainees were engaged in a number of areas including Plumbing, Electrical, Business, Human Resources, Information and Communication Technology and Water Operations.

Council’s 2023 Energise Your Career trainee and apprentice program is proudly funded by the Queensland Government through the Skilling

Queenslanders for Work program. Council continues its commitment to the development of our community through apprenticeships and traineeships.

QUEENSLAND TRAINING AWARDS

Tenelle Bird was the winning finalist at the 2023 Queensland Training Awards – Central Queensland Bob Marshman Trainee of the Year.

Tenelle advanced to the State Queensland Training Awards representing Central Queensland.

GRADUATE AND VACATION PROGRAM

A focus area for graduates this year has been the matching of graduates to mentors and to engage with all levels of Local Government.

Council has supported graduates and vacation students in Engineering and Town Planning.

The Council graduates and vacation placements seized the opportunity to develop their skills, acquire real work experience and further their training and development.

celebrating our communities

CITIZENSHIP CEREMONIES

The Isaac region is a wealth of opportunity and diversity. It embraces people from all over the globe to accessing the wealth and prosperity of the region and making a home for themselves and their families. During the 2022-23 financial year, 43 new Australian citizens were welcomed into the Isaac region.



AUSTRALIA DAY AWARDS

A Clermont cattle grazier who shot to national TV stardom for building community bonds, a Nebo barrel racing champion and a rainbow gala event that is leading social change were among the major Australia Day winners in the Isaac region.

Frank Finger won the 2023 Isaac Region Australia Day Citizen of the Year award for his determination to the agricultural and tourism industry, love for his muster dogs and for sharing his stories with residents at MontCler.



Layne Deguara has been named the 2023 Young Citizen of the Year for her passion and dedication to her sport, local club and her community.

Moranbah Rainbow Collective's inaugural Rainbow Gala won the 2023 Community Event of the Year for breaking barriers and creating an inclusive and socially aware safe space.

2023 Corporate Contribution of the Year is Dysart News and Post for demonstrating a strong commitment to their continuous support of local groups, sporting clubs and events.



Former Isaac Regional Councillor and long-time Dysart resident Nick Wheeler accepted the 2023 Spirit of Isaac Award for 44 years of countless achievements and contributions to his community.

The 2023 Australia Day Awards is an Isaac Regional Council event assisted by the Australian Government through the National Australia Day Council.



Council held eight ceremonial events in seven towns announcing 51 award winners on 26 January 2023.



**2022-23
EVENT HIGHLIGHTS**

JULY Middlemount Races

AUGUST NAIDOC Celebrations



SEPTEMBER Mayor's Charity Ball

OCTOBER Nebo Bush Poets



NOVEMBER Moranbah Miners' Memorial

DECEMBER Christmas Lights Competition



JANUARY Australia Day

FEBRUARY Mayor's Breakfast



MARCH Inspiring Women in Isaac

APRIL Anzac Day



MAY Clermont Show - the Isaac region's show

JUNE St Lawrence Wetlands Weekend



ON TARGET / COMPLETED

- ✔ Deliver library programs and services
- ✔ Facilitate, support and deliver a calendar of events and programs which celebrate the Isaac region, its diverse communities and interests in partnership with external community groups and organisations
- ✔ Provide culturally supportive and historically relevant museum and gallery services at regional venues
- ✔ Collaborate on cultural development through initiatives such as Regional Arts Development Fund
- ✔ Administer Annual Community Grants Program (18 Minor Grants, 16 Major Grants)
- ✔ Continue to deliver the COVID-19 Strategic Recovery Plan
- ✔ Deliver best practice community engagement initiatives
- ✔ Maintain wellbeing check-ins with local businesses to inform strategies
- ✔ Plumber provides customer responses on same business day



BELOW TARGET

- ✘ 50% of population that are library members (currently 28% completed)
- ✘ Moranbah Community Centre revitalisation (tender stage)*
- ✘ Regular audits of Council's aquatic centres
- ✘ Implement the Community Education and Compliance policy regime
- ✘ Identify priorities from Youth Unmet Needs Study*
- ✘ Adopt a Social Infrastructure Strategy
- ✘ Develop and implement Council's Reconciliation Action Plan* (currently 55% completed)
- ✘ Investigate MiWater system enquiries and provide customers a response in less than seven business days



* refers to activities carried over to 2023-24

Isaac will have resilient, connected and diverse communities whose lifestyles and wellbeing are supported and whose regional identity is cherished



SOCIAL SUSTAINABILITY POLICY

To keep pace with the changing world around us, our communities need to adapt and grow in a manner that harnesses their full potential to thrive on the back of major project and infrastructure investment.

Further to this, Council is beholden to itself to ensure the broadest view is taken on community interests and wellbeing for now and into the future in decision-making on infrastructure and service delivery. In light of this, Council's adopted Social Sustainability Policy outlines its aspirations for an Isaac region which:

- Recognises community needs for infrastructure and services through normative, felt, expressed and comparative lenses;
- Encourages strategic thinking and advocacy to recognise the eight dimensions of social sustainability as an integrated whole, and ensures social sustainability is not isolated from conversations about economic growth; and
- Sees net benefits returned to communities during major project investment, development, delivery and end-of-life processes.

INSPIRING WOMEN IN ISAAC

Inspiring Women in Isaac had a record smashing year for nominations. A total number of 104 nominations for 84 nominees were received for women of all ages to recognise the inspiring, empowering and energising women in our region

who make a difference to their communities. In Dysart, a posthumous recognition for the late Rosslyn Sigvart was announced for her dedication, compassion and caring nature towards her family, nursing and community.

COALFACE ART GALLERY

Moranbah's Coalface Art Gallery was host to several exhibits in 2022-23 including:

- *The Moranbah Miners' Memorial Community Exhibition*, developed with Moranbah miners of years gone by, workers of today, kids in our local schools, community organisations and leaders of working-class men and women past, current and emerging;
- A private collection of historical military memorabilia as a moving tribute to Australian and New Zealand service personnel;
- *Asia Pacific Video*, on loan from the Queensland Art Gallery | Gallery of Modern Art;
- The *Zoonoses* exhibition showcasing the artworks of artist Nicola Hooper;
- *Light on Landscape*, featuring paintings by artist Lyn Laver-Ahmat; and
- *Then and Now: Celebrating the QCWA in Moranbah*, curated by members of the Moranbah branch of the Queensland Country Women's Association.

Dysart Art Space also hosted the *Australia Wide Eight* exhibition.



SENIORS MONTH

The month-long celebrations in October were a chance for all residents to recognise the knowledge, experience and value that older Isaac residents bring to the region.

A program of 13 free events and activities were held in Carmila, Clermont, Dysart, Glenden, Middlemount, Moranbah and Nebo. Seated and floor yoga, scam awareness, an art workshop, trivia and games, digital literacy and a cyber security workshop, technology session, macrame workshop and bingo were the activities held regionally.

NAIDOC CELEBRATIONS

The theme of NAIDOC Week 2022 was *Get Up! Stand up! Show up!* In Middlemount, Dysart and Moranbah, community members joined Barada Barna Peoples for traditional dance displays and performances from local students.

The importance of the Widi People was recognised at Nebo State School with a school parade and activities. Glenden NAIDOC celebrations were hosted at the Glenden State School with students painting, dancing, cooking and learning about historical artefacts.

In Clermont, the community event saw Wiridi Peoples host a flag raising ceremony and traditional dance displays. An educational day, focusing on wetlands and their importance, with a host of interactive activity stations at the Isaac Coastal NAIDOC celebrations.

NATIONAL RECONCILIATION WEEK

The theme for National Reconciliation Week 2023 was *Be a Voice for Generations*. In June 2023, Council partnered with the Wangan and Jagalingou to join in a Yarning Space, at the Wangan Cultural site, Clermont.

REGIONAL ARTS DEVELOPMENT FUND

Local artists and community groups were encouraged to take advantage of \$45,000 in grant funding made available through a Queensland Government and Isaac Regional Council partnership.

The Regional Arts Development Fund (RADF) promotes the role and value of arts, culture and heritage as key drivers of diverse these inclusive communities and strong regions such as Isaac.

Delivered via three rounds, the intention of the grants was to help re-energise arts to power our communities by improving our health and sense of wellbeing and provide opportunities for cultural tourism that feeds creative industry development.

MAYOR'S CHARITY BALL

A 300-strong crowd gathered at the sold-out 2022 Mayor's Charity Ball held at the Moranbah Community Centre on September 2022.

The ball raised over \$105,000 to support on-the-ground mental health initiatives for residents in the region thanks to the Isaac Regional Charity Fund and valued sponsors.

Isaac will have resilient, connected and diverse communities whose lifestyles and wellbeing are supported and whose regional identity is cherished



ON TARGET / COMPLETED

- ✔ Develop, through engagement, the Isaac Region business alliance network*
- ✔ Implement and support residents, community and business through the COVID-19 Strategic Recovery Plan
- ✔ Delivery of Economic Development Strategy Framework Action Plan priorities
- ✔ Deliver Small Business Month program
- ✔ Engage in business development planning for the J.R. Turner Saleyards in Clermont
- ✔ Implement the Tourism Strategy marketing project planning
- ✔ Town entry signage
- ✔ Raise the Isaac region's tourism profile
- ✔ Continue promotion of Isaac businesses through the Shop Isaac program
- ✔ Support through Council's Local Preference Policy



BELOW TARGET

- ⊗ Deliver Stage 2 of the Clermont Saleyards and Showgrounds Revitalisation Project*
- ⊗ Delivery of the Nebo Showgrounds Master Plan*
- ⊗ Develop the Theresa Creek Concept Development Plan*
- ⊗ Implement Investment Attraction Framework*
- ⊗ Develop land sale strategy for Council residential land developments*
- ⊗ Tourism Trails initiative*
- ⊗ Tourism signage program*



NOT PROCEEDING

- ⊗ Delivery of the Land Development Advisory Committee Work Plan

* refers to activities carried over to 2023-24

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

ST LAWRENCE WETLANDS WEEKEND

Nearly 3,000 visitors and locals enjoyed the First Nations, foodie and nature adventures at the award-winning three-day, St Lawrence Wetlands Weekend in June 2023.

With 167 camp sites and 27 glamping sites occupied, attendees enjoyed 43 different stalls showcasing an array of food, art, educational and uniquely sustainable trinkets, the festival features on the It's Live! in Queensland events calendar.

The event was proudly brought to the region by Isaac Regional Council in partnership with the community and supported by the Queensland Government through Tourism and Events Queensland.

SHOP ISAAC

This region-wide campaign is designed to support local businesses and encourage residents and industry to shop in our local communities.

Shop Isaac's buy local program has produced more than \$730,000 loaded on cards to be redeemed at local businesses.

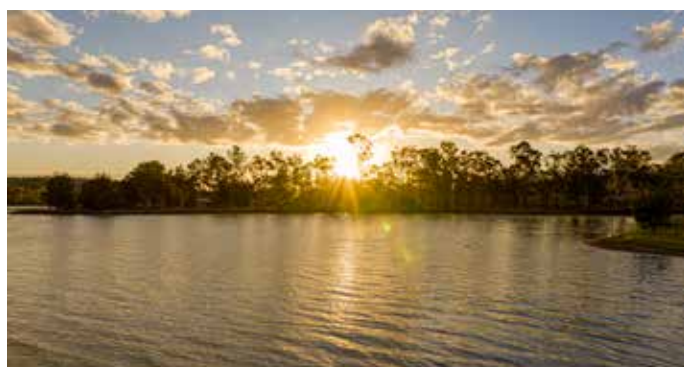
The 2022 Shop Isaac Christmas competition received more than 300 entries with social media posts reaching over 28,000 people.

THERESA CREEK DAM

Theresa Creek Dam, a family favourite near Clermont, is a core social and economic pillar. Early 2023, public consultation was utilised to assist Council in understanding the usage, areas and benefits the dam provides.

Residents and visitors had their say to help chart the next phase of one of Isaac region's premier recreational hubs which was built 40 years ago.

The Theresa Creek Dam Concept Development Plan will be developed to focus on the recreational assets of the dam and to help build a management strategy for the next 20 years.



CLERMONT SALEYARDS AND SHOWGROUNDS REVITALISATION MASTER PLAN

The Clermont Saleyards and Showgrounds Revitalisation Master Plan articulates adaptive pathways for economic, social and community development for Clermont and the region.

Stage 2 of the \$3.2 million major community and agricultural precinct project was funded through the Australian Government’s Regional Recovery Partnerships.

Highlights from this stage included the saleyards area second draft, rodeo ring renewal, yard renewal and elevated walkway platforms and the southern pavilion refurbishment.

This platform of continued investment has delivered a strong year for throughput of stock with more than 60,000 head of cattle processed through the J.R. Turner Saleyards in 2022-23.

COPPERFIELD STORE

The original grocery items at the old Copperfield Store capture a moment in time. Breakfast cereal, tins of biscuits and cakes, herbs and spices, and even sheet music line the shelves as if time stood still back in 1974 when the store closed.

The store is the last remaining building on what was once the bustling main street of Copperfield, a thriving frontier town of over 2000 people, and home to Queensland’s first large-scale copper mine.

The current store building was constructed in 1927, on the site of Howard Smith’s original newsagency. Smith arrived in Copperfield in 1869, and became a prominent figure in the Copperfield community.

Upon his death, the store passed to his daughter, Lilian Mabel Duncan, and remained in the Duncan family until 1974 when it ceased operation as a general store, many decades after the town of Copperfield had disappeared.

Now, thanks to a preservation project, Isaac Regional Council has installed multiple, tamper proof, viewing



windows around the building, to share a glimpse into the colourful past of Copperfield. Access is closed to the public to help protect the structure and keep visitors safe. Council has made all efforts taken to preserve this snapshot of history in the Isaac region. This project was delivered by Isaac Regional Council under the Australian Government’s Local Roads and Community Infrastructure Program.

TOURISM AWARDS

Isaac again stamped its star power in front of nearly 200 people at the Entertainment and Convention Centre at the 2022 Mackay Isaac Region Tourism Awards.

The Wetlands Weekend received yet another gold award, but this time in the Outstanding Regional Event category. Clermont Historical Centre took home gold in the Outstanding Tourism Attraction category for its *Faces of the Peak Downs* exhibition.

The exhibition focused on the town’s history, the families who have lived there for generations, and the pioneers who built our communities. This win was made possible through the longstanding partnership between volunteers and Council staff. Another fantastic win for the Isaac region was from

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



Clermont local, Michael Pugh who took home gold in the Outstanding Volunteer Individual category. His not-for-profit group Central Queensland Hike and Explore won silver for Outstanding Volunteer Group.

These are exceptional wins as Mr Pugh and his crew of volunteers work hard to promote the Isaac region's rugged beauty.

A group of graziers who brought the Homestead at Lotus Creek back to life received a special mention from the tourism body on the night.

Another special mention was given to the region's biggest and beloved Nebo Rodeo which continues to bring social and economic prosperity to the Isaac annually.

St Lawrence Wetlands Weekend was also awarded bronze at the Queensland Tourism Awards in the Festival and Events category at the Brisbane Entertainment and Convention Centre in October 2022.

ROAM YOUR OWN WAY TOURISM CAMPAIGN

The Isaac region is one of the most visited places for business in Australia due to the major resource,

renewables, and agricultural industries. Council in collaboration with Mackay Isaac Tourism developed a tourism campaign designed to showcase a region that's more than mining.

Roam Your Own Way was launched in June 2023 to encourage locals and visitors to explore the road less travelled with self-guided drive itineraries.

COOPERATIVE RESEARCH CENTRE OF TRANSFORMATION IN MINING ECONOMIES

Council became a supporting participant to the Cooperative Research Centre of Transformation in Mining Economies, to progress the transformational project of sustainable resource communities through open-cut mining rehabilitation.

THE SMALL BUSINESS FRIENDLY PROGRAM

Council joined the Small Business Friendly Program in 2022-23 to help its role in supporting small businesses.

By bringing people together around a common goal, the program aims to enhance the operating environment for small businesses and provide the opportunities they need to thrive.



ON TARGET / COMPLETED

- ✓ Deliver annual Transport Infrastructure Program maintenance works
- ✓ Implement Recreation and Open Space Strategy
- ✓ Complete footpath renewal and extension works
- ✓ Continue to liaise, consult and strengthen relationships with key stakeholders for emergency management
- ✓ Continue new and replacement/maintenance program of flood monitoring cameras
- ✓ Continue to enhance the Capital Works Program development process (Project Accountability Gateway)
- ✓ Develop a Roads and Transport Infrastructure Management Plan
- ✓ Sewer main breaks, chokes, blockages (target: less than 40 per 100km, per annum)
- ✓ Sewerage complaints – overflow on properties and odour (target: less than 15 per 1,000 connections, per annum)
- ✓ Review and report Drinking Water Quality Management Plan
- ✓ Whole of Region Landfill Plan
- ✓ Review of 2020–25 Waste Management Strategy
- ✓ St Lawrence Water Supply and Security Study
- ✓ Produce System Leakage Management Plan

BELOW TARGET

- ✗ Implement the Roadside Vegetation Management Strategy*
- ✗ Deliver the annual Road Infrastructure Capital Works Program*
- ✗ Lighting upgrades to parks, sporting fields and precincts
- ✗ Develop Residential Housing Strategy (incorporating the long-term acquisition and disposal plan)
- ✗ Develop a TV/Radio service transition strategy (coastal regions)
- ✗ Maintain 5-10 year residential facility upgrade and renewal program
- ✗ Compliance with the Australian Drinking Water Quality Guidelines (target: less than 5 reportable incidents per annum)
- ✗ Compliance with Environmental Authority – wastewater services (target: less than 5 reportable incidents per annum)

NOT PROCEEDING

- ✗ Hydraulic modelling of sewer networks

* refers to activities carried over to 2023-24

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



ISAAC AQUATIC FACILITIES CAPITAL WORKS

More than \$1.1 million in capital works was undertaken in the 2022-23 financial year for the region's swimming pools and connected car parks.

These projects included significant civil works and amenities refurbishments at Clermont Swimming Centre and Middlemount Pool plus pool safety fencing upgrades for Nebo, Moranbah, and Glenden swimming pools.

It also included the finalisation of the replacement of the Greg Cruickshank Aquatic Centre children's water park.

These funds are a representation of Council's positive commitment to the wider community to maintain all assets to a high standard and create a safe and inviting destination for all to share.

A number of these projects were proudly funded by the Australian and Queensland Governments in association with Council.

NEBO PRECINCT REVITALISATION PROJECT

The Nebo Precinct Revitalisation's intent is to create an active and engaged space where local residents can visit the library, museum, hall and customer service.

It is also a place to engage in community programs and events, all in the one location with linkages to the Nebo Memorial Hall and Historic Nebo Museum.

The project was delivered by Isaac Regional Council under the Australian Government's Local Roads and Community Infrastructure Program.

ST LAWRENCE RAW WATER MAIN UPGRADE

For the Isaac Coast and its water security, Council is committed to delivering the two-year \$1.7 million St Lawrence Water Storage and Raw Water Main Project.

This upgrade has been identified as critical to ensuring that local residents and visitors have access to water and also to enhancing economic development in the area. The installation of 1.2km of water main, from the east side of the Bruce Highway to the weir dam pump station, is underway and nearing completion in 2023.

The project also includes the installation of the new raw water reservoir beside the existing treatment plant, which is expected to be completed by mid-2024. This project was proudly funded through the Queensland Government's Local Government Grants and Subsidies Program in association with Council.

ROAD INFRASTRUCTURE AGREEMENTS

Through entering into agreements with industry, Council ensures that the community is not burdened by increased rates or use of depreciation.

This ensures the user of the infrastructure is paying for the benefit they receive. Council continues to be supportive of the sustainable development of industry and that includes the responsible mitigation of impacts to the local road and transport network. This includes either financial contributions from industry, such as mining, that directly support road and transport infrastructure, and/or entering into infrastructure agreements that obligate mining proponents to maintain roads at a standard or contribute funds to Council.

ROAD AND BRIDGE INFRASTRUCTURE RENEWAL AND UPGRADES

Council continues to maintain the view that road infrastructure and maintenance represent a core service with a massive impact on safety, travel time, flood access, freight and business throughout the region.

A total of \$11.9 million was allocated for roads, drainage and major infrastructure during 2022-23.

One of the major projects was the delivering of the \$2.35 million rural resheeting program.

It included various sections of Lotus Creek Road, Wuthung Road, Collaroy Tierawoomba Road, Collaroy Killarney Road, McKenzie River Capella Road and Landells Road.

Another project was the \$1.19 million rural pavement stabilisation rehabilitation program which included works along various sections of Peak Downs Mine Road, Saraji Road, Barmount South Road, Barmount Road and Greenhill Road.

Other major projects included:

- \$3.86 million: Regional Surface Renewal Program for the renewal of bituminous surfacing on the sealed road network to improve the running surface and reduce reactive maintenance.
- \$868,000: Floodway Upgrade Program constructing concrete floodways at strategic locations to improve access in wet weather and reduce reactive maintenance costs.
- \$226,000: Gravel upgrade of sections of Colloroy Killarney Road to improve access in wet weather and reduce reactive maintenance costs.
- \$35,000: Drapers Lane stop, drop and go at Dysart Primary School to improve safety and minimise impact on traffic in the immediate area.
- \$18,000: Greenhill bus shelter replacement to provide a safe area sheltered from the weather for school children.

UPGRADES TO COMMUNITY FACILITIES

A total of \$1.26 million in capital works have been



undertaken across Council's community facilities during 2022-23.

These works included but were not limited to:

- Clermont Civic Centre air-conditioning upgrade;
- Dysart Civic Centre car park partial upgrade and partial replacement;
- Dysart Civic Centre air-conditioning upgrade and facade renewal.

These facilities are the social cornerstone for communities, hosting dance performances,

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



events, conferences, workshops and many other community gatherings.

During the refurbishment of these facilities, energy efficient plant and electrical equipment were utilised.

These projects were made possible by the Queensland Government in association with Isaac Regional Council.

PIONEER ROAD PAVE AND SEAL PROJECT

About 10km of Pioneer Road has been upgraded in

a \$3.03 million pave and seal project during 2022-23. Council used subcontractors from the local area and adjoining local government areas to create significant work opportunities.

The extent of works was developed in consultation with the Mistake Creek State School and the local community.

The works were predominately gravel pavement overlaying the existing road alignment and bitumen seal.

The project was jointly funded by the Queensland Government and Isaac Regional Council.

ON TARGET / COMPLETED

- ✓ Isaac Regional Council Planning Scheme implementation and review
- ✓ Undertake detailed flood hazard studies for coastal and inland communities
- ✓ Develop and implement a Community Education and Compliance Program
- ✓ Revise Irrigation Management Plan – Nebo
- ✓ Implement Theresa Creek Dam Catchment Management Plan
- ✓ Comprehensive Theresa Creek Dam safety review
- ✓ Environmental Authority compliance for landfills and transfer stations (target: less than 5 reportable incidents per annum)
- ✓ Implement Recycled Water Strategy

BELOW TARGET

- ⊗ Finalise the Biosecurity Strategy to implement the Biosecurity Plan 2020-2023*
- ⊗ Implement actions of the Social Infrastructure Framework and Social Sustainability Action Plan*
- ⊗ Develop and adopt a Corporate Sustainability and Regional Resilience Policy and Strategy
- ⊗ Implement a reduction of illegal dumping campaign*
- ⊗ Develop and implement engaging education and awareness program to ensure the community is aware of both the rules that apply throughout the region and for which Council has a regulatory or enforcement function*
- ⊗ Conduct Theresa Creek Dam wall survey
- ⊗ Less than 25% of all Council-managed waste diverted from landfill

* refers to activities carried over to 2023-24



SAFE HOUSEHOLD BATTERY DISPOSAL

Council has joined forces with Ecobatt and now offers battery recycling buckets and bins across all our Waste Management Facilities, libraries and administration offices.

Ecobatt specialises in the safe collection, processing and recycling of battery products. There are no fees to dispose of batteries and all battery types are accepted.

RESPONSIBLE WASTE DISPOSAL AND ILLEGAL DUMPING MANAGEMENT

To encourage responsible domestic waste disposal, Council ran Domestic Waste Amnesty Days at Clermont, Dysart, Moranbah, Nebo, Middlemount, Glenden, St Lawrence, Carmila and Greenhill.

Council collected 725 unwanted items, weighing in at 29.3 tonnes. The most popular items for disposal were tyres (540 items) and fridges, freezers and air conditioners, grouped together as gassed whitegoods (101 items). The days were delivered in line with the Illegal Dumping Management and Intervention Plan adopted by Council in November 2022.

PAWS-ITIVE BLUEPRINT FOR RESPONSIBLE DOG OWNERSHIP

Council has many programs in place to support responsible dog ownership. In March 2023, there was a Chip 'N' Check program where Council issued 48 free microchipping vouchers.

The program offered free microchipping to eligible residents of the Isaac region via a voucher system, redeemable at one of our five partner veterinary practices at seven clinic locations.

Council also gave away multiple Shop Isaac gift cards for the dog desexing incentive draw to encourage responsible pet ownership and to reduce the incidence of wandering.

FLYING FOX MANAGEMENT

Council recognises the need for flying foxes to be managed in a way that both addresses community expectations around public amenity, and the

longterm conservation of these important, protected native species.

Council received funding from Round 2 of the 2021-24 Flying-Fox Roost Management in Queensland Program through the Department of Environment and Science to deliver three projects:

- Hoods Lagoon Roost Management Plan
- Vegetative mapping of Urban Flying Fox Management Areas
- Improving the uptake of flying fox messaging

The three projects are being delivered to better manage Council's and the communities' cohabitation with flying foxes, which includes proactive planning for Hoods Lagoon and improved community messaging and information around preparedness and management of flying foxes on private property.

Development of the Hoods Lagoon Roost Management Plan will help guide decisions about the future management of the park and roost.

This includes the ongoing management of the site as a roost, considers actions to mitigate roost impact and address community concerns such as moving playground equipment, layout change to Centenary Park or sheltering of footpaths in sections.

The project also involves the development of vegetative mapping which includes desktop analysis using satellite imagery and GIS analysis to identify high-risk locations (based on vegetation type, size and density) for flying fox incursions within Council's urban areas. This information will assist Council to proactively engage with landowners who are at-risk of flying foxes locating to within their private property and to encourage vegetation management practices.

The funding will also support a holistic review of Council's previous community messaging regarding flying foxes. This review will ensure that Council's messaging is contemporary and that the community are actively engaged and educated regarding flying fox management in the Isaac region.

GREAT BARRIER REEF ROAD RUN OFF PROJECT

Isaac Regional Council is participating in the Cleaner Road Runoff research project which monitors unsealed roads and their impact on water quality at test sites.

Fine sediments washed from unsealed roads and drains is one of the three greatest water quality risks to the reef, reducing light to seagrass beds and inshore coral reefs.

It is estimated on average 25mm of road material washes off the top of 38,000km of unsealed roads in the reef catchment every year.

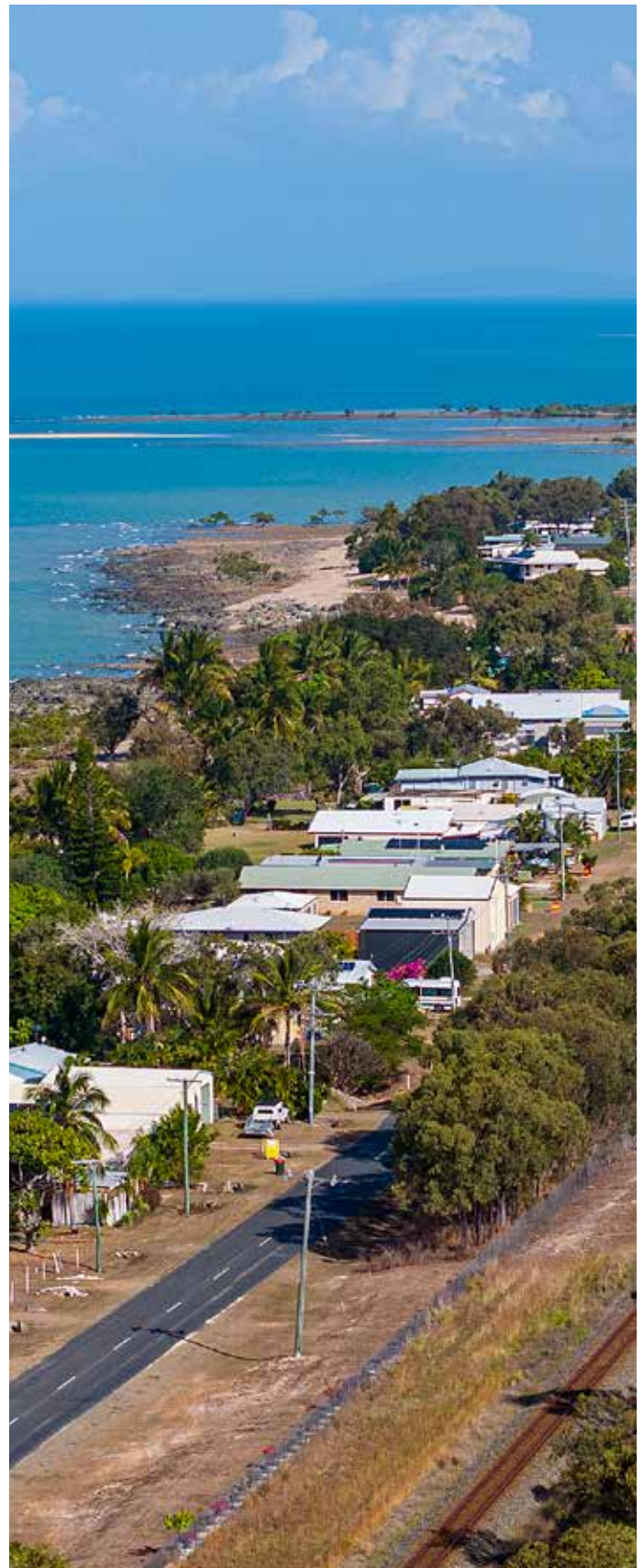
Isaac has 2,100km of unsealed roads that span the Fitzroy, Burdekin and Styx River and Plane Creek catchments.

Different drain profiles and treatments are being trialled at seven sites along Wuthung Road including flat bottomed drains, sediment dams and polymer treated road that 'glues' the finer sediments in the road together.

During rain events large enough to move sediment, automatic samplers begin pumping the water from the drain into a sample tube that is collected and sent to Griffith University for analysis.

The Cleaner Road Runoff project results are expected to form the basis of guidelines to improve road design and maintenance to reduce sediment run off. It will also determine if unsealed roads contribute significantly to the sediment flowing to the Great Barrier Reef and assist Councils advocating for funding to seal roads in their network.

The Cleaner Road Runoff Project is funded by the partnership between the Australian Government's Reef Trust and the Great Barrier Reef Foundation with support from Griffith University, IPWEAQ, Department of Environment and Science, Office of the Great Barrier Reef and participating Councils and runs until May 2024.



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



PROTECTING OUR ENVIRONMENT

Council recognises the environmental, social, economic, cultural, and amenity values that wetlands provide across the region.

Aquatic weed control has been a key focus of Council, with the free-floating aquatic weed *Salvinia Molesta* covering Hoods Lagoon in Clermont and affecting water supply in St Lawrence.

Hoods Lagoon underwent physical weed removal to remove the weed blanket from the lagoon and ongoing management will be required for the next 10 years to achieve complete eradication.

Water quality is being tested throughout the management process and is being used to guide best management decisions.

Salvinia weevils (*Cyrtobagous salviniae*) are being raised in a newly developed environmental laboratory as a supplementary biocontrol with releases occurring around St Lawrence and Clermont.

Feral pigs (*Sus scrofa*) continue to impact our wetlands and rivers and our beef and cropping enterprises by reducing water quality, destroying crops, and spreading disease.

Isaac Regional Council partnered with NQ Dry Tropics and Barcaldine Regional Council to engage with property owners in the Belyando catchment to form an aerial shooting syndicate.

Round one of the shooting program was completed and 879 feral pigs destroyed in March 2023.

Council engaged with the Koinmerburra Indigenous Corporation and Conservation Volunteers Australia to support the regeneration of the iconic St Lawrence wetlands as part of the Healing Mixing Water on Koinmerburra Country project.

The two-year project has so far undertaken ecological surveys, weed management and tree plantings as part of the St Lawrence Wetland Weekend.

Council will continue to look for new and innovative ways to manage wetland environments and continue to engage with stakeholders to achieve broader outcomes in aquatic health.





ON TARGET / COMPLETED

- ✓ Indigenous Land Use Agreement (ILUA) development and implementation with First Nations Peoples
- ✓ Maintain and implement workplace health and safety programs and activities
- ✓ Maintain and monitor of strategic and operational Risk Registers
- ✓ Conduct a plant and fleet review and develop a Fleet, Plant and Equipment Acquisition and Disposal Program (10-Year Replacement Plan and Strategy)
- ✓ Develop and adopt ICT, Digital and Data Strategy
- ✓ Review and adopt three-year rolling Internal Audit Plan
- ✓ Water rates notice errors due to incorrect data input (target: less than 5 per annum, per 1000 connections)
- ✓ Water main breaks (target: less than 40 per 100km, per annum)
- ✓ Incidents of unplanned interruptions (target: less than 70 per 1,000 connections, per annum)
- ✓ Water quality related complaints (target: less than 20 per 1,000 connections, per annum)
- ✓ Maintain interruptions due to capital works projects on essential services to a minimum



BELOW TARGET

- ✗ Develop new Community-Corporate Plan
- ✗ Systemic review of local laws*
- ✗ Review innovative customer service opportunities and develop a Customer Experience Strategy *
- ✗ Draft and implement Social Investment Prospectus and guideline*
- ✗ Continue to enhance the Enterprise Risk Management Framework reporting regime
- ✗ Facilitation of an internal audit program*
- ✗ Develop a Water Rates Five-Year Price Path
- ✗ Missed waste collection services (target: less than 10 per 5,000 services)

NOT PROCEEDING

- ✗ Establish integrated planning framework

* refers to activities carried over to 2023-24

Council will be a strong, ethical and effective advocate for the Isaac region, providing transparent and quality decision-making, and efficient and cost effective service delivery

ICT AND DIGITAL STRATEGY

Council has endorsed a five-year digital and data strategy which includes technology and process improvements across all areas of the organisation.

This will ensure all systems are integrated and Council can support its community and customers in streamlined and efficient services now and into the future.

CYBERSECURITY INCIDENT

Council was faced with a cybersecurity incident in late March 2023, with the malware attack confirmed on 1 April 2023. Council’s servers hosting critical IT services were immediately switched off.

Council’s Emergency Management Committee stood up to manage the incident and external incident response assistance was sought. In the interest of maintaining trust and accountability, Council elected to communicate developments both internally and externally. Manual processes were enacted to continue basic operations in relation to payroll, accounts payable, receipting and procurement.

Due to the encryption of servers, Council opted to rebuild its server environment. A series of security upgrades were introduced and access restrictions increased. To date, Council is comfortable that no core data was compromised or exported.

DISASTER MANAGEMENT

The Isaac Local Disaster Management Group (LDMG) continues to meet and further establish the Community Advisory Sub Groups across the region. The sub groups aim to broaden the LDMG activities across the region by developing strong relationships which are a vital connection to build the capacity for locally-led disaster response. Internally, the Infrastructure Resilience Working Group is addressing an action plan outlining disaster preparation and resilience activities that were identified through the Resilient Queensland projects undertaken by Queensland Reconstruction

Authority. This action plan will assist with planning for future projects to embed resilience and risk reduction into future investments, whilst matching them to funding opportunities as they emerge.

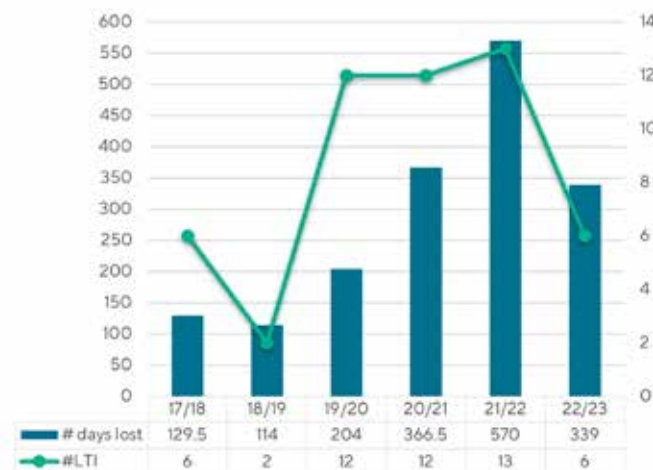
Isaac’s Fire Management Group facilitated by the Rural Fire Service met biannually with relevant stakeholders and state agencies to identify high risk areas and undertake hazard mitigation activities in Isaac communities.

HEALTH, SAFETY AND WELLBEING

Safety and Resilience has focused on integrating health and wellbeing initiatives into our management systems, to ensure that we are identifying and addressing psychosocial hazards and risks. This has seen a move towards a range of proactive or leading indicator activities for management to drive continuous improvement of our processes and provision of safe work practices.

There has been an overall reduction in our lost time injury rate and the number of days lost. We continue to monitor these trends, focusing on our leading indicators. Council actively supports worker’s health and wellbeing through our worker support (intervention) program and by supporting workers to return to work as soon as possible, for both work-related and non-work-related injuries.

Isaac Lost Time Injuries (LTI) days per month comparison



community grants

2022-23 ISAAC COMMUNITY GRANTS

In 2022-23 Council delivered and provided support to over 145 events and programs in the Isaac region.

Council provided \$350,219 through Isaac Community Grants Program in 2022-23 with a further contribution of \$105,000 budgeted funding for major community organisations, that deliver vital services, events and created connected, liveable and creative communities in our region.

BUDGETED FUNDING

Grant Recipient	Description	Amount
Clermont Rodeo and Show Society	The Clermont Show - The Isaac Region's Show	\$20,000
Capricorn Rescue Helicopter	Contribution to the operations of Capricorn Rescue Helicopter	\$15,000
Heart of Australia	Contribution to offset monthly travel expenses for the Heart of Australia service	\$15,000
CQ Rescue	Contribution to the operations of CQ Rescue Helicopter	\$55,000

Region's Show
ON
OSTER

SNORR
MOHS
WITTELSON



community grants

DIVISION 1 (RURAL CLERMONT AND GLENDEEN)

A total of \$31,643 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 1 community groups.



Grant Recipient	Description	Amount
Clermont Artslink	Clermont Gold and Coal Festival	\$2,500
Moranbah State High School P&C	The Education and Career Pathway Expo	\$1,143
Clermont Rodeo and Show (Hoch and Wilkinson)	Beef Expo	\$2,500
Clermont Men's Shed	Purchase and install new router	\$2,500
Twin Hills Race Club	Twin Hills Race Day	\$8,000
Life Church Clermont	Christmas in the Park	\$2,500
St Mary's Church Clermont	Christmas Fair	\$1,000
Twin Hills Rodeo and Show	Additional bathrooms for their events	\$1,000
Twin Hills Race Club	Rubbish removal	\$1,000
Moranbah and District Support Services	Star program	\$1,250
Twin Hills Campdraft	Christmas event	\$1,000
Glenden State School	School bursary grant	\$1,250
Twin Hills Gala Committee	New Year's Eve cocktail party	\$1,000
Twin Hills Rodeo and Show	Toilets for the Twin Hills Weekend	\$5,000



DIVISION 2 (DYSART)

A total of \$33,393 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 2 community groups.



Grant Recipient	Description	Amount
Moranbah State High School P&C	The Education and Career Pathway Expo	\$1,143
Dysart Kindergarten	Upgrades to premises	\$5,000
Moranbah and District Support Services	Star program	\$1,250
Dysart State School	School bursary grant	\$250
Dysart State High	School bursary grant	\$1,000
Dysart High School P&C	Valedictory celebrations	\$1,000
Dysart Gun Club	Upgrades to premises	\$4,000
Ciara Storch	Individual grant	\$750
Dysart Golf Club	Purchase of materials for repair jobs	\$1,000
Dysart Junior Rugby League	Entertainment for mental health round	\$1,000
Dysart Pony Club	Jumping clinic	\$1,000
Dysart Golf Club	Dysart Pro Am	\$5,000
Dysart Junior Rugby League	Dysart JRL Bulls and Barrels 50 Years Celebration	\$10,000
Dysart Pony Club	Gymkhana	\$1,000



community grants

DIVISION 3, 4 & 5 (MORANBAH)

A total of \$109,795 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 3, 4 and 5 community groups.



Grant Recipient	Description	Amount
Moranbah Campdraft	Septic pumping	\$1,000
Moranbah Arts Council	Roald Dahl	\$1,000
Moranbah Race Club	Moranbah Miners' Memorial Spring Races	\$11,500
Moranbah BMX Club	Canteen cooling	\$4,200
Moranbah Miners' Memorial	Moranbah Miners' Memorial Ceremony	\$7,500
ELAM (Emergency and Long Term Accommodation in Moranbah Inc)	Debutante Ball	\$2,300
4RFM (Rock FM Association)	Moranbah State High School defensive driving course	\$418
Oasis Life Church	Carols by Candlelight	\$7,500
4RFM (Rock FM Association, auspicing for Miners' Memorial)	Moranbah Miners' Memorial Ceremony	\$1,000
Gymnastics Moranbah	Casino Night	\$1,000
Moranbah Arts Council	Teddy Bears' Picnic	\$1,000
Oasis Life Lounge	School holidays activities	\$750
Moranbah State High School P&C	Year 12 formal	\$1,000
Moranbah Race Club	Concept drawings	\$5,000
Moranbah Miners' Memorial	In-kind donation	\$37.50
Moranbah Miners' Memorial	In-kind donation	\$493.40
Moranbah State High School	School bursary grant	\$1,000
St Joseph the Worker Parish	Christmas Fair	\$1,000
Moranbah East State School	School bursary grant	\$250

Grant Recipient	Description	Amount
Moranbah State School	School bursary grant	\$250
Moranbah Highlanders Swim Club	In-kind donation	\$840
4RFM (Rock FM Association)	Queensland Community Achievement Awards	\$1,000
Moranbah Community Workers Club	John Allen Golf Day	\$1,000
Moranbah Community Workers Club	Purchase of new rugby league goals at Darryl Bourke Oval	\$5,000
Moranbah Highlanders Swim Club	Movie night	\$1,000
ELAM (Emergency and Long Term Accommodation in Moranbah Inc)	Youth activity	\$1,000
Moranbah Rainbow Collective	Rainbow Gala	\$1,000
Moranbah Gymnastics	Easter Country Fete	\$1,000
Piper and Isla Earl	Individual grant	\$1,000
Moranbah Community Gardeners	Fencing for new community garden	\$5,000
4RFM (Rock FM Association)	Magazine paper	\$1,000
Moranbah Arts Council	Upgrades to premises	\$10,000
4RFM (Rock FM Association)	Traffic management for Moranbah May Day celebrations	\$9,825
Oasis Life Church	Youth Camp	\$5,000
Moranbah Rainbow Collective	Rainbow Gala	\$10,000
Moranbah Touch Football Association	Assistance in lighting repairs	\$4,191
Declan Baggow	Individual Grant	\$250
Moranbah Junior Motocross Club	Motocross events	\$990
Douglas Earl	Individual Grant	\$250
Billy Earl	Individual Grant	\$250
Moranbah Arts Council	Mr Snotbottom	\$1,000
ELAM (Emergency and Long Term Accommodation in Moranbah Inc)	Adventure Quest	\$1,000

community grants

DIVISION 6 (CLERMONT)

A total of \$78,887 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 6 community groups.



Grant Recipient	Description	Amount
Clermont Men's Shed (auspicing for Rotary)	Long Drive for Drought event	\$1,000
Clermont Artslink	Roald Dahl	\$1,000
Clermont Artslink	Clermont Gold and Coal Festival	\$2,500
Moranbah State High School P&C	The Education and Career Pathway Expo	\$1,143
Clermont Rodeo and Show Society (Hoch and Wilkinson)	Clermont Beef Expo	\$2,500
Clermont Men's Shed	Purchase and install new router	\$2,500
Life Church Clermont	Christmas in the park	\$2,500
St Mary's Church Clermont	Christmas fair	\$1,000
Clermont Clay Target Club	Annual two day shoot out	\$1,000
Clermont State High School	School bursary grant	\$1,000
Clermont Bowls Club	Annual Bowls Carnival	\$1,000
Moranbah and District Support Services	Star program	\$1,250
Clermont State School	School bursary grant	\$250
Clermont Artslink	Wombat Festival	\$5,000
QLD Blue Light - Clermont Branch	Bike safety program	\$998
Clermont Golf Club	10 golfing events	\$1,000
Clermont Rodeo and Show Society (Hoch and Wilkinson)	Beef Expo	\$5,000
Rotary Club Clermont	Movie Night	\$1,000
Clermont Race Club	Clermont Races	\$5,000



Grant Recipient	Description	Amount
Clermont Community and Business Group	Lily's Mission	\$5,000
Clermont Kindy Day Care	Facility renovations	\$5,000
Life Church Clermont	Kids Club Extreme	\$1,000
Clermont Golf Club	Three new signs	\$990
Clermont Netball Association	Annual Carnival	\$1,000
Clermont Pony Club	Campdraft School	\$1,000
Clermont Men's Shed (auspicing for Clermont Connect)	Purchase of equipment	\$10,000
Clermont Community Business Group	The Inaugural Outback Sailing at Theresa Creek Dam	\$5,000
Clermont State High School P&C	Community Trivia Night	\$5,000
Clermont ICPA (Isolated Children's Parents' Association)	Children's camp	\$5,000
Kilcummin State School P&C	Cultivating the Kilcummin community	\$3,256

community grants

DIVISION 7 (MIDDLEMOUNT AND PARTS OF MORANBAH)

A total of \$51,701 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 7 community groups.



Grant Recipient	Description	Amount
Middlemount Community Sports Association (MCSA)	Box Gully Trail Run	\$1,000
MCSA	Middlemount Junior Tennis Tournament	\$1,000
Middlemount Rugby League Football Club	Purchase of club equipment	\$595
MCSA	Netball Carnival	\$1,000
Middlemount Community School	School bursary grant	\$1,250
Middlemount Race Club	Middlemount Race Day	\$12,000
Moranbah State High School P&C	The Education and Career Pathway Expo	\$1,149
Moranbah Miners' Memorial	Moranbah Miners' Memorial Ceremony	\$2,500
Hinterland Community Care	Wellness Expo	\$1,000
Oasis Life Church	Carols by Candlelight	\$2,500
Middlemount Community Gardeners	Middlemount Pavilion Show	\$1,000
Moranbah and District Support Services	Star program	\$1,250
Middlemount Boxing and Fitness	Purchase of new equipment	\$3,114
MCSA	Christmas Carnival	\$5,000
Moranbah Miners' Memorial	In-kind support	\$12.50
Moranbah Miners' Memorial	In-kind support	\$164.50
MCSA	Embrace Kids swimming activity	\$1,000
Middlemount Rodeo	Rodeo and Campdraft events	\$5,000
MCSA	Equipment	\$3,266
Capella, Tieri, Middlemount Community Support Network Inc (CTM Links)	Middlemount Men's Health Week	\$5,000
Middlemount Junior Rugby League	Glow Party Fundraising	\$900
Middlemount Junior Rugby League	Women in League	\$1,000
CTM Links Middlemount	NAIDOC resources	\$1,000

Council does not facilitate a Councillor discretionary fund (s189) policy. Grants listed in Division 1 to 8 may include grants approved in the 2021-22 financial year and dispersed in the 2022-23 financial year.

DIVISION 8 (NEBO AND ISAAC COAST)

A total of \$44,800 was given in Major Grants, Minor Grants, Individual or Team Development Grants and School Bursaries to Division 8 community groups.



Grant Recipient	Description	Amount
Nebo ICPA	Nebo Slouch Hat Campdraft	\$1,000
Ilbilbie Hall Management	Melbourne Cup Luncheon	\$1,000
Nebo Community Sports and Recreation Club (NCS&RC)	Christmas Fair	\$4,000
Nebo Bushman's Carnival Inc (NBCI)	Nebo Slouch Hat Campdraft	\$8,000
NCS&RC	Charity Day	\$750
Valkyrie State School P&C	Mini Olympics and Fun Day	\$1,000
Nebo State School	School bursary grant	\$200
Broadsound Memorial Hall	Purchase of equipment	\$1,000
Carmila Sports Reserve	Purchase of equipment	\$1,000
Valkyrie State School	School bursary grant	\$250
Carmila State School P&C	100 Year Centenary celebrations	\$3,150
Moranbah and District Support Services	Star program	\$1,250
Carmila Sports Reserve Association Inc	Christmas Tree Event	\$2,000
Ilbilbie Hall Management	Melbourne Cup	\$786
Central Rodeo Cowboys Association	Annual Rodeo	\$1,000
Carmila State School	School bursary grant	\$250
Clarke Creek State School P&C	Cluster Swimming Carnival	\$914
St Lawrence State School	School bursary grant	\$250
St Lawrence Recreation Group	Campdraft	\$1,000
St Lawrence Public Sportsground Committee	Purchase and installation of new water tank	\$2,539
Nebo State School P&C	Purchase of equipment	\$3,061
NBCI	Nebo Cutting Show	\$3,300
Carmila Sports Reserve	Kid Fit Program	\$1,000
Nebo State School	School bursary grant	\$100
Nebo ICPA	Nebo Campdraft	\$1,000
NCS&RC	Christmas fair	\$5,000

legislative information





council meetings

Section 257(1) of the *Local Government Regulation 2012* requires Council to meet once a month to make decisions on governing the local government area of Isaac.

Council meetings are attended by the Mayor, Deputy Mayor, Councillors, the CEO, Directors, administration staff and other staff as required for assisting decision-making by Council.

Ordinary meetings are open to the public and are attended by members of the media, interested ratepayers/electors and community members.

Generally, Council's meetings are held in the fourth week of the month.

Council resolved in July 2018 to rotate the location of Council's ordinary monthly meeting around the communities of the region every second month.

The rotational schedule of meetings has been an opportunity for residents across the Isaac region to see the process of local government. Scheduled Ordinary Council Meetings are available on the website at <https://www.isaac.qld.gov.au/Your-Council/Council-Meetings>



SPECIAL MEETINGS

Council held four Special Meetings in 2022-23:

16 August 2022

- CONFIDENTIAL Tender Consideration Plan and the Award of Management Agreements for the Clermont and Middlemount Pools
- CONFIDENTIAL Nebo Swimming Pool – Management Arrangements – 2022-2025

21 September 2022

- Revised Meeting Details for the September 2022 and October 2022 Ordinary Meetings

28 November 2023

- Notifiable Road Use Agreement – Saraji South Mine to Saraji Mine Terms
- Local Roads and Community Infrastructure Program Round 3 Variation

22 March 2023

- 2023 Australian Local Government Association – National General Assembly – Isaac Regional Council Motions



DURING 2022-23, COUNCIL HELD 12 COUNCIL MEETINGS:

DIVISION	COUNCILLOR	ORDINARY MEETINGS	SPECIAL MEETINGS	STANDING COMMITTEE MEETINGS			
				CG&FS	E&I	PECS	W&W
Mayor	Cr Anne Baker	11	4	6	2	7	2
1	Cr Greg Austen	11	3		8		8
2	Cr Sandy Moffat	10	4	8	8	6	
3	Cr Gina Lacey	12	4		5	6	
4	Cr Simon West	11	4		9		8
5	Cr Kelly Vevea	11	2			6	6
6	Cr Carolyn Franzmann	12	2	7			7
7	Cr Jane Pickels	11	4	9	7	8	
8	Cr Viv Coleman	12	4	8	8	8	1

STANDING COMMITTEES

Council has four standing committees: Corporate, Governance and Financial Services Standing Committee (CG&FS), Engineering and Infrastructure Standing Committee (E&I), Planning, Environment and Community Services Standing Committee (PECS) and Water and Waste Standing Committee (W&W).



STANDING COMMITTEE MEMBERSHIP:

	CG&FS	E&I	PECS	W&W
July 2022 to June 2023	Cr Pickels (Chair)	Cr Pickels (Chair)	Cr Vevea (Chair)	Cr West (Chair)
	Mayor Baker	Mayor Baker	Mayor Baker	Mayor Baker
	Cr Moffat	Cr Austen	Cr Lacey	Cr Austen
	Cr Coleman	Cr Moffat	Cr Pickels	Cr Vevea
	Cr Franzmann	Cr Lacey	Cr Coleman	Cr Franzmann
		Cr West		

councillor conduct

Council is committed to the ethical principles and obligations contained in the *Local Government Act 2009* and *Public Sector Ethics Act 1994*.

Updates to the legislation over the years introduced a mandatory Code of Conduct for Councillors and new processes for complaint handling, including the introduction of the Office of the Independent Assessor to investigate complaints against Councillors. The subsequent amendments

to the *Local Government Act 2009* and *Local Government Regulation 2012* have resulted in a change to reporting requirements for Councillor Conduct matters.

Under section 186(1)(d), (e) and (f) of the *Local Government Regulation 2012* (LGR), Council's annual report must contain details of any orders and complaints about councillors during the financial year. Details for 2022-23 are as follows:

LOCAL GOVERNMENT ACT SECTION	LGR	NO.
Orders made under section 150I(2) of the LGA (misconduct)	LGR s186	0
Orders made under section 150AH(1) of the LGA (disciplinary action)		0
Decisions, orders and recommendations made under section 150AR(1) of the LGA		0
The name of each councillor for whom a decision, order or recommendation under section 150(I(2), 150AH(1) or 150 AR(1) of the LGA was made		0
A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors;		0
A summary of the decision, order or recommendation made for each councillor;		0
Complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government.	LGR s186 (1)(f)(i) – (iv)	0
Matters, mentioned in section 150P(3) of the LGA, notified to the Crime and Corruption Commission		0
Notices given under section 150R(2) of the LGA		0
Notices given under section 150S(2)(a) of the LGA		0
Decisions made under section 150W(1)(a), (b) and (e) of the LGA	LGR s186 (1)(f)(v) and s353	1

remuneration

EXECUTIVE REMUNERATION

Pursuant to the provisions of section 201(1)(a) of the *Local Government Act 2009*, the following summary shows the range of total remuneration packages payable for the 12-month period to 30 June 2023, for Council's senior executive employees.

Senior executive employees (the CEO, and senior employees reporting directly to the CEO) are engaged under fixed-term, performance-based contracts. The remuneration packages include base salary, superannuation, allowances, and non-monetary benefits, for example housing, vehicle and professional memberships.

Total of all Remuneration Packages Payable* \$ 2,421,853.00

Band \$200,000 - \$300,000	1
Band \$300,000 - \$400,000	5
Band \$400,000 - \$500,000	1

COUNCILLOR REMUNERATION AND EXPENSES

In accordance with section 186(1)(a) of the *Local Government Act 2012*, the below table reflects total Councillor remuneration including superannuation, and total expenses including mobile phone and vehicle allowances for the financial year.

DIVISION	COUNCILLOR	TOTAL REMUNERATION*	TOTAL EXPENSES**
Mayor	Cr Anne Baker	\$151,975	\$55,008
Division 1	Cr Greg Austen	\$79,650	\$3,687
Division 2	Cr Sandy Moffat	\$79,650	\$5,069
Division 3	Cr Gina Lacey	\$79,987	\$14,920
Division 4	Cr Simon West	\$79,650	\$2,298
Division 5	Cr Kelly Vea Vea [^]	\$93,708	\$18,660
Division 6	Cr Carolyn Franzmann	\$80,735	\$9,878
Division 7	Cr Jane Pickels	\$79,650	\$10,784
Division 8	Cr Viv Coleman ^{***}	\$79,655	\$27,517
		\$804,660	\$147,821

* Includes superannuation.

** Expenses cover mileage, mobile phone and representation at Council meetings, regional meetings, conferences and forums on behalf of Council, e.g. Local Government Association of Queensland Annual Conference, Greater Whitsunday Council of Mayors, LGAQ memberships, Mackay Isaac Tourism meetings, National General Assembly Function, Regional Housing Summit, Resource and Innovation Forum, Department of Resources QRIDP and Local Economic Opportunities Workshop.

*** Expenses includes reimbursement of private vehicle usage (large rural division) for Council business.

[^] Deputy Mayor

Council has an adopted Councillor Support (Expenses Reimbursement) Policy providing for the payment of reasonable expenses incurred, or to be incurred, by Councillors for discharging their duties and responsibilities as Councillors; and provision of facilities to the Councillors for that purpose. This policy is available on Council's website under Current Policies link or by visiting <https://www.isaac.qld.gov.au/Your-Council/Corporate-Information/Policies>

policy and audits

POLICIES

This section contains a range of information important to Council as an organisation, including statutory information and public interest disclosures required under the *Local Government Act 2009* such as key governance activities, rates, Council meetings and Councillor related information.

REVENUE POLICY

The revenue policy (adopted annually at the budget meeting) governs our revenue raising activities.

The policy provides details on how rates are levied and explains the differential rating system.

All utility charges are based on this policy, as well as special levies, rate remissions, recovery of overdue rates and charges, payments and discounts, cost recovery methods and the extent to which physical and social infrastructure costs for a new development.

INVESTMENT POLICY

The investment policy governs how Council will invest funds at the most advantageous rate of interest available at that time.

The order of investment activities shall be preservation of capital, liquidity and return.

The policy advises maximum amounts allowable to be invested within a particular institution.

DEBT POLICY

Loans are used to fund major capital and infrastructure works so that repayments are spread over a number of years, as they have extended used lives. Our Debt Policy details new borrowings, the purpose of the borrowings and repayment terms.

AUDIT AND RISK COMMITTEE

Council manages its risk via its Audit and Risk Committee.

The Committee oversees audit and risk assessment functions within Council. The main responsibility of the Audit and Risk Committee is to ensure:

- Key risk areas within Council are determined and controls are established to reduce or manage such risks

- Appropriate internal controls exist within Council's policies, processes and procedures
- The internal and external audit functions are effective
- The audit programs are sufficiently comprehensive
- Council's Annual Financial Statements are endorsed

As per the Audit and Risk Committee Policy and Audit and Risk Committee Charter, the Audit and Risk Committee consists of two independent members and two Councillors.

The members as at 30 June 2023 are:

- Mr Hayden Wright (Independent Chair)
- Mr Stephen Coates (Independent Member)
- Cr Gina Lacey
- Cr Sandy Moffat

Alternative Members:

- Cr Simon West
- Mayor Anne Baker (Ex-Officio)

Independent Chair Hayden Wright will come to the end of his term on July 2023.

Mr Wright has extensive experience as an audit committee member, being a member of several local government audit committees for a number of years. Mr Wright has executive level experience in local government and is the Principal of HGW Consulting.

Stephen Coates has been a member since July 2019 and has been a director of a number of private and not-for-profit organisations, as well as having a lengthy career in governance, risk and compliance, particularly as it relates to technology.

Mr Coates is involved with numerous audit and risk management committees in the public sector, both from a membership perspective and advisor. Council, in May 2021, endorsed the extension of Mr Wright and Mr Coates' tenure on the Audit and

Risk Committee for a further two years. All other Councillors are invited as guests to all meetings, as is the CEO and senior management who are required to report on matters of interest. The Committee meets bi-monthly, or as required for urgent matters.

INTERNAL AUDIT

During the 2022-23 financial year the following reviews were undertaken across Council:

- Water and Waste Regulatory Compliance
- Emergency Recovery and Planning including Business Continuity Management
- Stakeholder Engagement

Of these reviews, findings and recommendations arising are being actioned to facilitate business improvement and enhance Council's internal control environment. To facilitate the internal audit function, a panel of pre-qualified providers was endorsed by Council in May 2021, these are:

- KPMG
- O'Connor Marsden and Associates
- PKF Integrity Services; and
- Crowe

The above panel expired on 31 May 2023.

COMPETITIVE NEUTRALITY COMPLAINTS

During 2022-23 no competitive neutrality complaints were received under section 45(8) or notices given under section 49 of the *Local Government Regulation 2012*.

CHANGES TO TENDERS

During 2022-23 one invitation to change tenders under section 228(8) of the *Local Government Regulation 2012* was issued.

REGISTERS

Council maintains the following list of legislatively required registers:

- Asset Registers
- Councillor Conduct Register

- Delegations Registers (Administrative, Financial, Council to CEO, Mayoral)
- Local Laws Registers
- Registers of Interests (Councillors and related persons, Senior Executive Employees and related persons, CEO and related persons)
- Pre-Qualified Suppliers Registers
- Right to Information Disclosure Log
- Road Register
- Schedule of Fees and Charges

Other internal registers Council maintain include:

- Asbestos, Hazardous Chemicals and Hazardous Substances Register
- Building and Plumbing Register
- Cemeteries Register
- Commercial Use of Roads Register
- Conflict of Interest Register
- Contact with Lobbyists Register
- Contracts Register
- Development Applications Register
- Document Control Register
- Gift Register
- Instruments of Appointment / Local Government Worker Register
- Internal Audit Register
- Mine Agreement Register
- Penalty Infringement Notice Register
- Regulated Dog Register
- Surveillance Camera Register
- Trade Waste Application Register
- Water Supply Agreements Register

rates, charges and concessions

SERVICE FACILITY OR ACTIVITY EXPENDITURE

Council operates, in partnership with Smart Service Queensland, the Queensland Government Agent Program at Middlemount and Dysart.

BUSINESS ACTIVITIES

In accordance with section 45 of the Act, Council conducted the following business activities during the financial year:

- Saleyards and Showgrounds;
- Airport Services;
- Private and Recoverable Works;
- Community and Recreation Facilities;
- Water and Wastewater; and
- Waste Management*

*During the 2022-23 financial year, waste management continued to be a significant business activity as it exceeds the prescribed threshold.

A public benefit assessment was undertaken during the 2022-23 financial year which determined not to apply the competitive neutrality principle in relation to the significant business activity for the 2022-23 financial year.

RATES, REBATES AND CONCESSIONS

Section 119 of the *Local Government Regulation 2012* provides that Council may grant concessions for rates and charges. The local government may grant a concession only if it is satisfied one of the criteria in section 120 of the *Local Government Regulation 2012* is fulfilled. Council applied the following concessions for the reporting period:

SUMMARY OF CONCESSIONS FOR RATES AND CHARGES

Concession Total*	Financial Cost
Discount	\$6,515,096
Pensioner concession	\$224,476
Economic or social incentives	\$392,810

*no concessions were granted under the natural hardship clause

DISCOUNT

In accordance with the provisions of section 130 of the *Local Government Regulation 2012*, a discount at the rate of 10 per cent shall be allowed on general rates, excluding all special rates and charges, provided payment of the full amount of outstanding and overdue rates and interest is paid by the due date. If Council is satisfied that a person liable to pay a rate has been prevented, by circumstances beyond the person's control, from paying the rate in time to benefit from a discount, then Council under section 130(10) of the *Local Government Regulation 2012*, may still allow the discount following written application by the ratepayer.

PENSIONER CONCESSIONS

Council is empowered to grant a concession where Council is satisfied that the land is owned or occupied by a pensioner (section 120(1)(a) of the *Local Government Regulation 2012*). To alleviate the impact of rates and charges on approved pensioners, Council shall provide concessions of 30 per cent on general rates, water, sewerage and cleaning charges (excluding state fire levy and excess water charges) in addition to the State Pensioner Subsidy.

NATURAL HARDSHIP

In accordance with section 120(1)(c) of the *Local Government Regulation 2012*, Council may, at its discretion allow other concessions or remissions if it is of the opinion that some unusual and serious circumstances exist which may prevent payment within the appointed time or otherwise delay the payment of rates and charges as they fall due. Applications for concession or remission should be able to demonstrate unusual and severe difficulty rather than the usual frustration and trial to which everyone is subjected from time to time.

ECONOMIC OR SOCIAL INCENTIVES

Council may allow rating concessions as an incentive to attract business to the region in an industrial estate development or in a project with similar economic benefit to the region (section 120(1)(d) of the *Local Government Regulation 2012*). At Council's discretion, it may remit some or all of the rates and charges that would otherwise be payable by certain clubs or organisations that, in the opinion of the CEO, fulfil useful social and/or charitable community needs, as identified in Council's 5 Year Corporate Plan.

customer service

CUSTOMER SERVICE

The following objectives have been established for Council complaint handling activities:

- To be fair, efficient and consistent in the treatment of complaints about decisions and other administrative actions of Council
- Implement an administrative action complaints policy that is easy to understand and is readily accessible to all
- Detect and rectify administrative errors
- Identify areas for improvement in Council administrative practices
- Increase awareness of:
 - The administrative action complaints policy for Council staff and the community
 - Enhance community confidence in the complaints process, and the reputation of Council as being accountable and transparent
- Build the capacity of staff to effectively manage complaints in an environment of continuous improvement

The administrative action complaints process has been instituted to ensure that all complaints are dealt with fairly, promptly, professionally, in confidence (subject to any legal requirements) and in a manner respectful to the complainant.

Complaints can be made in a number of ways:

- Verbally by telephone or in person to a Council officer
- By email to records@isaac.qld.gov.au (subject-complaint) or online via Council's website
- In writing (by letter, fax, or by completing the Council complaints form, whether signed or unsigned)

All written and electronic complaints must be addressed to the Chief Executive Officer.



ADMINISTRATIVE ACTION COMPLAINTS SUMMARY 2022-23

ADMINISTRATIVE ACTION COMPLAINTS	NUMBER
Administrative action complaints made to the local government	7
Administrative action complaints resolved under the complaints management process	6
Administrative action complaints not resolved under the complaints management process	1
Administrative action complaints not resolved that were made in a previous financial year	0

financials





 Hoods Lagoon,
Clermont

financial reporting and position

This section outlines our financial performance and position during 2022-23, including a summary in plain language and financial statements that have been prepared in accordance with relevant legislation and accounting standards.

COMMUNITY FINANCIAL REPORT

The community financial report provides a plain English explanation of our financial statements so they can be easily understood by our community and others who wish to read the annual report. Financial statements are often difficult to understand when prepared in accordance with accounting standards. The following is a summary and an analysis of Isaac

Regional Council’s financial performance and position for the 2022-23 financial year. It is important that Council remains financially sustainable. The Regulation states that the relevant measures of financial sustainability are the following measures:

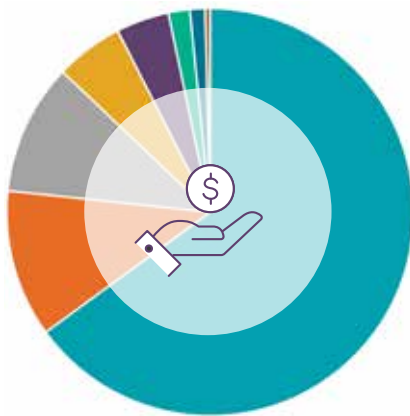
- a. asset sustainability ratio;
- b. net financial liabilities ratio; and
- c. operating surplus ratio.

These measures and other financial information are provided in the following pages.

The Community Financial Report is a simplified version of the information contained in Council’s Financial Statements.

INCOME

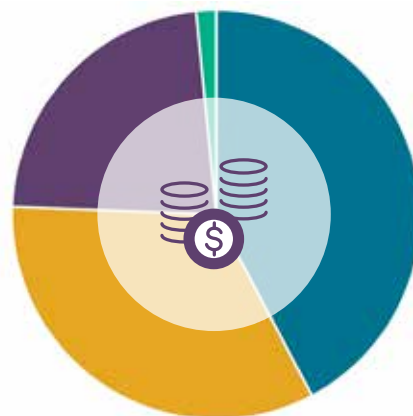
The total income for the financial year was approximately **\$151.7 million**. This included operating revenue of **\$140 million** and capital revenue of **\$11.7 million**. The graph below shows the breakup of operating revenue, which is predominantly derived from rates and levies.



64.9%	Rates and levies \$90,765,656
11.7%	Operating grants, subsidies and contributions \$16,441,796
10.4%	Sale of contract and recoverable works \$14,621,671
5.4%	Sale of goods and major services \$7,609,929
4.2%	Fees and charges \$5,889,711
1.7%	Interest received \$2,360,445
1.2%	Rental and levies \$1,667,601
0.4%	Other recurrent revenue \$594,577

EXPENSES

The total expenditure incurred for the year in providing services to the community was approximately **\$145.9 million**. Council undertook regular reviews of expenditure levels to ensure that funds were expended in the most efficient and effective way possible. Council operating expenses as shown in the graph below totalled **\$133.7 million**. Capital expenses, typically the costs of replaced assets that were written off and re-valuation adjustments totalled **\$12.2 million**. Council also invested over **\$38.1 million** on capital projects over the year.

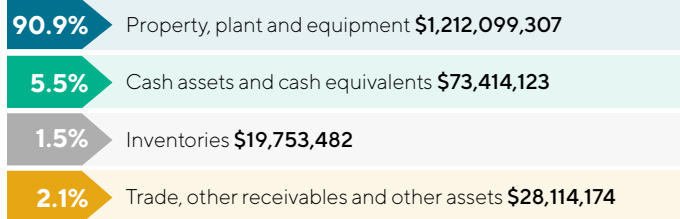
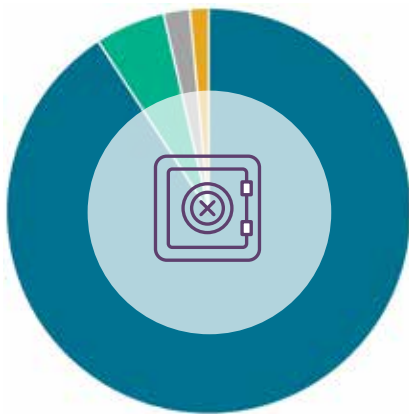


42.5%	Materials and services \$56,880,422
33.6%	Employee costs \$44,885,100
22.3%	Depreciation and amortisation \$29,850,764
1.6%	Finance costs \$2,090,786

ASSETS: WHAT WE OWN

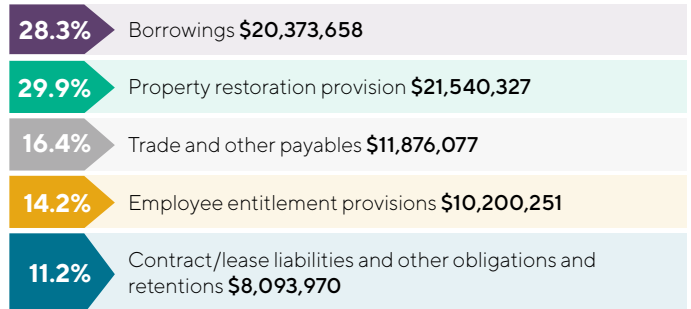
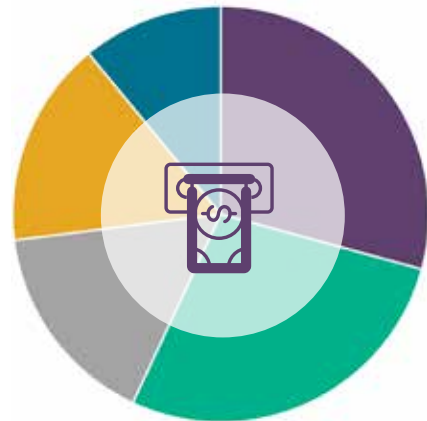
Council owns a variety of assets which are a significant investment for the community. The majority of these assets are infrastructure assets such as roads, water and wastewater, which need to be maintained in a sustainable fashion to ensure the continued provision of services to the community.

As at 30 June 2023 the total value of assets held by Council was around **\$1.3 billion**, which has been broken up into the respective components in the graph below.



LIABILITIES: WHAT WE OWE

Our liabilities are reviewed regularly as part of our long term financial strategy. As at 30 June 2023 the value of total liabilities of Council was approximately **\$72.1 million**. The significant part of liabilities is borrowings, which have been used to fund investment in long life infrastructure. Using borrowed funds is a way of spreading the cost of assets across the generations who will receive the associated benefits.



OUR NET WORTH

Our community's net worth (what we own less what we owe) at the end of the financial year was approximately **\$1.3 billion**. In the Statement of Financial Position, this represents the Total Community Equity.

RESOLUTIONS

In July 2015, under resolution number 4186, Council resolved to appropriately identify Commonwealth grant funding in Council publications, including annual reports. In accordance with this resolution, Council received **\$12,873,065** in federal funding through the Financial Assistance Grants program for 2022-23. This funding makes a valuable contribution towards Council's continued delivery of important

community services and infrastructure. Council did not make any resolutions relating to section 206 of the *Local Government Regulation 2012* during the reportable financial period.

On 28 October 2020, under resolution number 6916, Council resolved to adopt the amended Councillor Support (Expenses Reimbursement) Policy (STAT-POL-057) under section 250(1) of the *Local Government Regulation 2012*. This policy provides for the payment of reasonable expenses incurred, or to be incurred, by Councillors for discharging their duties and responsibilities as Councillors; and provision of facilities to the Councillors for that purpose. A copy of the agenda and minutes can be viewed at: <https://www.isaac.qld.gov.au/Your-Council/Council-Meetings>

financial health

FINANCIAL SUSTAINABILITY RATIOS

Financial Ratios assist in determining the current and future financial health of Council.

These ratios provide a snap shot of the financial performance without having to read the complete Financial Statements (as at 30 June 2023).



Ratio Type	Description	Performance
Asset sustainability ratio (Target >90%)	Capital expenditure on the replacement of assets divided by depreciation expense	70.5%
Operating surplus ratio (Target 0-10%)	Operating surplus divided by total operating revenue	4.5%
Net financial liability (Target <=60%)	Total liabilities less current assets divided by total operating revenue	-18.2%

CONTROLLED ENTITIES

Controlled entities of Council during the reporting period were Isaac Affordable Housing Trust (IAHT) and Moranbah Early Learning Centre (MELC).

IAHT is a company limited by guarantee and does not have any share capital.

Council is the sole shareholder however the board operates autonomously to Council.

Of the seven directors, four positions are allocated to Council representatives, with remaining members being the Company Secretary, 1 x external Corporate and 1 x Community (Vacant).

Moranbah Early Learning Centre is a company limited by guarantee and does not have any share capital.

Council is the sole shareholder however the board operates autonomously to Council.

Of the five directors, three positions are allocated to

Council representatives (the five members includes the Company Secretary). As a controlled entity of a local government, IAHT and MELC are classified as a public-sector entity under the *Auditor-General Act 2009*.

As such IAHT and MELC will be audited annually by the Auditor-General of Queensland.

For a summary of these entities, their net assets and results ending 30 June 2023, refer to note 28 in Council's financial statements.

Financial Statements

This section contains a copy of the following financial documents:

- Management Certificate;
- Independent Auditor's Report;
- Financial Sustainability Statement; and
- Certificate of Accuracy

Our independent Auditor's Report can be found in full at the back of this Annual Report.



INDEPENDENT AUDITOR'S REPORT

To the councillors of Isaac Regional Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Isaac Regional Council.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2023, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the certificate given by the Mayor and Chief Executive Officer.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2023 was the current year financial sustainability statement and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the financial report

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the *Local Government Regulation 2012* and *Australian Accounting Standards*, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the *Australian Auditing Standards* will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the *Australian Auditing Standards*, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.

- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2023:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, any other Act and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



Lisa Fraser
as delegate of the Auditor-General

31 October 2023

Queensland Audit Office
Brisbane

ISAAC REGIONAL COUNCIL

Current-year Financial Sustainability Statement
For the year ended 30 June 2023

Measures of financial sustainability

(i) Operating surplus ratio

Operating surplus (Net result excluding all capital items) divided by total operating revenue (excludes capital revenue)

(ii) Asset sustainability ratio

Capital expenditure on the replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets.

(iii) Net financial liabilities ratio

Total liabilities less current assets divided by total operating revenue.

Council's performance at 30 June 2023 against key financial ratios:

	Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
Target	between 0% and 10%	greater than 90%	not greater than 60%
Actual	4.46%	70.47%	-18.20%

Note 1 – Basis of preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2013. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2023.

Certificate of Accuracy
For the year ended 30 June 2023

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.



Mayor

Name: Cr Anne Baker

Date: 31, 10, 2023



Chief Executive Officer

Name: Mr Ken Gouldthorp

Date: 31, 10, 2023

INDEPENDENT AUDITOR'S REPORT

To the councillors of Isaac Regional Council

Report on the current-year financial sustainability statement

Opinion

I have audited the accompanying current-year financial sustainability statement of Isaac Regional Council for the year ended 30 June 2023, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current-year financial sustainability statement of Isaac Regional Council for the year ended 30 June 2023 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current-year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current-year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2023 was the general purpose financial statements and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the current-year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the current-year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current-year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current-year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current-year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.
- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Lisa Fraser
as delegate of the Auditor-General

31 October 2023

Queensland Audit Office
Brisbane

ISAAC REGIONAL COUNCIL

Unaudited Long-Term Financial Sustainability Statement
Prepared as at 30 June 2023

Measures of financial sustainability

(i) Operating surplus ratio

Operating surplus (Net result excluding all capital items) divided by total operating revenue (excludes capital revenue)

(ii) Asset sustainability ratio

Capital expenditure on the replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets.

(iii) Net financial liabilities ratio

Total liabilities less current assets divided by total operating revenue.

Council's performance at 30 June 2023 against key financial ratios:

	Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
Target	between 0% and 10%	greater than 90%	not greater than 60%
Actuals at 30 June 2023	4.46%	70.47%	-18.20%
Projected for the years ended			
30 June 2024	0.94%	70.54%	-5.54%
30 June 2025	1.48%	94.71%	-5.99%
30 June 2026	1.53%	102.88%	-7.60%
30 June 2027	1.66%	98.04%	-9.65%
30 June 2028	1.67%	97.18%	-11.49%
30 June 2029	1.68%	97.17%	-13.03%
30 June 2030	1.63%	97.17%	-14.58%
30 June 2031	1.66%	97.17%	-16.26%
30 June 2032	1.71%	97.16%	-18.15%

Financial Management Strategy

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Certificate of Accuracy

For the long-term financial sustainability statement prepared as at 30 June 2023

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Mayor

Name: Cr Anne Baker

Date: 31, 10, 2023



Chief Executive Officer

Name: Mr Ken Gouldthorp

Date: 31, 10, 23

